

Strategic planning: Development plan for Lahen Pojat Junnut ry.

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Abstract

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<p>Football is the largest team sport in Finland with over 350 000 licenced players, and much over 500 000 who are directly, or indirectly in touch with the sport. Association type clubs are most common in Finland and are highly dependant on volunteerism, which makes sporting affordable. This thesis studies the managemental steps to be taken, in order to create and develop as an association football club in Finland. The goal is to develop Lahen Pojat Junnut football club by creating a strategic management plan.</p> <p>Lahen Pojat Junnut ry is a young association football club, based in Lahti, Finland. The club has four teams at the moment and are looking to patiently grow each year. Implementing a strategic management plan into the club, helps the organization create a sustainable platform for the future. This research-oriented thesis was conducted from a qualitative point-of-view, that can be used as a tool or referance for all similar non-profit organizations.</p> <p>The implementation includes a strategic management process model made for the club, and the authors developmental suggestions based on collected data and theory.</p> <p>In conclusion, the strategic development plan is very much needed in the respective club. Organizational structure and job descriptions were overlapping, mission- and vision statements were non-existant and future goals were not placed. A planning tool with the authors developmental suggestions were provided as a product to the respective football club.</p> <p>This thesis was conducted in-all during the spring of 2015.</p>	
Keywords Development plan, Strategic management, Football,	

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1 Introduction

According to the statistics center, sports is the most common hobby in Finland (Kulttuuri- ja Liikuntaharrastukset 1981 - 2009 2009, 6). Football and football clubs involve thousands of Finns daily. Being the most popular team sport in numbers, football has over 127 000 licenced players (Kilpa- ja huippu-urheilun tutkimuskeskus, 2010).

Why is it important for football clubs to plan their path? Where is a development plan needed when a club exists only to play the same role year after year, without making profit?

The first Finnish sports club was established in 1856 according to Liikunta ja Urheilu. (Ruuskanen-Himma 2003, 5) The core of Finnish sports clubs have been civic activity since then. A voluntary organization is based on civic activity; in other words, it is generated from people themselves for the benefit or promotion of a certain matter. Anyway, it is not about acquiring economical benefit for oneself, or physical necessities, like nutrition. There is usually a social group involved and the operation is based on volunteerism. There is always some kind of ideal foundation. Some groups have common attitudes and interests. Typically, social operation is seen as distinguished independent from economical success. Market and bureaucracy mechanisms are not characteristics for a voluntary organization. (Koski, 1994, 15) Civic activity and organizational management are key, as the economy makes it ever harder for sports clubs to find funds and make sports affordable for all who want to participate.

This thesis was written on an association type football club, Lahen Pojat Junnut ry, which is run by volunteers.

The aim of the study was not to create a ready plan to an association football club to go upon, but to introduce and give tools for the club to use in creating one that works best for them.

The product and aim was ultimately for the club to be able to set a clear direction developmentally using strategic management.

The managerial tool allows an association to locate themselves, place future goals and make step-by-step accurate managerial decisions.

Ideally, a strategic management plan is eventually set up on an organizations website or other platform for anyone to see. This shows that the organization has a clear idea of what their goals are and how they plan to execute them. The plan also shows the organizations transparency and thus communicates trustworthiness and openness to it's members.

The topic of this thesis is timeless. For any organization to fully understand their existence, lifespan and possibilities in whatever field in question, they must have a planned out strategy.

This thesis covers the basic theory behind managing an association football club. From organizational structures, to strategic management and communication. The study goes on to give a further description on the project and how it was run.

2 Finnish football structure

Finnish football clubs are known as association type clubs or voluntary organizations. Sports clubs have more than half a million, or 16% of 19-65 year-olds adults, unpaid and in their spare time doing volunteer work. The national sports study of 2005-2006 studied what kind of tasks of voluntary work in sports clubs are managed. The list includes a coach, official, the sales person in competitive events or tournaments, fundraisers, administrators, drivers, guardians and referees. Most of the volunteers of which (32%) participate in youth activities. Most volunteers are involved in football (about 90 000). (Koppanen Opinnäytetyö, 2008)

In Finland, the significance of citizens associations of physical activity as an enabler is exceptionally high. The sports club is still the basic unit of the Finnish sports and sports activities. The club is based on a volunteerism and of the self-defined interests and aspirations of the members. The Nordic countries are most successful in tradition of organized physical activity for all age groups, especially the elderly and women, as opposed to, for example, a few decades earlier. There are also fewer still or few moving people than many other European countries such as Spain or Italy. (Kärkkäinen, Progradu, 2010)

The Finnish football federation, Suomen palloliitto (SPL) was founded in 1907. In 1908, it joined the Fédération Internationale de Football Association (FIFA). SPL governs approximately 1000 football clubs with over 127 000 registered players, being the largest sporting organization in Finland. (Suomen Palloliitto)

SPL is divided into 12 district offices that govern locally. The local governing party is responsible for education, youth activity, competitions, talent development, supports referee activity, communication, conditions and public relations activity throughout the field of football.

A club, if managed well can be considered as a 'seal club' (sinettiseura). Sealclubs are quality clubs that have received the Young Finland Association (Nuori Suomi) seal of recognition of the quality of youth activities. Young Finland Association Seal for the club is granted by the governing sporting federation. Young Finland Association's granted Seal clubs are about 500 in almost 40 different sports. (SPL)

There are twelve principles under four headings that are considered thoroughly when applying for a seal of quality:

Community and individuality

- (1) In the best interest of the child and youth
- (2) Encouraging atmosphere
- (3) The culture of togetherness

Training and competing

- (4) Versatility and sufficient amount considering developmental stages
- (5) Experiences and challenges
- (6) Learning and measuring the development

Guidance and coaching

- (7) Skilled and inspiring atmosphere
- (8) Consideration of the diversity of individuals
- (9) Support into an athletic lifestyle

Communication and organization

- (10) Transparency and interactivity
- (11) Clear roles and practices
- (12) Active development of activities

3 Theoretical background

3.1 Organizational structure

Organization is about maximizing the performance of your sporting body by clearly identifying what each person within it has to do and ensuring that there is a joint working together— effective teamwork— as well as clearly defined roles within the prescribed structure. An appropriate organizational style will help clarify responsibilities and ensure clear lines of communication between individuals and sections within that organization. Fundamentally, good organizational structure is about a clear chain of command and identification of specific responsibilities — such structures make organizations very much more effective when compared to agencies in which everybody wanders about wondering what exactly their specific roles and tasks are. Clarity of roles and responsibilities makes it easier to delegate specific tasks. (Watt, David C. 1996, 125)

