Reconnecting to the Heart of Kiwanis

Rocky Mountain District Kiwanis Midwinter Conference
Feb 28, 2015
Overview

- This is about connecting with the Heart of Kiwanis vision – the future of this District.
- If we are successful, you will be inspired to contribute to this vision.
- And that inspiration will translate to action. Your club will take different actions than before, which are aligned with the vision.
Outline

- Reconnecting (or newly connecting) to the vision
- How did we get here
- Philosophy of the Heart of Kiwanis vision
- Vision to Action
- Identifying and selecting actions to make the vision a reality
- Member discussion
- Making Positive Change Happen
- Commitments
How did we get here?

- Bob, Jack, Theresa and Paul – April 2012
  - *From “How do we fix what’s wrong with Kiwanis?”* - to “How can we build off what’s right?”
- Group of 12 leaders: **June 2012**
  - Appreciative Inquiry “test drive”
- **August 2012 in Alamosa**
  - Dewitt Jones & Appreciative Inquiry
  - Four sessions of storytelling, Harvesting the stories
- **September 2012**
  - Five themes of “Kiwanising”
- **October 2012**
  - Five themes become a vision
  - First round of action planning
- **Today**
June 2012: Our Original Objectives

- Reconnect members to the “Heart of Kiwanis”, as a method of renewal/recommitment of existing members, and enrollment/engagement of future members.
- Involve district membership in co-creating an engaging and memorable vision of their desired future, and generate actions which makes a difference.
Philosophy of the Heart of Kiwanis

- Member driven from the bottom up
- Celebrate what’s right about Kiwanis
- Leadership provides resources
Celebrate What’s Right with the World
• When you believe it, you’ll see it
• Recognize abundance
• Look for possibilities
• Unleash your energy to fix what’s wrong
• Ride the changes
• Take yourself to your edge
• Be your best for the world
“No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew.”

Albert Einstein
Problem Solving vs. Appreciative Inquiry

- Identify Problem
- Conduct root cause analysis
- Brainstorm solutions
- Analyze pros and cons of each solution
- Develop action plans

- Appreciate “What works” (What energizes?)
- Imagine “What might be.”
- Determine “What should be.”
- Create “What will be”.
Appreciative Inquiry is deliberately, and deliciously, slow.

Traditional problem solving:
• Urgency
• Pressure to solve the problem
• Driven by anxiety
• Rush to get the answer
• The head is in charge

Appreciative Inquiry
• Delight in the process
• Driven by curiosity
• Allow yourself to be moved, inspired
• The heart leads
Assumptions behind this approach

• Organizations do not need to be “fixed”:
  • There is always more right than wrong, more strengths than problems
• Healthy systems have a positively imbalanced dialogue
  • 5:1 = “the golden ratio” of happy marriages
• Every organization has a “positive core”, which can be named, and magnified
  • We look for what enlivens, inspires and engages members
Appreciative Inquiry is based on storytelling

- The stories we tell help us...
  - Remember what works
  - Identify best practices and learn from each other
  - Reminds us of strengths, resources, passion and commitment
- These stories provide a model for the future
  - How good things could be
  - Opportunities for improvement while valuing the present
- Points energy in a positive direction
- The process itself is energizing and re-inspiring.
Kiwanis Affirmative Questions

1. Tell me a story of a moment where you saw a fellow member of the Kiwanis club demonstrate a personal commitment to the mission and values of the organization.

2. Consider the moment you chose to renew your membership in Kiwanis. What, specifically, prompted you to re-commit your time, energy and money?

3. If you were not involved in Kiwanis, what would be missing in your life? Be specific about what your membership in Kiwanis brings you, which matters to you.

