



Collegiate Rugby 2005

Strategic Planning Session



Introduction

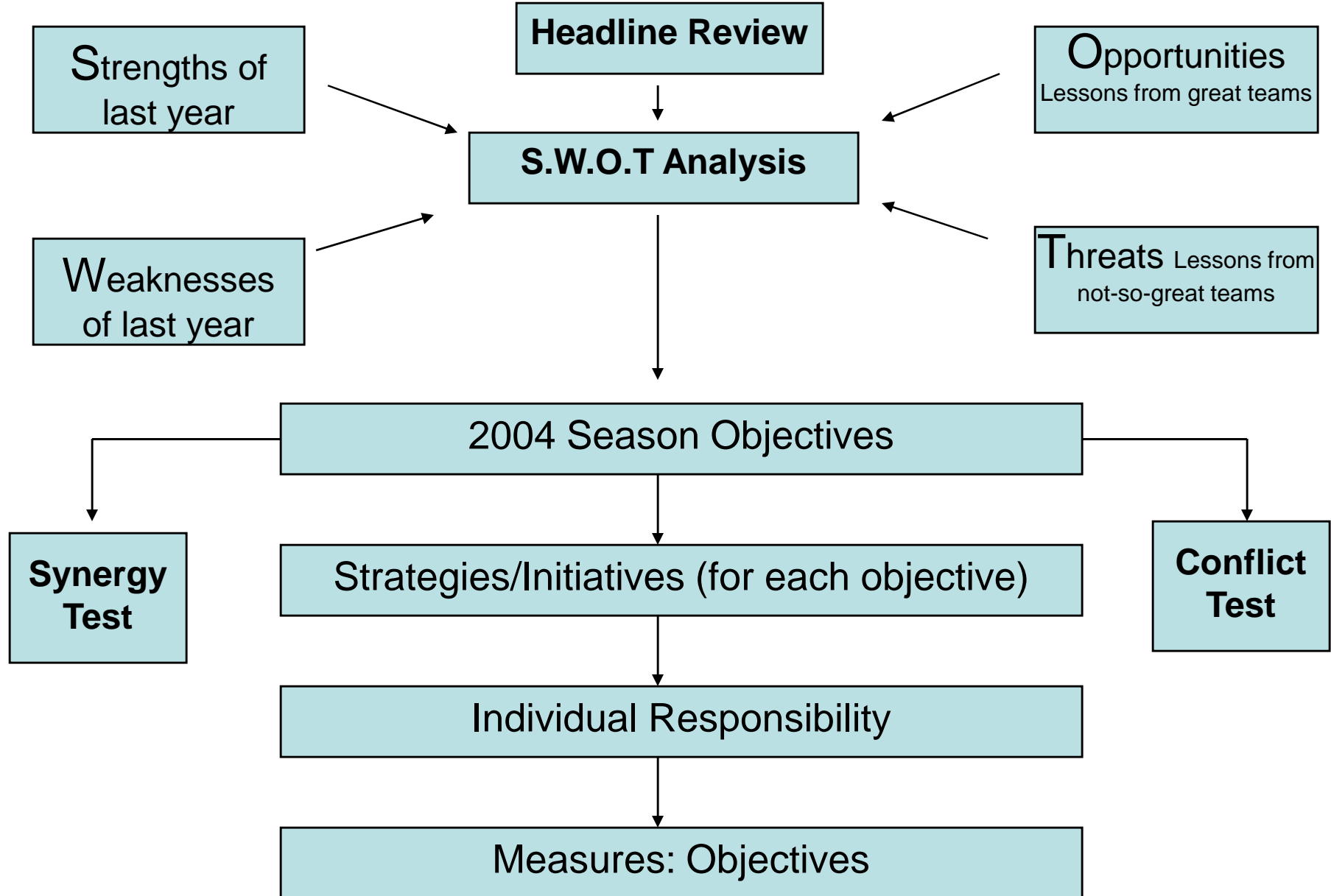
- Corporate Strategy and Sports
 - The New Years Resolution Analogy...why do they fail???
- Rules of Engagement
 - Importance of giving everyone consideration
 - Free to talk, come and go at any stage
 - If you sit there quietly I will ask you to speak...apologies in advance
 - S.W.O.T importance: Make sure we constantly refer back
 - OOB thinking...not like the 2003 All Blacks!!



Session Objectives

- Strategic plan for the team for 2004
 - Objectives / Strategies / Measures
 - To be managed by the team leaders/management
- Individual / Player contracts/plans for the season

Overview





Headline Test

- Objective: To identify what we want the heart of the 2004 team to consist of.
- Exercise: In groups, write headlines and phrases that you would like to be written about in the following publications
 - June edition of the Rugby Magazine/Student Newspaper
 - Alumni magazine reporting on the team 5 years later
 - Even how you would like to describe the 2004 team to your friends
- Time: 15 minutes
- Purpose: We will constantly refer back to these factors to ensure we have addressed them in our objectives/strategies and initiatives



Strengths & Weaknesses: 2003 Season

- Objective: To identify all the positive and negative aspects of last season.
- Exercise: In groups, brainstorm, then agree on and write top 7 positive and negative points. Be prepared to report back to the group
- Time: 20 minutes
- Purpose: We will constantly refer back to these factors to ensure we have addressed them in our objectives/strategies and initiatives
- **Important**
 - Try to limit to things that are realistically within our control and that we could either change or build upon. (e.g. lost against Princeton is not much use)
 - Avoid personalities. Key is what we did or did not do as a team.



