

Strategic Planning and Executive Succession

February 5 and 6, 2018

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LEARNING OBJECTIVES

By the end of this session, you should be able to:

- Understanding it's first the Culture (mindset).
 - The value of a strategic plan.
 - Work with your club leadership team to create or refine a strategic plan
 - Engage members in the strategic planning process
-
- Tonight – Start your clubs Strategic Plan

What is a Strategic Plan?

Definition

- Strategic – Relating to the identification of long term or overall aims and interests and the means of achieving them.
- Plan – A detailed proposal for doing or achieving something.



“A Description of the business concept that the enterprise will deploy to realize the picture or vision of itself in the future.”

Michel Robert author of “The New Strategic Thinking.”

Why Do We Need a Strategic Plan?

- Clubs with a strategic plan are stronger than those without one.
- **Increased Effectiveness and Impact.** Is it better to start at 0 or already moving? Is it better to start your journey with or without a destination? Its hard and ineffective to recreate the wheel every year.
- 3C's - Clarity, Consistency and Communication
- Alignment
 - Club
 - District
 - RI
- Which leads to... Increased Member Engagement, Retention, Recruitment, Impact.
- Only 46% of clubs have a strategic plan. Why? (We have always..., it's a pain, we don't know how, it's a waste of time, we can't predict...)

But First - Culture eats Strategy for Lunch

- [freakonomics - Culture eats strategy - Indra Nooyi - Pepsi CEO](#)

DUBNER: After you became C.E.O., you spent a lot of time and money essentially reformulating PepsiCo as a food-and-beverage company much more in line with modern ideas about nutrition. I'd like to speak about the upfront costs of that reformulation, including a dip in market share and some very unhappy shareholders.

NOOYI: I think as we looked at consumer trends and we looked at where we thought the markets were growing, we knew we had to retool our portfolio. That was just not even a question. We knew that if we didn't do it, our future was in jeopardy.

Substitute "Rotary" for "PepsiCo"

Substitute "service organization" for "food and beverage company"

Substitute "Service" for "Nutrition"

DUBNER: Did you feel that at any point that PepsiCo might come to be seen as tobacco companies came to be seen, as peddling an indefensibly unhealthy product?

NOOYI: It was never that drastic. It was more that consumer tastes change all the time. They change in food and beverage faster than they change anywhere else. And this was a sea change that was happening because the whole society and their habits, and their lifestyles were changing. My point is, this is a great opportunity. It's a great opportunity for us to change our portfolio, go where the consumer's going, and gain market share. But I was not stupid enough to say this can be done overnight. I mean, I knew this journey was going to be long, arduous, and it was going to be filled with pitfalls because it's not just the desire to change the portfolio. We had to line up the entire company's innovation, marketing, execution, and budgets to go where this marketplace was going, and then we had to change the culture of this company.

Substitute “irrelevant”
for “tobacco companies
came to be seen, as
peddling an
indefensibly unhealthy”

When people say culture eats strategy, I lived it first-hand, because I saw how many people sort of said, “Why should we change our company that’s been so successful for a future we don’t quite understand?” One had to paint the future in a very personal way. I mean, I had to use our own employees to say, “Look, your own eating and drinking habits are changing. If your eating and drinking habits are changing, as evidenced by A, B, C, and D” — which I was observing at work — “why do you believe the rest of the consumers out there, their habits are not changing?”

Once you start to change the culture of the company, everything else happens fast. This whole culture change is what took so long. And through that process, obviously people were impatient, because the way our whole investing works, it’s, “Yeah, you need to make the strategic changes. Yes, we know that the marketplace is changing, and you have to change, but you’ve got to do everything while delivering phenomenal returns in the short term.” I mean, that’s a tough one, because change takes a little longer than investors expect.

Some Thoughts For Getting Started

- Culture eats strategy discussion.
- Start with a Mindset of Growth and Positivity
 - Growth vs. Fixed – Carol Dweck
 - Replace “expectation” with “appreciation” – Tony Robbins
 - Abundance (10x) vs. Limited (10%) – Peter Diamandis
- Think Big, Think Long Term – This becomes your “North Star”
 - Big Hairy Audacious Goal (BHAG) – Jim Collins – 25 Years
 - Massive Transformational Purpose (MTP) – Peter Diamandis
 - Moonshot – Peter Diamandis
- Evolve (Grow) or Die, accelerating rate of change.

