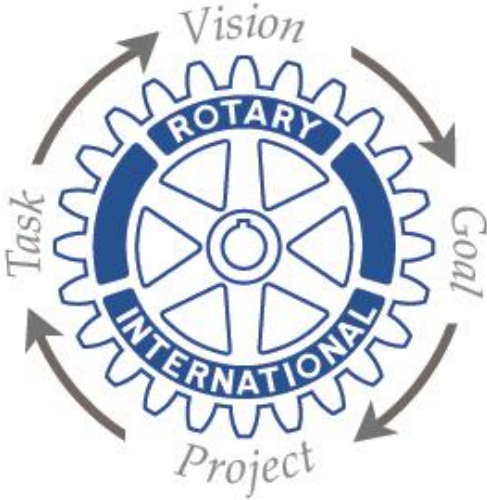


Business Planning
For Rotary Clubs



Leaders Guide
April 2014

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Definitions

VISION = Result of Club Visioning exercise or some other planning process

GOAL = One of the objectives identified and agreed upon by the club in the planning process

PROJECT = A specific measurable activity that moves the club toward achieving the GOAL

TASK = One specific action required for the success of the PROJECT

PRACTICE = An on-going activity that is part of the “culture” of the club, standard operating procedure



Business Planning For Rotary Clubs



Curriculum for Business Planning for Rotary Clubs

OVERVIEW

The Vision to Action Plan Seminar is a next step for a Club that has completed a process such as Club Visioning. To complete this seminar the club must have identified Strategic Initiatives that the club members have embraced for their Rotary Club. The club directors and officers will refer to these Strategic Initiatives to guide them in the creation of tactical Action Items that will be detailed within the Project Design Worksheet. Through the course of this seminar each officer, director and committee chair that participates will complete a Project Plan Worksheet for each of their major tactical planning areas providing them with a clear plan of action for this coming year.

In addition to the individual tactical plans created for each club leader as it relates to his or her position, the group works collectively on Membership which is considered to be a Shared Strategic Initiative and requires the involvement of all club leaders. These shared initiatives are planned for a three-year period and as part of the ongoing process the club would revisit and adjust these plans once each year.

The first step in participation is to identify Club Leadership who will participate in the seminar; in larger clubs this may include committee chairs. Some clubs may choose to engage committee chairs or other leaders responsible directly for an event or program that would benefit from the creation of tactical action plan defining the next steps.

Upon completion of the Project Design Worksheets the plan information will be entered into a website that provides confidential access to the club leadership, which will allow for progress against the tactical plans to be reported and then measured against the original timelines established.

INTRODUCTION

Action without vision is often wasted. Vision without action is just a dream. *Rotary International President Luis Vicente Giay, 1996-97*

Rotary leaders recognize the crucial role of effective planning for Rotary Club success. Many clubs and Districts have participated in a Vision Facilitation program that helped them define their missions, strengths, challenges, and especially, priorities. Such programs promote and include the necessity of follow-up action plans.

However, the vision work is often ignored or viewed as out of date. Without effective follow-up, a vision process may enthuse and enliven participants in the short term, yet generate few or none of the envisioned actions or results.

The goal of this Business Planning for Rotary Clubs program is to assist clubs to move from *vision* to *action*.



Time for Action

Clubs can benefit from basic strategic planning concepts in a straightforward Business Planning for Rotary Clubs procedure, led by a small team of non-Club-member District leaders in a program of approximately three hours. Such a program could:

- Be thorough yet uncluttered and easy to follow
- Take the club's vision and create Tactical Action Plans

The planning seminar will include three basic segments:

- General skills in creating and writing action plans
- An exercise to develop a shared vision initiative for club membership
- Individual director/officer action plans in areas of responsibility

In this Leader's Guide, several 'background' comments are included in blue.



LEADERS GUIDE FOR CLUB BUSINESS PLANNING SESSION

PRE- SESSION

Club has completed a Visioning process or some other strategic planning activity and has identified related goals and priorities.

