

AIS HP System Strategy Skills Diagnosis Report

August 2021





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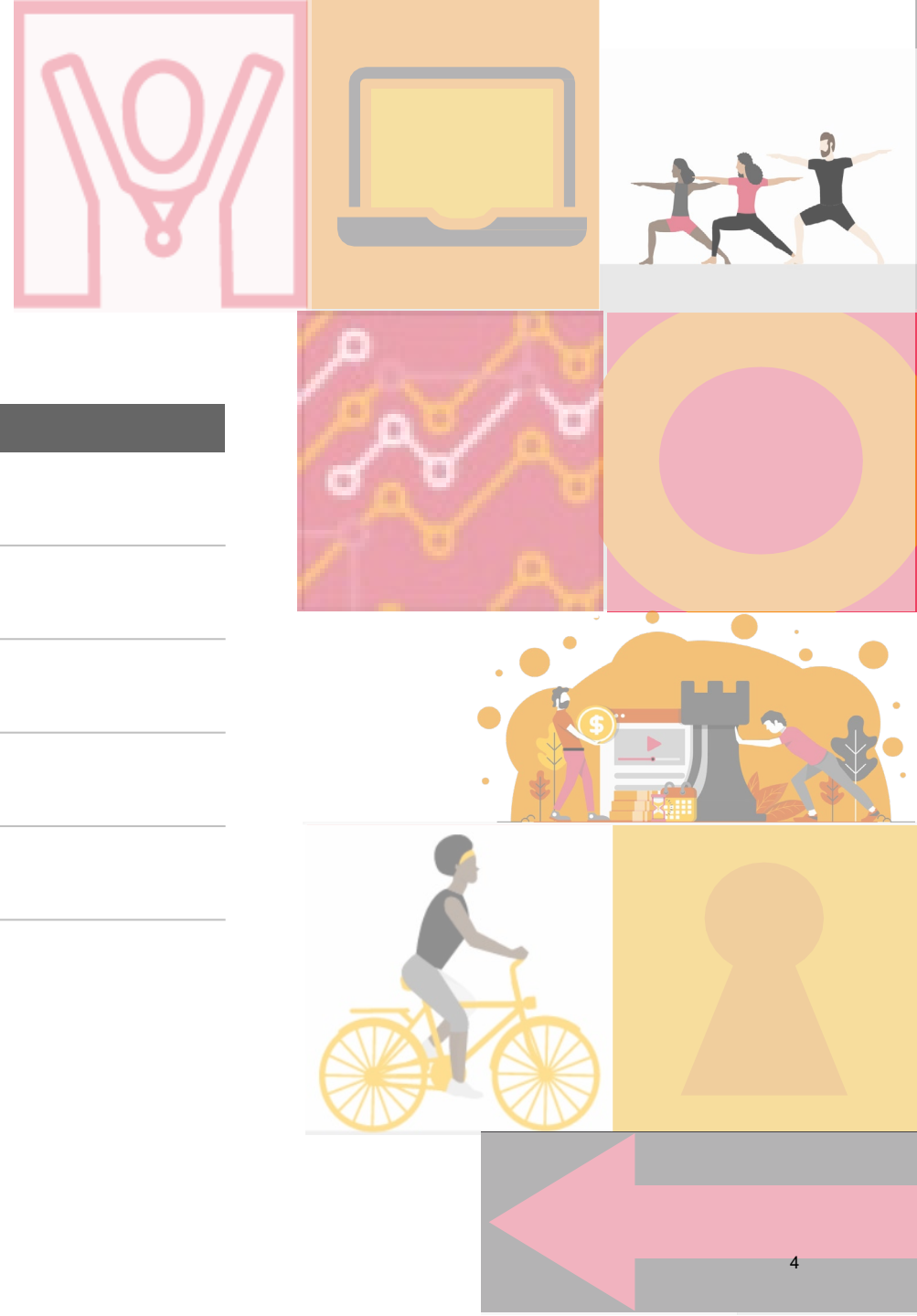
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Executive Summary

- ❑ The AIS strategy diagnostic was undertaken to **assess the maturity of the High Performance (HP) sport system's strategy development and implementation process**. The outcomes of this diagnostic report will be used to design a series of workshops aimed at improving the strategy skills of HP participants. Mentors will also be offered to workshop participants so that they can discuss workshop material and challenges in their own organisation.
- ❑ The diagnostic was carried out by **reviewing HP organisations' strategies, interviewing senior leaders in the HP system and surveying staff** about their knowledge, strengths and weakness in strategy development and implementation process. A number of system wide issues were also observed throughout this process and have been included in this report.
- ❑ We found that **staff felt they possessed some strategy development and implementation skills but want more**. Staff were **most comfortable** with **creating a strategy vision and purpose, aligning resources and setting objectives** but had the **biggest skill gaps** when it came to **analysing the environment, successfully engaging with stakeholders and evaluating strategic choices**.
- ❑ We found the **strategy development and implementation process, and broader system wide challenges are intrinsically linked**. Short funding cycles, the federated nature of the system and competing priorities - to name a few - made strategy development and implementation even more complex and difficult to do well.
- ❑ **System wide challenges are likely to need to be addressed to fully optimise the HP system** and support overall Olympic, Paralympic and Commonwealth Games objectives. Improving the strategy skills of those working in the system is the first step to paving the way for greater results at the whole of system level. We note that there is already work underway to address many of the challenges identified through this review, including securing longer term budgets and developing multi-cycle strategies.

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1

Overview

“A good strategy provides a clear roadmap... that defines the actions people in the business should take (and not take) and the things they should prioritise (and not prioritise) to achieve the desired goal”

Michael Watkins *Demystifying Strategy*, Harvard Business Review, September 2007

Purpose of the report

This report provides a high level review into the current strategy capabilities within the Australian HP system and will inform the pathway to improvement (workshop design).



Background

Through previous exploratory work, the AIS identified a need for a pilot that can help boost the strategy development capabilities of the HP system. The AIS required help to develop and launch an upskilling program on strategy theory, design, execution and evaluation in an effort to support individuals and teams across the HP program in executing their HP programs. The objective of the program is to provide participants with insight and inspiration, challenge current thinking, and raise confidence and capability of individuals expected to deliver strategy documents for their organisation.



Process

We agreed an approach that includes:

- **Diagnosis of the current state** of strategy development and delivery capabilities in the HP system and identification of barriers and enablers to effective skills uptake.
- **Co-design of knowledge transfer workshops** with the AIS team, informed by the insights from the diagnosis.
- **Develop and deliver three one-day knowledge transfer workshops** focused on strategy theory, design, execution and evaluation.
- **Evaluation of pilot effectiveness** and consideration of next steps.



Objectives of this report

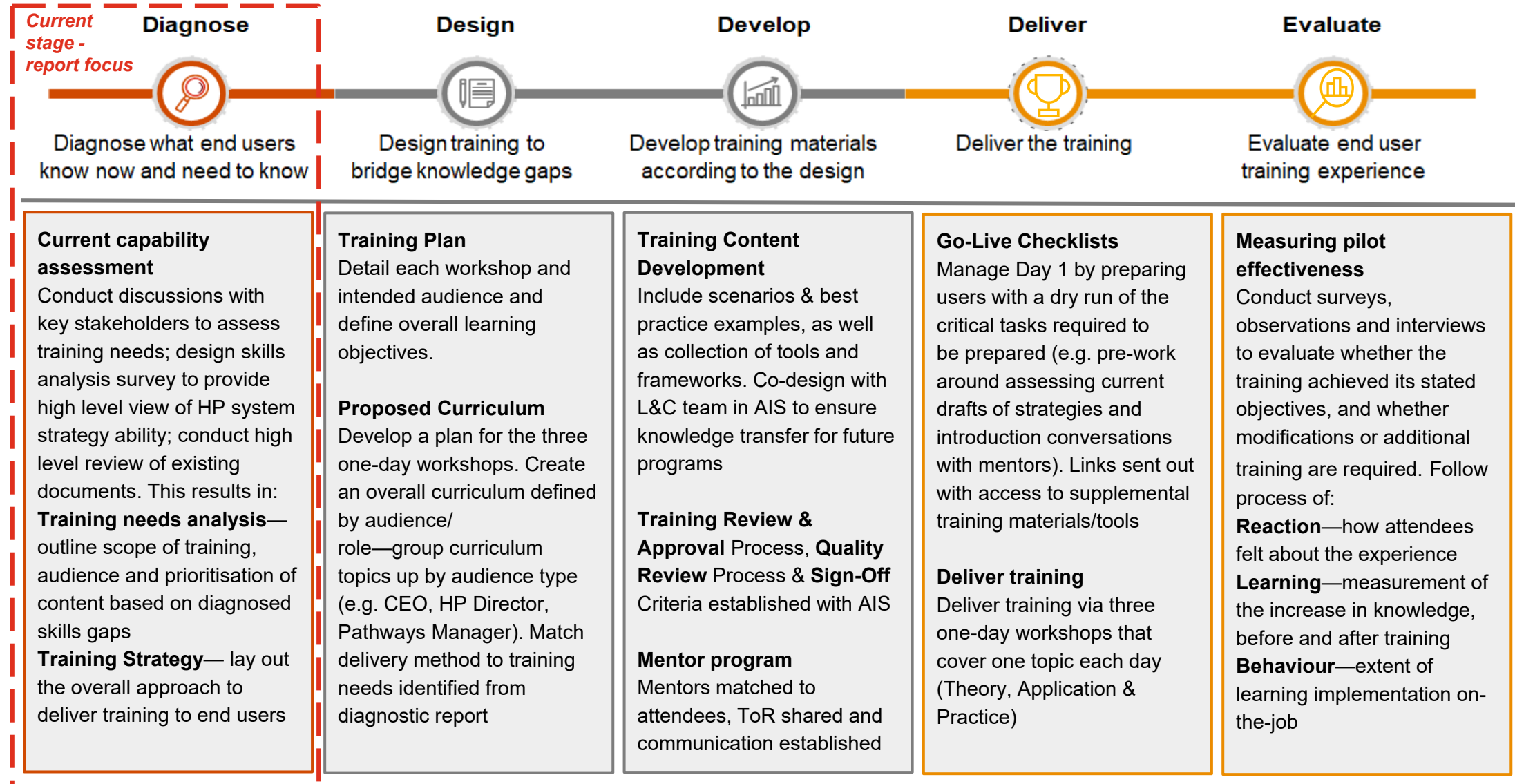
This report provides a summary of the diagnosis by synthesising findings gathered from:

- **SME one-to-one interviews** (qualitative input)
- **Skills assessment survey** (quantitative input)
- **High level assessment of existing strategy documents** of HP sports and organisations

This report is intended to give a view as to what areas need improving matched against market best practice. This report will identify what skills need to be boosted by the workshops. The objective is to set the learning outcomes for pilot participants that will look to address identified skills gaps.

