



Sport Management and Leadership Training Programme

Managing strategically
action plans, control and
evaluation

R o m e 1 8 / 1 0 / 2 0 1 6

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BUONGIORNO!



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OUTLINE

STRATEGY...
endless love
story



Let's talk the
same
language!

**From thoughts
to actions**



How to transform
our desires in
value creation

**Managing the
actions**



... driving our
organisation
towards success!

OUR GOALS

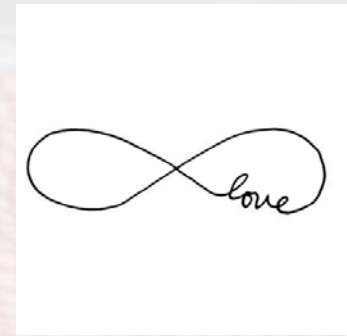
To get inspired about the use of the operational tools in our organizations

To link tactics to strategy

To be able to implement a strategy in an simple and effective way



TO SMILE AND HAVE FUN!!!



STRATEGY
...endless
love story

ABOUT STRATEGY



From the Greek στρατηγός (*strateghós*), meaning "generalship."

MILITARY: to maneuvering troops into position *before* the enemy is actually engaged



Carl von Clausewitz: the art of the employment of battles as a means to gain the object of war



Mintzberg:

Strategy is perspective, that is, vision and direction

“strategy is a term that refers to a complex web of thoughts, ideas, insights, experiences, goals, expertise, memories, perceptions, and expectations that provides general guidance for specific actions in pursuit of particular ends” “Strategy, then, has no existence apart from the ends sought” (F.Nikols)

ABOUT STRATEGY

MVV

What we are

What we are capable of doing

Analysis

What is needed and feasible

Reference Environment



ABOUT STRATEGY



The **roadmap** to the «ends sought»

The «ends sought» are expressed in terms of **strategic priorities**

The strategic priorities as **convergence of stakeholders' needs and expectations**

Communication, motivation, challenging, engagement and committment **tool**

No standards!

ABOUT STRATEGY



Too complex or difficult to be useful

An end and not a means

Costly affair

A top management affair!

Is our organisation ready for strategic planning?



From
thoughts
to actions

STRATEGY MANAGEMENT CYCLE

ST

“Bridging the Gap”

PLANNING

ACT

Assess, track
actions, imp

SIZE
definition
S,..

