

Do You Want Your Grange To Be Good or Great?

Leadership Makes the Difference to
Transform Your Grange



Is Your Grange?



failing

surviving

Good.

Great!

Good is the enemy of Great

Facts About Transformation

From Good to Great



- Leaders from outside are not the answer
- **Strategic planning has no impact**
- Technology does not cause transformation
- **Focus equally on “what not to do” and “what to stop doing” as well as “what to do”**
- No name, event, or program to launch transformation
- **Transformation is largely a matter of conscious choice**

First - Defining Great



What are you trying to do?

- **Are you defining success on inputs or outputs?**
 - **Inputs = Working with what you've got, balancing budget, accomplishing expected tasks, holding conference, etc.**
 - **Outputs = The results you want, involving more people, getting new members, meeting the needs of members, relevant community service/education/legislative, Grange members sought as leaders in community, etc.**

First - Defining Great



Define what your Grange wants to accomplish
– Where it is going – using outputs:

Second - Governance



Levels of Leadership

1. **Highly capable member**
 - Talent, skill, knowledge, gets the job done
 - Who thinks that they are this member?

Second - Governance



Levels of Leadership

1. **Highly capable member**
2. **Contributing Team member**
 - **Contributes capabilities to team goals, works with others, willing to compromise their views or opinions of how to accomplish the goal to be part of the team's solution**
 - **How many think that you're are at this level?**

Second - Governance



Levels of Leadership

1. **Highly capable member**
2. **Contributing Team member**
3. **Competent Team leader**
 - Organizes team and resources to accomplish goal, manages differences in team members to benefit the team
 - Does your Grange have members at this level?

Second - Governance



Levels of Leadership

1. **Highly capable member**
2. **Contributing Team member**
3. **Competent Team leader**
4. **Effective Leader**
 - **Gains commitment and action for a “clear and compelling” Vision from members and teams**

