

Planning Your Way to Being a Successful Volunteer Leader

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Overview

- *Leadership*
- *Strategic Planning for Chapters*



Qualities of Good Chapters

- Sustainable Leadership
- Supportive Administrative Structure
- Enthusiastic Member Involvement
- Worthwhile Member Services



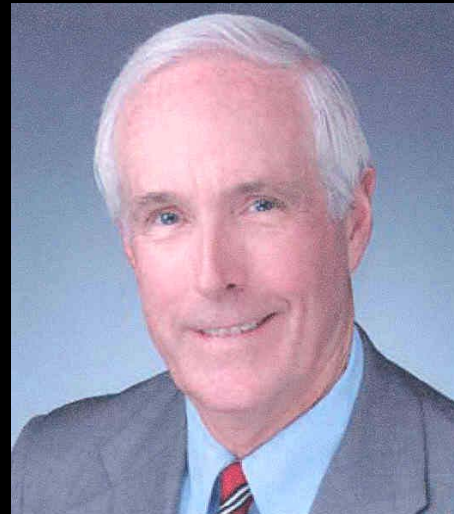
The 21 Indispensable Qualities of a Leader

by John C. Maxwell

- Character
- Charisma
- Commitment
- Communication
- Competence
- Courage
- Discernment
- Focus
- Generosity
- Initiative
- Listening
- Passion
- Positive Attitude
- Problem Solving
- Relationships
- Responsibility
- Security
- Self-Discipline
- Servanthood
- Teachability
- **Vision**



Visionaries



Strategic Planning: Definitions and Concepts

- *“**Strategic** planning is a **systematic** process through which an organization agrees on – and builds **commitment** among key stakeholders to – **priorities** that are essential to its mission and are responsive to the environment. Strategic planning guides the acquisition and allocation of **resources** to achieve these priorities.”*



Strategic Planning: the Nuts and Bolts

Not a prediction of the future

Not a substitute for good judgment

• **What it is NOT** Not a smooth, linear process

• **Keys for Effective Strategic Planning**

Get focused

Willingness to question the status quo

Produce a document

Make sure it is translated into an operating plan



Seven Phases of Strategic Planning

1. Get Ready
2. Articulate Mission, Vision , and Values
3. Assess Your Situation
4. Agree on Priorities
5. Write the Strategic Plan
6. Implement the Strategic Plan
7. Evaluate and Monitor the Strategic Plan

Strategic Planning for Nonprofit Organizations. 2nd Ed. Allison M, Kaye J. John Wiley and Sons



Phase 1 – Getting Ready

- Do we really want to do this? Is this the right time?
- Are the leaders committed?
- “If you are fighting forest fires, it’s probably not the best time to plant trees.”
- Identify issues and choices
- Decide on the process to use
- Identify the information/data that must be collected.
- The plan for planning.



Phase 2 – Articulate Mission, Vision, and Values

- Mission Statement
- Vision Statement
- Values and Beliefs
- Products are draft statements



Strategic Planning: Definitions and Concepts

- **MISSION:** A statement that describes the core purpose of the chapter and the unique and indispensable value the chapter provides its members
- *The Mission Statement communicates to the world what you do and why you do it.*



Mission of the American College of Surgeons



*DEDICATED TO IMPROVING THE CARE
OF THE SURGICAL PATIENT AND TO
SAFEGUARDING STANDARDS OF CARE IN AN
OPTIMAL AND ETHICAL PRACTICE ENVIRONMENT*

American College of Surgeons



Strategic Planning: Definitions and Concepts

- **VISION:** Describes the chapter in a future state, operating in a manner that fulfills the chapter mission at the highest level of excellence
- *A Vision Statement presents an image in words of what success will look like if the organization achieved its purpose.*

ACS Chapter Guidebook and Strategic Planning for Nonprofit Organizations. 2nd Ed. Allison M, Kaye J. John Wiley and Sons



Vision of the American College of Surgeons

The American College of Surgeons, as an association of surgeons, is dedicated to promoting the highest standards of surgical care through education of and advocacy for its Fellows and their patients. The College provides a cohesive voice addressing societal issues relating to surgery.