Means

Ends

Strategy & Tactics

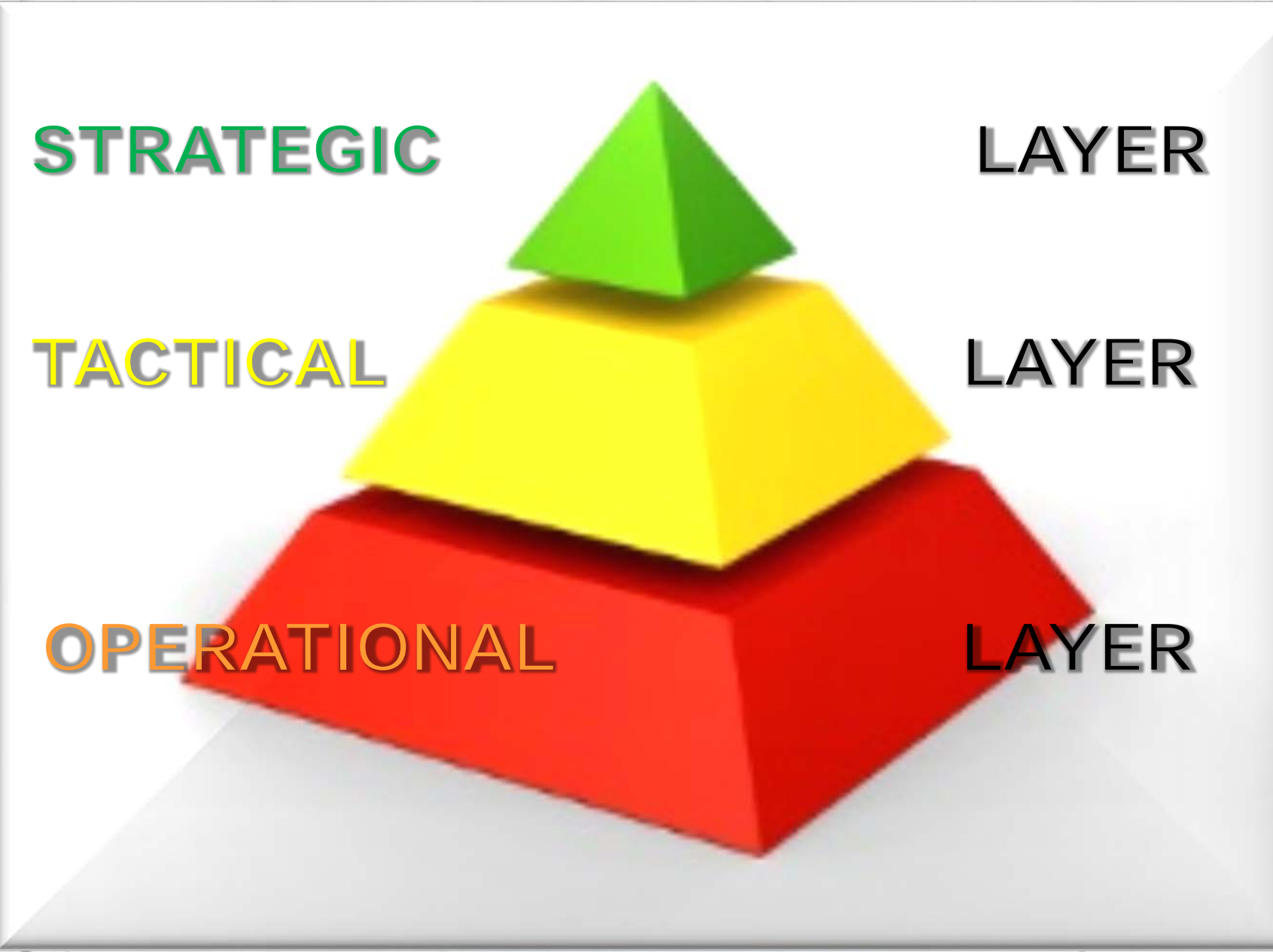
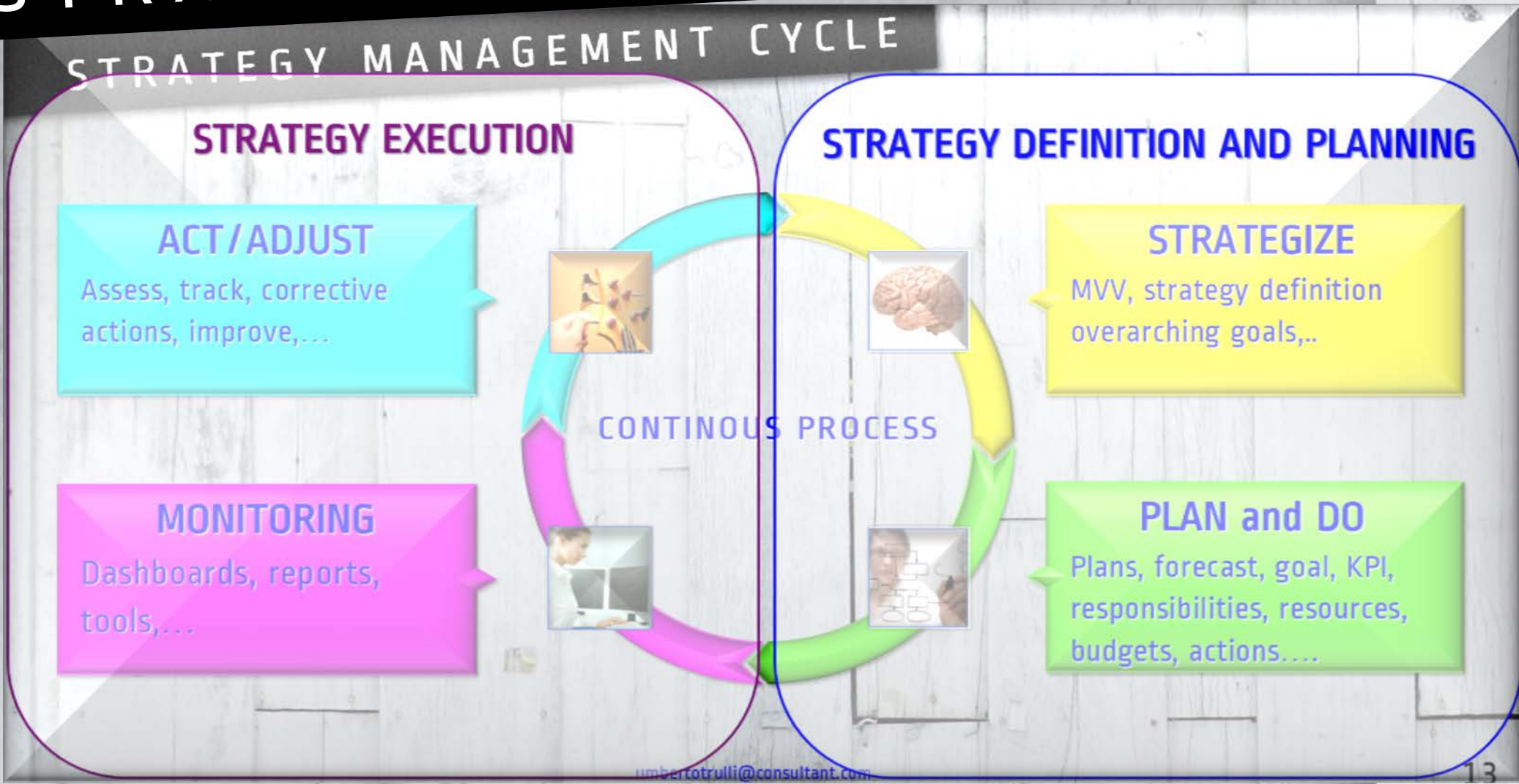
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Dashboard
tools,...

