

Club Quality Initiative

This workbook has been designed to lead you and your fellow club members through a number of steps to help you discover new ways to improve the way your club operates.



Lions Clubs International



“ If we don't change, we don't grow. If we don't grow, we aren't really living. **Gail Sheehy, Author, Journalist, Lecturer**



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Process Overview



Change is critical for each club. By understanding our current operation, identifying areas that may be improved and taking measured steps to accomplish our goals, every club can be even better! This guide provides five unique steps to initiate change.



Step One

Understand the process of change and LCI Forward

Concept of Change

LCI Forward

Step Two

Determine the need for change using critical assessments

Assessment 1: Enhance Service Impact

Assessment 3: Pursue Club Organizational Excellence

Assessment 2: Reshape Public Opinion and Improve Visibility

Assessment 4: Improve Member Value and Reach New Markets

Step Three

Set Goals

Goal Setting using SMART Goals

Establish goals for each assessment

Prioritizing goals

Step Four

Develop Plans

Assign goals to committees and task forces

Empower members to develop action plans

Step Five

Implement and sustain change

Implement and track plan execution

Ongoing plan correction and development



While the steps are critical to the success of the program, the program can be accomplished in many ways. Consider taking one step each meeting or plan a retreat and spend an afternoon going through the program. The instructors guide can provide additional information.

1

Understanding the Process of Change and LCI Forward

LCI Forward

LCI Forward provides a strategic framework to help clubs to strive for excellence. This plan was developed by the Long Range Planning Committee of the International Board of Directors and guided by the association's vision statement "To be the global leader in community and humanitarian service". It is a platform for action that will help your club develop priorities to significantly expand humanitarian service, improve current operations, and pursue new ways to unite people in Lions' service.

LCI can give us this vision, but it takes application at the club level to make the vision a reality.

Primary Goal

Improve the lives of at least 200 million per year by FY 2020-21 through expanded humanitarian service – tripling of our service – as measured through the Service Activity Report system.



1 Enhance Service Impact & Focus

The number of people in need – the visually impaired, disabled, people needing urgent assistance and often life-changing medical assistance – has increased sharply (by four-fold) since 2010-11, and is increasing every year.

2 Reshape Public Opinion & Improve Visibility

The need for voluntary humanitarian service is higher than ever and society needs to be reminded of our impact and what people united in service can do to meet rising needs throughout the world.

3 Pursue Club, District & Organizational Excellence

We are the largest voluntary service organization in the world. Each club needs to continually innovate to harness technology and find new ways to improve our effectiveness in this ever-changing world.

4 Improve Membership Value & Reach New Markets

People have more choices today to serve and give back to their community/people in need. Lions need to continue promoting new ways for caring people to be involved in service and provide options for service engagement which are flexible and mesh with today’s busy life-styles.

This program outlines these areas of focus with targeted and diagnostic tools that identify areas of potential improvement, set meaningful goals and utilize techniques and strategies that will help your club achieve success in each of these areas.

2

Determine the need for change

The assessments that follow were designed to help club members determine possible areas of improvement and are focused on the areas featured in LCI Forward. Each assessment includes a series of questions to help focus thought and guide discussion as well as resources designed to support club development. The assessments can be completed as a group in a workshop setting or individually at home. Note that the electronic version of this workbook includes links to materials designed to drive success in each area.

Assessment 1: Enhance Service Impact

Answer Both Questions Below

Read Statements Below and Rank



| | How often is this true? | | | Is it important? | | | |
|---|----------------------------|-----------|-----------------|-----------------------------------|--------------------|-----------|---------------------------|
| | Always or Most of the time | Sometimes | Rarely or Never | Not Important (or does not apply) | Somewhat Important | Important | Critical to my membership |
| Our club offers many opportunities for meaningful hands-on service projects | | | | | | | |
| Our service activities are well managed and a good use of my time | | | | | | | |
| Our service activities make me feel as though I am doing something to help others | | | | | | | |
| Our service activities attract new members to our club | | | | | | | |
| Our club is involved in district and/or multiple district projects | | | | | | | |
| It is important that our projects serve the needs of our local community | | | | | | | |
| It is important that our projects reach beyond our local community | | | | | | | |
| I personally see the impact of our projects | | | | | | | |
| All members have the opportunity to take a leadership role in projects | | | | | | | |

Read Statements Below and Rank



| | How often is this true? | | | Is it important? | | | |
|--|----------------------------|-----------|-----------------|-----------------------------------|--------------------|-----------|---------------------------|
| | Always or Most of the time | Sometimes | Rarely or Never | Not Important (or does not apply) | Somewhat Important | Important | Critical to my membership |
| Our club's contribution to the betterment of society is significant | | | | | | | |
| Our club consults with community leaders before planning projects to identify the areas of greatest need | | | | | | | |
| Our club partners with community organizations, businesses, and other stakeholders to leverage resources | | | | | | | |
| Our club is aware of and utilizes the funding available through LCIF | | | | | | | |
| Our club is aware of and utilizes the project planning resources available through LCI | | | | | | | |
| Our club invites Leos and other youth to serve alongside us | | | | | | | |
| Our club effectively raises funds to support our service activities | | | | | | | |

1.1 • Do you have any suggestions regarding the questions above or ideas on how we can improve our service?

