



STRATEGIC PLANNING SESSION 2021

Severson & Associates

N22767 US HWY 53

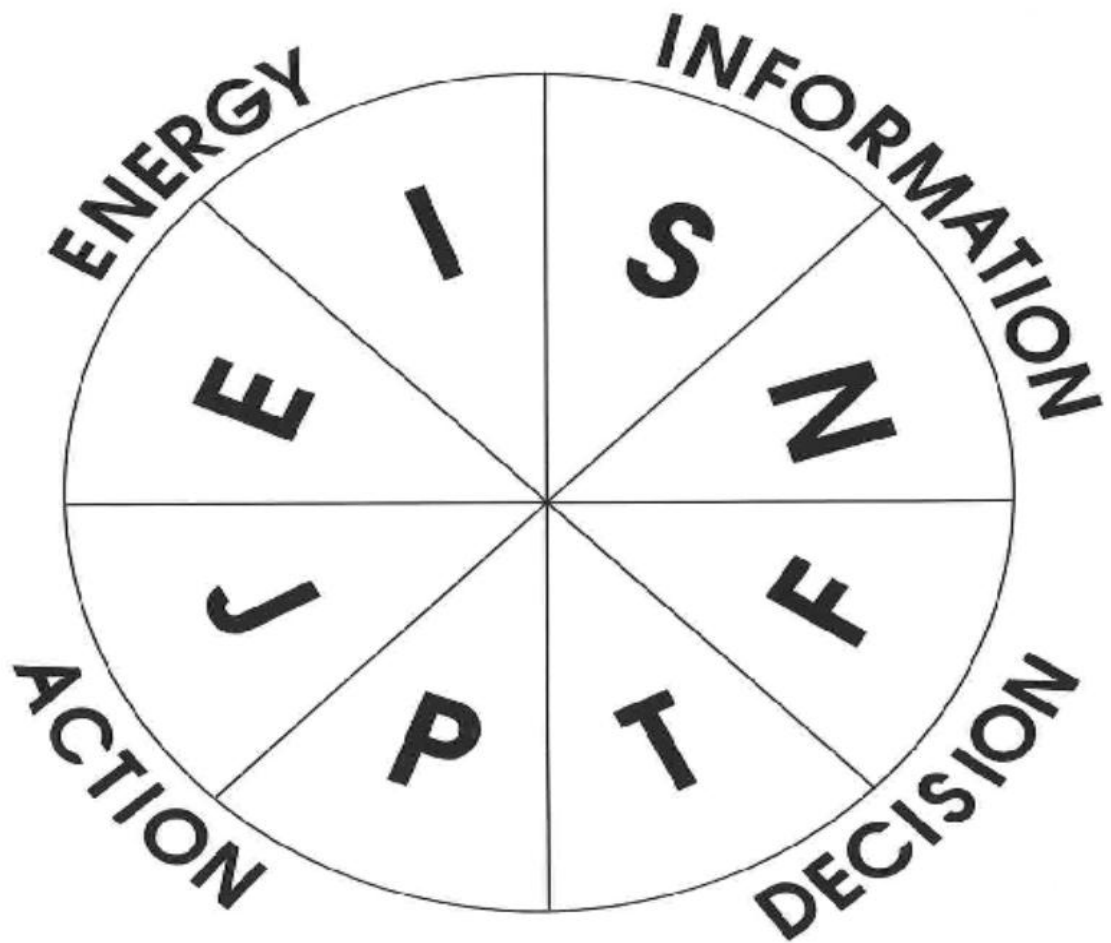
Ettrick, WI. 54627

608-525-2323

E-mail: lori@seversonandassociates.com



The PEOPLE ProcessTM



The PEOPLE Process Cycle of Human Behavior Chart

Pfeiffer
& COMPANY

Extrovert

- Fill in pauses in the conversation.
- Brainstorm aloud.
- Communicate energy and enthusiasm.
- Respond quickly without long pauses to think-sometimes without thinking.
- Tuned up/energized by people.
- Like interaction.
- Social.
- Multiple relationships.
- Like talking out loud before coming to conclusions.

