

BIGG4VB METHODOLOGY FOR DEVELOPING STRATEGIC AND ACTION PLANS

BIGG4VB Toolkit

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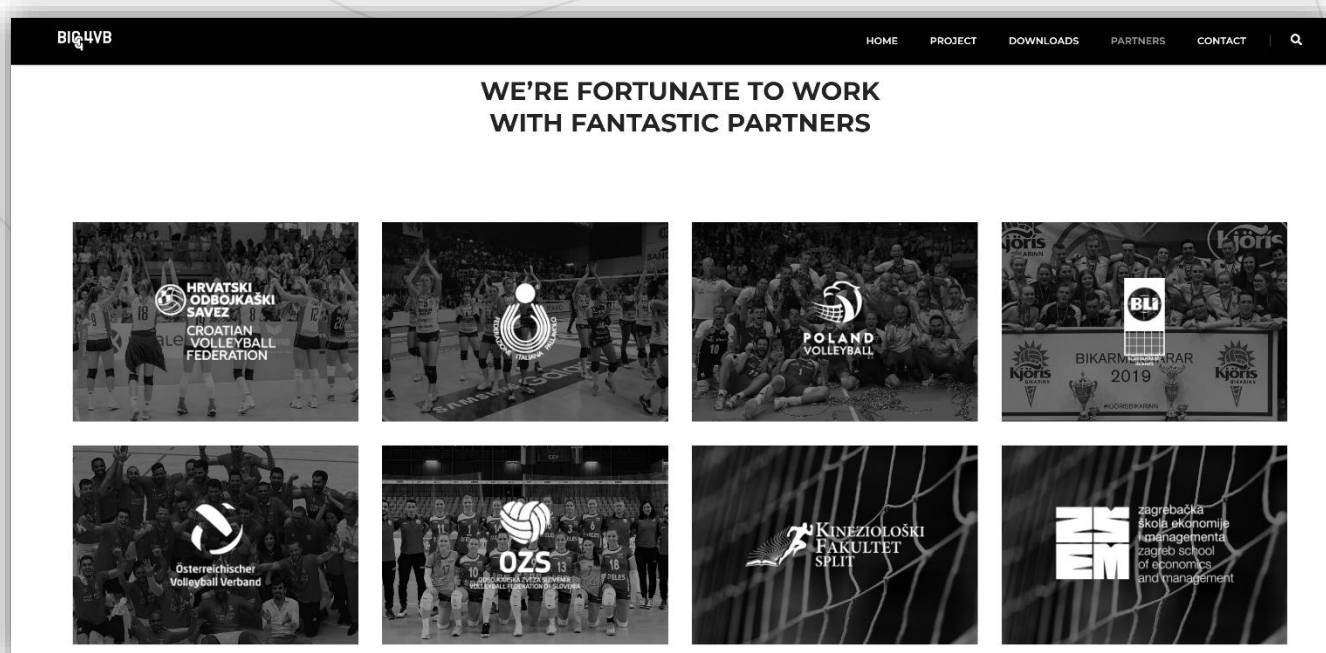
BIGG4VB - about project

Our project BETTER INCORPORATION OF GOOD GOVERNANCE PRINCIPLES FOR BETTER VOLLEYBALL SUCCESS (BIGG4VB) is supporting the Collaborative partnerships priority: Improve good governance in sport by addressing the void of adequate methodology and tools which will help sport organizations in implementation of Good Governance principles (national sport federations, associations, sport clubs).

Through this project developed **BIGG4VB methodology and tools provide guidance HOW to set priorities HOW to make strategic and action plans and HOW to monitor the progress of plans realization**. The problem has been identified through research and experience exchange: namely, numerous tools have been developed to measure Good Governance in sports organizations. Main result from those tools is a report with recommendations and suggested actions, but on very general level and with no further guidance.

BIGG4VB project results represent the “missing link” i.e. BIGG4VB methodology enable interested stakeholders to transform recommendations and suggested action into strategic and action plans with operational details how to implement Good Governance principles thus helping Partners (national volleyball federations, NVFs from Austria, Croatia, Iceland, Italy, Poland and Slovenia) and all interested stakeholders (sport organizations) to improve sport governance in their countries.

BIGG4VB project partnership:



- **HOS Hrvatski odbojkaški savez (Croatian Volleyball Federation)** - from Zagreb, Croatia, was founded in 1946. in Zagreb. HOS today is a non-profit organization, and the only national sports federation with the main activity being encouraging, supervising, fostering and promoting the development of Croatian volleyball, beach and snow volleyball. HOS is a crown national organization, locally present through 14 County volleyball associations.
- **FIPAV Federazione Italiana Pallavolo (Italian Volleyball Federation)** - from Rome, Italy, is the only recognized National Federation (by authorities CONI, CEV and FIVB), responsible for the organization, regulation and promotion of Volleyball, Beach volley and Sitting Volley in Italy. It also represents Italy in the Italian volleyball activities in the international landscape.
- **PZPS Polski Związek Piłki Siatkowej (Polish Volleyball Federation)** - from Warsaw, Poland, has been established in 1928, recently celebrated its 90th anniversary. Poland boasts a strong Volleyball tradition and the country's Men National Team has played an important role among the elite teams since its first appearance at the very first FIVB World Championship in 1949 in Czechoslovakia.
- **BLI Blaksamband Íslands (Icelandic Volleyball Association)** - from Reykjavik, Iceland. is founded in 1972 and duly affiliated to the FIVB 1972, the International body, and the CEV the European Confederation 1974. BLI is sole governing body for Volleyball and Beach Volleyball in Iceland. It aims to promote, lead and develop the sport in Iceland. BLI is a member to NOC of Iceland which is the governing sporting body in Iceland and a supporting institution.
- **ÖVV Österreichischer Volleyball Verband (Austrian Volleyball Federation)** - from Wien, Austria, is the supervisor of all official volleyball activities in Austria. This includes volleyball, beach volleyball and snow volleyball. Every year the ÖVV is organizing more than 330 competitions held throughout the country. The six highest national leagues are under direct organisation of the ÖVV. Over 50 teams are competing in these leagues on a professional or semiprofessional level.
- **OZS Odbojarska Zveza Slovenije (Slovenian Volleyball Federation)** - from Ljubljana, Slovenia, is the governing body for volleyball, beach volleyball, snow volleyball and sitting volleyball in the Republic of Slovenia. It is a member of the Slovenian Olympic Committee – Association of Sports Federations (OKS-ZSZ), FIVB, CEV and MEVZA. OZS establishes a system of national competitions and organizes preparation and appearance of national teams and represents Slovenian volleyball.
- **KIF Sveučilište u Splitu Kineziološki fakultet (University of Split, Faculty of Kinesiology)** - from Split, Croatia, is an academic, educational and research institution established in 2008. KIF today is respectable institution which is independently capable of offering educational, professional and scientific development of all profiles of kinesiologists (in kinesiological education, sports, kinesiological recreation and kinesiotherapy)
- **ZSEM Zagrebačka škola ekonomije i managementa (Zagreb School of Economics and Management)** - from Zagreb, Croatia is founded in 2002. ZSEM is focused on providing high-quality undergraduate, graduate and doctoral programs. ZSEM has more than 140 partner universities in more than 55 countries worldwide, enabling students to gain international experience during their studies, or even enroll to double degree program at their graduate level.

