

## Introduction to the Guidebook

“Change or be changed” (Bach, 2013) is the motto which means that strategic management is needed to keep track of the changes of the environment. The Olympic Movement, led by the International Olympic Committee (IOC), established Olympic Agenda 2020, and extended it to Agenda 2020+5 to capture current challenges, such as digitalisation, attracting the youth, or strengthening solidarity. The world is changing quicker than wanted and provides ever stronger disruptions – as can be seen by the COVID-19 pandemic and its manifold consequences for sport and the society, or the Russian invasion of Ukraine causing a new world order and at least several millions of refugees.

In response to the new and complex challenges facing society, National Olympic Committees (NOCs) must act strategically; for example, by developing professional and sustainable action plans. A proactive and creative mindset is essential. This can be increasing partnerships or cooperations with stakeholders from government agencies to the private sector. The work with stakeholders, communications, and public affairs becomes increasingly important. This book covers the most important topics of the ERASMUS+ (2020-2022) “RINGS” project (Road towards Innovative Governance of NOCs and Grassroots Sport organisations). Over the past decade, it has become clear that many Sport organisations do not have a good governance structure, as was covered in the previous ERASMUS+ (2015-2016) “SIGGS” project (Support the implementation of good governance in sport). Both projects, led by the EU Office of European Olympic Committees, show that it is also essential that NOCs demonstrate high standards of governance, in order to maintain confidence in their activities and to protect the integrity of the Olympic sport movement.

NOCs should draw the right and wise conclusions from the many current changes, and then aim to turn the challenges and inherent threats into opportunities. This book aims to assist in identifying changes and providing tools to implement them, as well as analysing the situation and the respective NOC, in order to enable the various boards and managers to identify opportunities by avoiding threats and minimising risks. To do so, an NOC should plan for its future. The IOC started that initiative by launching the Olympic Agenda 2020+5, based on the feedback it received from its many stakeholders, including the NOCs.

## *Introduction to the Guidebook*

Since every NOC has a different organisational and communicational culture, as well as different issues and challenges, each one has to adapt the tools, processes, and cases that are presented in this book to its particular needs and requirements. Strategic planning will help to successfully realise the goals of the NOCs.

### *Strategic Planning in a Nutshell*

Strategic planning is widely used by organisations, as it is an integral part of strategy. It has several advantages that will:

1. provide a clear, coordinated, and prioritised focus for your NOC;
2. engage and inspire external stakeholders of your NOC;
3. motivate NOC staff by providing a clear purpose for each activity.

Strategic planning helps to position an NOC, through prioritising its use of resources according to identified goals, as set out in its statutes, in an effort to guide its direction and development over a period of time (Bryson, 1995). After the planning, strategic management refers to the implementation of a strategic plan that is designed to achieve long-term goals, and the allocation of the necessary resources to meet these goals (Ansoff et al., 2019; Robinson, 2020).

In an environment that is changing at an increasingly faster rate, strategic thinking and action have, in turn, become increasingly important. These factors have been adopted by public and not-for-profit organisations to enable them to successfully adapt to future changes (Mintzberg, 1989; Bryson, 1995; Wilson, 1990; Freeman, 2010; Courtney, 2002; Allison & Kaye, 1997). In this book, the aim is to use the best of these adoptions, and in a particular way that would best fit to the Olympic sport system, specifically the NOCs. Such as Robinson and Minikin (2011) we try to develop strategic capacity in Olympic sport organisations.

### Practical Issues Offered in this Guidebook

This guidebook offers many practical applications, recommendations, and training sessions via workshops and case studies. The workshops should be adopted to each of the NOC's particular needs and specific culture. Case studies will end with questions that shall direct you to the issues which are worthy of reflection.

In this book we offer the following formats:

Illustrations: These are best practices from other NOCs, that are used to illustrate good solutions. Here, you can learn from other experiences, bearing in mind the different culture, different professional environment, and different organisational development of the NOC.

Case studies: These are provided for training purposes. Besides describing a particular case, they also include questions or study activities.

Workshops: These are proposed activity units where the processes are explained in a “hands on” way, and in detail.

Recommendations: Whenever an NOC had found a solution to a problem that could, potentially, be copied, we provide it as a recommendation.

Fact boxes: These contain important explanations, or definitions of terms and facts.

This guidebook cannot give assistance about which tool and which recommendation are most important to a particular NOC, because they depend solely on the development of an NOC, and on which assessments an NOC has already achieved in the past.



