

**GOVERNING AND MANAGING  
YOUR CLUB STRATEGICALLY  
CMAA 80<sup>TH</sup> WORLD CONFERENCE – ANAHEIM  
LYNN L. MELBY, CAE**

**BASIC PREMISE: IT'S ALL ABOUT THE MEMBER'S EXPERIENCE**

**I. Using a “holistic approach” to governance/management.**

**II. On the Governance Side**

**A. Characteristics of a Strong Board of Directors**

- |    |     |
|----|-----|
| 1. | 7.  |
| 2. | 8.  |
| 3. | 9.  |
| 4. | 10. |
| 5. | 11. |
| 6. | 12. |

**B. Board Duties and Responsibilities**

- 1.
- 2.
- 3.

**C. Knowledge-Based Decision-Making**

*What is our*

1. Sensitivity \_\_\_\_\_
2. Foresight \_\_\_\_\_
3. Insight \_\_\_\_\_
4. Awareness \_\_\_\_\_

**III. STRATEGIC PLANNING**

**A. What is it?**

## **B. Why do it?**

## **C. Drucker's Five Questions Approach**

- 1.
- 2.
- 3.
- 4.
- 5.

## **D. Elements of Strategic Planning**

- 1.
- 2.
- 3.
- 4.
- 5.

## **E. Horizons for Planning**

- Ongoing: Core Ideology/Core Purpose/Core Values
- 1-2 Years – Action Planning
- 3-5 Years – Strategic Planning
- 5-10 Years – Critical Factors/Assumptions
- 10-30 Years – Envisioned Future

## **F. Mission Statement**

## **G. Vision Statement**

- A definition of what \_\_\_\_\_ looks like.
- An effective vision needs to be:
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_

## **H. Core Values**

- Creating a Positive Culture
- Identifying and Defining

## **I. The Strategic Plan**

- General Goal Statements
  
- Objectives
  
- Avoid Getting Operational

## **J. Getting It Going – How It Typically Works**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.

## **K. Keys to Successful Implementation**

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

## **L. The Manager as Leader**

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