BIGG4VB methodology - Introduction

We would like to start Introduction chapter with frequently repeated statement that

“Not having a strategic plan is like trying to sail without a rudder.”

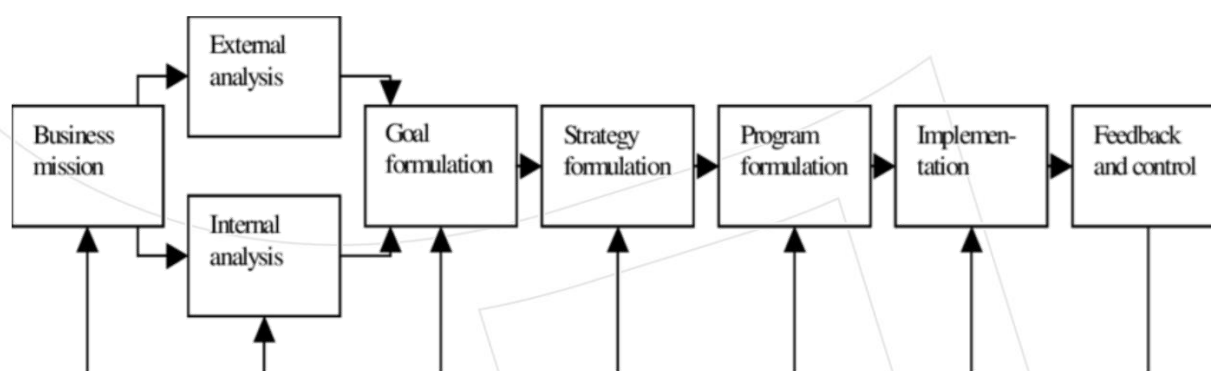
Building upon this analogy, without strategic plan one is at the mercy of the changing winds, and have little, if any, control over how far sail boat will drift or where it will end up. Having strategic plan dramatically increases organizations odds of success: not only in level of control of where they are heading, but also in better positioning and taking advantage of new opportunities in even the most challenging of times.

Like in other organizations in wide range of industries, strategic planning is essential for sport organizations.

In process of creating BIGG4VB methodology for development of strategic and action plans in sport, particularly volleyball with incorporation of good governance principles, project partners with academic ZSEM and KIF familiarized with the good practices, especially of Italy and Poland, aiming to determine key success factors regarding good governance.

So, BIGG4VB methodology is result of sharing experience and best practices among NVFs (National Volleyball Federations) and expertise in complementary fields: knowledge and expertise in business and organization (ZSEM) and expertise in volleyball, entire sports background of the methodologies, techniques, principles and current best practices in volleyball (KIF).

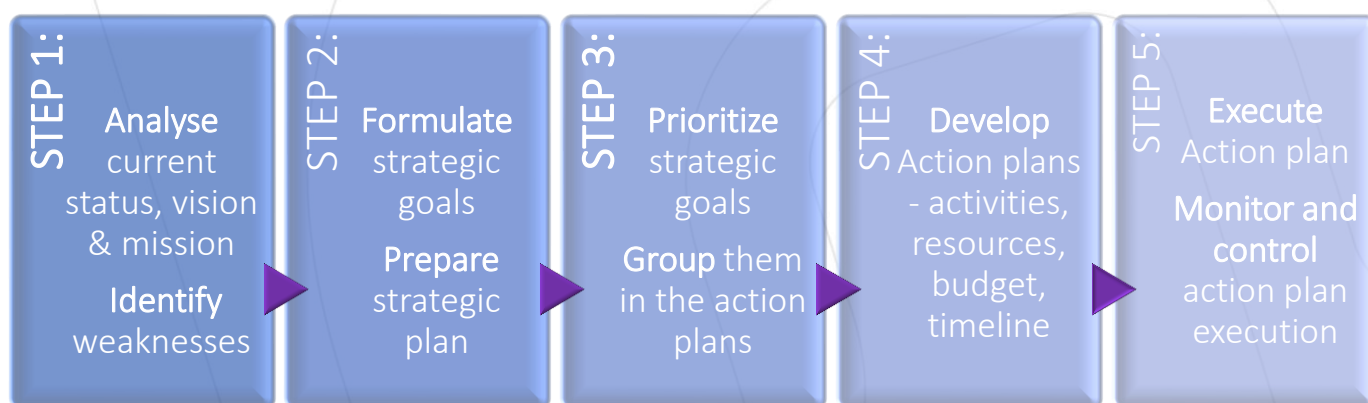
ZSEM reviewed the most successful and used strategic tools and techniques and proposed Strategic planning process (SPP) model by Kotler and Murphy as the most suitable for sport/volleyball:



Model of the strategic business planning process, according to Kotler

Discussions between project partners, process of analyzing and challenging benefits and applicability of wide range of tools on one side and limitations and deficiency on other side led to joint agreement on

