

From The State Deputy

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Illinois State Council Knights of Columbus

<http://www.illinoisknights.org>

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STATE DEPUTY
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Worthy District Deputies and Diocesan Leaders,

Congratulations for accepting the position to serve our jurisdiction in a most critical and rewarding role! What you do and the extent to which you do it will make a difference in meeting our mission; and, being a force to help our councils to succeed. It is important that good working relationships are established by you as a leader assisting councils on their quest for success! Helping the less fortunate; serving our Church, protecting our families; and, being a brother to a brother is all part of our mission. To meet these needs, we must also grow and be responsive to our membership. My theme is ***Preserving Our Past~Forging Our Future~Centered on the Eucharist!*** Who we are and what we do as an organization is demonstrated by our actions taken for our Church, families, communities, councils, youth, and pro life endeavors.

In ***Preserving Our Past*** our focus begins with our relationship to Holy Mother Church. Our Church's history spans over 2,000 years beginning with the birth of Christ. His call to the apostles to spread the Word to the entire world and to practice what we preach is what evangelization is all about. Our Venerable Father Michael J. McGivney, demonstrated this when he founded our honored Order, now over 129 years of bringing ***People to the Church and the Church to the People!*** Our Holy Fathers Pope John Paul II and Pope Benedict XVI have each proclaimed the Knights to be the strong right arm of the Church. Our Illinois Spirit has a rich history of leading the way in establishing programs; and, we must not only preserve it we must build upon it!

As we are ***Preserving Our Past***, we must look to ways of ***Forging Our Future***. Your commitment as a leader calls for your time and dedication in getting familiar with our strategic plan and developing a good working relationship with council leaders to assist them. Your efforts as ***friend, mentor and guide*** will result in respect for you from councils and their members; and, prove to be a very rewarding experience. Illinois has led the way in developing innovative ways of meeting the needs of the less fortunate and making a difference in the lives of others. Two great examples are the Intellectual Disabilities (ID) Drive and Vocations. Our leadership clears the path through dedication, innovation, and a commitment to serve. There is no limit to what we can do and what needs can be met

when our minds are working as one and our resolve is determined. We all know that in all that we have done or ever will do, there is a higher calling. We are first and foremost a Eucharistic society.

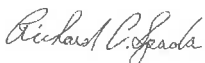
We are **Centered on the Eucharist!** Our purpose and driving force to preserve our past and forge our future is nourished by our trust and faith in Christ; it is what makes us a Eucharistic society. All that we have done and will do is centered on the Eucharist. As you undertake your role as a district deputy or as a diocesan leader, please know that your efforts have a significance in who we are and what we are about as Catholics particularly as Knights of Columbus!

Communication and planning will be a hallmark of the work that we will be doing. The District Deputy serves as a representative of the Supreme Knight and the State Deputy. You perform a significant role in making sure that our councils are properly informed; that they have a friend to turn to for answers; and, that the needed guidance is available to them. Supreme Council will send you monthly District Deputy Reminders to help in your service to the councils you serve. The State Council has prepared this guidebook with checklist references that will provide a needed reference to key needs.

One very important meeting that a district deputy must be sure to arrange is the one-on-one strategy planning meeting with each council. There is guidance in this book to assist you in having that meeting with your councils. Also, diocesan leaders will be assigned to assist you with questions or concerns that you may have; and, if they need assistance they will know who to go to for that help. Our attention to you as the district deputy is to ensure that you can be the **Friend, Mentor and Guide** that your councils expect you to be. Let me encourage you to have a positive attitude in the approach of your assignment; and, know that what you do is very important to the success of councils. The **Roadmap to the 21st Century**, our State Council strategic plan, is included in this book. It is a multi-year plan that was prepared with input from council leaders and state elected and selected officers. We review this plan at set intervals; and, we urge you to become familiar with it. Let this be like a compass to lead us in our journey to success.

I wish you well and firmly believe that Illinois has the most dedicated leaders in the Order. Our success rests with you, so please let me know if there is anything that your state team can do to help you along the way. You are about to become the apostles you were intended to be!

Vivat Jesus!



