

Strengthen Your Club Membership with Effective Succession Planning

Student Guide



2023-2024 RLI Graduate Course

V2.1

About Your RLI Program. The Rotary Leadership Institute (RLI) is a multi-district, grassroots leadership development program of member districts organized into regional divisions throughout the world. It was recommended by the R.I. Board of Directors and strongly endorsed by the Council on Legislation at three of their triennial meetings. RLI conducts a series of quality leadership development courses for potential club officers and all other club members, including those who have recently joined a Rotary Club. The courses emphasize both leadership skills and knowledge of Rotary around the world. All course sessions are completely interactive. RLI believes that leadership education has a positive impact on membership retention by creating enthusiasm and furthering engagement for Rotary. For more information on RLI, see our web site at **www.rotaryleadershipinstitute.org**.

The RLI Recommended Curriculum. RLI recommends a curriculum and provides outlines and faculty materials to all its divisions. The curriculum has been continually revised and upgraded over the years. Because of the growth of RLI, it is expected that major revisions will be recommended every four years in order to give divisions a sufficient opportunity to orient their faculty members and to provide translations where necessary. Important changes in Rotary are provided annually to all divisions. All curriculum materials and available translations are posted on the RLI materials web site at **www.rlifiles.com**.

The RLI Curriculum Committee. RLI has determined to also hold Curriculum Committee meetings in various parts of the world. The current plan is to meet in the United States in two of each three year period and at one or two various international sites each Rotary year. All RLI Divisions will be given notice of such meetings with a request that RLI Divisions, member Districts/Clubs be requested to send their comments/suggestions to the International RLI officers. Building on actual RLI experiences around the world will enhance the value of RLI courses. **Any RLI Division may send representative(s) to any curriculum committee meeting at any location.**

2023-2026 RLI Curriculum Committee

Session Objective

- To provide participants with the tools, resources, skills, ideas, and connections to effectively plan for the future leadership of their Rotary Club, District, etc.

Applications of Succession Planning

These succession planning principles are applicable to

- Club and district officers
- Committee chairs
- Event coordinators
- Other club and district positions where the guidance of individuals is concerned

- The application of these principles is also appropriate for use within your non-Rotary careers, personal life and other organizations.

Session Segments

- Review RI's Documents that provide direction for our work as Rotarians
- Become acquainted with Succession Planning processes and considerations
- Shared Learning - What background does your club or have relative to Succession Planning?
- Participate in a Succession Planning "mock exercise" using small groups discussions to create a club plan.
- Share creative ideas that could encourage other Rotarians to engage in Effective Succession Planning activity for their club.

Schedule & Process

- Session Length:
 - One Day Format (In-Person): 8:30 am to 3:00 pm
 - One Day Format (Virtual): 9:00 am to 2:00 pm
 - Two Night Option (Virtual) 6:00 pm to 9:00 pm (each night)
- This course is an interactive learning and discovery experience
- Please take notes on your downloaded Student Guide document
- If wish to contact each other after today's session, share your contact info in the chat room. Include your name and email address. Open Chat > Click 3 dots > "Save Chat"

Meet & Greet

- Name
- District and Geographic Region
- Years in Rotary
- Current Rotary Position
- Describe in 5 words or less the type of Rotary service that excites you.
 - Planning; Leading; Doing
 - Local; International
 - Short-term; Long-term
 - In-club; In-district

What Will be Today's "Take-Aways"?

What is the "One Thing" you want to learn more about during today's session? Write your "One Thing" here.

ROTARY'S GUIDING DOCUMENTS

Rotary Leaders enjoy the unique opportunity of having "Guide Documents" to keep our clubs, districts and zones focused on the foundational elements of our organization.

When creating a Succession Plan, remember that RI Documents Guide Our Rotary Work

- Vision Statement

- Strategic Priorities and Objectives
- Core Values
- Object of Rotary
- Four Way Test

RI's Vision Statement



RI's Strategic Priorities & Objectives



RI's Core Values

**FELLOWSHIP
INTEGRITY
DIVERSITY
SERVICE
LEADERSHIP**

By honoring our past and embracing our future, we can evolve and keep Rotary not only relevant, but thriving.

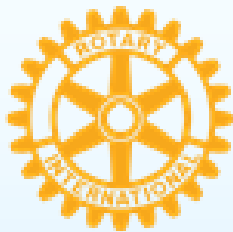
Object of Rotary

The Object of Rotary is “to encourage and foster the ideal of service as a basis of worthy enterprise” and in particular to encourage and foster:

1. The development of acquaintance as an opportunity for service

2. High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying of each Rotarian's occupation as an opportunity to serve society.
3. The application of the idea of service in each Rotarian's personal, business, and community life.
4. The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the idea of service.

