

AAHB Board
Introduction to Strategic Planning
NOTES
Tuesday, July 1, 2014

Participants

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Welcome and Importance of Meeting

- Kim shared a bit more about herself
- Board members shared some information about themselves with Kim

Introduction to Leading Change

- Going to the chiropractor – its about creating alignment
- Technical vs. Adaptive Challenges -
 - “The hope of leadership lies in the capacity to deliver disturbing news and raise difficult questions in a way that people can absorb, prodding them to take up the message.” - Ronald Heifetz
 - Technical challenge
 - Problem is clear
 - Solution is known and ready to be applied
 - Adaptive challenge
 - Problem is semi or unclear
 - Solution requires changes in attitudes and behavior
- Change formula and why it matters – connection to having impact!
 - Dissatisfaction with the status quo x Vision x First Steps > Resistance to change
 - Change occurs when the product of Dissatisfaction with the status quo x by a Vision of the future, x by understood and agreed Pathways and Procedures to accomplish the change, x by Support from key players, is greater than the Cost of change
 - For any change to be successful, we must have the buy-in of our stakeholders
 - People don't fear change – they fear loss!
 - In most change efforts, about 70% will be pro-change, 20% will be on the fence, 10% will be against it - focus on the 20% and they will help bring the bottom 10% around
- A brief brainstorm on what AAHB members are current dissatisfied with, raised the following:
 - Detachment from the Board
 - Lack of connection to The Academy
 - Tension about growth - stay small vs. grow membership to increase income
 - Journal

- What is the benefit of membership?

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 via listening sessions and survey's
 - Board members will be able to participate and contribute to these
- The planning team will interpret and disseminate data
 - All of this information will be available in the "Members Only" area of the AAHB website
 - Critical information will be disseminated via the listserv
- Based on the data and board/member feedback during the listening sessions, the planning team will draft core values, mission, vision, and strategic goals and objectives
 - After they have developed a draft, they will solicit feedback from board/members, revise if necessary, solicit feedback a second time, revise a second time if necessary, and then send it to the Board for a vote
 - This process will repeat for each piece of this process so that the Board is approving pieces of the strategic plan all along, versus being given a full draft that may need lots of revision

The Consultant/Client Relationship and Expectations

- Expectations board members have of working with one another:
 - Openness to others input
 - Have an open mind
 - Respect for diversity of opinion
 - Respect of the history of AAHB and the work that has been done before
 - Participate!
- Expectations board members have of Kim:
 - Openness to others giving input
 - Have an open mind
 - Clear path at the end of the process in terms of how The Academy will achieve its mission
- Kim's expectations:
 - Actively engage yourself and others in the process
 - Listen attentively
 - Be open to ideas and perspectives of others
 - Search for common ground
 - Respect confidentiality

- Use appreciative inquiry

Selecting a Decision-Making Model

- Four possible decision-making models:
 - Board decides with no input from stakeholders
 - Board decides with input from stakeholders
 - Board and stakeholders decide together
 - Stakeholders decide without Board input
- After some discussion, the Board decided it would be best to make a decision with input from stakeholders. This means that the planning team will participate in an Adobe Connect and/or conference call with the Board to present each piece of the strategic plan. This will give Board members and the planning team to discuss the recommendations prior to a Board vote. Additionally, there was agreement that there may be instances where the Board decides something should be sent out to everyone for a vote (similar to elections), but that this would not be practical for every little detail.

Selecting a Planning Process

- The planning team should be representative of general AAHB membership
- The Board decided the planning team should have approximately eight members and include the following:
 - Men and women
 - Ethic and racial diversity
 - Full, affiliate and emeritus members
 - Individuals with varying lengths of membership - from founding members to new members
 - A previous board member or past president
 - One Board member (bylaws stipulate this person be the immediate past president)
- There will be a general call for applications that will detail the time commitment and ask individuals to provide the information above as well as briefly discuss why they would like to be a part of the planning team