Introvert

- Like quiet for concentration.
- Tend not to mind working on one project for a long time.
- Like to think a lot before they act, sometimes without acting.
- Enjoy reading and pursuing solitary activities.
- Being around people can drain their energy.
- Like to think before responding, sometimes without responding.
- Keep energy and enthusiasm inside.
- Territorial.
- Have limited relationships.

EXTRAVERTS & INTROVERTS

Extraverts: Strengths & Weaknesses

Introverts: Strengths & Weaknesses

Sensing

- Like an established way of doing things.
- Enjoy applying what they have already learned.
- Are not often inspired.
- Are careful about the facts.
- Can oversimplify a task.
- Like evidence, details, facts, and examples presented first.
- Want practical & realistic applications shown.
- Use an orderly step-by-step approach.
- Refer to specific examples.
- Believe in history.

Intuition

- Like solving new, complex problems.
- Enjoy learning a new skill more than using it.
- May follow their inspirations –good or bad.
- Make errors of fact.
- Like to do innovative things.
- Prefer change to the continuation of what is.
- Focus on how things could be done.
- Visionaries.
- Ask why things are the way they are.

SENSING & INTUITING STYLES

Intuitives: Strengths & Weaknesses

Sensors: Strengths & Weaknesses

Thinking

- Objective.
- Believe in justice & principles.
- Firm but fair.
- Adhere to policies & laws.
- Prefer communication to be brief & concise.
- Want the pro's & con's of each alternative to be discussed.
- Have a talent for analyzing a problem or situation.
- Are able to reprimand or fire people when necessary.
- Tend to tell the truth when directly asked.

Feeling

- Want to know why an alternative is valuable and how it affects people.
- Prefer to be sociable & friendly.
- Present points of agreement first.
- Consider logic and objectivity as data to consider.
- Work best in harmony with others.
- Feel rewarded when people's needs are met.
- Are good at seeing the effects of choices on people.
- Take an interest in the person behind the job or idea.

THINKING AND FEELING STYLES

Thinkers: Strengths & Weaknesses

Feelers: Strengths & Weaknesses

Judgment

- Like control.
- Like things to be settled.
- Work best when they can plan their work and work the plan.
- May not notice that new things need to be done.
- Reach closure by deciding quickly.
- Use lists to prompt action.
- They like to run their own life.
- Dislike surprises and want advance warning.
- Plan ahead.

Perception

- Like to leave things open for last-minute changes.
- May postpone unpleasant tasks that need to be done.
- Tend to be curious and welcome a new light on a thing, situation, or person.
- Adapt well to changing situations & feel restricted without change.
- Spontaneous and let life happen.
- May be procrastinators and tend to postpone decisions while searching for options.

JUDGERS & PERCEIVERS

Judgers: Strengths & Weaknesses

Perceivers : Strengths & Weaknesses

Using the Personality Styles

- Understanding individuals.
- How they use their energy.
- How they gather information.
- How they make decisions.
- How they take action.

Name	Personality Style
Bud Styer	
Scott Kollock	
Adam Malsack	
Jim Button	
Mike Dricken	
Joyce Stenklyft	
Bert Davis	
Julie Michaels	
Ashley Wegner	
Rob Brinkmeier	
Mark Stefan	
Laurie Adams	
Jim Tracy	
Patricia Lombardo	
Scott Grenon	
Peter Hagen	
Brian Huth	
Lori Severson	
Carla Brown	

Brainstorming Rules



- Each member, in rotation is asked to give an idea.
- Each member offers only one idea per turn, regardless of how many he or she has in mind. Use notes to remember your ideas.
- Strive for quantity of ideas to maximize the effectiveness of the team process.
- Not everyone has an idea during each rotation. When this occurs just say “pass”.
- No idea should be treated as stupid or crazy.. Criticizing curtails CREATIVITY!
- As each member offers an idea, it is written on the sheet of paper.