Overview of our method

Our method utilises the insights from this report to inform the design, development and delivery of the workshops, and defines our approach to evaluation. Following this method will result in a clear understanding of how to continue delivery in the future.



PwC Approach - our steps

The PwC team followed an approach that brings together information gained from interviews, the survey and a high level scan of existing strategies to establish critical insights into the current strategy competency level of the system.

The insights gathered during the diagnostic phase will serve to inform the strategy uplift design, workshop content and observations on wider system considerations.



Inputs

Gathering of inputs for diagnostic report

Insights from interviews, the survey and document reviews are summarised in this diagnostic report to provide a training needs assessment that will inform the scope of training, audience and prioritisation of content based defined criteria.

Interviews

Skills survey

Document review

Diagnostic report



Insights

Synthesis of findings to provide insights on knowledge gaps

Skills capabilities is low in writing strategy

The HP system struggles to consult to gain support

The HP system finds it difficult to operationalise strategy

There are skills gaps in ability to devise strategy



Co-design

Co-design of training to bridge knowledge gaps

Phase Overview:

- Propose curriculum based on insights - develop a plan for the sequence of instruction for each topic and audience
- Agree intended learning outcomes/goals
- Develop content materials for workshops - create content by topic groupings
- Map audiences/roles to workshops.
- Create an overall curriculum by audience/role—group curriculum topics by individual audience
- Match delivery method to training needs identified.



Skills uplift

Delivery of skills uplift determined by co-designed curriculum

We will deliver a knowledge transfer program that provides skills uplift across 1) strategy theory, 2) strategy design, 3) strategy execution and 4) strategy evaluation (see page 29). The skills selected across these 4 areas will have been identified from the insights gathered during the diagnostic.

	Mapping stakeholders	Monitoring outcomes	Aligning resources	Defining goals	Formulating strategic drivers
Strategy Theory	✓	✓		✓	✓
Design	✓	✓	✓	✓	
Execution	✓	✓	✓		✓
Evaluation	✓	✓	✓	✓	

2

Approach

How we developed the strategy development cycle

Drawing on PwC's global network of experts we developed a tailored strategy development process for the Australian HP system

We have outlined a strategy development cycle to meet the unique requirements and complex stakeholder environment of the HP Sports System.

We undertook to three key steps to tailor a strategy development cycle for HP Sports System needs:



Academic literature review



Sought input from
strategy experts in the
PwC network



Adjusted to meet the unique
needs of the
HP Sports System

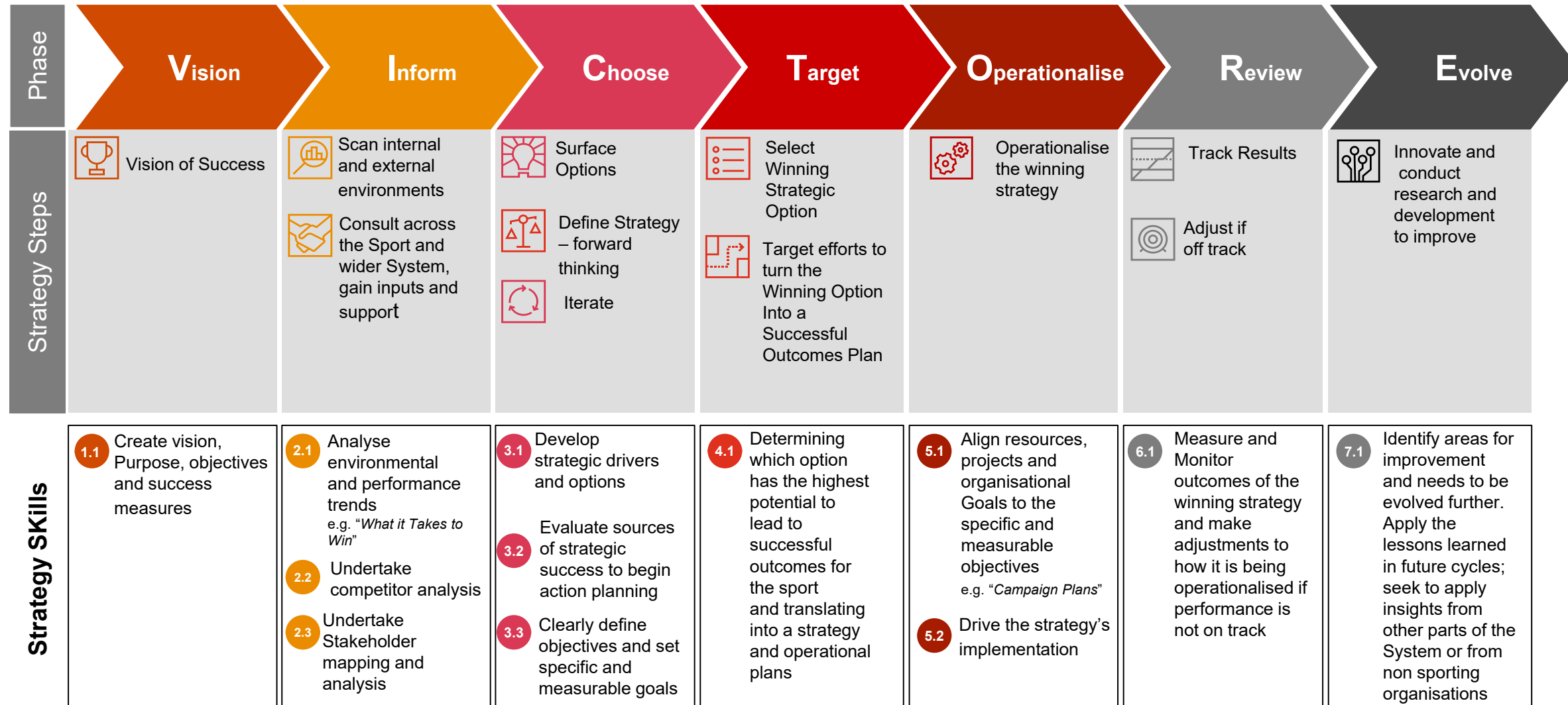


Strategy steps and skills

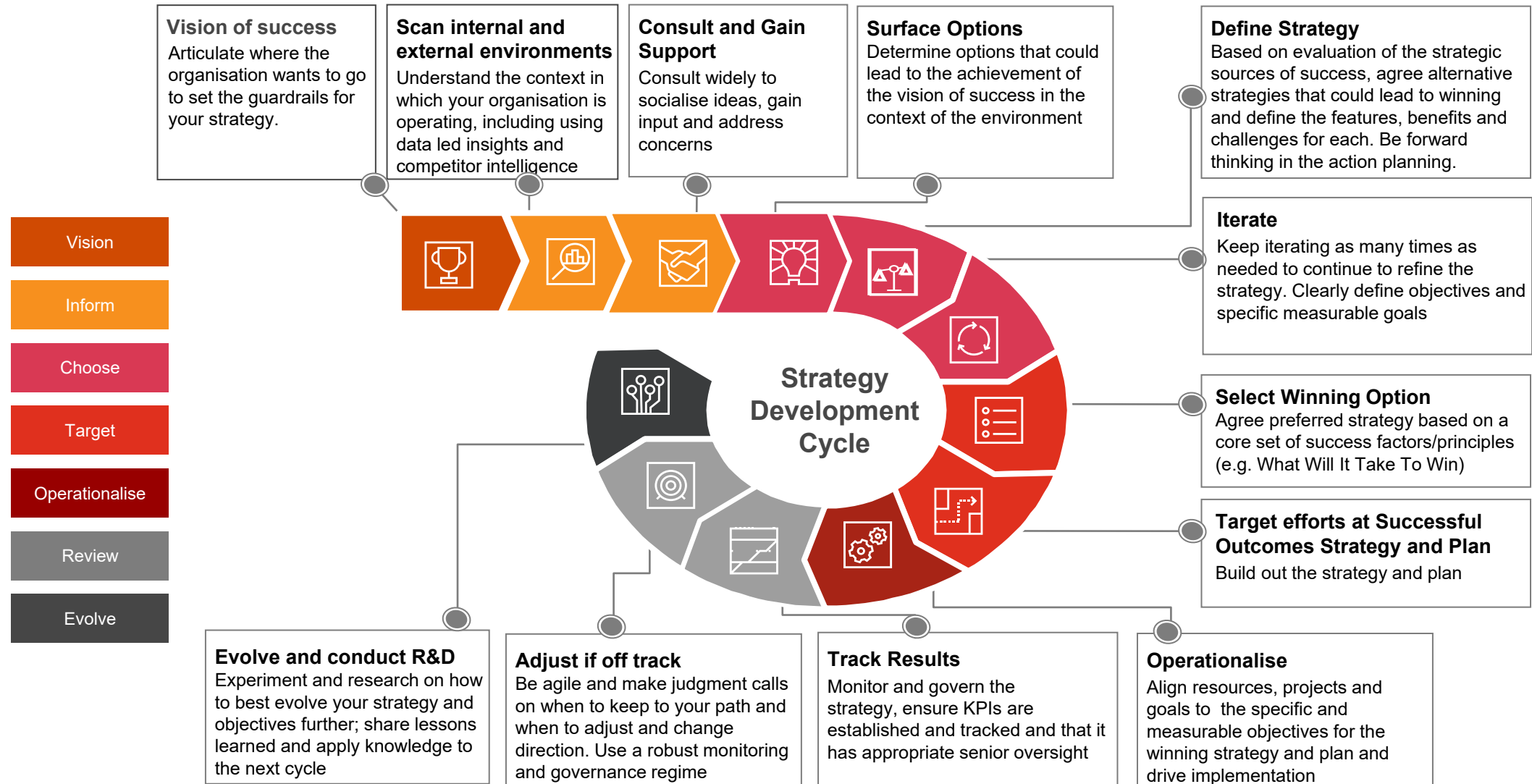
Developing and implementing good strategy requires skills across all phases and steps in the strategy development cycle.

