

Assessing a Club's Readiness and Capacity for Growth

**Adapted for Rotary Clubs by
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GROWTH = A MAJOR CORE VALUE

- In order to grow – growth must be a major core value and priority of each Rotary club.
- Members must believe that their acquaintances and colleagues need to become Rotarians.
- Bringing new people into the membership of Rotary must be central to the mission of each Rotary Club.
- But beyond the desire and commitment – clubs must have a readiness and capacity for growth.

THE CONCEPT OF SYSTEMIC CHANGE

- **A Membership Committee will never be fully effective in promoting growth – until a club is *ready for growth* – and has a measureable and substantive *capacity for growth*.**
- **Readiness and capacity at the systemic or DNA level.**
- **A membership growth plan is a tactical tool – which has limited results without club DNA support.**
- **Example – when an individual's DNA (genes) has programmed the person for high cholesterol. No matter what diet plan is followed – still has to take meds.**
- **This paper will address what changes are necessary at the DNA or systemic level – and when.**

TWO CORE ASSESSMENTS

- **There are two measurements that will help to determine a club's growth potential:**
 - **First Assessing a Club Readiness for Growth**
 - **Second Assessing a Club's Capacity for Growth**

PART 1

Assessing a Club's Readiness for Growth

IS YOUR CLUB READY FOR GROWTH?

- **How ready is a club to grow?**
- **How can one discover readiness for growth?**
- **Discovering, acknowledging, and embracing an accurate assessment of a club's readiness for growth is the first step toward substantial growth.**
- **These series of slides are designed to help a club assess its readiness for growth.**

WHERE IS YOUR CLUB “LOCATED?”

- **Assessing a club’s readiness for growth is discovering where a club is “located” in its life cycle.**
- **What is a “club life cycle”?**
- **The next slides will give a brief overview of a club life cycle.**
- **Not every club will follow this exact pattern – but all will follow some type of organizational life cycle.**



**Every Living Thing
and System has a
Natural Life Cycle.**



The Life Cycle

BIRTH

DEATH

The Cycle Begins at Birth (*New Club*)