Rotary's Four Way Test



The 4-Way Test *of things we do and say:*

1. Is it the **TRUTH**?
2. Is it **FAIR** to all concerned?
3. Will it build **GOODWILL** and **BETTER FRIENDSHIPS**?
4. Will it be **BENEFICIAL** to all concerned?

Vision & Goals: Mark Daniel Maloney

My principal focus and actions will be dedicated to supporting and strengthening our clubs - the heart of Rotary. Rotary leaders are torn between Rotary being a membership organization that performs service or a service organization with members. The clubs are where

Rotary happens! Rotary is, and should continue to be, **a membership organization that performs service.**

THE WHY AND WHAT OF SUCCESSION PLANNING

What is Succession Planning

Succession planning is identifying and nurturing promising persons to take on leadership roles in the future.

Why is a Succession Plan Needed

- Term limits for a position
- Inadequate role performance
- Geographical relocation
- FMLA family leave (newborn, elder care)
- Illness
- Injury
- Death

Succession Planning Elements

- Mentoring
- Advising
- Providing Direction
- Coaching
- Training
- Giving Support
- Committee Leadership
- Examining 360o Performance Feedback

Is Succession Planning Relevant for You?

- Do your club leaders guide you through the same activities and events year after year?
- Do you wish your club was more creative, vibrant and dynamic?
- Is it difficult to find members willing to serve in leadership roles?
- Do leaders often serve multiple years?
- If any answer was “yes”, then it’s time to amend or create your Strategic Plan.

Healthy Rotary Club Components

What are some features of successful clubs? Before you attend this course, write some of your thoughts here.

A lot of tasks require attention to operate a Rotary Club

Your Rotary Club's “To Do” List

YIKES!

Meeting Agendas
Public Image
Membership Growth
RI Foundation
Social Events
Fund Raisers
Training Assembly
Meeting Dates
Food Quality
District Conference
Succession Planning
Youth Exchange
Support
Celebrations
RYLA
Member Engagement
PETS
Community Service
Budget
Speakers
Member Engagement
Board of Directors
Committee Chairs
Greeters
Member Dues
Meeting Time



Effective Succession Planning

What If I Don't Do Succession Planning?

- Lose experience and knowledge if new leaders can't have benefit of predecessor
- Lack of leadership continuity
- Choose the wrong person out of personal prejudices, emotional calls or gut feelings
- Risk of developing a monocratic style club
- Leadership gaps creating lack of member trust in club leadership

What If I Do Succession Planning?

- Protect the club from unexpected change
- Promote cross-training and leader development
- Knowledge transfer and process refinement
- Maintained leadership upon unexpected leader absence
- Long term leader talent planning and past leader retention

A RECIPE FOR SUCCESSION PLANNING

(NOTE: This is a "General Recipe" for Succession Planning. If your Rotary Club has an alternate plan that has been successful, be prepared to share that with the class.)

1. Understand your club's vision
2. Determine "critical roles" necessary for a line of succession
3. Construct "Success Profiles" for critical attributes and skills for each critical role
4. Create a "Leadership Development Plan" for critical roles necessary for a line of succession

5. Explain to all members the potential for leader succession potential and offer grooming opportunities
6. Evaluate all member's current leadership skills and future potential
7. Ask members what leadership roles they would like to be considered for
8. Match members' desires and skills to all possible leadership positions
9. Tailor the "Leadership Development Plan" of Step #4 for those interested members based on their existing skills and leadership experience
10. Monitor the potential club leaders' performance against the "Success Profiles" to assess their true ability to lead and achieve effective results

AN EMPIRICAL STUDY OF SUCCESSION PLANNING

The objective of this study was to determine best practices in Leadership Succession Planning and share those practices throughout District 7430 to ensure that their future Rotary leaders and officers were competent, prepared and ready to complete their terms successfully and with a minimum of stress.

Principles executing the study: Gwenn Carr and Gary L. Englehardt of the Allentown West Rotary Club, then DGE Bob Hobaugh and written by then DG Herb Klotz

There are 3 steps to this study.

