



Simple Outline for the Strategic Planning Process

Strategic Planning is an important process which is often ignored as it does take extra time and work. Let's make it a simple and useful process that gives direction and clarity to your club/association. The phases are:

1. Where you are – Analyse and assess
2. Where you want to be - Vision
3. How you get there – Plan and Execute

Key Points:

- The process is one of consultation it is NOT dictating
- The opinions of ALL your stakeholders are important
- The process gives your organisation long-term direction
- The completed Plan is still a working document that needs to be regularly reviewed
- The alignment of your organisation to achieve the strategy is imperative

Follow this step by step approach to give you direction and a reference to keep you on track. This process is generally completed over a 2 – 4 month period to allow for consultation and discussion giving a valid and reliable reference resource.

Step One:

Stakeholder survey (3 – 4 weeks)

Stakeholders seen as members, players, sponsors, operations staff, anyone in the community that has an interest in your organisation

- What do they think / want?
- Complete stakeholder survey (find out what your players want more of, less of, introduced)

Step Two:

Committee and operations staff session (2 - 3hrs)

- Consider/develop mission and vision statements
- Consider/develop Values and their meaning
- Undertake a SWOT analysis (see SWOT analysis template)



Step Three:

Stakeholders and committee Workshop (1 – 2hrs)

Stakeholders meet to discuss the SWOT and expand values and KPI's to meet vision.

Step Four:

Committee and operations staff workshop (1+/- hrs)

Develop and finalise draft plan

- Discuss stakeholder survey feedback and workshop outcomes
- Draft a plan based on the information gathered & outcomes

Step Five:

Committee approve draft Strategic Plan

Step Six:

Draft Plan sent out to the community for consultation (2 weeks)

- Last chance for feedback.
- Good way to engage stakeholders, sponsors and funding agencies

Step Seven:

Committee approve Strategic Plan after consultation process completed

Strategic Plan formalised and communicated to all

What you need to know to complete the above steps

Mission Statement

States your purpose – 'Why you exist'

Tennis NZ Mission Statement - "Building community through tennis"

Vision statement

States a destination that is measurably different from current reality – 'Where you want to be'

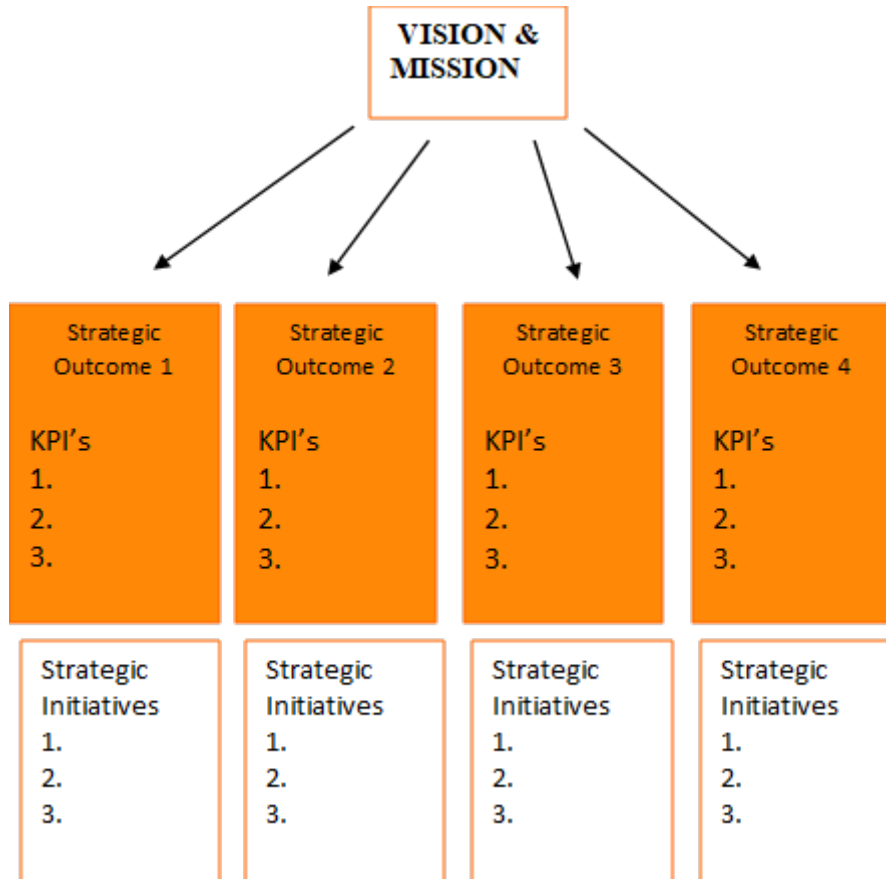
Tennis NZ Vision Statement – "Tennis accessible and thriving"

SWOT Analysis

Analyses your organisation's Strengths, Weaknesses, Opportunities and Threats



Plan Template



- Strategic Outcomes are the 'What' we want to achieve – the Pillars of the Strategic Plan
- Strategic Initiatives are the 'Actions Required' to enable each Strategic Outcome to be achieved
- If Strategic Outcomes are the 'What' - then KPI's are the 'How we know we have achieved it'
- For KPIs to be successful use SMART goals
- They require current situation (baseline) to allow us to identify success and change



Check list – are you aligned as an organization?

Strategy Alignment Checklist		Yes	No
Leadership	Is the Committee supportive of the strategy? Is Committee reporting linked to the strategy? Do we have capable leaders within the organisation?		
Structure	Is our organisation structured a way to effectively support and deliver the strategy?		
People	Do we have the people with the right skills needed to deliver our strategy? Do our people support the strategy?		
Stakeholder Management	Do we have effective communications with stakeholders? Are we communicating the new strategy to stakeholders?		
Incentives	Is our remuneration and rewards system aligned with the strategy? Are individual performance goals aligned with the strategy?		
Culture	Does our existing organisational culture (actual not espoused) support our strategy?		
Resources	Are our resources aligned to the strategy? Do we have enough resources (people, financial, time, other resources)?		
Support Systems and Processes	Are our systems facilitating the effective delivery of the strategy? Do we have adequate systems in place to monitor the strategy?		
Risk Management	Have we identified the major risks associated with the strategy? Are we prepared to respond accordingly?		