



Streamlining Club Operations- How to Work Smarter

Association of Motoring Clubs

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1 LEGAL RESPONSIBILITIES

1.1 What is a Director?

Directors and Officers

A “director” is one who is a director by virtue of valid resolution of appointment to the Board. A “director” is also any person who acts like a director, or a person in accordance with whose instructions the directors are accustomed to act. The word “director” also includes a person who acts and is treated like a director although no formal appointment has been made.

“Officers” include the secretary, public officer and executive officers of the company specifically and all employees generally. An executive officer is defined as a person, by whatever name called and whether or not he is a director of the body who is concerned, or takes part, in the body’s management. Officers have almost all of the personal liabilities of directors.

The Corporations Act includes a broader concept of a “director”, and the obligations will include the directors, company secretary, executive officer, and can include any person occupying or acting in the position of director (by whatever name called, and whether or not validly appointed or authorised to act), or any person in accordance with whose directions or instructions the directors of the company are accustomed to act. Thus simply because a person is not appointed a director, does not mean that, where they occupy a management role, they can escape the obligations.

The True Role of the Committee

- To make the Choices
- That create the future
- For the communities you serve

2 THE LAW!!!! (IT'S ACTUALLY REALLY SIMPLE)

The Board is responsible to the general public through the Board's credibility as an exemplary Governing body, through the standards it espouses within the association, by promoting ethical practices amongst its members, and through the compliance with the duties of Directors at law.

There are three duties of Directors at law.

Every individual on the Board has the following three duties:

1. The Duty of Care: to “act as an ordinary, prudent person would in a like circumstance. This requires diligent, attentive, informed participation”.

2. The Duty of Loyalty: to “act in good faith, in the best interests of the organisation. This means do not act so as to harm the organisation or to benefit personally at the expense of the organisation”.

(S181) Each director is required to

1. act only within the powers of the organisation for the purposes for which they are conferred
2. to act with the required care and diligence
3. to avoid conflicts of interest (S191-195)
4. to act for the benefit of the organisation (S181)
5. not to use the information acquired as a director for personal gain (S183) and
6. to retain their independence

3. The Duty of Obedience: to “act to ensure the organisation operates in keeping with the laws and rules governing its formation and status and in accordance with its own bylaws and mission”.

Don't be a crook, and don't be really THICK

3 ROLE OF HONORARY SECRETARY

Role description & person specification

The role of the secretary is to support the chair in ensuring the smooth functioning of the Management Committee. In organisations without paid staff, the secretary may take a greater role in the day-to-day administration of the organisation. The Secretary's tasks include:

Ensure responsible administration.

- To prepare agendas in consultation with the Chair (and chief officer).
- To circulate agendas and any supporting papers in good time.
- To receive agenda items from other committee members.
- To check that quorum is present.
- To minute meetings and circulate the draft minutes to all committee members.
- To ensure that the chair signs the minutes once they have been approved.
- To check that committee members and staff have carried out action(s) agreed.
- To circulate agendas and minutes of the annual general meeting (AGM) and any special or extraordinary general meetings.
- To ensure up-to-date records are kept of committee membership.
- To ensure the constitution and bylaws are reviewed at least every 2 years
- If a company limited by guarantee, act as company secretary and ensure statutory requirements are met.

Make arrangements for meetings.

- To ensure arrangements for meetings are met (booking the room, arranging for equipment and refreshments, organising facilities for those with special needs, etc).

Other duties:

- To sit on appraisal, recruitment and disciplinary panels as required.

Qualities and Skills Required.

- Organisational ability.
- Experience of committee work and procedures.
- Minute-taking experience (if this is not being delegated to staff).
- Good communication and interpersonal skills.
- Impartiality, fairness and the ability to respect confidences.
- Approachable and sensitive to the feelings of others.
- Well organised and an eye for detail.
- Ability to work well with the Chair.
- Good time-keeping.

Time Commitment Required

The role of Secretary requires an estimated commitment of [e.g. 2 hours per month]

NOTE: This document is an example document and should be amended accordingly.