Phase 2 – Articulate Mission, Vision, and Values

Re-cap

- Mission Statement
- Vision Statement
- Values and Beliefs
- **Products are draft statements**

..most organizations are driven by – and grounded in – values and beliefs about why they exist and how they want to operate in support of those values. The more those values are made explicit the more likely those values will be put into action.

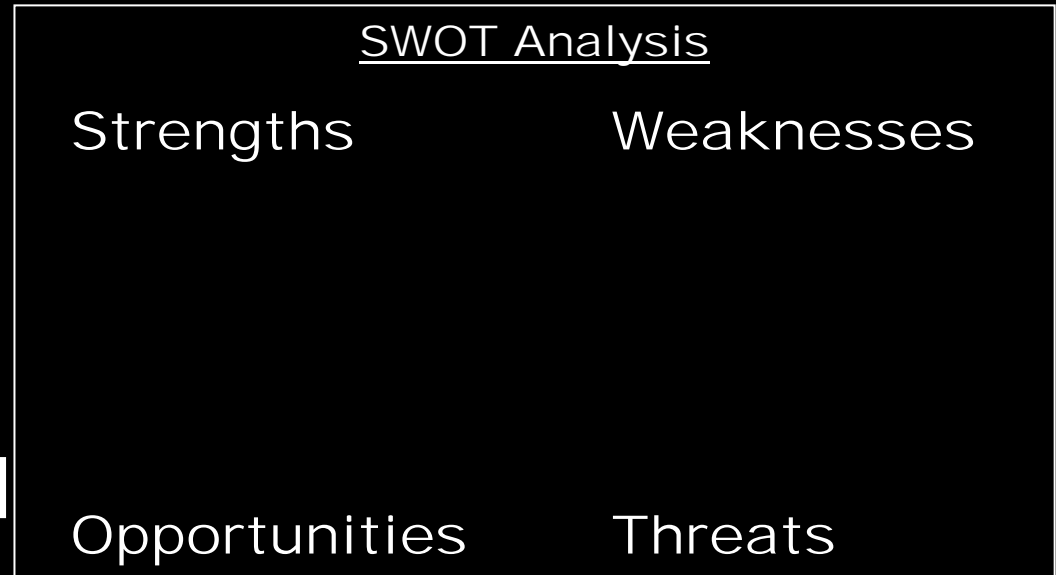
A mission statement communicates to the world what you do and why you do it.

A vision is a mental model of a future state...built upon reasonable assumptions about the future...influenced by our own judgmental model that people and organizations can bring into being through their commitment and actions.



Phase 3 – Assess Your Situation

- Assessing the
- Assessing the
- Gather up to d
- SWOT analysis
- Database of concrete information
- ?Phase 3 before Phase 2



Phase 4 – Agree on Priorities

- General and specific results to be sought (long-term & short-term goals & objectives)
- Broad approaches to be taken (strategies)
- This phase takes the most time
- Agreement on the framework for the strategic plan



Phase 5 – Write the Plan

- Put the pieces together into one document
- Written by one member usually
- Reviewed by all stakeholders
- Requires leadership: revisions should be made when needed but process should not get dragged out
- Product is the strategic plan



Phase 6 – Implement the Strategic Plan

- Operating plan
- Defines short-term, concrete objectives leading to achievement of strategic goals and objectives
- Easy to use and monitor
- Watch for push-back and provide leadership and support