Activity Evaluation:

1.2 • What is your favorite project or activity? _____
 Why? _____

1.3 • What is your least favorite project or activity? _____
 Why? _____

1.4 • What new potential projects should be considered?

1.5 • Are there current projects that should be reconsidered or redesigned?



Tools Available

1 The Global Service Framework

Our new global service framework focuses the efforts of Lions and Leos on five service areas with the goal of tripling our humanitarian impact by serving 200 million people per year by 2021.

Diabetes



Environment



Hunger



Vision



Pediatric Cancer



2 Making it Happen

This tool guides club members through a process that helps identify the projects that are important to club members by identifying needs in the community.

3 Community Needs Assessment

This tool provides club members with a strategy for reaching community leaders to find unmet community needs.

4 Grants

Grants are available from Lions Clubs International Foundation that support humanitarian efforts throughout the world.

Assessment 2: Reshape Public Opinion and Improve Visibility

Answer Both Questions Below

Read Statements Below and Rank



| | How often is this true? | | | Is it important? | | | |
|---|----------------------------|-----------|-----------------|-----------------------------------|--------------------|-----------|---------------------------|
| | Always or Most of the time | Sometimes | Rarely or Never | Not Important (or does not apply) | Somewhat Important | Important | Critical to my membership |
| Our club projects and events are visible in the community | | | | | | | |
| We use our website and/or social media to engage the community in our activities | | | | | | | |
| We wear apparel (such as shirts, vests or hats) that identify us as Lions when we serve | | | | | | | |
| Our club is featured in local social or media outlets | | | | | | | |
| We effectively work with our local media to gain positive coverage | | | | | | | |
| Special events and opportunities to serve are effectively communicated to the members | | | | | | | |
| Events and opportunities to serve are effectively communicated to the community | | | | | | | |
| Our club is respected and holds a position of prestige in the community | | | | | | | |
| Our community leaders support our club's activities | | | | | | | |
| The news and information that I receive from my club is timely and up to date | | | | | | | |

2.1 • How do people in the community perceive our club?

Positive aspects? _____

Negative aspects? _____

Is the club effectively utilizing the following media outlets?

| | Yes, we contact them often | No, we could contact them more | Not an Effective Tool | I can contact them to promote our club |
|--|----------------------------|--------------------------------|-----------------------|--|
| Community publications (school or group) | | | | |
| Local government publications and websites | | | | |
| Local community groups (religious or special interest based) | | | | |
| Radio, television or other media | | | | |
| Community Bulletin Boards | | | | |
| Community Event Sponsors | | | | |
| Other: (please explain) | | | | |

2.2 • What can our club do to reshape public opinion about Lions and increase our visibility?

Tools Available



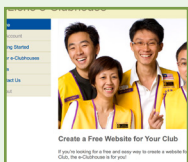
PR Guide

Includes tips for working with various media channels, ideas on how to make your message newsworthy and access to resources offered by LCI that can be used by local clubs.



Peace Poster Contest

A proven way to gain youth involvement, reach schools and attract media attention.



E-Clubhouse

A free site that is available to all clubs. Easy to maintain and connects to the LCI headquarters' site.

Assessment 3: Pursue Club Organizational Excellence

Answer Both Questions Below

Read Statements Below and Rank



| | How often is this true? | | | Is it important? | | | |
|---|----------------------------|-----------|-----------------|-----------------------------------|--------------------|-----------|---------------------------|
| | Always or Most of the time | Sometimes | Rarely or Never | Not Important (or does not apply) | Somewhat Important | Important | Critical to my membership |
| The club encourages all members to seek leadership positions | | | | | | | |
| Club leaders keep the members informed of club decisions | | | | | | | |
| Club decisions are inclusive, fair and transparent | | | | | | | |
| Meetings and events are well organized and communicated | | | | | | | |
| Meetings are enjoyable (fun) and productive. | | | | | | | |
| Technology is used to help the club operate efficiently | | | | | | | |
| My club's expectation of my involvement is reasonable | | | | | | | |
| District leaders effectively support our club operations and activities | | | | | | | |
| Members are recognized for their dedication | | | | | | | |
| Members feel engaged and that their involvement is a good use of their time | | | | | | | |
| The club is open to new ideas and they are often implemented | | | | | | | |
| I am satisfied with how the club is managed | | | | | | | |
| My club provides me with networking opportunities which help me personally and professionally | | | | | | | |

