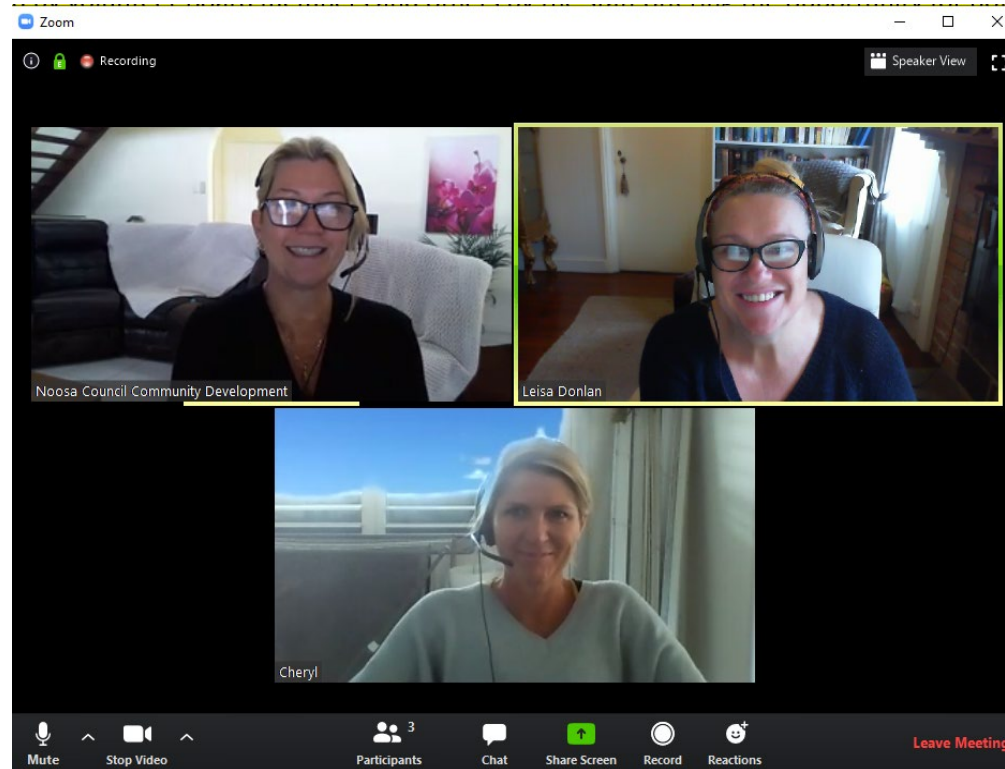


Please Mute & Ask Questions on Chat 😊



Is Our Strategic Plan Even Relevant Now?

Management Committee's Dual Role

Operations – doing the thing your group does

Strategy – why are we here and what are we doing?

Strategic Planning Flow



What We Will Cover

- ▶ Staying focused on a plan you already have
- ▶ How to innovate and change what outcomes that looked positive in 2019 now seem outdated
- ▶ How to re-energise your members and bring them with you with
- ▶ Great solutions that still meet those strategic objectives.
- ▶ How to plan if you've never done one!

“For some organizations, near-term survival is the only agenda item. Others are peering through the fog of uncertainty, thinking about how to position themselves once the crisis has passed and things return to normal.”

“The question is, ‘What will normal look like?’ While no one can say how long the crisis will last, what we find on the other side will not look like the normal of recent years.”

Strategic Planning

Strategic Planning

1. **Go Back & Review Your Organisation's Mission & Vision, Values Etc**
2. Assess The Issues (External & Internal)
3. Make Some Assumptions About The Future
4. **Planning Process**
 1. SWOT Analysis
 2. Wish List
 3. Prioritize (check their goals!)
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7. **Review**

Reviewing Your Purpose

Constitution says

- ▶ Make sport available for all
- ▶ Provide services to the aged
- ▶ Run education programmes

Will it still work?

- ▶ Maybe can only make it work for a select group
- ▶ May not be possible under Covid
- ▶ May not have the space you need to do it or the skills to do it online.

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Taking Action or Sleeping

- ▶ To keep up during COVID-19, clubs & organisations where they can, have moved fast. Planning used to be done every year or even five years; now a daily plan might be necessary. To build on this progress, speed will continue to be of the essence. Clubs & organisations that recognize this, and that are willing to set new standards and upend old paradigms, will build long-term strategic advantage.
- ▶ Clubs that are unwilling or unable to change because of the skills they have available may need to consider strategically, if they can operate or if they should “sleep” for the next couple of years (or a medical solution is found).