GOAL-SETTING RESPONSIBILITIES

AS PRESIDENT-ELECT

- Develop and evaluate your club's strategic plan to make sure it's current and relevant
- Set annual goals in Rotary Club Central that build toward your club's long-range goals
- Create an action plan for each goal
- Attend training to develop goals with your leadership team

AS PRESIDENT

- Implement and regularly evaluate your club's progress toward its goals
- Inspire every club member to participate in club activities
- Celebrate accomplishments

Getting Started

Basic Materials

- RI Strategic Planning Guide – [Rotary strategic-planning-guide](#)
- District Strategic Plan - [rotary7090 - district-strategic-plan](#)
- **RI Strategic Plan** - [RI strategic-plan](#)

Who Should be involved? (Jeff Bezos – 2 Pizza Rule)

- Current President
- President Elect
- Board
- Committee Chairs
- A diverse group of members

Reminder!!!

- Clarity
- Alignment
- Communication

Rotary Founding Principles

Object of Rotary

The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:

- FIRST: The development of acquaintance as an opportunity for service;
- SECOND: High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying of each Rotarian's occupation as an opportunity to serve society;
- THIRD: The application of the ideal of service in each Rotarian's personal, business, and community life;
- FOURTH: The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

Rotary Founding Principles (Cont'd)

Avenues of Service

We channel our commitment to service at home and abroad through five Avenues of Service, which are the foundation of club activity.

- Club Service focuses on making clubs strong. A thriving club is anchored by strong relationships and an active membership development plan.
- Vocational Service calls on every Rotarian to work with integrity and contribute their expertise to the problems and needs of society. Learn more in [An Introduction to Vocational Service](#) and the [Code of Conduct](#).
- Community Service encourages every Rotarian to find ways to improve the quality of life for people in their communities and to serve the public interest. Learn more in [Communities in Action: A Guide to Effective Projects](#).
- International Service exemplifies our global reach in promoting peace and understanding. We support this service avenue by sponsoring or volunteering on international projects, seeking partners abroad, and more.
- Youth Service recognizes the importance of empowering youth and young professionals through leadership development programs such as [Rotaract](#), [Interact](#), [Rotary Youth Leadership Awards](#), and [Rotary Youth Exchange](#).



Our strategic priorities and goals



We are leaders who act responsibly and take action to tackle some of the world's most pressing challenges.

- Members
- Impact
- Awareness
- WIIFM

Hickory

The Best Club Strategic Plan
that I found on the Internet

Rotary Club

Table of Contents

I. Executive Summary

II. Survey Results

III. Wildly Important Goals (WIGs)

WIG #1 Building Our Brand

WIG #2 Engaged Membership

WIG #3 Synergized Fellowship

WIG #4 Serving Our Community At Home And Around The World

IV. Proposed Implementation Timeline

Hickory



Rotary Club



I. Executive Summary

Rotary clubs need to go beyond one-year action plans, or plans that are dependent on a president's goals during his/her year. Multi-year action plans achieve greater impact and provide an opportunity to involve the chain of leadership (including President-Elect and President-Elect-elect) for continuity.

This process began with the club survey. The survey responses, summarized in section II, were reviewed and the strategic planning group began working towards recommendations.

We call these recommendations "Wildly Important Goals" or "WIGs." A Wildly Important Goal is a goal that must be achieved or nothing else you achieve really matters.

Our recommendation is to build our program of work and committee structure around achieving these WIGs.

Our next steps, pending approval of this document, are to form an implementation team. The details and timeline for this effort is described in section IV.



II. Club Survey Summary

Member Participation

- A total of 58 responses were received from the club, just over a third of entire membership.
- Approximately 90% of the responses were turned in at the April 17 meeting, with results potentially skewed toward the 60% of the membership that regularly attends meetings.

Discussion on survey response themes:

- Membership
 - Poor responses on initiatives to attract new members, time for fellowship and networking opportunity.
 - Need to pay attention to quality, such as a better balance of for-profit and non-profit. Could mean setting ratio on classifications and targeting those classifications that are lacking. (Rotary used to be about recruiting the BEST of each classification.)
 - Diversity – gender, classification, age, etc.
 - Succession plan – plans to anticipate and replace outgoing members



III. Wildly Important Goals

Building Our Brand (WIG #1)

Vision - To be recognized as the premier service organization in our area

Engaged Membership (WIG #2)

Vision - To have all members engaged through participation in meetings, events,

Synergized Fellowship (WIG #3)

Vision - To build fellowship through interaction that leads to friendships and mutual support

Serving Our Community: At Home and Around the World (WIG #4)

Vision - To provide relevant and sustainable service commitments that are vital to and recognized by our community

Proposed Implementation Process

The implementation team will be lead by President –Elect Mark Seaman and serve as a liaison between the Board of Directors and club members.

