



# ***State Sporting Organisations Professional Development Webinar***

Connecting Strategy to Results

Carl Millington | Business Advisory

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# Opening Comments

Many organisations (including SSOs) go through a rigorous and systematic process to develop their organisation's strategy, but a year or two later look back and wonder "what happened?"

'Great' strategies do not automatically produce great results. Execution is the bridge that connects strategy to results.

The hardest thing about '*strategy*' isn't the planning – it's the execution. Planning is challenging, but knowing *what* to do is relatively easy. Knowing *how* to do it is the hard bit.

Poor execution is frequently blamed for the failure. But is that fair?

# *Some relevant statistics, facts and figures*

- 83% of strategies can fail due to flawed assumptions underlying the strategy.
- Defects and breakdowns in strategic planning & execution result in organisation achieving less than 60% of the financial performance expected from their strategies.
- Approx. 60% believe the staffing of strategic projects is appropriate.
- Approx. 27% believe that the strategic projects are being managed correctly.
- 17% feel that organisational performance isn't monitored.
- 7% of employees understand their organisation's business strategies and their role in helping achieve stated objectives. That means 93% don't.
- 24% of managers are not provided relevant business strategy information from other business units.
- Approx. 30% of employees are not provided information on how to execute the business strategy.

Sources: Harvard Business Review; McKinsey Quarterly; the performance factory; SuccessFactors; HRI



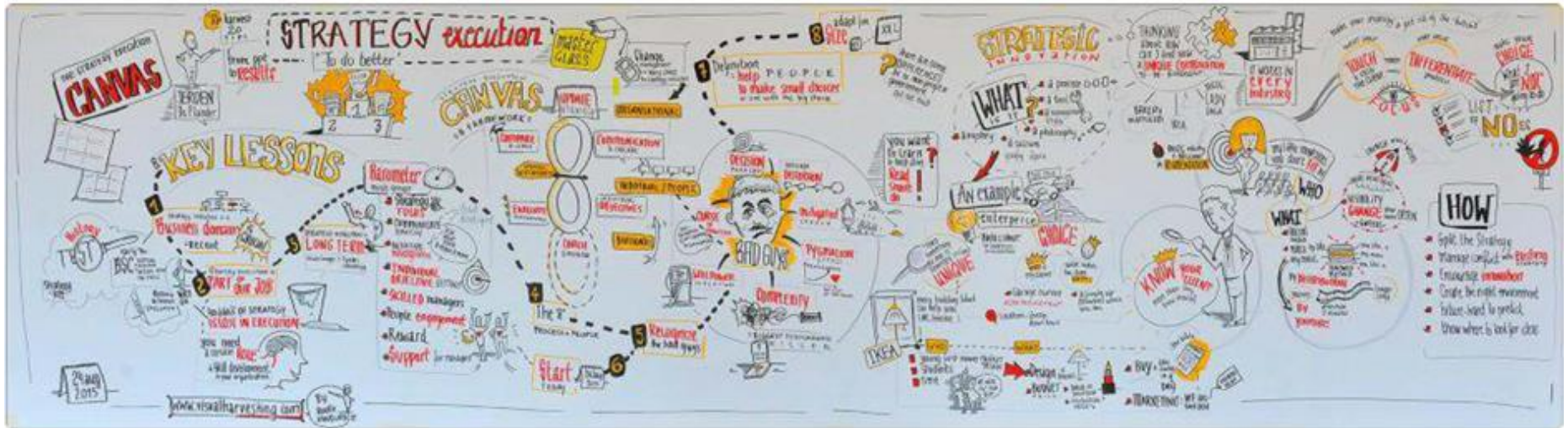
# *Importance of strategy execution*

# Challenges from poorly executed strategy

Challenge	Impact
Operational inefficiencies	<ul style="list-style-type: none"><li>• effort expended in areas and tasks not aligned with the strategic plan.</li><li>• “busyness” obscures time spent on non-important work.</li></ul>
Ambiguity around accountabilities, roles and responsibilities	<ul style="list-style-type: none"><li>• adverse impact on timely decision-making.</li><li>• duplication of work and/or tasks not being completed.</li><li>• business critical tasks overlooked.</li><li>• insufficient information provided to new employees on induction.</li></ul>
Low interaction and integration between business units	<ul style="list-style-type: none"><li>• can encourage a “silo” mentality and adoption of non-standardised processes and procedures</li><li>• reduces usefulness of corporate systems and data.</li><li>• limits benefits of organisational learning</li></ul>
Increased or sustained operating risks	<ul style="list-style-type: none"><li>• absence of clear principles, roles, responsibilities and processes.</li><li>• inconsistent approaches to tasks, resulting in lack of alignment with organisational policies and principals.</li></ul>

