



friendship force
INTERNATIONAL

2017 World Conference

Workshop on Using Strategic Planning to Revitalize your Club

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Question

**What do Alice of Wonderland,
Beatle George Harrison,
and many FFI clubs have in common?**



Answer

Here's a hint:

- ❖ "Would you tell me, please, which way I ought to go from here?", asked Alice.
 - ❖ "That depends a good deal on where you want to get to," said the Cat.
 - ❖ "I don't much care," said Alice.
 - ❖ "Then it doesn't matter which way you go," said the Cat.
 - George Harrison's "Any Road": "If you don't know where you're going, any road will take you there."
-
- If you are not sure where your club is headed, a strategic plan will help you create a roadmap



Workshop Process & Payoff

- In this workshop we will actively work on:
 - Defining the Current State & setting Goals
 - Turning Goals into next year's major initiatives
- Discuss how to create and manage an Action Plan for each initiative your club decides to pursue
- **Payoff – Revitalize your club by focusing your efforts on what really matters**



Defining our mission sets the stage

- FFI provides the vision – to promote global understanding across the barriers that separate people
- Our local mission is to develop programs to put that vision into action
- First challenge is to assess the current state



Defining the Current State

- Recommend that the Board or a small planning committee take on these tasks
 - Measuring membership trends (2012 – 2016)
 - Growth or decline, average age, member participation
 - Assessing the strength of current programs
 - Inbound exchanges (getting them, managing them)
 - Outbound exchanges (filling the seats)
 - Social programs that fit the mission
 - Community presence (programs to make ourselves known)
 - Reviewing leadership capacity & depth
 - New leaders, regular leadership rotation



Workshop # 1 – Define the Current State

Pretend your workshop group is an FF club and discuss its Current State (previous slide)

1. Summarize your top 3 strengths
2. Define your 3 biggest challenges



Workshop # 1 – Set a SMART GOAL

- Think about where you want to be in 10 years
- Then define one 2017 SMART goal for one of the following key areas
 - Membership
 - Programs (exchanges, social events, community presence)
 - Leadership



SMART GOAL EXAMPLE

- In 2017 FFNI will increase membership by 10%
 - ✓ Specific
 - ✓ Measurable
 - ✓ Attainable? Plan is to hold bi-monthly wine and cheese receptions for people interested in making international friends through home stays
 - ✓ Relevant
 - ✓ Time-bound



Establishing SMART Goals

- **S** Specific
- **M** Measureable
- **A** Attainable
- **R** Relevant
- **T** Time-bound



Workshop # 1 – Discussion

- Group discussion of workshop # 1 goals



Turning goals into initiatives

- Now you know where you want to go in 2017
- But how are you going to get there?
- And who will take responsibility for defining the initiatives needed to reach your goals?



Major Initiatives Require -

- A "Champion" or Leader.
- A "Vision" that will compel your membership to support it.
- A diverse planning & implementation "team".
- Action plan and goals.
- Bigger initiatives may require more than one "component or part".
- AND - A process of creating the change - - -



Role definitions – an example

- Committee chairs propose goals to the board
 - Committee chairs develop annual goals for their area of responsibility (work with the President)
 - Present to board for approval before year-end
- Committee chairs then develop initiatives designed to meet the approved goals



Developing Your Initiatives

- **Leadership brain-storming session**
 - All ideas are good during brain-storming
 - Get the creative juices flowing
 - Save the comparative judgements for later
- **Map out your best brain-storming ideas**
 - Describe specifically what you are going to do
 - Define the necessary people resources & costs
 - Develop your milestones, due dates, & measures



Workshop # 2 - Initiatives

- Pick one goal to work on
- Brainstorm on ways to accomplish the goal
- Choose one initiative for presentation
 - Design an initiative to achieve your goal
 - Identify the leader (and why this leader was chosen)
 - Outline the people resources you will need
 - Estimate costs (if any)
 - Decide how progress will be measured



Workshop # 2 - Discussion

- Group discussion of Initiatives



Developing an Action Plan

- Definition - An action plan is a document that lists what tasks must be completed in order to achieve a specific goal.
- Elements – An action plan includes:
 - Specific Tasks
 - Resource Assignments
 - Schedule – Sequence (and time allocation)



Action Plans need management

- Outlining the key tasks necessary to launch the initiative
- Finding and assigning resources to help
- Setting due dates to each task
- Establishing a method for tracking progress



How to do this in a volunteer organization

- It's not a job – we're all volunteers
- Everyone has limitations on their time
- Getting wide agreement on the goals and initiatives sets the stage
- Sharing the load and finding the right motivators are the keys to success



Why make Action Plans – one example

- One of Chicago's major initiatives for 2016 is to increase membership
- As of the July board meeting, though we did have 6 new members in 2016, we did not have any "system" for increasing membership net of attrition
- The board agreed it was time to take action

Why make Action Plans – one example

Goal: Recruit 11 new members by year-end

Initiative 1: Develop FFC presentation materials, train a group of FFC speakers, and establish regular presentations in our community (Oct 1)

Initiative 2: Publicize all club activities in local pubs and social media (Facebook, Meet-Up), inviting the public.