1. District Planning Chair and assigned Business Planning Team Leader meet with Club President, President-elect, President-Nominee and other club leaders identified by the President and President-elect.

Because of the tremendous impact that this program can have on club success, be enthusiastic and positive about this process. Congratulate them for starting it and let them know that you are their partner and supporter!

This session may be conducted electronically if desired, and should last approximately one hour.

- a. Club leaders confirm voluntary participation and commitment to involve members in process and follow up. 80% of the Board of Directors and committee chairs to be in attendance at session.
 - b. Club leaders and Planning team member(s) review and reaffirm any previously-developed Vision statements and Mission Statements
 - c. Team Leader explains the purpose and structure of the general session
2. Club appoints member as Planning Coordinator
 3. Session details established -- date, venue, # involved, etc.
 4. Depending on the strength or applicability of previous Vision or Planning work, club leaders may conduct a new goals survey for Club members
 5. Club submits information from Visioning session (or other planning activity) in the format indicated on pages 23 - 24.
 6. If electronic entry system is used, the Club should complete the information on leadership positions shown on pages 20 - 22.



GENERAL SESSION

Session Set-Up:

- The team will be the assigned Business Planning Team Leader as Presenter, the District Business Planning Chair (or other assigned Business Planning Team Member), and the Club Coordinator.
- Club provides tent cards with names and roles of each participant on each side, to be placed on tables.
- Round tables may be best because of small-group activity during the session.
- *If a meal is planned*, Participants arrive 30 - 15 minutes before start of session, get food, get ready. **Avoid heavy or sleep-inducing foods. Avoid alcohol 'til afterward!**
- Maximum 3 hours for the planning session.
- Using the Visioning results for the club (received prior to the meeting), the Team Leader creates a flip chart page for each Avenue of Service or area of responsibility, showing the top Visions for each category. These pages are posted around the room prior to the session - for visual emphasis during the session and for discussion in the Action Planning segment.

Welcome and Announcements, Introductions **15 minutes**

Team personally greets and introduces self to each participant.

Leaders' Note:

- Open with brief explanation of process and agreements for session - one conversation, everyone participates, etc.
- Explain that your roles are as training leaders . . . with their permission you will be helping to move the conversation along, and you will gently provide guidance to stay on topic and on time! You will also be providing in the Vision to Action process. And, state that you may also offer comments based on your experiences in consulting with other clubs –though they are the best judges of what their club will do.
- Now might be a good time to comment that this process is all about the future. We are not here to find fault with the past, criticize past choices, etc. – let's agree that past issues are useful for lessons learned, but do not have to determine the future.

State the purpose and intended results of this workshop:

e.g., "To end this session with a planning process and several of your agreed-upon Goals – based on your Vision for your club – developed into working project plans that you can begin immediately. . . . AND to be able to use that project design for other projects." (You may make reference to what the board stated that it wants from this session.)

Vision Review **30 Minutes**

- Review Mission Statement and Vision results and Survey results if one was taken
- Add any thoughts from the assembled group
 - Suggestions for Leaders' questions:
 - Does this vision excite and motivate you? Make you proud? [Look for smiles.]
 - Is it stated in a way that is easy to share with other members and new members?
 - Can you envision the accomplishments that are possible with this vision becoming (and remaining) a reality?



Review previously identified Club Goals from Vision Session, Member Survey or Board determination.

Club Goals are accomplishments that, once in place, further the Vision and take the club where it wants to go.

Review key Goals in areas of responsibility for those present from the flip charts on the walls of the room. Be sure to include Membership.

- Is there excitement and energy behind this? Are we eager to get going?
- What measurable results will we have? What impact? Can we envision them?
- Is it big enough to challenge us and arouse sustainable enthusiasm?

Leader: you are encouraging them to pick goals that they are really excited about. Look for smiles, chatter, engagement.