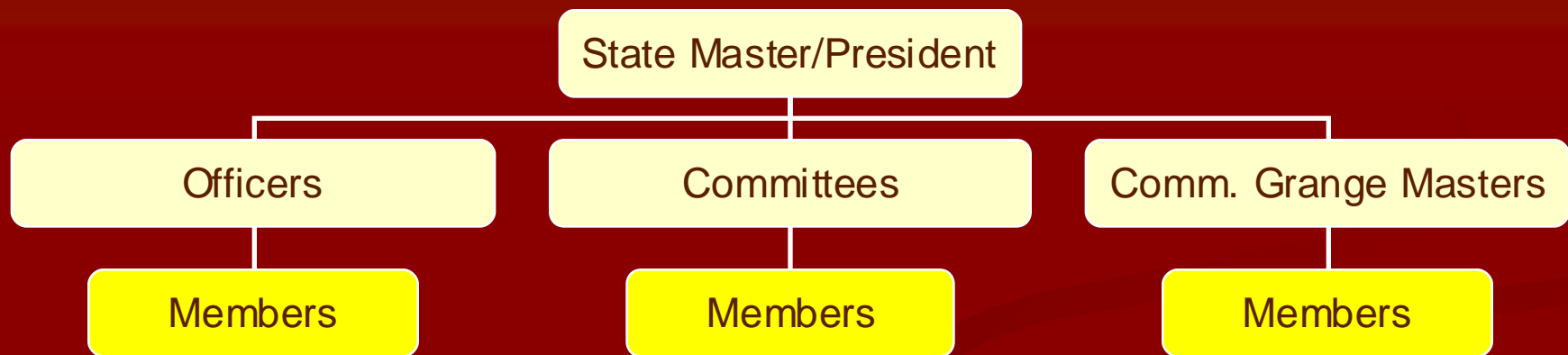
Second - Governance



Levels of Leadership

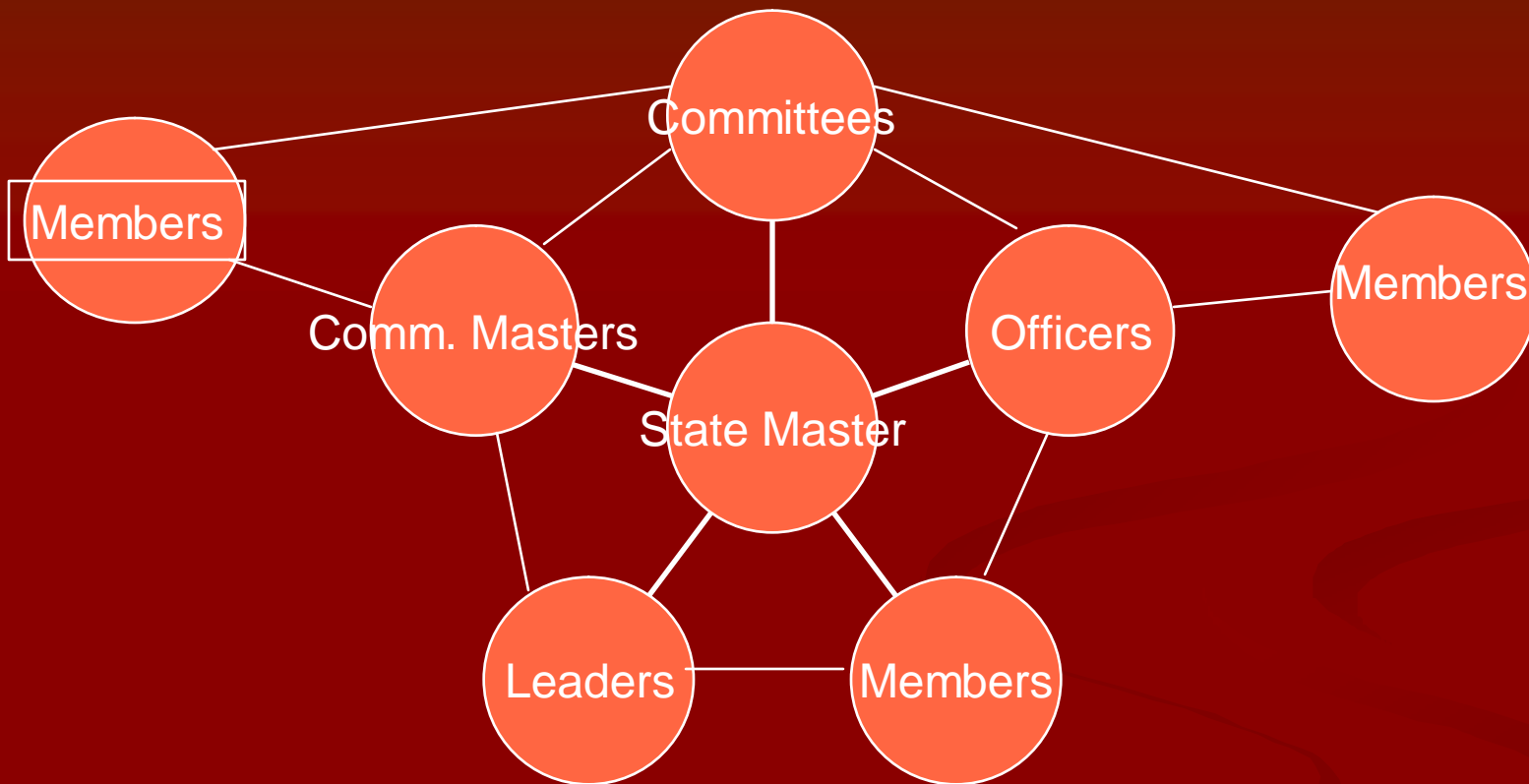
1. **Highly capable member**
2. **Contributing Team member**
3. **Competent Team leader**
4. **Effective Leader**
5. **Great Leader**
 - Builds enduring greatness with blend of personal humility and professional will
 - Ambition is first and foremost for the Grange

Second - Governance



Is this how you view your Grange?

Second - Governance



Or is this how you view your Grange?