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Opportunities & Threats: Lessons from Great and not-so-great Sports Teams

- Objective: Identify those things that great sports teams do well, and the things that can destroy potentially great teams.
- Exercise: In groups, brainstorm and agree on the top 7 positive and negative points. Be prepared to report back to the group
- Time: 15 minutes
- Purpose: We will constantly refer back to these factors to ensure we have addressed them in our objectives/strategies and initiatives
- Important
 - Try to limit to things that are realistically within our control and that we could either change or build upon. (e.g. great stadiums or media budgets are probably not worth talking too much about)



Objectives: 2004 Season

- Objective: To identify objectives for the 2004 season
- Exercise: Individually first write down what you think the main objectives for the 2004 season should be. Then discuss in groups and write a list of objectives for the group. Be prepared to report back to the group.
- Ensure you refer to the S.W.O.T analysis from earlier!!!
- Time: 20 minutes
- **Important**
 - Please ensure that everyone in the group is given time to present her objectives.



Objectives: 2004 Season

- Objective: To select 5 main objectives for the 2004 season
- Exercise: Once the objectives are on the wall, take post-it notes and vote for what you think the most important objectives are.
- Ensure you refer to the S.W.O.T analysis from earlier!!!
- Time: 10 minutes
- **Important**
 - Please do not use more than 7 post-it notes



Objectives: 2004 Season

- Objective: To understand synergies and potential objective conflicts and to prioritize objectives
- Exercise: In groups, identify a) how the objectives can reinforce each other (synergistic interaction) and b) how the objectives could potentially be in conflict...identify specific scenarios. Be prepared to report back to the group
- Coach will also work to develop potential conflict scenarios
- Time: 20 minutes
- Note....write synergies in red and conflicts in black with lines
- **Important**
 - Key is to be honest, and face up to the conflicts e.g. player development or winning, out the night before a game or in bed early



Objectives: 2004 Season

- Objective: To prioritize 5 main objectives for the 2004 season
- Exercise: Once the objectives are on the wall, take a pen and rank the objectives 1-5, 1, being the most important and 5 being the least
- Test our priorities against Coach's scenarios and see how they hold up
- Re-vote if we have to
- Time: 10 minutes



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Hard Break

Strategies: 2004 Season

- Objective: Identify strategies and initiatives for achieving each objective
- Areas to consider...as a guide. Do not limit yourselves to these areas.
 - Practice...what do we need to do at practice to achieve our objectives
 - Playing...are there any playing strategies that will achieve our objectives
 - Social...what do we have to do socially to achieve our objectives
 - Team leadership and management...etc
 - Strength & Conditioning...etc
 - Schedule...etc
 - Recruitment...etc
- Exercise: Each group will be assigned an objective. Brainstorm strategies and initiatives for how, as a team we can meet these objectives. Be prepared to report back to the group.
- Time: 30 minutes
- Note: we will report back to the group and I will write suggestions on the board. I will also throw this open to the team to suggest a strategy for any objective



Strategies: 2004 Season

- Objective:

- Define the strategies/initiatives to ensure we understand what each involves
- Select the most important strategies/initiatives for each objective....what we want to focus on in 2004!!!!

- Exercise:

- Team discussion around each strategy and initiative
- For each strategy/initiative we will take a vote. Is it a...
 - No Brainer...a must do to achieve our objective
 - Unsure ...lets talk about it a little more, then revote
 - Not really sure that it should be a priority for the 2004 season
- Select our top strategies/initiatives for the 2004 season

- Time: 30 minutes



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Individual Responsibilities: 2004 Season

- Where Are We:
 - Prioritized list of objectives for the 2004 season
 - Agreed list of strategies/initiatives for achieving objectives
 - Require specific team-members to perform specific tasks
 - Team leadership will work to develop a plan for many of these.
 - Team leadership/management/coaching level
- **Although it will vary, each strategy/initiative will require a certain level of individual player commitment and support**
- Exercise
 - Pick a partner. Then individually write what you, individually will do to support each strategy/initiatives we have identified.
 - Work with your partner to help each other figure out what you want to commit to and how you can support each strategy/initiative
- Time: 20 minutes

**This document will become your personal contract with PSU
Women's Rugby for the 2004 season**

Personal Contract

- What It Is:
 - A plan to help you and the team meet objectives
 - Something tangible you can refer back to...eg check progress
 - Something you can complete in more detail later
- What It Is Not:
 - Will not be given to anyone
 - Will only be seen by your partner
 - Can be changed as the season progresses
 - You may or may not want to let your partner know
 - Something you can throw in the trash if you want

Measurement of Objectives: 2004 Season

- Objective: Identify success measures for each objective
- Exercise: Each group will be assigned an objective. Brainstorm success measures for the objectives. Be prepared to report back to the group.
 - Keep in mind that measures should be:
 - Measurable (i.e. 'to improve' is not a measure)
 - Easy to measure (should not require collecting lots of data)
 - Objective (not subjective)
- Note: we will report back to the group and I will write suggestions on the board. I will also throw this open to the team to suggest measures for any objective
- We will then discuss and vote on the measures we want to use as a team using a similar process to the one we used to vote on strategies/initiatives.
- Responsibility for measuring and reporting success or failure will lie with the coach and senior team management