3.1 • Do you have questions regarding the operations of our club? _____

3.2 • How could we better manage the club? _____

3.3 • Is there a specific activity that you dislike? _____

3.4 • What activity is the most important to you? _____

3.5 • How can communication regarding club activities be improved? _____

3.6 • How can club meetings be more positive and productive? _____

3.7 • What changes could make your participation more meaningful? _____

3.8 • Is there conflict within the club? Yes No

If yes, how can this conflict be avoided or minimized? _____

3.9 • Can communication between members be more positive? Yes No

How? _____

3.10 • If you could change one thing, what would it be? _____

Tools Available

Club Officer e-Books

Links to position specific support to help club officers manage their club effectively.

- [Club President/Vice President e-Book](#)
- [Club Secretary e-Book](#)
- [Club Treasurer e-Book](#)
- [Club Membership Chairperson e-Book](#)
- [Club Service Chairperson e-Book](#)

Improving Club Quality Webpage

Additional tools to support strategic planning

Your Club, Your Way!

This guide provides practical guidance and a system to help clubs customize meetings to better meet member needs.

Club Constitution and By-Laws

This model Constitution and Bylaws is based on best practice but may be adapted to fit the needs of each club.

Club Leadership Development

Access to the Lions Learning Center, position specific training materials and resources

and online courses that support leadership development.

Club Excellence Awards

The highest award for clubs that recognizes excellence in service, leadership, communications and operation. The site also features resources to help clubs achieve the requirements.

Club Dispute Procedures

Provides a way to resolve club disputes in a fair and effective manner.

Club Supplies

Your sources for apparel, banners, awards and other club supplies.



Use these questions to drive discussion to determine and define areas of need that can be agreed upon by the membership of the club.

Assessment 4: Improve Member Value and Reach New Markets

Answer Both Questions Below

| Read Statements Below and Rank ↓ | How often is this true? | | | Is it important? | | | |
|--|----------------------------|-----------|-----------------|-----------------------------------|--------------------|-----------|---------------------------|
| | Always or Most of the time | Sometimes | Rarely or Never | Not Important (or does not apply) | Somewhat Important | Important | Critical to my membership |
| We need more members to support our projects | | | | | | | |
| Our club actively seeks prospective members and successfully recruits them | | | | | | | |
| Recruiting efforts are recognized and supported | | | | | | | |
| Our club appeals to and recruits younger members | | | | | | | |
| Our club appeals to and recruits families | | | | | | | |
| Our club recruits community leaders who can help advance our projects | | | | | | | |
| New members are welcomed and involved in activities immediately | | | | | | | |
| New members receive a meaningful induction ceremony | | | | | | | |
| New members receive a new member orientation that is engaging and informative | | | | | | | |
| The new member orientation is completed within the first 90 days | | | | | | | |
| Most or all members are involved in service activities that they find meaningful | | | | | | | |
| Members are given the results of their service activities and understand the value of the service provided | | | | | | | |
| My club is very welcoming and makes me feel as though I belong | | | | | | | |
| I plan to be an active member in my club for the foreseeable future | | | | | | | |

4.1 • What actions can the club take to recruit members?

4.2 • How can the club keep members interested and engaged in our activities?

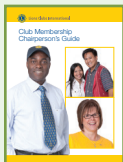
4.3 • Thinking about the members who have left our club...what could have been done differently to keep them as active and engaged members?

Who do you know that would be interested in actively supporting our club's mission?

Name: _____

Contact: _____

Tools Available



Club Membership Chairperson Guide

This guide outlines the roles and responsibilities of a club membership chairperson and provides practical guidance for recruiting and retaining members.



New Member Orientation Guide

This guide underscores the importance of orientation to the feeling of belonging and provides a format that both educates and engages new members in meaningful activities.



Just Ask! New Member Recruiting Guide

This guide is designed to guide your club through the process of recruiting new members and effectively manage club growth.

3

Set Goals

Once the assessments has been discussed, the club will need to establish SMART goals. This will help the club determine priorities and will be the basis for future planning. This exercise can also be completed individually and then discussed as a group to determine priorities.

Setting SMART Goals

Each goal should be...