Who Are You?

- ▶ In a crisis, what matters becomes very clear, very fast. Strategy, roles, personal ownership and leadership that is both supportive and demanding—all can be seen much more clearly now.
- ▶ The social contract between the organisation and the volunteer is changing fundamentally. “It will matter whether you actually acted to put the safety of your communities first,” one CEO told us, “or just said you cared.” One noticeable characteristic of clubs & organisations that have adapted well is that they have a strong sense of identity.
- ▶ Leaders and employees have a shared sense of purpose and a common culture; they know what the organisation stands for and how to get things done right.

How Do You Work?

- ▶ Many leaders are reflecting on how small, nimble teams built in a hurry to deal with the COVID-19 emergency made important decisions faster and better.
- ▶ What clubs & organisations have learned cannot be unlearned—namely, that a flatter organization that delegates decision making down to a dynamic network of teams is more effective.
- ▶ They are rewiring their circuits to make decisions faster, and with much less data and certainty than before.

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Strategic Recovery

- ▶ *Identify and prioritize revenue opportunities.* What's important is to identify the primary sources of revenue and, on that basis, make the “now or never” moves that need to happen before the recovery fully starts.
- ▶ This may include launching targeted campaigns to win back loyal members; developing member experiences focused on increased health and safety; adjusting pricing and promotions based on new data; reallocating spending to proven growth sources; reskilling your volunteers; creating flexible payment terms; digitizing sales channels; and automating wherever you can.
- ▶ Once identified, these measures need to be rigorously prioritized to reflect their impact on earnings and the club's ability to execute quickly.

Rapidly Recover Revenue

- ▶ Speed matters: it will not be enough for clubs & organisations to recover revenues gradually as the crisis abates. They will need to fundamentally rethink their revenue profile, to position themselves for the long term and to get ahead of the competition. To do this clubs & organisations must SHAPE up.

Rapidly Recover Revenue

- ▶ *Start-up mindset.* This favors action over research and testing over analysis. Encourage agility and accountability: daily team check-ins, weekly reviews, and twice-a-month meetings.

Rapidly Recover Revenue

- ▶ *Human at the core.* clubs & organisations will need to rethink their operating model based on how their people work best. Sixty percent of businesses who were working through Covid, surveyed in early April, said that their new remote models were proving as much (29 percent) or more effective (31 percent) than traditional models.

Rapidly Recover Revenue

- ▶ *Acceleration of digital, tech, and analytics.* It's already a cliché: the COVID-19 crisis has accelerated the shift to digital. But the best clubs & organisations are going further, by enhancing and expanding their digital channels. They're successfully using advanced analytics to combine new sources of data with their own insights to make better and faster decisions and strengthen their links to members.

Rapidly Recover Revenue

- ▶ *Purpose-driven member playbook.* Clubs & organisations need to understand what members will value, post-COVID-19, and develop new use cases and tailored experiences based on those insights.

Rapidly Recover Revenue

- ▶ *Adaptability.* Given crisis-related disruptions in supply chains and channels, adaptability is essential. That will mean considering nontraditional collaborations with partners up and down the supply chain.

Develop an Agile Operating Model

- ▶ Driven by urgency, marketing and sales leaders are increasingly willing to embrace agile methods; they are getting used to jumping on quick videoconferences to solve problems and give remote teams more decision-making authority. It's also important, of course, for cross-functional teams not to lose sight of the long term and to avoid panic reactions.
- ▶ In this sense, “agile” means putting in place a new operating model built around the member and supported by the right processes and governance.

Embracing The Future of Work

- ▶ The future of work, defined by the use of more automation and technology, was always coming. COVID-19 has hastened the pace. Employees across all functions, for example, have learned how to complete tasks remotely, using digital communication and collaboration tools. In operations, changes will go further, with an accelerated decline in manual and repetitive tasks and a rise in the need for analytical and technical support. This shift will call for substantial investment in workforce engagement and training in new skills, much of it delivered using digital tools.

Accelerate digital adoption to enable reimagination.

