

LEADERSHIP AND THE UNEXPECTED

OBJECTIVES

- ▶ Prepare you and your club for the ***unexpected***
- ▶ Provide your club tools for the ***unexpected***
- ▶ Strengthen club leadership for the ***unexpected***
- ▶ Prepare to ***adapt!***



A Model for Change Planning



Vision	Collaborative Commitment	Skills	Rewards	Resources	Action Plan
<p>Describe why the change is necessary and how things will work after it's implemented.</p> <p>Consider:</p> <ul style="list-style-type: none"> • What will be different when the change is complete? • Will people do new things to make it work? 	<p>Ask people at all levels of the organization for input.</p> <p>Consider:</p> <ul style="list-style-type: none"> • How can I help people feel committed to the vision? • How can team members contribute their skills, talents, and knowledge? 	<p>Determine what skills are needed to implement and sustain the change.</p> <p>Consider:</p> <ul style="list-style-type: none"> • Do people in key positions have those skills? • If not, how can they learn those skills? • What support or training can we offer? 	<p>Promote the benefits of embracing the change.</p> <p>Consider:</p> <ul style="list-style-type: none"> • How to answer those who ask, "What's in it for me?" • What incentives can we offer? • What activities can we plan to encourage people? 	<p>Develop tools and resources to support the change.</p> <p>Consider:</p> <ul style="list-style-type: none"> • What tools will help team members the most? • How will we make these resources available? • Who will be available to support and encourage people? 	<p>Separate the change into small, manageable steps.</p> <p>Consider:</p> <ul style="list-style-type: none"> • What steps will we take to implement the change? • How will we talk about the change with members, employees, and customers? • How can we make implementing and adopting the change as easy as possible?
<p>What to do:</p> <ul style="list-style-type: none"> • Collaborate on a vision statement. • Engage other leaders and members in group meetings. • Communicate in different ways to reach many audiences. 	<p>What to do:</p> <ul style="list-style-type: none"> • Create teams to collect data and help refine the vision and action plan. • Invite team members to contribute their ideas and expertise. 	<p>What to do:</p> <ul style="list-style-type: none"> • Determine what skills people need and if they are missing any. • Provide training and share the best practices, with examples and lessons you learned. • Offer workshops to give team members practical experience. 	<p>What to do:</p> <ul style="list-style-type: none"> • Hold contests that encourage participation. • Recognize those who are adapting to the change. • Plan activities and events that build the team. 	<p>What to do:</p> <ul style="list-style-type: none"> • Write an FAQ that people can consult. • Create how-to guides for new processes. • Have experts or coaches provide guidance. 	<p>What to do:</p> <ul style="list-style-type: none"> • Make a formal plan. • Create a list of all of the steps. • Agree on what will constitute success. • Gather and share success stories.

Rotary's Four Priorities

Increase
our impact.

Expand
our reach.

Enhance
participant
engagement.

Increase our
ability to adapt.

“The Unexpected” lives here!



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“Leadership” also lives here!

Leadership

- ▶ Vision
- ▶ Communication
- ▶ Collaboration
- ▶ Adaptability



Leadership in Action



The Change Leader...

Guides

Is decisive

Collaborates

Empowers

Appreciates and acknowledges others

Reflective Listening

Uses tools

Shares vision

Communicates: two-way channel

Delegates

Leads change

Adapts

Engage People

Process to Lead Change





ASSESS – Before any action is taken, the change leader should be able to describe the need for change.

What to ask: What problem is the change solving?

What to do: Understand the environmental influences for the change and write an initial statement clarifying the desired outcome.



DESIGN – Next, the change leader will design a change strategy.

What to ask: What is our vision for success? What is the new way people will do things?

What to do: Write a vision statement, assemble a change team, and decide what organizational tools are needed for success.



BUILD – In the phase, the change leader develops the roadmap for the change.

What to ask: How, and often, should I communicate with stakeholders? Who needs training and when?

What to do: Create a communications and training plan.

IMPLEMENT – The change is put in place. The change leader must support people, adjust benchmarks if necessary, and respond to resistance.

What to ask: Is the change team ready to lead? Are the people affected prepared for this change?

What to do: Support people throughout the change with commitment, coaching and communication. Respond to resistance thoughtfully.



SUSTAIN – Ensure the change will last.

What to ask: Are the structures in place for this change to continue after the change team disbands?

What to do: Invest in necessary technology and resources, and ask for the commitment of future leaders and team members.



Group Breakout

Group 1

Membership Explodes

During the last few months, your membership has exploded! Many are new to Rotary, some returning members and a couple local celebrities!

This is a great thing; how will your club adapt?

Group 2

Jackpot!

Your long time, oldest and most lovable member recently passed away leaving \$100,000 to your club.

How will your club decide what to do with this wonderful fortune?

Group 3

New Ideas vs. Tradition

You return from Far West PETS, chock-full of ideas of what you envision doing next year. Your Board says “WHOA! That’s not the way we’ve always done it.”

How will you work with the current and future Board to adopt a new plan for next year?

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Worksheet: How can you be ready for a PLAN B?



ACTIONABLE GOALS(S): (clear and focused)

How will others be involved? (buy in and engagement)	How will progress be checked? (planning, accountability, benchmarks)
How will the contributions of others be recognized? (methods, personalized)	How will success be measured? (measurable outcomes and evaluation)



A close-up photograph of two golden-brown, triangular fortune cookies resting on a dark brown wooden surface. A small, white, rectangular slip of paper is wedged between the two cookies. The slip of paper has the text "That wasn't chicken." printed on it in a black, sans-serif font. The cookies have a slightly textured, baked appearance with some darker spots. The background is a blurred wooden surface.

That wasn't chicken.



Please complete your evaluation