From Goals to Projects **60 minutes, including the Membership exercise**

Club Goals usually involve several projects. This is the art of ‘chunking down’ – dividing the aspects of our priorities into defined projects. Most clubs have visions of being “excellent” or “providing life-changing service” . . . Goals flesh out what that looks like. What we DO to be “excellent” – what actual services change lives?

A project has a beginning, middle and an end. It is finite (unlike a Goal, which typically generates many projects that will overlap).

Achieving some Goals will involve instituting best Practices rather than, or in addition to, developing specific Projects. Practices are on-going activities that become part of the “culture” of the club.

Describe this membership example:

- **Vision:** Vital, thriving, growing/retaining membership that serves the community with dedication and creates an empowering atmosphere of friendship and mutual support.
- **Goals:** Grow by an average of 3% per year; Raise retention rate to 75% year-by-year; Achieve stable membership of between (#) and (#); Raise attendance to 80% average; Assure that each member has a role in the club; Have thriving committee structure.
- **Project possibilities:** Admit 3 new members within 5 months; Have 15% more members within one year; Raise weekly meeting attendance by ___%; Revitalize club meetings; Create and Implement Member Mentorship program.
- **Practices:** Membership Committee members ensure that new members are greeted at the door and welcomed at each meeting.



Designing a Membership Project

Use the Club's Membership Goal for this exercise.

Note: This information is to be presented/discussed in the total group. Small groups are formed later in "Activity" segment

1. How we get there: From Goals to Projects

Review the Club's Membership Goals

- List 3 desired accomplishments (Goals) on a flip chart page
- Ideas from the Member Survey might also be included
- **Discuss SMART goals (Specific, measurable, actionable, realistic, and time-specific -- or other preferred Goal criteria.) AND . . . be open to the possibility of miracles.**

2. Choosing how to carry out Goals

- Discuss the different ways that Goals may be carried out, e.g.: -- Run through a few examples so that participants can clearly see the difference.

A. Some Goals need to become Projects; these would call for the Project Design that is presented below. Examples:

- "Bring Membership to 50"
- "Raise \$50,000 for scholarships."
- "Complete Clean Water project in Nicaragua"

B. Some Goals need not be full-blown projects, but instead call for specific practices to be put into place; these would need a short list of actions to take along with dates and persons accountable.

- "Have a friendly, welcoming environment in our club."
- "Make club programs more interesting and allow no boring speakers."
- "Hold more family-friendly social events."

Consider: How will you measure these accomplishments?

C. Many Goals are quite large and may call for several separate projects to achieve them.

- "Be the Go-To Service Club in our community."
- "Raise our profile among leaders and active community members."
- "Raise \$500,000 for Polio Eradication."

Reminder: All Goals and projects are rooted in club's Vision / Mission.

Rotary Example:

VISION: "Have a Vibrant, Irresistible, High-Powered Rotary Club"

GOAL: "Increase our membership by raising our profile among leaders and active community members"

PROJECT: "Participate in community events and organizations with potential members" (Calendar activities and member assignments)



PRACTICES: “Have procedures in place for orienting and inducting new members.”

Note how we can choose positive, inviting, pull-forward **language that inspires** our members. It is not inspiring or powerful to use words such as: “Stop the bleeding of members” or “Reverse our bad retention rate” or even “Grow the club.” **Language affects perception, and perception affects action.**

Much of the leadership that you demonstrate, and that these club leaders bring back, will be conveyed through empowering language!

3. Developing potential Membership Projects

For each of the Membership Goals listed on the charts, discuss possible Projects and Practices that would enable the club to achieve the desired results.

On one flip chart page, list the possible Projects that the club might undertake to accomplish their Membership Goals. On another flip chart page, list the Practices that would be helpful in accomplishing those Priorities.

Guide the group in selecting two Projects to develop in detail. (If the Membership Chair is present, this person might be the one to select.)

Explain the Project Design Process to be used for this activity:

Project Design Process

Note: This is a skills training presented by the Team Leader. Discussion and questions can be included in the presentation.