DO
goal, KPI,
resources,
...

[F.Nikols]

STRATEGY MANAGEMENT CYCLE



OUR VOCABULARY

GOAL *is the end toward which the organisation in strategically is directed, the accomplishment to be achieved*

- ✓ It is a general, broad and clear statement of a long-range purpose
- ✓ Goals are outcome and not process oriented
- ✓ Goals should be interlocking and complementary

OUR VOCABULARY

GOAL is the end toward which the organization is strategically directed, the accomplishment to be achieved

TRULLI SQUASH CLUB

Overarching goal: to provide an excellent squash training experience

Goal # 1: to improve training quality

Goal # 2: to attract able players and coaches from diverse club to play at “Trulli Squash Club”

Goal # 3: to improve players satisfaction with their training experience

Goal # 4: to improve players retention

Goal # 5: to make become Trulli a good squash player (... not a goal, a MIRACLE!)

OUR VOCABULARY

OBJECTIVE *is the tactic that we will use to achieve the desired result (goal)*

- ✓ The full set of objectives, when accomplished, lead to goal
- ✓ An objective should be **S.M.A.R.T.**
 - **Specific:** simplistically written and clearly define what we are going to do
 - **Measurable:** to allow to be monitored and evaluated
 - **Appropriate:** to goals, to strategy, to MVV,....
 - **Realistic:** achievable and challenging
 - **Time bounded:** time for completion

OUR VOCABULARY

OBJECTIVE is the tactic that we will use to achieve the desired result
(goal)

TRULLI SQUASH CLUB

Overarching goal: to provide an excellent squash training experience

Goal # 2: to attract able players and coaches from diverse club to play at “Trulli Squash Club”

OBJECTIVE # 2.1: to increase the number of new member players of 30% by 2017

OBJECTIVE # 2.2: to increase of 5 units the number of certified coaches with at least 10 years of experience in prominent national and foreign squash club by 2020

OUR VOCABULARY

OBJECTIVE *is the tactic that we will use to achieve the desired result (goal)*

- ✓ Objective must be monitored and evaluated
- ✓ KPI (Key Performance Indicators)
- ✓ To measure performance against a specific **TARGET** value

