

A decorative graphic consisting of a white rectangular area with a thin black border. In the top-left corner, there is a grey quarter-circle. In the top-right corner, there is a large shape resembling a stylized leaf or drop, split vertically into a dark grey left half and a bright blue right half. The bottom half of the graphic is a horizontal band with a light blue background. On the left side of this band, there is a grey circle partially overlapping a white circle. On the right side, there is a blue quarter-circle.

Rotary Club Membership

R. Lee Mulberry

Let's Start this off with some laughter.

Agenda

- Club Culture – Intentional vs. Resultant
- Thoughtful Disagreement
- Huddles & Sharing
- Strategic Vision, Champions Role in Club Success
- Huddles & Sharing
- How We Make our Members Feel and its Impact on Recruiting &* Retention
- Huddles & Sharing



Agenda

Objective:

To give each of you additional tools to bring about a Positive Impact on Club Culture, Member Recruitment, and Member Retention.



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Let's get this straight right now – This is not a presentation – it is a discussion amongst us all.

Collective Intelligence is very powerful.

Let's make sure we take advantage of all the diversity of thought and intelligence we have in the room today.

Full disclosure – This slide deck was put together specifically for today, I have not presented it before and therefore I am going to have to refer to my notes, for that I apologize.

Culture according to Merriam-Webster

The customary beliefs, social forms, material traits and characteristic features of everyday existence shared by people in a time or place.

Basic Elements: Language, Norms, Beliefs, Symbols, Values, Cognitive Elements



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- Given my profession as a Consultant and Executive Coach I am always attuned to the culture of groups and companies.
- Story of Loveland client
- When I say that most Rotary Clubs have a Resultant Culture, I mean that they have not talked about and written down what they want their culture to be.
- There typically is little conscious thought about Determining, Developing and Jealously guarding the club culture.
- However, there is often an awareness that something is not right within the group.
- Let us take a deeper look at Culture

Club Culture - Intentional



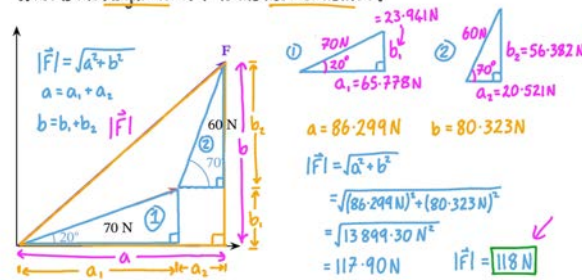
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- Intentional Culture is one that is Defined, Agreed upon, and deliberately practiced by the membership.
- You can see that Culture is made up of many components, all of which are important.
- If you had to use one word to describe a good culture it would be Harmony
- I have a bit of a different definition of harmony – we will talk about that more in a bit.

Club Culture

Resultant

The force \vec{F} is the resultant of the two force vectors shown in the diagram. What is the magnitude of \vec{F} to the nearest newton?



- Resultant Culture is a lot like this Graph, Complicated, difficult to navigate, and often it is just luck that the answer is correct.
- Resultant Culture is difficult to navigate as there is no defined paths, methods or goals.
- The most insidious thing about Resultant Culture is that it is blind to the group and therefore is unmanaged.
- What are your thoughts on Intentional vs. Resultant Culture?

What is Your Rotary Club's Culture?



- Please share some of the good and not so good things about your club's culture.
- Story of Geneva Rotary Club
 - Is this a bad culture?
 - FOMO
- Make a note of things you hear that resonate, they will help you in your planning on what and how to change.

Rotary Club Culture

Examples of Negative Observations



- Members immediately sit at "preassigned" tables
- Derogatory statements about club leaders, activities, etc.
- Desire for a social club with limited other requirements or activities
- Limited turnout for projects and activities
- "This is the way we have always done it" attitudes
- Difficulty in getting candidates for club leadership positions
- Story of CEO too intense.

Rotary Club Culture

Examples of Positive Observations



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- Pre-meeting mingling, networking and chatting
- Healthy discussions includes debate and disagreement
- Expressed willingness/desire to change
- Easy to get Club Presidential, Board Member and Committee Chair candidates
- Healthy fundraising

Why is Culture Important?



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- Culture Emanates outward and impacts the sub-conscious before the conscious mind. It is often just a feeling.
- Headcount vs. Cultural Fit – When headcount is the main objective, culture often suffers.
- How do Culture and Strategic Vision relate?
- Example: My club currently has 15 members, and we can all sit around the same table. This creates a different dynamic than people sitting at different tables.
- Our Strategic vision is to not grow past 18 members.
- Why is it important to discuss Club Culture with Prospective Members?

Identifying Culture Tool

Going Well Because...	Grade	Struggling Because...
Engaged & Satisfied Members Members	5 4 3 2 1	Apathetic & Disengaged
Steady & Growing Membership (cont.)	5 4 3 2 1	Static with Declining Membership



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- This is a tool that Gail Lehrmann shared with me.
- It is a quick and easy way to gain some insight as to how your membership feel about their club and its culture.
- As with any survey be careful how you gauge the results.
- It is best to look for trends and not absolutes

Club Culture



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- Thoughts?
- Questions?

