

By-Laws Leadership Evaluations
Governance Decisions
Roles Strategic Planning
Conflict of interest



Practical Tips for Strategic Planning

What do you think is the most important element for successful strategic planning?





Topics we will cover

1. Phases of Strategic Plan
 - Project planning
2. Effective Use of People Resources
3. Mission, Vision, Values
4. Spheres of Control and Influence
5. Integrated Planning: Effective Use of Levers
6. Wish List or Realistic List
7. Monitoring and Adjusting

Typical Challenges



Typical Challenges



- Finding time
- Moving from a plan to action
- Getting the right people involved
- Board role? Staff role? Volunteer role?
- Setting priorities
- Budget
- How can it really help us



**KEEP
CALM
AND
DONT
RUSH**

**Strategic
Management
Cycle**

Analysis

Where are we now?

Planning

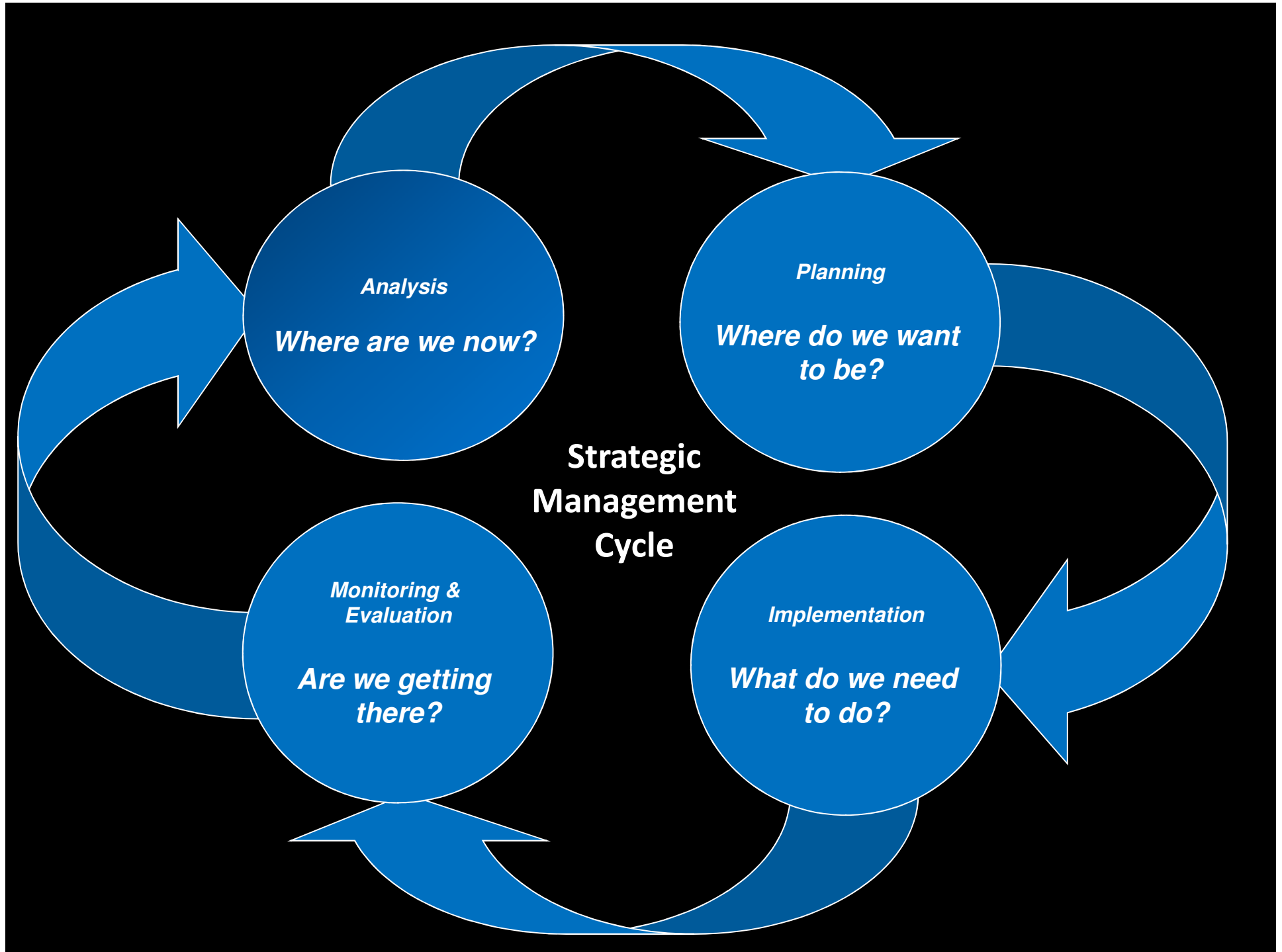
*Where do we want
to be?*

Implementation

*What do we need
to do?*

*Monitoring &
Evaluation*

*Are we getting
there?*





Tip #1: Create a Project Plan

- Project plan template
- Track activities for each component of the project
- Clearly identify inter-relationships
- Timelines and accountability
- Communication

Constraints

- Addressing challenges and opportunities of F2F meetings

SAMPLE TEMPLATE

Phase	Tasks	Sub-tasks	Lead	Team	J	F	M	A	M	J
Initiate	Create project plan	Determine key dates			█					
		Identify & contact Leads for project tasks			█					
		Confirm budget, milestones & deliverables			█					
Analysis	Complete Analysis Determine Key Measures	Analyze results from previous plan	CEO	Dep't Directors				█		
		Complete full analysis						█		
		Communicate analysis	Dep't Directors	Staff				█		
		Present analysis to Project Leads and others								
		Confirm Mission, Vision & Values	Review Mission, Vision & Values Revise where necessary	CEO	Writing Team		█		█	
			Validate with Board	CEO				█	█	
			Validate with Staff	CEO				█	█	
Planning	Host Face to Face meetings		Outside Facilitator	Large planning team						█

Tip #2: Select the Right Team for Each Phase

A Strong & Sustainable System depends on ...



- ... Getting the right people