Diocesan Leadership Strategy

Introduction

Our overall strategy places *full focus* on helping councils succeed through a process of ***strengthening relationships*** with council leadership and ***keeping a focus*** on who we are as an organization and what we do. The primary relationship with the council and its members is developed through the assigned District Deputy. Our mission of bringing people closer to the Church and the Church closer to people is reflected in what we do. We implement that relationship through our parish based councils and through round tables. **What we do can be summed up through our charitable assistance to those less fortunate through program activities and our outreach efforts to welcome all into our brotherhood while paying attention to those already members of it.** This fundamental mission should drive our every effort, decision-making, and problem solving discussions. As we consider the Grand Knight of the council to be the most important man in the Order, it should only follow that the District Deputy is friend, mentor and guide to that Grand Knight and the men of his council. All others on up to the State Deputy serve the council and its membership with this focus in mind.

Diocesan Leadership Team

Each diocese will be headed by a diocesan chairman who will have as part of his team a number of assistants. This team of leaders will be expected to address a wide range of matters impacting our councils and will not just be limited to membership. Each of these men, including the chairman, will be assigned to establish a mentoring relationship working with district deputies. The assignment to district deputies within the diocese will be done by the chairman of that diocese. ***Communication*** and ***planning*** will be the key elements to emphasize to district deputies and to the councils that they serve. Essential elements to success are outlined in material developed by both Supreme Council and the State Council leaders. One job of the diocesan leadership is to draw attention to those materials and to assist the men with understanding why these materials are important and then to answer how best to use these materials. We can lead the proverbial horse to the fountain and urge that they utilize the material to quench their thirst for achieving success!

For example, the *Spirit of Illinois Program* is actually more of a planning tool for councils. The *Spirit* goal is intended to give all members of a council the opportunity of experiencing Columbianism, including and not limited to charities, programming and fellowship. The *Spirit of Illinois Program* also serves as a log of completed activities to be used for monitoring progress with council planning and for awards presented at the close of the fraternal year. This important distinction needs to be explained in a way that a council can understand its intended purpose not just a reporting requirement. Used as a tool, the council and its members will experience an increased sense of fulfillment and pride with making a difference. In a sense, the diocesan leadership team becomes the friend, mentor and guide to the District Deputy, so he can be that to his councils.

The diocesan team will likely encounter challenges that they should draw from each other's experiences to resolve and whenever necessary involve higher level leadership beginning with chairmen of events, (if the issue relates to their event), directors, and elected officers. The leadership will be encouraged to find ways to share experiences and the chairman may from time to time call a meeting of his team or possibly have a conference call which the state council is in the process of making arrangements for your use. We are all part of the team focused on helping to make councils succeed. Key to our communication efforts is that for many matters face-to-face and phone contact always outperforms email!

Guidebook Material

To assist the leadership team, we are in the process of packaging a guidebook with tabs that that will contain the following organized by subject areas:

- Programming, Charities and Membership/Retention reference material needed to develop plans;
- Each subject area tab will begin with a checklist identifying key elements relevant to carrying out essential activities within the subject area. Each tab will also have its own planning sheet for both council and District Deputy use for planning and monitoring purposes. These planning sheets will be helpful in completing the *Spirit of Illinois* and other forms and reports;

- There will be a separate tab for the District Deputy to maintain council records. A separate checklist will be tailored to help district deputies focus on key elements to check on council planning to meet the mission of the Knights of Columbus, and to monitor compliance with completing reports. The District Deputy checklist will take into account more than just programming, charities, and membership/retention efforts. Other important elements will include following proper financial procedures and other key areas of council administration. Provision will be made in this tab for district deputies to take notes on matters of council operation that demonstrate outstanding qualities and those that require special attention for corrective actions. This data will be very helpful to district deputies and diocesan leadership for discussions on council improvement plans. It will also serve well in completion of District Deputy semiannual report of council progress to Supreme Council.
- We believe that the guidebook will provide an objective means of measuring council and District Deputy efforts and progress with assisting councils in need. Data will be collected by diocesan chairmen throughout the jurisdiction and shared with the District Deputy Director and the state elected leadership team including the State Deputy. This will enable collective assessment of training needs and problem area trends that may require a special effort to find solution options to better assist the councils. The District Deputy Director will be working through diocesan chapters to coordinate training locations and getting district deputies and the diocesan leadership team together for shared training so that we all experience the same discussions together for better implementation of solutions in problem areas. This communication approach will also allow for shared success stories that councils will benefit from each other.

Always Improving!

Our elected and selected teams of officers are positioning this approach knowing that it is not a perfect one. We are committed to listen carefully to your feedback and those of our councils' leaders to ever improve our processes and be responsive to the membership at the council level.