From AOMC manual

DUTIES

1. Maintain a knowledge of the Constitution and By-Laws.
2. Manage the AOMC Office functions and arrange attendance.
3. Handle all correspondence Inwards, Outwards and generally within the Association and among Committee.
4. Prepare Minutes of Committee, Quarterly Delegates and Annual General Meetings.
5. Arrange regular and timely clearance of the AOMC mail box.
6. Maintain the Membership Register in collaboration with the Membership Officer.

4 PROSPERITY VS SCARCITY: IT IS ALL IN THE QUESTION!!

Belief 1. There is not enough. Most people have a fear that there will not be enough, and they function from the certainty that there will not be enough and someone has to miss out. The messages of advertising and marketing constantly focus on this belief. One of the most recent examples of “There is not enough” is the fear from a number of charities that there will not be enough money to go around because of the outpouring of donations related to Tsunami relief efforts globally.

Fear that there will not be enough is at the heart of the breakdown in our relationship with money. One of the common beliefs around money is that we don't have enough of it, that there is not enough to go around. Most people function from the certainty that there will not be enough, which is why we are seeking security. We don't just think things are scarce, we think from a condition of scarcity. It's not just that we believe things are scarce; we have a mindset or a frame of reference that no matter what's happening, there is not enough.

Belief 2. It is hard We are constantly being reminded that all good things do not just happen, they are a result of hard work. The common limitations that we create include beliefs such as: “If it was easy, then everyone would do it/have it”, and “Nothing worthwhile is ever easy”. We often hear within the Not for Profit sector comments such as “Raising sponsorship is getting harder”, “getting grants is getting more difficult”, “it is harder to get people to donate”, “it is harder to get people to volunteer”.

Belief 3. This is just the way things are This is probably one of the most powerful beliefs, as it makes us not question the first two. This is the most invisible and pervasive of the beliefs, and takes away from us the ability to truly choose. This has the power to turn us into victims or to blame all on predetermined destiny, rather than being individuals who have the power to choose all.

Prosperity consciousness is simply taking these and turning them 180 degrees.

5 CHOOSING TO BE A CONSCIOUS COMMITTEE MEMBER--SO YOU CAN SPEND MORE TIME WITH YOUR CARS!!

Strategic plans by their nature are focused on defined times (3 years, 5 years etc).

Strategic awareness is ongoing, no beginning, no end.

Strategic plans tend to focus on how.

Strategic awareness focuses on what matters to the vision of the organization, the impact on the community the organization serves.

Let's start with the Management Committee or senior staff

Select the right people- skills and attributes

- No fixed point of view
- Willing to be the question
- Willing to receive everything without judgment
- Willing to both analyze and listen to intuition
- Prosperity vs Scarcity
- Everyone has the ability-it is all a matter of personal choice

Develop a strategic induction program

- Relevant papers...and...
- Culture of the Management Committee and senior staff
- Questions we expect you to consider and ask
- High expectations
- How we live the vision and mission

Design meetings to facilitate strategic thinking and strategic awareness

- Make every meeting a planning session-structure the agenda
 - i. Add the vision statement to the agenda
 - ii. Staff reports aligned to strategy

- iii. Professional development of Management Committee
 - iv. Staff presentations to Management Committee
 - v. Changes to strategic environment section
(Gossip or Red Wine section)
- Dashboard reporting
 - Briefing materials prior to meeting
 - Don't allocate timings to sections of the meeting. It should be fluid.

Structure interactions to facilitate strategic awareness

- Value disagreements as an opportunity to seek creative new approaches.
- Remind them that when two people have the same opinion, one is unnecessary!
- Provide them with a cheat sheet (H) Strategic Questions Every Board Member Should Ask
- Make it a standard to ask “Why?” before “How” – e.g.
 - “Why tackle it?”
 - “Why does it matter?”
 - “Why shouldn't we proceed?”
- Teach importance through assigning Organization Skeptic
- Ask different board members to
 - Provide viewpoint from their business or community perspective
 - Provide viewpoint of a specific stakeholder group by taking on that persona
- While encouraging vigorous debate, keep things issue-oriented
- Insist on multiple options