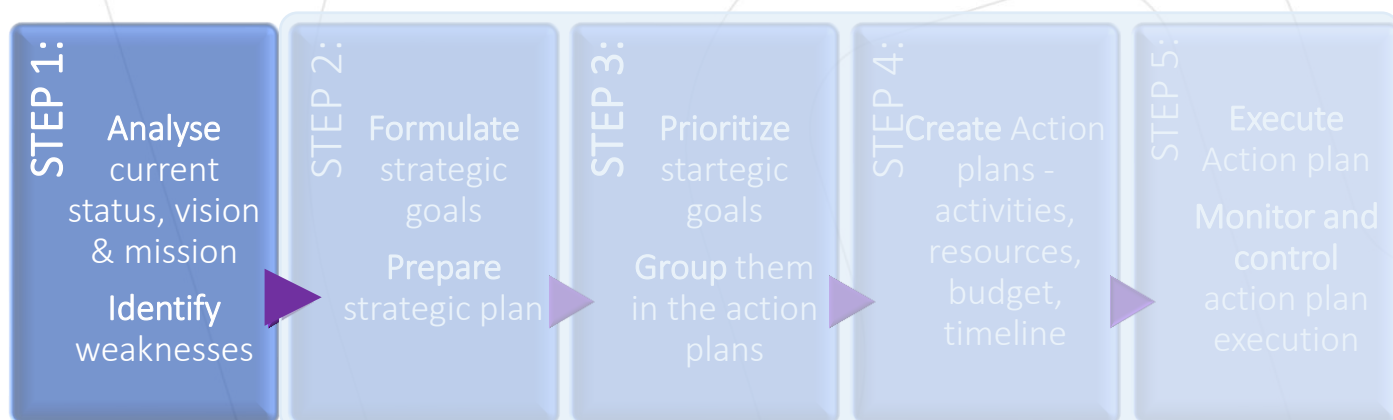
BIGG4VB methodology - process with 5 steps:



Following BIGG4VB methodology steps as proposed above, each NVF and any other sport organization will address key topics:

- Have we identified what are we trying to accomplish and why (vision, mission, objectives)?
- Have we identified how will we measure progress and success (defining metrics, quality)?
- Have we identified which actions and resources are required, how do we get there (developing the short and long term actions' plan)?
- Have we identified what do we need to achieve above set goal, what conditions must exist?

STEP 1: Analyse current status, vision & mission; Identify weaknesses



Strategic planning process should start by reminding everyone of the organization's mission. In this step NVFs **verify that the organization's vision, mission and values are actual and valid.** If it turns out that they are not they should be (re)defined and set/agreed. This is where it all begins so this step must be conducted with appropriate care to secure preconditions for producing high quality Strategic plan and strategic goals.

Beside vision, mission and values in this step of BIGG4VB methodology, NVFs should also **perform environmental (internal and external) analysis.** This analysis serves to identify threats and opportunities and should include a thorough analysis of the internal, market, competitive, sport and macro- environments.

Additionally, **the resource analysis should be performed,** focused internally on the identification of strengths and weaknesses and on evaluation of capacities related to: personnel, funds, facilities, and systems.

Once these external and internal assessments are complete, the NVF (and any other sport organization) can move to STEP 2: Formulate strategic goals; Prepare strategic plan.

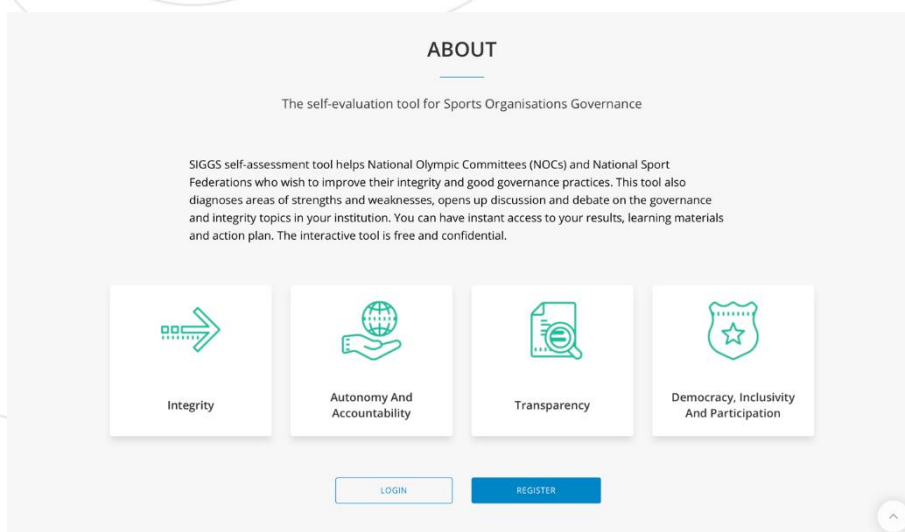
In performing Step 1, BIGG4VB is recommending/offering two tools that will help sport organizations to raise awareness of its strengths, identify weaknesses and support them in determining the strategic goals:

- SIGGS Tool
- BIGG4VB Questionnaire

Links to the tools are available under pointers on the word "link" as shown on picture below.



- **The first tool, SIGGS¹ self-evaluation tool:** once it is filled, a report (called Customized action plan) is generated, based on answers with Feedback at the end of each area/principle and Suggested action, however on very general level.



¹ SIGGS project (Support the Implementation of Good Governance in Sport) was organized by the European Olympic Committee and eleven partners, including National Olympic Committees and the Catholic University of Louvain (Belgium). Project aimed to close the gap between theory (many high-quality codes and principles of good governance exist in the world of sport) and reality (many sport organizations do not follow these principles day to day) by providing practical guidance, on how to implement principles of good governance to national Olympic Committees and national sport federations.

(the log in credentials used for BIGG4VB are **NOT** the same as the log in credentials used for SIGGS SELF-EVALUATION TOOL - user must be registered user at SIGGS SELF-EVALUATION TOOL website in order to get credentials to log in into tool and do the self-evaluation)

- **The second tool is BIGG4VB Questionnaire:** prepared in BIGG4VB project, developed and published on BIGG4VB webpage Questionnaire examines in more details Good government areas thus helping sport organizations to identify weaknesses.

