

FREQUENTLY ASKED QUESTIONS 'FAQs'

Answers to our Clients Most Frequently Asked Questions

Questions About Strategic Planning

What is Strategy?

What is Strategic Planning?

What IS a Strategic Plan?

What is a Strategic Plan NOT?

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What is GGA's Recommended Strategic Planning Process?

Q. What is Strategy?

Answer:

- In ancient Greek, the word *strathgia* meant the art of generalship, of devising and carrying out a military campaign.
- The English word that derived from it, *strategy*, has been commandeered from the military lexicon and fully embraced by the business world.
- ***Strategy is a comprehensive plan.***

Q. What is Strategic Planning?

Answer:

- Strategic Planning is simply the process of defining long-term goals and identifying the resources needed to achieve those goals.
- ***Strategic Planning is a primary Board duty.***

Q. What IS a Strategic Plan?

Answer:

- A strategic plan is a document defines the primary goals and objectives for the club.
- The plan results from a strategic planning process and defines the following:
 - The club's vision or purpose for being in existence.
 - Where the club wants to be in five years in terms of its membership and financial position.
 - How it intends to get there through a set of prioritized actions.

Q. What is a Strategic Plan NOT?

Answer:

- An Annual Budget.
- A 'To-Do' List.
- An Employee Procedures Manual.
- A Business Plan.

Q. Why is a Strategic Plan Important?

Answer:

- A strategic plan charts a course for the club to achieve its vision, aspirations and goals and to be best in class in the market segment it wants to own.
- Clubs that are not best in class gravitate to the middle of the market, which is confusing, costly and debilitating – it's where clubs go to die.
- A strategic plan acts as a directional beacon or ‘true north’ for club leaders to test all major decisions against.

Q. What is Common in the Best Strategic Plans?

Answer:

- Thorough and dispassionate analysis of strengths, weaknesses, opportunities and threats (SWOT).
- Open-minded analysis of strengths, opportunities, aspirations and results (SOAR).
- Comprehensive research and analysis in support of data driven goal setting.

Q. What Should be Included in a Strategic Plan?

Answer:

- A strategic plan has seven parts:
 1. Mission
 2. Vision
 3. Core Values
 4. SWOT & SOAR Analysis
 5. Goals and Objectives
 6. Market Analysis & Communications
 7. Financial Evaluation

Q. What are the Key Planning Pit Falls to Avoid?

Answer:

- Writing in the *Harvard Business Review*, Ed Barrows, a lecturer at Babson College and a respected management consultant identified what he considers the four “fatal flaws” of strategic planning:
 - Skipping or underestimating the importance of rigorous analysis.
 - Believing strategy can be created overnight.
 - Failing to connect strategy to execution, and
 - Not revisiting the plan on a regular basis.

Q. What Should We Do With a Strategic Plan?

Answer:

- Define and communicate operational impacts.
- Consistently evaluate and critique results.
- Integrate into each board meeting via evaluation of tactical plan.
- Use the defined goals and objectives to frame operational issues and choices.
- ***Make strategy a force of constancy for the club.***

Q. What Would Diminish the Effectiveness of a Strategic Plan?

Answer:

- Top ten things that will diminish the effectiveness of a strategic plan:
 1. Change Resistance
 2. Misaligned Governance and Power Structure.
 3. Poor Information Sharing.
 4. Unclear Accountability.
 5. Lack of Ownership.
 6. Lack of Guidelines and Coaching.
 7. Inability to Generate ‘Buy in”.
 8. Insufficient Resources.
 9. Lack of upper-level support.
 10. Poor or Vague Strategy.

Q. What is GGAs Recommended Strategic Planning Process