Huddles



- What will you do to assess your club's culture?
- Do you feel that your club's culture is Intentional or Resultant?
- How will you use the culture tools and ideas we have discussed to positively impact the culture in your club?

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Let's break up into small groups and discuss Club Culture and how you and your club will address it going forward.

Sharing with the Group



Findings, Aha's, Takeaways



Thoughtful Disagreement

- Has anyone heard of this?
- What does it mean to you?



Thoughtful Disagreement

A Process of discussing topics in an Honest, Heart-felt, Considerate, and Non-threatening Manner without Fear of Negative Repercussions.



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- Essentially it is the process of using conflict in a positive manner to help answer the question – How do we know when we are Right?
 - Story of Ray Dalio
 - Quote: There is giant untapped potential in disagreement, especially if the disagreement is between two or more thoughtful people”
 - Quote: When two intelligent parties disagree, that is when the potential for learning and moving ahead begins.”
- It allows an organization to get all the ideas on the table by encouraging even the quiet folks to contribute.
 - Story of Barefoot Wines
 - Encouraged all to speak up, you never know where a great idea may come from.
- When becomes part of your culture you will get far greater participation, ideas, and Harmony.

Thoughtful Disagreement



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- Why do people tend to avoid conflict:
 - They tend to be conflict averse
 - They fear reprisal or personal loss of status
 - They are willfully blind
 - They do not want to "make waves"
 - They do not care enough about the group and/or the issue



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- How many of you have felt one or more of these?
- Can you see these at work in your club?
- **The only way to eliminate these is with a strong, positive, intentional Culture**

Thoughtful Disagreement



- Let's look at a Different way to Define Conflict
 - Conflict is essential to the pursuit of Excellence
 - It allows all of the ideas to surface
 - Conflict more fully takes advantage of Collective Intelligence
 - It is a way to avoid "Group Think"



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- I would ask that you adjust your definition of conflict, put a positive spin on it.
- Conflict is inevitable, the key is to make it positive conflict.
- Keep conflict from becoming personal.
- Keep the disagreements focused on facts or ideas, not on each other.
- Just because you disagree with someone does not make them a bad person.

Thoughtful Disagreement

How to implement Thoughtful Disagreement:



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- Introduce the concept and definition.
- All Members agree that an individual may disagree with an idea, plan, or opinion without negative repercussions, however, personal attacks are not allowed at any time
- Story of a person voicing her opinion and was verbally attacked by another member – result – the club lost both members because of hard feelings.
- Agreement that individuals will not take any disagreement personally
- All Members agree that once a decision has been made – they will all support it.
- Make Thoughtful Disagreement part of your Club Culture.

Thoughtful Disagreement

Current Societal Situation



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- Given the current strain on Civil Discourse in our society, how do we create an environment within our Rotary Clubs where Thoughtful Disagreement prevails?
- **Intentionality**

Thoughtful Disagreement

Thoughtful Disagreement is especially important in Rotary

- Volunteering is an emotional event
- Rotarians are here on their own time and money
- We are all volunteers – No clear lines of Authority
- We each have our own sense of priorities
- Emotion + Passion = Strong Opinions
- Lee's White Paper on the 4-Way Test



Thoughtful Disagreement



Huddles



- Is Thoughtful Disagreement being practiced currently in your club?
- How will you create an environment in which there is a free flow of ideas, options, and debate?
- What can you do to make this a part of your culture?
- Think about changing the groups around so you get some diversity of thought.



Sharing with the Group



Findings, Aha's, Takeaways



Strategic Plan/Vision

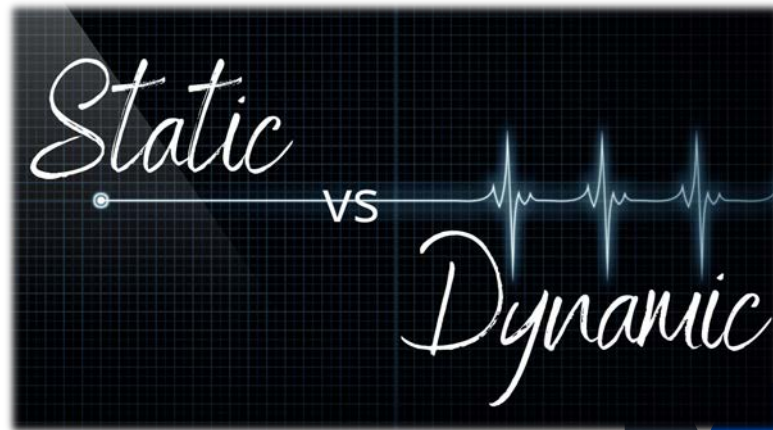


PRESENTATION TITLE

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- How does a Strategic Plan relate to Membership Recruitment and Retention?