Initiative 3: International recruiting dinner (Nov)

Why make Action Plans – one example (cont)

- We needed to overcome our own inertia and ensure that our three initiative leaders were driving activity
- We agreed to hold a 30-minute Skype conference each week to monitor our progress
- The first week's task: draft & share their Action Plan
 - Define key tasks
 - Recruit & assign resources to tasks
 - Set due dates



Why make Action Plans – one example (cont)

- At first there was a lot of resistance, such as:
 - “It feels like I’m back at work”
 - “I don’t want to be managed”
- Developing a template Action Plan really helped
- Everyone could see how it helped them organize their own thoughts and recruit resources to help



Why make Action Plans – one example (cont)

- The weekly call is short – each leader discusses:
 - Past week's activities
 - Roadblocks/issues
 - Next week's plan
- The leaders now appreciate their colleagues' input
- They feel a growing sense of accomplishment, that they are making a real difference
- Amazing progress is being made!



Communications are Essential

- Share your goals and initiatives with all members
 - Newsletters
 - At member events & meetings
 - During Inbound Exchange events
- Celebrate your successes
- Recognition is hugely motivating!



Sharing goals – one example

FRIENDSHIP FORCE Vision: Promote global understanding across the barriers that separate us

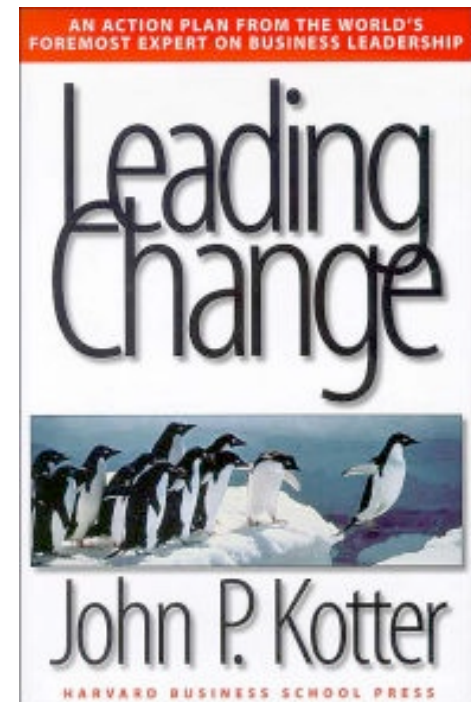
FRIENDSHIP FORCE of CHICAGO Mission: Support and deliver programs that increase individual understanding of other cultures

Strategic Themes	Program Excellence	Organizational Growth	Leadership Development
2017	Proposed Strategic Goals (subject to board approval)		
Membership Committee	<ul style="list-style-type: none"> Publish all events in print and social media Present FFI/FFC to four organizations per month Develop & implement a new member integration system 	<ul style="list-style-type: none"> Increase membership by 20% Increase diversity of members Increase ratio of younger members 	<ul style="list-style-type: none"> New chair to be appointed Develop a team approach
Programs & Social Events Committee	<ul style="list-style-type: none"> Correlate all events to our mission Include mission messaging in all event invitations 	<ul style="list-style-type: none"> Invite non-members via Meet-up, Facebook, and local print pubs 	<ul style="list-style-type: none"> Recruit one of our new members to join the team
Partnership Committee	<ul style="list-style-type: none"> Continue to develop the Food Depository relationship (charity sector) Develop at least two relationships with non-charity organizations that support our mission 	<ul style="list-style-type: none"> Create awareness of FFC through volunteering Create awareness of FFC through participating in partner events 	<ul style="list-style-type: none"> New chair to be appointed Develop a strong team
Exchange Committee (VP is chair)	<ul style="list-style-type: none"> Plan our first Global Exchange with FFNI (Film Festival) Continue to improve our inbound exchange program 	<ul style="list-style-type: none"> Engage more members to help with inbound exchange activities Recruit new members to help as a way of getting them engaged 	<ul style="list-style-type: none"> Expand the list of experienced ED's who can still travel Continue to utilize assistant ED's as a training mechanism

Learning from the Business World

Kotter's 8 – Stage Process for Change

1. Establish a sense of urgency!
2. Recruit a guiding coalition.
3. Develop a vision.
4. Communicate, communicate, communicate!
5. Remove obstacles.
6. Get short term wins.
7. Create more change.
8. Anchor the change in your clubs culture.





A Thought to Take Home

"A DREAM written down with a date becomes a goal.

A goal broken down into tasks becomes a PLAN.

A plan backed by ACTION makes your dreams come true."

- Greg Reid



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Q & A Session