Benefits

- Keeps the Management Committee engaged
- Taps into their skills and networks and awareness
- Leads to better decision making
- Minimizes the “operational” tendency of many Management Committees
- Ensures the staff/CEO and Management Committee work as a team, not abdicating responsibility to the staff

The Six Most Powerful Questions To Enhance Your Board's Strategic Awareness

The role of questions in Board decision making is often ignored or misunderstood. Questions are too often used as weapons to make a point (Why is this behind schedule? ie This is behind schedule and it is your fault...) or to make a statement (Why can't your team get this right? ie Your team is no good at this....), or to manipulate someone to agree with your point of view (Don't you agree that this is an issue? ie Agree with me or you will look stupid...). These questions both disempower and shut down strategic conversations and exploration that should be the mandate of the Board to nurture. At the very most these types of questions may elicit more information, but with no strategic insight.

When Board members refuse to ask questions that invite curiosity, it sends a very clear message regarding the culture of their organisation. Innovation and possibility are discouraged, and blame and confusion run rampant.

The true role of any question is to invite curiosity, the exploration of "What if.." and "How else..." This sense of curiosity is the gift that every Board member can bring to their Board.

The following are six of the most powerful questions I have found (and used) that can change a Board conversation into a focused, strategic exploration of choices.

1. "What's working here? What's not working? What do we need to do about it?"

This question is in three parts. The first part "What's working here" invites participants in the discussion to identify, from their point of view, what is working with the particular issue or project. The second part asks the question "What's not working here?" from a sense of curiosity rather than blame. It asks for insight from all the Directors and staff at the Board meeting, and invites them to give their point of view about what is not working. This enables a more robust analysis of what is not working rather than just one persons point of view. The third part of the question asks "What do we need to do about it?" This again asks for different points of view about what needs to be done, and invites the possibility of creative options rather than trying to come up with just one solution. These options then enable the Board to make a more informed and strategic choice from various alternatives. This is an elegant question that stimulates great creativity whilst focusing people on the issue at hand, and begins to create the strategic culture that allows people to discuss what is not working without worrying about blame or retribution.

2. "What are we missing?"

This question is best asked after a robust or complex discussion where a preferred option has been agreed upon by the group. When this question is asked, participants in the discussion will either a) reaffirm the choices made as they are not aware of anything missed at that time, or b) identify an area of discussion that may have been missed. This is

a powerful question to ask at the end of a strategic planning retreat or strategic plan review, where reflection and confirmation can bring a strong sense of unity and purpose to the planning group. The key to this question is to ask it from curiosity rather than trying to make a point that you believe all the others have missed something that only you can see.

3. “How does this help deliver against our vision, and how can we align it more closely?”

Your organisations vision statement is one of the most powerful strategic filters that your Board possesses. This vision should extrapolate on what impact you want your organisation to have on the communities that it serves. All discussion should consider the effect that any choices will have on achieving the intent of the vision, and consider ways of more closely aligning the options and final choices with that vision. This question allows wide ranging discussion at the same time as focusing people on what really matters.

4. “What questions should we be asking?”

When a discussion has become convoluted, confused or the participants are unsure where to take the conversation, one of the most powerful questions to assist in any refocus is “What questions should we be asking?” This is the question to ask when you don’t know what question to ask. There are many variations of this, such as “What questions should we be asking that will help us look at this differently”, “What questions should we be asking that will provide clarity” etc. This question allows the participants to reframe the conversation, and short circuits any tendency to making a conversation about personalities, hidden agendas or manipulation.

5. “If we couldn’t do it this way, how else might we do it?”

One of the greatest inhibitors to innovation and strategic awareness is when we believe we have got something right, and everything is working out really well (For more on strategic awareness, go here>>>). This is just as much a judgement as when we think we have something wrong. When you think you have got it right, you ignore other possibilities and stop looking for new opportunities that will arise. A great question to break out of this paradigm is “If we couldn’t do it this way, how else might we do it?” This question can be used at the staff and Board level to generate innovative possibilities and highlight other potential revenue streams that might be associated with a different way of looking at that program, process or service.

