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make it matter

Leadership Development Series

sweet
adelines
new zealand

Vision & Values

Presented via Zoom on 31 October 2020 by

Sharon Cartwright

Dianne James

Linda Britts

Thanks for downloading this handout from the **Vision and Values webinar**. We encourage you to watch the video recording of the webinar and also complete the feedback survey link. We like to know what you think of these sessions so we can be sure we're on the right track for what you need.

Today's webinar is on Vision and Values which is a good follow-on from Nurturing Membership.

Today's Agenda



1. What is a Vision and Mission?
2. The power of a Vision and Mission
3. Breakout group discussion
4. How Values support your Vision and Mission
5. How to run a Visioning session with your chorus

You can use elements of this session when developing your own Visioning sessions.

The session presentation and video will be available mid-week.

Today is a mix of some theory, listening, discussion and practical 'how to'. You'll be able to use elements of this session when developing your own Visioning activities with your chorus.



The Sweet Adelines New Zealand RMT has a lot of opportunity to observe choruses and their management teams and boards.

Every chorus culture has its defining characteristics so there's no single way that's right for everyone. But, say you have a *personal* goal of 'Improving My Health and Wellbeing', you'd start with the foundations: diet and exercise. The type and combination will be unique to you, to suit your lifestyle and metabolism.

So let's start right there, at the foundation of your chorus – the Vision and Mission.



One way to think of creating a **Vision and Mission** is **WHAT'S NEXT?**

If you don't consciously review this from time to time, then things can chug along in a fairly static way, assumptions creep in and perhaps the chorus become less relevant for your members and your audiences.

You may decide that WHAT'S NEXT looks a lot like what you have been doing but just a better version, and that's perfectly OK if everyone's on board and happy!

Vision and Mission



A Vision explains your purpose, a Mission explains how you plan to achieve it.

- They are statements of identity
- What you want the chorus to mean to current and future members
- How you want people whose lives are touched by you to see the chorus
- A 'Global Positioning System' - GPS

The difference between these terms is that a Vision explains your purpose, and a Mission explains the actions you'll take to demonstrate it.

A Vision and Mission are statements of identity, very valuable for your marketing and member recruitment activities.

Your Vision is your 'BIG WHY' – the reason you exist. It's what you want the chorus to mean to members, those who are interested in joining and others whose lives will be touched by you. A Vision statement comes from the future and is a short description of your chorus's aspirations and the impact you aim to create. Importantly, it's what you *aim* to be in the future and believe you have the potential to achieve. It should inspire and energise your present thinking.

In comparison to the Vision, your Mission might sound run-of-the-mill, but it should effectively sum up what you aim to do and how you aim to do it.

If you've read Jan Carley's book *Finding Your Overtone*, she calls your 'WHY' a Global Positioning System or GPS - which is such a great way of thinking about it! She uses the term Overtones to describe impact of your Vision and Mission.

Nike: <i>Bring inspiration and innovation to every athlete in the world.</i> 	Air New Zealand <i>Supercharge New Zealand's success socially, economically and environmentally.</i> 
The Olympic Games: <i>Build a better world through sport.</i> 	Sweet Adelines International: <i>Inspiring and empowering voices to joyfully harmonise the world.</i> 

Vision statements are short and punchy. Here are some examples.

Nike: Bring inspiration and innovation to every athlete in the world.

Air New Zealand: Supercharge New Zealand’s success socially, economically and environmentally.

The Olympic Games: Build a better world through sport.

Sweet Adelines International: Inspiring and empowering voices to joyfully harmonise the world.

We sometimes hear that the Vision of a chorus is to achieve a 600+ score, win Regional contest or grow membership by 20% in the coming year. While these may well be aspirational, they are goals, and we’re doing a separate webinar about planning and goal setting in the future. Our advice is that goals will be harder to achieve unless they are aligned to the Vision. And, they are specifically measurable, so if you don’t achieve them, you can feel a sense of failure.

When you can clearly articulate your ‘WHY’, it fosters alignment between the music and management teams, it helps with member retention and attraction, it motivates your members to pursue their personal improvement with new focus and gives power to your marketing activities.