Sports organizations that have been adopted into sports can roughly be categorized into four categories. The simple structure (Figure 1.), the bureaucracy structure (Figure 2.), the team structure (Figure 3.) and the matrix structure (Figure 4.). (Russell Hoye et al. 2015, 123-125)



Figure 1. The simple structure

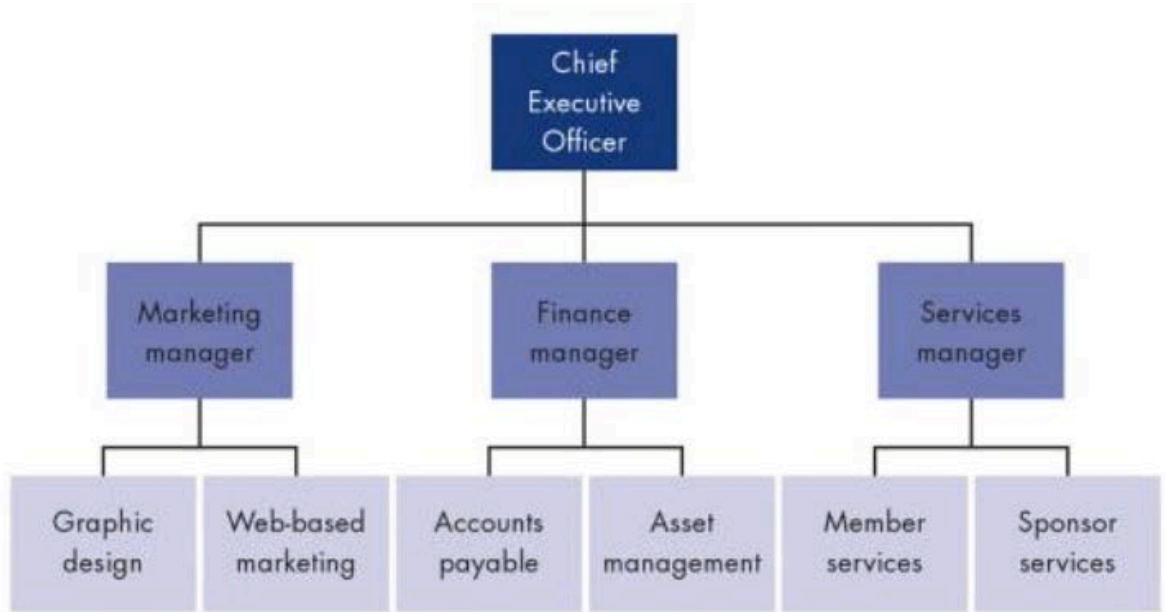


Figure 2. The bureaucracy structure

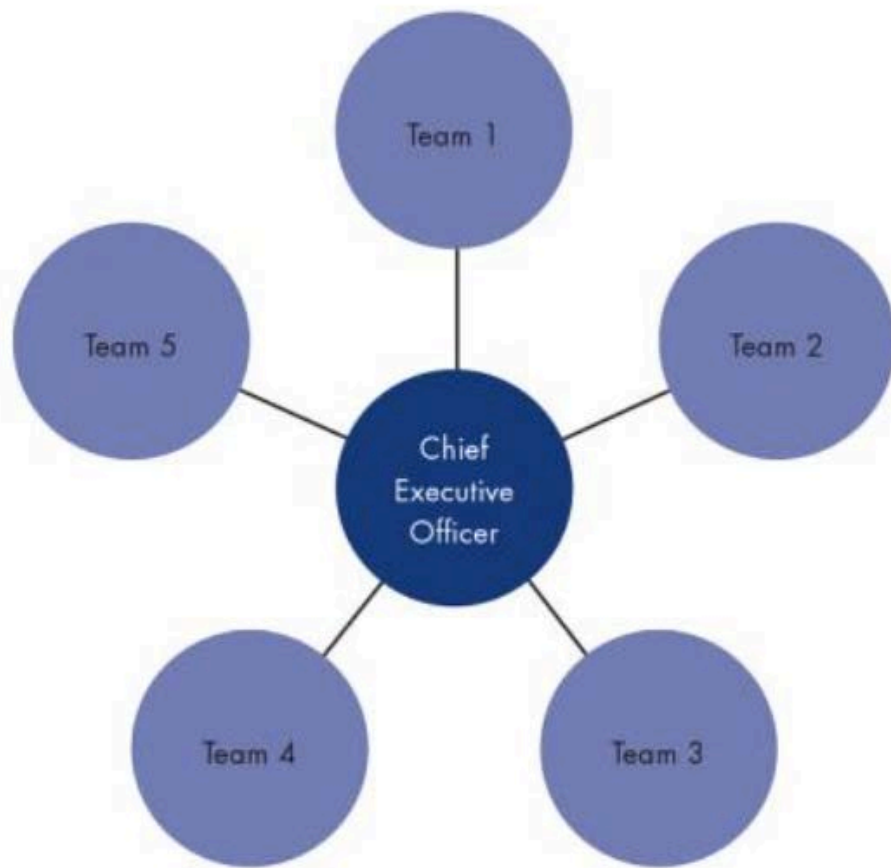


Figure 3. The team structure

	Football operations division	Corporate services division	Marketing division
Team 1	Manager 1	Project worker 1	Worker 1
Team 2	Manager 2	Project worker 2	Worker 2
Team 3	Manager 3	Project worker 3	Worker 3

Figure 4. The matrix structure

3.2 Strategic sports management

According to the Wikipedia, strategy is a high level plan to achieve one or more goals under conditions of uncertainty. Strategy is important because the resources available to achieve these goals are usually limited. Strategy generally involves setting goals, determining actions to achieve the goals, and mobilizing resources to execute the actions. A strategy describes how the ends (goals) will be achieved by the means (resources). The senior leadership of an organization is generally tasked with determining strategy. Strategy can be intended or can emerge as a pattern of activity as the organization adapts to its environment or competes. It involves activities such as strategic planning and strategic thinking.

As stated by David C.Watt (1998, 53), there should be a good fit between the environment and the strategy undertaken i.e. that the strategy should match the specific situation and need, because there is no universal set of strategic choices optimal for all businesses.

Strategic Planning is a means to an end, a method used to position an organization, through prioritizing its use of resources according to identified goals, in an effort to guide its direction and development over a period of time (Bryson, 1995). In short, a strategic plan answers three questions; where the organization is now, where the organization aims to be and how the organization gets there. Every action taken by an organization should have a strategic focus. In other words, in an action, policy,

procedure or process is not contributing to the progressive realisation of the organisations' objectives, then it has no strategic value. (Smith & Stewart -99, 24)

3.3 Strategic management process

Strategic planning consists of a set of underlying processes that are intended to create or manipulate a situation to create a more favourable outcome for a company. (Figure 5. and figure 6.)

