



Roping in your Focus

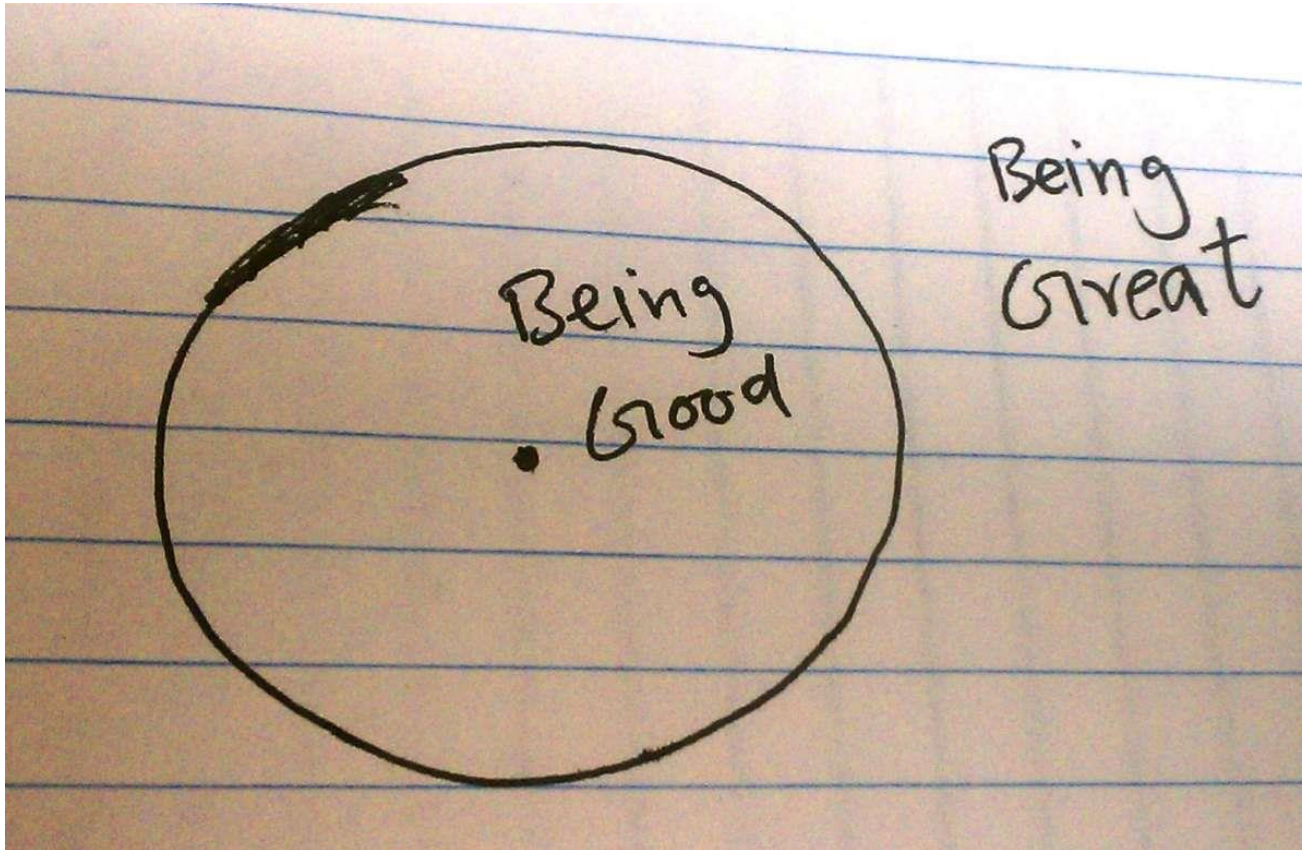
By Kristine Valk

Objectives

- ▶ Understand the fundamentals of why you want to set goals.
- ▶ Discover how to involve your team.
- ▶ Learn how to create and relate your goals and the campgrounds goals to your team.
- ▶ Learn how to communicate the importance of goal setting and achieving goals.
- ▶ Understand the importance of check-ins and feedback.



Good is the enemy of GREAT



<https://youtu.be/aZ0uWPybIJ0>





Fundamentals

Why Goals need to be Created

What ensures the long-term success of an organization?



<https://youtu.be/IPYeClXpxw>



How well do you explain your WHY?

- ▶ What
- ▶ How
- ▶ Why?
 - ▶ What is your purpose?
 - ▶ What gets you out of bed each morning?