The skills needed for good strategy development and implementation have been mapped to the relevant strategy phase and steps below.

VICTORE represents the core skills needed by those involved in strategy making and execution that will be imparted at the skills workshops



The strategy development cycle



How we undertook the diagnostic

The various inputs provided a picture of current HP strategy development maturity.

Diagnostic inputs



Stakeholder Interviews

- SME interviews formed the qualitative input to the strategy diagnostic
- 39 interviews were conducted with NSOs, NINs and AIS senior leaders such as CEOs, and HP directors
- Interview questions were based on six key themes:
 - Vision and Strategy
 - Organisational Enablers
 - Organisational Barriers
 - Organisational Capabilities to Leverage
 - Individual Capabilities
 - Accelerating Results through Individuals

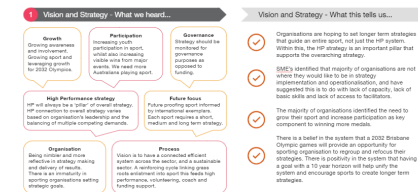


Survey of HP Staff

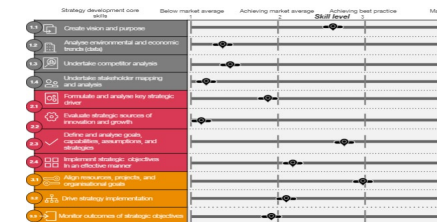
- The survey of staff and relevant stakeholders in the HP sector formed the quantitative input into the strategy diagnostic
- 31 stakeholders were surveyed.
- The survey focused on 4 key themes:
 - Communication and Governance
 - Strengths and weaknesses of the current strategy life cycle
 - Individual's strategy capabilities
 - Individual's confidence in strategy

Diagnostic Outputs

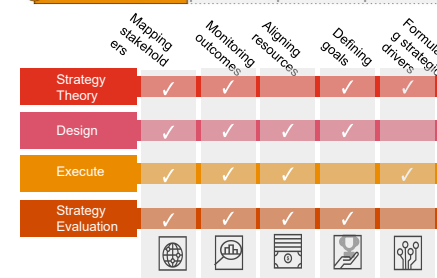
Using these qualitative and quantitative sources we undertook high level analysis to gain an understanding of strategy development capability and implementation in the HP system.



We analysed feedback from interviews and identified key themes and insights



We analysed survey data to identify where people saw their strengths and weaknesses



We then identified knowledge and skill gaps to inform the workshop development

PwC findings - Accelerate Results



We also made high level observations about the HP sports system and how it could be optimised to support olympic outcomes

3

Findings

PwC findings - Insights from HP system SME inputs

The team carried out 39 one-to-one interviews with key stakeholders, including CEOs, HP Directors and NINs.

A number of overarching themes emerged from these conversations which will inform the design of the knowledge transfer workshops. The themes relating to vision and strategy are:

1 Vision and Strategy - What we heard...

Growth

"NSO's will focus on growing awareness and involvement in their sport."

Participation

"Increasing youth participation in sport, whilst also increasing visible wins from major events."

Governance

"Strategy should be monitored for governance purposes."

HP strategy

"HP will always be a 'pillar' of overall strategy."

Future Focus

"Each sport requires a short, medium and long term strategy."

Organisation

"Being nimbler and more reflective in strategy making and delivery of results."

Process

"Vision is to have a connected efficient system across the sector, and a sustainable sector."

Vision and Strategy - What this tells us...

- ✓ NSOs want to set longer term strategies.
- ✓ Implementation and operationalisation of strategy are not at the level required.
- ✓ NSOs believe that growth is key component to winning more medals.
- ✓ A 2032 Brisbane Olympic games will provide an opportunity for sporting organisation to regroup and refocus their strategies.
- ✓ 10 year horizon will help unify the system.

PwC findings - Insights from HP system SME inputs (continued)

The team carried out 39 one-to-one interviews with key stakeholders, including CEOs, HP Directors and NINs.

A number of overarching themes emerged from these conversations which will inform the design of the knowledge transfer workshops. The themes relating to organisational enablers are:

2 Organisational Enablers - What we heard...

AIS Support

"The Pathways team are very helpful in giving guidance on the strategy development process."

Support in Execution

"NINs are helpful in operationalising strategy."

Future

"Brisbane Olympics will allow more blue sky thinking."

Support in Development

"External consultants provide objectivity and support required."

Strategy

"A national HP strategy is useful because it is based on principles which is beneficial in a complex system"

Personnel

"Investment in staff has made a big difference and leadership programs run by the AIS are very useful"

Organisational Enablers - What this tells us...



Resources provided by the AIS are beneficial in assisting organisations to develop and implement strategy.



External consultants have provided a necessary objectivity and strategy capability in the past that some organisations do not possess.



Formal and informal groups (e.g. pathway managers meeting) have provided a great basis for knowledge sharing and strategy capability development.



The role of strategy in the HP system is viewed positively.

PwC findings - Insights from HP system SME inputs (continued)

The team carried out 39 one-to-one interviews with key stakeholders, including CEOs, HP Directors and NINs.

A number of overarching themes emerged from these conversations which will inform the design of the knowledge transfer workshops. The themes relating to organisational barriers are:

3

Organisational Barriers - What we heard...

Long Term Planning

"Inconsistent view of 'what success looks like', this makes stakeholder alignment difficult."

Funding

"It is hard to create a strategy or an operational plan with budget uncertainty."

Measuring Success

"Current AIS model of measuring success is too binary. Inconsistent view of 'what success looks like'."

Personnel

"High turnover of staff at organisations is impacting strategy development."

Federated System

"The organisational model is complex with senior influential stakeholders that are often not aligned."

Skills in the System

"There is ambiguity in the roles played in the strategy development and delivery."

Organisational Barriers - What this tells us...



The uncertainty of future funding and resource allocation has been identified as a blocker to setting long term impactful strategy.



Uncertainty in resource allocation has created difficulties retaining personnel and planning ahead.



The federated system has also made it difficult to get stakeholder alignment on strategic direction.



Interviewees have said they struggle with mapping, consulting and managing their stakeholders.



Recruiting staff with skills and experience in strategy development and implementation is not always priority for organisations.

PwC findings - Insights from HP system SME inputs (continued)

The team carried out 39 one-to-one interviews with key stakeholders, including CEOs, HP Directors and NINs.

A number of overarching themes emerged from these conversations which will inform the design of the knowledge transfer workshops. The themes relating to organisational capabilities are:

4 Organisational Capabilities - What we heard...

Strategy Cycle

"Move away from the 4-year cycle which was aligned to the Olympics to a long term strategy."

Workshop Requirements

"Workshop requires information on the process to develop a strategy."

AIS Specialists

"NSO access to shared AIS specialists such as sports scientists, data and analytics teams."

Staff Upskilling

"Members in strategy development and pathway strategy need to be involved in the workshops."

Future Focus

"Long term focus on roles is required."

Governance

"Ensuring a consistent governance process is in place."

Organisational Capabilities - What this tells us...

- ✓ SMEs identified several parts of the system that currently work and should be retained.
- ✓ Access to shared AIS specialists and flexibility on strategy delivery make it easier to set strategy.
- ✓ There is lack of strategy "experts" in sports organisations.
- ✓ Needs to be a focus on how to create an executable operational plan that includes evaluation measures.
- ✓ There is a lack of understanding on how to critically evaluate future trends and draw insights from these.

PwC findings - Insights from HP system SME inputs (continued)

The team carried out 39 one-to-one interviews with key stakeholders, including CEOs, HP Directors and NINs.

A number of overarching themes emerged from these conversations which will inform the design of the knowledge transfer workshops. The themes relating to individual capabilities are:

5

Individual Capabilities - What we heard...

Staff Skills

"There is a lack of interest and skills to effectively develop strategy."

Capability

"Competencies to work out how to visualise and set strategic goals is lacking across organisations."

Tools and Frameworks

"There is a need for frameworks to help guide the strategy making and delivery."

Staff Upskilling

"More training and experience in developing organisational strategy is required."

Future Focus

"Ability to think forward is required in sporting organisations."

System Complexity

"Some sports focus too much on how complicated the sports system is."

Individual Capabilities - What this tells us...

- ✓ Skill development required for competitor analysis.
- ✓ Staff need to learn to involve people in the strategy development and execution process.
- ✓ Too greater focus on the complexities of the system.
- ✓ Strategic focus must be on organisation.

PwC findings - Insights from HP system SME inputs (continued)

The team carried out 39 one-to-one interviews with key stakeholders, including CEOs, HP Directors and NINs.

A number of overarching themes emerged from these conversations which will inform the design of the knowledge transfer workshops. The themes relating to individual capabilities are:

6 Accelerating Results - What we heard...

Current Personnel

"There is a requirement to leverage and maintain the skills of current personnel."

Senior Leaders

"Must involve senior leaders in solution and skills uplift."

AIS Support

"Tailor support to those in strategy making and driving roles"

Strategy Principles

"Clearly define the principles that apply to the strategy delivery function."

