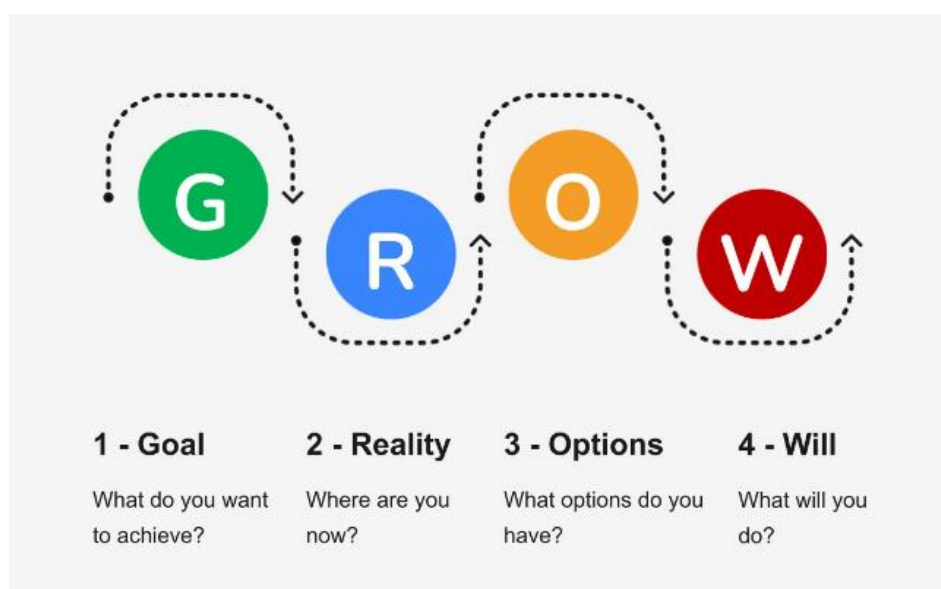


Strategic/Action planning - The GROW Model

The Grow model was developed as a mentoring/coaching tool but is also useful for establishing strategies and action plans for your kayaking club.

Clubs can use this model as a tool to set an overall long term strategic plan (typically 3-5years), and a short term (typically 1year) action plan of things you want to complete, which includes allocating roles/responsibilities and time frames. New action plans should be set at the deadline of the previous one, to continue working towards the overall strategic outcomes.

GROW is a simple but effective framework designed to guide you through the process of asking questions that will lead to greater insight that helps you understand the challenges properly, and identify what the next actions should be, in order to reach an objective/solution



First, you decide where you are going (the goal), and establish where you currently are (your current reality). You then explore various routes (the options) to your destination. In the final step, establishing the will and way forward, you ensure that you're committed to making the journey, and are prepared for the obstacles that you could meet on the way.

Goal

The desired outcome or the reason for strategy/action plan

Some questions to consider:

- What are you hoping to achieve?
- What is your ultimate vision for your club's future?



- What do you want your club to be in 3/5/10 years?
- What does this look/feel like?
- Who are your members/potential members? What does value feel like for them?
- What activities/events will be going on at the club that fuels this?
- How will you know when you have achieved this?
- What are the best things about paddling/kayaking? What are the best things about being involved with the sport? When people ask you about paddling, what do you tell them?
- If we do an amazing job, what role could this club play in our community?
- What role do we want to play in the wider NZ paddling community?
- What opportunities do we want to provide for paddlers, coaches, families and volunteers?

Reality

Next, explore the current reality — the facts of the situation as it currently exists. Where are we now?

This is an important step. Too often, people try to solve a problem or reach a goal without fully considering their starting point, and often they're missing some information that they need in order to reach their goal effectively.

As your team discuss the current reality, the solution may start to emerge.

This stage includes identifying any obstacles or challenges that may be preventing them from achieving their goal.

Useful questions in this step include the following:

- What is happening now (what, who, when, where and how often)? What is the effect or result of this? What is the current look/feel at the club (internally and externally)?
- What are the current perceptions of the club (internally and from the outside)? Does the local community know about the club and what you offer?
- What are the best things about our club that we want to promote?
- Why would someone join/re-join your club?

- Have you already taken any steps toward your goal? What have you tried/done previously? Why is this desired outcome not already a reality?
- What is your current “workforce”? What are their skills/knowledge levels? Who else could be involved?
- What equipment/facilities do we have/not have?
- What would we like to change about the club and/or environment?
- Does this goal conflict with any other goals or objectives?

Options/Opportunities

Now it's time to determine what is possible – meaning all of the possible options for reaching the objective.

As a team, brainstorm as many options or courses of action as possible to address challenges identified and/or contribute towards achieving the goal. Then, discuss and evaluate these.

Questions that you can use to explore options are as follows:

- How could the activities, environment, systems, structure at the club change/improve?
- What are some actions/paths we could take? What else could we do?
- What might happen if we took these options?
- What if this or that constraint were removed? Would that change things?
- Are there approaches other clubs/organisations have taken that have been successful?
- What would happen if we did nothing?
- What are the advantages and disadvantages of each option?
- What factors or considerations will you use to weigh the options?
- What do you need to stop doing in order to achieve this goal?
- Which options would we like to try or we like best?

Will/Way forward

The final step is to make decisions and commit to specific actions and pathways in order to move forward toward their goal.

By examining the current reality and exploring the options, your team should now have a good idea of various ways they can achieve their goal/vision, so setting the commitment to take certain actions based on your evaluations and motivations.

This step includes identifying any resources or support that may be needed.

Useful questions to ask here include:

- What will we do now, and when? ie what options will you action? What else will we do?
- What are our first steps, and when will we take them?
- What could stop you moving forward? How will you overcome this?
- What further support do we need? Who could provide this?
- How will we know we know we are successful?
- How can you keep yourself motivated?
- When do you need to review progress? Weekly, fortnightly, monthly? This will provide some accountability, and allow a change the approach if the original plan isn't working.

By following the GROW framework, you should have clear direction and a plan to begin achieving this. This should be documented into a Strategic Plan and Action Plan, be available to everyone in the club, continuously referred to and considered when making decisions.

If your club would like support from CRNZ to help set strategies or action plans, facilitate discussions amongst your committee or assistance to achieve any outcomes, please reach out to the [CEO or any of the CRNZ staff](#).