Questionnaire is having following sections:

QUESTIONS	Select the most appropriate answer (select the letter in front of the most appropriate option):
STRATEGY Strategic goal: Creating a strategy that will reflect mission, vision and core beliefs of the Federation.	1st pool of priority:
FINANCIAL STABILITY Strategic goal: Increase funding through a diverse range of attractive and sustainable sources thus achieving strategic goals and performance	2nd pool of priority
HUMAN RESOURCES Strategic goals: Ensure goal achievements through the maximum development of human resources.	3rd pool of priority
YOUTH RECRUITMENT Strategic goal: Increase youth recruitment across all forms and levels available, include schools, clubs, colleges and communities through competitions and recreational opportunities, creating a pool of talents.	4th pool of priority
BRAND & SPORT POPULARITY Strategic goal: We will increase the brand and promotion of sport across a number of platforms, communicating more effectively and marketing key events and achievements. Working toward achieving our reach and increasing engagements.	5th pool of priority
ATHLETE DEVELOPMENT Strategic goal: Provide strong athlete development and leadership that continuously develops talents with transparent systems, processes and governance. Support players through development activities throughout their career.	6th pool of priority
COACHES Strategic goal: Create a pathway plan that promotes and engages coaches in giving the best results, providing talents and transparent systems, processes and governance. Support players through development activities throughout their career.	7th pool of priority

Per each section questions are listed and depending on the most appropriate answer the strategic goals and actions are proposed, i.e. for section: Strategy following questions are included

QUESTIONS		Select the most appropriate answer (select the letter in front of the most appropriate option):
STRATEGY		1st pool of priority:
Strategic goal: Creating a strategy that will reflect mission, vision and core beliefs of the Federation.		
#1	How would you define the strategy of your federation?	
a	The strategy does not exist.	
b	The strategy exists, but it is not followed	
c	The strategy exists, we try to follow it, but it changes frequently	
d	The strategy exists, but we don't have the resources to follow it	
Enter the letter in front of the most appropriate option in yellow marked cell		b
#2	Does the Federation have mission and vision defined?	
a	Yes	
b	No	
Enter the letter in front of the most appropriate option in yellow marked cell		b
#3	Your goals are set to be achieved in:	
a	Up to 1 year .	
b	We have yearly plans, however we are focused on daily goals.	
c	Our plan constantly changes.	
d	We have long term goals (for a period longer than a year).	
e	We don't have any goals defined.	
Enter the letter in front of the most appropriate option in yellow marked cell		a
#4	Are your goals aligned with mission and vision?	
a	We don't have the mission and the vision defined	
b	We have a mission and vision, but it is not related with the goals	
c	Goals occur as answers to daily issues	
d	Goals are aligned with the mission and vision	
Enter the letter in front of the most appropriate option in yellow marked cell		a
#5	Do you control the achievement of goals?	
a	Yes, every employee has to report the progress	
b	No, employees are autonomous and don't have to report the progress	
c	Yes, employees have strict deadlines controlled by the management	
d	Every employee has their own goals, and everything works well	
Enter the letter in front of the most appropriate option in yellow marked cell		a
#6	Do you have measurement indicators?	
a	We don't measure goals, the performance or achievement of the goals	
b	We measure the goals using KPI or other indicators	
c	We measure if the goal is achieved in the end, but we do not follow the process of achieving them	
d	We don't have any goals to measure	
e	We don't know how to measure goals	
Enter the letter in front of the most appropriate option in yellow marked cell		a

Based on selected answers, on additional screen recommended activities are proposed:

RECOMMENDED STRATEGIC GOALS, SUB-GOALS AND ACTIVITIES BASED ON YOUR ANSWERS

field: **STRATEGY**

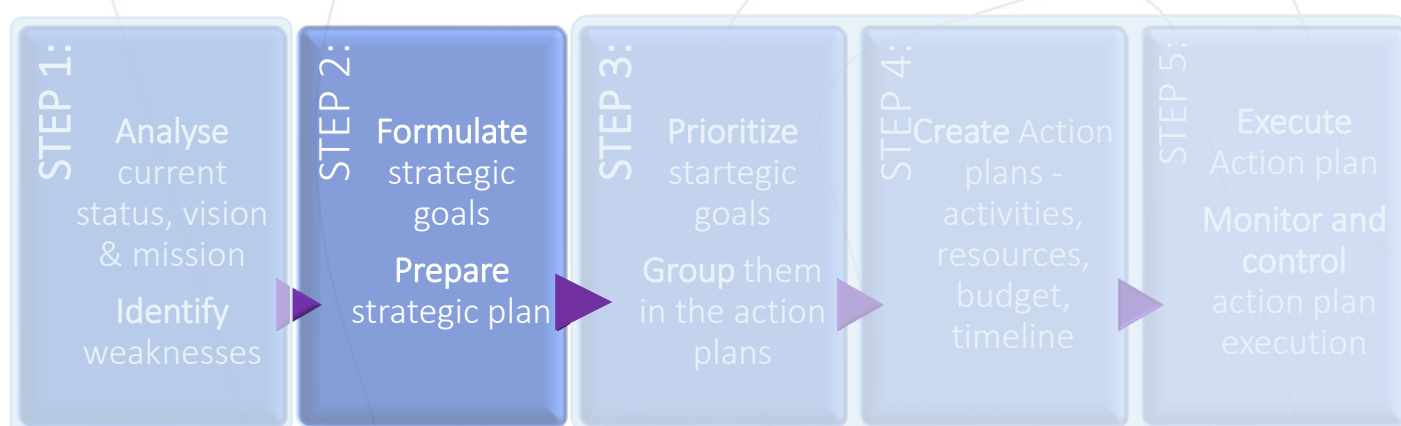
Strategic goal: Creating a strategy that will reflect mission, vision and core beliefs of the Federation.

Strategic sub-goals and activities recommended to be added into your Strategic plan

#1	Develop a strategy based on current values and goals of the Federation and try to answer the question: Where do you see the Federation in the next 5 years
#2	
#3	Create long term plans (what do you want to achieve in a 3 year time) - break those goals into smaller goals/activities on daily basis or monthly basis. Create a mission and vision (what do you want to achieve, where are you now - what are you doing currently and where do you see the sport/federation in the future) and rewrite your main goals - connecting mission, vision and goals.
#4	
#5	In controlling the achievement of goals, implement specific timeframe that employees need to submit the progress report of goals.
#6	Create goals and activities that you want to achieve and measure the percentage of increase or decrease of goals/activities that you set up.
#7	
#8	Plan to have weekly or monthly meeting with employees (you will be in control of the goals and employee will have proper guidance.
#9	Call these meetings operational meetings and implement at least yearly strategic meeting.

Having results and recommendations from SIGGS tool and from filled Questionnaire will secure better prerequisites for development of strategic and consequently action plans.

STEP 2: Formulate strategic goals; Prepare strategic plan



Strategy formulation identifies the most effective ways that will enable (sport) organization to achieve its goals.

In this step (sport) organization need to **answer the question:**

What do we want to look like in three to five years' time.

We build upon the results from Step 1, review that organization's vision, mission and values are still relevant. We proceed with reviewing organization objectives, and, as a result, strategic goals are defined and/or challenged and set/agreed. Determination of future goals and what it will take to accomplish them results in higher performance and growth.