Brainstorming Rules



- Abbreviations are okay, as long as the person who gave the idea agrees.
- The abbreviation must contain enough information so the idea can be understood and discussed later when brainstorming has been completed.
- The rule prohibiting discussion during brainstorming applies to everyone, including the leader and the writer.
- When all ideas have been recorded & everyone has said “pass” this phase is complete.
- Members quickly evaluate the ideas on the brainstorming list to determine those which appear to have the most merit.
- Voting technique is used.



Start with The End In Mind

- What is the legacy you want to leave with the industry?
- What resources do you have?
- What resources do you need?
- Creating your success team.
- Understand your role, the goal and your communication style.
- We are elected to represent our members and create a legacy for other owners to follow in.

Board Members

BOARD MEMBERS ARE ELECTED TO REPRESENT THE MEMBERS THAT VOTED FOR THEM. THEY ARE CHARGED WITH CREATING A SUSTAINING ORGANIZATION



Board Members



- What is the legacy you want to leave with the industry?

Board Members



- What resources do you have?

Board Members



- What resources do you need?

Board Members

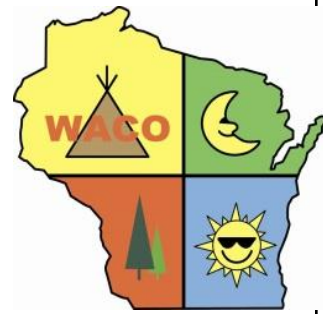


- Creating your success team.

Board Members



- Understand your role, the goal and your communication style.



WACO'S PURPOSE STATEMENT

WACO is an association of Campgrounds, RV Parks and Resorts, Industry suppliers, camping equipment manufactures, franchisors, and others committed to promoting the growth and welfare of the campground and RV Park industry through the development and implementation of Government Legislative/Regulatory, Educational and promotional programs and activities, committed to the concept of serving the needs of its members and the general public.



WHAT'S THE DIFFERENCE?

A **mission statement** describes what a company wants to do now, a **vision statement** outlines what a company wants to be in the future.



WACO Mission Statement

MISSION STATEMENT

Provide leadership and guidance to Wisconsin Campground owners in the camping industry to ensure the continual growth of Wisconsin campgrounds, owner development, promotional value and campground employment.

Make WACO campgrounds the top camping choices.



VISION STATEMENT

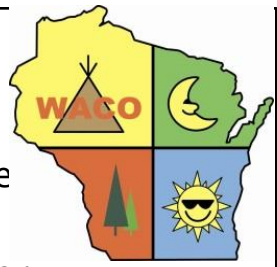
To be the industry leader in campground professionals throughout the nation, providing our owners tools to be the best they can be. Providing our members the ability to give consumers the ultimate camping experience.

S.W.O.T



- Strengths
- Weaknesses
- Opportunities
- Threats

S.W.O.T



- Identify the strengths and weaknesses of the organization and the team.
- Once the SWOT review is complete, come up with the strategies or tactics.
- Build on strengths.
- Resolve weaknesses.
- Exploit opportunities.
- Avoid threats.

Strengths

Weaknesses

Opportunities

Threats

Committees & Past Duties



Financial

- ☐ Budget
- ☐ Dues
- ☐ Insurance

Advertising

- ☐ Directory
- ☐ RV Shows
- ☐ Website
- ☐ Publicity

Planning & Development

- ☐ Bylaws
- ☐ Strategic planning
- ☐ Legislative
- ☐ Membership Development

Membership Services

- ☐ Education
- ☐ Nominating Committee
- ☐ Convention
- ☐ Awards & Scholarships
- ☐ ARVC
- ☐ Fall Workshops



EXECUTIVE DIRECTOR

Severson & Associates
Duties & Assignments
Time Spent /VS Money Spent
Areas for improvement
What can we do?
What can we afford to do?