The team will oversee the implementation of the Wildly Important Goals (WIGs) as a framework for our Program of Work. They will assist in recruiting committee chairs and providing them with guidance and resources to accomplish their goals.



Proposed Implementation Timeline (January through June 30)

January

Plan approval by BOD

Initial Meeting of Implementation Team

Define committee structure around WIGs

Recruit Chairs for Rotary Year 2015 Committees

February

Define committee structure around WIGs

Recruit Chairs for Rotary Year 2015 Committees

March

Recruit committee chairs

Identify "must-have" Committee Members

Begin Recruiting Committee Members

April – May

Goals setting for committees

June

Program of Work to Entire Club

The Strategic Planning Model
Create a vision for your club, with strategic priorities that will help you achieve it. Then set yearly goals that support each strategic priority.



- Culture
- Internal
- External (Community)

Please understand that this is an iterative process, it will never be perfect. Start Today!!!

The best outcome is a living document that keeps the club focused on "What Really Matters."

Start with Your “Why?” (Purpose, Cause)

- Create clarity about “Why” your Rotary club exists. Your purpose, cause, belief. Why should anyone care?
- Create clarity and alignment about “Why” you are passionate about Rotary.
- Identify some brands that you feel inspired by, what is it that makes you purchase their products or services, what is their why?
- What can you do to inspire your audience? Whether it be your team, your organization, your family or your community.
- “Start With Why inspires people to do the things that inspire them.”
- “People don’t buy what you do, they buy “why” you do it.” Simon Sinek
- Reference: Start with your Why – Simon Sinek
- Ted Talk: <http://www.youtube.com/watch?v=IPYeClXpxw>
- Write your “Why” Statement here:

Jim Collins – Visioning Tools – “Built To Last”

| Teaching Company (1990s) | |
|--|---|
| CORE IDEOLOGY | ENVISIONED FUTURE |
| Core Purpose | 25-Year BHAG |
| To ignite in all people the passion for learning | Create and bring forth the best collegiate and high school programs that have ever been invented |
| Core Values | Vivid Description |
| Excellence: Get the best, then make it better Cultivate every resource; pull weeds immediately Results-oriented work ethic Fair and generous relationships with our people and customers; expect the same in return Integrity. Period. | Our reason for being is to set minds on fire. Make every customer touch point a place where that's what we do every marketing piece, every phone call, every Web visit, every package and piece of mail. ... Our programs will be featured in <i>Time</i> or <i>Newsweek</i> as one of the primary contributors to the radical improvement in high-school performance in the United States. ... Ivy League graduates will tell us that they received more and better learning through our programs than they got in college. ... Hundreds of thousands of people who never finished high school will become devoted learners of great literature, philosophy, and science. ... Prison inmates will learn about Plato and Darwin and Faulkner and ask for more. ... The best teachers in the world will reach 1,000 times the number of students they now reach. |

Website –
Jimcollins.com

Link - [Jim Collins - visioning tools](http://jimcollins.com/visioning-tools)

Strategic Planning Worksheet

Where are you now?

List the opportunities and challenges facing your community.

When checking your club's current state, use [Rotary Club Central](#), [Rotary Club Health Check](#), [Membership Assessment Tools](#), and your region's version of [Be a Vibrant Club](#) to see what your club is doing well and what it could improve.

| Strength's | Weaknesses | Opportunities | Threats (Challenges) |
|------------|------------|---------------|----------------------|
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Next, prepare a one-sentence vision statement.

Revise it with the team as needed, then see whether club members support it. (Include something that will distinguish your club from other service groups in your community — e.g., “Our vision is to be the most internationally diverse service club in our community,” or “Our vision is to be the service club most supportive of youths in our community.”)

- Our vision is...

Where do you want to be? Envisioned Future.

List five to 10 characteristics that you would like your club to have three to five years from now.

- Membership -
- Local Impact –
- Global Impact –
- Awareness –
- Foundation -

- Energy -
- Member WIIFM -

How do you get there?