THE POWER OF A VISION AND MISSION

So how does it *actually do this* and not be something stuck in the front of your New Member Handbook?

I thought giving you a case study will bring it to life for you and we don't have to look any further than how Sweet Adelines International has done it for the whole organisation.

VISION

From

Thriving choruses and quartets achieving musical excellence, empowered by inspirational leaders, building a community that harmonizes the world.

MISSION

From

Sweet Adelines International is a worldwide organization of women singers committed to advancing the musical art form of barbershop harmony through education and performance.

Here is the old Sweet Adelines International Vision and Mission.

Previously, Sweet Adelines' Vision and Mission led with the statements about the music - *achieving musical excellence* and *advancing the musical art form*. While this has and always will be an important aspect, today's Vision and Mission puts members at the centre of our thinking as this is a 'people business'. Satisfying what they seek from their Sweet Adelines experience must come first.

VISION

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Sweet Adelines International is a worldwide organization of women singers committed to advancing the musical art form of barbershop harmony through education and performance.

Elevating women singers worldwide through education, performance, and competition in barbershop harmony and a cappella music.

Here is the old and new Sweet Adelines International Vision and Mission.

You'll see we've gone from ***advancing the musical artform***, to ***elevating women singers***.

The board saw the need for change through:

- measuring the success and progress of all the organisation's activities,
- looking externally at future trends relating to women's wellbeing and membership organisations, and
- conducting surveys, focus groups and other feedback activities to listen to member points of view.

Seeking input is something choruses can do too, when looking at your own Vision and Mission.

Today there is a better balance between musical advancement and the personal growth and wellbeing that is achieved through barbershop harmony.

The link between the Vision, Mission and Strategic Plan



Sweet Adelines Strategic Plan 2019-2024

Vision: Inspiring and empowering voices to joyfully harmonize the world

Mission: Elevating women singers worldwide through education, performance, and competition in barbershop harmony and a cappella music.

Goals and Objectives/Initiatives

Embracing Others: Every singer will be committed to creating, fostering and celebrating a culture of belonging.

1. Define the indicators of a culture of belonging and develop educational materials to equip all singers and directors to foster this culture.
2. Provide creative membership options outside of the current traditional models.
3. Increase worldwide participation and engagement in programs, events and leadership.
4. Provide educational and organizational materials that are readily accessible and in multiple languages.

Musical Excellence: We will provide innovative learning experiences and initiatives leading to creative and exceptional performances.

1. Provide comprehensive and current educational content via ongoing micro-bursts and online learning platforms.
2. Offer creative learning experiences in the barbershop art form as well as other musical styles and theatrical competencies.
3. Develop alternative contest and festival opportunities which serve the needs of performing groups of all sizes and cultures while promoting outreach.
4. Develop a director continuous improvement program which offers innovative content and teaching methods to enhance the singer experience and inspire creative musical growth.
5. Incentivize composers and arrangers of women's barbershop music to create new contest songs and arrangements for all levels and ages of singers.

Facing Forward: We will align our brand promise, public perception and singer experience to affirm the joyful, vibrant, life-changing community that we are.

1. Ensure the organizational name is reliable and engenders pride.
2. Spotlight and share meaningful, personal Sweet Adelines stories and experiences.
3. Recognize that our culture is our brand and work to ensure it is experienced at every touchpoint throughout the organization.
4. Contribute to creating harmony by sharing our voices in our communities.
5. Identify and recognize the innovators, change agents, ambassadors and thought leaders who live our vision and guiding principles.

Individual and Organizational Growth: We will model a culture of purposeful connection that supports engagement and opportunities for growth.

1. Develop programs to provide learning opportunities which nurture strong, effective and inspiring leaders at all levels.
2. Ensure our organizational structure and governance align with effective and successful practices.
3. Assess philanthropic opportunities that will enable us to advance the mission of the organization.
4. Strengthen communication throughout the Sweet Adelines community.

Once the Vision and Mission were clear, the goals and objectives of the Strategic Plan were developed. These are the broad directions and activities that will help us achieve the Vision and Mission. And from here, the board has prioritised an abundance of new task forces, programs and activities that add value to members and contemporise the organisation.

What is being done on a global scale is broader than what you'll do at the chorus level, but the principles are the same.

