

Kia ora koutou!

Please write your name and chorus in the Chat Box when you arrive.

Who, when and how? **WHO WHEN** Administrative and Saturdays as **Musical Leaders** scheduled, starting Talent being October 24 until mentored for December 12 future roles HOW Zoom webinars Recorded and available to members via the regional web page



The Power of Strategic Planning and Goal Setting

Presented by

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- 1. Why have a plan?
- 2. Elements of a Strategic Plan
- 3. Chorus Beliefs Break out Session
- 4. The Plan
- 5. The Power of a Strategic Plan

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

The session presentation and video will be available Thursday.





The Session today is about strategic planning and goal setting and the power this final plan has for management and music teams to keep on track in maintaining the chorus vision, which in turn nurtures your membership, retains your existing members and attracts new members to your chorus.

Strategic planning is the process that can help your chorus move from dreams to actions to positive outcomes for your members. Last session we work on ways to identify your chorus's dream - your chorus's:

Vision - where you are going

Mission Statement - knowing why you're doing what you're doing

Core Values - How you are going to go about it

Today's session is a logical flow on from the last session. With the clarity that your chorus has in it's vision, mission statement and values, the next step is to develop specific actions that are focussed on achieving your chorus's dream.

A lot of non profit organisations often treat strategic planning as a luxury, opting to focus on more pressing day to day matters. They overlook the inherent value of having a deliberate planning process - often seen as important but not urgent.

Why have a plan?



Vision with no action is just a dream. Actions with no vision are wasteful. When paired together, vision and action can change the world.



Why have a plan?

- A plan will ground your dreams it makes good ideas possible by laying out what needs to happen in order to achieve your vision
- When your planning is done with your chorus members, it builds consensus around your focus and support for the necessary steps your chorus should take.
- It puts everyone on the same page and greatly increases the chances that any effort will be successful - chorus members will own it
- Allows your chorus to focus on your goals while keeping sight of your long-term vision and mission
- Time spent on the plan gives your chorus the best chance of keeping joy and creation at its heart

Elements of a Strategic Plan - Goals



- End Goals and Means Goals
- Long term goals and Short term goals
- Ideals and Goals
- BAHG Big Hairy Audacious Goals
- Stretch Goals and SMART Goals
- Strategic goals and Objectives



Let's talk about one of the elements of a strategic plan - goals.

There are so many different types of goals that goal setting can become quite overwhelming and confusing. Look at this list of types of goals - and this is just a short one...

End goals – no compromise, Means goals – they way you reach your end goals **Long term goals**, **Short term goals** – self explanatory

Ideals and Goals – ideal in our minds – it's bigger, better and more rewarding and inspirational – and the goal is a point that we can reach because it's measurable.

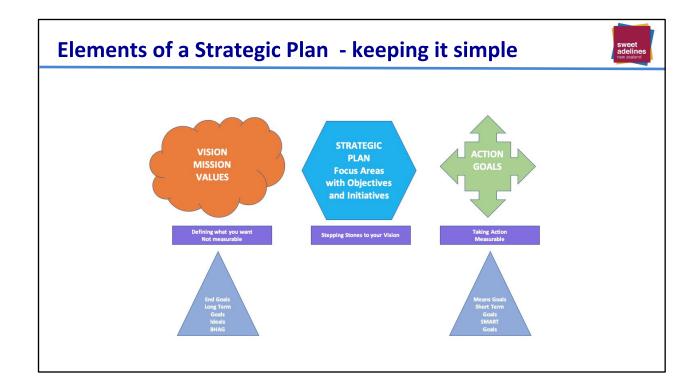
BHAG – Big Hairy Audacious Goals

Stretch goals – inspire us to think big but we may not meet it 100%, SMART goals – bring clarity, structure and trackability into your goals

Strategic goals – goals to achieve over a long time period, Objectives are specific goals that help us achieve our big goals

All of the above a very valid and because we all think so very differently, any of these will help you move forward and achieve your vision.