## Table of Contents

Chapter 1 Organisation of the Olympic Sports World	13
1.1 IOC as Leader of the Olympic Movement	13
1.2 Role of NOCs in the Olympic Movement	15
1.2.1 Duties and Rights of NOCs	17
1.2.2 Finances of NOCs	20
1.2.3 The Stakeholder Landscape of NOCs	23
1.3 Good Governance at NOCs	27
1.4 Current and Future Challenges for NOCs	34
1.4.1 Organisational Challenges	36
1.4.2 Financial Challenges	38
1.4.3 Technological Challenges	38
1.4.4 Political Challenges	39
1.4.5 Environmental Challenges	41
Chapter 2 Strategic Management of Olympic Sport Organisations	43
2.1 Strategic Management of NOCs	43
2.2 Strategic Management Process	44
2.2.1 Phase 1 – the BLUE RING: Prepare & Start	46
2.2.2 Phase 2 – the YELLOW RING: Collect & Understand	47
2.2.3 Phase 3 – the BLACK RING: Strategy	48
2.2.4 Phase 4 – the GREEN RING: Review & Planning	55
2.2.5 Phase 5 – the RED RING: Change & Monitor	57
2.3 Setting NOC Objectives: Vision – Mission – and Working Objectives	57
2.3.1 Vision	58
2.3.2 Mission	59
2.3.3 Implementation of the Mission and Working Objectives	69
2.4 Formulating a Strategic Plan for an NOC	71
2.4.1 Governance	74
2.4.2 Sport Development	75
2.4.3 Sport and Olympic Team Presentation	77
2.4.4 Promotion of Sport and Olympic Content	77

## Table of Contents

2.4.5 Medical and Safety	79
2.4.6 Constant Change of Environment	79
2.4.7 Commercial	79
2.4.8 Events	80
2.4.9 Sustainability and Legacy	81
2.5 Organisation and Strategy in Different Cultures	83
2.5.1 Cultural Roots of Organisation and Leadership	84
2.5.2 The Sense for Change and Innovation	85
2.5.3 Communication and Culture	86
Chapter 3 Strategic Analysis of NOCs	89
3.1 Strategic Analysis	89
3.2 Internal Analysis: Strengths and Weaknesses of an NOC	90
3.2.1 Strategic Action Fields and Strategic Action Units	90
3.2.2 Analysis of NOC Resources	93
3.2.3 Analysis of the Importance of NOC Projects	96
3.2.4 Analysis of the Key Competencies, Strengths, and Weaknesses of NOCs	103
3.2.5 Internal NOC Analysis by External Stakeholders – Image	106
3.2.6 Analysis of an NOC's Organisational Culture	114
3.3 External Analysis: the Environment	118
3.3.1 Analysis of Macro-Environmental Changes	118
3.3.2 Stakeholder Analysis	124
3.4 Strategic Analysis and Action Plan Development (SWOT)	139
3.5 Strategic Risk Assessment and Risk Management	146
3.5.1 Assessment of Risks Facing the NOC	149
3.5.2 Risk Management Strategies	150
3.5.3 Review of the Risk Programme	153
Chapter 4 Implementation and Change Management	155
4.1 The Difficulties in Implementing Change	155
4.2 The Different Kinds of Change	156
4.2.1 Unplanned Change vs. Planned Change	156
4.2.2 Small Change vs. Big Change	156
4.2.3 Self-induced Change vs. Coercive Change	157
4.2.4 Autocratic vs. Democratic Leadership	159
4.2.5 Reasonable vs. Incomprehensible Change	163

4.2.6 Chance vs. Pressure Situation	163
4.3 Why does Change Fail?	164
4.3.1 System vs. Partial Rationality	165
4.3.2 Habits are Hard to Break	166
4.3.3 Stability vs. Flexibility – a Dream Revisited	168
4.3.4 The Role of Time	174
4.4 Steps for Successful Change Management	175
4.4.1 Step 1: Be Aware of the Situation and Plan the Change	176
4.4.2 Step 2: Establish a Sense of Urgency	177
4.4.3 Step 3: Building a Coalition to Conduce the Change	179
4.4.4 Step 4: Winning People's Hearts Inside and Outside the NOC	181
4.4.5 Step 5: Communicate the Change	182
4.4.6 Step 6: The Organisation must Fit the Plan	197
4.4.7 Step 7: Change in Organisation means Change in People's Behaviour	198
4.4.8 Step 8: Anchoring the Change Permanently	199
Chapter 5 Controlling in Strategic Management	201
5.1 Control, Controlling, and Evaluation of Change Process	201
5.2 Balanced Scorecard	204
5.3 Kanban Board – a Method of Agile Working	213
5.3.1 Basics of Kanban	213
5.3.2 How the Kanban Method Works	214
Chapter 6 Crises and Crisis Management	219
6.1 Types of Crises	219
6.2 Prediction and Prevention of Crises	222
6.3 Crisis Management	225
6.3.1 Management for Crises with NOC Responsibility	226
6.3.2 Management for Crises without NOC Responsibility	230
Literature	237