4. Think back to when you enrolled a friend, neighbor or business contact by giving them a glimpse of what it means to be a Kiwanian. Tell me the story.
Visioning Question

• Imagine that it is 2022, ten years in the future. You remain involved in a successful, thriving, effective club. What is happening?
• What kind of people are joining your club?
• What is different about your club, compared to the club of today?
• What do members say and do in your thriving club?
• What kind of impact does your club have in your community? In the region? What makes this possible?
August in Alamosa

- Four sessions of “Heart of Kiwanis” story telling
  - Over 80 participants
- Members shared stories with those from other areas of the district
- Boundaries of age, experience and location disappeared
- Themes started to emerge
# Initial Themes

<table>
<thead>
<tr>
<th>Possible Theme Names</th>
<th>Working Definition</th>
<th>Example or story</th>
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</thead>
</table>
| Fun                                          | • The joy of working for something more than oneself  
• Do good work that doesn’t feel like work  
• Playing – like a day in the park          | Members dressing as clowns, willingness to do whatever it takes to make a kid smile |
| Service / Contribution / Making a Difference / giving back | • Making a difference for kids  
• Seeing the gifts/service and the act of giving make a difference in the life of a child.  
• Kiwanis is a structure to make it easy and fun to give back |                                                                                 |
| Neighbor Neighborly (watch for overlap with community) | • Supporting each other unconditionally; help without being asked, we are collectively responsible for each other  
• Reaching out to help each other across boundaries of age, location, experience, etc. | Like farmers who would tend each others’ fields in the event of illness.  
A quality missing in cities? |
| “The Kids Lead”                               | • Members get as much back from service as those who receive gifts or service.  
• Kids teach adults – and adults look to kids for direction  
• Key club leads change and growth for Kiwanis | Key club member who pushed his dad to join Kiwanis and ultimately became a leader at Ki. |
| Involvement / Participation / “Do Something!” | • Getting involved, taking action, not standing on the sidelines but joining in     | Calling a fellow member to help out at a service event after a last minute cancellation, knowing that they would come through and find a way. |
| Friendship / Fellowship / Community / Belonging/Family | • Relationships between club members, between members and kids  
• Not just relationships, but quality people  
• Sharing food  
• Knowing you can depend on each other to make a service project happen, support a fellow member in a learning opportunity | Pancake projects                                                      |
October 28, 2012

Vision Themes

Building off the “Heart of Kiwanis” stories told at convention
Kiwanis is...

- A worldwide club...
- A community organization...
- A service organization...
- A way of giving back...

But more than all this...
If you look in the “K” section of the Dictionary...
You’ll find that Kiwanis is a **verb**...
Verb = An action, something you do

By the end of this session, we’ll understand exactly what “kiwanising” really means, and have some plans to Kiwanis together as a district over the next five or ten years.
Heart of Kiwanis

- Fun
- Relationships
- Service
- Inclusion
- Action
• Unstoppable
• Joining in
• Everyone plays
• Willing to get uncomfortable
• “Just do it”
• Commitment
• One individual showing up and making it happen without expectation of reward
• “Get your hands dirty”
- Service leadership
- Reaching out
- Receiving by giving
- Doing what others won’t do
- Making a positive contribution in the community
- Making a difference one child at a time
- We play
- Like a day in the park
- Work that doesn’t feel like work
- Laughter
- Being childlike
- Friendly competition
- Inner child has permission to play
- Everyone is valued
- No fences, reaching across boundaries
- “Us” mentality: there is no “they”
- The kids lead
- All ideas are valued regardless of source
- Friendship
- Common interests
- Neighborly
- Community
- Fellowship
- Quality people
- Growing through relationships
- Championing each other
- The club is behind you as you learn to lead
Five Ways to Kiwanis

• You’ve now heard five “working definitions” of the themes which make up the heart of Kiwanis.
• At your table groups, talk about how each of the five themes has been a part of the success of your club.
• It’s your job to come away from this time fully understanding what each theme means, why it’s so essential to Kiwanis, what it looks like in practice.
Heart of Kiwanis Vision Statement

- Heart of Kiwanis inspires Kiwanians to celebrate what is right about Kiwanis.

- It is designed to encourage Kiwanians to move forward with a vision toward the future. Through our projects built around the themes of fun, service, action, inclusion and relationships, we will engage in our communities and the world, increasing the awareness of Kiwanis and its dedication to service.
OCTOBER: From Vision to Action

1. A compelling vision which defines what Kiwanis Rocky Mountain district is here to do, and how the future will be different because of our efforts
   - Captured in an illustration
2. Positive actions which move towards that vision
   - Proposed, defined and implemented by the Kiwanis community members
What Happens to Most Vision Statements...
It Doesn’t Have to Be That Way!