Today I would like to combine this list of different types of goals and simplify them into something a little more powerful so that we are not bogged down any analysis paralysis. I will use consistent terminology throughout this discussion on goals - and remember that you can use any terminology you wish to you in your plan ... it's whatever your chorus feels works for them.



There are so many ways to write up a Strategic Plan and you will find your own system of writing up. We believe the simpler you can make your plan the better. What I have provided here is just one suggestion of many.

Your vision - this is the goal that defines your chorus vision for the future. It's likely to be endless and you may not have clarity on how you will achieve it - but it provides you with the direction about how your chorus is going to operate. It is matched by end goals, long term goals, ideals, big hairy audacious goals

Your strategic plan is the place where you write up your stepping stones to your vision - I've chosen not to use the word goals here - I leave it to you to use any terminology that suits your chorus. Decide on a focus area with an objective ... SAI's strategic plan is written similarly to this and I will show you an example of this in the next slide.

Action goal - this is a measurable goal that is defined by action. When you define this goal, you have to answer the 'how' questions. You match this with means goals, short term goals, SMART goals. An action goal is defined by - an action verb, criteria so you can be 100% sure what needs to be done, and a deadline.

SAI Strategic Plan example



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

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

FOCUS AREA - Musical Excellence

Other examples - Financial Viability, Membership, Marketing, At a very simple level you can have focus area for each team if that is where your chorus feels you need to focus.

OBJECTIVE - We will provide innovate learning experiences and initiatives leading to creative and exceptional performances

INITIATIVES - You can see that they have used an Action verb ... and set down some criteria to measure against. SAI has an operational plan where you will find action goals - the short term goals that are reviewed and updated regularly

Next let's look at what an action goal for a chorus might look like using SAI's example.

Sample Chorus Action Goal



FOCUS AREA

Musical Excellence





OBJECTIVE

We will provide innovative learning experiences and initiatives leading to creative and exceptional performances

INITIATIVE

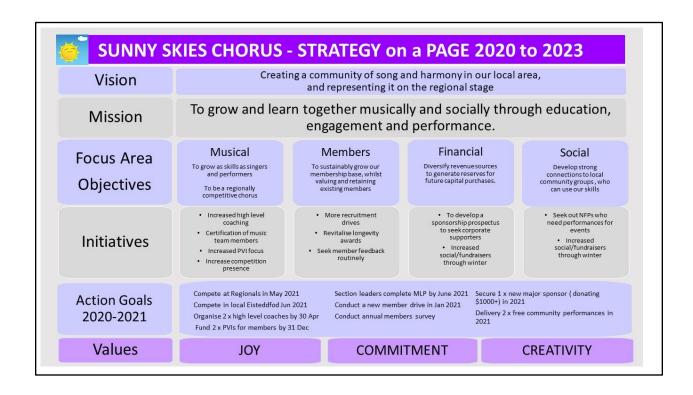
Offer creative experiences in the barbershop artform as well as other musical styles and theatrical competencies

ACTION GOALS

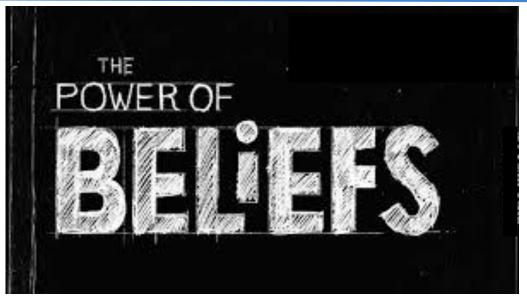
- 1. Organise 3 barbershop coaches to focus on sound and showmanship by 31 December
- 2. Fund each member to have 1 PVI by 30 June
- 3. Arrange for 1 non barbershop theatrical professional to coach the chorus in performance by 31 December

Here's what an action goal might look like using SAI's focus area and objective.

Verb ... Criteria Deadline







Having looked at the elements of a Strategic Plan, and before we get onto how we might develop the plan, I'd like to spend some time talking about one of the most powerful areas that affects the culture of our chorus and how this will affect the success or otherwise of our Strategic Plan.

