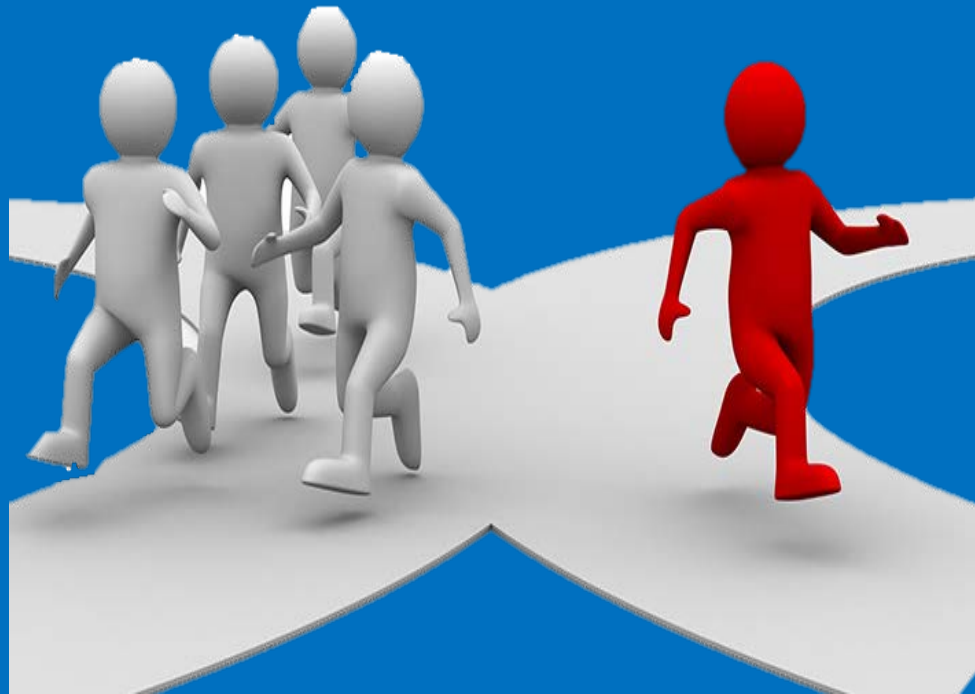


Leading and Implementing Change in Rotary



Zone 7b and 8 Conference

Hobart, Tasmania, 15 September 2018



PANELLISTS

Moderator:

David Anderson, PDG, D 9790

Panellists:

David Egan, DG, D 9500

D'Arcy Walsh, PP, Rotary Club of Adelaide



Components of a change strategy



Anthony Ambrose, 1987, Managing Complex Change

Change Planning Gap Consequences



Adapted from Ambrose, 1987

Change Leadership

- Principles & Challenges -

DG David Egan
September 2018

Main Messages

- **Leading change is a challenge because human brains are wired to resist it!**
- **Good leaders recognise this and lead in ways that help their people overcome resistance....its all about engagement and understanding WHY!**
- **Leaders who fail to recognise the human and cultural aspects of change invariably fail.**