These processes are divided as follows:

1. Goal setting
2. Analysis
3. Strategy formation
4. Strategy implementation
5. Control & feedback

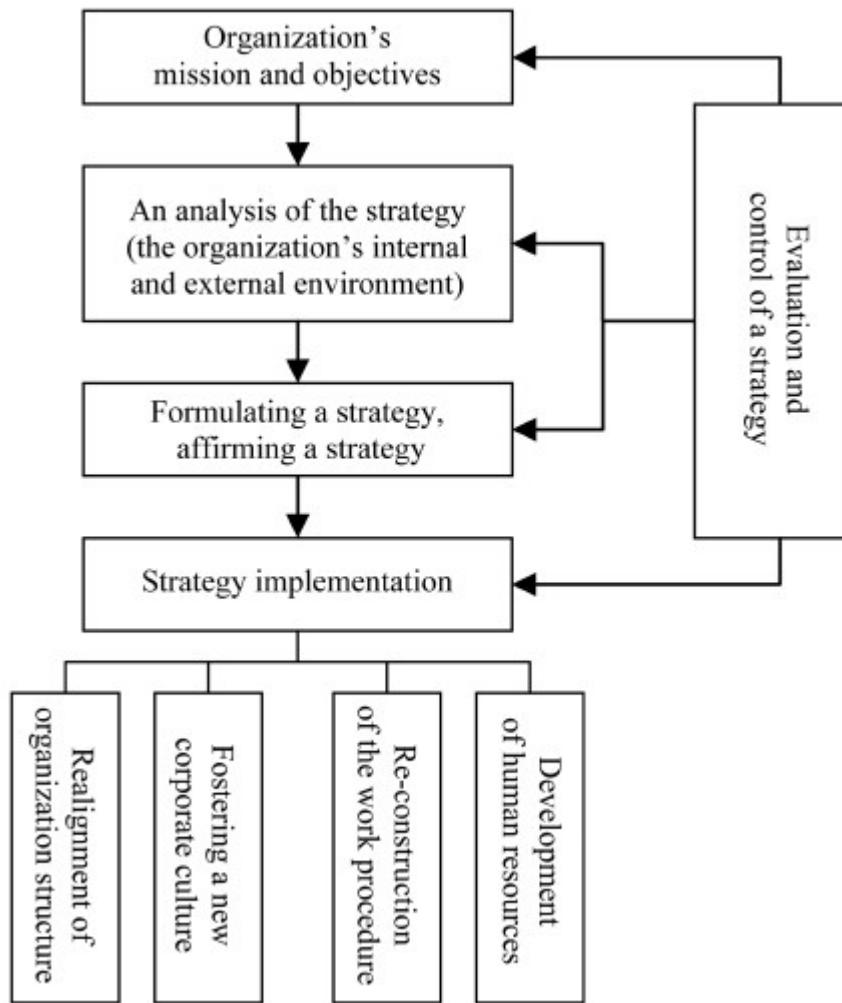


Figure 5. The process and procedure of strategic management

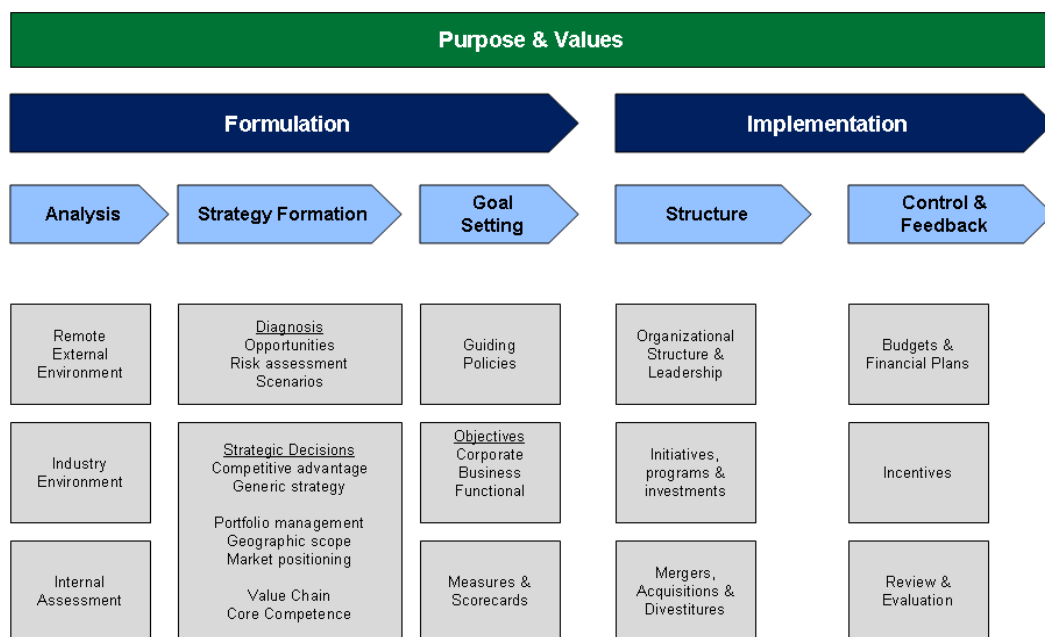


Figure 6. Strategic management processes

1. Goal setting

Goal setting is the first essential step in strategic management process. Commonly goal setting includes the organization mission- and vision statement. A company's or organization's mission describes what it does.

A mission statement has four main components:

- (1) Raison d'être of a company or organization – it's reason for existence
- (2) A statement of some desired future state
- (3) A statement of the key values that the organization is committed to
- (4) Major goals

The vision of an organization defines a desired future state. It articulates often in bold terms, what the organization would like to achieve. (Hill & Jones 2013, 15)

2. Analysis

Self-assessment is a learning method that allows an organization to assess and monitor their development. The analysis will support and guide through the documentation and follow-up. Analysis helps a company to understand they're past performance and future prospects. Also a SWOT analysis (Figure 7.) can be used as a tool. The SWOT analysis considers organizations strengths, weaknesses, opportunities and threats.

Typically analyses are done externally and internally for best results.

The essential purpose of the external analysis is to identify strategic opportunities and threats within the organizations operating environment that will affect how it pursues its mission.

Three environmental factors should be examined in an external analysis:

- (1) The industry environment
- (2) The country or national environment
- (3) Socioeconomic environment

In an internal analysis, the goal is to identify the strengths and weaknesses of the company itself by analysing resources, capabilities and competencies

3. Strategic formation

Strategy formulation is the process by which an organization chooses the most appropriate courses of action to achieve its defined goals. This process is essential to an organization's success, because it provides a framework for the actions that will lead to the anticipated results.