1. Keys to Success in Succession Planning
2. Structure of Succession Planning Process
3. Steps and Responsibilities to identify, solicit and educate successful leaders

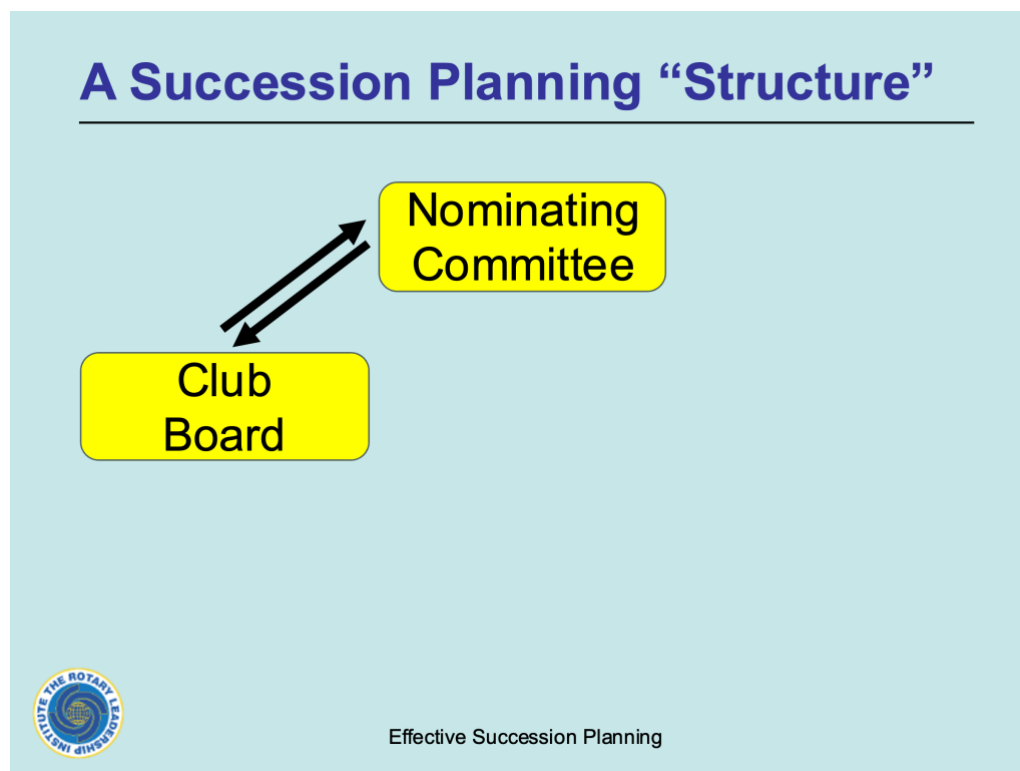
1. Keys to Success in Succession Planning

- Had a process in place that was followed for identifying and nominating excellent candidates for leadership roles.
- Provided training, education and extensive personal mentoring to build and guide successful officers and leaders.
- Successful planning for future leaders began with the recruiting process

2. Structure of Succession Planning Process

Step 2 of the study showed that Clubs with successful leadership development had a leadership “succession planning structure” in place.

Club Board and Nomination Committee



Club Board

- Objective: Provide club oversight via communications and direction to Club Officers
- Identifies leads of Nominating Committee & Mentoring Group
- Coordinates with Nominating Committee
- A member serves one 2 to 3 year term with a portion of the Board changing yearly. A member may service more than 3 years by changing roles on the Club Board (i.e., Membership to Youth Services).