Find your North Star...your purpose



The Fallacies of Goal Planning

1. The future is predictable vs. the future is change
2. Planning help protects your future vs. doing nothing protects/insulates your future.
3. Goal alignment ensures success vs. strategic control can stifle innovation.
4. The plan provides a road map vs. there are no road maps that chart uncertainty.
5. The leadership team develops strategy vs. strategic thinking and action are everybody's business.



start here



Strategic Planning Is . . .

Strateg(os) — the art of the general.

A ***systematic*** process for making decisions and managing work to guide an organization toward its desired outcomes.

- ❑ Making decisions with an **awareness of the future** and an awareness of the implications of each future-minded decision.
- ❑ **Organizing systematically** the actions of work areas, teams, and individuals to carry out these future-minded decisions.
- ❑ **Measuring the results** of these actions and decisions against expectations.



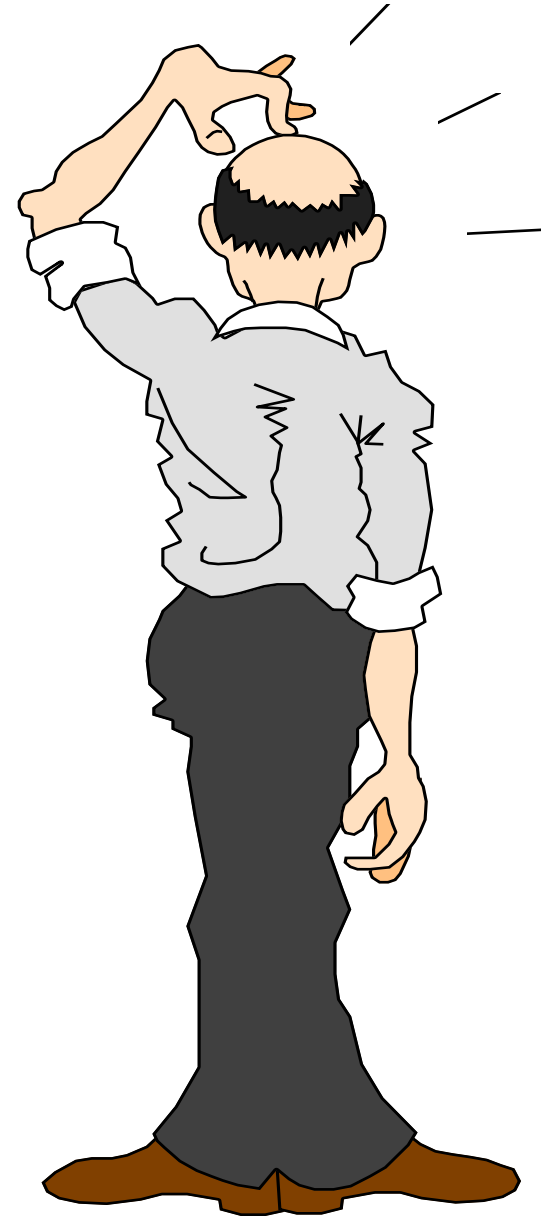
Planning toward your North Star:

- **Vision** — A description of the *ideal* future and the outcomes it hopes to create for its stakeholders.
- **Mission Statement** — A description of who the campground/business serves and how it will structure itself.
- **Core Values and Beliefs** — Statements of belief describing behaviors/ideas to guide your actions.
- **Strategic Issues** — Key issues to address to close the gap between the *ideal* and the *real*.
- **Critical Success Factors** — Broad measures indicating that the campground/business is making progress towards the vision.
- **Departmental Strategic Plans** — The long-range plan each department creates to translate the plan to department action.
- **Operational/Budgeting Plans** — The decisions/actions that departments, work teams, and individuals will take to implement the strategic agenda.



Insanity...

Repeatedly doing
the same things
in the same way
and expecting
different results.



What is the purpose of a strategic plan?



The Purposes of Strategic Planning

1. Identify the organization's **aspirations** and the challenges it will face.
2. Clarify and gain **consensus** around strategy.
3. **Communicate** this strategy throughout the organization.
4. Align departmental and personal **goals** with the overarching organizational strategy.
5. Identify and align **strategic initiatives**.