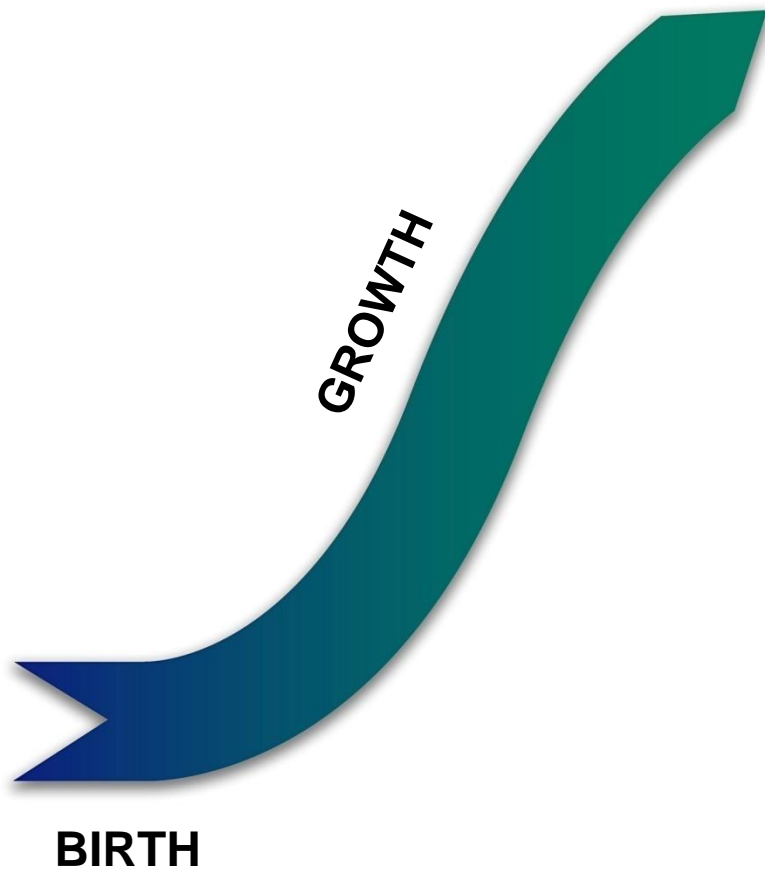
BIRTH

■ Potential

■ Purpose and Vision
(assumed or stated) — DNA

■ Constant Care/Protection

Initial Growth Period (*Early Years*)

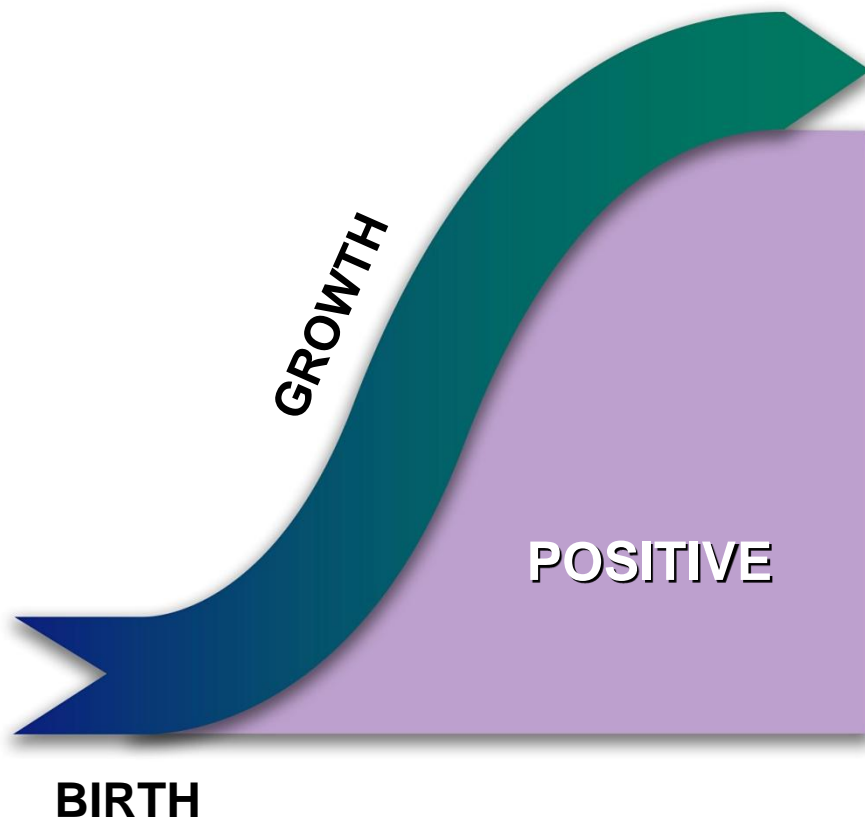


■ Energy and Excitement

■ Unexpected

■ Progress

Late Stage Growth Period (*Maturing Years*)