4. Strategy implementation

Strategic implementation put simply is the process that puts plans and strategies into action to reach goals. A strategic plan is a written document that lays out the plans of the organization to reach goals.

5. Feedback & control

Feedback & control is a process that organizations can use to evaluate how effectively they meet the stated goals. Feedback control evaluates the organizations progress by comparing the output the organization was planning on producing to what was actually produced.



Figure 7. SWOT analysis

3.4 Communication

Communication is a goal-oriented activity, management, and continuous interaction, as well as monitoring the activities of matters affecting the monitoring and evaluation.

Sharing information to those to whom it is relevant, is a basic. New ideas are generated by a variety of people interacting. No one alone have such amount of data, experience, or view that it would be sufficient enough to achieve good club activity. (Urheiluseuran viestintäopas SLU)

Good internal communication ensures that all club members can participate in club activities as full and equal members.

Good external communication triggers interest for the club and produces the image of the club for the public.

Communication tools

Social media is the largest and easiest tool for communication in organizations. It has diversified communication channels greatly. Correctly and diversely used communication is a great asset in organizations.

Tools can be as follows:

Facebook, Twitter, e-mail, Instagram, football forums, telephone, text messaging, bulletin boards, organization's web pages, schools, tournaments, events, letters.

3.5 Transparent Communication

According to Piotrowski and Van Ryzin (2007, 308), "access to information is a central component of governmental transparency, and governmental transparency is one tool to achieve accountability." As Fairbanks et al. (2007, 25) cite Cotterrell (1999, 414); "transparency is the availability of information on matters of public concern, the ability of citizens to participate in political decisions, and the accountability of government to public opinion or legal processes."

The reason why transparency is a key issue in non-profit football organizations is because the parents need-to-know where they are putting their money and efforts into, not to mention their children.

Transparency in club sports communicates integrity, trust, openness and accountability.

Examples of what can be communicated to the public in a sports club:

- Where and how the club works
- What it offers to its members
- Club groups or teams
- Event information
- Who is responsible for the operation of
- How you can get involved
- Contact information

3.6 Leadership

Leadership has been described as "a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task"

Chemers M. (1997). This in mind, a good leader is able to influence others, as a bad leader lacks the capability to do so. In sports organizations, a quality leader helps the club to achieve these goals whereas a leader who lacks leadership qualities may do the exact opposite.

One of the key features of sports operations on the field of play, and also the key to successful management of sports practice off the field is leadership. Leadership must be provided in any industry to give direction and pull everyone together towards a common goal. If planning is to be effective someone has to take everyone along with them towards the agreed target. Someone has to do the pulling together and forward, as well as the motivation of others to keep them going towards the same goal. (Watt, David C. 1996, 73)

3.7 Strategic leadership

One of the key strategic roles of both general and functional managers is to use all their knowledge, energy, enthusiasm to provide strategic leadership for their subordinates and develop a high performing organization. Several authors have identified a few key characteristics of good strategic leaders that do lead to high performance:

- (1) Vision, eloquence and consistency
- (2) Articulation of a business model
- (3) Commitment
- (4) Being well informed
- (5) Willingness to delegate and empower
- (6) Astute use of power
- (7) Emotional intelligence

(Hill et.al 2013, 29)

Schoemaker, Krupp and Howland came up with different essentials in their article on strategic leadership in the Harvard Business Review. They listed the abilities as follows:

- (1) Anticipate
- (2) Challenge
- (3) Interpret
- (4) Deside
- (5) Allign
- (6) Learn

3.8 Human Recources Management

Human resources are one of the most crucial assets of any club sport in Finland. According to Sport.fi, over 500 000 Finns participate in sports clubs in various voluntary activities. This community based form of sports clubs rely on involving families into their children' sport hobbies. This in mind, this chapter will consider human resource management from an association point-of-view.

An association is one of the most visible aspects of civic activity. Civic activity means, that the people themselves create potential generated by the activity, some thing to provide or promote, but not their own economic benefit for the purchase or basic physical needs. The activity is usually included in the group and is based on a voluntary basis. (Koski 1994, 85.) Without this activity, sports in Finland would be a whole lot different.

Human resources management is the organizational function that deals with issues related to all the people in the organization who individually and collectively contribute to the achievement of the organization's objectives. (CRS 2011, 2)

Volunteering as a coach or team manager usually starts with one's own child's hobby. The parents usually commit for a long time with the club and by committing,

understand the importance of such an association. However, it is also important to create conditions for alternative motives to join association sport clubs.

Being committed is particularly affected by the quality and utility at the beginning of the orientation and training. The perceived respect of others from the work done during the operation, wellbeing as a volunteer, and the pride of one's own football club. Personal rewards and shown appreciation in everyday life are the most effective ways to engage volunteers. (Suomen Palloliitto – Vapaaehtoisen johtaminen)

The human resource management process is crucial especially within clubs that pursue a standard and work towards professionalism. The status of the association football club in question works within a small group of personnel and thus going too in-depth into human resource management process is insignificant at this point.

The human resource management process can be set into the following categories:

1. Recruitment
2. Goal setting
3. Training and development
4. Compensation and benefits
5. Performance management
6. Career management
7. Leadership development

(Figure 3)



Figure 3. Human resource management process

4 Empirical part

4.1 Brief history of Lahen Pojat JS and Lahen Pojat Junnut ry.

Lahen Pojat Jalkapalloseura was established in 2008 by a group of football loving friends from Lahti, Finland. They wanted to bring versatility to the football 'scene' in Lahti which is known as a football city that has brought the public players like Jari Litmanen, Petri Pasanen etc. The main idea was to establish a club that really represented Lahti.

The city has two major football clubs, Lahden Reipas and Lahden Kuusysi. Both combined they have several thousand players enlisted. This is mind, the group of friends realised that there was room for a new club for all the drop-outs and overaged players that want to continue playing after the junior years.

They established a team, starting from division six, the lowest division. The team got promoted to a higher division each year it played until climbing up to the third division in 2012.

As a club, it had started to maintain a place in the regions football scene, selling scarves and having tens of people coming out to watch games. The dream of an own club team had come true.

In 2012 the club decided that it was time to step into a new area by establishing it's first junior teams. In 2014, Lahen Pojat Junnut ry. was established, making the junior team an own association so that it can run on it's own.

The juniors have a total of four teams, starting up a new team each season.

4.2 Idea for the thesis

The idea for this thesis came to me after hearing the news of Jani-Petteri Uhrman, the co-founder and chairman of Lahen Pojat football club, stepping down and leaving the club. I had been a member of the club earlier as a player and a coach and knew the amount of information that one person held in his hands. The club had functioned

almost solely through this one person which made his stepping away from the organization a big issue for the club.