Future Focus

"2032 is a great opportunity to refocus."

System Complexity

"Disband current governance model and shift to single national system approach to HP."

Accelerating Results - What this tells us...



Future workshops should include senior leaders, those responsible for an organisation's strategy and those who develop the strategy.



Support should focus on devising strategy as this has been identified as the most difficult for organisations.



The personnel with adequate capabilities to create strategy exist at sporting organisations, however, some coaching and mentoring is required.



Workshops should also focus on the use of tools and frameworks to assist strategy development.










No templates should be mandated.

PwC findings - Accelerate Results

From our analysis we have identified that there are a number of changes that could be made within the HP sport system's current approach to strategy development that could potentially lead to improved strategy development outcomes.

The below should be considered in addition to the knowledge transfer workshops as recommendations to take forward across the system:

	Upskill Staff	Upskill staff to improve their skills and knowledge in strategy development. Attention should be given to tailoring training for different roles i.e. Boards, CEO, HP Directors
	Use experts	Use internal and external experts with deep strategy development knowledge to work with HP sports organisations to assist and guide them through the strategy development process
	Utilise data	Collect and use more data to inform strategy development. Build on the work already underway to capture data on all aspects of an athlete's life cycle. Use this to inform decision making
	Develop frameworks	Use a framework approach to provide high level guidance for HP organisations to follow to assist them to develop and implement their strategy
	Lead by example	Demonstrate the value of strategy and what good looks like through worked examples drawn from the national and international HP system
	Diversify recruitment	Recruit from non-traditional pathways to help deliver diversity of thought and experience in the HP sports system. Focus on strategy development and implementation skills
	Develop multi-cycle strategy	Strategies should be developed for multiple Olympic cycles to allow for long term initiatives to germinate and take shape

PwC findings - Insights from HP system survey

The PwC designed a skills assessment survey, of which 31 stakeholders completed.

From the responses, we were told that only 48% refer back to their strategy on a monthly or weekly basis, whilst a number of respondents felt their senior leaders are not aligned to their strategy, despite feeling that there is complete understanding of its importance.



10% of respondents do not refer to their organisation's strategy to ensure operational alignment.

Out of these respondents, **two** believed that they had a complete understanding of the importance of strategy in being successful.



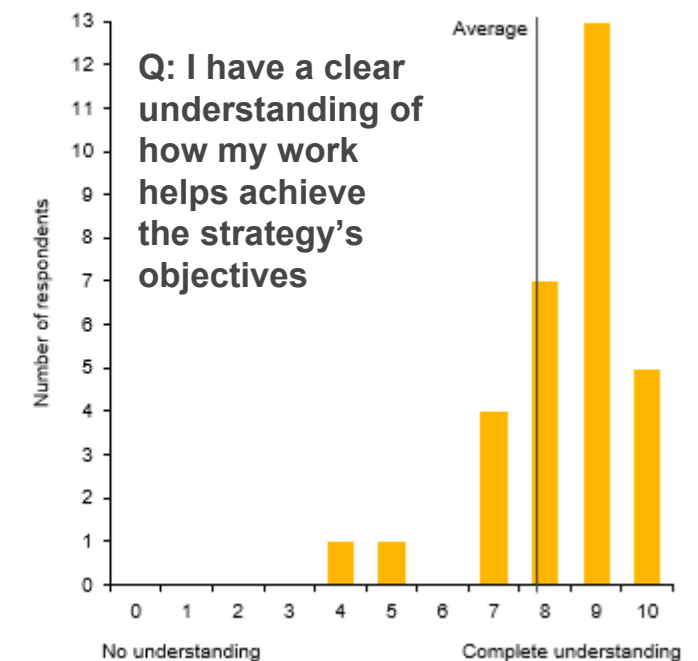
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At times we (as an organisation) get lost in the day to day operating environment and don't place as high as importance on strategy development as we possibly should.

PwC findings - Insights from HP system survey continued...

PwC designed a skills assessment survey, of which 31 stakeholders completed.

The respondents assessed themselves highly on understanding the key principles of organisation's strategy, but there were varied levels of understanding of the strategy development process.



Monitoring impact and performance measurements

Writing Strategy

Operationalising the strategy

Consulting throughout the system to gain support

Devising Strategy

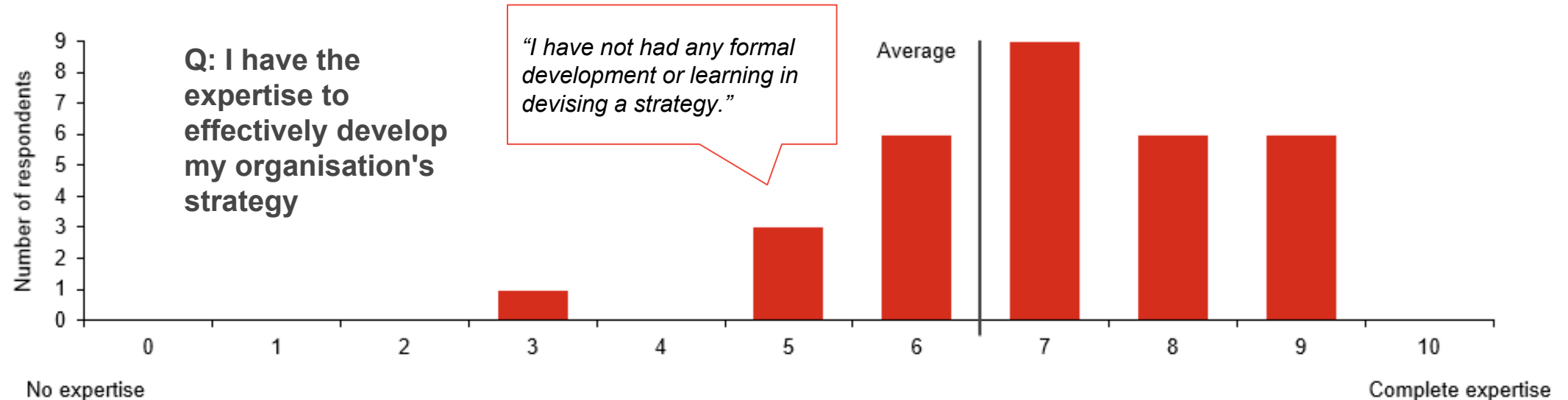
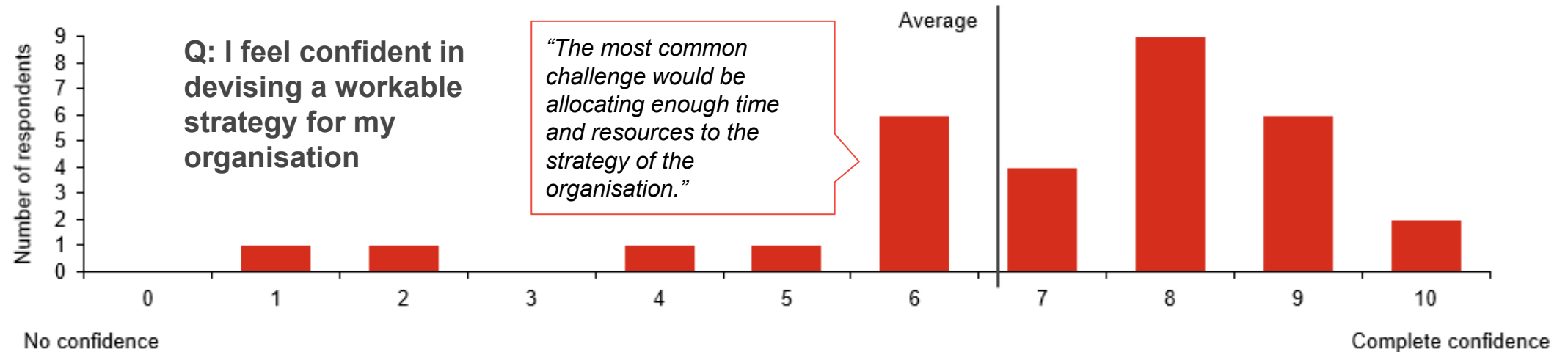
Survey data identified as least difficult area for personnel to undertake. However, SME input also identified this as a development area.

Identified as focus areas for development.

PwC findings - Insights from HP system survey continued...

The PwC designed a skills assessment survey, of which 31 stakeholders completed.