**ILLINOIS STATE COUNCIL
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ROADMAP FOR THE 21ST CENTURY

VISION

The Illinois Knights of Columbus is first and foremost a Catholic, family, service organization that “has an active part to play in the life and activity of the Church” [quote-Pope Benedict XVI.] Therefore local councils must be involved with parishes in order to strengthen the Catholic parish family and preserve it into the future with uplifting programs and activities for our Church, Council members, Communities, Families, and Youth.

Councils were seen by our founder to be parish necessities. Thus, the Illinois Knights of Columbus strives to promote the Church’s vision wherever our members may be by putting our faith into action to build a better world – one Knight, one family, one council at a time. To be the strong right arm of the Church, then the councils must necessarily be the strong right arm of the parish. This is the vision given to the Knights of Columbus by its founder, Fr. Michael J. McGivney and which will sustain us in the 21st Century.

MISSION

The mission of the Illinois Knights of Columbus is to “put forward into society the social doctrine of the Church by living the principles of the Order” [quote-SK Carl Anderson in Civilization of Love]:

- *Charity*, through which we support life, recognize and preserve the dignity of all life, promote social justice, and render financial aid to our members.
- *Unity*, through which we hope to achieve our high aims; support our Church, our Holy Father, our Bishops, Priests, and Clergy; and advance the Christian cause.
- *Fraternity*, through which we fulfill our duty of love to our brothers and our fellow man
- *Patriotism*, through which we preserve to our system of government that is built on a foundation of one nation under God.

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STRATEGIC DIRECTION I
Promote the social doctrine of the church

The laity is, as Pope Pius XII said, "the front lines of the Church." If Catholic social teaching is to be more than a dead letter, it must be absorbed and put into action by laity. The Compendium of the Social Doctrine of the Church tells us that the power to bring about a better world is the power of the individual, moved by the gift of God's grace. Life is found by refusing to accept society the way it is and, through service or advocacy, striving to make it better. Needs are best understood and satisfied by people who are closest to them and who act as neighbors to those in need. Power and responsibility, insofar as is possible, belong at the local level.

Action Item	Responsibility	Completion Date	Measurement(s)
<i>Evangelization:</i> <ul style="list-style-type: none"> ▪ Seminarian program ▪ Icon Program ▪ Corporate Communion ▪ Church related activities by councils ▪ Priesthood Sunday 	Vocations chairs Church Activities team	End of Fraternal yr	# raised; seminarians assisted # of icon programs held # of corp. comm.. reported # of church programs reported # of councils reporting participation in Priesthood Sunday
<i>Responsible Citizenship:</i> <ul style="list-style-type: none"> ▪ Encourage 4th degree recruitment ▪ Promote step-offs ▪ 4th degree civic functions ▪ Awareness of legislative issues ▪ "Get out the Vote" efforts 	Masters & Navigators Masters & Navigators Masters & Navigators Program & Charities Program & Charities	End of Fraternal yr End of Fraternal yr End of Fraternal yr Specific to each effort Specific to each effort	# of new members to 4 th degree # of step offs # of 4 th degree civic functions # of articles in publications # of efforts/programs held
<i>Pro-Life:</i> <ul style="list-style-type: none"> ▪ Pro-life fund solicitation ▪ Ultra sound units acquired ▪ Pro-life rallies 	Pro-life team	End of Fraternal yr	\$ raised # of machines acquired # of rallies held
<i>Social programs:</i> <ul style="list-style-type: none"> ▪ Encourage councils to conduct these as part of Illinois Spirit Awards Program ▪ Become proactive in legislative matters affecting the Church 	Programming Team	End of Fraternal yr	# of social programs reported
*See also Promote Growth Strategic Direction II			

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**STRATEGIC DIRECTION II:
Promote Growth**

The Illinois State Council will encourage a growth culture throughout our jurisdiction that integrates Programming + Charities + Membership as one and inseparable. Each of these areas depends upon the other and supports the other, not unlike the legs of a stool. They should be kept in balance and emphasized equally. If we are not growing we are losing ground.