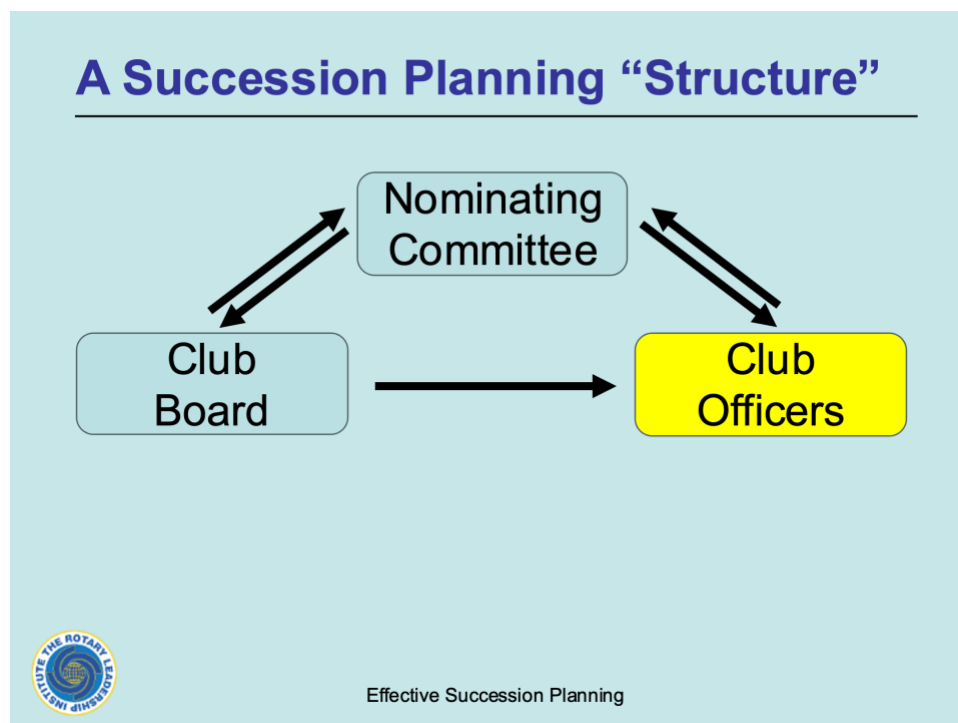
Nominating Committee

- Goal: Identify & nominate Board and Club Officer candidates

Structure of Succession Planning Process (continued)

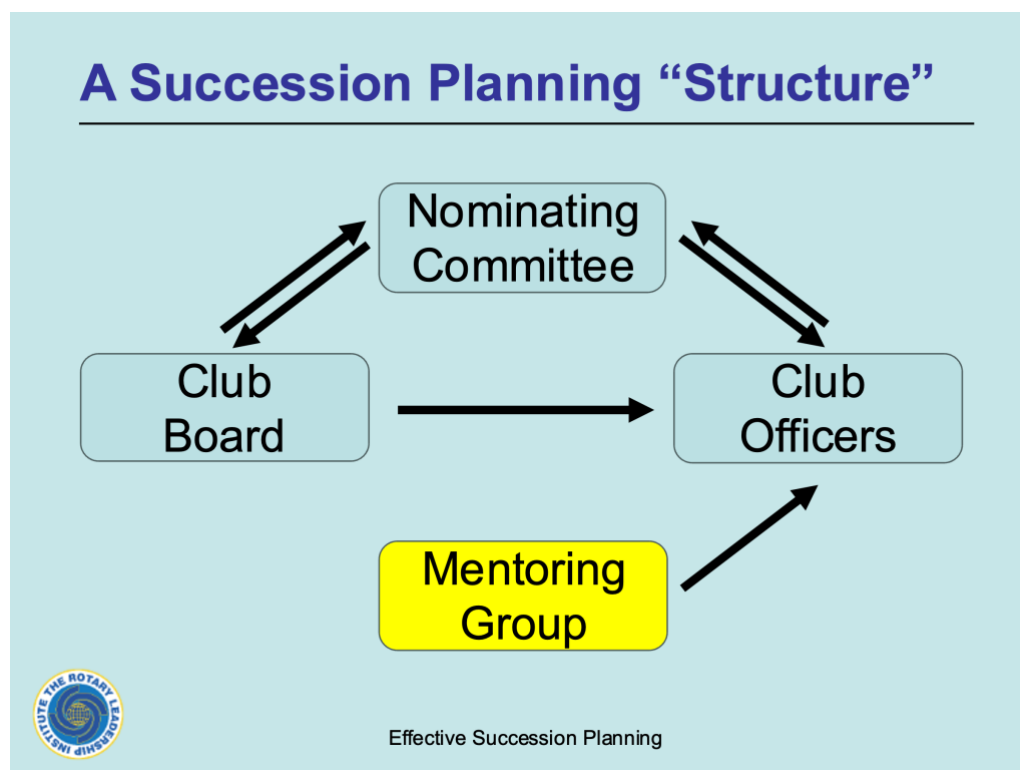
- Coordinates with the Board and Club Officers
- Officer nominees are typically prior Board members

Club Officers



- Club Officer nominees are typically prior Club Board members

Mentoring Group



- Goal 1: Establish personal relationships with incoming and current Club Officers
- Goal 2: Ensure incoming Officers are fully knowledgeable of duties & responsibilities
- Provides role modeling, experience-based guidance/insights and emotional support to current and incoming officers
- Composed of immediate past president, past presidents, Governors and other knowledgeable Rotarians
- Meets on a regularly scheduled basis (i.e., monthly) for open and confidential exchange of leader performance and overall views of the leadership program
- Mentoring should be part of the Mentoring Committee