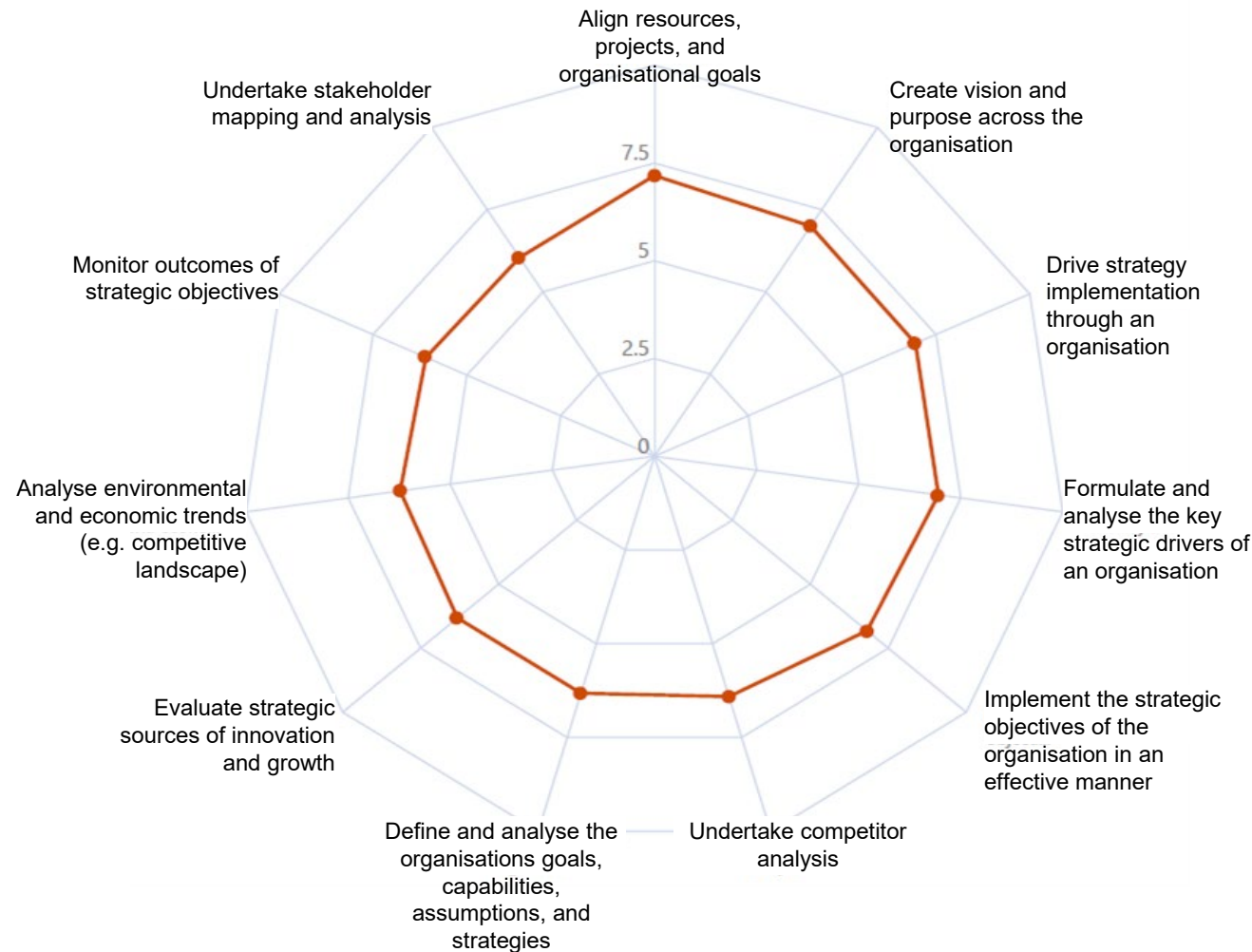
The respondents provided varied responses in their confidence and expertise to devise and develop strategy. Three respondents identified as having very little confidence to devise a workable strategy.



PwC findings - Insights from HP system survey continued...

The PwC designed a skills assessment survey, of which 31 stakeholders completed.

Q: Please rate your confidence in carrying out the following strategy centred functions



Undertaking stakeholder mapping and analysis was the lowest performing skill across respondents.



Aligning resources, projects, and organisational goals was the highest performing skill across respondents.

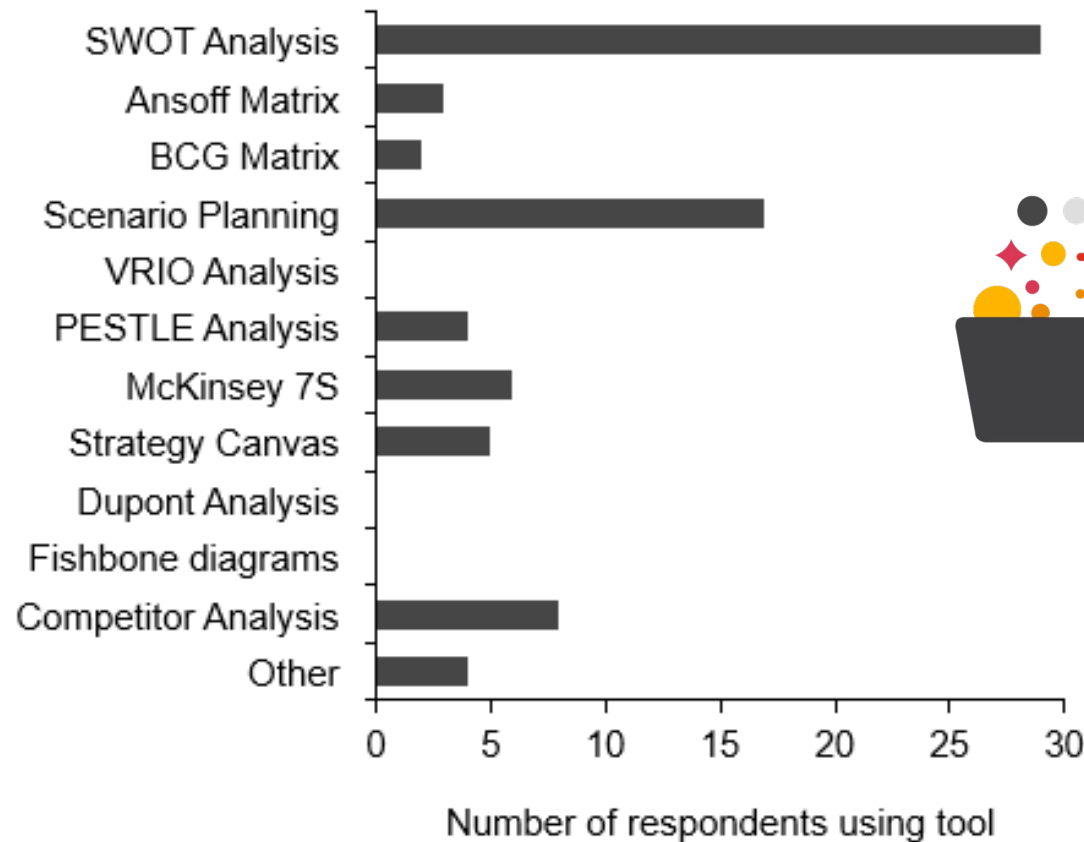


PwC findings - Insights from HP system survey continued...

The PwC designed a skills assessment survey, of which 31 stakeholders completed.

The most widely used strategic tool in the system is SWOT analysis, however vital planning tools such as competitor analysis is limited, suggesting that there is not enough awareness and training on the variety of tools available.

Strategic tools



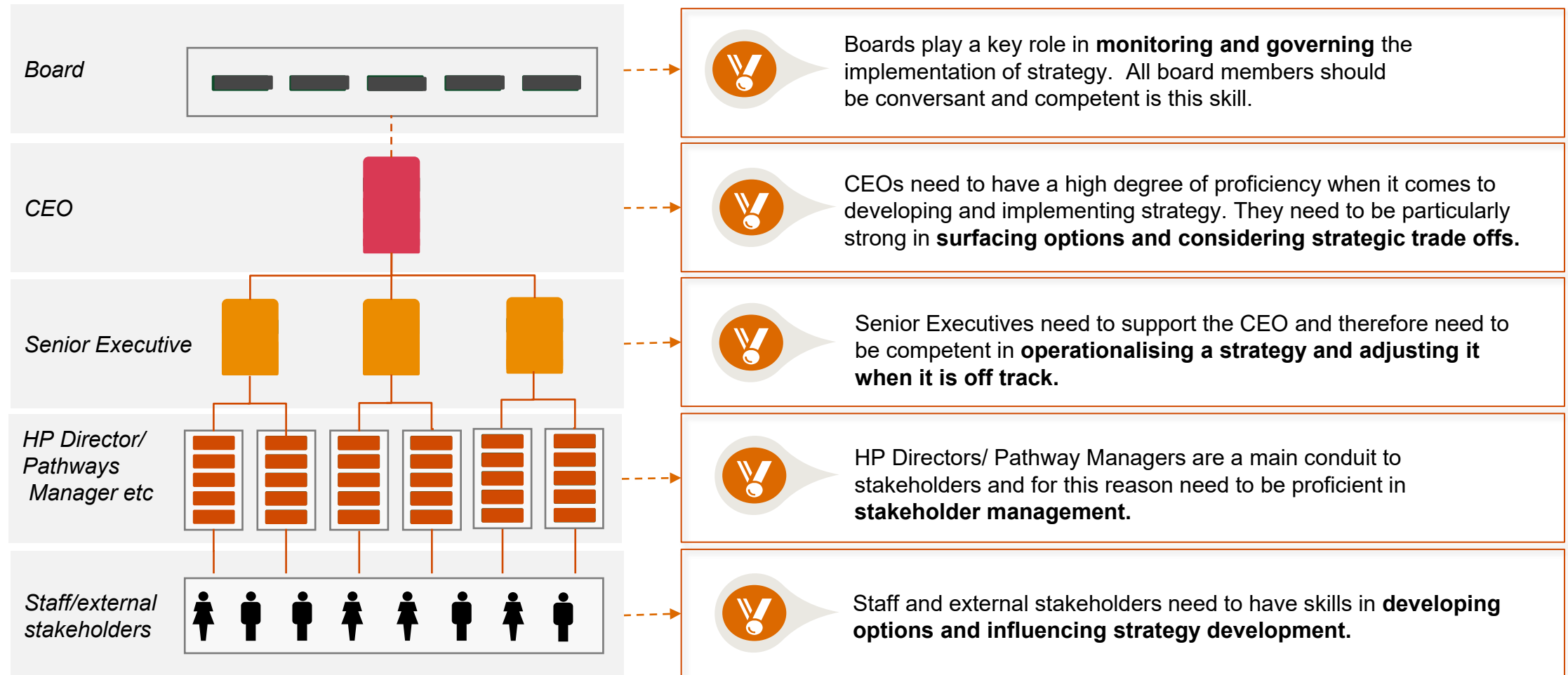
94% of respondents use a SWOT analysis to inform strategy

"We would like to develop an understanding of different processes, models and ways of working in strategy."

PwC findings - what skills are needed

All roles and levels in an organisation have a crucial part to play in strategy development and implementation, and has a required skill profile for that role.

We found there are specific skills gaps for different roles which the knowledge transfer workshops would therefore need to be tailored to, based on attendees' position.