There is a chapter on 'Eliminating your Limiting Beliefs' in Jan Carley's book 'Harmony from the Inside out' . These focus on our own personal limiting beliefs that stop us from living into powerful possibilities.

People take actions based on their beliefs, limiting or otherwise. We are wanting our members to collaboratively work together towards our chorus vision in alignment with the mission and values.

The limiting beliefs that hold back individuals also affect the chorus as a whole. If one member thinks 'I can't do that', they can affect other members, often negatively. On the other hand when a member confidently declares 'Yes, I can do that', they will affect members in a positive way.

Chorus Beliefs



- Silent force that moulds the patterns of behaviour that will determine your chorus culture
- Identifying and shifting them will have a significant impact on performance
- They are not values or behaviours
- They are specific to each individual chorus
- They have the capacity to **limit** and **liberate** your chorus vision



Individual beliefs that circulate in the chorus will affect the chorus's overall performance. And that is why I refer to them as chorus beliefs.

Group Activity – Identifying Chorus Beliefs



- 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 chorus beliefs might get in the way of your chorus working towards its vision?
 - How might you change these beliefs held within the chorus and turn them into shared possibilities?
- 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.



GROUP FEEDBACK FOR IDENTIFYING CHORUS BELIEFS

- What chorus beliefs might get in the way of your chorus working towards its vision?
- How might you change these beliefs held within the chorus and turn them into shared possibilities?

Identifying Chorus Beliefs - ideas from breakout groups



Q1. WHAT BELIEFS GET IN THE WAY OF REALISING CHORUS VISION?

- Liking the status quo: asking why we have to address things again? I like things just the way they are.
- · Being overwhelmed: wondering how can we do all the things expected of us? Is it really worth the effort?
- Smaller choruses may feel insecure : feeling we're too small to make a difference. We're not as capable as larger choruses.
- The power of language: making statements about what they can't do can't read music, can't attend all rehearsals, can't afford extra activities etc. This is quite limiting and can really affect the chorus.
- The imposter syndrome: questioning how good we really are. We'll never be able to become as good as we need to be.
- Differing motivations: being in a competing chorus or just wanting to sing for fun. Why do I need to be evaluated? Do we need to do all this work?
- Opposing beliefs about where we are heading: wanting to do well at contest, but saying we never will because of the 'big chorus' in the competition. We won't make an impact, it won't be fun.

Summary of participant responses to Q1 from the breakout session

Identifying Chorus Beliefs - ideas from breakout groups



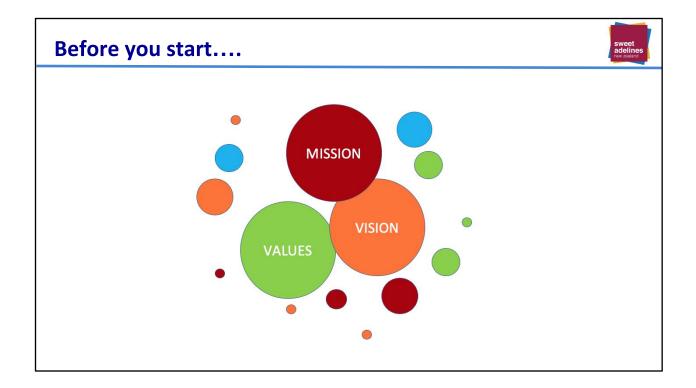
Q2. HOW DO WE CHANGE THEM INTO POSSIBILITIES?