3. Steps and Responsibilities to identify, solicit and educate successful leaders

Responsibility of Membership Team

Induct and orient new members

- Provide basic training and education opportunities
- Provide a Rotary Buddy to follow up with new member
- Invite new member to participate in projects and activities

Responsibility of Club Board

ID passionate, engaged Rotarians

- Encourage Rotarian to take the lead in projects and activities of the Club
- Encourage additional participation in training and education
- Mentor as required

Responsibility of Nominating Committee

Ask Rotarian to serve on the Board

- Ask Rotarian for a commitment to become a Board member
- Encourage additional participation in training, education and other Rotary events and conferences

ID nominees for VP and PE positions

- Nominating committee determines a slate of candidates
- Nominating committee determines willingness of candidates to serve
- Slate of candidates is presented to the members for voting

3. Steps and Responsibilities to identify, solicit and educate successful leaders (continued)

Responsibility of Nominating Committee

When the nominee accepts the position

- Provide training, education and mentoring
- Share on-going suggestions and provide feedback to current officers

Summary of the Succession Planning Empirical Study

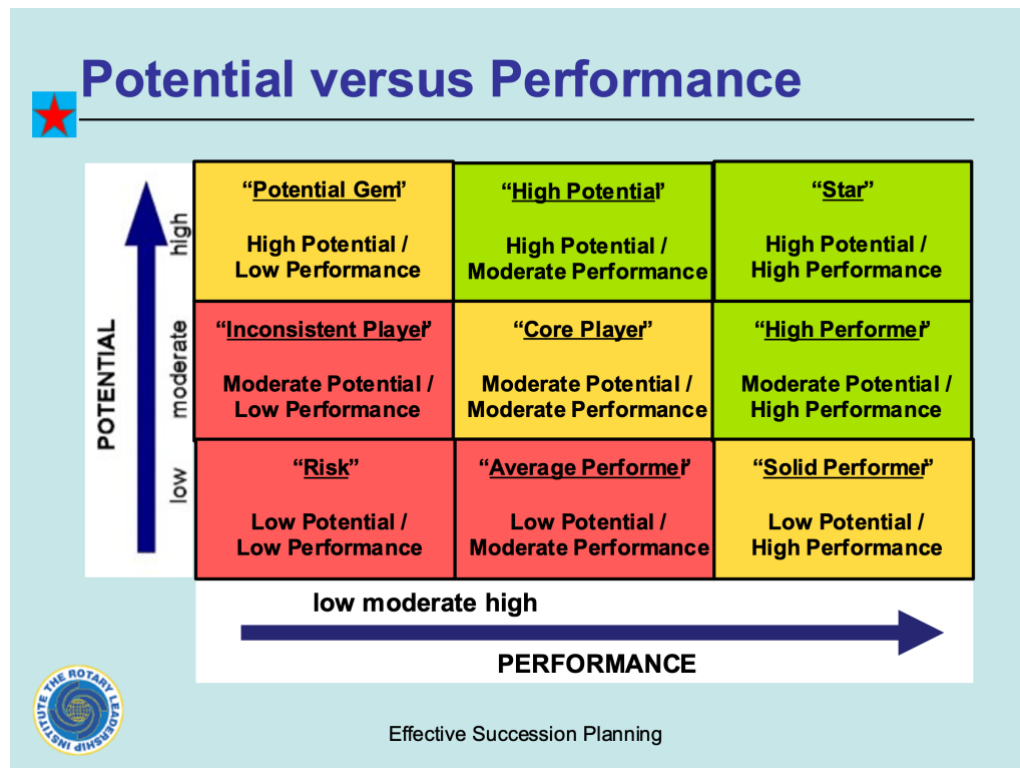
Based on interviews with clubs who participated in this study it was concluded that best practices in Leadership Succession Planning include:

1. Documenting and following a Leadership Succession Planning process
2. Using club members' expertise to identify and solicit the best available club candidates for officers
3. Leveraging the best available club experience to prepare and offer guidance to club officers as they prepare for and execute their club tasks and responsibilities
4. Continually seeking suitable future club members

SUCCESS PROFILE CHARACTERISTICS

- Inspirational
- Result Oriented
- Enthusiastic and Engaging
- Excellent communication skills expressing thoughts clearly and succinctly
- Effective problem solving
- Ability to delegate
- Motivated and Self-starter
- Delivering tasks on schedule
- Ability to allow others to express opinions without fear of retribution
- Looks for process Improvement
- Time Availability
- Family Support
- Ability to withstand rigorous schedule of the leadership position
- Demonstrated leadership behaviors

“Potential versus Performance” CHARACTERISTICS can provide guidance to the selection of potential leaders.