PwC findings - skills development opportunities mapped to the strategy development cycle

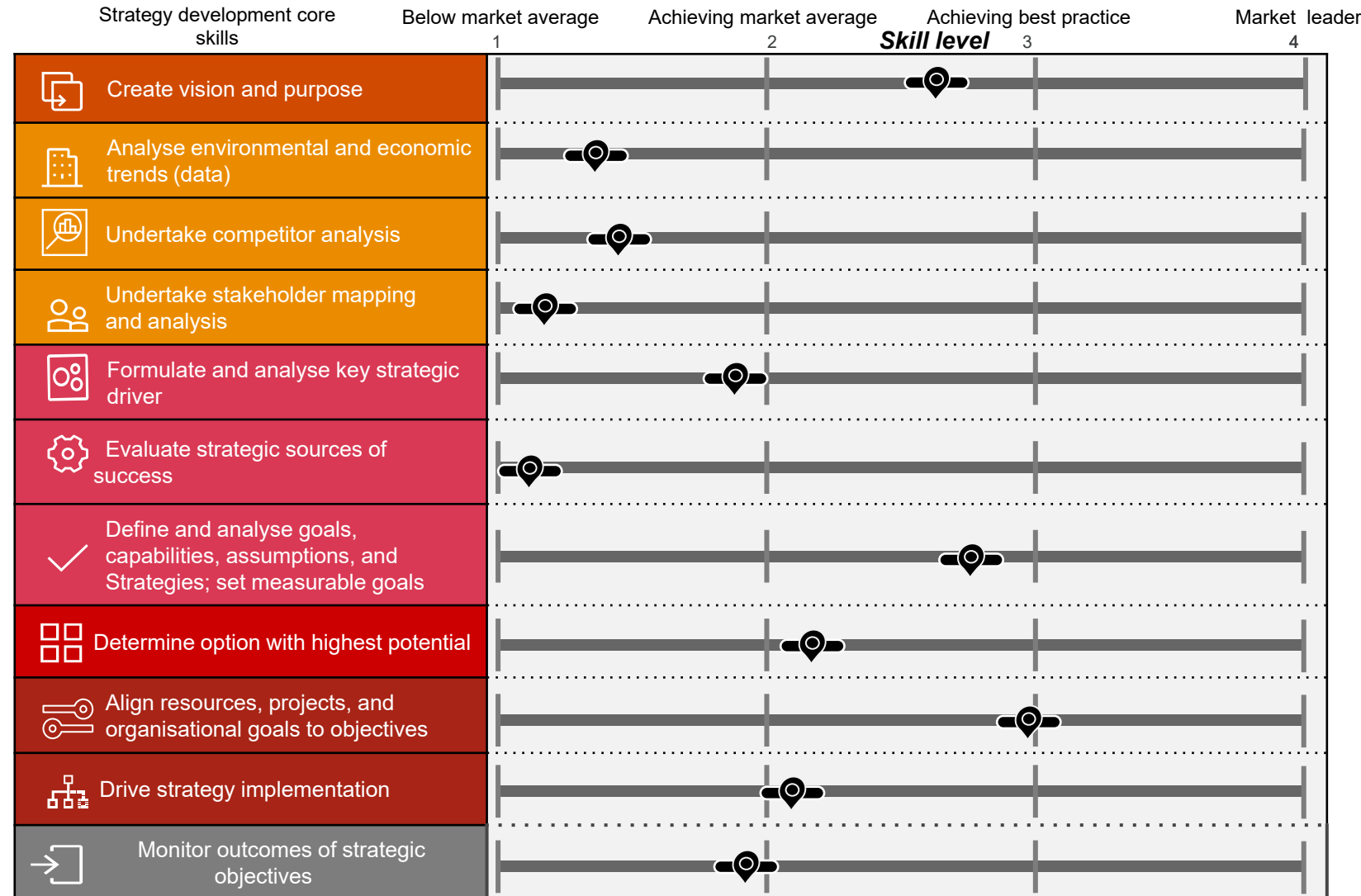
We found that the skills needed to execute the 12 steps of the strategy development cycle in the HP system were mixed.

However it is clear staff want to increase their skills and there are a number areas where more focus and emphasis is required.

Phase	Vision			Inform			Choose			Target	Operationalise		Review	Evolve
Skill Area	1.1 Vision, purpose, objectives and success measures	2.1 Analyse environmental and trends	2.2 Undertake competitor analysis	2.3 Undertake stakeholder mapping and analysis	3.1 Develop strategic drivers and options	3.2 Evaluate Sources of Strategic success	3.3 Clearly define objectives and set measurable goals	4.1 Determine which option has the highest potential to win	5.1 Align resources, projects and organisational goals to specific objectives	5.2 Drive the strategy's implementation	6.1 Monitor outcomes and make adjustments	7.1 Identify improvement areas to be evolved and apply lessons learned		
Findings	The majority of organisations were comfortable with setting visions and knew what they were working towards	Detailed analysis of strengths and weakness was not always done to a high degree	Detailed analysis of strengths and weakness was not always done to a high degree	Most organisations recognised the critical role of consultation given the complex stakeholder environment	Most organisations felt comfortable developing options for their strategy	Most were comfortable with having to scan and assess	This is not an area that is consistently undertaken across the system	Organisations said they would like more knowledge and skills in this area of the process	Organisations were pragmatic when it came to translating strategic objectives to operational projects and initiatives	Most organisations had a formalised process to track their strategy and felt comfortable with this stage of the process	Covid has demonstrated the agility and skills organisations possess to adjust their strategy	Organisations felt comfortable with this stage of the strategy development process		
Conclusion	Learning how to set and implement multi-cycle visions and strategies should be encouraged	Collecting and analysing data to understand the environment is something most said they wanted to do better	Collecting and analysing data to understand the environment is something most said they wanted to do better	Learning now to effectively develop a clear view of critical stakeholders and then forming effective engagement plans is needed	Learning how to develop options using input from environmental analysis will improve the quality of options	Having the time and information available to effectively conduct the analysis needed is seen as a challenge	Significant focus should be on helping to develop the ability to link objectives to clear measurable goals	Similar to clarifying strategic options, improved skills in collecting and using data is needed	Skill development in setting objectives, i.e. ensuring they are SMART will make it easier to operationalise	Improved skills in the use of data would improve organisations' ability to track results	Improved consultation skills will also help track and monitor progress of a strategy	Improved skills in understanding how to leverage the environment to evolve will increase this strength further		

PwC findings - maturity of skills against market best practice

Our analysis therefore suggests that the maturity level for execution of strategy development core skills is comparatively low in the HP system compared to the market



Maturity ranking definitions

Below market average: The HP sport system is performing at a level below comparative organisations

Achieving market average: The HP sport system is performing in line with comparative organisations

Achieving best practice: The HP sport system is performing well and is ahead of comparative organisations in some areas

Market leader: The HP sport system is recognised as setting the standard in strategy writing for professional sports globally

Note:

The scale is not an absolute measure of maturity, however it helps create a relative scale across current ways of working and market best practice

4

Strategy Training Program Design

Program design approach

From our findings in section three of this report, we have developed skill profiles for three distinct roles in Sporting Organisations. Namely, CEO, HP Director, and Manager job roles.

Skill profiles

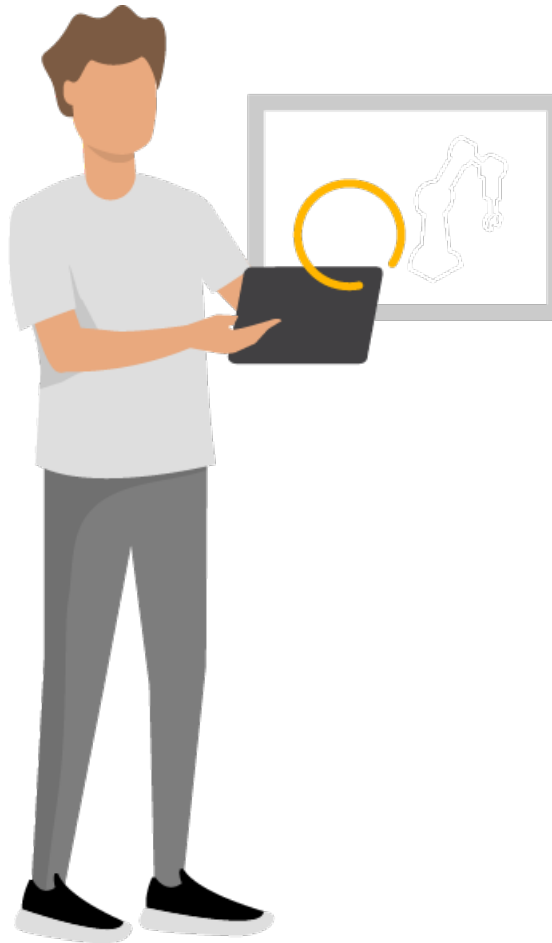
Based on survey data and SME inputs we mapped the CEO, HP Director and Manager job roles to the skills underpinning the 12 stage strategy development cycle.

Each skill profile contains the skill level required for the job role and an actual skill level identified through self-evaluation survey data.

It is important to note that the **actual skill profile average represents a small sample size of all sporting organisations**.

Skill levels and competencies vary significantly between individuals. In particular, the CEO role focused on a small number of participants and does not represent the competencies of all CEOs in the system.

As the **level of engagement in the program increases**, the sample size will increase and the program will be iterated.



The proposed curriculum, Workshop focus and subsequent learning objectives

We will structure the curriculum for the knowledge transfer workshops across **Strategy Theory, Strategy Design, Strategy Execution and Strategy Evaluation**,

where the core skills identified as requiring further honing will be delivered. These core skills requiring attention have been identified through the creation of the skill profiles.

The actual workshop operation will be **co-designed with key stakeholders** to ensure that impactful contextualised information is shared and content is focused on particular job roles.



Required skill profile

From our analysis of the sample cohort that answered the survey, we have identified that there are a number of key skill areas for CEOs that might require development (noting due to limited respondents this may not entirely reflect cohort need).