In preparation of strategic plan organization structure must be addressed, as an important aspect in the planning process. Namely, sport organization structure is quite specific: it is much less rigid, less hierarchical, with more flexible reporting lines and with high degree of independence given to sport organization staff and coaches than other, especially in the private sector.

In BIGG4VB project we have put special focus on 10 good governance principles, assessment of current organization's compliance to them (including identification of weaknesses related to these principles) and how to support good governance principles by integrating them as strategic goals into strategic plans.

The main result of this step is strategic plan. It is a long term plan, generally up to five years, worked out to explore the opportunities and threats and to assess the organizational strengths and weaknesses for effecting the necessary changes, so as to maintain the competitive advantage.

Part of strategic plan are strategic goals. Strategic goals outline the aims of an initiative - what success would look like in achieving the vision and mission. Strategic goals can also be seen as the tools that help to bind the organization's mission and the strategic plan together: the mission statement serves to define the direction of the institution and the strategic plan helps the institution to move in that direction.

Generally following elements should be included in strategic plan:



1. **Vision statement** – represents the aspiration what the organization wants to become, the direction over the next few years and what organization ultimately wants to accomplish. It is crafted upon set-up of organization, and it is recommendable to review it regularly to make sure it is valid and organization everyday operations resonates with it. Vision statement sets the tone and provide a foundation for Step 2.
2. **Mission statement** - describes what organization's purpose is, what organization does and identifies why it does what it does. Strategic planning process should start by reminding everyone of the organization's mission.
3. **Core values** - everything planned and done in organization should be aligned with organization's core values — they're the building blocks of organization's brand. If you steer away from them, all external stakeholders (athletes, volunteers, parents, wide public audience) and internal team (staff, coaches,) will get confused. When developing a strategic plan, you can use your core values to determine whether to pursue a specific goal or not.
4. **Strategic (long-term) goals** – having clearly defined strategic goals it is easier to stay focused and on track. Strategic goals make it clear what organization plans to accomplish and that will serve as the

framework for action-planning. In strategic plan, strategic goals have 3-5 years horizon and should line up with organization's vision. Next step is to prioritize them and group into yearly objectives (annual plans) and short-term goals. Here it is highly recommendable to use SMART (acronym for Specific, Measurable, Achievable, Realistic, and Timely) method for defining goals.

5. **Action plans** - strategic plan is nothing without an action plans. Action plan helps to turn vision into reality, it elaborates how your team will achieve strategic goals. Action plan does not encompass all strategic goals, it is having shorter time horizon (usually 6 months to 2 years) and contains plan how to achieve group/selection of strategic (long-term) goals. It should be tied to budget, staff and/or volunteer resources, and timelines. Additionally, it should clearly communicate the steps/activities involved, who will be responsible for doing what by when.
6. **Monitoring and controlling framework** - having structured monitoring process ensures that the long-term strategy stays front and center, despite the pressures of the day-to-day
7. **Executive summary** – recommendable to prepare once strategic plan is completed. Since strategic plan might be quite a big document it is good practice to provide key stakeholders with summary of above mentioned sections so that they can easily build a solid overview and understanding what is planned to be done and to grasp the main ideas.

In very simple way, one can say that **strategic plan should answer to questions:**

- **Who are we?** here, we are reviewing vision, mission and core value of the sport organization
- **Where are we now (in the progression of our company goals)?** here, we have results and recommendations from SIGGS tool, filled Questionnaire and any other used source
- **What resources do we have to with?** here, organization structure must be addressed, since it is work important aspect in the planning process
- **Where do we want to go/be (again, in the progression of our company goals)?** here, we are formulating strategic goals and grouping them by priorities
- **How are we going to get there?** here, we are creating action plans and we are
What actions should we take to get there? elaborating strategic goals and decomposing them into activities within action plan

BIGG4VB project partners, ZŠEM and KIF, have prepared template for Strategic plan, i.e. for documenting Strategy, where identified weaknesses and objectives that are going to resolve identified weaknesses will be stated and elaborated.

All NVFs, BIGG4VB project partners, used both, SIGGS self-evaluation tool and BIGG4VB Questionnaire, and developed their own Strategic plans in cooperation and with support from project partners: ZŠEM and KIF.

As already stated (and worth of repeating): this step, Formulate strategic goals; Prepare strategic plan, must be conducted with appropriate care in order to produce high quality Strategic plan and strategic goals.

Opposite to that, there are many organizations that fail during this stage, in the sense that they are unable to come up with high quality plan and goals and this is where ZŠEM and KIF “jumped in” to help each NVF to avoid this pitfall.

Once approved by the Management Board, these should be communicated back to everyone who participated in the process and publicized on your website.

Then the real work begins to define how you plan to achieve those goals.

How to make good Strategic plan

During this part of the project, partners have identified important lessons learned, they want to share with future BIGG4VB Tool users, to increase chance of development of a high quality Strategic Plan

- Establish the Big Picture, with the mission, vision, values and the strategic goals
- Guide the planning and decision-making of the NVF as a whole
- Focus energy and resources on what's most important in the long term
- Remember that being strategic is about making those hard choices
- Good Strategic plan is clear and focused (not too many goals and objectives), as well as balanced
- Well-defined and measurable strategic goals and activities required for effective implementation of strategic goals.
- Developed Strategic plan should have long-range and be (as much as possible) stable over time (typically 3 - 5 years), unless and until it is superseded

Having this said, it is also useful to underline what strategic plan is not:

- it is not annual work-plan – however a good work-plan should flow out of a strategic plan
- it is accommodating - strategic plans should reflect tough choices about what the organization should and should not be doing
- it is not pie-in-the-sky - but grounded in reality and responsive to your environment, partners, resources, unique strengths, and reputation.

Planning and development of strategic plan, goals and subgoals resulted with:

- A sense of enthusiasm in organization
- A five-year plan in writing to which most everyone is committed
- A sense of commitment by the entire organization to its overall direction

- Clear job duties and responsibilities
- Time for the leaders to do what they can most effectively do for the athletics program
- Clear and evident improvement in the effectiveness of each staff member
- The ability to measure very specifically the growth and contribution made by the leaders and other staff members at the close of their careers in the department
- Guaranteed leadership of the athletics program because a plan is in place in writing and is understood.

Even more important, a management team and philosophy are now in place to guide the organization into its next era of growth.