Contract Categories

Administrative



- Post office box
- Record keeping
- Computer services
- Email services
- Fax service
- Phone services
- Answering machine
- Attend all Board meetings
- Assist committees
- Facilitate activities
- Manage member goodwill
- Maintain a database of members & prospects
- Maintain a database of members & prospects
- Handle all membership inquiries
- Develop and maintain database of trade members and trade member prospects
- Mail requested literature
- Provide overall meeting management, of all meetings for the association



Directory

- Design cover directory
- Directory cover approval
- Directory Sales
- Directory Proofing
- Directory Printing
- Distribution

Membership

- Membership inquiries
- Membership communication
- Membership retention
- Newsletters
- Convention registration
- Convention vendors
- Convention Communication

Internet & Advertising



- Media updates
- Certificate program
- Face book
- Instagram
- Twitter
- Google Plus
- Hootsuite
- Pintress
- Website – WACO
- Updates
- Links
- Rental Website
- Google analytics

RV Distribution Program



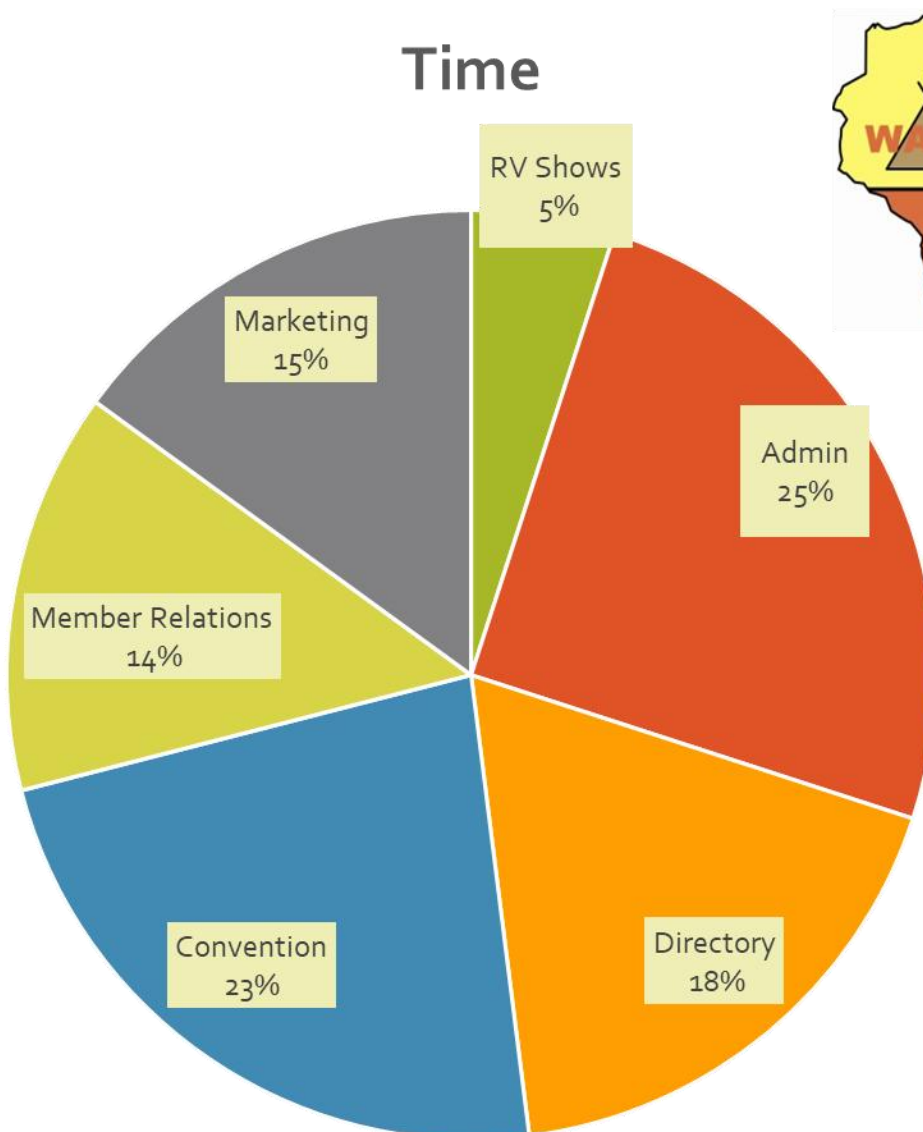
- Partnering with RV Shows
- 12 RV shows
- 29,500 brochures
- Printing program
- Creating interactive areas
- Working with promoters to become important partners