The link between the Vision, Mission and Strategic Plan



The Strategic Plan sets programs in motion to demonstrate the Vision and Mission.

- Life on a High Note marketing campaign
- New Arranger Certification Program and Songwriting contest
- Diversity & Inclusivity statements, chorus toolkit and a new Council
- Contest rule changes relating to support a Culture of Belonging
- Online learning to increase accessibility globally
- New leadership development programs

- The Life on a High Note marketing campaign featuring messages and images of our members in a range of their Sweet Adelines experiences. Previously, it mostly featured competitions and champions, and didn't cover the depth and breadth of our diversity.
- The Arranger Certification Program and Song writing Competition to broaden members' skills and provide opportunity and recognition.
- The Diversity and Inclusivity chorus toolkit and Diversity, Equity and Inclusion Council to help us become a more welcoming organisation to more singers.
- New contest rules that eliminate songs with racist lyrics, messages and history so everyone feels that they belong.
- Easier and greater accessibility to our educational resources via distance and online learning methods.
- New Leadership development programs, to raise this aspect of our organisation to the same level as our musical excellence goals. It's through this that we'll achieve happy and healthy choruses to joyfully harmonise the world.

And, when COVID-19 cut short many of the plans and programs our members expect and enjoy like chorus rehearsals, conventions and education events, going back to the Strategic Plan enabled us to come up with things that could still be done in the areas prioritised for 2020.

While we may not have had a crisis plan in place for the possibility of a pandemic and the activities are different to what was originally planned, what we are doing is still moving us forward toward our overall goals. And helping to keep us together!

Edna Mae's Vision for the future



Barbershop harmony means creation. It means the taking of any well-loved familiar song and working beautiful new chords around its melody. No matter what it is, there is real joy in creation and every human mind is naturally creative when it's kept active.

By forming this organization, we are creating a new kind of fun for ourselves. Strangely enough, whenever a person experiences joy in what he is doing, his enthusiastic pleasure passes on to create joy for those with whom he comes in contact and so many new things grow.

One can find delight equally felt in the creation of new friendships and sharing the happiness of each other, together.

It is my hope that all members will experience a gratification in the starting of something new; watching it grow and develop; and may the fun of it all bubble in your hearts.



Edna Mae Anderson, 1945

I thought you'd find it interesting to see an extract from a letter Sweet Adelines' founder, Edna Mae Anderson wrote in 1945, about the creation of Sweet Adelines. It really sets out her Vision for forming an organisation.

I find those words inspiring to reflect on when creating a chorus Vision, as it's a reminder to keep joy and creation at the heart - regardless of where you are on the score spectrum, at the moment.

A sense of joyful creation together is what keeps people coming to rehearsal each week to do their best. Talking about that and demonstrating it through the chorus experience will also attract people to visit your rehearsals and they'll see it in action. It can be an irresistible super-power!

I think it's a good time to send you into Breakout Rooms to digest and discuss the concepts of joy and creativity in a Vision and Mission.

Group Activity – Keeping joy and creativity at the heart



- Let's head into breakout rooms.
- Once you get into your breakout rooms introduce yourselves to each other.
- Select someone to act as scribe, and a spokesperson for the group.
- Then consider some questions:
 - **What does your chorus consciously do to ensure joy and creation is at the heart of the chorus experience?**
 - **What types of things get in the way of keeping joy and creation at the heart?**
- You will have 15 minutes for a discussion then be returned to the main group.
- You can call for assistance from the breakout room if you need us.
- Your group spokesperson will share thoughts from your discussion with everyone upon return to the main group.

Introduce the activity

What does your chorus consciously do to ensure joy and creation is at the heart of the chorus experience?