Strategic goals and what makes good strategic goal

Every Strategic plan must have strategic goals – these goals represent aspiration that the organization intends to realize under a given strategic direction. In BIGG4VB project it is agreed that strategic goals will correspond to/be aligned with 10 principles of good governance. It is important to say that not all principles of good governance are expected to be part of Strategic plan – if NVF is “strong” in e.g. Code Of Ethics or Stakeholder Identification And Roles, than it is not necessary to have these principles covered in Strategic plan.

Similarly to written above, during this part of the project, partners have identified important lessons learned, they want to share with future BIGG4VB Tool users, to increase chance for development of a high quality strategic goals

- Reflects the Big Picture, serves the interests of the institution as a whole
- Ambitious and measurable, at minimum through progress on sub-goals, but preferably also directly
- Achievement of the goal represents significant progress in the applicable strategic direction.
- Time period is typically 1 - 3 years, but stable unless and until it is achieved

Strategic sub-goals

And last, but not the least, strategic goals can be granulated further to be more transparent and understandable – this step can be done during development of Strategic plan but also can be done in the Step 3: Prioritize strategic goals; Group them in the action plans and/or Step 4: Develop Action plans - Strategy implementation

This is not mandatory – if strategic goal is self-explanatory further granulation into sub-goal is not required

With granulation we are defining sub-goals, which should be

- Relevant and significant with respect to the relevant strategic goal
- Brings the goal down to earth in clear language
- Measurable: quantitative, qualitative, or both
- Achievable in typically few months to two years - achievement of the sub-goal represents significant progress toward achievement of the strategic goal

To understand this part better, we will use example of recommended strategic sub-goals and activities which are result of/based on filled BIGG4VB Questionnaire (example taken from chapter STEP 1: Analyze current status, vision & mission; Identify weaknesses), within strategic goal: Creating a strategy that will reflect mission, vision and core beliefs (values) of the Federation:

RECOMMENDED STRATEGIC GOALS, SUB-GOALS AND ACTIVITIES BASED ON YOUR ANSWERS

field: **STRATEGY**

Strategic goal: Creating a strategy that will reflect mission, vision and core beliefs of the Federation.

Strategic sub-goals and activities recommended to be added into your Strategic plan

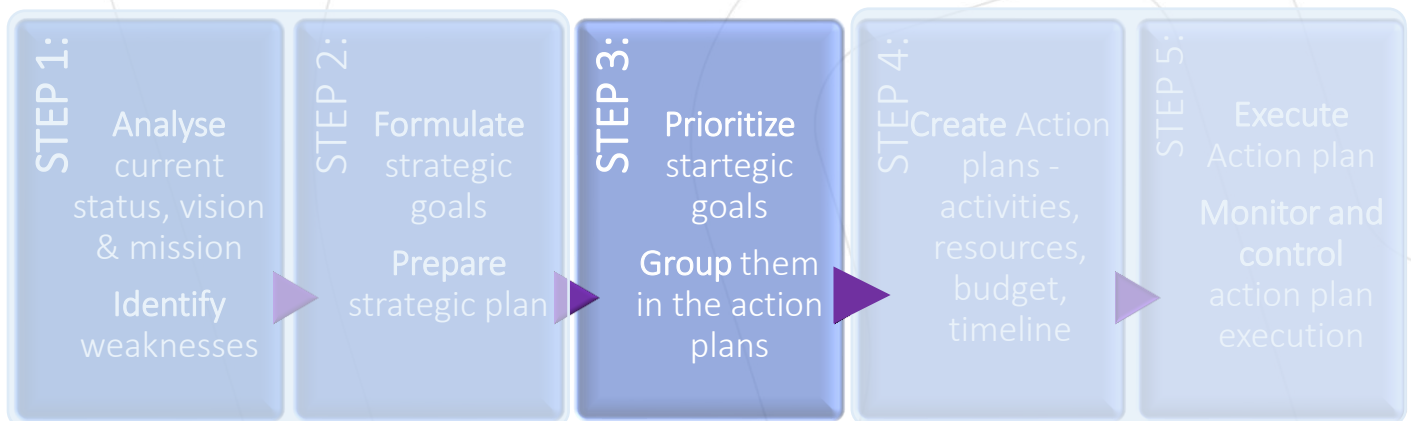
#1	Develop a strategy based on current values and goals of the Federation and try to answer the question: Where do you see the Federation in the next 5 years
#2	
#3	Create long term plans (what do you want to achieve in a 3 year time) - break those goals into smaller goals/activities on daily basis or monthly basis.
#4	Create a mission and vision (what do you want to achieve, where are you now - what are you doing currently and where do you see the sport/federation in the future) and rewrite your main goals - connecting mission, vision and goals.
#5	In controlling the achievement of goals, implement specific timeframe that employees need to submit the progress report of goals.
#6	Create goals and activities that you want to achieve and measure the percentage of increase or decrease of goals/activities that you set up.
#7	
#8	Plan to have weekly or monthly meeting with employees (you will be in control of the goals and employee will have proper guidance.
#9	Call these meetings operational meetings and implement at least yearly strategic meeting.

If recommendation is simple to execute than this recommendation can be treated and realized as activity e.g. recommendation #8 Plan to have weekly or monthly meeting with employees (you will be in control of the goals and employee will have proper guidance.

However, If recommendation is complex to execute than this recommendation should be treated as sub-goal and elaborated/granulated into smaller elements i.e. activities so that sub-goal becomes more transparent and understandable e.g. recommendation #4 Create a mission and vision (what do you want to achieve, where are you now - what are you doing currently and where do you see the sport/federation in the future) and rewrite your main goals - connecting mission, vision and goals. This recommendation is quite complex (in terms of execution) and requires more details (i.e. activities) how to do it:

- review mission and vision – validate whether they are actual
- update mission and vision if needed
- review actual main (strategic) goals - validate whether goals resonate with mission and vision
- update goals if needed
- get approval on updated mission, vision and/or goals from management

STEP 3: Prioritize strategic goals; Group them in the action plans



After investing significant amounts of time and money developing Strategic plan, organizations often struggle with “operationalizing” plans, squandering opportunities the planning process has created and rendering a low return on the time and resources they’ve invested.

In order to successfully turn your strategic plan into actions, think of the plan as a multi-layered process that needs interconnected tools and activities to help you achieve your strategic goals. The easiest way to do that is to work your way down from your high level strategic goals and detail out multi-year action plans, annual plans with budgetary goals, staffing and board structures, and methods for ensuring accountability.