The essential elements of project design, plus conclusion/celebration:

1. Name of Project

2. Intended Results

This can be thought of as “Begin with the end in mind.”

Here, we state the intended, measurable / observable outcomes of the project.

Language is important!

Use strong, measurable terms. **Avoid the use of weak terms** such as “better” or “improved”, “less this” or “more that”. . . asking instead: what’s our target? Where do we want to be?

Example: “Our club has grown by XX%”

Phrase the result in positive terms. Not “Stop the loss of members” but “Have 60 committed, involved, high-participating members.”

3. Key people and Their Roles: Membership Chairperson, Orientation chair, etc.

Who will be accountable for the progress of this project? Who is involved? What roles will they take?

This will be absolutely key to the club’s success! This is not just about filling in names and ‘dragging’ people into roles!



This is an important leadership conversation. **Many projects stall because it is unclear who is doing what, because enthusiasm falters, and a sense of urgency fades away. Use this conversation to let club members**

4. Tasks to complete and Time-Lines

What are some things that need to be put in place? Some of these items may become offshoot projects themselves. Examples:

- If membership growth is your intended result, you will likely need a high-functioning, enthusiastic Membership Team, a certain number of guests invited, or a successful enrollment campaign.
- If you are providing a well overseas, you may need plans to purchase equipment, a partner on site, or raise \$10,000.
- If you are installing a vegetable garden at a school, you may need to secure a proper site, plan, seeds, tools, soil, etc., -- and a plan for maintenance.

What issues and questions need to be resolved so that this project can be achieved?

These could be practical, such as: “How will we raise the money?” or “Can we get permission to put in this program?”

Or more relationship-oriented: “Do we have indication that at least 50% of our members will participate?” “Do we understand why members have not been inviting guests lately?” “Shall we do this on our own or with another NFP?”

Examples:

- a. What kind of program would best suit our club?*
- b. Which demographic or industry areas are under-represented in our club?*
- c. What changes would inspire members to invite guests more often?*
- d. What are the major controllable reasons that members leave; and what can we do to change them?*
- e. Will we need a larger meeting space when we grow?*

Keep the participants focused on the future. Don't let the conversation slide into blaming, grouching about past practices, or trying to figure out what went wrong! If this happens, you can move the conversation forward by a comment about what's been learned that will be of use as we go forward. Basically, no complaining about the past!

5. Budget for this project (if applicable)

6. Declaration of success and completion, celebration, discussion of lessons learned, with appreciation and acknowledgments

The conclusion is just as important as the beginning – enjoying and sharing successes is motivating for future projects! Each leader of the project takes responsibility to see that gains are celebrated – not only at the end, but also along the way.

Talk about motivation and how to sustain it – taking leadership regardless of what role one has. It would be great to have a talk about delegation vs. enrollment and motivation, in the context of accountability. Simply ‘handing off’ an assignment can lead to lethargy and failure. A good time to emphasize this could be at the end; see further notes on last page.



Now, go back to the Projects selected for Membership.

For each of the Projects identified, create a flip chart page and conduct a discussion to determine the following:

- Intended results
- Key people and their roles
- Tasks to be completed
- Time-line for those Tasks
- Budget implications
- Success indications and celebration

(Have the District Planning Chair or another “neutral” individual scribe for this discussion.)

Planning Activity by Area of Responsibility 50 Minutes

The purpose of this activity will be to have each small group develop a specific Action Plan for its area of responsibility for the Rotary Year.

With the full group, move through the posted chart pages for each area of responsibility, confirming the Goals listed and/or making substitutions or revisions.

Break into small groups for each area of responsibility. Instruct each group to develop an Action Plan for the Rotary Year, implementing the Goals listed and using the Project Design Worksheet. Suggest that they follow the same procedures used by the group in the Membership exercise. (If time permits, a group might also use the same process to plan a specific Project that is suggested by another of their Goals.)