Action Item	Responsibility	Completion Date	Measurement s)
<p><i>Membership Growth</i> "Follow Me – Help Us Build up the Church"</p> <ul style="list-style-type: none"> ▪ Achieve Circle of Honor ▪ Establish 1 NCD per diocese ▪ Establish 4 Hispanic Councils ▪ Hold 1st degree per district per month ▪ Each active DD host 1 major degree ▪ Establish 1st degree teams in each council ▪ Promote council insurance participation, positive relations with insurance agents, and importance of fraternal benefits 	<p>Membership team & all members</p> <p>Commitment early in year from DD of a NCD location, plan 1st degrees, hold 1 major degree</p>	End of Fraternal Year	<p>Circle of Honor</p> <p>Roundtable =200</p> <p>Reactivation = 4</p> <p>NCD = 10 annually</p> <p><i>Total Membership</i> -5yr = 73,800 -10 yr = 75,000</p>
<p><i>Program Growth</i> "Every Council Active"</p> <ul style="list-style-type: none"> ▪ Promote Illinois Spirit Award ▪ Promote Columbian Squires 	<p>Program Team</p> <p>DD must have strategy meeting with councils by 9/15</p>	End of Fraternal Year	% of increase in program over previous fraternal year
<p><i>Charities Growth:</i> "Ceiling is now the floor"</p> <ul style="list-style-type: none"> ▪ ID -3% increase ▪ Vocations -\$2.50 per member ▪ Disaster - \$1.10 per member ▪ Newman -\$5 per member ▪ Prolife Fund – 100% participation 	Charities Team	End of Fraternal Year	<p>ID -3% increase 5Yr Average</p> <p>Vocations -\$2.50/ member</p> <p>GAF -\$1.10/Member</p> <p>Newman -\$5/ member</p>
Develop a membership manual that details a comprehensive approach to recruitment that includes the Blitz and utilization of other council activities to promote interest in joining the Order; and a proactive retention program that keeps members active.	Membership Director & Membership Team	July DD meeting	Completion of manual
Promote Spirit of Illinois Award Program to provide a means for program activity assessment that encourages planning and development of new activities and activities that interest the membership in that council area	All Directors & DDs	Continuously during Fraternal Year	# of Spirit of Illinois Award recipients
Provide additional focus on council reactivation	Each state officer to identify a suspended council in his assigned diocese that has possibility for reactivation & work with DD & membership team to reactivate it	<p>August 1 – identify council</p> <p>End of fraternal year - activated</p>	# of councils reactivated

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**STRATEGIC DIRECTION III:
Provide Education and Training**

The Illinois State Council shall provide education and training to ensure that key stakeholders at all levels have the necessary knowledge, skills and abilities to perform effectively. The benefits of education and training include developing hidden talent, ensuring consistent quality, providing greater focus, producing more effective/productive efforts, creating and sustaining dialogues and relationships, identifying significant issues, identifying those that need additional support, providing opportunities for feedback and recognition, and clarifying and re-enforcing the vision of the Illinois Knights of Columbus.

Action Item	Responsibility	Completion Date	Measurement(s)
Secure leadership training for our state officers from an outside source.	State Deputy	End of Fraternal Year	Training completed
Academy sessions as a training source for councils and district leadership.	Academy Director & staff	End of Fraternal Year	XX sessions annually; attendance measures; evaluation surveys
Conduct a minimum of 2 training sessions in each diocese annually	Academy Director & Staff	End of Fraternal Year	# of sessions; attendees; councils represented
Develop programs that educate councils about the following: -How to reactive councils -How to recruit parish priests -How to run charitable activities programs	Academy Director & Staff	End of Fraternal Year	# of sessions; attendees; councils represented
Conduct at least 2 KC Academy sessions at annual meeting	Academy Director & Staff	Annual Meeting Date	# of sessions; attendees; councils represented

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**STRATEGIC DIRECTION IV:
Build an Organizational Culture based on our Vision and Goals**

The Illinois State Council's organizational structure must make the best use of our resources and allow us to achieve our high aims. Its structure is largely defined by the Order's Constitution and Bylaws and provides a formal decision-making framework that is inclusive, participative, adaptive, and flexible enough to capitalize on new opportunities. However, organizational culture is more than just structure. Our organizational culture must promote our vision based on goals with outcomes that are specific, achievable, and measurable in an environment that pools collective intelligence and stimulates creative thought to improve performance. Such an organizational culture also promotes constant improvement in all areas and activities with accountability for positive results.