- The “Risk” candidate has little or no leadership experience and is not a self-starter.
- Low potential candidates could be a successful leader if ambitious and given the proper amount of training and mentoring.
- The “Star” candidate has leadership experience in their job or past roles and is highly motivated to get things done.

SUCCESSION PLANNING CHECKLIST

Use this to assess your club's current Succession Planning process

(See Appendix: A Succession Planning Checklist)

- Establishing Goals and Objectives
- Identifying Prospects
- Developing Candidates to Become Future Leaders
- Transferring Leadership
- Evaluation

MAKING AN EFFECTIVE “PITCH” INSPIRATIONAL

- Let the individual know the club needs their leadership in the target position
- Relate why the individual is perfect for the role (Good communication, engaging, etc.)
- Review the individual's positive past leadership performance
- Identify the role's length of active service
- Let them know training is available to help you
- Define the mentoring process - Two years to work with the President's line to learn and be part of the club's planning while growing into the position
- Share with the potential candidate that a lot of people are available to help you including a long line of Past Presidents (You are NOT in this alone)
- Let them know that this is an opportunity to meet other club presidents in the district to help you and your club

Making the “Pitch” Inspirational (continued)

- Describe the benefits of the position
 - Additional leadership training they can take back to their employment
 - An opportunity to help the club become even more successful
 - Share their subject matter knowledge with their club committees
 - Demonstrate an effective leadership style
 - Associate with leaders in other clubs

LEARNING CENTER COURSES FOR ELEMENTS OF SUCCESSION PLANNING

(See Appendix: Learning Center Courses for Elements of Succession Planning)

- Inspirational Speech
- Interpersonal Communication and Networking
- Mentoring Basics
- Leading Change

SHARING YOUR CLUB’S CURRENT SUCCESSION PLAN

Before you attend this course, become prepared to share your club’s or district’s current Succession Planning process?

LUNCH OR BREAK


TEC TALK “START WITH WHY” – by SIMON SINEK

Search YouTube for “Start with WHY” by Simon Sinek or paste the following URL into your YouTube browser


<https://www.youtube.com/watch?v=2Ss78LfY3nE&t=5s>

Leadership Development

People don't buy WHAT you do, they buy WHY you do it. And WHAT you do simply proves what you believe.



The diagram is a circular 'Golden Circle' model. At the center is a yellow gear-like circle with the word 'WHY' in the middle. Surrounding this are eight colored circles, each with an icon and a label: 'PEACE, EQUITY & SOCIAL JUSTICE' (top), 'COMMUNITY IMPROVEMENT & ECONOMIC GROWTH' (top-right), 'ENVIRONMENTAL PROTECTION & SUSTAINABILITY' (right), 'CULTURAL HERITAGE & TOURISM' (bottom-right), 'COMMUNITY ECONOMIC DEVELOPMENT' (bottom), 'INTELLIGENCE & INNOVATION' (bottom-left), 'TECHNOLOGY & INNOVATION' (left), and 'PEOPLE & COMMUNITIES' (top-left).



Effective Succession Planning

Leadership Development

The Golden Circle

WHAT

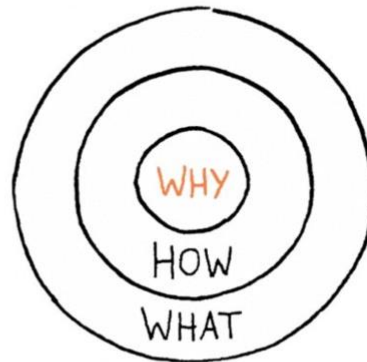
Every organization on the planet knows what they do. These are products they sell or services they offer.

HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



Effective Succession Planning

Leadership Development

1. WHAT

We make great computers

2. HOW

Our computers are beautifully designed, easy to use and user friendly.

3. WHY

We don't often get here.

Want to buy one?

1. WHY

Everything we do, we believe in challenging the status quo. We believe in thinking differently.

2. HOW

The way we challenge the status quo is by making our products beautifully designed, easy to use and user friendly

3. WHAT

We just happen to make computers.

Want to buy one?





Effective Succession Planning

The traditional sequence of WHAT then HOW often results in avoiding or not even thinking about the WHY.

