



# **Implementing Your Vision Part I**

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# *Implementing Your Vision*

## *Part I*



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***Continuous success requires the implementation of a well designed, vision based plan.***



**Purpose of a strategic plan**

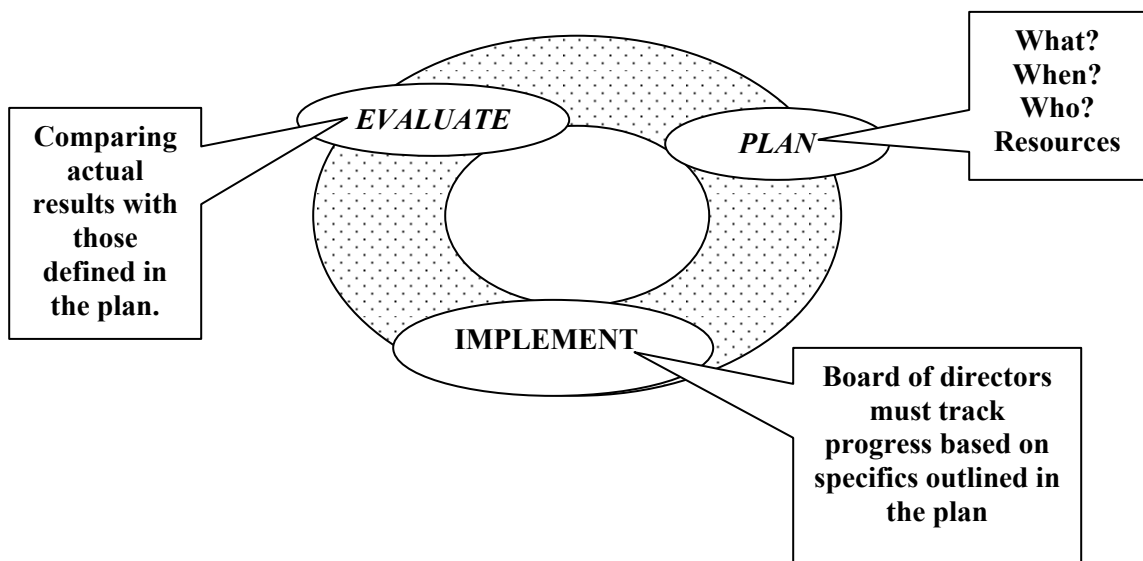
- Defines and prioritizes association goals
- Directs activities of staff and volunteers
- Determines how resources will be allocated
- Keeps leaders focused in the same direction

**Risks of not planning**

- Leaders drive their personal agendas which creates inconsistency in prioritizing and resourcing
- Staff receives mixed messages about what is important
- Decisions are made based on surviving rather than succeeding
- Leaders must accept the future that fate presents to them

**A well designed strategic plan generates better results from the work of staff and volunteers**

- Frequently things that are urgent get attention before those things that are important. Urgent simply relates to an approaching deadline or something that needs to be done to avoid a crisis. Tasks that are scheduled as part of a plan are important to an association and should greatly reduce the number of urgent matters that arise on a daily basis.
- Staff and volunteers often react to situations that occur. Reacting is the least most effective way to operate. Planning will allow your association to predict and respond to future developments.



**In order to be productive, a strategic plan must be**

- **Actionable**
- **Measurable**
- **Representative of your membership**
- **Responsive**

*Planning  
without doing  
has no value.*

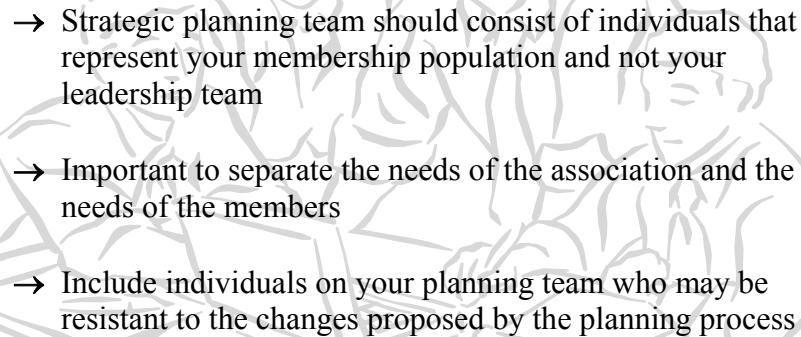
***Actionable*** – for each goal, the plan must define

- Who is responsible for completion of the task(s)
- What actions/activities need to occur
- When will each action be completed
- How each action contributes to the accomplishment of the goal
- The resources that are required to complete each action
- The priority of this goal in relationship to other goals