I contacted my former teammate, then coach for the juniors, if they had need for such a project and whether they had everything planned out. He brought to my understanding the fact that the coaches had been coaching juniors for years, but running a new organization was unfamiliar with them.

Organizational development for a football club had been on my mind earlier, as I had suggested a similar project to another club in Helsinki. That club has a long history in sporting but our goals did not meet.

4.3 Aims of the project

The aim of this project was to firstly help Lahen Pojat Junnuty. create a solid foundation for the club using strategic management process as a tool, and secondly to maximise own learning process through the project.

Maximising the outcome of small steps in management and maximising the outlet of the people involved can make a big difference. One main aim was to make change. Giving a football club options and suggestions in development creates a new thinking process, "maybe there is more we can do". This project, being about a junior club, makes it more tempting for organizations to be better because it is for the children.

Bringing perspective gives a broader vision, improves seeing the 'big picture'.

Setting up a sustainable system for the club to make decision making easier, accurate and goal-oriented was the ultimate goal.

4.4 Research problems

Dealing with any organization, the importance of finding a balance whether it's structural, operational or economical is paramount because as stated in chapter 2, there is no universal set of ways for all businesses.

The main problem with this research was poor communication between the association and author. The results of the development project were given to the organization but further feedback was never received to create a more specific product for the club. Also I found that most of the studies made on developing association type organizations and football in Finland can only be found in specific libraries. The University of Jyväskylä holds most of the scientific literature on these topics, and made it almost impossible for the author to get hands on. (Approx. 300km travel distance)

4.5 Project assessment

A meeting was set up with the club via phone during the early days of 2015. The meeting was pushed back 3 weeks which gave the author further more time to gather information on club sports management and development.

Time was used during this time to have a meeting with Jorma Mäkipää, the project manager at Vierumäki in club sports management studies.

The author received questionnaires for the club and plenty of useful material for the research.

The meeting with the club representatives was conducted in late February 2015. The meeting was conducted in a thematic-manner. Introductions were held, the idea of the project presented and then a thematic interview presented to the representatives. The idea was for them to get an idea of what I was offering for them and the club and to get a further more idea of where the club organization stands. A questionnaire was given to all representatives to fill in. Also the clubs yearly plan was requested.

The questionnaire paper was conducted by Vierumäen Johtoinstituutti and can be found as appendix 1.

Excluding the questionnaire, all information were collected from official sporting administrations or scientific literature, both online and from books.

4.6 Data analysis

The questionnaire (appendix 1) and clubs yearly plan (appendix 2) were analysed. Using the material from Jorma Mäkipää and Vierumäki Johtoinstituutti, I set up an easily usable model for the club to use as a tool (appendix 4) for setting up their strategic development plan. I included my own development suggestions (appendix 3) that were based on the theory part of this thesis.

4.7 Developmental suggestions

Organization

-Mission - Lahen Pojat football clubs endeavor is to provide children with good conditions for the development as well as on the football field, that as human beings. Not everyone can become world-class footballers, but all can become world-class people." (If this is your mission?)

-Vision - Short and concise plan for the future that can be measured. (Eg. The regions third-largest junior football club, etc.).

-Responsibilities included into the organizational structure of the club.

-Yearly calendar - a clear-to-read calendar of events (should be seen on the website)
See Annex.

-Strategic Management Plan.

Communication

- www. pages open as soon as possible
- TRANSPARENCY - a strategic action plan, organization charts, Diversification of communication channels eg. Twitter, Facebook, Instagram, web pages, annual publications, letters, e-mail etc.

Education

- Lahen Pojat Junnut ”the way to work and grow”
- Etiquette for behaviour?
- Feedback

The strategic management plan is the foundation of clubs which is used to clarify their functions. The following sections can be found in the plan:

- Vision
- Our Mission
- Main focus – organizational development, communication, culture, player development, education

- Strategic goals – Strategic goals can be e.g. ’Sinettiseura’, ASA club, Education courses under which coaching courses, team manager courses, trainer courses etc. Communication development can be eg. Web pages open, channels of communication to increase, communication plan, etc..
- Culture, there can be, for example a yearly event (vuosirieha), different events, the club's identity reinforcement (eg. HIFK ice hockey comes to mind. Tackling, fighting, strong).
- Player Development under eg. The club’s development camps, Team-Development Goals (bouncing)
- Education sub eg. rules of the game for players and discussions with parents (before the start of the season)

The plan - the plan will be listed on tangible things which are monitored to start doing eg. Coaches b-license, etc.

Meters - The last section of the list of the things that are crossed out according to the plan to be true and objectives are realized eg. The coaches training

The club decides on what they want to start developing. These are my suggestions.

5 Discussion and Results

The main function of this study was to find and create a solid organizational structure and plan for Lahen Pojat Junnut ry, and can also be used as a model for other clubs as well. Modern non-profit organisations have to have somekind of plan in order to succeed and develop. Development does not need to mean growth of an organization but also maintainance. In the fore-mentioned I believe I have succeeded as the author of this thesis. A strategic management plan was introduced to the club with the authors suggestions (Appendix 3). Implementing it into the club as an active tool is up to the organization itself.

The necessity for the study was obvious. As can be interpreted from the authors developmental suggestions, the football club needs development in almost all aspects of the strategic management process.

The club has a managemental structure but as they defined it in interview, mostly the people who were in the structure knew that there was one. The problem with this was that parents among others, did not know who to contact if questions arose. Also tasks were overlapping which stated that responsibilities within the structure were not clarified. The club also lacked vision - and mission statements.

It was clear that the club needed structure. During the interview, I stressed the necessity of a written out plan and provided a few samples from other clubs' strategic management plans that were either online or received from Suomen Johtoinstituutti. Communication channels were also discussed. Most of the communication was via e-mail or by text messaging. There have been cases in the footballing society in Finland where parents have gotten fed up with poor communication between the football club and the public. Most of the problems have risen because of money. The parents wanted to know where exactly the money is spent. This in mind, I stressed the club management about transparency in the club. Parents, sponsors and fans want to know how the club functions and where the money is spent.

Most of the problems with the research was due to poor communication between author and club. Communication with the club was very poor throughout the research. What was clear from the beginning of the research was that the club thought that somekind of development plan can or could be useful but it didn't have to be 'anything special'.

During the interview, the club assured that they were not looking forward in developing into a large club but merely want to do things 'their own way'.