When we reverse the sequencing as Simon suggests, we generate an inspiring message that opens the mind and allows the listener to effectively hear and more easily embrace the message.

Leadership Development

LEADERSHIP DEVELOPMENT (Succession Planning) & MEMBERSHIP GROWTH (Recruiting)



Effective Succession Planning

Leadership plays a MAJOR role in the health of a club. And that in turn impacts the growth of membership. It's important to remember that the two are strongly related.

A “Recipe” for Succession Planning

1. Understand your club’s vision
2. Determine “critical roles” for succession
3. Construct “Success Profiles” for each role
4. Create a “Leadership Development Plan”
5. Explain leader succession potential
6. Evaluate all member’s leadership skills
7. Ask members leadership roles of interest
8. Match desires/skills to possible positions



Effective Succession Planning

This “General Recipe” for Succession Planning was reviewed in the first session.

A “Recipe” for Succession Planning

9. Tailor the “Leadership Development Plan”
10. Monitor leaders’ ability to lead with effective results
11. Discover the “WHY”
12. Cultivate the “WHY”



Effective Succession Planning

The WHY is directly connected to the Rotary 7 Areas of Focus.

Leadership Development

If you want to build a ship, don't drum up the people to gather the wood, divide the work, and give orders.

Instead, inspire the people to yearn for the vast and endless sea.



Effective Succession Planning

SUCCESSION PLANNING WORKSHOP MOCK EXERCISE

Experience Leadership Characteristics and Behavior

- Break into groups and form a team to accomplish a specific task.

S.M.A.R.T. Goals

- **S**pecific
 - Make your goals specific and narrow for more effective planning
- **M**easurable
 - Define what evidence will prove you're making progress and reevaluate when necessary
- **A**ttainable
 - Make sure you can reasonably accomplish your goal within a certain timeframe
- **R**elevant
 - Your goals should align with your values and long-term objectives
- **T**ime-based
 - Set a realistic ambitious end-date for task prioritization and motivation

Workshop Protocol

- All ideas are useful – DON'T JUDGE
- One idea at a time
- Build on other's ideas – say "Yes, and ..."
- Invite "Wild Ideas"
- Stay on topic
- No side-bar quiet conversations
- Everyone participates with at least 1 idea
- Let's go for quantity

Develop a Succession Plan (Mock Exercise)

- S.T.A.R.
 - Situation / Task (Given)
 - Action (Your group work)
 - Result (Given)
- Develop a Succession Plan (See Appendix for worksheets)
 - Group 1
 - Succession Plan for Club Vice-President
 - Group 2
 - Succession Plan for Major Fundraiser Committee Chair
 - Group 3
 - Succession Plan for Club Secretary

In your breakout room:

1. Select a willing ...
 - Succession Planning leader
 - Scribe to record your activity
 - Presenter to share with the class your ...
 - Situation/Task and Desired Result
 - Process
 - Leader characteristics
 - Immediate response action
 - Sustainable response action
2. Review the Situation or Task and consider the **R**esult expected
3. Create a Succession Plan that includes ...
 - An Immediate Response Action and
 - A Sustainable Response Action

Share results of your Succession Planning breakout team

- Return to the full group
- Each team shares their Succession Planning experience (4 to 5 min)
- The other groups comment.

How to Encourage Succession Planning Initiatives

- Share creative ideas to encourage other Rotarians to engage in initiate or amend Succession Planning in their club and district.

Complete Graduate Course Evaluations

APPENDIX OF BREAKOUT SESSION WORKSHEETS

(See following pages for appendices)

- Learning Center Courses for Elements of Succession Planning
- A Succession Planning Checklist
- STAR (Situation/Task - Action - Result) ... Example Worksheets

Learning Center Courses for Elements of Succession Planning

<https://learn.rotary.org/>

Leading a Team

- ID: E-19WMD1 Adult Learning Format
- Ethics and a Positive Environment
- Decision Making
- Event Planning
- Goal Setting
- Meet Milestones
- Delegation

Inspirational Speech

- ID: E-0EOWQV Adult Learning Format
- Recognize how to engage, persuade and inspire one person or a group
- Acquire specific knowledge needed to motivate people to improve themselves personally, emotionally or professionally

Interpersonal Communication and Networking

- ID: E-1KNEN1 Adult Learning Format
- Learn how to build and maintain professional relationships
- Discover techniques and style to creating beneficial interactions, maintaining and building a network, and recognizing the point of view of others