OBJECTIVE # 2.1: to increase the number of new member players of 30% by 2017

KPI the number of yearly new member players

TARGET +30%

OUR VOCABULARY

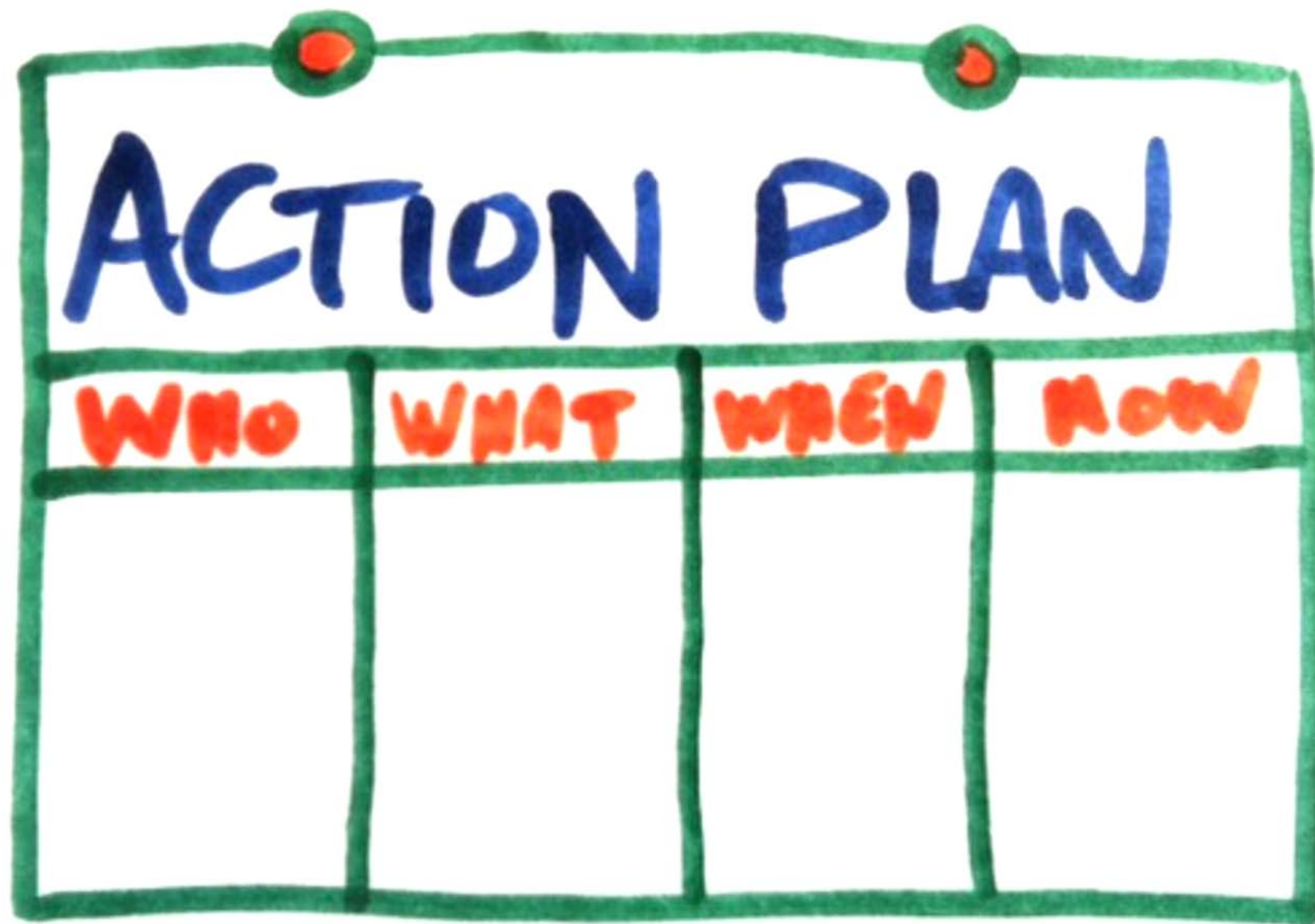
OBJECTIVE *is the tactic that we will use to achieve the desired result (goal)*

- ✓ KPI (Key Performance Indicators)
 - Profit, cost..
 - Member acquisition costs, customer satisfaction, customer retention...
 - Member, staff and coach turnover, staff and coach satisfaction, member complaints...
 - Monthly training hours delivered
 - Number of request of information
 - Number of injuries during squash matches
 - Number of tournaments organized by the club
 - Number of ranked players attending the club
 -



Managing the actions

ACTION PLAN



A hand-drawn diagram of an action plan. It features a green border with two red circles at the top. The title 'ACTION PLAN' is written in blue. Below the title is a table with four columns: WHO, WHAT, WHEN, and HOW, all written in red. The table has three rows, with the first row containing the column headers and the remaining two rows being empty.

WHO	WHAT	WHEN	HOW

Translate the Strategic Plan into **actions**

Strategic Plan + Action Plan **VS**

Strategic Plan **including** the Action Plan

Strategic Plan **INTO** small action plan for each GOAL

Specify:

- ✓ The goal
- ✓ The objectives related to goal
- ✓ For each objective:
 - ✓ activities
 - ✓ timeline
 - ✓ responsibility
 - ✓ resources
 - ✓ KPI and target
 - ✓ Frequency of monitoring activity/outcomes

ACTION PLAN

Managing the Action Plan:

- try to keep in mind the **unity of the plan**

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staff

STRATEGY MANAGEMENT CYCLE

STRATEGY EXECUTION

ACT/ADJUST

Assess, track, corrective actions, improve,...

MONITORING

Dashboards, reports, tools,...

STRATEGY DEFINITION AND PLANNING

STRATEGIZE

MVV, strategy definition overarching goals,...

PLAN and DO

Plans, forecast, goal, KPI, responsibilities, resources, budgets, actions....

CONTINUOUS PROCESS