

Field Hockey BC AGM
Strategic Plan Update, Feb 8, 2023
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STRATEGIC PLAN 2023-2028: BUILDING MOMENTUM

*EFFECTIVE ORGANIZATIONS HAVE THE RESOLVE (OFTEN REFERENCED AS COURAGE)
TO “STAY THE COURSE” IN PURSUIT OF PRIORITY GOALS.*

GOING DEEPER RATHER THAN WIDER IS A FEATURE OF SUCH PLACES.

YOUR RESULTS AND YOUR COMMUNITIES’ FEEDBACK TELLS YOU A LOT ABOUT NEXT STEPS

THE BOOK I'LL NEVER WRITE:

CONTINUE TO
GALLOP MADLY
OFF IN ALL
DIRECTIONS

*Why
"Do Everything"
Plans
Become
"Go Nowhere"
Plans*

TOO MANY
COOKS, NO
MATTER HOW
BIG THE
KITCHEN

SHORT-TERM
&
UNSUSTAINABLE
DECISION-
MAKING

IDEOLOGY
VS
EVIDENCE

LACK OF TRUST
IN THE
PROCESS &
LACK OF ROLE
DEFINITION

LET'S CHECK OUR KEY DEFINITIONS

- Strategic Plan: The organization's roadmap – a declaration of where you are, where you are headed and how (in broad brush strokes) you are going to get there. Your Plan serves as a compass for your decisions and an assurance to your communities.
- Operational Plan(s): A second tier of the organization's blueprint for action. These Plans lay out how the stated goals/priorities will be achieved and identifies what the accountabilities will be.

MORE KEY DEFINITIONS

Mission: Your organization's "raison d'être." Why you exist: *We are dedicated to providing British Columbians with opportunities to experience the rewards and challenges of field hockey.*

Vision: What your organization aspires to achieve as its "best self": *To be recognized as leaders and innovators in sport throughout Canada and the World. To further develop the infrastructure to provide effective governance and leadership for the sport of field hockey in British Columbia, and promote partnerships to increase participation in the province.*

Values: How your organization behaves, how people treat each other and expect to be treated...the standards to which people will be held and within which situations will be managed:

- *To ensure that excellence is the cornerstone of all programming*
- *To create a field hockey experience that is fun, rewarding, and challenging for all participants*
- *To be inclusive: our sport is open to people of all ages, skill levels and abilities*
- *To operate with integrity, openness, and respect*
- *To be responsible and accountable to our field hockey community in all we do on behalf of our sport*
- *To uphold the tradition of field hockey excellence in British Columbia*

Goals: Your organization's declarations about priorities you commit to achieving

STRATEGIC PLANNING ESSENTIALS:

- The FHBC Board owns the Plan.
- The FHBC staff builds the *draft* Plan based on
 - ❖ Evidence of performance to date
 - ❖ Identification of specific groups or programs that lag behind overall performance expectations
 - ❖ Emerging issues that must be addressed
 - ❖ Confidence that resources are available to ensure that the plan is sustainable
 - ❖ Analysis of the organization's capacity to deliver services
 - ❖ Finding the balance between *aspirational* and *achievable* so the system is stretched but not broken

SOCIALIZING THE PLAN & MANAGING GREAT EXPECTATIONS:

- ❖ This is the Board's Plan. The Board will be held accountable for its adoption and delivery
- ❖ FHBC resources have limitations but your communities' expectations are likely more far reaching
- ❖ Community engagement is essential and is most beneficial when people are invited to respond to a draft Plan rather than being invited to create it from scratch
- ❖ Through all phases of the Plan – from development to adoption – it is important that the priorities are clear, sharp, focused and few in number. The Plan must be coherent to build understanding and instill confidence
- ❖ Creating false hope is a lose-lose proposition. It's better to under-commit and over-deliver than the opposite

Phases of the Strategic Plan Development:

1) Staff are reviewing current field hockey programs and services against performance metrics and community needs. These questions help guide the analysis and the development of recommendations for the new Plan's priorities:

- *Do the current priorities help to extend programs and services that are of value to FHBC communities?*
- *Will these priorities remain relevant in today's sports climate and culture?*
- *Are potential future priorities achievable – to a significant degree - during the lifespan of the new Strategic Plan?*

It is essential to consider the Strategic Plan and its operational details through the lens of Safe Sport.

2) The Board will consider the analysis of the current state and suggestions for next steps so that a *DRAFT PLAN* can be approved for circulation and feedback

3) Online community engagement sessions will solicit additional perspectives

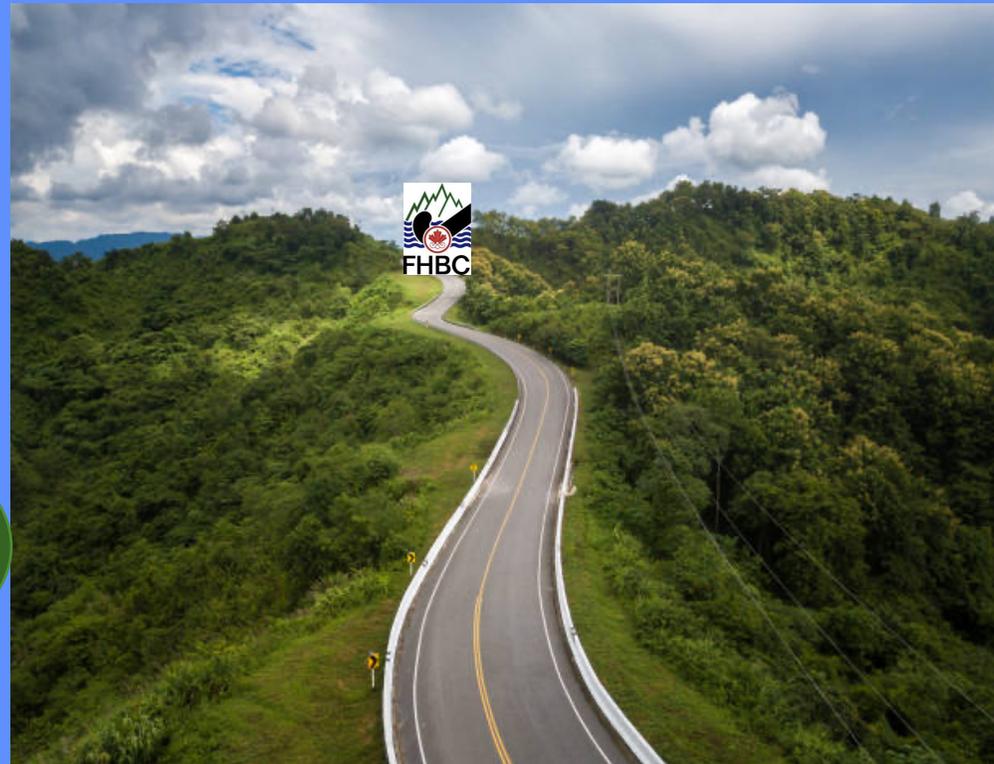
4) Final Plan will be brought to the Board for discussion and adoption

WHAT FHBC HOPES TO ACHIEVE IN SHARING ITS STRATEGIC PLAN DRAFT AND PROCESSES:

The narrative about FHBC's future is positive and supportive.

Staff and communities acknowledge emerging strengths & areas of improvement.

Passion for and commitment to your sport remains strong.



Comments and suggestions focus on refining plans rather than starting over again.

Concerns can be categorized and resolved around service delivery, realistic expectations or communication.

You are building constructive partnerships to navigate the future together.

There is willingness to commit to a One Team approach to meet current and future needs.