- ... With the right expertise
- ... At the right time
- ... Into the tent
- ... Working together





How do you select your team for strategic planning?

Phase	Team	Skill Set /Expertise
Preparation	CEO Outside Facilitator	
Analysis	3-5 people	Analytical, Objective, Resourceful Knows the context and key influencers
Planning <ul style="list-style-type: none"> • Mission, Vision, Values 	Writing Team include initially CEO	Ability to take ideas and write in a clear, concise manner, creative
<ul style="list-style-type: none"> • Mission, Vision, Values • Overarching Goals • Identifying Strategies 	8 – 15 (Board & Staff)	Creative, people who think differently, intuitive Considerable expertise in key areas.
<ul style="list-style-type: none"> • Overarching Goals • Identifying Strategies Input & Validate Implementation <ul style="list-style-type: none"> • Identification initiatives that support strategies 	15 – 30 (board, staff, key stakeholders, committee members) Outside Facilitator	Those with a common purpose, part of the system. Representative demographic, Creative, people that may help drive initiatives
Implementation Measuring & Monitoring	Staff and/or Board Outside Facilitator	



QUESTIONS?

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Analysis



Where are we now?

Did we achieve targets identified in last plan?

Internal assessment
(strengths, weaknesses)

Environmental Scan
(opportunities, threats)

What should we look at?

- Membership data
- Performances
- Budget
- Other metrics?

- Internal challenges and blocks

- Stats Canada
- Canadian Sport Policy
- Customer satisfaction

Where We Are Now – Speed Skating

	AS (0-5)	FUNd (6-8)	L2T (9-12)	T2T (13-16)	L2C(17-19)	A4L	Totals
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- **L2C Objective:** 400-500 skaters in HQ environment
 - 2011-2012 in HQ: ~150
- **T2T Objective:** 800-1000 skaters in HQ environment
 - 2011-2012 in HQ: ~350

Totals	1852	2442	2418	857	325	1772	9666
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Source: Speed Skating Canada

Skater Participation Rates by Stage of Development (2011-2012)