Set strategic priorities that will help your club achieve its vision, considering:

- The club's strengths and weaknesses
- The goals of the Rotary strategic plan, those of your district, and those of your regional membership
- Programs and missions of Rotary International and The Rotary Foundation
- Your community's opportunities and challenges
- Members' opinions
- Achievability in three to five years
- Get the team to choose the most important strategic priorities — those that will have the biggest impact as your club works toward its vision.
- Identify yearly goals that support each of the top strategic priorities.
- List the tasks and activities, timeline, resources, and people necessary to meet the yearly goals under each of the strategic priorities.
- Use Rotary Club Central to help set goals and track achievements.

Strategic priority 1: _____

| Annual Goals | Tasks/Activities | Timeline | Resources Needed | Member Assigned |
|--------------|------------------|----------|------------------|-----------------|
| | | | | |
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How are you doing?

- Have your strategic planning team regularly monitor progress on reaching its goals and suggest plan updates as needed.
- Review your strategic plan, including its vision statement and priorities, each year with club members to see if they would like any revisions.
- Make sure club decisions support the goals of the plan, and discuss observations with the strategic planning team.
- Allot enough resources to achieve the plan.
- Repeat the strategic planning steps every three to five years to produce a new plan or keep the current one.
- List steps that your club should take to track its strategic plan, including a timeline — e.g., reports at monthly board meetings, talks at club assemblies, and annual reviews.

Succession Planning

- A long term Strategic Plan makes Executive Succession Easier.
- There is no need to recreate, simply update.
- Success breeds success. Momentum Builds.
- Starts as Committee Leaders
- Progresses to President Elect - Elect

Summary

- Get the culture (mindset) right first.
- Clubs with a strategic plan are more vibrant and successful.
- Commit and Start Now
- Think Big
- Think Long Term – Envision the club you want in 10+ years.
- Use Rotary Tools to survey the club and community.
- Focus on “Wildly Important Goals”
- Seek Help if you need it.
- Relax – It will never be perfect.

“A good plan violently executed now is better than the perfect plan executed next week.” General Patton

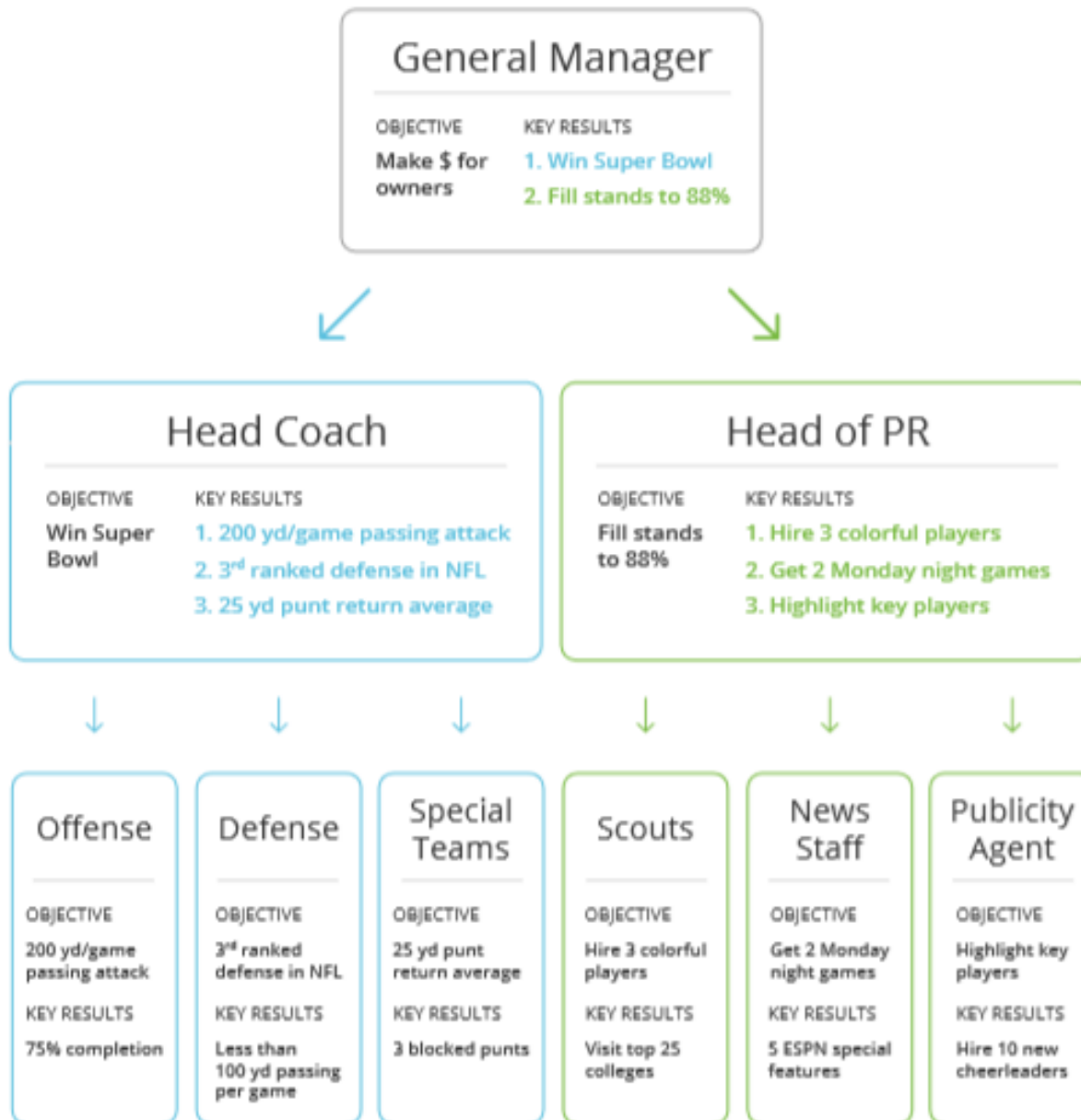
Questions???

