



# Managing Organizational Growth

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# Overview

- Definition: increasing number of players or events
- Perspectives on growth
- Ways to increase or decrease growth
- Growth requires organizational structure to grow
- My Questions



# Perspectives on Growth



- Reasons to want growth:
  - Promote the sport – pass it on
  - More stability (especially if you're small)
  - Provide more options for players
  - Gain greater 'clout' with local authorities
  - Greater resources – more money, more potential volunteers
    - Potential for paid staff – can be a big help in managing the organization
- Challenges of growth: culture can change, more work, more complication
- PADA experience: growth in number of leagues, flat membership; changing demographics (HS players, women)



# Increasing or Decreasing Growth



- Growing membership: having room for more players in your league, and recruiting players to fill it.
  - See Dana's presentation on recruiting players
- Make growth something you manage, not something that “happens to” your club.
- Decide what you want
  - Manageable growth rate (5%, 10%)
  - Also culture - more growth means more new players



# New Leagues



- With substantial existing league, creating new leagues is pretty easy
  - Decide where, why; fill unmet needs
  - “Satellite” leagues, advanced or beginner leagues
  - Existing league offers an initial base of players
  - Growing these leagues can be trickier - it isn't automatic



# Dealing with Change



- Growth (or lack of it) will change things
  - Examples: more novice players, need to teach/coach more
  - No growth = experience level increases w/ time
  - Anticipate changes, prepare in advance
  - Culture will change – hard to predict; just decide what is important to preserve, and don't be surprised when challenges come up
- More players/events means more volunteers needed



# Organizational Structure



- Obviously, more people & events means more work
- Increase volunteer jobs up front (plan ahead)
- See the volunteer presentation:
  - create support jobs, use committees, consider stipends, paid staff.
  - Advance the organization - develop the board, promote volunteerism, get more organized
- League structure can make things easier:
  - Full team versus draft league



# My Questions

- Have you seen differences in growth between “team” based and individual-signup based leagues?
- Have any of you done things intentionally to grow your organization more rapidly? How did it go?
- If any of you been involved through a period of extensive growth in your club, what challenges came up and what did you learn?