Strategic Plan/Vision



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- Does your club have a living, breathing strategic plan or do you have a "library" document?
- Does your strategic plan address culture?
- Does your new member qualifications include culture?
- Does your new member on-boarding discuss culture?

Club Champions

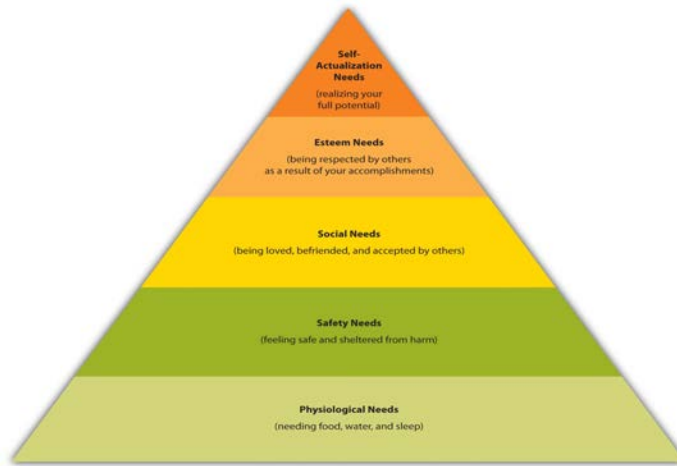
IGNITE YOUR INNER
CHAMPION



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- Definition?
- Why are they important?
- How many does your club have?
- How do you create Champions?
- What do you do to "care and feed" them?
- What impact can champions have on Culture? Thoughtful Disagreement? Recruiting?

What do you Talk About when Recruiting?



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- Where do you think our members or prospective members tend to reside on this pyramid?
- Recruitment is all about Perception, It is Emotional, It is Urgency, It is about WIIFM.
- Buying/Joining decisions are driven more by emotions than logic. Even though some tell you that it is too expensive – it is all about the Value Proposition
- Best Buy TV Buying Story
- People desire to feel like they are part of a group. Why? It is deeply ingrained in our psychology.
- Never underestimate the need for affirmation and a sense of belonging within a community.
- People are naturally attracted to things that are limited, unique, or hard to obtain.
- If you can make them believe that they have the opportunity to seize something that others might miss out on, you have already won half the battle.
- Create FOMO

- Fear of Missing Out
 - Organizations with Great Culture are pursued by prospective members
- **Talk about how being a Rotarian will make them FEEL.**

What is Member Retention all About?

How they are made to Feel!!!



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- Are you seeing a theme here?
- Obviously, there are many reasons for leaving, I am speaking about are the folks that leave for emotional reasons.
- Potential Causes:
 - Bad cultural fit
 - We did not manage their expectations and therefore they were disappointed
 - Conflict with another member
 - What other reasons can you think of?

It is ALL about Feelings



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- How many of you are familiar with Emotional Intelligence?
- Self-Awareness, Self- Management - How aware are you of your feelings and How well you can control those emotions
- Social-Awareness, Relationship Management – How well can you pick up on the emotions of others, and How can you manage your interactions with others.
- The great news about EQ as opposed to IQ is that you can increase your EQ through study and practice.
- Peaceful Schools – We teach 1st and 2nd graders to get in touch with their emotions on a deeper level and to understand that they have options when something happens to them.
 - We taught them the 4 Awesome Questions
 - This is rudimentary EQ
- **Bottom line: Good leaders are aware of the dynamics of Emotions and their impacts.**

It is ALL about Feelings

- "People often do not remember what you said, but they ALWAYS remember how you made them feel."
- When recruiting this is the single most important subject to discuss.
 - Rotary is an avocation, we are here on our own time, spending our own money and for our own reasons – of which ALL are personal and emotional.
- We must keep that in mind with not only our prospective members but also our current members.



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- Too much information can overwhelm prospects and leave them feeling paralyzed.
- HOW Rotary will make them feel is far more important to talk about than WHAT we do.
- The Perceived Value matters more than Price
 - Best Buy TV Story
- It is important to incorporate a bit of psychology into your recruiting efforts.
- Getting to know prospects, their likes, dislikes, culture, etc. will help guide your conversations.

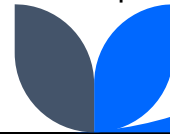
Strategic Plans, Champions, Feelings



Huddles



- Please discuss how Strategic Vision, Champions and Feelings impact your club.
- How you will make your Strategic Vision a living/breathing document that is truly representative of what you want for your club.
- How can you "grow" more Champions?
- How do you and your club address the emotional aspect of members and prospects?



Sharing with the Group



Findings, Aha's, Takeaways





- 7 Reasons Why Attempts to Change Fail
- What does this say to you about your plans after today?
- I hope that we have fulfilled our promise for today and that you will go back to your clubs with renewed energy and new ideas.
- While none of the concepts we have talked about this morning are easy, the payoff can be huge!



Thank you

R. Lee Mulberry
Highlands Ranch Satellite Club

lmulberry@northernstarconsult.com

303.522.6650