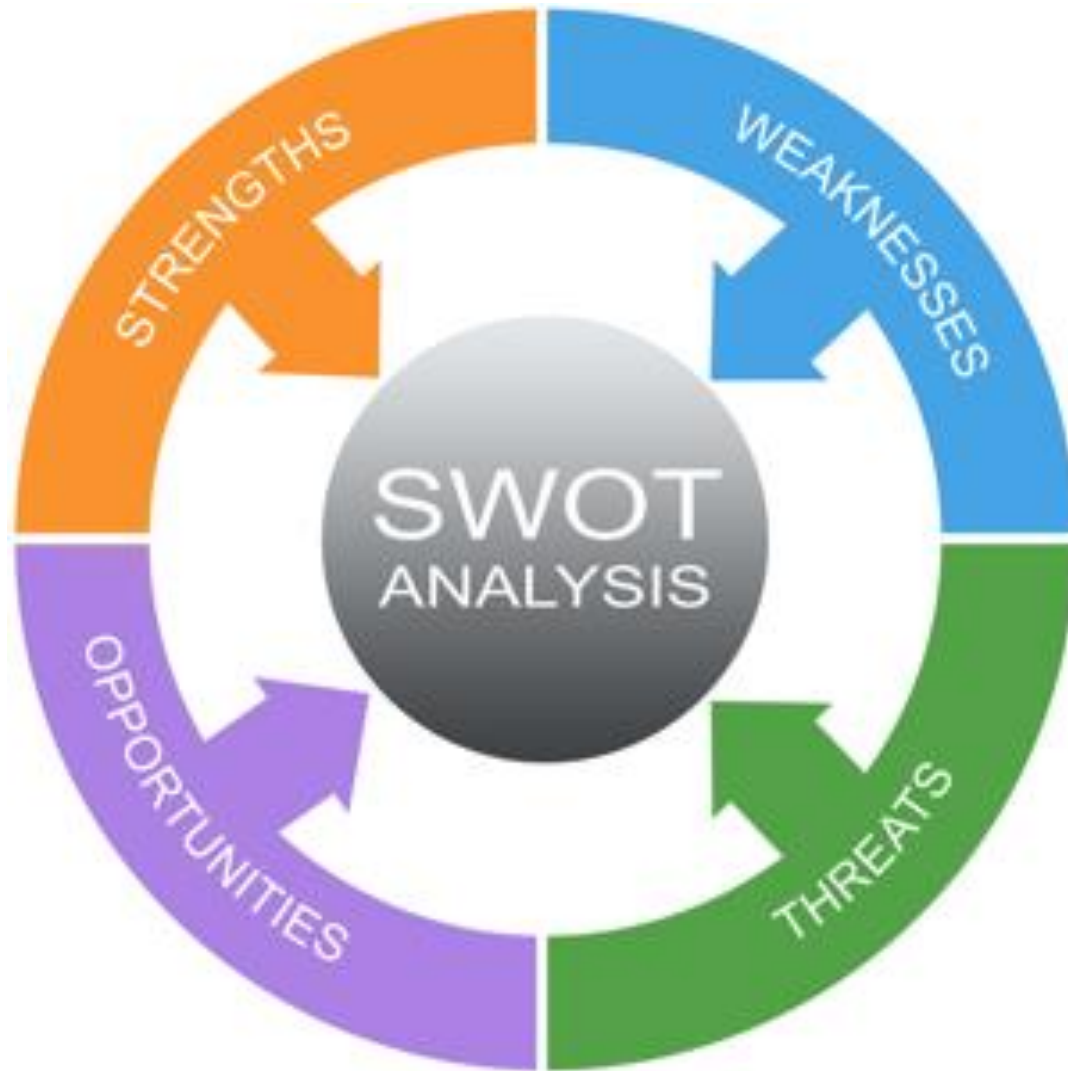


The Purposes, *continued* . . .

6. **Measure/evaluate** progress in achieving its vision and strategy
7. Identify **opportunities for improvement** and learning
8. Direct **skill- and knowledge-building** efforts
9. Increase the probability of the organization's ongoing **relevance** in the marketplace
10. Guide **decision making** by leaders, managers, and staff
11. Guide **resource** allocation and budget planning



S.W.O.T.



Addressing the Obstacles and Opportunities S.W.O.T

- ▶ **Internal**

- ▶ Identify your Strengths
- ▶ Identify your Weaknesses

- ▶ **External**

- ▶ Identify your Opportunities
- ▶ Identify your Threats



If you don't know where
you're going . . .
any road will get you there.



Discover how to involve your
team

You need Everyone!