Mentoring Basics

- ID: E-VR6670 Duration 30 Minutes
- Identify the traits of a good mentor
- Articulate the benefits of sharing one's experience and expertise with others
- Apply mentoring best practices

Leading Change

- ID: E-J0EPX1 Duration 30 Minutes
- Learn the basics of how to plan for change and lead change transitions
- Explore how to succeed in leading change
- Discover how to assess people's readiness to make changes
- Study how to respond to resistance

A Succession Planning Checklist

Establishing Goals and Objectives

- Is our club aware of the need for a succession plan?
- What skill sets are critical to our club?
- Have we documented critical skills and experiences that may be lost when the current leader leaves the position?
- What foreseeable outside factors can influence our club's strength?
- Have we earmarked sources from where we will acquire our candidates for leadership?
- Have we considered the strategic direction our club will be taking over the next three to five years?
- What skills will we need to achieve our club goals in the future?
- Are the goals and expectations clearly communicated with the full club membership?

Identifying Prospects

- Does the candidate like to take control of situations when the going gets tough?
- Does the candidate have demonstrable results in work and service history?
- Is the candidate a team player?
- Does the candidate remain in control of personal emotions when confronted with difficult situations?
- Is the candidate good at conflict resolution?
- Is the candidate a good peacemaker?
- Is the candidate good at negotiation?
- Does the candidate like to push personal boundaries and learn new skills?
- Does the candidate like to find creative new ways to get things done?

A Succession Planning Checklist

Identifying Prospects (continued)

- Is the candidate a good communicator?
- Can people understand the candidate's requirements and instructions?
- Have we taken feedback from past presidents, president's track, committee chairs, managers, and club members?
- Does the candidate like to create systems and stick to them?

Developing Candidates to Become Future Leaders

- Do we have a central database of all the tools and knowledge we will need to train future leaders?
- Do we know the timeline for developing each leadership position?
- Who will conduct candidate interviews?
- Have we determined a budget for training the candidates (pre-PETS, PETS, District Training Assembly)?
- Have we prepared the job descriptions the new candidates will need to fill?
- Are we ensuring the candidates will receive cross-committee experience before taking office?
- Are we recording the training process?
- Have we decided who will mentor each candidate?
- How can senior club and district leadership support the succession initiative?
- Have we taken feedback for improved training from current and previous club and district leadership?
- Are we challenging each candidate with real-world scenarios?

A Succession Planning Checklist

Transferring Leadership

- Has the outgoing leader assembled all files, data, and documents in one place?
- What will be the role of the outgoing employee to assist in training and mentoring the incoming leader?
- How long will the transition period last?
- Does a transition process exist? If not, who will design it?
- Who will be involved in the transition process? How will we publicize the transition?

Evaluation

- Are we setting realistic goals for the incoming leader?
- Have we listed the criteria on which new personnel will be evaluated?
- Have we shared the evaluation criteria with the incoming leader?
- Who will oversee evaluating new personnel during and after the transition period?
- How long will the evaluation process take?

End of Succession Planning Checklist

STAR (Situation/Task - Action - Result) ... Example #1 Worksheet

Situation/Task

Your club continues to struggle each year to get a person to serve as President. This year, you have a President-Elect. You need to identify a willing club member to serve as Vice-President by November 1st. You recently attended a Rotary Leadership Institute graduate class and believe that creating a Succession Plan may help.

Action

- **Immediate Response Action**

- **Sustainable Response Action**

Result

Have a Vice-President candidate identified every year for election by November 1st

STAR (Situation/Task - Action - Result) ... Example #2 Worksheet

Situation/Task

The chair of your major fundraiser just announced that after 30 years, declining health will require someone else to run the event. There has never been a co-chair and no documentation. You have four months to identify a willing chairperson. You recently attended a Rotary Leadership Institute graduate class and believe that creating a Succession Plan may help.

Action

- **Immediate Response Action**

- **Sustainable Response Action**

Result

Continue to have a successful major fundraiser every year into the future

STAR (Situation/Task - Action - Result) ... Example #3 Worksheet

Situation/Task

Your club secretary is unexpectedly being relocated to Boston in 6 weeks. The resignation letter sent to the club indicates that effective immediately, the individual can unfortunately no longer serve as secretary. You recently attended a Rotary Leadership Institute graduate class and believe that creating a Succession Plan may help.

Action

- **Immediate Response Action**

- **Sustainable Response Action**

Result

Transition to a new club secretary with minimal impact to the club's function