Great vision work is:

- **Simple** – requires little to no further explanation
- **Visual** – they form a picture in the mind
- **Touching** – we respond emotionally
- **Memorable** – we can recall and repeat
- **Communal** - created by the community which will make the vision real
Get your brains warmed up...
Planning Action

It is not enough to stare up the steps. You must step up the stairs.

- anon
Group Action Planning Process

- You can pick any idea already proposed, or one of your own.
- Any action plan you work on should be something you are ready to take responsibility for implementing in your club.
  - *Not, “I wish they would...” – but “I will...”*
- Work with others from your local area.
- Your job as a group member is to help make the action plan as clear as possible, so that someone else could follow it.
What will you do, exactly?

Time to commit to an action for your club or district!

- Who will do what, when?
- List the next steps to make your idea happen, as specifically as possible.
- Ask:
  - Why would my fellow club members say yes to this? What could you do to make it easier for them to say yes?
  - Why might they say no to this? Think of some ways to overcome those reservations.
Panel Discussion

What you want and need to know about bringing the Heart of Kiwanis vision and action plans back to your club
Question Themes

- Tools?
- Resources?
- Leadership roles?
- Timing?
- Identifying and sharing what works?
Making Positive Change Happen in Kiwanis Clubs

Change is good...
...You go first.
“It is not necessary to change. Survival is not mandatory.”  
- W. Edwards Deming
Reactions to Change

- What reaction do you anticipate from your club when you present your action plans?

Common reactions:
- Cynicism: “We tried that before and it didn’t work”
- Stubbornness: “We’ve always done it this way”
- Denial: “Is this really necessary?”
- Distrust of motive: “Who gave you the right? What’s your real agenda? Are you going to raise my dues?”
- Passive resistance: “If I ignore this, maybe it will go away.”
- Anxiety: “What if this change makes things worse?”
Understanding Change Styles

- Understanding the different ways individuals respond to change can help you manage yourself and others through the challenges of change.
- It gives you a language to understand how people respond.
- There is no style which is “better” than any other.
- These do not describe skills, but preferences.
## CHANGE STYLE PREFERENCE

<table>
<thead>
<tr>
<th>CONSERVERS</th>
<th>PRAGMATISTS</th>
<th>ORIGINATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accept the</td>
<td>Explore the</td>
<td>Challenge the</td>
</tr>
<tr>
<td>structure</td>
<td>structure</td>
<td>structure</td>
</tr>
<tr>
<td>Prefer change</td>
<td>Prefer change</td>
<td>Prefer change</td>
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<tr>
<td>that is</td>
<td>that is</td>
<td>that is</td>
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<tr>
<td>incremental</td>
<td>functional</td>
<td>expansive</td>
</tr>
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</table>
When facing change, CONSERVERS...

- Generally appear deliberate, disciplined, and organized
- Prefer change that maintains current structure
- May operate from conventional assumptions
- Enjoy predictability
- May appear cautious and inflexible
- May focus on details and the routine
- Honor tradition and established practice
When facing change, ORIGINATORS...

- May appear unorganized, undisciplined, unconventional and spontaneous
- Prefer change that challenges current structure
- Will likely challenge accepted assumptions
- Enjoy risk and uncertainty
- May be impractical and miss important details
- May appear as visionary and systemic in their thinking
- Can treat accepted policies and procedures with little regard
How the styles Collaborate

CONSERVERS        PRAGMATISTS      ORIGINATORS

Prefer to keep current structure operating smoothly

Focus on relationships

Encourage building on what is already working

Prefer balanced inquiry

Focus on shared objectives

Encourage looking at the current circumstances

Prefer to challenge accepted structure

Focus on the task

Encourage exploring new possibilities
<table>
<thead>
<tr>
<th>CREATIVITY</th>
<th>CONSERVERS</th>
<th>PRAGMATISTS</th>
<th>ORIGINATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verification</td>
<td>Perspiration</td>
<td>Inspiration</td>
<td></td>
</tr>
<tr>
<td>Refine</td>
<td>Concretize</td>
<td>Conceptualize</td>
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<tr>
<td>Follow through</td>
<td>Implement</td>
<td>Initiate</td>
<td></td>
</tr>
</tbody>
</table>
The Continuum of Styles

Conserver

Pragmatist

Originator

25%  50%  25%
Style Summary

Conservers Strengths

Conservers help groups:

- Get things done on schedule
- Work well within organizational structure
- Attend to detail and factual information
- Demonstrate strong follow-through skills
- Encourage and adhere to routine
- Respect rules, authority and tradition
- Handle day-to-day operation efficiently
Style Summary

Conservers can also be...