Additional Activities



- Quick Books entry
- Legislative meetings
- Tourism meetings
- Tavern League
- Restaurant Association
- State Committees
- Partnering with State inspectors

Severson & Associates Time Allocation



SEVERSON & ASSOCIATES

Strengths

WEAKNESSES

Process



- Identify primary reasons and categorize them as either internal or external.
- Critically examine each strategy statement by reference to activities and actions in key functional areas.
- How has the association been managed?
- How has the association sought to increase sales and market share?
- How have productivity/costs been managed?
- Bottom Line what processes work – what needs to be improved?
- Each area should be evidence based – use data.

Cause Questions to Think about



- What stopped the organization from....
- What caused the most time to be used....
- What was the biggest payoff....
- What was the worst decision....
- What was the best decision....
- What one thing could be done to increase our return on our members investment?
- What is the biggest management issue?
- What is the number one customer complaint? Internally & externally.
- What hoops do we cause our customers to jump through?
- Are we easy to do business with?
- What can be done to make the organization more productive?

Cause Questions to Think about



- What barriers are there to getting the job done?
- What barriers are there in our organizational chart?
- What processes need to have a better system?
- What can be done to make our organization better than the best?
- If I were designing this organization from scratch, how would I do it?
- What obstacles do we face in the organization?
- What coaching needs to happen to build the team?
- What personal development needs to occur?

Cause Questions to Think about



- What needs to be different in order for our organization to grow?
- What barriers stop the growth process?
- What long term objectives are important to that process?
- What short term objectives are important to that process?

Core Benefits



- What are they and how can we measure them?
- Education – Surveys – Attendance –
- Legislative help – Governmental Clout – Our support is being solicited – Attendance of Gov.-Good connection between lobbyist and board
- Advertising-Directory – Number produced – Website stats – Number of campers camping in W.I.
- Stability –Year to year data – Attendance – Board members coming back on – Long term executive – Number of campgrounds retained in WI – Membership numbers.
- Networking – Mentors – Communication-Newsletter – Attendance at convention – Fall workshops attendance - Cracker barrel growing
- Feeling of belonging – Attendance -
- Positive attitude –Sounding board- Surveys – General tone of the annual meeting
- Access to suppliers and discounts/Trade show – Repeats and increase in numbers – Survey – Receipt program



Core Benefits

- Helping campgrounds in emergency's – Testimonials
- Social – Saturday night – Fall workshops – Dinner idea – Cruise – Outing – Golf outing – Active in charitable
- Newsletter – Motivational items – Testimonial – Number of requests not getting it - Number of people who ask about the newsletter.
- What do members want from the organization?
- How can make or save more money
- More advertising more bang for the buck
- Apply pressure to local government's- Contact WACO – so it can be watched
- Group buying power
- Equal opportunity to promote camping across all WACO campgrounds
- Increase marketing area that we promote to
- Governmental watch dog- get everyone
- Provide WACO discounts

Core Benefits



Questions:

- More effort
- Less effort
- Fine as is
- Eliminate

Vision



- Where do you want to see the organization in the next month? 6 months? Year? 2 Years?
- What are you personally will to do to get there?
- What as a team do we need to do to get there?

Goal Setting



- Brainstorm your personal goal within the organization.
- Brainstorm your committee goals.
- Define 3-5 goals with specific timelines on that your committee will be dedicated to and report on monthly.



Define Strategic Action Programs

- Who, what, where, how etc.
- Set targets and prioritize
- Determine champions of key strategies
- Smart Goals
- Specific
- Measurable
- Attainable
- Realistic
- Timely

Action Plan

[illegible]

Action Plan

[illegible]

Action Plan

[illegible]

Action Plan

[illegible]

Action Plan

[illegible]

STRATEGIC PLANNING

Lori Severson, Severson & Associates