6. “What are the Yes But’s..?”

Many people have a “Yes But..” lurking at the back of their mind when discussing options, especially when that option does not agree with any that they had already decided should have been made. The “Yes But” can effectively shut down a conversation. Examples of this include “Yes but it’s not in our budget”, “Yes but we don’t have the staff to do it”, or “Yes but its going to take too long”. These “Yes But” statements can then lead to

arguments about who is right or wrong based on the “Yes But” premise. My view, however, is that the “Yes But” can be turned into a very liberating question by taking the premise of the “Yes But” statement and reframing it as a question. For example “Yes but it is not in the budget” becomes a series of questions such as “Whose budget is it in? What if it did not need to be in our budget? What if it was not a budget item, what would that look like? Who else could do it so it doesn’t have to be in our budget?” This reframing gets you looking at things differently, encouraging you to look into all the other possibilities that are out there that you are refusing to see because you have bought in to the original “Yes But” premise. As part of a Board discussion, encourage people to bring out their “Yes But”, as then you can become truly creative. Acknowledge the “Yes But” , and don’t buy into it as a reality.

6 STRATEGIC PLANNING ON A SHOE STRING

6.1 Functions of strategic planning

There are four (4) major functions of strategic planning:

1. to identify the possible futures of the Not for Profit organisation;
2. to focus the Board. Strategic planning will focus the attention of the Board on those issues that are paramount to the viability and sustainability of the Not for Profit organisation, particularly if the Board agenda reflects the Strategic Plan.
3. to measure Board and staff performance. The Board is responsible for the performance of the Not for Profit organisation. There is no better way to measure the Board's performance than through the achievement of the various Action Plans of the Strategic Plan. The Strategic Plan should also provide performance measures for staff through the development of strategic Key Performance Indicators; and
4. to filter information. With all the information available today, the Strategic Plan provides a filter that allows through that information or those circumstances that will strategically affect the Not for Profit organisation, and filter out the 90% of rubbish information or rampant pet projects.

Definition: The 5 or 6 key things the Board have agreed need to occur in the next 2 to 3 years

If this is so, then what are the implications for:

- Who gets involved in the planning team?
- Board agenda and time allocation
- Reports from CEO and staff
- Annual Report

Hallmarks of a robust strategic plan:

Each strategy has action plans that show key elements of how the strategy will be achieved

Each Action Plan has, at the very least, details of start and finish dates, success measures, risk analysis and ethical implications.

6.2 Governance tool 12: Strategic Plan preparation checklist

	<i>Date to be confirmed</i>	<i>Person responsible</i>	<i>Action</i>
<i>Who needs to be invited?</i> <i>Board</i> <i>Staff</i> <i>Stakeholders</i> <i>Committee reps</i>			
<i>Who does the inviting?</i>			
<i>Where and when will sessions be conducted?</i>			
<i>How long is each session?</i>			
<i>Who will conduct the scenario planning?</i>			
<i>How will scenarios be tested?</i>			
<i>Preliminary reading material to be developed, collated and sent</i>			
<i>Develop and send out any preplanning survey</i>			
<i>Who will facilitate the sessions?</i>			
<i>Who will chair the session?</i>			
<i>Who will collate/type information at the session?</i>			

7 CURRICULUM VITAE OF FACILITATOR



Steven Bowman

Experience

Steve is one of Australia's leading Governance and Senior Executive Team specialists, having previously held positions as National Executive Director of the Australasian Institute of Banking and Finance, Australian Society of Corporate Treasurers, General Manager of ExpoHire (Australia) Pty Ltd, Assistant Director of the Australian Society of CPAs, Director of the American College of Health Care Administrators, and Managing Director of Enterprise Care Not for Profit Services. He is a past President of the Australian Society of Association Executives, and has held numerous other Board positions. He has consulted to a wide range of commercial, professional, trade, welfare, philanthropic and charitable organisations, and has authored or co-authored over 14 books on Governance and Executive Leadership. He was the founder and Associate Program Director of the Certificate and Advanced Certificate in Association Management at Monash Mt Eliza Business School for 11 years. He currently works with over 1,000 Not for Profit and corporate organisations each year in Australia and internationally in Governance, Executive Leadership and Consciousness at work.