Note: Have multiple copies of the Project Design page available for use by individuals or small groups as they develop action plans. If possible, have an electronic version of the Project Design page available for those who wish to work on a pad or tablet computer. Mention that the project data may be entered into a computerized program, in order to help monitor the progress.



**VISION TO ACTION PLAN
PROJECT DESIGN WORKSHEET**

VISION = Result of Club Visioning exercise or some other planning process

GOAL = One of the objectives identified and agreed upon by the club in the planning process

PROJECT = A specific measurable activity that moves the club toward achieving the GOAL

TASK = One specific action required for the success of the PROJECT

Rotarian serving as PROJECT MANAGER: _____

Club Position: _____

Club Name: _____

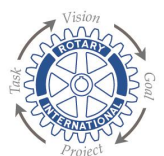
District: _____

PROJECT NAME: _____

WHAT ARE THE INTENDED RESULTS OF THIS PROJECT?

WHAT ARE THE TASKS (ACTION ITEMS) REQUIRED TO COMPLETE THIS PROJECT?

Complete the sections below, one for each Task.



PROJECT NAME: _____

TASK #1 NAME: _____

DESCRIPTION OF TASK: _____

START DATE: _____

COMPLETION DATE: _____

LEAD MEMBER: _____

OTHER MEMBERS: _____

NON-MEMBERS: _____

BUDGET ITEMS:

ITEM: _____ AMOUNT : _____

ITEM: _____ AMOUNT: _____

ITEM: _____ AMOUNT: _____

COMPLETION CONFIRMED (CHECK WHEN COMPLETE) _____

PROJECT NAME: _____

TASK #2 NAME: _____

DESCRIPTION OF TASK: _____

START DATE: _____

COMPLETION DATE: _____

LEAD MEMBER: _____

OTHER MEMBERS: _____

NON-MEMBERS: _____

BUDGET ITEMS:

ITEM: _____ AMOUNT : _____

ITEM: _____ AMOUNT: _____

ITEM: _____ AMOUNT: _____

COMPLETION CONFIRMED (CHECK WHEN COMPLETE) _____



PROJECT NAME: _____

TASK #3 NAME: _____

DESCRIPTION OF TASK: _____

START DATE: _____

COMPLETION DATE: _____

LEAD MEMBER: _____

OTHER MEMBERS: _____

NON-MEMBERS: _____

BUDGET ITEMS:

ITEM: _____ AMOUNT : _____

ITEM: _____ AMOUNT: _____

ITEM: _____ AMOUNT: _____

COMPLETION CONFIRMED (CHECK WHEN COMPLETE) _____

PROJECT NAME: _____

TASK #4 NAME: _____

DESCRIPTION OF TASK: _____

START DATE: _____

COMPLETION DATE: _____

LEAD MEMBER: _____

OTHER MEMBERS: _____

NON-MEMBERS: _____

BUDGET ITEMS:

ITEM: _____ AMOUNT : _____

ITEM: _____ AMOUNT: _____

ITEM: _____ AMOUNT: _____

COMPLETION CONFIRMED (CHECK WHEN COMPLETE) _____



Follow-Through Discussion **20 Minutes**

Here's where leadership really counts!

These are to be presented as suggested activities to monitor progress on the Projects developed.

The District may develop its own monitoring procedures, perhaps using the electronic entry system.

1. Appoint “Champions” for your Club Business Plan
Experience has shown that Rotary Clubs succeed best with their plans when people are appointed to encourage, monitor and mentor follow-up. One District has used the approach of an Internal Champion – a seasoned member, for example, and an External Champion – a facilitator of the plan, perhaps, or an Assistant Governor. Together these Champions would check with the club leaders, acting as mentors, coaches, cheerleaders, or friendly reminders.
2. Place a Project Progress Report on each Club Board of Directors Meeting Agenda and post updates in your Club Bulletin or on its website.
3. Schedule a review of club Goals every six months to account for new accomplishments, unexpected challenges and opportunities, and other changes in conditions.
4. Schedule a meeting (4 to 6 months out?) with the District Business Planning Chair and the Club’s Board of Directors to review the status of the actions, projects and milestones.