Our sample cohort results suggest that CEOs might welcome further development in undertaking **competitor analysis and analysing trends** given the low level recorded compared to expected level for that role.

The skill requirements of the **CEO role** differ from the current average skill profile of **CEOs**. Rather than undergoing further training in all strategy skill areas, upskilling is targeted at the gap between current and required skill profiles. Workshop attendees should only be upskilled in areas where the existing level of competence is less than what is required for the job role.

	Vision	Inform			Choose			Target	Operationalise		Review and Innovate & improve
Skill	1.1 Create vision and purpose	2.1 Analyse environmental and economic trends	2.2 Undertake competitor analysis	2.3 Undertake stakeholder mapping, engagement and analysis	3.1 Formulate and analyse key strategic drivers and options	3.2 Evaluate sources of strategic success	3.3 Clearly define objectives and set measurable goals	4.1 Determine which option has the highest potential to achieve successful outcomes	5.1 Align resources, projects and goals to specific objectives	5.2 Drive strategy implementation	6-7 Monitor outcomes of strategic objectives
Level	5	5	5	5	5	5	5	5	5	5	5
	4	4	4	4	4	4	4	4	4	4	4
	3	3	3	3	3	3	3	3	3	3	3
	2	2	2	2	2	2	2	2	2	2	2
	1	1	1	1	1	1	1	1	1	1	1
Level of competence demonstrated in job role				Level of competence required by job role				Level of competence meets job role requirements			

Required skill profile

From our analysis of the sample cohort that answered the survey, we have identified that there are a number of key skill areas High Performance Directors might require development (noting due to limited respondents this may not entirely reflect cohort need).

From the sample that responded to the survey, it appears that High Performance Directors might want to develop further in being able to undertake **stakeholder engagement and analysis; evaluate strategic sources of innovation and growth; align resources, project and goals, and monitor outcomes of strategic objectives.**

The skill requirements of **High Performance Directors** differ from the current average skill profile of **High Performance Directors**. Rather than undergoing further training in all strategy skill areas, upskilling is targeted at the gap between current and required skill profiles. Workshop attendees should only be upskilled in areas where the existing level of competence is less than what is required for the job role.

	Vision	Inform			Choose			Target	Operationalise		Review and Innovate & improve
Skill	1.1 Create vision and purpose	2.1 Analyse environmental and economic trends	2.2 Undertake competitor analysis	2.3 Undertake stakeholder mapping, engagement and analysis	3.1 Formulate and analyse key strategic drivers and options	3.2 Evaluate sources of strategic success	3.3 Clearly define objectives and set measurable goals	4.1 Determine which option has the highest potential to achieve successful outcomes	5.1 Align resources, projects and goals to specific objectives	5.2 Drive strategy implementation	6-7 Monitor outcomes of strategic objectives
Level	5	5	5	5	5	5	5	5	5	5	5
	4	4	4	4	4	4	4	4	4	4	4
	3	3	3	3	3	3	3	3	3	3	3
	2	2	2	2	2	2	2	2	2	2	2
	1	1	1	1	1	1	1	1	1	1	1
Level of competence demonstrated in job role				Level of competence required by job role				Level of competence meets job role requirements			

Required skill profile

From our analysis of the sample cohort that answered the survey, we have identified that there are a number of key skill areas for Managers that might require development (noting due to limited respondents this may not entirely reflect cohort need).

From the results gathered on this sample cohort, responses suggest that Managers may want to develop in areas relating to **evaluating strategic sources of innovation and growth; undertaking stakeholder engagement and analysis, and undertaking competitor analysis.**

The skill requirements of the **Manager role** differ from the current average skill profile of **Managers**. Rather than undergoing further training in all strategy skill areas, upskilling is targeted at the gap between current and required skill profiles. Workshop attendees should only be upskilled in areas where the existing level of competence is less than what is required for the job role.

	Vision	Inform			Choose			Target	Operationalise		Review and Innovate & Improve
Skill	1.1 Create vision and purpose	2.1 Analyse environmental and economic trends	2.2 Undertake competitor analysis	2.3 Undertake stakeholder mapping, engagement and analysis	3.1 Formulate and analyse key strategic drivers and options	3.2 Evaluate sources of strategic success	3.3 Clearly define objectives and set measurable goals	4.1 Determine which option has the highest potential to achieve successful outcomes	5.1 Align resources, projects and goals to specific objectives	5.2 Drive strategy implementation	6-7 Monitor outcomes of strategic objectives
Level	5	5	5	5	5	5	5	5	5	5	5
	4	4	4	4	4	4	4	4	4	4	4
	3	3	3	3	3	3	3	3	3	3	3
	2	2	2	2	2	2	2	2	2	2	2
	1	1	1	1	1	1	1	1	1	1	1
Level of competence demonstrated in job role				Level of competence required by job role				Level of competence meets job role requirements			

The curriculum based on the skills profiles

We will structure the curriculum for the knowledge transfer workshops across Strategy Theory, Strategy Design, Strategy Execution and Strategy Evaluation, where the core skills identified as requiring further honing will be delivered.

There will be a focus on some skills for specific role - these are highlighted below:

	Mapping stakeholders	Monitoring outcomes	Aligning resources, projects & goals	Creating vision and purpose	Formulating key strategic drivers	Innovate	Evaluating strategic sources	Implementing strategic objectives effectively	Defining goals, capabilities and assumptions	Analysing environmental and economic trends	Driving strategy implementation	
Strategy Theory	✓			✓			✓	✓	✓			Workshop 1
Strategy Design	✓	✓	✓	✓	✓	✓	✓	✓		✓		
Strategy Execution	✓	✓	✓		✓			✓	✓	✓	✓	Workshop 2
Program Evaluation		✓	✓			✓	✓	✓		✓	✓	Workshop 3

Focus for Boards
 Focus for CEOs
 Focus for High Performance Directors
 Focus for Managers
 Included as content for workshop

Workshop focus and learning objectives

The content of the workshops has been informed by our data collection and analysis phase. The workshops will focus on the skill gaps previously identified.

Workshop 1		Workshop 2	Workshop 3
Strategy Theory	Design	Execution	Evaluation
<p>The workshop will seek to provide a common definition of strategy in the HP context, and introduce the theory of strategy - a means to achieve (the goals) and how to go about it (the process), of which many different approaches could be taken.</p> <p>Key tools and frameworks will be shared to ensure the participant's organisational strategy fulfils their organisation's purpose. Participants will also be made aware of existing resources that can assist in ensuring strategic alignment.</p> <p>Learning objective: gain a common understanding of the theory to strategy development</p>	<p>The focus will be on how to write strategy. Best practice examples will be shared and participants will be assisted to identify gaps in their organisations practices.</p> <p>The attendees will be asked to review their own existing strategy documents with a review guide to prepare for mentor session as well.</p> <p>The environmental analysis section of workshop one will also focus on competitor analysis and prioritisation of activities.</p> <p>Learning objective: participants can effectively communicate their strategic plan using existing tools.</p>	<p>The participants will receive coaching on ensuring their strategy is followed in their organisation and objectives are met.</p> <p>The session will contain strategy implementation techniques and touch on monitoring.</p> <p>Converting high level strategic objectives into operational plans and directions (including allocation of staff and budgets and defining project terms) is one of the most complex elements of strategy development in sporting organisations. This will be a focus of Workshop 2.</p> <p>Learning objective: participants can tactically implement their plan to reach their organisational goals.</p>	<p>Participants will learn how to align resources, projects and organisational strategy and goals, and how to continuously monitor the tracking of their plans to provide an ongoing assessment of performance.</p> <p>Key tools and frameworks will be shared to boost the participant's ability to check that their strategy aligns to their day-to-day activities and vice versa.</p> <p>Learning objectives: participants can confidently analyse their strategic plan and utilise metrics and data to assess progress and take adjustment measures.</p>

Ongoing Mentoring

- Ongoing mentoring with senior PwC staff and program participants will be an option during the workshop period.
- This mentoring will include matching participants with strategic leaders in PwC and act as an ongoing **knowledge sharing platform**.
- Mentors will provide participants with practical encouragement and support, helping to develop **skills in strategy development** to be built in a personalised way.

5

Appendix

SME Interview Questions

Key Themes

1 Vision and Strategy

AIM: Gain understanding of where the interviewee wants to get to with their strategy compared to current state

2 Organisational Enablers

AIM: Gain a critical appraisal of the system and organisational environment in which the interviewee operates within

3 Organisational Barriers

AIM: Gain insights into the current blockers and concerns for the interviewee that inhibits their capabilities in delivering strategy

4 Organisational Capabilities to Leverage

AIM: Understand what parts of the system currently work and should be retained/ drawn upon for lessons learnt. Get input on what they think the learning outcomes should be for the workshops/upskilling piece.

5 Individual Capabilities

AIM: Test where greatest improvement is needed at a system and team level.

6 Accelerating Results through Individuals

AIM: what is the vision of a desirable future state where the strategy genuinely helps the organisation and wider system perform

Example Questions

- What do you see as the vision of success for your organisation?*
- How well do you feel your current strategy sets out a clear path to achieve the vision?
- Do you believe your strategy is appropriate to understand the investment requirements of your organisation?
- What level of importance do you give to aligning your strategy to the AIS strategy and National HP sports strategy?
- What is your organisation process of strategy creation and evaluation.

- From a system perspective – what do you think is currently helping your organisation succeed?*
- When it comes to developing your strategy and executing on this, what helps you to drive high performance results?
- Is there a long term planning culture in your organisation? (what are the cultural drivers i.e. agility over long term planning?)

- Are there any specific barriers that need to be addressed as a priority? Both from a system and organisational perspective*
- From a system perspective – what do you think is reducing your organisation's impact?

- What capabilities does the AIS and wider System offer that you could leverage to help your organisation be more successful?
- In terms of delivery of strategy training, what do you assess will be most valuable to participants? And what role holders do you think would benefit from participation in the program?*
- What parts of the system currently support good strategy design and execution? (How they can this be leveraged. Understanding of areas to be prioritised for the workshops/upskilling piece).