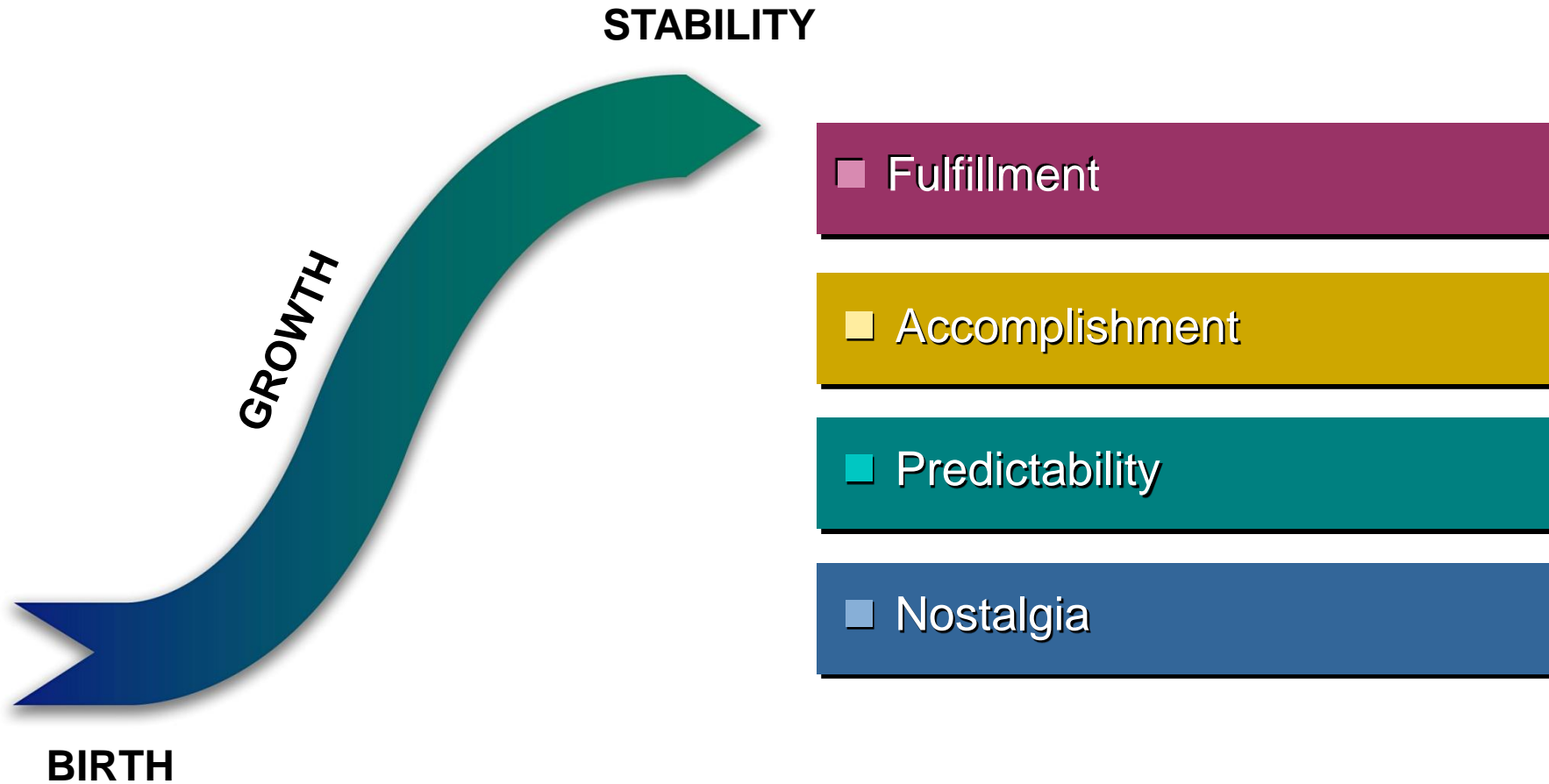


■ Vitality

■ Health

■ Strength

Plateau Period (*The Stable Years*)



