

Strategic Planning

Housekeeping

- **How is everyone getting through this?**
- **Discussions - Stay on top of assignments**
- **Strat Planning Project - Groups or Solo**
- **Going to record and post presentations**
- **Exam grades are entered, refer to syllabus for explanation on grading.**

Learning Objectives

1. **Define the process a leader uses to create a vision for an organization.**
2. **Differentiate between strategic planning and strategic thinking**
3. **Examine and evaluate various vision for public and private sports organizations.**

Vision vs. Mission

- **Vision - An imagined future state that captures the organization's direction and destination.**
 - **What are we going to look like?**
- **Mission - Defines organizational objectives and approach to reach those objectives.**
 - **What are we doing and how are we going to do it?**

Components of a Vision & Mission

Vision -

- **Future Oriented**
- **Direction**
- **Concise**
- **Measurable**
- **Inspirational**

Mission -

- **Instant purpose of organization**
- **Defines what and how.**
- **Concise**
- **Measureable**
- **Relevant**

Process to Develop a Vision

- ***Conduct vision audit.*** (Needs analysis of the organization AND the industry)
 - What are current mission and purpose?
 - What values does organization provide?
- ***Determine scope and target.***
 - Who are critical stakeholders?
 - What are boundaries and constraints?

Process to Develop a Vision

- ***Identify future developments related to vision.***
 - What changes can be expected relative to needs and wants of those the organization serves?
 - What changes can be expected in the social, political, and technological environment?
- ***Choose the right vision.***
 - Is vision oriented toward future?
 - Does vision set standards of excellence?
 - Will people be inspired and committed to the vision?
 - **IS IT MEASURABLE??**

Process to Develop a Vision

- **Turn vision into reality.**
 - What goals and objectives are needed to align with vision?
 - Who in organization shares the vision?
 - What resources will be needed?
 - What changes to structure, policies, or procedures may be needed?
 - Who will lead work groups or teams?

Strategic Planning Process

- **Evaluation and Planning process used by an organization, lead by the leader(s), that involves an array of stakeholders in a planning effort directed at guiding all aspects of the organization toward the organizational vision.**
- **Cyclical effort, constant evaluation is key.**

Strategic Planning Process

- Clarify organizational vision.
- Identify Stakeholders - Analyze external and internal environment.
- Collect Data - Formulate strategy to enhance strengths and minimize weaknesses.
- Sell the Vision - Organizational Politics at play
- Determine Funding
- Implement strategy across organization.
- Evaluate and reassess strategy. Collect data, affirm, credibility

Leader's Role ~Strategic Planning

Table 5.3 Leader's Role in Making Strategic Planning Work

Sponsor the process	Articulate the importance of the planning effort. Commit necessary resources. Emphasize that action and change will be the result. Exercise authority if needed to keep the process on track.
Champion the process	Keep planning high on people's agendas. Attend to the process without promoting solutions. Organize time, space, materials for the process to proceed. Keep pushing the process along.
Facilitate the process	Explain how the process works at the beginning and at various points along the way. Tailor the process to the organization and groups involved. Press groups toward taking action and assigning responsibility for specific actions. Congratulate people along the way.
Foster collective leadership	Rely on teams where possible. Focus on network and coalition development. Establish mechanisms for sharing power, responsibility, and accountability.
Create a meaningful process	Help followers frame and reframe issues and strategies. Offer compelling visions of the future. Champion new and improved ideas for addressing strategic issues. Detail actions and expected consequences.
Implement decisions in arenas	Mediate and shape conflicts within and among stakeholders. Understand the dynamics of political influence and how to target resources appropriately. Build winning, sustainable conditions.
Enforce norms, settle disputes, manage conflicts	Always be ethical. Foster organizational integrity and educate others about ethics, constitutions, laws, and norms. Adapt constitutions, laws, and norms to changing times. Resolve conflicts among constitutions, laws, and norms.

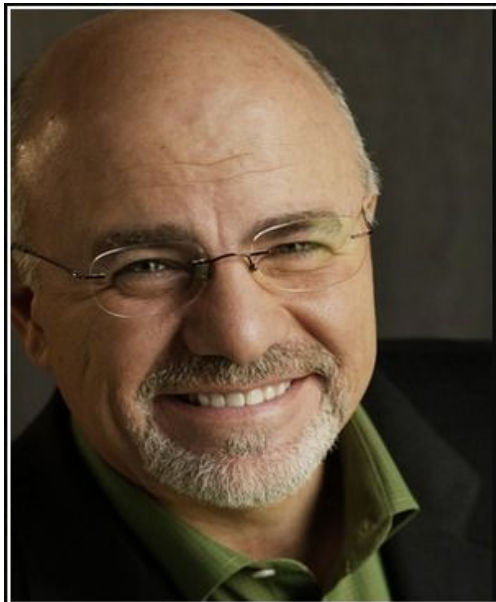
Strategic Thinking - 30,000 Ft View

1. **Conceptual:** reflects ideas, models, and hypotheses.
 - *Identify needs before they occur*
2. **Systems-oriented:** takes into account interaction of organizational parts and the external environment.
 - Understand interconnectedness of organization, industry, *PEOPLE*
3. **Directional:** focuses on desired future state.
4. **Opportunistic:** takes advantage of past achievements and current competitive opportunities.
5. **Identify and mobilize the correct people.** (Find other strategic thinkers)

CHAPTER 5

Organizing and Delegating Work

Organizing & Delegating



Delegation requires the willingness
to pay for short term failures in
order to gain long term competency.