# Benefits of well executed strategy

Benefit	Impact
Increased operational efficiencies	<ul style="list-style-type: none"><li>• improved business performance</li><li>• greater clarity around roles and responsibilities</li><li>• reduction/elimination of duplication of effort</li><li>• removal of “wasted” effort results in more resources available to focus on strategic imperatives.</li><li>• provides management with clearer information of the effectiveness of adopted strategies</li><li>• improved co-ordination and decision making</li></ul>
Improved stakeholder management	<ul style="list-style-type: none"><li>• timely reaction in response to changes in the business environment provides better connection with your organisation’s stakeholders.</li></ul>
Improved interaction and integration between business units	<ul style="list-style-type: none"><li>• reduces adoption of non-standardised processes and procedures and duplication of effort</li><li>• better utilisation of corporate systems and data.</li><li>• provides employees with a clearer understanding of their role in achieving organisation’s goals and objectives</li></ul>
Improved risk management	<ul style="list-style-type: none"><li>• a common understanding of roles, responsibilities, goals and processes, allows risks to be identified and mitigated earlier and more easily.</li></ul>



The Ultimate Strategy Execution / strategy implementation guide!

Jeroen De Flander

# Strategy execution



The strategic plan addresses the WHAT and WHY of your organisation's activities

Implementation addresses WHO, WHERE, WHEN and HOW.

Both components are critical to the success of your organisation.

Understanding the reasons why many strategic plans fail will help you with the successful implementation of your strategic plan.

# ***Common reasons for implementation failure***

Lack of ownership

Poor communication

Perceived lack of relevance

Too busy in the business

Too complex

Implementation not considered during planning process

Lack of accountability

Lack of empowerment

Progress not tracked or reported

# Key elements of success

## Clarity of vision

- The Board and CEO need to have a clear picture of what they want to achieve and why.
- There must be clear and attainable goals, directly related to your organisation's vision and mission
- This clarity of vision makes it easier to communicate the strategic plan and for everyone in the organisation to know what the objectives are and their role in achieving them.

## Understanding your organisation's capabilities

- Your strategic plan needs to take into consideration:
  - the leadership style in your organisation
  - your team and their general capabilities as a team.
  - the skills and competencies of your team.

## Understanding reasons for failure

- Awareness of potential pitfalls means you are better able to avoid making the same mistakes.

# Key elements of success

## Alignment

- Each team and every employee should understand the purpose behind their tasks as well as how these relate to your organisation's strategic objectives.
- Many teams find it easier to do their own thing rather than discuss whether they are doing the right thing.
- Poor alignment can result in frustration, reduced trust and impact your overall capacity and effectiveness.

## Accountability

- There needs to be an effective system of oversight and follow up to help individuals and teams fulfill their responsibilities.
- Clear accountabilities for each task will help employees to make decisions and actions that are consistent with the organisation's strategic priorities.

## Tools, capabilities and systems

- A thorough understanding of the functions and capabilities of each of the systems and how they will support your strategic management process during and after the implementation.

# Key elements of success

## Collaboration

- Your organisation's strategic plan involves everyone who works in the organisation and is therefore the responsibility of everyone.
- Successful implementation of your strategic plan requires all business components of your organisation to work together to achieve the organisation's corporate objectives.

## Roles and responsibilities

- It's critical to have a list of accountability, roles and responsibilities throughout your strategic plan so that there's no misunderstanding as to who is doing what and by when.