Remaining at a True Plateau – Impossible Long Term

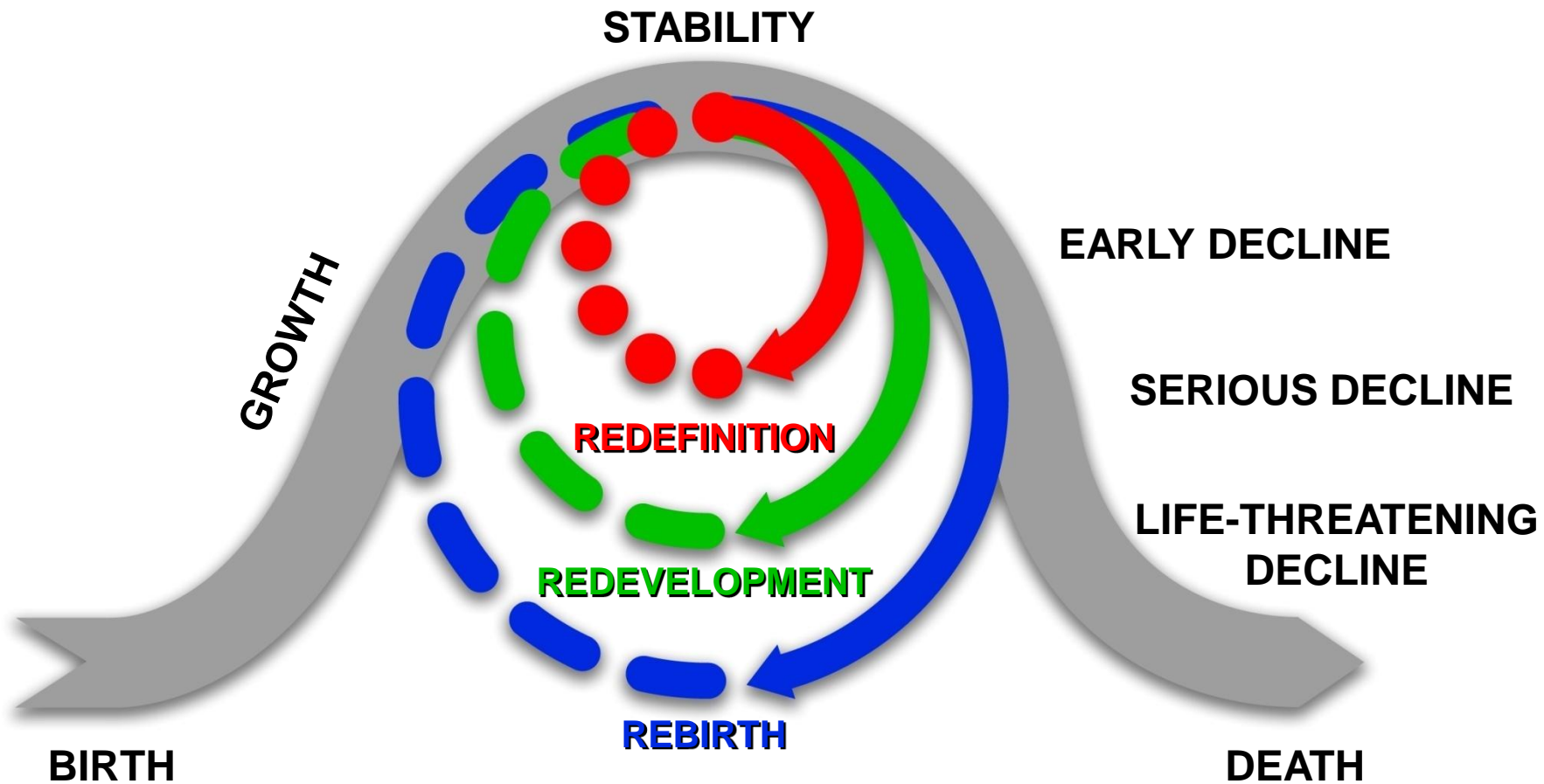


**Living Happily Ever
After - Only in
Fairy Tales!**

NOTES REGARDING THE PLATEAU STAGE

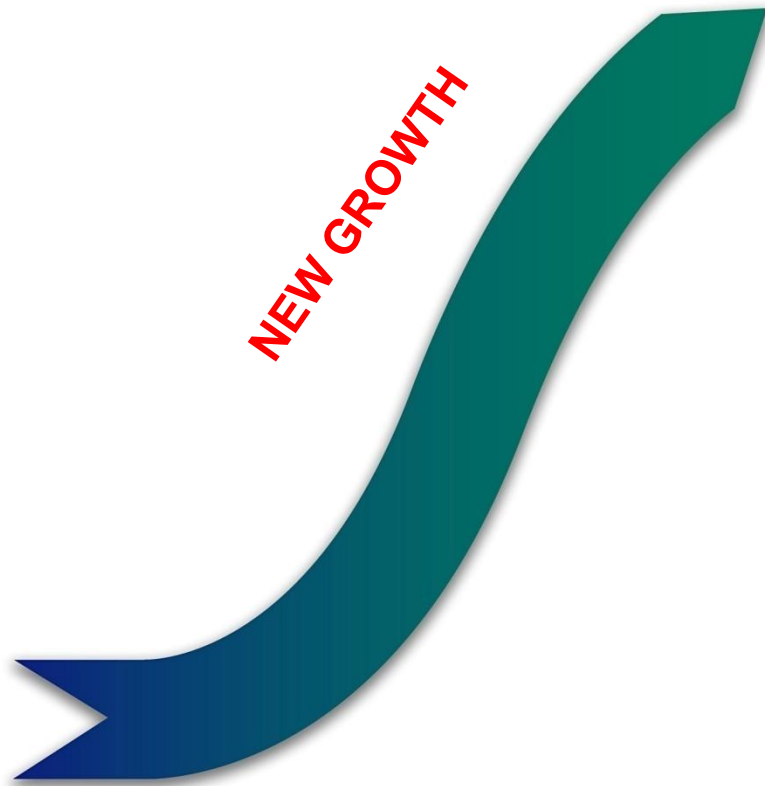
- A club may remain for several years – a few members above and a few members below – its “plateau line” year by year.
- But it is still considered to be at a plateau when it cannot substantially break through the plateau ceiling with a new major growth cycle.
- A club at a plateau will inevitably begin to decline – unless it goes into a new major growth cycle.

Full Life Cycle – and Options



New Growth Cycle

Redefinition; Redevelopment, or Rebirth



■ Energy and Excitement

■ Unexpected

■ Progress

REDEFINITION, REDEVELOPMENT OR REBIRTH

WHERE IS YOUR CLUB LOCATED IN ITS LIFE CYCLE? (1/4)

- **Based on 10-year membership statistics provided by the District – locate your club (and your club's readiness for growth):**
- **EARLY GROWTH STAGE**
 - The first years of a new growth cycle
 - Maximum readiness for growth
- **MATURING GROWTH STAGE**
 - The middle years of a growth cycle
 - Maximum readiness for continued growth
- **LATE GROWTH STAGE**
 - The final years of a growth cycle
 - Decreasing readiness for continued growth

WHERE IS YOUR CLUB LOCATED IN ITS LIFE CYCLE? (2/4)

➤ PLATEAU STAGE

- A club has remained +/- 10% in membership for at least 5 years
- Zero readiness for growth

➤ EARLY DECLINE STAGE

- A club has declined and not returned to its highest membership number in the last 5 years.
- Negative readiness for continued growth

➤ REDEFINITION STAGE

- A club is in early stage decline, but has redefined or reaffirmed its mission and vision and is preparing for a new growth period.
- Average readiness for new growth based on the commitment of the club to the redefined or reaffirmed mission/vision – and based on the mission/vision including growth as a core component.

WHERE IS YOUR CLUB LOCATED IN ITS LIFE CYCLE? (3/4)

➤ **SERIOUS DECLINE STAGE**

- A club been declining in membership consistently over a 10 year span
- Negative readiness for growth

➤ **REDEVELOPMENT STAGE**

- A club is in serious stage decline, but is rebuilding itself with a new purpose/vision – and is committed to a new growth cycle as central to its new purpose/vision.
- Cautious readiness for growth – but faces major challenges related to change.