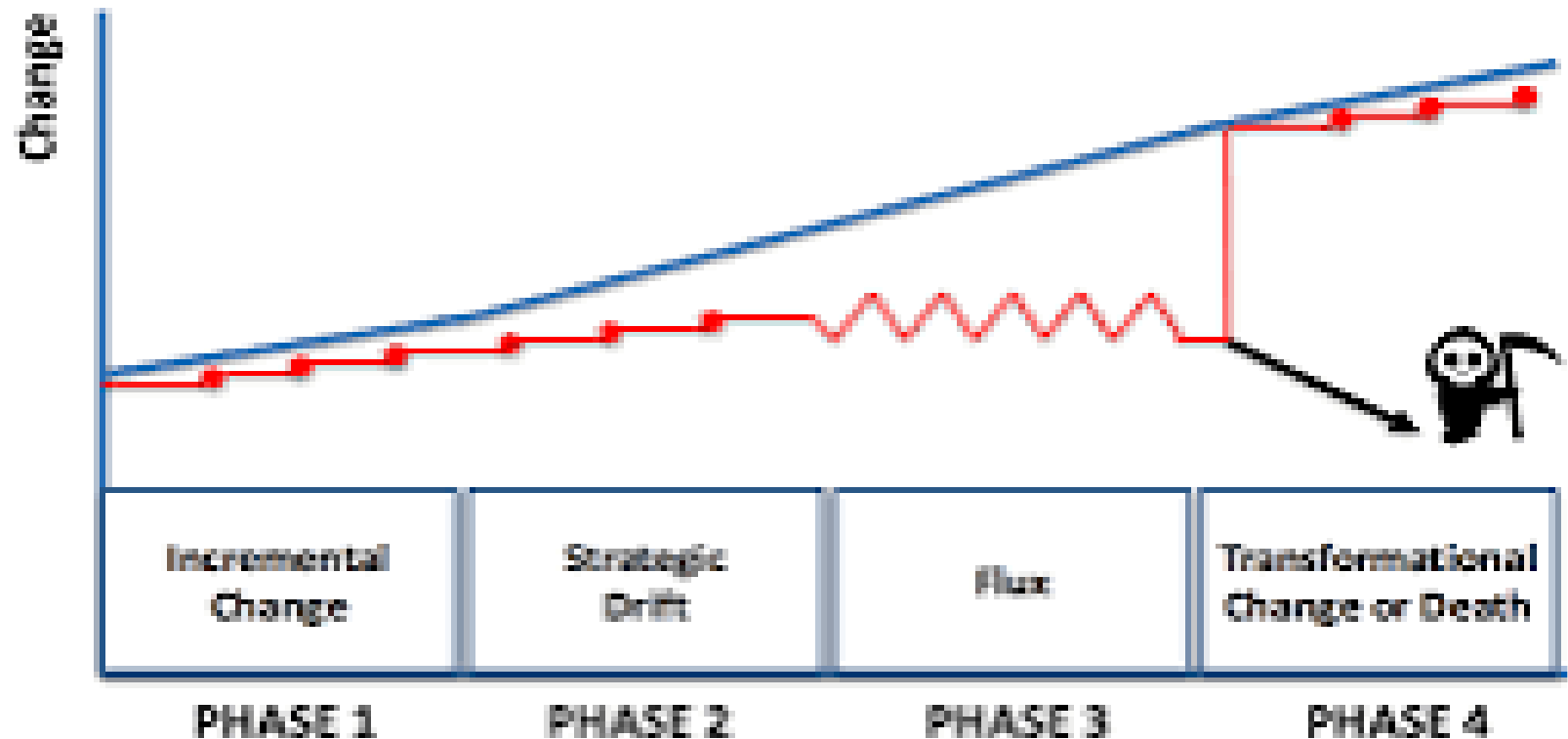
In 1935
Paul Harris said..

“This is a changing world; we must be prepared to change with it....

*At times change will be evolutionary and occasionally **revolutionary**”.*

The rate of change – where's Rotary?

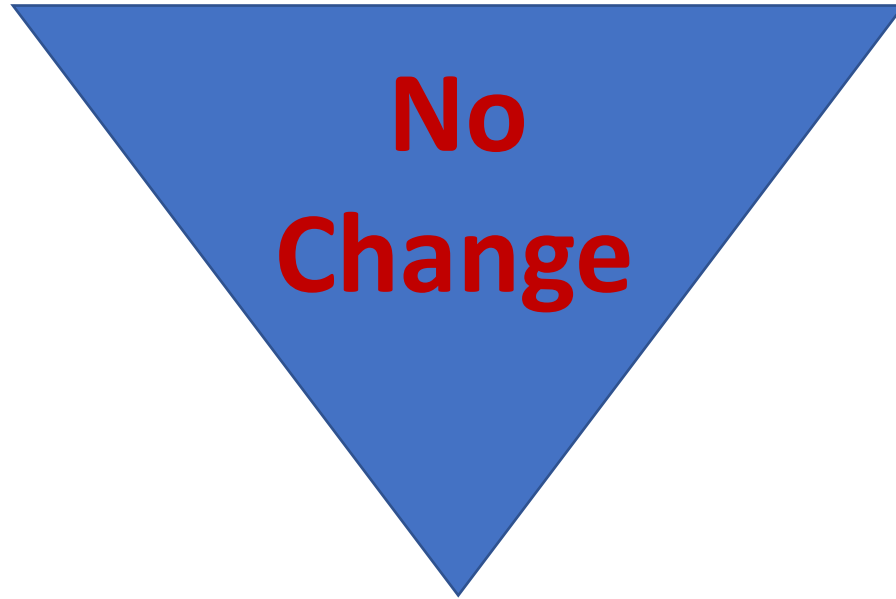
Strategic Drift - Illustrated



Humans prefer:-

Certainty

Control



Comfort

The Status Quo resists

- The Blacksmith example
- Past V future paradigm
- Annual leadership change
(Presidents, DGs, RIPs, Boards)

Our new vision – Unite and Lead!