Action Item	Responsibility	Completion Date	Measurement (s)
Improve efficiency of State office (specific suggestions to be developed by Exec. Sec & elected state officers)	Officers & Executive Secretary	Develop suggestions for consideration at June transition meeting	# of accepted suggestions completed by target date
Improve Annual Meeting	Annual Meeting Planning Team	End of May	# of attendees' feedback from attendees
Develop a Continuity Manual for directors and officers	Membership/Programming Charities Directors Lead person: ?	End of Fraternal Year	Completion of Manual; quality of content
Prepare annual budget support for strategies that requiring financial support	Elected State Officers	March 1 Annually	Budget prepared and adopted
Develop State Office Procedures Manual	SD to ask Exec Secretary to provide a procedures for specific areas at each state officers meeting; begin with degree mailing procedures	Implementation of procedure by State officers meeting following meeting where procedure was adopted	Completion of Procedures
Develop Audit Risk Assessment	State Treasurer & State Officers	December 1	Assessment completed

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**STRATEGIC DIRECTION V:
Improve Communications**

The Illinois State council must effectively communicate with the family that is the Illinois Knights of Columbus and with the public we serve. The benefits of effective communication are many and obvious as they enhance all aspects of our lives.

Ineffective or misunderstood communications may give rise to problems or embarrassment or result in misunderstandings that have serious consequences.

Effective communications are critical to our ability to continue to thrive, form collaborative relationships, and remain viable in a world where many distractions compete for the time and talent of potential members. Team and member communications are also important and often the make-or-break factor in how effective we will achieve our strategic directions.

Action Item	Responsibility	Completion Date	Measurement(s)
Improve Website	Web Master & State Officers	End of Fraternal yr	# of items added; changes made
Publish a state newsletter	Newsletter Editor	End of Fraternal yr	4 newsletters per year
Develop group Emailing lists	State Office as requested by elected & selected officers	End of Fraternal yr	# of emailing lists developed; # of times used
Promote communications that run up the leadership ladder from diocese to state deputy back down to the council level.	Elected & selected state officers; state family	End of Fraternal yr	Discussion at end-of-fraternal year state officers meeting with review of suggestions for improvement
Encourage honest one-on-one personal communications at all leadership levels utilizing the appointed leadership serving an area.	Elected & selected state officers; state family	End of Fraternal yr	Discussion at end-of-fraternal year state officers meeting with review of suggestions for improvement
Develop a communications calendar that identifies when standard membership, programming and charities information is to be distributed.	Membership, Programming, & Charities Directors; Central Office	September 1	Calendar completed & mailed; quality of content
Prepare and mail an annual State Council Directory	Central Office	September 1; Annually	Mailed by XX date
Prepare and revise annually an Illinois State Council Awards program for inclusion in the State Directory	State Program Director/ Central Office		Program distributed at July DD meeting; included in state directory for mailing by Sept 1
Communicate how to conduct a Trivia Night program for Special Olympics	Charities Director & ID Chairmen	December 1	# of Trivia Nights Sponsored
Communicate how to participate in Recycling program	Charities Director & ID Chairmen		Growth in Program
Promote Round Tables	Membership Chairmen Diocesan membership Chairmen	End of Fraternal Year	# of Round Tables Reported

What is Strategic Planning?

No one strategic model fits all jurisdictions, but the planning process includes certain basic elements that all jurisdictions can use to explore their vision, goals, and the next steps of an effective strategic plan. A good strategic plan achieves the following:

- Reflects the values of the State Council
- Inspires change and revisions
- Clearly defines the criteria for achieving success
- Assists everyone in daily decision making

No one can predict the future. Effective leaders aren't sitting around waiting for things to happen either. They're anticipating what lies ahead. They're using their strategic plan to get ahead of the game.

A good State Team must create a culture of strategic thinking, so your state's strategic planning doesn't become a once-a-year activity but, instead, a part of daily decision making.

Strategy means consciously choosing to be clear about your state's direction in relation to what is happening in the membership and programming environment. With this knowledge a state officer is in a much better position to respond proactively to change.

What is a Strategic Plan?

A strategic plan is the formalized road map that describes how your jurisdiction executes the state's chosen strategy. A plan spells out where the State Council is going over the next year or more and how it's going to get there. A strategic plan is a tool that serves the purpose of helping the jurisdiction do a better job, because the plan focuses the energy, resources, and time of everyone in the State Council in the same direction.

A State Council strategic plan:

- Is established for state officers, district deputies, state staff, and councils officers who are serious about growth
- Communicates the state strategy to everyone
- Prioritizes the State Council needs
- Provides focus and direction to move the plan to action

A State Council business plan:

- Helps define the purpose of the jurisdiction
- Helps plan human resources and operational needs
- Assesses growth opportunities
- Provides structure to ideas

In order to create your state's plan, every state officer has to go through the strategic planning process.