	AS (0-5)	FUNd (6-8)	L2T (9-12)	T2T (13-16)	L2C(17-19)	A4L	Totals
AB	33	155	227	97	39	225	776
BC	57	179	250	92	36	239	853
MB	3	23	52	43	16	43	180
NL	0	7	11	4	0	1	23
NU	3	16	22	0	0	22	63
NT	50	69	53	30	7	8	217
ON	28	223	425	127	59	602	1464
QC	1551	1509	1084	334	131	428	5037
SK	14	48	85	42	17	27	233
NB	96	123	117	58	15	23	432
NS	6	55	45	6	0	139	251
PE	11	30	39	19	2	5	106
YK	0	5	8	5	3	10	31
Totals	1852	2442	2418	857	325	1772	9666

Source: Speed Skating Canada



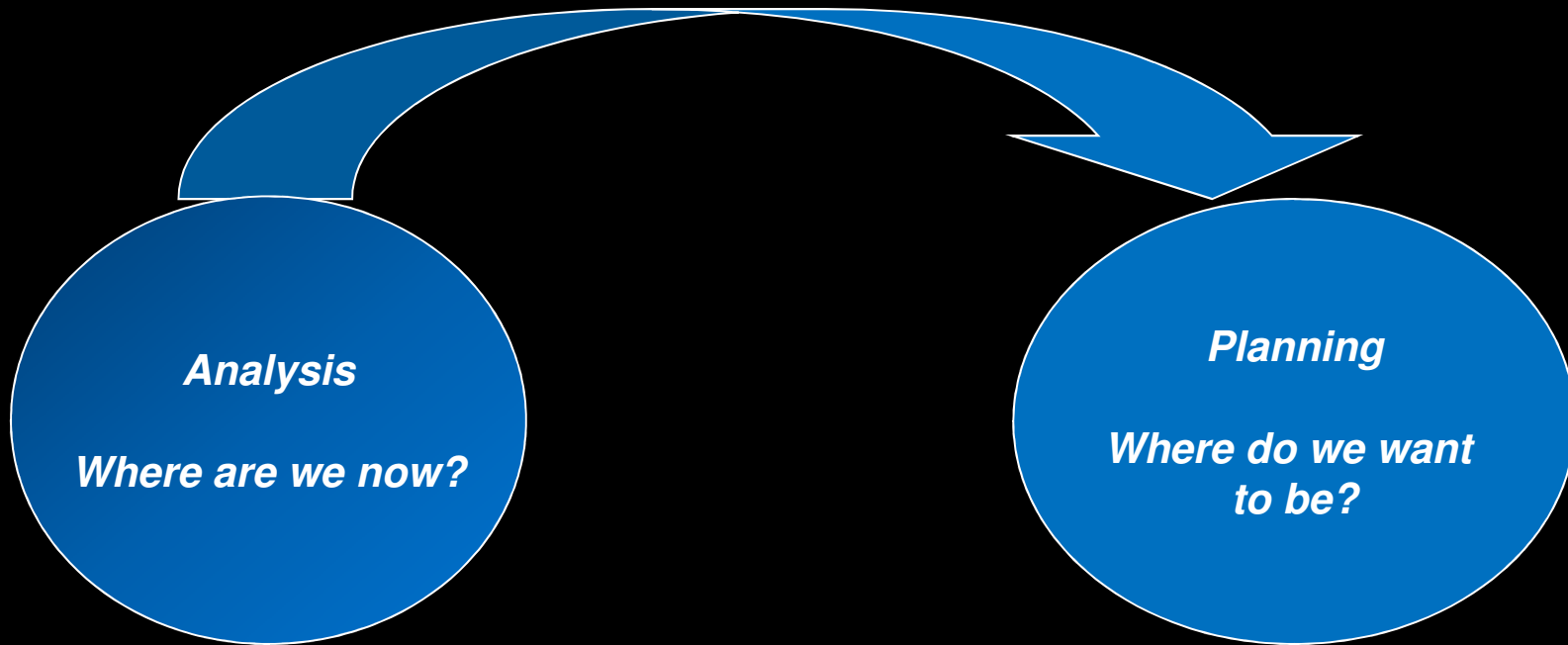
Tip #3: Use Analysis For Strategic Thinking

- Circulate in advance to all participating in next phase of the project.
- Adobe connect presentation and discussion with planning team
- Ensure data and analysis is available to planning team at each phase



QUESTIONS?

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Mission
Why we exist

Vision
What we aspire to be

Values
What we believe in



Is it a good mission statement?