What will make your plans work so that your vision continues to be reached?

Elements that can make a plan succeed beyond expectations:

(Referring back to the “what needs to be in place? item in the exercise.)

How will the club enroll members and build buy-in?

Discuss the importance of accountability and example.

Encourage clubs to embrace leadership development as a value.

- Motivating volunteers; driving buy-in
- Accountability among volunteers
- “Delegating” vs. enrollment and empowerment
- Communication and agreements about how to communicate, especially about accountability
- Appreciation and acknowledgment
- How will you sustain enthusiasm through rough or slow patches?

It is hoped that timely ‘friendly reminders’ are encouraged, not seen as micromanagement. Also, that working as a team will at times mean that others don’t do things exactly as you would.

This is a good place to refer to the 4th part of The Four-Way Test (good will and better friendships) – the principle that **relationships are paramount** and more important than doing things “the way I think is right” . . . You don’t want to let this conversation swirl down to minute ‘rules’ . . . but you do want to let the club express how it wants to operate.

Congratulate the club on their accomplishments in planning and for undertaking this process with enthusiasm and dedication!



Ask for “aha” insights or inspirations that may have ensued.

Final comments may be offered by the President or other influential club leader, who can be encouraged to re-state the articulated dreams, visions, and plans for the future. A heartfelt statement of optimism and appreciation from that club leader makes a great ending.



The following is an advanced survey to gather information about your club. The information will then be used to create an organizational chart.

Please identify your Club Board, Club Directors, and Committee Positions

Club Name:

District:

Officers:

Immediate Past President

Name:

Phone:

Email:

Club President

Name:

Phone:

Email:

Club President Elect

Name:

Phone:

Email:

Club President Nominee

Name:

Phone:

Email:

Vice President

Name:

Phone:

Email:

Secretary

Name:

Phone:

Email:

Treasurer

Name:

Phone:

Email:



Additional Officers

Position/Name:

Phone:

Email:

Position/Name:

Phone:

Email:

Club Directors:

Vocation Service

Name:

Phone:

Email:

Community Service

Name:

Phone:

Email:

Youth Service

Name:

Phone:

Email:

Club Service

Name:

Phone:

Email:

International Service

Name:

Phone:

Email:

Fundraising

Name:

Phone:

Email:

Public Relations

Name:

Phone:

Email:



Membership

Name:

Phone:

Email:

Additional Directors

Name:

Phone:

Email:

Name:

Phone:

Email:

Committee Positions (those required to provide action plans):

Committee Chairs to Participate

Name:

Phone:

Email:

Membership (note this could be a Director or Committee position)

Name:

Phone:

Email:

Fundraising Chair

Name:

Phone:

Email:

Additional Committee Positions

Position/Name:

Phone:

Email:

Position/Name:

Phone:

Email:

Position/Name:

Phone:

Email:

We are also gathering the Strategic Initiatives (Goals) that have been developed in your club. These initiatives will be placed on poster boards and used throughout the seminar.

Where applicable please list the top 3 Strategic Initiatives (Goals) that have been developed in the following categories:

A.) What does club stand for?

- 1.
- 2.
- 3.

B.) What is your club size?

- 1.

C.) List clubs top 3 attributes:

- 1.
- 2.
- 3.

D.) Name the 3 Goals for the 5 Avenues of Service:

Club Service:

- 1.
- 2.
- 3.

Vocational Service:

- 1.
- 2.
- 3.

Community Service:

- 1.
- 2.
- 3.

Youth Service:

- 1.
- 2.
- 3.

International Service:

- 1.
- 2.
- 3.

E.) Club Fundraising

- 1.
- 2.
- 3.

F.) The Rotary Foundation

- 1.
- 2.
- 3.

G.) Public Image

- 1.
- 2.
- 3.