The specificity of the the study is implemented into the suggestions that were introduced to the responding organization. As the organization had already started a new football season, they did not have a any due date for the study. Therefore the reader can find the product unfinished as the process of implementing the authors suggestions (appendix 3.) into the strategic management tool (appendix 4.) are still ongoing in the responding organization.

The tool (appendix 4.) has been used with similar junior clubs all over Finland. Information on association football club development was relatively easy to find because it is a 'hot topic' in Finnish football. The Finnish football federation (SPL) had very thorough and informative web pages on developing club football.

The theory part of this study was collected from scientific literature and valid studies.

The authors own learning process was immense especially time-management wise since many a time, a project such as this is done over a much longer time. Also association sports club management theory and implementation have become more intrequing than before.

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7 Appendix

Appendix 1.

Seuran itsearviointi		SIVU 1/5	
Organisaatio ja strategia			
seuran organisaatiokaavio:			
> piirretty / kuvattu selkeästi	KYLLÄ	EI	
> vastuunhenkilöt kirjattu kuvaukseen	K		
> kaavio nähtävillä www-sivuilla	K		
> päivitetty / vastaa nykytilaa	K		
> hallinnollisen kaavion lisäksi urheilutoiminnan kaavio (urheilijapöytäku)	K		
johtokunta/ hallitus			
> jäsenille osoitettu vastualueet	KYLLÄ	EI	
> vastualueiden sisältöjä ja tavoitteita kirjoitettu auki	K		
> vastualueet seuralaisten nähtävillä (www-sivut)	K		
> henkilöiden / vastualueiden toimintaympäristö kuvattu	K		
> hallituksen toimintavata on kirjattu (hallintösääntö tms.)	K		
> uudet jäsenet perehdytetään toimintatapoihin	K		
> hallituksen jalkautumisesta sovittu /kirjattu	K		
muut seuran avaintoimijat / avainroolit			
> vastuut / tehtäväkuvaukset on kirjattu	KYLLÄ	EI	
> edelliset on päivitetty / tarkastettu viimeisen vuoden aikana	K		
> henkilöiden / vastualueiden toimintaympäristö kuvattu	K		
seuran strategia			
> on kirjallisena	KYLLÄ	EI	
> strategia sisältää kuluvan vuoden	K		
> jaettu /viestitty seuralaisille	K		
seuran strategia sisältää:			
> toiminta-ajatuksen (miksi olemme olemassa)	KYLLÄ	EI	
> vision / näkyvä tulevista vuonna xxxx	K		
> seuran arvot	K		
> nykytilan arvion (SWOT tai muu)	K		
> arvovalinnat perusteltu / avattu tarkennuksin arvioituja osa-alueita:	K		
organisaatio	K		
henkilöstö	K		
urheilutoiminta	K		
asema toimintaympäristössä	K		
talouden hoito	K		
markkinointi	K		
viestintä	K		
ainoastaan "seura" yleisesti	K		
Missä dokumentti on tallessa? A.M.S. REVA			
milloin päivitetty viimeksi? 30.05.2014			
Missä dokumentti on tallessa? A.M.S. REVA			
milloin päivitetty viimeksi? 30.05.2014			
Missä dokumentti on tallessa? A. REVA			
Missä dokumentti on tallessa? A. REVA			
Missä dokumentti on tallessa? HALLITUS PÄÖTÖS			
milloin päivitetty viimeksi? 30.05.2014			

tavoitteiden seuranta ja muuttaminen

- > seuralla on sovittu toimintamalli strategian seurantaan (kirjattu)
- > sisällytetty vuosikelloon (löytyykö vuosikelloa?)

			K

seuran toimintasuunnitelma

- > löytyy kirjallisena
- > sisältää näkemyksen nykytilasta
- > perustuu seuratoiminnan arviointiin
- > sisältää määritellyt ja mitattavat tavoitteet

			K
			K
			K

seuran toimintakertomus

- > löytyy kirjallisena
- > perustuu toimintasuunnitelmaan

			K
			K

seuran talous

- > seuralla on kirjallinen ohjeistus eri toimintaryhmillä taloudenpidosta
- > seura kouluttaa uudet toimijat talouden osa-alueella
- > seuran maksut ja jäsenedet on kirjallisena ja jäsenten nähtävillä
- > seuralla ei ole ns. pimeitä tilejä

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			K
			K

Missä dokumentti on?

milloin päivitetty viimeksi?

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milloin päivitetty viimeksi?

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milloin päivitetty viimeksi?

Seuran itsearviointi

Viestintä- ja Henkilöstöjohtaminen

SIMU 3/5

seurassa on nimetty vastuuhenkilöt:

- > ulkoiselle viestinnälle
- > sisäiselle viestinnälle

KYLLÄ	EI
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vastaavan nimi:

A. TENA

Missä dokumentti on?

milloin päivitetty viimeksi?

seuralla on viestintäsuunnitelma

- > suunnitelmassa on huomioitu ulkoinen viestintä
- > sisäinen viestintä
- > kriisiviestintä
- > suunnitelma sisältää:
 - viestittävät asiat
 - tavoitteet
 - kohderyhmän
 - keinot / välineet
 - ajankohdan
 - vastuuhenkilön
 - kustannukset
 - maksajan

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seuran www-sivuilla on:

- > seuran toiminnan tarkoitus (missio)
- > seuran arvot perusteluineen /tarkennuksineen
- > seuran visio (näky tulevasta)
- > urheilutoiminnan tavoitteet ja päämäärät
- > hallituksen jäsenten yhteystiedot
- > vastuualueet
- > valokuvat
- > toimiston yhteystiedot
- > avaintoimijoiden yhteystiedot
- > seuran historia
- > materiaalisalkku
- > ajankohtaisten tapahtumien osio
- > toimiva päivitysjärjestely

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seuran yhteistyö koulujen kanssa:

- > suullisesti sovittua
- > satunnaista (riippuu henkilöistä, ja halusta)
- > järjestelmällistä
 - kirjattu sopimus sisältää:
 - toimintamuodot
 - tavoitteet
 - vastuuhenkilöt

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Missä dokumentti on tallella?

milloin päivitetty viimeksi?

yhteistyö muiden lajien kanssa:

- > suullisesti sovittua
- > satunnaisesti (riippuu henkilöistä, ja halusta)
- > järjestelmällistä
- > (huomioitu vuosikellossa /strategiassa / toimintasuunnitelmissa)
- > kirjattu sopimus sisältää:

	toimintamuodot	
	tavoitteet	
	vastuuhenkilöt	

seurasta poistuvien haastattelu on:

- > satunnaista (riippuu henkilöistä, ja halusta)
- > järjestelmällisestä (toimiva käytäntö)
- > kirjallinen toimintamalli
- > yhteinen kyselypohja
- > poistuvien syitä ja määriä kirjataan ja hyödynnetään

seuralla on sovittu toimintatapa liittyen seuraväen:

- > kouluttamiseen
- toimintatapa löytyy kirjallisena
- kirjallinen toimintatapa sisältää suunnitelman seurajohdolle valmentajille muille seuratoimijoille/vastuuhenkilöille
- > perehdyttämiseen
- toimintatapa löytyy kirjallisena
- > kehityskeskusteluihin
- toimintatapa löytyy kirjallisena yhteinen mallipohja käytössä
- > palkitsemiseen
- toimintatapa löytyy kirjallisena sisältää perustelut (kriteerit) palkitsemiselle
- > rekrytoimiseen
- toimintatapa löytyy kirjallisena huomioltuna:

	lasten vanhemmat	
	nuoret	
	aikuiset	
	seniorit	
	pelajat	
	hallitusyöksentely	

	missä dokumentti on tallessa?	
	milloin päivitetty viimeksi?	

	missä dokumentti on tallessa?	
	milloin päivitetty viimeksi?	

	missä dokumentti on tallessa?	
	milloin päivitetty viimeksi?	

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	milloin päivitetty viimeksi?	

	missä dokumentti on tallessa?	
	milloin päivitetty viimeksi?	

Seuran itsearviointi

urheilutoiminta ja olosuhteet

seuran urheilutoiminnan yleiset linjaukset									
seuran valmennuksen linjaus									
joukkueiden toimintasuunnitelmat									
joukkueiden kausisuunnitelmat									
joukkueiden toimintakertomukset									
seuran junioreiden testaaminen									
yhtenäinen testijärjestelmä									
testauksen ohjeistus kirjattu									
toteutuu ryhmässä									
palaute pelaajille ja valmentajille (esitetään seuran toimintatapa / mallikaavakki									
harjoitus ja peliarviointi pelaajille									
pelaajien itsearviointi									
pelaajakortti / tiedosto									
seuralla yhtenäinen malli									
käytössä eri ryhmissä									
ohjeistus kirjattuna									
seuran "tuotteet":									
a. yhteistyö päiväkotien kanssa									
b. yhteistyö koulujen kanssa									
c. iltapäivätoiminta									
d. aikuisliikunta									
e. nuorten harrastetoiminta									
f. vanhemmille aktiviteetteja harjoitusten aikana									
g. seniortoiminta									
terveyskasvatus									
seuralla on suunnitelma eri ikäluokille aiheittain									
koulutusta tai luentoja seuran toimijoille									
koulutuskalenteri sisältäneen nähtävillä seuralaisille									
ensitapu									
ryhmillä yhteinen ensiapulaakun täyttöohjeistus									
ryhmillä omat ensiapulaakut									
seura keskittänyt hankintoja									
opiskelun seuranta ja tuki									
seuran ohjeistus ja toimintamalli									
olosuhteiden kehittäminen									
suunnitelma olosuhteiden kehittämiseksi									
tapahtumien järjestämiseen aikataulu / ohjeistus									
tapahtumilla turvallisuussuunnitelmat									

Missä dokumentti on?	milloin päivitetty viimeksi?
A. REVA	2022-2023
B. JOUKKUEET	2022-2023
VARA. ESR LUVELI	2022-2023
Missä dokumentti on?	milloin päivitetty viimeksi?
Missä dokumentti on?	milloin päivitetty viimeksi?
MISSÄ DOKUMENTTI ON?	
Missä dokumentti on?	milloin päivitetty viimeksi?
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Missä dokumentti on?	milloin päivitetty viimeksi?
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Appendix 2.

LAHEN POJAT JUNNUT RY KAUSISUUNNITELMA 2014-2015

1. JOUKKUEEN HARJOITTELU

Harjoittelun aikataulut:

Harjoittelu alkaa	Harjoitustauot	Kausi päättyy 20.9.2015
06.11.2014	joulutauko	
	kesätauko	
	07/2015	

Pyrimme harjoittelemaan 2 kertaa viikossa, harjoituksen kesto n. 90 min.
Kesäkaudella arkisin, talvikaudella toinen vuoro viikonloppuisin

2. OTTELUT

Harjoitusottelut:

Pyrimme pelaamaan syys- ja kevätkaudella muutamia harjoitusotteluita .
Tarkemmat otteluiden määrät ja ajankohdat tulevat tietoon
syksyn/kevään aikana.

Turnaukset:

Osallistumme kaudella 2014-2015 turnauksiin. Kauden aikana noin 4
turnausta.

Pelaajamäärä rajoitetaan 16 pelaajaan F8/F9 joukkue, pelaajia
peluutetaan aina tasapuolisesti. Pelaajien max.määrä kaudella 2014-2015
F06-07 32 poikaa/tyttöä

3. KASVATUKSELLISET TAVOITTEET

”Lahen Poikien pyrkimys on tarjota lapsille hyvät edellytykset kehittyä sekä jalkapalloilijoina, että ihmisinä. Kaikista ei voi tulla huippu-jalkapalloilijoita, mutta kaikista voi tulla huippu-ihmisiä.”

Noudatamme seuran kasvatuksellisia ja eettisiä tavoitteita ja lisäksi joukkueemme tavoitteina on:

Terveen itsetunnon kehittäminen:

Kannustamme lapsia kaikessa toiminnassa rehellisyyteen. Koemme onnistumisia ja epäonnistumisia. Tähtäämme toiminnassa siihen, että lapset uskaltavat myös epäonnistua ja yrittää rohkeasti epäonnistumisen jälkeen myös uudelleen.

Harjoittelemme pientä itsearviointia suorituksen jälkeen – mikä meni hyvin, mikä vähän huonommin ja mitä voisi yrittää parantaa/kehittää. Pitää myös osata tunnustaa reilusti parempi paremmakseen.

Sosiaalisuuteen kasvaminen:

Otamme toiset huomioon ja annamme kaikille mahdollisuuden kuulua johonkin yhteiseen päämäärään pyrkivään kokonaisuuteen eli joukkueeseen. Siedämme erilaisuutta ja kohtaamme erilaisia tilanteita. Sosiaalisen kasvamisen vauhdittajana toimii joukkueen yhteiset tilaisuudet ja tiettyjen sääntöjen noudattaminen ryhmässä. Pyrimme kasvattaman lapsia käyttäytymään fiksusti sekä kentällä, että sen ulkopuolella.