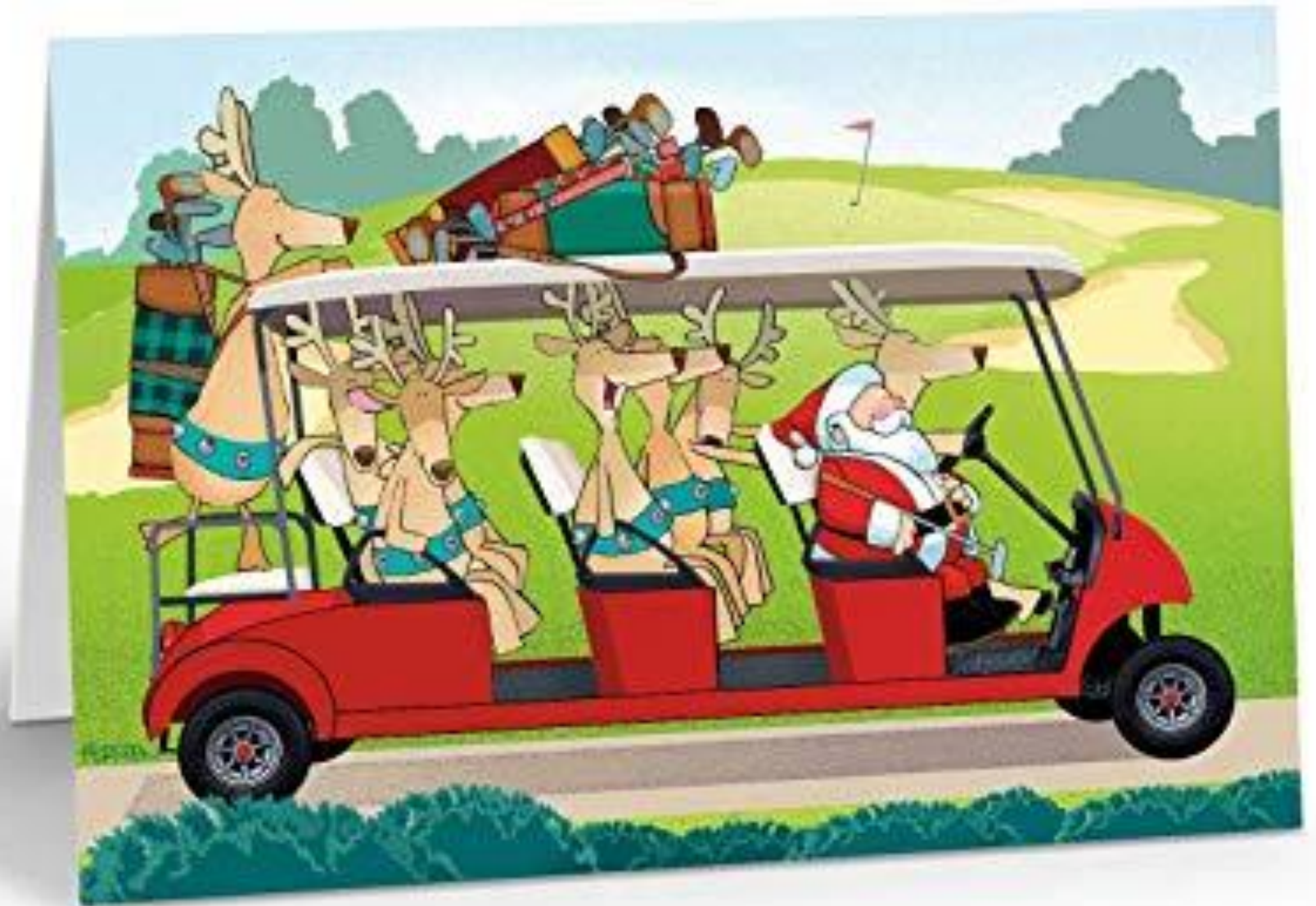
Who should be involved in developing your campground strategy?



How Do We Involve our Team?

- Ask them what should be in the “Plan?”
 - People support what they create
 - Gives an opportunity to have been heard
- Provide the tools needed to achieve the goals
 - Learning/training/mentoring
 - Equipment
- Demand Accountability
 - Get the right people on the golf cart
 - Get the right people in the right seats on the golf cart
 - Get the right person driving the golf cart





Creating a Vision

- ▶ **Set up a New Beverage – Smoothie Bar**
 - ▶ **Option 1:** an unplanned, non-goal-orientated approach
 - ▶ **Option 2:** a planned, goal-orientated approach
 - ▶ **Option 3:** a hope and a prayer
- ▶ Which “option” do you think is most likely to get you to your goal?

Go ahead and take a wild guess!