Once the high level goals are approved, it is time to start working on action plans and timeline for plans implementation. This is where strategic plan and strategic goals need to be boiled down into action plans, and it is the ideal time to engage staff and board leadership to build shared ownership.

It is important to bear in mind that strategic plan is valid for longer period of time (usually max. 5 years) and can have quite a few strategic goals while action plan is shorter (usually max. 2 years) and focused on bringing to reality only portion of strategic plan and its goals.

This is the scope of work done in Step 3: to analyse strategic plan, and decide on which strategic goals from strategic plan organization wants to focus first – these strategic goals (or sub-goals) will be in focus of the 1st action plan, on which goals will focus next – these goals will be covered by following Action plan and so on.

How to prioritize strategic goals

One of the tools used in BIGG4VB project for prioritization is so called Eisenhower matrix for prioritization or simply Prioritization Matrix:

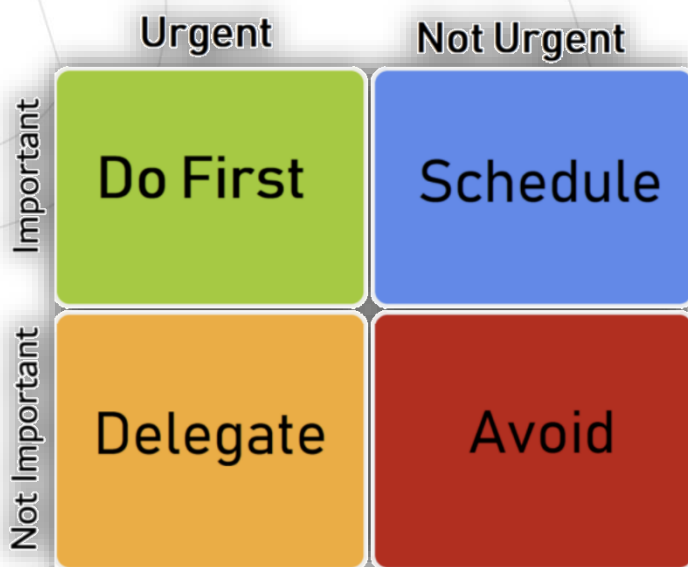
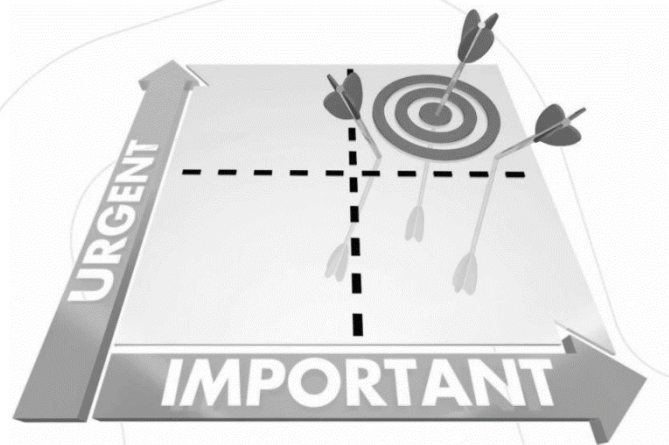
The Eisenhower matrix teaches how to prioritize tasks (here: strategic goals), distinguish the important/unimportant goals, urgent/not urgent, necessary/unnecessary, and how to shorten the time for doing any particular action.

The matrix includes 4 quadrants on two axes:

- the vertical axis of importance
- the horizontal axis of urgency

Each quadrant has its own quality indicators. Each strategic goal is placed in a specific quadrant in order to get a clear picture of what should be done first.

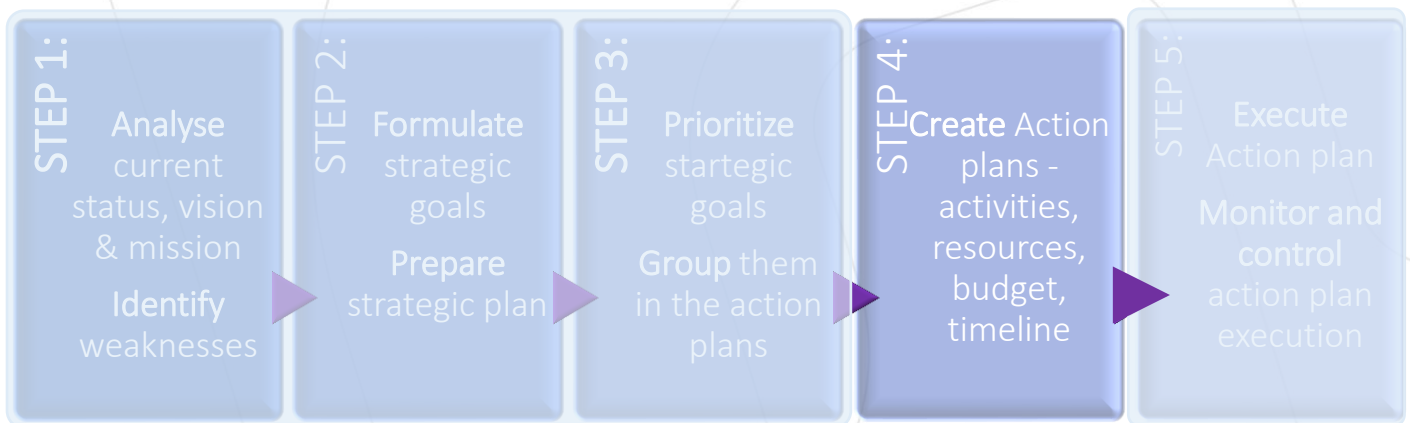
- **DO FIRST:** here we put important and urgent strategic goals
- **SCHEDULE:** includes important but not urgent tasks
- **DELEGATE:** means urgent but not important tasks
- **AVOID:** includes not urgent and not important tasks



The result of this step:

- Prioritized strategic goals and subgoals in the order they need to be tackled to allow the most rapid progression through the time.
- Created a tangible road-map from the 'current state' to a more successful 'future state'.
- Identified major roadblocks and areas where organization lacks the critical competencies to proceed to the next stage.
- Articulated view how strategic goals and sub-goals will directly help the organization to move upwards through the stages.

STEP 4: Develop Action plans - activities, resources, budget, timeline



This step of strategic management process, after strategic goals prioritization and grouping, is about implementation, frequently referred as “strategy execution”. This is where the idea and tactics from the strategic plan are transformed into action plans i.e. projects with actions.

