**One Page Program Plan Implementation Advice**

***Background***

Participants from seven United States Programs, including Board members, Program CEOs, and Program COOs, gathered from July 26-27, 2011 in Chicago in order to discuss Program strategic planning. In a separate one page document, you will find their advice on how best to create a plan. In this document, we will review the key implementation challenges that they identified and their thoughts on how to overcome them.

***Advice for implementing a Program strategic plan***

*Building the plan into the organizational infrastructure and creating accountability*

* *Involve key players from the beginning*: ensure that the plan and its goals are not a surprise to staff.
* *Link to performance objectives*: tie performance reviews to strategic targets.
* *Build regular plan review into staff and Board meetings*: build regular reviews and planning terminology into the meeting infrastructures. This could mean a review every 90 days.
* *Make it omnipresent and fun*: make the plan visible and known throughout the organization. This can be done through posters, screensavers, parties, or other creative means.

*Tracking progress and measuring success*

* *Develop a reporting tool*: develop a scorecard for tracking progress and sharing implementation success. Share updates on a quarterly basis.
* *Link metrics to the plan*: ensure that key metrics link to the plan.
* *Focus on outcomes*: focus on outcomes instead of output. Help staff understand how achieving each goal helps to improve the athlete experience.
* *Plan for data collection*: understand and clearly communicate data collection needs and timeline.

*Managing a “living” document*

* *Use the plan to set boundaries*: use the plan to define top priorities over a 5 year period. Reference it when you are deciding how best to allocate resources or approach new opportunities. If a new activity is not in your plan, consider it carefully before taking it on.
* *Don’t set your own fires*: use the strategic plan as a planning and process guideline, with exceptions only for unexpected risk management issues, donor changes, or other external disruptions. Make changes to the plan only when the Program has given regular thoughtful consideration to doing so. Otherwise, do not 'start new fires' with unrelated projects, initiatives or programs.
* *Update the playbook*: identify when something just isn’t working and be prepared to change tactics.

*Gaining support from sub-Programs and other Movement members*

* *Over-communicate*: communicate how the plan is a clear response to stakeholder feedback. Programs should also communicate the call to action for each stakeholder group.
* *Incentivize participation*: incentivize or thank stakeholders for supporting the plan.
* *Encourage sub-Program planning*: work with sub-Programs to ensure that they are supporting Program planning goals and objectives.Consider incorporating strategic objectives into sub-accreditation requirements.