“Promote a culture of “TROIKA” where the Current, Elect and Nominee closely collaborate”

The late Sam Owor

“Seek first to understand and then to be understood”

Stephen Covey

“Leaders put an engine on change, managers put the breaks on!”

John Kotter

Why, What & How?

Eight Steps To Successful Change - John Kotter

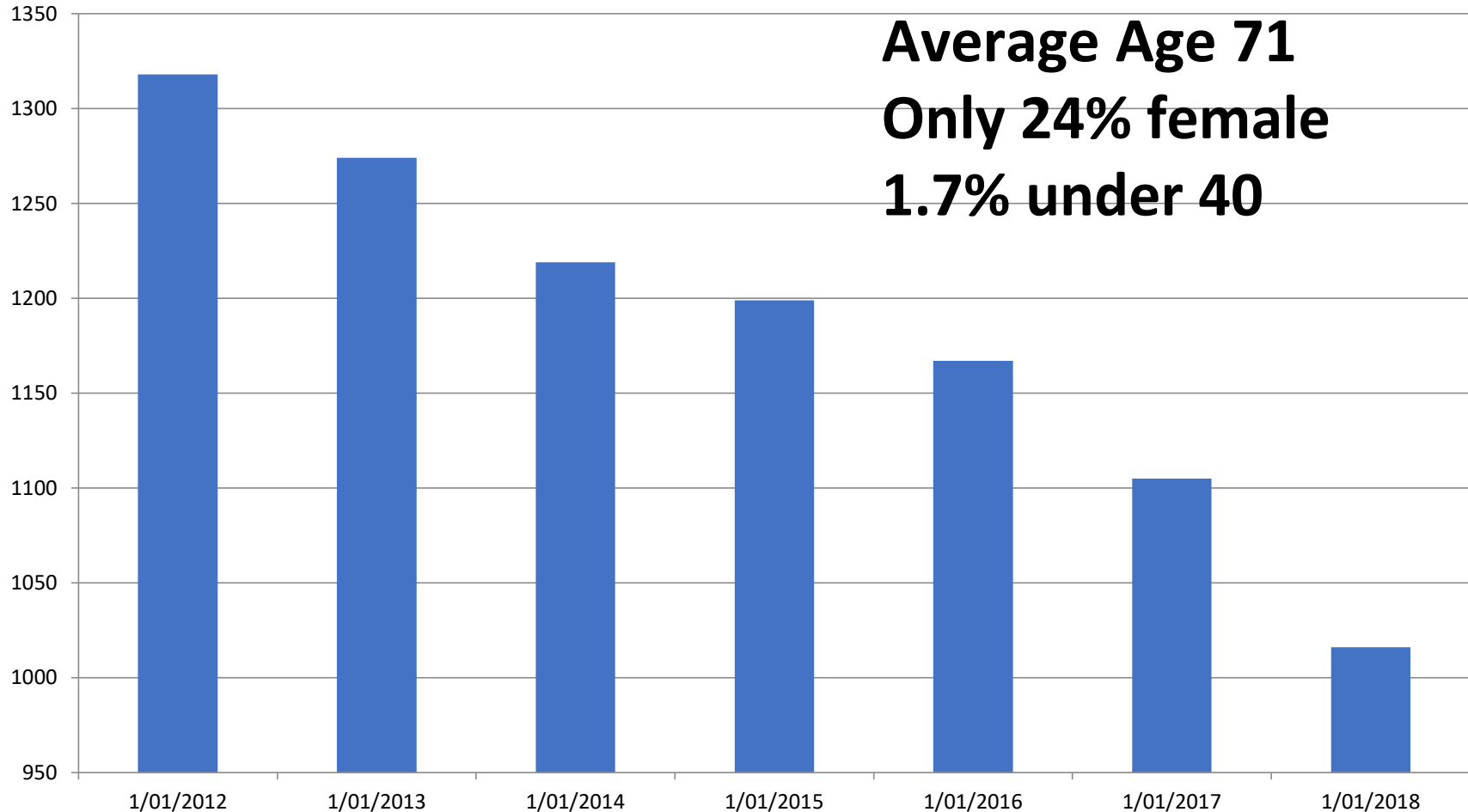


WHY change?