- Sectional get togethers outside of sectional time.
- Supper, finishing early each week or having it on a monthly basis.
- Variety of songs that evoke joy.
- Good News moment - when it's a break for notices, not just news but also celebrate life achievements and joy.
- After COVID isolation, coffee mornings and social time enabled us to reconnect before going back into chorus rehearsals.
- 'Decade parties' for people having '0' birthdays.
- Christmas parties.
- Outside of chorus, new member nights for them to ask questions and get to know others.
- Focus on the whole person, not just their skills and voice part.
- Facebook Live and Zoom sessions.
- Out of chorus activities that engenders a sense of belonging. Get together in cafes, movies, outside of chorus. With COVID more of this has been happening more, people missed each other.
- Jan Carley teachings - positive environment - people out front are flipping their conversations, creating an environment that is more uplifting and encouraging.
- The director, she engenders that sense of belonging. Bella a Cappella, Patty has that ability - she knows them, she knows their strengths and is working on the not-so-strong points. Her way is the humour she brings. That helps you get more, create more and create the joy. The people out the front are so important.
- Vision and mission will guide you.
- Chorus weekends / retreats.
- We mix in fun with work - joy can come from the hard parts too.
- Leaders and members - above and below the line. Directors can sometimes get to the below the line space. People can be contaminators and contributors. A video was shown about creativity and positivity, sometimes we are wired to think below the line. We show it when we want people to get into the right mindset. <https://youtu.be/FLqzYDZAqCI>
- Care of and interest in members' families, they are part of us.
- Welcome desk greeting new folks, match up with a person in their voice part.
- Team of people making visual and vocal warm-ups that are fun and funny.
- Celebrate and commiserate with each other.
- Quartetting/fun activities - add a little something extra than contest focus.

This is what the webinar participants shared.

What types of things get in the way of keeping joy and creation at the heart?

- People not attending they miss what's going on. We find Facebook Live and Zoom overcomes this.
- Members not attending regularly with no reason given can be frustrating. We have to expect people do have another life and commitments.
- When building up for competition you are only focusing on two songs, half an hour on one phrase can take the joy out of singing.
- Keeping new members takes time and sometimes extra work and repeating things that aren't relevant for existing members.
- Cost and time factors.
- Achieving a balance of precision work and the creative side.
- Stress of preparing for contest or a show.
- We are focused on getting through everything in our list more than the joy.
- Getting focused with a coach, running on adrenalin and forgetting to take a break.

This is what the webinar participants shared.



VALUES

Core Values go beyond our behaviours and our wants. Without being intentional about our values, we live backwards. We often let our behaviours define our values. Values should define our behaviours.

John BG Blumberg cited in Jan Carley 'Finding your Overtone'.

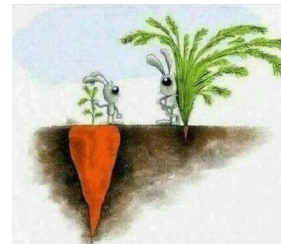
Finding your Overtone by Jan Carley is an excellent guide to creating a successful chorus - and this presentation about Values is taken from a chapter in her book.

The most important building block for your chorus is the definition of your values. Your values are the deeply held views of what you find most important at a core level .. and both consciously and unconsciously act as a guide and a driver.

The Critical Value of Values



- as a strong foundation
- as guides
- as course correctors and decision makers
- describe your chorus when you are at your best



What are the Values of your chorus?

Values as Your Foundation - Values form important operating principles for your chorus. When they are strongly defined and actively lived, they help choruses withstand adversity and amplify success. To create this strong foundation, values need to be aligned with behaviours and actively and consistently brought to life.

Values as Guides - Your chorus values can act as a guide for any operational or strategic discussion. Clear values can save time by simplifying decision making. They also help to guide difficult conversation in the event that one of the members gets off-track (Remember Bitsy Fairhaven from our discussion last week).

Values as Course correctors and decision makers - if a chorus is out of alignment with its values it will not be as successful and it's members won't be engaged to their full potential. When this happens we can go back to our values and use them for course correction.

Values describe your chorus when you are at your best - Your Values describe how the chorus operates through the attitudes and actions of your members when you're at your very best. Thinking of them in that way means they're not lofty, they reflect the real world, but it takes conscious work to make them consistent and believable.

You will create a strong foundation for your chorus when you do the work to clearly identify and bring your core values to to life.

Do a rapid 'Values Chat' – ask for people to post in Chat to draw out what values are in choruses.

Rapid Values Chat



Here are Values the webinar participants shared

- Teamwork
- Inspire
- Ignite
- Honesty
- Respect
- Caring and Welcoming
- Commitment
- Positivity
- Trust
- Commitment to excellence
- Fun with learning
- Belief in what we are doing

Do a rapid 'Values Chat' – ask for people to post in Chat to draw out what values are in choruses.