## Commitment

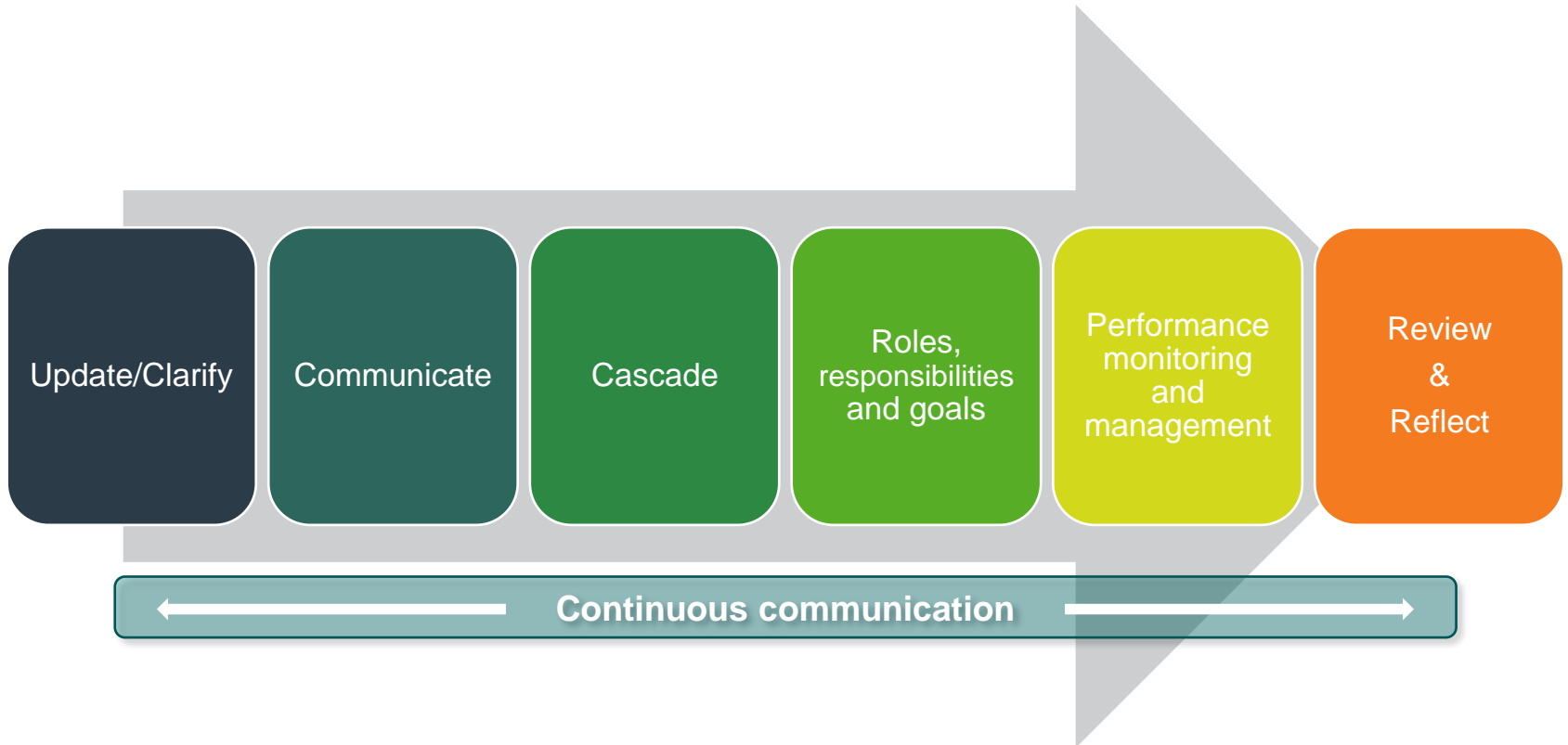
- Sufficient time and money, support through all levels of management, and staff capacity to take on the extra work.



Successful Performance  
=  
Strategy x Execution

*Thoughts on the execution process*

# *An approach to successful execution*



# ***An approach to successful implementation***

## ***Explanatory notes***

<b>Execution step</b>	<b>Comments</b>
Update/clarify	Review your strategic plan and ensure it is current, relevant to your organisation and clearly sets out your goals and objectives
Communicate	Your communications plan needs to be effective, diversified, scalable and consistently applied.
Cascade	Successful execution relies on how well the strategy has been communicated throughout the organisation. Cascading the strategy through the whole organisation ensures that managers and teams understand their roles how it relates to them.
Roles, responsibilities and goals	Too avoid confusion all team members should be made aware of what their role is, how they can achieve the goals set for them, and how it links to the strategic objectives.
Performance management	Changes in the operating environment can change underlying assumptions that the plan is based on. You need to be agile enough to be able to work around any issues that arise. Regular status reports will keep the Board, management and your team up to date with any changes.
Review/reflect	Take the time to reflect on the strategy itself, the implementation process, and the progress made across the entire organisation.