- **1.2 million members for last 20 yrs**
(537 Districts is 170 too many)
- **Shrinking and ageing membership**
(in developed countries)
- **Not attractive to next generation.**
(relevance)

WHY? - Shrinking Capability: District 9500

(Shrinking networks, service and fun)

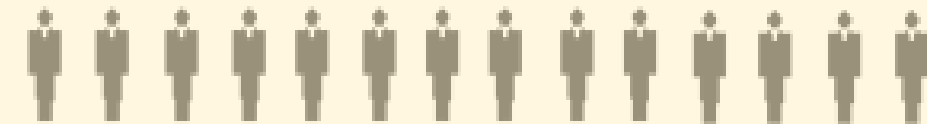


**** Demographics and Networks ****

Club Age Profile



10% aged under 50



14% aged 50 to 60

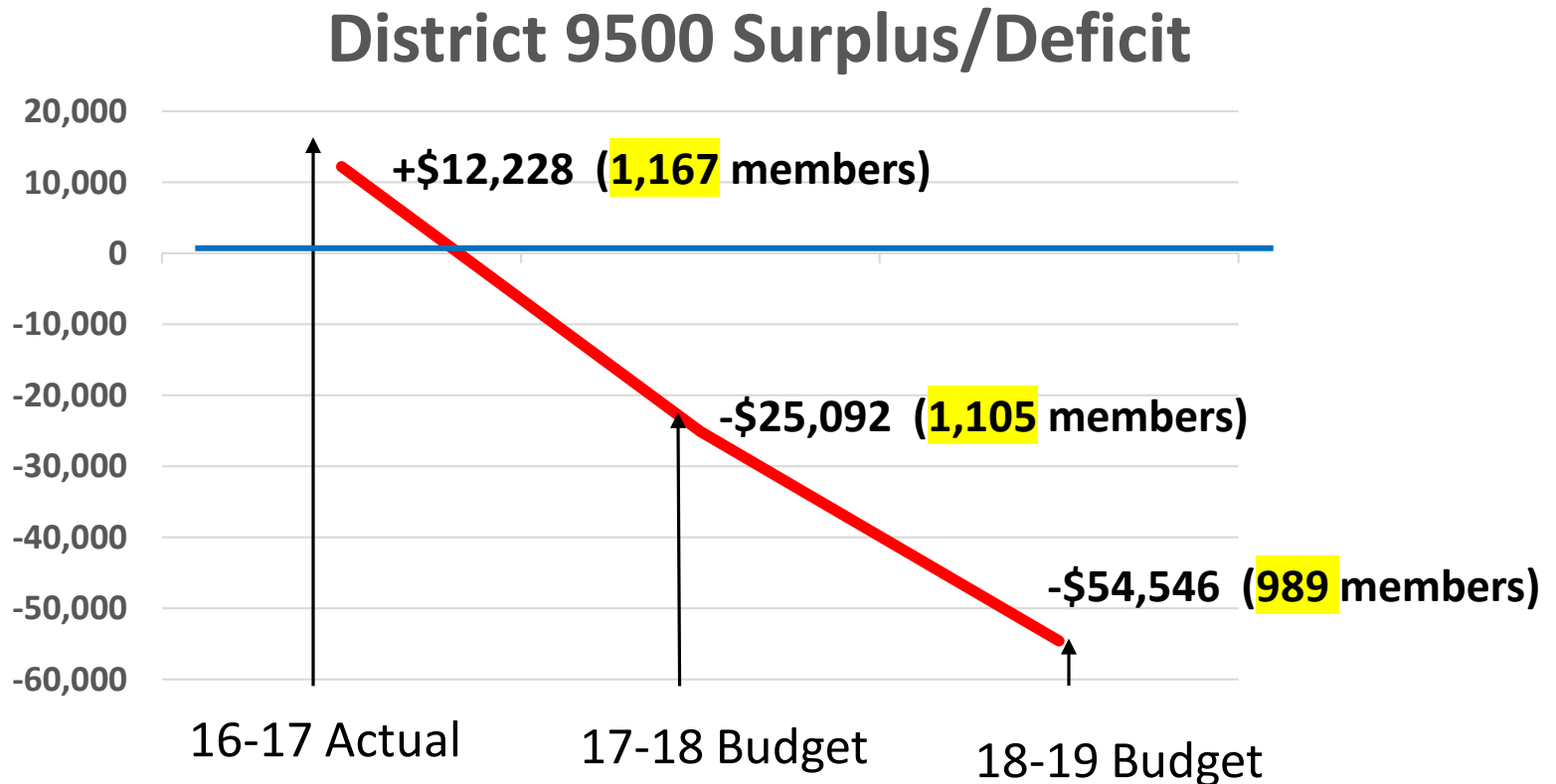


**76% aged
over 60**



**18% over 80 - almost twice as many over 80
than under 50 years old** *(Slide refers to Rotary Club of Adelaide in 2015)*

WHY? - Money talks!



WHAT? - first, get the “right” people!

- **Level 5 leaders** - low ego, high humility but a fierce resolve for organisational success !
- **Diversity is crucial** – include next gen!
- **Future focused and strategic** - its a 3 to 5 year plus challenge !

WHAT? – Second, ask where to ?

- **What must change and what must never change?**
 - What are we most passionate about?
 - What are we best in the world at?
 - What drives our economic engine?
- **Develop/share a vision, and strategic priorities - create the future!**

HOW? (steps 4 -8)

Eight Steps To Successful Change - John Kotter



HOW?

- Engage with consultative process approach!
- Communicate abundantly! – the vision, the reasons why, what won't change, what will and WHY – leaders must get & maintain buy-in thru' the journey!
- Cultivate an “innovation mindset”!
- Identify & celebrate champions!
- Institutionalize change! - train, develop, reinforce

For success

- **Be united** and first of all get the “**right people**” involved with long term strategic “troika” approach!
- **Lead** change, don’t manage it!
- **Engage** people – establish and retain buy-in by communicating abundantly always explaining WHY – it’s essential to overcome resistance!

Adelaide Oval –a metaphor for positive change

history retained, more attractive and relevant!