Urheilullisen elämäntavan omaksuminen:

Kannustamme lapsia omaksumaan urheilulliset elämäntavat näyttämällä hyvää esimerkkiä heille. Me kaikki vanhemmat voimme osallistua tämän päämäärän saavuttamiseen olemalla itse hyvänä esimerkkinä lapsillemme. Urheilulliset elämäntavat ovat terve pohja kasvamiselle. Jätämme tupakan ja alkoholin käytön **yhteisten** tilaisuuksien ulkopuolelle. Hyväksymme ja kannustamme lapsiamme myös kaikkeen muuhun liikuntaan – jalkapallo on vain yksi mukava harrastus kaikkien muiden joukossa. Kannustetaan harrastamaan myös omaa vapaamuotoista liikuntaa silloin kun mitään ohjattua toimintaa ei ole tarjolla. Nautitaan urheilusta ja liikkumisesta.

Joukkueemme sisäiset pelisäännöt tarkastetaan syksyn ja kevään vanhempien kokouksissa

PELISÄÄNNÖT (luodaan erikseen)

Painopiste tavoitteellisessa harjoittelussa , missä painotetaan aikataulujen tärkeyttä sekä valmistumista alkavaan tapahtumaan.

Koulunkäynnin yhdistäminen harrastukseen:

Kannustamme lapsia hoitamaan koulutyönsä kunnialla. Joukkueessa opetettavat monet taidot palvelevat myös koulunkäyntiä sellaisenaan. Koulu menestys on aina joukkueessamme etusijalla – vasta sen jälkeen tulevat harrastukset.

4. VALMENNUKSELLISET TAVOITTEET

Harjoitustapahtumat ja pelit ovat aina laadukkaita.

Vaikka olemmekin jalkapallojoukkue, pyrimme harjoittelemaan hyvin monipuolisesti myös monia muitakin perusliikunnan osa-alueita. Harjoittelussa pyritään erityisesti kehittämään koordinaatiota (juoksutaitoa), nopeutta, motorisia taitoja sekä jalkapalloon liittyviä lajitaitoja. Kauden aikana olisi tarkoitus aloittaa säännöllinen nopeus ja koordinaatioharjoitukset, jotka suunnitellaan liitettäväksi varsinaisen harjoittelumme alkulämmittelyksi. Kerran viikossa pyritään järjestämään myös motoriset taitoharjoitteet sisältävä osio (kuperkeikat, kärrynpyörät jne.). Kaikki nämä yhdessä mahdollistavat lapsillemme monipuolisen liikunnallisten valmiuksien kehittymisen.

5. VANHEMPAINKOKOUKSET, LEIRIT, TALKOOT, TAPAHTUMAT

- Vanhempainkokouksia järjestetään kauden aikana tarpeen mukaan, kuitenkin vähintään 2 kertaa vuodessa (syksy/kevät).

6. TIEDOTTAMINEN

Joukkueen sisäinen tiedotus:

Joukkueen sisäisen tiedotuksen toimiminen on ensiarvoisen tärkeää, jotta joukkue toimisi kaikkia tyydyttävällä tavalla. **Ensi kauden aikana tärkein tiedotuskanava on joukkueenjohtajan (JJ) sähköpostitiedotteet**, sekä sekä ryhmän Facebook

sivusto.

Ristiriitaisen tiedon tapauksessa JJ:n tiedote on aina se ensisijainen.

7. TALOUS

Taloussuunnitelma 1.11.2014 - 31.09.2015:

(Liite 1)

Kausimaksu (pelaaja/kausi):

260 eur/pelaaja (talvi 11/2014 130€ ja kesä 05/2015 130€)

+

Erikseen laskutettavat:

verkkarit 100 eur

peliasu 100€

Varainhankinta: -

8. LAHEN POJAT JUNNUT RY

- Hallitus

Appendix 3.

Seuratoiminnan kehittämisehdotukset:

Organisaatio

- Missio - *"Lahen Poikien pyrkimys on tarjota lapsille hyvät edellytykset kehittyä sekä jalkapalloilijoina, että ihmisinä. Kaikista ei voi tulla huippu-jalkapalloilijoita, mutta kaikista voi tulla huippu-ihmisiä."* (onko tämä teidän Missio?)
- Visio - Lyhyt ja ytimekäs tulevaisuuden suunnitelma joka on mitattavissa. (esim. Lahden kolmanneksi suurin juniorijalkapallo seura tms.)
- Seuran toimijoiden vastuualueiden kirjaaminen
- Vuosikellon luominen - selkeälukuinen tapahtumakalenteri (tulisi nettisivuille nähtäväksi) Katso liite.
- Strateginen toimintasuunnitelma

Viestintä

- www. sivut auki mahdollisimman pian
- LÄPINÄKYVYYS - strateginen toimintasuunnitelma, organisaatiokaavio,
- Viestintäkanavien monipuolistaminen esim. Twitter, Facebook, Instagram, www-sivut, vuosijulkaisut, kirjeet, sähköposti jne.

Kasvatus

- Lahen Pojat Junnut tapa toimia ja kasvaa
- Käyttäytymisetiketti?
- Palautteenanto

Strateginen toimintasuunnitelma on monelle seuralle kivijalka jota käytetään selkeyttämään toimintaa. Suunnitelmasta löytyy seuraavat kohdat:

Visio

Missio

Painopisteet - Seurakehitys, Viestintä, Kulttuuri, Pelaajakehitys, Kasvatus

Strategiset tavoitteet - Strategiset tavoitteet seurakehityksen alla voivat olla mm. sinettiseura, kerhotoiminnan aloittaminen, koulutustoiminta jonka alle valmentajan koulutukset, jojo-koulutukset, huoltajakoulutus jne.


Viestinnän kehitys voi olla esim. www-sivut auki, viestintäkanavien lisääminen,

viestintäsuunnitelma jne.

Kulttuurin alla voi olla mm. erilaisia vuosirieha tapahtumia, seuran identiteetin vahvistaminen (esim. HIFK jääkiekosta tulee mieleen kovaa taklaava, taisteleva ym.)
Pelaajakehityksen alle esim. seuran taitokoulut, joukkuekohtaiset kehitystavoitteet (pomputtelu)

Kasvatuksen alle mm. pelisääntökeskustelut pelaajien ja vanhempien kanssa (ennen kauden alkua)

Suunnitelma - Suunnitelmaan listataan konkreettisia asioita joita seura alkaa tekemään esim. valmentajat b-lisenssi jne.

Mittarit - Viimeiseen osioon listataan asioita jotka rustataan sitä mukaan pois kun suunnitelma pitää paikkaansa ja tavoitteet toteutuvat esim. valmentajien koulutus 

Seura päättää mitkä ovat painopisteet joita halutaan lähteä kehittämään. Yllä olevat ovat ehdotukseni.

Appendix 4.

Lahen Pojat Junnut RY

