

Goal Setting and Strategic planning

It's time we planned for our future



There are many reasons why you would look to putting together a strategic plan for your team and your club and it is these reasons that will determine what you put into your plan. Your starting point will also determine the content of your plan and its direction.

Short term, Mid term and long term goals should be looked at for various different areas eg. Competition: to top our division and be in a position to win the final and gain promotion to the 1st Division.

Goal Setting

S = Specific

M = Measurable

A = Attainable

R = Realistic

T = Timely

Specific

Goals should be straightforward and emphasise what you want to happen. Specifics help us to **focus our efforts** and **clearly define what we are going to do**.

Specific is the What, Why, and How of the SMART model.

WHAT are you going to do? Use action words such as direct, organize, coordinate, lead, develop, plan, build etc.

WHY is this important to do at this time? What do you want to ultimately accomplish?

HOW are you going to do it? (By...)

Ensure the goals you set are very **specific, clear and easy**. Instead of setting a goal to have the team play better rugby, set a specific goal to win 4 out of 6 games.

Measurable

If you can't measure it, you can't manage it. In the broadest sense, the whole goal statement is a measure for the project; if the goal is accomplished, then there is success. However, there are usually several short-term or small measurements that can be built into the goal.

Choose a goal with measurable progress, **so you can see the change occur.** How will you see when you reach your goal? Be specific! "we want to have three coaches and a manager for our mini girls with at least 20 girls training by the end of December" shows the specific target to be measured. "we want a great mini girls team in our club" is not as measurable.

Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goals.

Attainable

When you identify goals that are most important to you and your team, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked **opportunities** to bring yourself closer to the achievement of your goals.

Goals you set which are too far out of your reach, you probably won't commit to doing. Although you may start with the best of intentions, the knowledge that it's too much for you means your subconscious will keep reminding you of this fact and will stop you from even giving it your best.

A goal needs to stretch you slightly so you feel you can do it and it will need a real commitment from you. For instance, if you aim to develop a mini team, an U15s and an U18s team all by December, we all know that isn't achievable. But setting a goal to get club committee agreement and volunteer commitment and when you've achieved that, aiming to get the girls into the club to start training, will keep it achievable for you.

The feeling of success which this brings helps you to remain motivated.

Realistic

This is not a synonym for "easy." Realistic, in this case, means "**do-able.**" It means that the learning curve is not a vertical slope; that the skills needed to do the work are available; that the project fits with the overall strategy and goals of the organisation. A realistic project may push the skills and knowledge of the people working on it but it shouldn't break them.

Devise a plan or a way of getting there which makes the goal realistic. The goal needs to be realistic for you and where you are at the moment.

Too difficult and you set the stage for failure, but too low sends the message that you aren't very capable. **Set the bar high enough for a satisfying achievement!**

Timely

Set a timeframe for the goal: for the end of this season, the start of next season, by the end of 2013-2014 season. Putting an end point on your goal gives you a **clear target** to work towards.

If you don't set a time, the commitment is too vague. It tends not to happen because you feel you can start at any time. Without a time limit, there's no urgency to start taking action now.

Time must be measurable, attainable and realistic.

Sample Strategic plan

Participation:

Objective: To increase participation at all levels of the game. Encourage younger girls into the club in order to create a sustainable structure for the development of women's rugby within our club and to reduce the need for annual recruitment drives for the senior team.

Targets: Volunteers committed to running & driving the mini girls section (3 per team: 2 Coaches & 1 Manager)
 Mini Girls Team (age 7-12) established by December 2012 with a minimum of 20 girls playing Leprechaun rugby
 Volunteers committed to running & driving the age grade girls section (3 per team: 2 Coaches & 1 Manager)
 Age Grade Girls Team (U19s) established by December 2012 with a minimum of 15 girls playing full contact rugby

Development Areas	What & why?	How	Who	When	Is it done?
Participation	<ul style="list-style-type: none"> ➤ Mini Girls <ul style="list-style-type: none"> ○ Grow your own players and create feeder teams ➤ Secondary Schools <ul style="list-style-type: none"> ○ Create feeder schools for youth and adult section reducing the need for annual recruitment drives 	<ul style="list-style-type: none"> ➤ Club CCRO/CRO to promote in local primary schools and take coaching sessions – PLAY RUGBY Packs ➤ Canvass parents to volunteer for coaching and managing ➤ Players and volunteers to attend Mini Mums course (No cost) ➤ Orientation evenings/days for new volunteers to get to know the club ➤ Rota system for coaches & managers ➤ Club committee to agree CCRO/CRO hours to be spent in girls secondary schools ➤ Club CCRO/CRO to promote in local secondary schools and take coaching sessions – PLAY RUGBY GIRLS 	<ul style="list-style-type: none"> • Committee to instruct CCRO/CRO • Current players to be headed up by _____ • Current players to be headed up by _____ • Current Mini Coaching Co-ordinator and coaches • Coaches and Managers • Committee to instruct CCRO/CRO • CCRO/CRO supported by volunteers headed up by _____ 	<p>September 2012</p> <p>April 2012 (For Season 12-13) August 2012</p> <p>August-September 2012 September-October 2012</p> <p>September 2012</p> <p>September and ongoing</p>	

	<ul style="list-style-type: none"> ➤ Age Grade teams <ul style="list-style-type: none"> ○ Create feeder teams for senior team 	<ul style="list-style-type: none"> ➤ Recruit from schools CCRO/CRO attends ➤ Open days/evenings or Fun days for schoolgirls to get to know the club ➤ Canvass parents to volunteer for coaching and managing ➤ Players and volunteers to attend Foundation Coaching course (Free of charge to women in some Provinces) ➤ Orientation evenings/days for new volunteers to get to know the club ➤ Rota system for coaches & managers 	<ul style="list-style-type: none"> • CCRO/CRO supported by volunteers headed up by _____ • Current players headed up by _____ • Current players headed up by _____ • Current players headed up by _____ • Current Youth Coaching Co-ordinator and coaches • Coaches and Managers 	<p>September and ongoing</p> <p>October 2012</p> <p>April 2012 (for 2012-2012 Season) August 2012</p> <p>September 2012</p> <p>September-October 2012</p>	
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Coaching:

Objective: To ensure that all coaches are qualified to the appropriate level, ensuring an enjoyable environment for all in accordance with the Long Term Player Development programme, whilst maintaining player interest and increasing individual, mini unit, unit and team skill levels

Targets: measurable and timed

Development Areas	What & why?	How	Who	When	Is it done?
Coaching	➤				

Social:

Objective: Overall objective of what you are looking to achieve under this heading

Targets: measurable and timed

Development Areas	What & why?	How	Who	When	Is it done?
Social	➤				

Refereeing:

Objective: Overall objective of what you are looking to achieve under this heading

Targets: measurable and timed

Development Areas	What & why?	How	Who	When	Is it done?
Refereeing	➤				

Player Development:

Objective: Overall objective of what you are looking to achieve under this heading

Targets: measurable and timed

Development Areas	What & why?	How	Who	When	Is it done?
Player Development	➤				

Committee:

Objective: Overall objective of what you are looking to achieve under this heading

Targets: measurable and timed

Development Areas	What & why?	How	Who	When	Is it done?
Committee	➤				

Fundraising:

Objective: Overall objective of what you are looking to achieve under this heading

Targets: measurable and timed

Development Areas	What & why?	How	Who	When	Is it done?
Fundraising	➤				