Rotary
Club of Adelaide



**“Rejuvenating and Rebuilding”
CHANGING
the Rotary Club of Adelaide”**

PP D’Arcy Walsh

Preface from my project experience, I see the key elements in the change process being:

- **Be very clear on the need for change, share it with all stakeholders and get their commitment;**
- **Involve all stakeholders in as many aspects of the change process as possible;**
- **Develop very clear objectives and targets (KPIs);**
- **Use stakeholders in the implementation process;**
- **Use cascade models to help implement the changes - use champions in the process to help others;**
- **Provide regular feedback on progress to re-inforce the positive impact of the change;**
- **Consolidate and institutionalise as soon as possible.**

What was happening at RCA?

Like most Rotary Clubs in the developing world, back in May 2015 RCA had:

- declining numbers - 30% in 5 years;
- an aging membership profile (69 average age and 18% over 80 years old);
- only 13% female members; and
- very few members with different ethnic backgrounds.

**We were predominately an aging,
male, anglo-saxon membership**



Something had to be done
– it was time for change



And change we did,

Look at us now !



How did we get this turn around?

- We have undertaken a number of things that collectively have brought about a significant change in the culture of our club and how we operate;
- All clubs are different so what we have done may or may not work for you;
- **HOWEVER**, what is relevant to everyone is the philosophy or logic behind what we did – **the 5 Steps in our process.**

OUR HOLISTIC APPROACH

"The 5 Steps"

- 1. Awareness and commitment**
- 2. Getting the club ready**
- 3. Finding potential new members**
- 4. Getting them to join**
- 5. Welcoming and retaining them.**


1. Awareness and commitment

Getting all members to accept the problem and to agree to work together to resolve it.