In short, strategic planning is the process by which you plot out, step by step, how your organization will get where it wants to be. By extension, action plan explains how you’re going to make your strategy a reality. It takes the purpose and goals you’ve outlined and adds the details needed to turn thought into action. One action plan example would be defining who has ownership over an initiative, when it’s expected to be completed, what resources are needed, etc. This is your detailed road map of the journey you’ll take to reach your goals.

This step is the most rigorous and demanding part of the entire strategic management process, and the one that will require the most input of the organization’s resources. However, if done right, it will ensure the achievement of strategic goals and the success of the organization.

It is important to keep in mind:

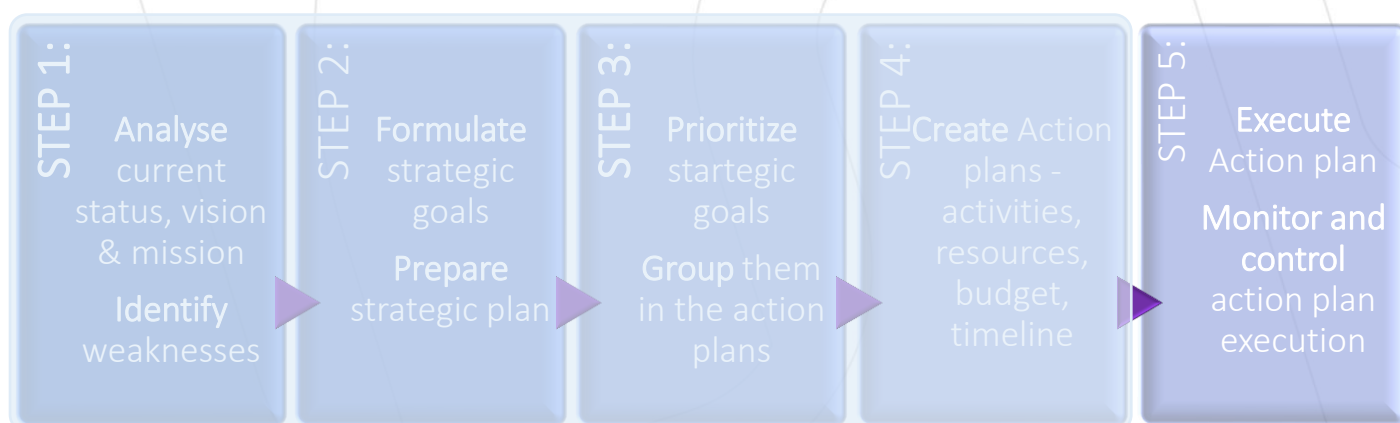
- do not mix BIGG4VB methodology steps
 - strategy formulation tackles the “what” and “why” of the organization,
 - action plan i.e. strategy implementation is all about “how” the activities will be carried out, “who” will perform them, “when” and how often will they be performed, and “where” will the activities be conducted.

- development of Action plan (i.e. strategy implementation) is the step that demands participation of the entire organization. While development of Strategic plan (i.e. Formulation of the strategy) is mostly in the hands of upper management, with collaboration of strategic management team and key employees, when it comes to Action plan, however, it is the workforce that will execute the strategic plan, with top or senior management taking the lead.

Things to be considered when developing Action plan

1. Actions plans specify the actions needed to address selected organizational strategic goals and to reach associated goals, who will complete each action and according to what timeline.
2. Develop an overall, top-level action plan that depicts how each strategic goal will be reached.
3. Develop an action plan for each major function in the organization, or develop action plan for each of 10 good governance principle. These plans, in total, should depict how the overall action plan will be implemented. In each action plan, specify the relationship of the action plan to the organization's overall, top-level action plan.
4. Ensure each manager (and, ideally each employee) has an action plan that contributes to the overall. These plans, in total, should depict how the action plans of the major functions will be implemented.
5. The format of the action plan depends on the nature and needs of the organization. The plan for the organization, each major function, each manager and each employee, might specify:
 - a) The goal(s) that are to be accomplished
 - b) How each goal contributes to the organization's overall strategic goals
 - c) What specific results (or objectives) much be accomplished that, in total, reach the goal of the organization
 - d) How those results will be achieved
 - e) When the results will be achieved (or timelines for each objective)

STEP 5: Execute Action plan; Monitor and control action plan execution – strategic plan implementation



As stated several times throughout this document, too many strategic plans end up collecting dust on a shelf. Monitoring and controlling the planning activities and status of implementation of the plan is -- for many organizations -- as important as identifying strategic issues and goals.

One advantage of monitoring and control is to ensure that the NVF/sport organization is following the direction established during strategic planning. That advantage is obvious. However, another major advantage is that the management can learn a great deal about the organization and how to manage it by continuing to monitor and evaluate the planning activities and the status of the implementation of the plan.

In this step, we are using monitoring and control tool to answer questions:

1. Is specific goal being achieved or not? If they are, then acknowledge, reward and communicate the progress. If not, then consider the following questions.
2. Will the goal be achieved according to the timelines specified in the plan? If not, then why?
3. Should the deadlines for completion be changed (changes should be thoroughly explained, very carefully assessed and approved) We must understand why efforts are behind schedule before plan is changed?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?

6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed (be careful about making changes - understand why efforts are not achieving the goals before changing the goals)?
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Deviating from Plan

The realistic scenario when we start execution of action plan is that actual status will deviate from the plan.

It is important to remember that the plan is only a guideline, not a strict roadmap which must be followed.

Usually the organization ends up changing its direction somewhat as it proceeds through the coming years. Changes in the plan usually result from changes in the organization's external environment and/or changes in the availability of resources to carry out the original plan, etc.

The most important aspect of deviating from the plan is knowing why organization (i.e. project team) is deviating from the plan, i.e., having a solid understanding of what is going on and why.

Changing the Plan

Changes are inevitable! However, we should not rush into change – request for change

- should be carefully analysed,
- understood why need for change appeared,
- what is the best option to get Action plan back on track,
- decide on change and implement change and
- try to learn out of it aiming to avoid similar situation in future

Be sure that mechanism for changing the plan exists. For example, regarding changes, write down:

1. What is causing changes to be made.
2. Why the changes should be made (the "why" is often different than "what is causing" the changes).
3. The changes to made, including to goals, objectives, responsibilities and timelines.

Manage the various versions of the plan - keep old copies of the plan.

Always discuss and write down what can be learned from recent planning activity to make the next strategic planning activity more efficient.