Vision to Goal

- ▶ If you guessed the unplanned, non-goal-orientated approach to reaching your vision, shame on you! Please report to study hall – your assignment is to write 500 times:

“A goal is a dream with a deadline.”

- ▶ If you guessed a planned, goal-orientated approach, you have earned a big gold star and place it on your building's wall of fame.



How are you going to tell everyone the plan?

- ▶ Communication
- ▶ Who needs to be communicated too?
 - ▶ Owners
 - ▶ Managers
 - ▶ Department Supervisors
 - ▶ House Keeping
 - ▶ Pool Attendants/Activities
 - ▶ Grounds keepers
 - ▶ Food Service/Bar
 - ▶ Front desk/check in
 - ▶ “All” employees



Goals accomplish something significant

- ▶ Goals provide direction
- ▶ Goals tell you how far you have to traveled
- ▶ Goals help to make your overall vision attainable
- ▶ Goals clarity everyone's role
- ▶ Goals give people give people something to strive for



REMEMBER

- ▶ **For goals to be useful,**
 - ▶ They have to link directly to the vision that is at the end of the road – North Star
 - ▶ They need to stay ahead of the competition, or
 - ▶ They need to help an organization to remain in business
 - ▶ They need accountability
 - ▶ They need consequences



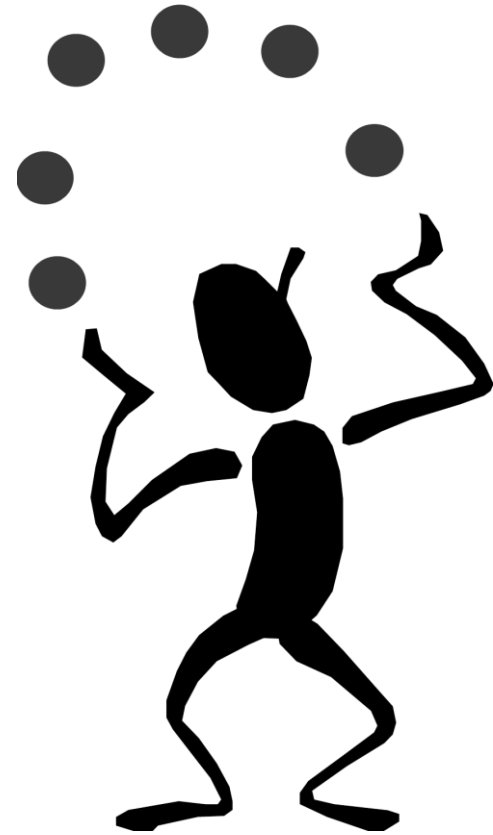
S. M. A. R. T. GOALS

- ▶ Specific
- ▶ Measurable
- ▶ Attainable
- ▶ Relevant
- ▶ Time-bound



SMART system of goal setting provides guidelines

- ▶ Ensure that goals are related to your employees' role in the organization.
- ▶ Whenever possible, use value to guide behavior
- ▶ Simple goals are better goals



Setting Goals: Less is More

- ▶ Are you starting to have problems?
- ▶ Are you dropping some of your balls?
- ▶ Do the goals match up with your vision and North Star?



Communicating the Goals

- ▶ These are the Goals, pass them on...
- ▶ Many times the goals are set at a “Strategic Planning” session:
 - ▶ Increase pre-reservations by 10% for 2021
 - ▶ Suggestive sell food or gift items by 15% by the end of the season.
- ▶ Then what happens?
 - ▶ Goals hit...
 - ▶ Goals surpassed...
 - ▶ Goals missed...
- ▶ How is the plan communicated to everyone?



