

AAHB Board Introduction to Strategic Planning

**Presented by: Kim Northup
July 1, 2014**

Agenda

- Welcome and Introductions (10-10:15am)**
- Introduction to Change (10:15-10:25am)**
- The Rhythm of the Planning Process (10:25-10:30am)**
- The Consultant/Client Relationship and Expectations (10:30-10:45am)**
- Selecting a Decision-Making Model (10:45-10:50am)**
- Selecting a Planning Team (10:50-11am)**
- Communication Plan (11-11:05am)**
- Final Questions (11:05-11:15am)**

About Me

- Dissertation: Collegiate Leadership and Students' Self-Authorship**
- Consulting projects:**
 - Sexual violence prevention on college campuses**
 - Developmentally disabled adults**
- Getting married New Years Eve!**
- “Friendship Farm” in the Blue Ridge Mountains of VA**

About You

- Name and institution**
- Length of affiliation with AAHB**
- Role on board and length of service on board**
- Area of research interest**
- Personal fact about yourself (optional)**

“There is a big difference between being an organization with a vision statement and becoming a truly visionary organization. The difference lies in creating alignment - alignment to preserve an organization’s core values, to reinforce its purpose, and to stimulate continued progress towards its aspirations.”

– Jim Collins

“The hope of leadership lies in the capacity to deliver disturbing news and raise difficult questions in a way people can absorb, prodding them to take up the message.”

–Ronald Heifetz

Introduction to Leading Change

- Technical Challenges**

- Problem is clear**

- Solution is known and ready to be applied**

- Adaptive Challenges**

- Problem is semi- or unclear**

- Solution requires attitude and/or behavior change**

Introduction to Leading Change

- $D \times V \times F > \text{Resistance to Change}$
- $\text{Change} = f(D \times V \times P \times S) > \text{Cost of Change}$
- What dissatisfaction might AAHB members be experiencing right now?

Introduction to Leading Change

- For any change to be successful, we must have buy-in from stakeholders**
- 70/20/10**
- Transparency and frequent communication helps to decrease resistance to change**

Rhythm of the Planning Process

- Planning team will evaluate existing information/data and determine what other information should be collected
- The planning team will collect additional data
 - Listening sessions
 - Survey's
- The planning team will interpret and disseminate findings
 - ALL information related to the process will be in the "Members Only" section of the AAHB website
 - Critical information may be disseminated via the listserv
- The planning team will work on developing core values, mission, vision, and strategic goals and objectives
 - Develop something - Solicit feedback from Board and Members - Revise - Solicit Feedback - Revise - Send to AAHB Board to make final decision - Communicate decision to stakeholders
 - Process will repeat for each piece of this project

The Consultant/Client Relationship and Expectations

- Our relationship must be 50/50**
 - I am NOT here to tell you what to do**
 - I AM here to present options, ask questions, challenge you to see things from the perspective of multiple stakeholders, help you navigate the politics of change, and provide guidance based on my expertise**

The Consultant/Client Relationship and Expectations

- What are expectations you have for working with one another?**
- What are your expectations for working with me?**

Kim's Expectations

- Actively engage yourself and others in the process**
- Listen attentively**
- Be open to the ideas and perspectives of others**
- Search for common ground**
- Use appreciative inquiry**

Selecting a Decision-Making Model

- Board decides with no input from stakeholders
- Board decides with input from stakeholders
- Board and stakeholders decide together
- Stakeholders decide without Board input

Selecting a Planning Team

- We want a planning team that is representative of the general AAHB membership
- Men/Women, Ethnic/Racial diversity, Full/Affiliate/Emeritus members, what else?
- Selection process
 - Would ask for information above and a short description about why they would like to serve on the planning team

Communication Plan

- Post all materials related to strategic planning in the members only section of the AAHB website**
 - Presentations, meeting agendas/notes, reports, etc.**
- Send requests for participation/feedback out via the Listserv**
- If we get a low response rate, both the Board and the Planning Team may need to make personal contacts with folks to encourage their participation**

Final Questions