- **Speak openly about the problems associated with aging membership;**
- **Share the M. McQueen (District Conf) and M. Huddleston (District 9520) videos;**
- **Discuss what other Clubs are doing (Yass and Sydney RCs plus PAFC);**
- **Develop a Membership focus in your strategic or action plans.**

2. Getting the Club ready

Developing an attractive, professional and welcoming environment for new members to enter

- Make sure you are aligned with the RI brand eg. Logo 
- Self evaluation, RI Health Check, survey potential members about Rotary and what would attract them to join;
- Make meeting format more attractive;
- Make sure your website and social media sites are up to date and inviting;
- Prepare members to be open & welcoming.

3. Finding potential new members

Finding and making contact with people who have the potential to become new members

- **Access Rotary alumni and Rotoractors;**
- **Approach new small businesses;**
- **Look within your expanded families;**
- **Look within work places and clients;**
- **Approach business networks;**
- **Look at your regular visitors and guests;**
- **We asked members to come up with the names of 3 potential new members.**

4. Getting them to join

Presenting Rotary in a manner that interests them and is seen to fill some of their needs

- **Invite them to a special membership information evening (YASS model);**
- **Invite them to attend meetings;**
- **Ask them to join you on community projects and or club events;**
- **Follow them up, send them your weekly bulletin, put membership information on your website AND show interested in them.**

5. Welcoming and retaining them

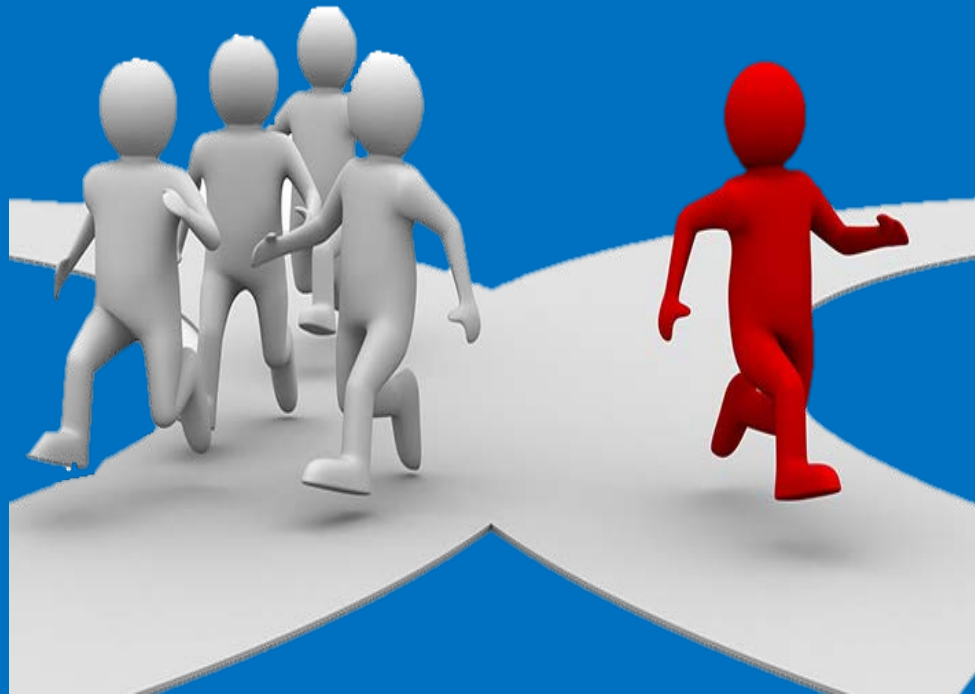
Show interest in them and make them feel involved

- Acknowledge & make them feel welcome;
- Ask them what they want to do **AND** listen;
- Get them involved on committees asap;
- Use mentors to support them;
- Use their member's profile to link them;
- New members' fireside chat sessions;
- Ask them to talk about themselves at a monthly social evening.

Some closing comments

- **The 5 step approach is holistic and will work in any Club but takes time & needs the involvement & commitment of all members;**
- **It is not minor cosmetic change, it is about a significant cultural shift within the club;**
- **Use the RI membership resources and seek out support from the District;**
- **The image we portray is important;**
- **Working together has big advantages.**

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Resources

General (principles)

Google: Leading Change

Rotary

Rotary Coordinators (RCs)

RI website: Learning and Reference





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