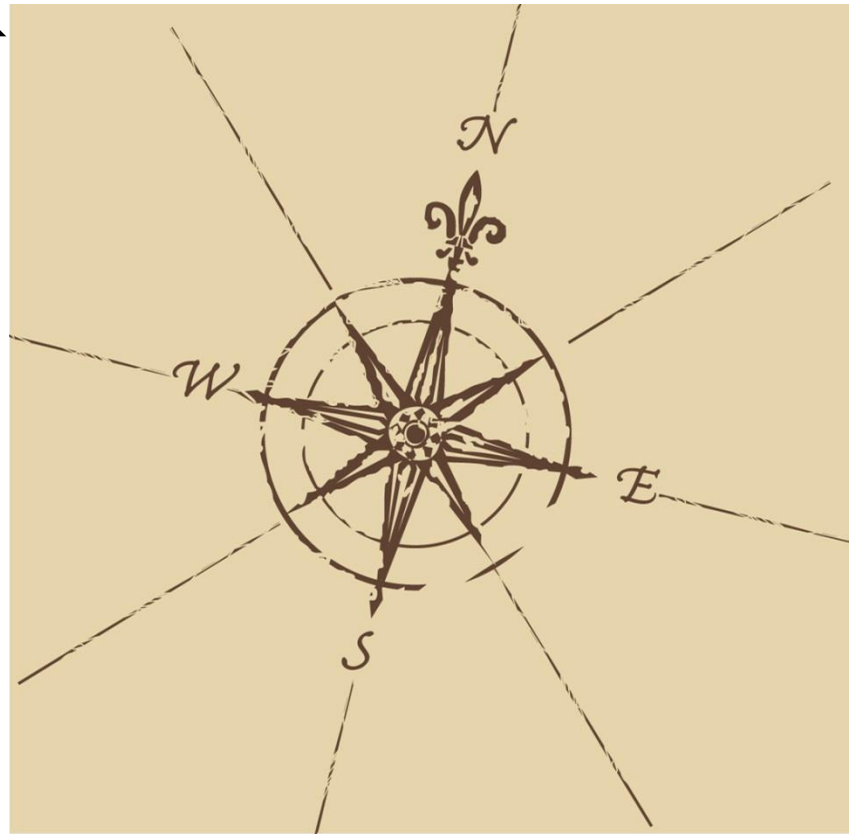
Pearls of Wisdom

- ▶ Make sure that the goals are written down.
- ▶ Always conduct one-on-one, face-to-face meetings with your employees to introduce, discuss, and assign the goals.
- ▶ If you can't meet face-to-face, then conduct your meeting over the phone. No matter what the contact is important to maintain the momentum to achieve the goals.
- ▶ Call your team together to introduce team-related goals.
- ▶ Gain commitment from your employees, whether individually or as a team, to the successful accomplishment of the goals.



Action Plan

- Let's take a look at the map...



Setting Goals

- ▶ What was the process within your Organization to communicate what the years goals are to be:
 - ▶ For the Campground?
 - ▶ For each Supervisor
 - ▶ For each person within the organization
- ▶ How did each person know how their individual piece of the puzzle fit into the plan?



Getting on the Bus

- ▶ Getting the right people on the Bus
- ▶ Getting everyone in the right seat
- ▶ Getting the right person to drive us in the right direction...
 - ▶ Know when to ask for directions when there is a detour or if lost...
 - ▶ When in doubt use your navigational tool = the Strategic Plan



Don't Sweat The Small Stuff

- ▶ We often get worked up about things that, upon closer examination, aren't really that big a deal.
- ▶ We tend to focus on little problems or concerns & blow them out of proportion.
- ▶ Even if we have to listen to unfair criticism or do the lion's share of work, it pays big dividends if we learn not to worry about little things.



Overcoming Procrastination

- ▶ Especially when you are overwhelmingly busy, it's important to start your day off with the 3 things that will give you the biggest bang for your buck.
- ▶ Ask yourself what 3 things you want to accomplish.
 - ▶ Write them down.
 - ▶ Ask: “Who can do these?”
- ▶ Think about the best way to get them done.



Simple Feedback Questions

- ▶ What's working?
- ▶ Where are we getting stuck?
- ▶ What can we do differently?



Overcoming Procrastination

- ▶ Ask for help.
- ▶ Get co-workers together to brainstorm solutions.
- ▶ Make it fun!
- ▶ Make it easy to do repetitive tasks that you hate.
- ▶ Do the toughest job first!



Proactive Problem Solving

- ▶ Bring solutions
- ▶ Offer ideas
- ▶ Get involved in problem solving
 - ▶ Coach each other in Best Practices
 - ▶ Focus on what we can do and how to get where we want to go...vs. what we can't.



Barriers to Implementation

1. The strategic plan reflects the sometimes **abstract** world of planners, owners, and key stakeholders.
2. The vision and strategy aren't **actionable**.
3. Strategy isn't linked to department, unit, team, or individual **goals**.
4. Organizational strategy isn't usually linked to the organization's system for allocating **resources**.
5. Performance feedback systems are usually **tactical** rather than *strategic*.
6. The plan fails to anticipate and respond to both incremental and radical **change** (unplanned events) occurring within and outside of the organization.



New Map...

- ▶ The next part ... the hard part ...
is up to you: translating the planning process into something meaningful and real.
- ▶ Best of luck in moving forward in your role within the strategic-planning process!



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Thank You!

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