- Rigid in thought and action
- May discourage innovation by promoting existing rules, policies and regulations
- May not see beyond the present details to understand the broader, strategic context
- May delay completion of tasks because of perfectionism
- May delay action by reflecting too long on a situation
- May appear unyielding and set in their ways
- May overly focus on small details and inconsistencies
Style Summary

*Pragmatists Strengths*

*Pragmatists help groups by…*

- Willing to address the needs of the organization as they arise
- Get things done in spite of the rules, not because of them
- Negotiate and encourage cooperation and compromise to get problems solved
- Take a realistic and practical approach
- Draw people together around a common purpose
- Organize ideas into action plans
- Have short- and long-range perspectives
- Promote practical organizational structure
Style Summary

Pragmatists can also be...

- May appear indecisive and undirected
- May not promote ideas and priorities enough
- May try to please too many people at the same time
- May appear noncommittal
- May be easily influenced
- May negotiate compromise that is too “middle of the road”
Style Summary

*Originators Strengths*

- Bring strong conceptual and design skills
- Push the organization to understand the system as a whole
- Support and encourage risk-taking behavior
- Provide future-oriented insights and vision for the organization
- Serve as catalysts for change
- Initiate new ideas, projects, and activities
Style Summary

*Originators can also be...*

- May not adjust their vision to the facts, logic, and practical constraints of the situation
- May become lost in theory, ignoring or forgetting current realities
- May over extend themselves
- May not adapt well to policies and procedures
- May appear unyielding and discourage others from challenging them
- May ignore the impact of their ideas on the system and other people
- May move on to new ideas or projects without completing those already started
- May overlook relevant details
All three types can benefit by:

- Consult with a person you believe to have a change style different from yours before proceeding.
- Make efforts to understand the perspectives of those with styles other than your own.
- Imagine putting on a hat of another style.
- Step back and be aware of your initial reaction in a situation, especially when you are aware of having an emotional response.
Change Tips for Conservers

- Consider at least three alternatives before making a decision.
- Remember to pay attention to the big picture and the future in addition to present realities.
- Find an originator you respect and ask his or her perspective.
- Specify a time frame in which the decision will be made or the action taken.
- Write a description of a desired future outcome: imagine it in positive terms.
Change Tips for Pragmatists

- When dealing with strong conservers or originators, ask exploratory questions, for example, *How do you feel about this? How would you like things to be?*

- Identify a person you suspect to be a strong conserver and a person you believe to be a strong originator and solicit their opinions.

- Identify decision criteria and apply the criteria to each possible solution.
Tips for Originators

- Wait a day before taking action.
- Find someone you suspect of being a conserver and ask for his or her perspective.
- Identify and try to understand at least five facts related to the situation, problem, or decision.
- Explore and understand what is already working in the current situation.
- Learn to give up on an impractical idea.
- Make a list of relevant facts and details.
- Learn to screen activities rather than attempting all that is initially appealing.
Ways to Apply This Awareness

- Recognize that every club has a blend of Conserver, Pragmatist and Originator types.
- In diverse groups, platinum rule trumps golden rule
  - Gold = treat others as you want to be treated
  - Platinum = treat others they way they want to be treated
- Play to your type’s strengths and be aware of your type’s liabilities and blind spots. Own up to both!
- Don’t make others wrong for having different preferences than you. Embrace the gifts of the other types.
How to stop a Runaway Stage
How to stop a Runaway Stage

Method #1

(a) (b) (c) (d) (e) (f)
How to stop a Runaway Stage

Method #1

Method #2

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Next Steps
Time to Pass the Baton