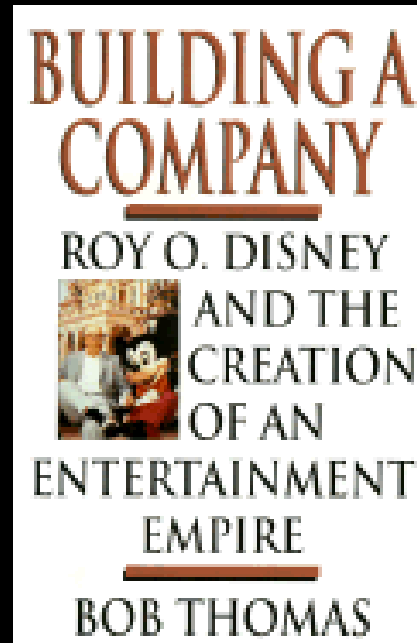


Step 7 – Evaluate and Monitor the Strategic Plan

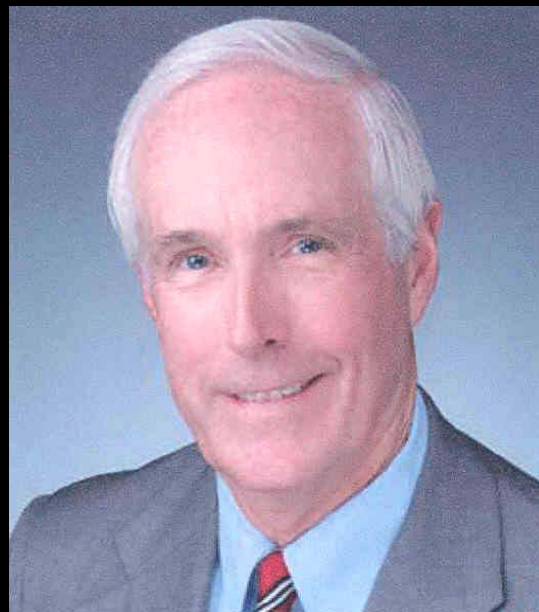
- If appropriate, three-year time horizon and one-year plan
- Adjust annual operating plans at year one and two
- At year three a new three-year plan and a new annual operating plan.
- If core strategies and priorities are valid continue the three-year plan
- If the environment has changed, then regroup and restrategize



Leadership and Vision: You Don't Do It Alone



Great Visionaries



Strategic Planning in the American College of Surgeons



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Conclusion

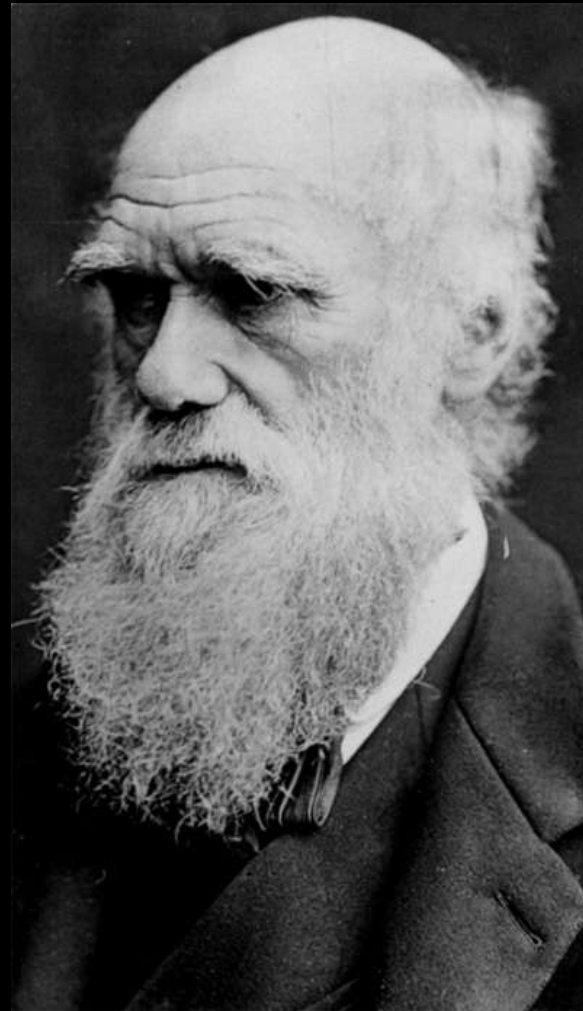
- Commitment
- Resources
- Thoughtfulness
- Must produce a document and an operational plan



Conclusion

"It is not the strongest who survive, or the fastest. It is the ones who can change the quickest."

Charles Darwin



•Read the Chapter Guidebook