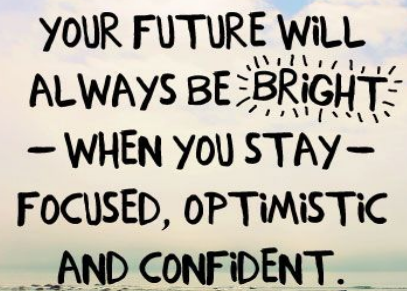
This is what webinar participants shared.

HOW TO RUN A VISIONING SESSION

A Visioning session is a wonderful chorus engagement opportunity. It should be future focused, so it's best to clear the way for a productive session by ensuring any niggles, complaints, concerns or issues from the past are addressed in advance. These have the potential to derail the process - some people may feel 'stuck' in the past and can't think positively. Those who wish to move forward may feel frustrated and disengaged in the process.



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YOUR FUTURE WILL
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- WHEN YOU STAY -
FOCUSED, OPTIMISTIC
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Which choice do you want to make for your chorus?

Getting started



The Music and Management Team/Board leads the Visioning process

- Determine when to do it
 - routine, every 3-5 years?
 - when something significant happens or changes?
 - when you sense things are drifting and complacency is setting in?
- Discuss the current Vision and Mission
 - form a collective point of view for why a review is needed
 - what in the current statements is and isn't a 'fit' for the chorus today and what are you likely to 'outgrow' in the coming years?
 - discuss the current culture - what aspects are going well, where some improvement is needed?
- Appoint a Visioning team
 - who will plan, coordinate and delegate the project
 - who will communicate to and engage the chorus in taking part
 - who will craft the first and final drafts of the Vision and Mission statements

All content is on the slide.

Who is involved?



Ask everyone in the chorus to contribute their views

- Conduct a member survey on their current commitment / engagement / satisfaction
- Run short polls on specific topics in your weekly bulletins
- Talk in person with newer members who don't have enough experience to answer a survey
- Ask the Music, Management Team/Board and Committees to do a chorus 'health check' - gather observations and some data, assess strengths and weaknesses
 - Where was the chorus two years ago vs today - what has changed/increased/decreased/is static in these areas?

✓ Music Leadership	✓ Attendance
✓ Education	✓ Fees collection rates
✓ Performance	✓ Committee participation/volunteering
✓ Administration	✓ Grants & Fundraising
✓ Membership movement	✓ Social activities & events
✓ New member drives/programs	✓ Community opportunities and challenges

All content is on the slide.

Agenda and format



There are plentiful resources online to guide you - this is just one idea

***Run a Visioning session - somewhere spacious and comfortable, at a suitable time for all
- in person if you can, or online can still work fine***

1. Welcome
2. Discuss context and background
3. Brainstorm in small groups
4. Share ideas with the broader group
5. Evaluate most inspiring ideas
6. Personal reflection and feedback
7. Wrap up and next steps

***Make it as high tech or low tech as you have the capability for - keep it simple, fun and future focused.
Around 3 hours will be needed, and assign appropriate times for breaks, energisers and snacks!***

All content is on the slide.

Context and background



Give people enough context for what they'll do in the session so they feel involved and their contribution is important

1. Why the Visioning session matters
2. Explain what a Vision and Mission are and why they're needed
3. How Vision and Mission fit into a broader planning process
4. Overview of the 'chorus health check' information - reality of where we are today
5. What we'll do and accomplish today
6. How we'd like you to participate / ground rules etc

All content is on the slide.

Brainstorming (aka Dreaming)



Form groups of 6-8 people to generate ideas in approximately 30 minutes. Pre-assign the groups to get a good mix of views, experience, personalities.

1. Give the groups large worksheets and textas to record their thoughts
2. Ask them to appoint a scribe and a spokesperson
3. Use projective questioning techniques to prompt aspirational and long-term thinking. Keep expanding beyond what might seem possible right now. Keep away from the 'how-to-do thoughts'. This strategising can come later.
4. Ask them to imagine five years from now...
 - a. *The chorus is receiving a major award. What is it for? What will be said about our achievements in the award ceremony?*
 - b. *We feature in a full page story in a major newspaper for our achievements. What's the headline?*
 - c. *Describe how rehearsals, performances, community activities and social functions are different to today?*

All content is on the slide.