— Dave Ramsey —

AZ QUOTES

Learning Objectives

- Differentiate between flat and tall sport organizations
- Differentiate between responsibility and authority
- Explain the requirements of the manager to effectively delegate or assign work
- Differentiate between delegation and assigning work as a manager

Organizing

Organizing is the process of delegating and coordinating tasks and resources to achieve objectives.

Managers Organize Four Resources

- Human - People working for your organization
- Physical - Capital, “stuff”
- Financial - Cash Flow, reserves, investments
- Informational - Intellectual property, information generated by organization, competition

Responsibility and Authority

- **Responsibility is one's obligation to achieve objectives by performing required activities.**
 - ***Think Job Description***
- **Authority is the right to make decisions, issue orders, and use resources.**
 - **Every employee has some level of authority in completing their job description**

Delegation and Flexibility

- **Delegation involves assigning responsibility and authority for accomplishing objectives.**
 - **If delegating, this often will fall outside of the person's usual responsibilities (for the doer)**
- **Flexibility involves understanding that there are often exceptions.**
 - **Using skills of attribution & perception!**

Effective Delegation

AND WHILST IT MAY APPEAR TO BE AN OBVIOUS



Levels of Authority

- Informing authority - worker informs the supervisor
- Recommending authority - worker submits alternatives to the issue to supervisor
- Reporting authority - worker assesses, makes decision, executes then informs supervisor
- Full authority - Assess, makes decision, executes, may not inform - level of expert authority

Organization Chart

- **An organization chart lays out the organization's management hierarchy and departments and their working relationships.**
- **It shows the level of management hierarchy, chain of command, division and type of work, and departments.**

Span of Management

- **Span of management (also called the span of control) has to do with how many employees report directly to a manager.**
- **Typically, lower-level managers have a wider span of control (monitor more employees) than do higher-level managers.**

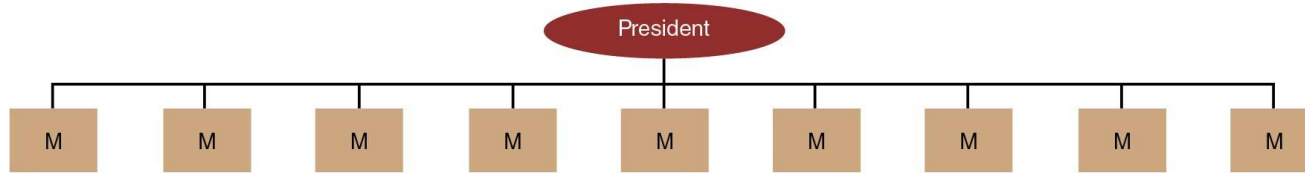
Flat Versus Tall Organizations

- Flat organizations have fewer layers of management with wide spans of control.
- Tall organizations have many layers of management with narrow spans of control.
- Assignment - Find a Major D1, Mid-D1, D2 and D3 School. Contrast their Management Structure.

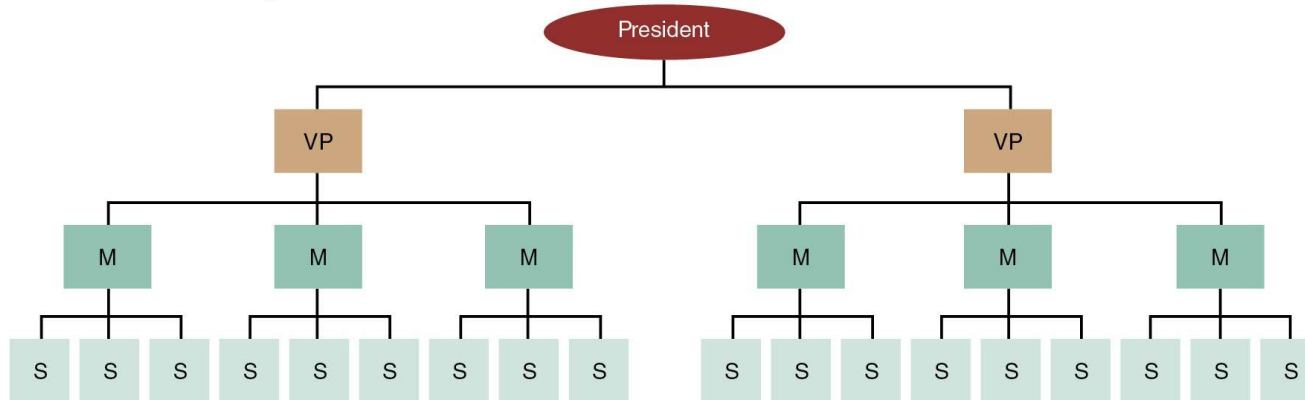
Figure 5.1

The Span of Control in Flat and Tall Organizations

Flat structure – Wide span of control



Tall structure – Narrow span of control



Organizing (Triage) Flow of Information

Setting priorities involves asking three questions:

1. Do I need to be personally involved?
2. Is the task my responsibility or will it affect the performance or finances of my department?
3. Is quick action needed?

Delegating Work

1. Explain why you are delegating the task and the reasons you chose this person to do the work.
2. Clearly define responsibility, the person's scope of authority, and the deadline.
3. Plan the task.
4. Establish control checkpoints, and hold employees accountable.

Assigning Work vs. Delegating Work

- What's the difference between assigning work and delegating work?
 - Think relationship, perception, ownership

Quiz & Project

- **Figure out a time**
 - Thursday 8-10:30?
- **Groups for project?**