- ▶ Over the past few months, there has been a transformation in the way we interact with loved ones, do our work, travel, get medical care, spend leisure time, and conduct many of the routine transactions of life. These changes have accelerated the migration to digital technologies at stunning scale and speed, across every sector. “We are witnessing what will surely be remembered as a historic deployment of remote work and digital access to services across every domain,” remarked one tech CEO. He is right. Through the COVID-19 recovery, too, digital will play a defining role.

For many, the toughest leadership test is now looming: how to bring their non profit business back in an environment where a vaccine has yet to be found and economies are still reeling.

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the right side of the frame, creating a dynamic, layered effect. The rest of the background is a plain, light cream color.

How?

5 Ways To Reshape Your Plan

- ▶ 1. Prioritize people safety and continuous engagement
- ▶ 2. Reshape strategy for business continuity
- ▶ 3. Communicate with relevant stakeholders
- ▶ 4. Maximize the use of government support policies
- ▶ 5. Build resilience in preparation for the new normal

01 Put people safety first

- ▶ Initiate or expand flexible work arrangements.
- ▶ Provide infection protections for on site workers.
- ▶ Issue regular, transparent communications that reassure employees and align with current government policies.

02 Communicate with stakeholders

- ▶ Keep customers apprised of impacts to product or service delivery.
- ▶ Develop communications plans that balance caution with a business-as-usual mindset.
- ▶ Stay in contact with suppliers regarding ability to deliver goods and services.
- ▶ Review terms and conditions on loans and contracts with creditors and investors.
- ▶ Consult legal teams for advice on potential liabilities with governments or regulators.

03 Reshape strategy to maintain business continuity

- ▶ Evaluate short-term liquidity.
- ▶ Assess financial and operational risks and respond quickly.
- ▶ Consider alternative supply chain options.
- ▶ Determine how the crisis affects budgets and business plans.
- ▶ Monitor domestic and foreign government initiatives of support.

04 Build resilience and prepare for recovery

- ▶ Execute revised strategies and continue to monitor the situation.
- ▶ Review and renew BCPs.
- ▶ Make decisions and take actions during the crisis with recovery in mind.
- ▶ Reset business assumptions that underpin the supply chain.
- ▶ Re-evaluate and recalibrate how to seize the opportunities China offers.

Four actions

to build resilience and
reshape results

The Decision To Return - Can We Do It?

- ▶ Many organisations are surveying their members now to see what their feelings are about returning to their clubs & organisations
- ▶ Insurance may be completely or almost fully refundable if you do NOT return to services
- ▶ Refunds policies have to be carefully considered
- ▶ Consider how programmes & activities can take place in spaces based on “gathering” definition which may constantly change (eg Victoria seeking 1 person x 2 m² approval)
- ▶ Find out which volunteers may not or cannot return



The Decision To Cancel

mittee.com.au

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Prioritise

- ▶ It isn't uncommon to develop too many strategic goals
- ▶ Usually not possible to achieve a long list
- ▶ Find common themes and continue to eliminate specifics
- ▶ 6 - 10 strategic goals maximum per plan
- ▶ Keep going back to their mission for help
 - ▶ Eg One of the wishes was to build a car wash to help with passive income (good idea!) BUT the club's mission is to provide activities for an aging population.

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Reviewing Strategic Plans

- ▶ Plans should be reviewed regularly throughout the period. At least each year but during Covid, perhaps even monthly.
- ▶ Make review a part of the annual calendar & operational plan.
- ▶ Comprehensive planning should take 3 months so begin the next plan well in advance, once we have a better understanding of the new normal.
- ▶ ANY plan is better than none ... even a one page agreement of what you are going to do this year will help.

Key Performance Indicators

- ▶ Meaningful & Measurable
- ▶ Can be quantitative or qualitative (be careful here with staff related issues)
- ▶ Should be routinely collected & reported on
- ▶ Comparable - for benchmarking

- ▶ KPI's can be confusing to develop. Keep asking, what are we measuring and how can we measure it?

- ▶ Eg: People are enjoying the arts OR 75% of surveyed members rate their satisfaction level with projects as above average.