Qualifications

Bachelor of Applied Science (Speech Pathology) La Trobe Uni. Melbourne
Graduate Diploma of Communication Disorders La Trobe Uni. Melbourne
Master of Arts (Speech Pathology) George Washington Uni Washington DC
Master of Association Management George Washington Uni Washington DC
Certificate in Association Management Mt Eliza Business School
Advanced Certificate in Association Management Mt Eliza Business School

In addition, Steve Bowman is author or co-author of the acclaimed books:

- The Secrets to Developing Strategic Plans that Work
- Risk Management Strategies and Techniques for Not for Profits
- Strategic Customer Management for Not for Profits
- Developing Not for Profit Performance Management Systems
- Reviving Staff Performance & Productivity in Not for Profit Organisations
- Directors Induction Manual
- Good Governance Guide
- Practical Board Appraisal Techniques
- Membership marketing that gets results
- The Not for Profit Board and Management Guide

Professional Memberships

Fellow-Australian Institute of Company Directors

Fellow- Corporate Law and Accountability Research Group Monash University

Conscious Governance Downloadable resources

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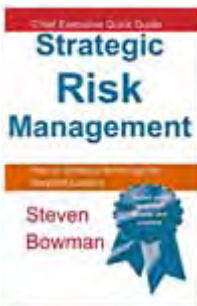


Chief Executive Quick Guide : *Advanced Strategic Planning: Strategic Planning that works for Nonprofit Boards and Leaders*

'Every year, organisations like yours lose hundreds of thousands of dollars through well intentioned but dysfunctional strategic planning efforts - this e-book will help ensure your organisation isn't one of them'

Do you want to know how to embed the strategic plan into all facets of your organization and get amazing buy-in from Board, staff and stakeholders? Do you want a process that is quick, focused and provides step-by-step guidelines that result in a strategic plan that is accountable and measurable?

Your Price: **US\$45.00**



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Do you want the tools to be a conscious chief executive?

Are you looking for a way to be more, do more and know more as a senior executive and leader?

Your Price: **US\$35.00**....

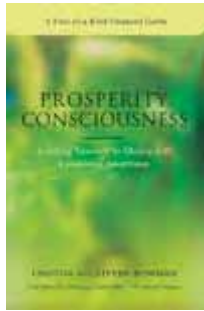


Conscious Leadership: The Key to Unlocking Success

What does it take to be a conscious leader?

What if there was something more to leadership? What are the simple tools I can use to be more aware and conscious as a leader, and to truly make a difference?

Your Price: **US\$35.00**....



Prosperity Consciousness-Leading Yourself to Money with Conscious Awareness

Have you ever wondered: Why some people seem to generate money easily, while others are predestined for a life of financial lack?

Why some people seem to have an easier time with their life, while others seem to thrash about and struggle with great effort?

Your Price: **US\$15.95....**



Foundations of Strategic Planning Blended Learning program –

This program is based on many years work with some of the most strategic nonprofit organizations and leaders who are changing the world.

Listen to the explanations and examples, watch the videos, read the descriptions...

Work your way through this program at your own pace, use the Table of Contents to immediately navigate to the section you require, and fast forward or review any section as you desire.

Foundations of Strategic Planning will provide you with the basic foundations of strategic planning, the techniques to develop your own strategic plan, the awareness of what should be required of outside facilitators, and the tools to develop a strategic culture in your own organization.

The program topics include:-

- What is a Strategic Plan,
- The four key elements required in a Strategic Plan,
- Developing strategic awareness at the Board and staff level,
- Strategic thinking techniques,
- Detailed strategic planning processes,
- Creating the planning team,
- Developing your vision,
- SWOR analysis,
- Developing strategies,
- Developing action plans that actually work,
- Creating success measures,
- How to implement the plan,
- Measuring the outcomes, and
- Creating a strategic culture.

Your Price: **US\$45.00....**

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