Second - Governance



Great Leaders – Use of Power

- **Business has executive power – Hire, fire, give orders, etc.**
- Grange has some executive power in some positions – appointments, rule enforcement, etc.
- **Grange has mostly legislative power – persuasion, political currency, shared interests, etc.**
- Business has legislative power – Often fails to use it because executive power is easier.

Second - Governance



Great Leaders – Use of Power

- Do your leaders exercise either executive or legislative power in your Grange?
- Which type of power do your Grange leaders use the most?

Third – Who Gets Selected



Do you want:

A genius with a hundred helpers

or

**A team of the
best people working together**

Third – Who Gets Selected



Elected Leaders Select Members
to Build Teams

- **Selectivity - Adequate vs Good vs Great**
- **Pockets of Greatness can be created**
- **Look for members who are:**
 - Self motivated & self disciplined
 - Driven to do their best
 - Compulsive desire to succeed

Third – Who Gets Selected



How to Attract the Great

- **The more selective the process, the more attractive the position.**
- **Those who craving for meaning in life.
Purity of mission.**
- **Enough of the right people committed to the mission. They will find the resources.**

Third – Who Gets Selected



- Is there a pocket of greatness in your Grange?
- Is there an area where you want to create a pocket of greatness in your Grange?

Third – Who Gets Selected



Those Selected Must Face the Facts:

Where we've been

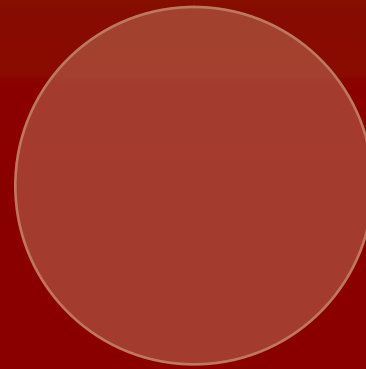
Where we're going

What is coming at us

Fourth – The Hedgehog Concept



Passion

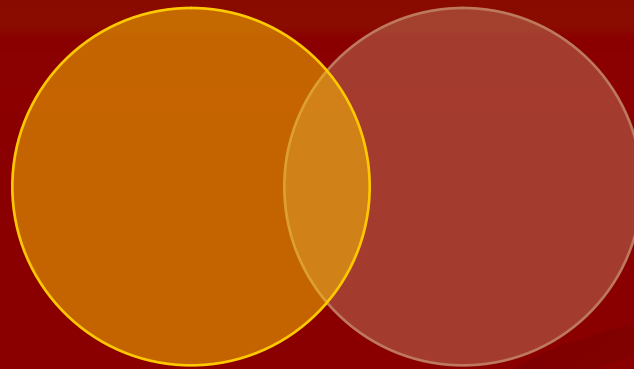


1. What does the Grange stand for?
(Principles & Values)
2. What is our mission? (Why do we exist?)
3. What is our vision (where are we going?)

Fourth – The Hedgehog Concept



What can we
be the best at?