Share



Ask all groups to share the thoughts and ideas they came up with.

1. Create some energy around this - acknowledge, applaud the efforts
2. Ask for clarification, or ask the others if they have questions for the group
3. Put the sheets up on the wall after each team presents
4. Ask people to make personal notes about things they particularly liked or were most intrigued by

All content is on the slide.

Evaluate



Give people time to 'process' and consider which ideas they are most drawn to

1. Ask everyone to walk around the room to read the sheets
2. Everyone puts a tick (or give them sticky dots) against the most inspiring things they heard groups say.
3. After 10 minutes, call the group to order and highlight which aspects were rated the most inspiring, what key themes arose.

All content is on the slide.

Personal reflection and feedback



Capture impressions, inspirations and motivations

1. Ask people to pair up and briefly talk about the possibilities for the future they see contained in everyone's feedback.
2. Ask people to individually complete a simple feedback sheet before they leave. It's best if they add their name rather than be anonymous.
 - a. What are the first three words that come to mind to describe how you feel about the future of the chorus, at this moment?
 - b. What are you personally most excited by when you think about the future of the chorus?
 - c. In 25 words or less, how would you describe the opportunities in this chorus to someone interested in a singing hobby?
 - d. What is something you want to do at chorus in the coming year that your future self will thank you for?

All content is on the slide.

Wrap up and next steps



Manage expectations, maintain momentum

1. Explain the next steps in the process - who will review and distill everyone's valuable inputs into some draft Vision and Mission statements
2. Ask if anyone else wants to be involved in this - identify the innovators and champions who are inspired to help shape the future
3. Advise when the draft Vision and Mission statements will be ready to share for feedback before finalising
4. Explain how the finished statements and all the inputs from today will form the basis for the annual planning and goal setting phase being led by the Music and Management Teams
5. **Thank everyone for their involvement and celebrate the great things achieved!**

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Refining and crafting the statements



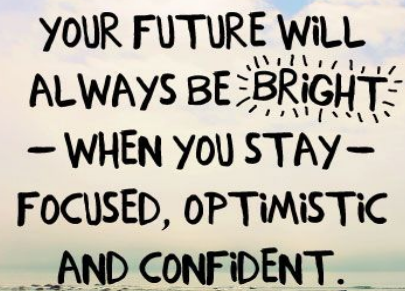
Over to the assigned Visioning team

1. Have someone on the team type up the content from the worksheets and individual feedback sheets, distribute before you start work
2. Conduct a crafting session. If not already in the Visioning team, involve some talented wordsmiths from your chorus
 - a. Draw out the key themes that define why you exist and what future you want to create
 - b. Highlight the words that will motivate existing members to stay and attract the type of members you want for the future (these will be useful for developing your Values)
 - c. Cross check that *joy and creation* are evident in these themes and words - not necessarily these specific words, but the sentiments
 - d. Identify the groups you seek to make the most impact on through your activities
3. Start developing some Vision (WHY) and Mission (WHAT/HOW) statements and a list of 4-6 Values that support the future
4. Review and refine the drafts with the Music and Management teams, and your marketing team
5. Present the preferred drafts to the chorus, offer an opportunity to provide feedback over the coming week
6. **Finalise, publish and launch your new Vision, Mission and Values!**

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Remind people that talking about your Vision and Mission are positive steps to a bright future. These two statements will help you make good choices.

THANK YOU FOR YOUR CONTRIBUTIONS TODAY

**Get in touch with Sarah Bennett - events.sweetadsnz@gmail.com
if you have thoughts or questions**

- Resources will be available on the Sweet Ads Region 35 Website
www.sweetadelines.co.nz/makeit
- Identify others who should attend each workshop and encourage them
- Please complete the feedback survey
- Enroll in next session - *The Power of Strategic Planning and Goal Setting*
2 weeks time, on 14 November

Survey link:

<https://forms.gle/GGTnKxH3uuJWBEme6>