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Strategic to Tactical

Translate Strategic Initiatives in Tactical Plans

- OKR's (Similar to SMART – Aspirational, Results Oriented)
 - Objectives (Limit to 4-6)
 - Key Results (1-5 for each objective)
- SMART
 - Specific
 - Measurable
 - Attainable
 - Relevant
 - Time Bound
- WOOP (Wish, Outcome, Obstacle, Plan)



OKR's – Objectives and Key Results

- Book – “High Output Management” – Andy Grove
- Website – Betterworks.com, John Doerr

SMART Goals



WOOP Student Activity

Character LAB
WWW.CHARACTERLAB.ORG

WOOP helps people do the things they really want to do.

W

WISH

What is an important wish that you want to accomplish? Your wish should be challenging but feasible.

My wish:

O

OUTCOME

What will be the best result from accomplishing your wish? How will you feel?
Pause and really imagine the outcome.

Best outcome:

O

OBSTACLE

What is the main obstacle inside you that might prevent you from accomplishing your wish?
Pause and really imagine the obstacle.

My obstacle:

P

PLAN

What's an effective action to tackle the obstacle? Make a when-then plan.

When:

Then I will:
(my action)

Gap Analysis

- Compare Current State to Envisioned Future
- What are the Gaps?
- Write down all the Gaps
 - Gaps are opportunities.

Goal Whiteboarding

- After you have Analyzed the Gap its time to get to work.
- For each opportunity writing down a wish, or objective, or goal(s).

Goal Prioritization

- “When everything is a priority, nothing is a priority”
- What are the Top 1-5 Goals for your club?
- Prioritization Matrix

Playbook – Concept by Patrick Lencioni

1. Why do we exist? We exist because ...
2. How do we behave? (Values, Beliefs and decision making principles)
3. What do we do?
4. How will we succeed?
5. What is the most important, right now?
6. Who must do what (in the next 90 days)?

Book – “The Advantage”
Patrick Lencioni
Website –
TheTableGroup.com

| Name | Title | Responsibilities |
|------|-------|------------------|
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| | | |
| | | |
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Review – Reflection and Learning

- Periodic Review
- Lessons Learned
- Adjustments

“Pain + Reflection = Progress” Ray Dalio

Reference Materials

Resources

- Rotary Strategic Planning Guide - <https://my.rotary.org/en/document/strategic-planning-guide>
- Be A Vibrant Club - <https://my.rotary.org/en/document/be-vibrant-club-your-club-leadership-plan-north-america>
- **Rotary's Strategic Plan** - <https://www.rotary.org/myrotary/en/learning-reference/about-rotary/strategic-plan>
- **Rotary District 7090 Strategic Plan** – [Rotary 7090 Strategic Plan](#)
- Club Health Check - [rotary-club-health-check](#)
- Rotary Club Central
 - Goals and Goal Monitoring
- Member Satisfaction Survey
- Rotary Brand Center
 - Club Brochures and Newsletters
- Recommended Club By Laws
- Introducing New Members to Rotary
- Member Interest Survey
- Leadership in Action Guide - <https://my.rotary.org/en/document/leadership-action-leaders-guide>