Criteria

- ✓ Clear & understandable
- ✓ Defines what the organization does, why it exists
- ✓ Does not prescribe means
- ✓ Short and focused

Mission

To lead the development of Canadian sports to achieve sustainable podium performances at the Olympic and Paralympic Games.

Source: Own the Podium Mission, Vision, Values



Tip #4: Mission, Vision, Values in Place

Prior to the Planning Stage

- Small writing team
- Get ideas and input from a larger group (board & staff) based on analysis
- Validate before the next phase of project

<http://www.hesselbeininstitute.org/tools/sat/mission.html>

Planning

Where do we want to be?



- 3 – 5 Overarching Goals
 - unifying focal point for organizational efforts
 - connected to mission & vision
 - use of analysis and identification of gaps to consider when developing strategies.



Three Overarching Goals

- Win gold medals at the Olympics, Paralympics and World Championships
- Grow participation in the sport of rowing at all levels
- Build a dynamic and sustainable organization

Source: Rowing Canada Aviron Strategic Plan 2013 - 2017

Planning

Where do we want to be?



Time for Strategic Thinking

- Creation of 3-5 strategies for each overarching goal
 - consideration of previous work and analysis
 - who can help us?



Tip #5: Plan to “Do A Little A Lot”

- Don't spread your resources too thin (human, financial, time)
- 3 overarching goals may be more suitable than 5
- Identify a few key strategies that will be effective toward the long-term outcome



Where do we want to be?

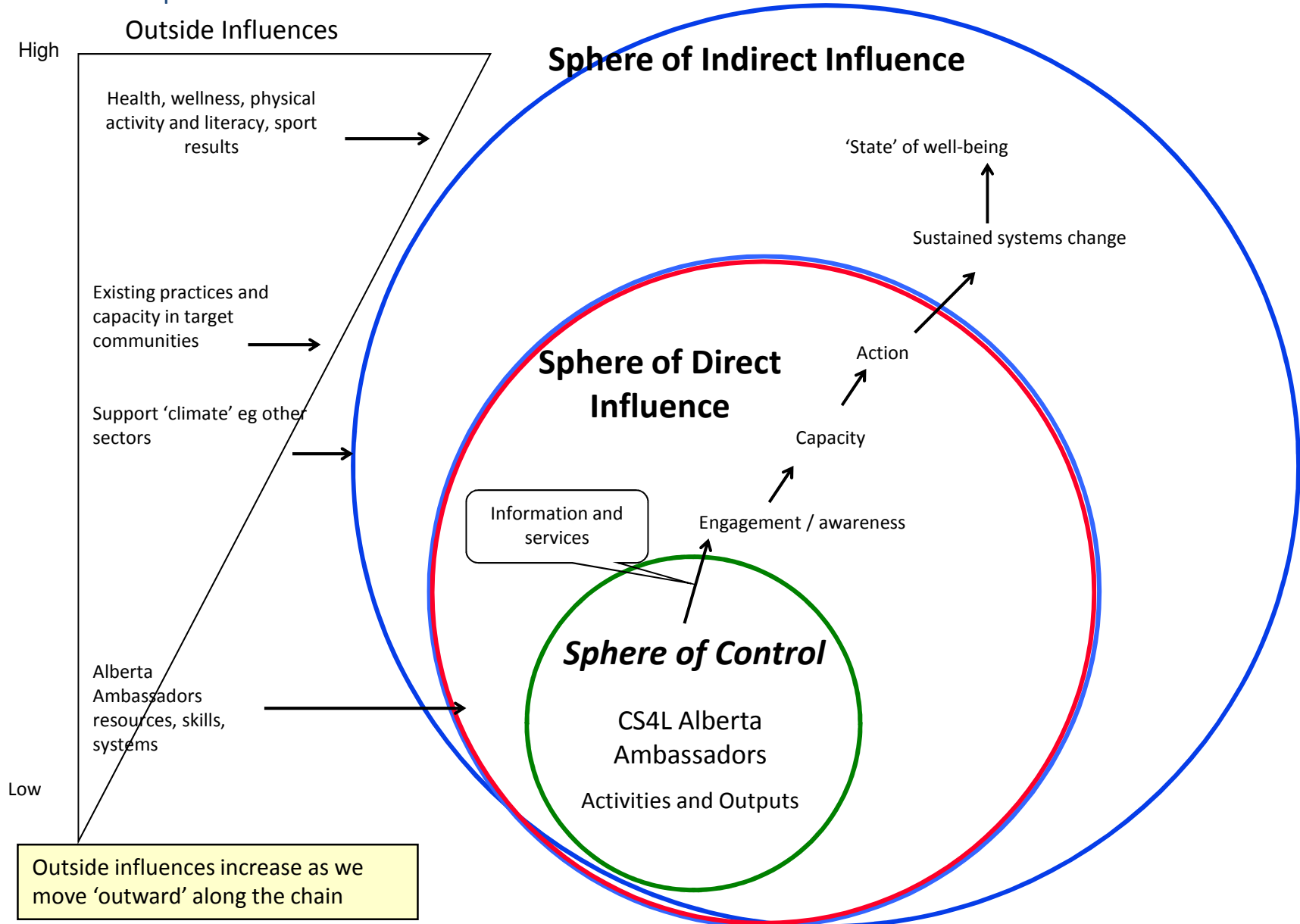
Sphere of Direct Influence
Community of Influence