- Keep the vision and strategic plan in view and prioritise time to regularly talk about it (not just a one-off event) to keep the focus of our 'why'. Link activities to the vision, e.g. 'we're funding a PVI for everyone to help us achieve our goal of...'
- · Celebrate the small progress achievements as well as the end results as motivation to keep carrying on.
- · Have realistic goals as part of the bigger ones, that feel within reach with a bit of effort.
- Make the vision and values part of new member inductions and remind existing members about how these have inspired new members.
- Flip the language. If you feel you can't right now, with some work you will grow your skills. It's a journey we're all on together. The power of 'yet' added to the statement I can't do this... yet!
- Sometimes people are genuinely overwhelmed by pressure or change and need space and support. If resistance continues after some gentle encouragement, accept what they say. Check in with them later to see if their views have changed.
- Compare with your previous efforts, not with other choruses. They are on a different path, set new and different goals on your own terms.
- Address the small problems and challenges early, demonstrate commitment to keeping the everyday culture positive and healthy, not just when the big things go wrong.
- Focus on the participant experience of new member drives, keep it fun and without obvious expectation of a certain number joining.

Summary of participant responses to Q2 from the breakout session



THE PLAN



In the Handout from our last session on Vision, Mission and Values, Sharon gave a very detailed example of how to run a visioning session. You can use this process now to getting your Chorus Vision, Mission Statement and Values clearly identified.

It's your long term goal - your Big Hairy Audacious Goal. It's your dream.

This is your guiding light to illuminate your focus areas, your objectives and your action goals. This process cannot be over-emphasised.

Vision, Mission, Values, Focus Area and Objectives Initiatives and Action Goals Initiatives and Action Goals

How long is the plan?

Vision - is the long term one - perhaps you will give it 3 years or 5 years

Focus Area and Objectives - connected to the vision so that when you review your vision you will review these as well.

Initiatives - a little shorter perhaps

Action Goals - short term - could be for a year - could be 6 months - reviewed often and never longer than a year

Who is involved



- An outside facilitator?
- Chorus leaders or the entire chorus?
- Include all members in some way whether they are involved in the process or not



- Consider bringing in an outsider facilitator to guide you through the process Delegate
 Delegate Delegate -don't feel that because you're the Director, Team Leader or
 President that you have to lead the process .. give this to someone who loves doing
 this kind of thing.
- 2. You can limit the session to chorus leaders or include the entire chorus it can be effective either way choose the way that suits your chorus members
- 3. If you choose only chorus leaders, find a way in which you can include all members to increase the likelihood of commitment to the final product there are many ways to do this as an example you could do a membership survey to gather input into what is important to them prior to your session, and make sure you distribute the resulting plan Chorus ownership of the plan is going to help your plan fall into place with ease

Next steps



- Have the vision, mission statement and values clearly identifiable
- Determine your focus areas
- Determine 1 objective for each focus area
- Review existing programmes and their relevance to the vision and the focus areas
- Identify Chorus Beliefs limiting and liberating
- Develop your action goals for each focus area and its objective.
- 1. Make sure your vision, mission and values are displayed clearly as you will want to refer to them continuously
- You can determine your focus areas at this session such as music excellence, membership, finances or you can have them pre-determined by the management and music teams
- 3. Write up an objective for each focus area
- 4. Have a look at what your chorus is doing at the moment your activities, your programmes, your structure, and determine how relevant they are against your vision
- 5. Take the time to identify your member's beliefs both limiting and liberating and take time to reframe limiting beliefs into embracing possibilities
- 6. Develop your action goals for each focus area and its objective. Remember, you don't need too many .. 3 or 4 will be sufficient.



Don't put it into a filing cabinet - either in the old fashioned way or the modern way ... and never look at it again!!

INSTEAD

Put it on your website where it is obvious to members

Use it as your agenda at your team meetings ... or have it as a standing agenda item at all your meetings

The Power of a Strategic Plan





It is a meaningful way to engage and inspire members



It reshapes and energises



It is the driving force in establishing direction -



Generates commitment and motivates performance



It requires less effort in working towards your chorus vision - member ownership

Thanks for your participation today. We hope that you have some useful tools to take away with you and use now and in the future.



THANK YOU FOR YOUR CONTRIBUTIONS TODAY

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

Complete the session survey

Resources will be available on the Sweet Ads Region 35 Website

Identify others who should attend each workshop and encourage them

Enroll in next session - Collaborative Leadership, 21 November