WHERE IS YOUR CLUB LOCATED IN ITS LIFE CYCLE? (4/4)

➤ LIFE-THREATENING DECLINE STAGE

- A club been declining in membership consistently over a 20 year span
- Negative readiness for growth

➤ REBIRTH STAGE

- A club is in life-threatening decline, but is making radical changes through a rebirth. They have committed to not just doing the old thing differently – the club is doing a new thing, and, perhaps in a different place or with different people
- Very cautious readiness for growth – as it faces major issues related to its “new beginnings.”

WHERE DO WE GO FROM HERE?

➤ GROWTH STAGE

- Keep doing what you are doing!
- Be aware of “capacity” issues that may develop (Part 2).
- Revisit the vision and update plan – before you “need” to!

➤ ALL OTHER STAGES

- Club needs to redefine its mission/vision and plan
- Club needs to redevelop with a new mission/vision and plan
- Club needs to start over again with a rebirth.

➤ District 5170 is here to help with mission/vision

- Identify your club’s location in the growth cycle
- If your club is not in a growth cycle – contact the District Visioning Group.

PART 2

**Assessing a Club's
Capacity for Growth**

Basic Club Organizational Types

- **Small One-Cell Club (up to 30 members)**
- **Large One-Cell Club (up to 70 members)**
- **Multiple Cell Club (+71 – unlimited)**

Small One-Cell Club

- **Anthropology – Clan**
- **Business – Mom and Pop Store**
- **Transportation – A Small Van**

The Rotary Club Van



Profile – Small One-Cell Club

- **Club functions as a whole, cohesive, primary unit**
- **Leadership and club style are usually informal**
- **Strong “matriarchs/patriarchs” who have real power**
- **Presidents often titular or figurehead leaders**
- **Generally a more conservative and inward focus**
- **Often traditional and resistant to new ideas**
- **Members – prefer close knit family (homogenous) feel which seems cliquish to some**
- **Organization style feels “stretched” at 30 members**
- **Lack of emotional room for new members limits growth**

Large One-Cell Club

- **Anthropology – Village**
- **Business – Local Owned Department Store**
- **Transportation – A Bus**

The Rotary Club Bus



Profile – Large One-Cell Club

- Club is more complex, but still one primary unit
- More formalized plan, risking-taking, and outward focus
- Growing committees and groups become important
- More organization and more democratic in club style
- More diversity typically develops in the club
- “Elders” – treated with respect, but dwindling power
- President like a village chief – a critical club position
- Organization style feels “stretched” at 70 members
- Big family – but lack of emotional room for new members eventually develops & limits growth

Multiple-Cell Club

- **Anthropology – Incorporated Town**
- **Business – Department Store Chain**
- **Transportation – A Train**

The Rotary Club Train



Profile – Multiple-Cell Club

- **Club is a complex and diverse organization**
- **Active committees and groups are the framework**
- **A common mission holds the club together**
- **Members find most fulfillment in action groups**
- **Very proactive and outwardly focused**
- **Club president an administrator and motivator**
- **Club meetings celebrate the *ethos* of club**
- **Organizational style – membership capacity “unlimited”**
- **Growth by expanding current groups and adding new groups**

Capacity Summary

- **Growth by Assimilation**
 - Small One-Cell (Up to 30)
 - Large One-Cell (Up to 70)
- **Both Small and Large Cell Clubs Hit Ceilings**
- **Without Change – Eventually Will Decline**
- **Growth by Transition**
 - Small One-Cell Transitions to Large One-Cell
 - Large One-Cell Transition to Multiple Cell
- **Multiple-Cell Clubs – Keep Expanding and Adding “Cars” to the Train**

WHERE DO WE GO FROM HERE?

➤ **FIND MODEL CLUBS – VISIT & DISCOVER**

- **Assimilation Growth**
- **Transition Growth**

➤ **FULL LECTURE ON READINESS & CAPACITY**

- **JDBrewerConsulting.com – Resources Page**
- **Especially note – Profiles of Club Types paper**
- **Contact me if you have questions**
- **District Membership Committee – a great resource**