THINK BIG AND THINK DIFFERENTLY

RESULTS CHAIN

1.1 Spheres of Influence



Adapted from: Montague, Steve (2010). Performance Management Network. Workshop with Canadian Cancer Society –Manitoba Division

BEST PRACTICE – Coaching Association of Canada

GOALS:

- 125,000 coaches complete an NCCP workshop and a baseline for certified status is determined
- Quality assurance processes are established, with a goal of 80% coach satisfaction

STRATEGIES:

- Extensive work with Communities of Direct Influence
- Effective use of resources that CAC controls
- All to drive toward the identified goals

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Source: Speed Skating Canada

Leveraging & Effective Integrated Planning





Tip #6: Work in Spheres of Control and Direct Influence

- Creates sustainable systems
- Increases collaboration and communication
- Improves integrated planning toward common purposes
- It takes more time



QUESTIONS?



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Implementation

What do we need to do?



- Identify initiatives that are needed to advance each strategy.
- Involve individuals, groups and teams in Sphere of Control and Direct Influence
- Begin to identify performance indicators (what will we see if we are progressing)



Wish List or Realistic List

Box 1

Manage the present



Box 2

Selectively forget the past



Box 3

Create the future





Tip #7: Manage the 3 Boxes

- Too **much** “new” can create system chaos
- Too **little** “new” can cause system stagnation

MORE STRATEGIC THINKING REQUIRED!

Are we getting there?



Monitoring our progress

- Short term, midway, long term measures
- Are we on track?
- Adjusting
- A few global measures that matter



Not everything that counts can be counted, and not everything that can be counted counts."

(Sign hanging in Einstein's office at Princeton)

"A crude measure of the right thing beats a precise measure of the wrong thing." (Carver, 2006)





How will we measure our progress in Years 1, 2, 3 and 4?

- Work outward from spheres – along the results chain.
- Measure the impact of where you put your resources

Tip #8: Count What Matters



- Have the planning team identify what matters
- Don't ignore the measures



Strategic Planning is....

- A process, not an event and is ongoing
- A mix of an art and science
- Time consuming but important
- Important for communication, budgeting and directing resources effectively
- An opportunity to take stock, set a course and adjust when necessary



Final Tips

- ✓ Develop a project plan
- ✓ Complete each phase thoroughly before moving to the next phase
- ✓ Establish an environment that promotes creativity and strategic thinking
- ✓ Enjoy the challenge



QUESTIONS?



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Thank you!



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Recap of Spring webinars

www.sirc.ca/governance/webinars.cfm

- **Strategic Plan Development**

Presented by: Carolyn Trono

- **Change Management**

Presented by: Jennifer Birch-Jones & Alain Rabeau

- **Business & Behaviours Behind Executive Agreements**

Presented by: Margo Crawford

- **Total Compensation Study**

Presented by: Ian Moss, Laura McWhirter & Greg Hedgecoe

- **How to Create Social Media Buzz Around your next event**

Presented by: Sue Dodge