Specific

Goals should be as specific as possible to ensure that the objective is clear.

Measurable

Benchmarks and progress must be measurable.

Actionable

Each goal must be achievable.

Realistic

Goals should be challenging but not unrealistic.

Time bound

Each goal should have a timeframe that outlines a schedule of progress.



Based on the Assessment on pages 8-9, note three SMART Goals that could improve our service impact:

- 1. _____
- 2. _____
- 3. _____

Based on the Assessment on pages 11-12, note three SMART Goals that could improve our public image:

- 1. _____
- 2. _____
- 3. _____

Based on the Assessment on pages 13-14, note three SMART Goals that could improve member value and reach new markets:

- 1. _____
- 2. _____
- 3. _____

Based on the Assessment on pages 15-16, note three SMART Goals that could improve club excellence:

- 1. _____
- 2. _____
- 3. _____



STEP

Develop Plans

4

Establish Priorities and Assign Goals

Once the goals are established, determine long and short-term priorities and assign goals to committees or task forces. You may find some goals are easily assigned to a standing committee, while others may need special attention or the support of multiple committees. For example, membership goals may be easily assigned to the Membership Committee while others, such as ensuring new member involvement, may involve several initiatives. In some cases the formation of new task forces and committees may be needed. In any case, encourage all club members to become involved in finding solutions.

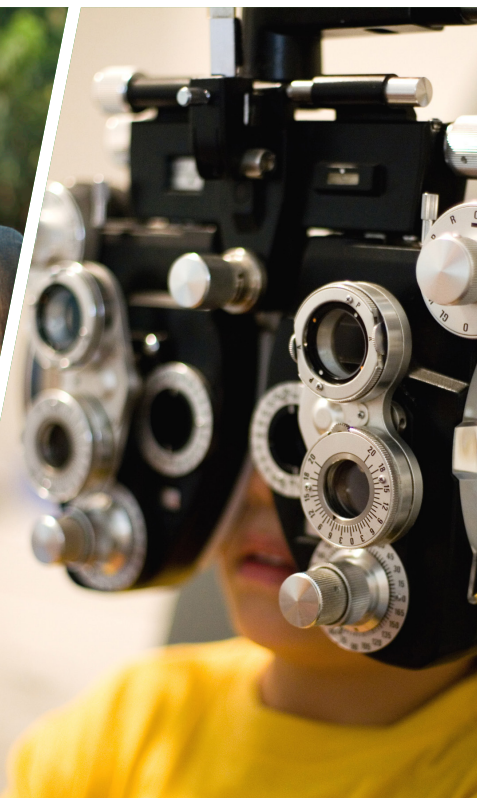
Prepare and Plan for Change:

Once goals are assigned, teams should meet to discuss the efforts and resources needed to accomplish the goals. The following forms may help team members organize their thoughts.

The **Planning Process Worksheet** helps determine the tasks and resources that are needed to successfully accomplish the goal.

The **Action Planning Worksheet** helps the team outline detailed steps to accomplish the goal and timeline for completion.

 The team should complete both forms for each goal.



Planning Process Worksheet

Goal Statement

| Tasks | Challenges/Obstacles | Possible Solutions |
|-------|----------------------|--------------------|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |

Resources Needed (People)

| |
|----|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |
| 7. |

Resources Needed (Materials)

| |
|----|
| 1. |
| 2. |
| 3. |
| 4. |
| 5. |
| 6. |
| 7. |

Action Plan Worksheet

What (Goal Statement)

| How? (Action Steps) | When? (Deadline for completion) | Who? (Person(s) responsible for action) | How will we know? (How we will know the action step is accomplished) |
|------------------------|------------------------------------|--|---|
| | | | |



STEP

5

Implement and sustain change

Implementing Change

Setting and achieving benchmarks – To keep plans moving forward, track the achievements of benchmarks. Each benchmark should have an agreed upon deadline. Regular status reports should be included in every club meeting until completion. Remember to celebrate the benchmarks and the end success!

Sustaining Change

Change often results in more change. During the implementation process new opportunities are often found that may be incorporated into new or existing plans. Involve all club members in the process so they can contribute and be involved.


Tips for Effective Change:

Change is a Group Activity

Build commitment and enthusiasm for change by involving everyone from your new to the most senior member. Everyone has a common interest in the success of the club.

Change should be celebrated

Encourage members to celebrate milestones so members are inspired to continue.

 Go through the assessments each year to find new ways to improve the club. Feel free to add new questions that provide further insight to the needs of your club and your community!

 For more information regarding this or other programs, contact the English Language Department via email clubqualityinitiatives@lionsclubs.org or by phone 630-468-6810.





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