Pitfalls of Strategic Planning

Strategic planning can yield less than desirable results if a State Council ends up in the pitfall of strategic planning. To prevent this from happening here is a list of common pitfalls:

- **Relying on bad information or no information:**
A plan is only as good as the information on which it's based. Too often, state officers rely on untested assumptions or hunches, developing their plan on an unsteady foundation.
- **Ignoring what the state's planning process reveals:**
The planning process may yield results that tell you not to go in a certain direction.
- **Being unrealistic about your ability to plan:**
It takes time and effort to plan well. Be realistic about what you can achieve.
- **Planning for planning sake:**
Planning can become a substitute for action. Don't plan so much that you ignore the execution.
- **Don't copy and paste:**
It is easy to fall in the trap of copying the strategic plan of another jurisdiction. Each State Council is unique, complex, and diverse. Every State Council needs to develop their own plan instead of following another's plan.

State Council Strategic Plan should include:

- A mission statement and vision statement
- A description of the State Council's long-term goals and objectives
- Strategies the State Council plans to use to achieve goals and objectives
- Action plan to implement the goals and objectives.

Strategic planning is a coordinated and systematic process for developing a plan for the overall direction of a State Council for the purpose of optimizing future potential growth. In developing a State Council plan these questions should be discussed:

- What is the state's mission and purpose?
- Where do we want to take the State Council regarding growth and programming?
- What are the state's current activities? What state activities can the state do in the future?
- What does the state do that is unique?

Strategic thinking is asking, "Are we doing the right thing?" A State Council vision statement should bring things into focus. You achieve what you focus on. Every state officer knows this, but is busy tending to urgent problems of the day and is not focusing on long-term issues. Every leader in the state must focus on a common vision to attain success. A good strategic plan will help direct the energy and guide the state staff toward a shared goal.

Pitfalls of Strategic Planning

Empowering the state team, mission, goals, and objectives:

The mission statement, goals, and objectives are the roadmap in a strategic plan to empower the state team to be more effective. They provide the framework for independent decisions and actions initiated by the State Team into a coordinated state-wide plan.

Strategic Planning helpful suggestions:

- Put together a diverse group of state leaders to make up your planning team
- Allow time for the 'big picture'
- Get the state leaders to commit in creating a plan
- Allow for open and free discussion
- Think about execution before you start
- Use a facilitator
- Make your plan actionable
- Plan is not written in stone
- Clearly articulate next steps and every session
- Review the plan at least once a quarter

Failing to Plan is Planning to Fail

If a State Council fails to anticipate or prepare for fundamental changes, they may lose valuable lead time and the momentum to combat them. Could your state grow in membership and become more successful if your state is organized a little bit better?

Another danger of a lack of a State Council strategic plan is that it negatively impacts the attitude of the state's leadership team. Leaders who see aimlessness within a jurisdiction have no sense of a greater purpose. A lack of direction results in morale problems because, as far as your State Team is concerned, the future is uncertain, unpredictable, and out of control.

To avoid failure you must surround the State Council with leaders that have a positive attitude. Questioning the value of a strategic plan is normal.

What makes State Councils successful?

- Has a purpose that focuses the energy of all its members (typically, that purpose is to be the best there is or ever was)
- Outperforms all others
- Makes it possible for all leaders to perform in extraordinary fashion
- Transforms all members into owners of the State Council
- Is a healthy State Council committed to being great, no matter what it takes
- Knows that execution is more important than strategy

Pitfalls of Strategic Planning

Whereas a strategic plan is the means, growth and high-performance is the end to those means.

Getting results, the day-to-day impact:

- Spend more time on high impact, high-growth activities
- Identify true opportunities
- Adapt quickly
- Be proactive instead of reactive
- Achieve your vision for success
- Increase state leaders commitment

Establishing Goals:

- Objectives and goals must be understood
 - The goals must be measurable and actionable and have a due date
 - Make leaders feel responsible for missing a deadline
 - Celebrate wins
1. It motivates the members driving those accomplishments to press on.
 2. Success breeds confidence

If you want your State Council to be successful, you have to squash the negative attitudes throughout the state. Having the positive attitude that *'there is no such thing as trying, only doing'*, will allow your jurisdiction to grow.

If you are motivated and excited about the activities within your jurisdiction and what you are accomplishing, members will follow and your jurisdiction will have successful growth.

Remember positive attitude and energy is contagious. Having and showing a passion about your leadership may be important elements because there is true spirit behind successful growth.