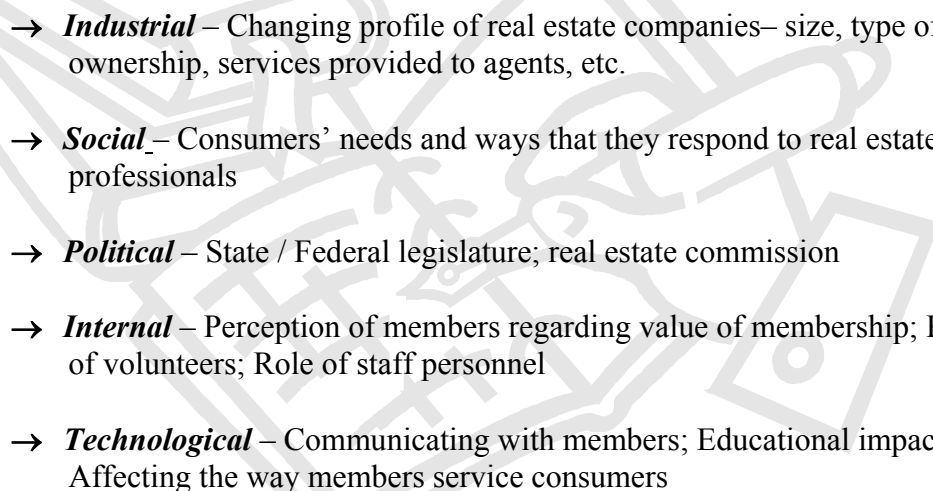
***Measurable*** – each goal or initiative must define a specific outcome that can be used to compare the actual outcome to the desired outcome

- Creates clarity and consistency among staff and volunteers
- Allows periodic evaluation of the status of each initiative
- Allows a goal to be adjusted rather than being abandoned

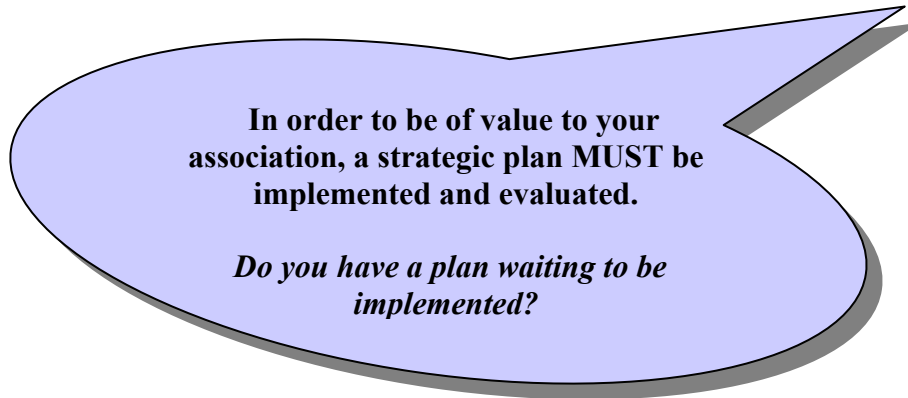
***Representative of your membership***

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- Strategic planning team should consist of individuals that represent your membership population and not your leadership team
  - Important to separate the needs of the association and the needs of the members
  - Include individuals on your planning team who may be resistant to the changes proposed by the planning process

**Responsive – the planning process must include a scan of the factors that have an affect on your association**

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- ***Industrial*** – Changing profile of real estate companies– size, type of ownership, services provided to agents, etc.
  - ***Social***– Consumers’ needs and ways that they respond to real estate professionals
  - ***Political*** – State / Federal legislature; real estate commission
  - ***Internal*** – Perception of members regarding value of membership; Role of volunteers; Role of staff personnel
  - ***Technological*** – Communicating with members; Educational impact; Affecting the way members service consumers

## *Determining Your Association's Direction*



**Study your current plan to insure that it has measurable goals as opposed to aspirations.**

*Aspirations*

*Measurable Goals*

<b>Increase RPAC contributions</b>	<ul style="list-style-type: none"> <li>✓ Increase the total RPAC contribution by 10% per year</li> <li>✓ Total RPAC contribution to generate an average donation of \$25 per member</li> <li>✓ Achieve an 85% member participation in RPAC while increasing total RPAC contribution by 10% per year.</li> </ul>
<b>Improve communications with members</b>	<ul style="list-style-type: none"> <li>✓ Generate three print newsletters for broker owners per year.</li> <li>✓ Agents will receive 3 email bulletins and 3 print bulletins per year.</li> <li>✓ Members will receive a monthly association newsletter providing them with an update of association activities.</li> </ul>
<b>Increase use of association website</b>	<ul style="list-style-type: none"> <li>✓ Association website will generate hits equal to or greater than 1.5 times the total membership population. (2,000 members = 3,000 hits)</li> <li>✓ Website will allow for dues payment and course registration on line.</li> <li>✓ 50% of members will pay dues on line</li> <li>✓ 75% of all course registrations will be done online.</li> </ul>

**Appendix A**

**Converting Aspirations into Measurable Goals**

*Aspirations*

*Measurable Goals*

**Increase attendance at monthly meetings**

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**Increase the number of members who volunteer**

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**Get more broker owners involved in association activities**

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\_\_\_\_\_ *Association of REALTORS®*

***2006 STRATEGIC PLAN***

*Key Result Area:* \_\_\_\_\_

<i>ACTIVITY</i>	<i>WHO</i>	<i>WHEN</i>	<i>BENEFITS</i>