2017 Rotary Member Survey - Strengths

- Rotarians generally find the friendship/fellowship that they seek in Rotary, in particular through in-person meetings at their Rotary clubs
- Rotarians strongly prefer Rotary's type of long-term membership
- Most also feel that Rotary provides them with an opportunity to have a positive impact on their community and the world
- There is considerable consistency between the membership of their ideal organization and the actual membership of Rotary o Although the actual membership of Rotary lacks full age and gender diversity, most Rotarians are not seeking gender and age parity in their Rotary clubs
- Rotarians are interested in an organization with a wide variety of causes rather than one single cause
- The most popular causes among Rotarians are mostly covered by Rotary's areas of focus and PolioPlus
- With a good match between their ideals and their Rotary experience, most Rotarians are engaged and intend to remain members, both short and long-term

2017 Rotary Member Survey - Opportunities

- Younger Rotarians, female Rotarians, Rotaractors, and alumni desire a greater percentage of younger and female members than currently exists in Rotary
- Transparency and accountability is a top issue but a quarter of Rotarians say Rotary is lagging behind in this area. Questions about Rotary as a whole and within clubs indicate that ineffective communication methods contribute to the complaints about transparency
- More strategic planning in Rotary clubs may improve member satisfaction and optimism for Rotary's future
- A significant percentage of Rotarians are frustrated with the pace of change
- In addition to Rotaractors and alumni, a growing number of Rotarians select the environment as a chief cause of their ideal organization
- Many Rotarians would like their Rotary clubs to be involved in more community service and international service projects
- Further, results suggest that some clubs are doing a poor job of involving Rotarians in projects and activities, which can lead to disengagement and attrition

Causes/Focuses of Rotarians' Ideal Organization

- Basic education and literacy 48%
- Economic and community development 37%
- Water and sanitation 33%
- Hunger and food scarcity 24%
- Environment 23%
- Disease prevention and treatment 23%
- Peace and conflict prevention/resolution 22%
- Polio eradication 22%
- Human rights 14%
- Disaster relief 14%
- Maternal and child health 10%
- Women's empowerment 8%
- Refugee crisis 5% Human trafficking 5%

Top Reasons for Volunteering

- According to Rotarians' responses in this survey, their three top reasons for volunteering are:
 - 1. To positively impact my community (62%)
 - 2. To make a difference in the lives of others around the world (48%)
 - 3. To connect with others (36%)
- Their top reasons for volunteering are the same as the top three benefits, in their opinion of joining or supporting Rotary:
 - 1. Positively impact my community (68%)
 - 2. Connecting with others (61%)
 - 3. Making a difference in the lives of others around the world (59%)

Types of Projects Funded in Rotarians' Ideal Organization

- Grants for projects to help my community 75%
- Programs to involve youth in service projects and humanitarian activities 55%
- Programs to develop leadership skills for youth 51%
- Grants to fund humanitarian projects in other countries 48%
- Youth exchange for high school students 38%
- Organized short-term volunteer opportunities for members to travel and assist with a project in another country 38%
- Fun, social activities for supporters/members in my community 36%
- Regular meetings with other supporters/members in my community 35%
- Funded trips for members to use their career skills to train individuals in communities in need 32% Professional development / career education / vocational training opportunities for members 30% Scholarships for graduate students to advance knowledge in the cause(s) of the organization 28% Funded goodwill exchanges/trips for members to visit members in other countries 23% International conventions/conferences for members to connect with each other 22%

Member Engagement

- The results for staying for the next two years provide three different levels of engagement:
- 69% Definitely Will = Highly Engaged Rotarians
- 22% Probably Will = Somewhat Engaged Rotarians
- 7% Not Sure = Somewhat Disengaged Rotarians

Highly engaged Rotarians are engaged with Rotary globally as well as locally with a 75% rating Rotary as a whole as excellent/very good – above their 70% excellent/very good rating of their club.