Build Interest In The Process



Survey Your Members

How do you feel about INA NOT having a netball season in 2020 *

- Strongly Agree - forget 2020 and focus on 2021
- Agree
- Uncertain
- Disagree
- Strongly Disagree - lets have a 2020 season in a changed format

Are you still interested to be involved in netball this season, regardless of the uncertain start date, total cost and competition format? *

Are you open to changing the game day format (please tick all the options that apply) *

- No - Saturdays only
- Yes - happy to play at different times on a Saturday (8am - 8pm)
- Yes - I will play on either a Saturday or weeknight/s
- Yes - happy for shortened games (10min quarters)



Tell Everyone About It!

www.committee.com.au

leisadonlan@committee.com.au

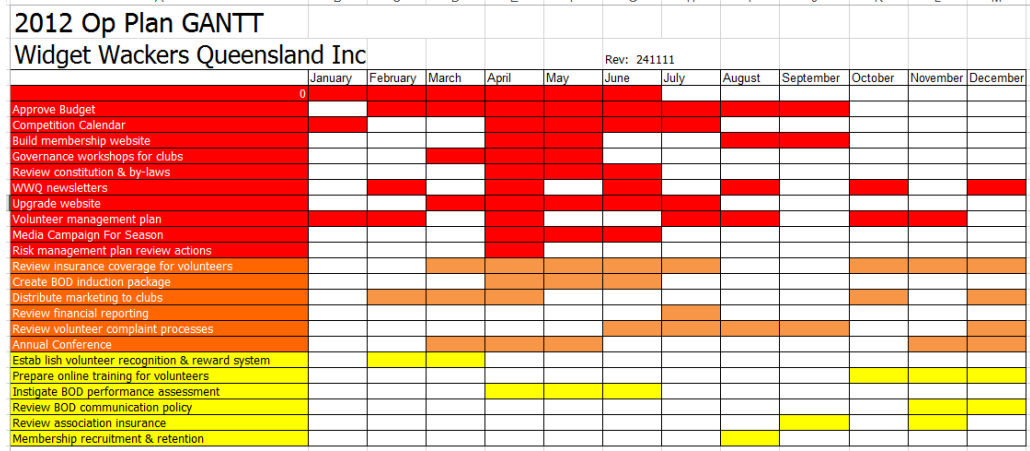
Basics of Operational Planning

- ▶ Essentially a list of every job over the next 12 months
- ▶ Leaders should be identified for each project
- ▶ Prioritisation can be a helpful tool in work flow management
- ▶ Individual tasks can be drilled down and allocated to individuals
- ▶ Budget implications and cash flow should be considered
- ▶ Due dates for each task should be included
- ▶ GANTT for better workload planning can be a great tool

- ▶ Lots of template GANTT charts on google search.

Microsoft Excel interface showing the '2012 Operational Plan' for Widget Wackers Queensland Inc. The spreadsheet includes a task list with columns for priority, leader, and revision number. A summary table is also visible.

Task #	Task	Primary	Due By	Notes
1	Calendar & Mailplanner	Annie		
2	Prepare sponsorship collateral	Annie & Michelle	11/11/11	Leader: Leiza Budget: \$2,000
3	Gather relevant images from sponsors	Michelle	12/20/11	
4	Research significant dates	Annie	12/20/11	
5	Talk with Finns, finance quote and amounts	Annie & Leiza	12/22/11	
6	Put together other images for the various months	Annie	12/22/11	
7	Send off to printers	Annie	11/28/11	
8	Follow-up on progress	Annie	11/28/11	
9	Receive finished products	Michelle	12/13/11	
10	Post off to members	Annie & Tegan	12/17/11	
11	Competition Calendar	Leiza		
12	Collate information on Testing	Leiza	11/28/11	Leader: Ian Budget: \$0
13	GET ANSWERS!	Leiza	11/28/11	
14	Publish information to Website	Leiza	11/21/11	
15	Allow suppliers to update information	Leiza	12/14/11	



GANTT To Plan Work Flow

What We Covered

- ▶ Staying focused on a plan you already have, if it works for you or changing the plan radically, if that's what is necessary
- ▶ How to innovate and change what outcomes that looked positive in 2019 now seem outdated (re-inventing services, activities & comps)
- ▶ How to re-energise your members and bring them with you with by working hard on communicating, survey & asking.
- ▶ Great solutions that still meet those strategic objectives by readjusting your operational plans.
- ▶ How to plan if you've never done one!

Questions?

- ▶ For templates contact:
- ▶ Leisa Donlan
- ▶ leisadonlan@committee.com.au
- ▶ Ph: 0414 932 095