Passion

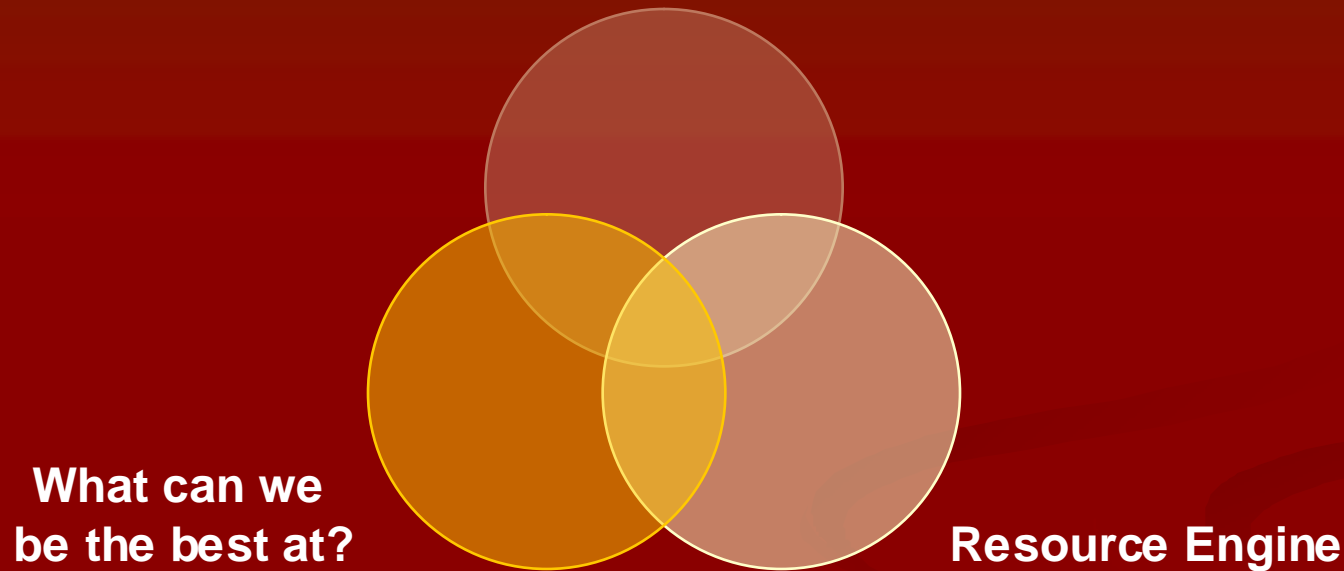
**Understanding what the Grange can contribute to
the people it touches, better than any other
organization.**

- **What can your Grange be best at?**

Fourth – The Hedgehog Concept



Passion



Understanding what best drives our resource engine.

Has three parts: Time, Money and Brand

The Resource Engine



■ Time

- How we attract people to contribute
 - Feel & see the Grange has value, is relevant, creates pride

■ Money

- Sustained cash flow

■ Brand

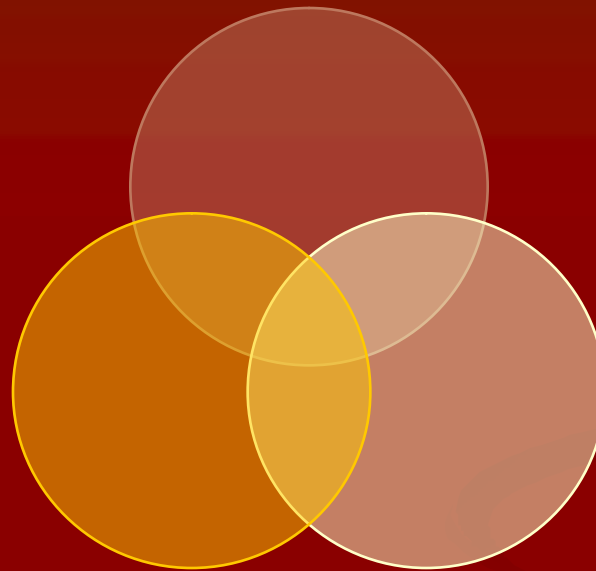
- How we cultivate emotional goodwill in potential supporters
 - Positive factors are associated with the Grange

Fourth – The Hedgehog Concept



Passion

What can we
be the best at?



Resource Engine

Attract resources that meet the hedgehog concept and reject those that draw you away from it.

Fifth – Turning the Flywheel



■ **Attract Believers**

- Time and money are what they give

■ **Build Strength**

- First who, build a clock – don't just tell time , goodwill creation

■ **Demonstrate Results**

- Mission success, show trend lines

■ **Build Brand**

- Emotion and reputation

Creating a Great Grange



- **Define Great**
- **Improve Governance**
- **Leaders focus on Selection of Teams**
- **Understand and stay true to your hedgehog concept**
- **Turn the Flywheel**

Suggested Reading List



- Built to last by Collins & Porras
- **Good to Great by Collins**
- Good to Great and the Social Sectors by Collins

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