***Some questions to consider***

***Questions  
your Board  
and CEO  
may  
consider***

## When planning to implement/execute your strategy

- Do you have clear outcomes in mind? How will you know if you're successful with your strategic plan?
- How committed are you to implementing the strategic plan and achieving your stated objectives?
- How effective will your communications for introducing the strategic plan be?
- Will you have meetings to support accountability and monitor performance?
- Will you be able to motivate your people?
- Will your internal processes adequately support a successful implementation?
- Do you have enough resources (time, money, people) to accomplish the plan?
- What roadblocks to implementing and supporting the plan have you identified?
- How will you take limited available resources and achieve maximum results with them?

***Questions  
you may  
consider  
after the  
execution  
process***

Evaluate your strategy execution process by asking questions like:

- Did we achieve our goals?
- If not, what prevented us and what do we need to do to get there?
- What deviations, distractions or challenges arose that could have been anticipated?
- How well did we respond to challenges that could not have been anticipated?
- What lessons did we learn that will make us better next time?



*Takeaways and more...*

# Key takeaways from today's session



Strategic planning and execution of the plan is not an exact science. There are many ways to go about the process, but key is to adopt an approach that is relevant to your organisation.



Communication is paramount before, during and after the preparation and execution of your strategic plan.



It is as important to work **on** your business as it is to work **in** your business. Don't let 'busyness' prevent you from the achieving your strategic goals.



Make strategy a standing agenda item for all Board and management meetings.



Accountability encourages better performance. Empowerment provides employees with the necessary authority and responsibility to meet and exceed expectations.



'Great' strategies do not automatically produce great results.

# Some strategic planning quotes

To drive inspiration...

“However beautiful the strategy, you should occasionally look at the results”  
— Sir Winston Churchill

“The essence of strategy is choosing what not to do.” —  
Michael Porter

“Persistence is what makes the impossible possible, the possible likely, and the likely definite”  
—Robert Half

“The result of bad communication is a disconnection between strategy and execution” —  
Chuck Martin, former Vice President IBM

“Strategy is a pattern in a stream of decisions” —Henry Mintzberg

“Strategy execution is helping people make small choices in line with a big choice.”  
- Jeroen De Flander

“Simplicity is the ultimate sophistication” —Leonardo Da Vinci

# Appendices

# ***Readily available information to support your SSO***

1. Strategy and Planning Toolkit – (NSW Office of Sport)
  - <https://www.sport.nsw.gov.au/running-your-state-sporting-organisation/strategy-and-planning>
2. Jeroen De Flander – Strategy Execution Thought Leader
  - [Strategy Execution Thought Leader | Jeroen De Flander \(jeroen-de-flander.com\)](https://jeroen-de-flander.com)
3. 265 Strategy-Execution Questions – (LinkedIn – Benjamin Wann)
  - <https://www.linkedin.com/pulse/265-strategy-execution-questions-wann-cma-csca-mba-pmp-cpa/?trk=pulse-article>
4. Finding the Right Remedy for Poor Organizational Performance – (Bain & Company)
  - <https://www.bain.com/insights/finding-the-right-remedy-for-poor-organizational-performance/>



# Thank you

# Carl Millington



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## Professional Background

Carl provides business advisory, assurance, and risk management services to Not-for-Profit organisations, NSW local government, including sports administration organisations, charities, and community-based organisations.

His understanding of the unique environment that NFPs operate in allows him to identify opportunities to better manage risks, improve governance and consistently achieve compliance with financial reporting obligations.

Carl's long-standing dedication to the sporting industry has seen him involved with organisations such as Cricket NSW, Basketball NSW, Surf Life Saving NSW, Bicycle NSW, Dragon Boats NSW, the NSW Office of Sport and NSW Sports Federation.

He worked closely with sporting, member based and other NFP organisations for over 40 years providing business advisory and assurance services that have supported their growth and the achievement of the corporate objectives.

Carl's NFP experience, particularly in the sporting and government sectors, has provided him with industry insights beyond those normally acquired by providing auditing services. His involvement in the industry extends to undertaking IT reviews, internal control reviews and compliance audits.

This experience has helped him develop strong credentials in assisting clients to identify opportunities to improve business processes, fine-tune strategic plans and advise on ways to manage and mitigate business risks.

## Industry Experience

- Sports administration
- Not-for-Profit (NFP)
- Education
- Charitable institutions
- Local government
- Listed Investment Companies

## Areas of Expertise

- External audit and assurance
- Business advisory
- Internal audit and reviews
- Compliance audits
- Internal control reviews
- Diagnostic business reviews
- Governance and risk
- Board and committee member



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