- What do you see as most lacking across the system when it comes to strategy development and delivery?
- Do you feel your team has an effective approach to strategy development and delivery?*
- How importantly do you rank strategic acumen as a skill in your team? i.e. is it a highly valued skilled set or a nice to have?

- When it comes to individual capabilities – what could be improved to help accelerate results and high performance outcomes?
- What could be done to position your org to be regarded as high performing in your specialism? What do you need to have?
- How do you use your strategy to inform your business planning, key decision making and prioritisation?*
- What opportunities could your organisation tap into internally?

Survey Questions

1. Full name:
2. Email address:
3. Job title:
4. Organisation:
5. Are you accountable for your organisation's strategy (e.g. CEO) or are you responsible for writing the strategy (e.g. High Performance Manager)?
6. I understand the importance of my organisation's strategy in being successful
7. Do you feel the senior leaders in your organisation are aligned to the strategy?
8. Rank the five key phases of the strategy lifecycle from most difficult (number 1) to least difficult (number 5)
Devising the Strategy (e.g. clarifying your vision, goal and objective setting, gathering and utilising data)
Writing the Strategy (e.g. putting vision down on paper)
Consulting throughout the system to gain and sustain support
Operationalising the strategy
Monitoring impact and performance measurements (e.g. consistent review of internal and external issues, with corrective actions where necessary)
9. How frequently do you refer to your organisation's strategy to ensure operational alignment?
10. I can confidently articulate the key principles of our organisation's strategy
11. I have a clear understanding of the strategy development process in my organisation
12. I have a clear understanding of how my work helps achieve the strategy's objectives
13. I feel confident in devising a workable strategy for my organisation
14. Please describe why you have provided this score:
15. I have the expertise to effectively develop my organisation's strategy
16. Please describe why you have provided this score:

17. I have the support needed to help me develop a high quality strategy for my organisation
18. Please describe why you have provided this score:
19. Please rate your confidence in carrying out the following strategy centred functions:
Create vision and purpose across the organisation.
Evaluate strategic sources of innovation and growth.
Formulate and analyse the key strategic drivers of an organisation.
Define and analyse the organisations goals, capabilities, assumptions, and strategies.
Undertake competitor analysis.
Undertake stakeholder mapping and analysis.
Analyse environmental and economic trends (e.g. competitive landscape).
Align resources, projects, and organisational goals.
Implement the strategic objectives of the organisation in an effective manner.
Drive strategy implementation through an organisation.
Monitor outcomes of strategic objectives.
20. Which strategic frameworks and tools do you use in your organisation:
21. What challenges do you face when you are asked to devise and then write an effective strategy for your organisation?
22. What would you like to see included in an upskilling program to help you or your team become more confident with leading or supporting the development and operationalisation of your organisation's strategy?

Survey Respondents and SMEs interviewed (Organisations)

List of Participating Organisations:

ACTAS

AIS

Artistic Swimming Australia

Athletics Australia

AusCycling

Australian Olympic Committee

Badminton Australia

Basketball Australia

Commonwealth Games Australia

Diving Australia

Golf Australia

Gymnastics Australia

Judo Australia

Modern Pentathlon Australia

Netball Australia

NSWIS

Olympic Winter Institute of Australia

Paddle Australia

Paralympics Australia

QAS

Rugby Australia

Rowing Australia

Sailing Australia

SASI

Sport Australia

Squash Australia

Surfing Australia

Swimming Australia

Triathlon Australia

VIS

Volleyball Australia

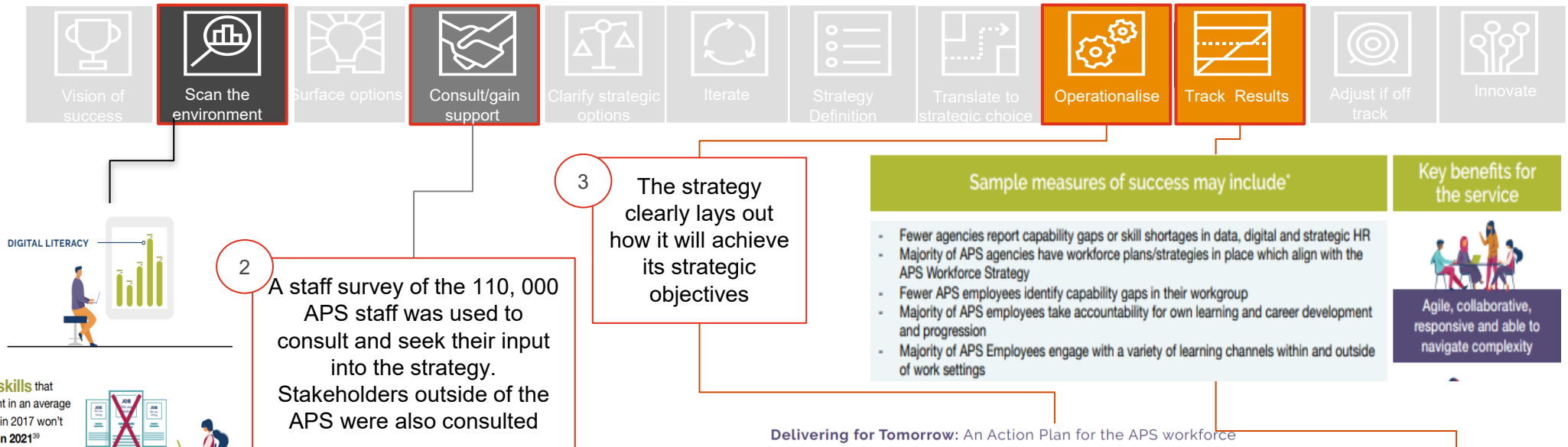
Water Polo Australia

WAIS



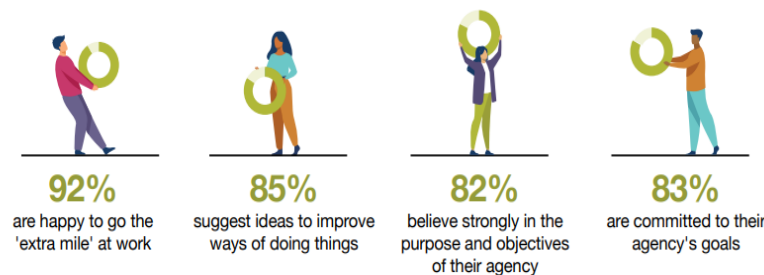
Best Practice case study

The Australian Public Service Commissions (APSC) Workforce Strategy provide a good case study on effective strategy development. The APSC strategy is notable for its in depth analysis of the environment, extensive consultation and detail operationalisation plans and framework to track results



33% of skills that were present in an average job posting in 2017 won't be needed in 2021³⁰

The APS workforce comprises high-calibre employees who are highly engaged and committed to service, good government and the wellbeing of all Australians. The 2020 APS Employee Census demonstrates that APS employees are more engaged in their work than ever.



Delivering for Tomorrow: An Action Plan for the APS workforce

Implementation of this Strategy will remain dynamic, flexible and responsive to the operating environment. This will ensure planned outcomes continue to deliver for the Government and the Australian community. The APS Secretaries Board are the owners of intended outcomes, with implementation and progress reported to the board annually, accompanied by strategic APS labour force insights. Strategy progress and labour force insights will be published for wider consumption through the State of the Service Report.

The APS, working with lead or partner agencies, will coordinate delivery of key outputs across the service, reflecting the APS working as one enterprise on implementation of key workforce initiatives.

Action Plan	Employee life cycle	What are we doing?	What else will we do?	Our future state workforce characteristics	What benefits for the community?
Attract, build and retain skills, expertise and talent	Early engagement of talent pool	Australian Government Graduate Program Establishment of the APS Academy Development of entry pathway programs Development of strategic HR capability	Attract, build and retain skills, expertise and talent - Establish an APS Academy - Deliver an annual emerging skills needs forecast - Implement an APS induction program - Deliver an APS-wide LAD Action Plan - Define distinct environmental changes - Deploy service-wide and project-specific centre of excellence capabilities - Promote the APS as an employer of choice - Establish partnerships with educational institutions	Agile, collaborative, responsive and able to navigate complexity	- Impact the quality of the relationship between citizens and government services through building a highly skilled, high-performing, effective and efficient workforce - Deliver satisfactory, high-quality outcomes and trustworthy experiences for citizens
Embrace data, technology and flexible and responsive workforce models	Recruitment / onboarding	Attraction	Enhance data, technology and flexible and responsive workforce models - Support planning for digital transformation program - Develop APS-wide guidance on strategic commissioning of work - Understand requirements for whole-of-government workforce data infrastructure - Partner with external experts to mitigate capability risks - Build a culture in which individual mobility is a key enabler of organisational performance - Review APS classification structure - Support workforce flexibility and talent accessibility by increasing the regional presence of the APS	Skilled, knowledgeable and committed to life-long learning	- Better understand public and citizen needs and responsive services - Maximise data and technology for decision making, policy and service design and delivery - Deploy flexible and responsive workforce models adapted to the changing environment
Strengthen integrity and purposeful leadership	Learning & performance management	Development of core digital and data literacy skills for all staff Digital Professions Strategy Tools and resources to support workforce transition planning for digital transformation Guidance on flexible workforce models	Strengthen integrity and purposeful leadership - Embed mobility in capability development and talent management - Establish transition and mentoring programs - Establish transition and mentoring programs to manage the APS as an enterprise - Build one APS by expanding leadership development opportunities - Enhance talent management to create leadership pipelines - Strengthen training and guidance materials to reinforce APS integrity	Professional, engaged and committed to integrity	- Trust in delivery of services and programs aligned to community needs - Trust in coordination between services for consistent information and advice
	Career development	Engagement & retention		Citizen-centred in approach, inclusive and representative of our diverse communities	
	Reward & recognition				
	Separation				

Thank you



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