

# Goal Setting



**Establishing Goals  
for Your Community  
Grange**



**Produced by the  
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# Goals: More Than Just A Place to Begin

Establishing goals seems like such a simple idea and such a RIGHT thing to do. So, why are we spending 8 pages of this Help Guide on a subject that seems so easy?

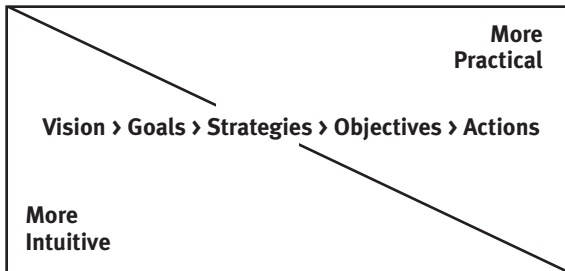
The simple answer is that establishing goals for sameness is easy. A few words put to paper and you're done. Establishing realistic and important goals for a community Grange that wants to grow is a different story, and we want to help you get it right.

We're going to define a goal as a statement of future intent that, when met, contributes to the achievement of your vision for your Grange.

Are you saying that we need to have a vision before we establish our goals? The answer is, quite clearly, yes! You do need to know what your organization will look like in the future before you develop your goals. Goals are statements of important accomplishments on the way to achieving your vision.

For example, you might know someone like "Fat Harry," who says he wants to lose 15 pounds and get fit for the summer – those are his goals, but they also need to be part of another context. That context is his vision for a "New Harry," one who is very appealing and attractive. His goals for weight and fitness are only part of the way he will achieve his vision. One thing a diet program will typically ask "Fat Harry" to do is to find a photograph of someone he would like to look like and tape it to his mirror. Every morning when he thinks about bacon and eggs, he needs to look at this future "New Harry" and the power of this vision should make him reach for skimmed milk and cereal instead. That's a humorous example of the power and importance of a vision.

If you have a vision for your community Grange that includes ideas like relevant, preeminent, community focused, financially strong and appealing to members, then these visionary ideas can only be realized if you develop goals in each area that are clear so that your team can be in-sync on the actions they plan and achieve.



Actually, this process is linear, that means the steps in the process occur over time. Graphically, you can see it this way:

You can see that if the horizontal axis of the box equals time, then establishing a vision followed by goals is early in the process. They are also very intuitive. Actions, which occur later are typically very practical.

Strategies are the choices of HOW you will solve the problems and achieve your goals.

What is your vision for your Grange? If you have developed your vision, write it here. If you have not, please consider developing your own or use this vision for community Grange developed by the Task Force and amend it to fit your Grange.

## Your Vision:

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## A Vision for The Grange

The Grange in the 21st century will be a preeminent organization. It will commit to the development of the potential in families, youth and young adults through dynamic programs and experiences that educate, engage and enrich their lives.

The Grange will be noted for its commitment to the membership through its enabled leadership, its financial and organizational strength, and its ability to make a difference in the lives of children, youth, families and individuals.

The Grange will be a relevant, caring and involved part of the community in which its members are located. It will be well known and understood and considered a viable, involved and distinctive organization.

A person who becomes a member can expect to find in the organization a clear and impressive pathway to membership, outstanding fellowship with leaders and respected citizens of the community, the encouragement to meet and make new friends and the opportunity to lead and be well led.

*Grangers who want additional information on strategic planning should visit the National Grange Web site. Click on Action Grange, look for strategic plan and download this document for use in your Grange.*

## Your Vision

Your vision for your Grange should result in a strong and powerful picture of what it will be like to go to your meetings, how new members will feel upon joining, how your neighbors will feel about getting involved, what the community will think of your organization, how the community's leaders will view the help you bring to the area and how you are able to make a difference in key areas of community life and in your members' lives.

### Write your vision here:

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Evaluate your vision by looking for these key ideas:

- Preeminent
- Relevant
- Member focused
- Financially sound
- Organizationally strong
- Community focused
- Active, involved
- Well led

### Developing your Goals

Let's go back to "Fat Harry." Remember, Harry had a vision for himself that, when achieved, would result in a new Harry. His ideas included that people would stop calling him fat, people would look at him with renewed respect, the ladies would not turn away and he would make many new friends and have more fun in life, live longer and healthier and enjoy himself at work and in play.

That's a pretty good vision. "Fat Harry" next needed to segment his vision into its achievable parts. He divided his goals into the important elements and then put those elements into an order that made sense. For example, Harry would not go out and buy a new wardrobe until after he had met his goals for weight and fitness. Let's take a look at his two lists.

#### Unprioritized Goals

- Lose 15 pounds
- Buy a new wardrobe
- Take up tennis and golf
- Become more charismatic
- Change my eating behaviors

#### Prioritized Goals

- Have my annual physical
- Enroll and use local gym
- Change my eating behaviors
- Lose 15 pounds
- Buy a new wardrobe



## Goals for your Grange

Here is a list of goals all Granges may be considering. They are in no particular order and there are too many for a Grange to try to achieve them all at once. Think about them and see which of these make sense for your Grange and your vision for the future.

- To create a smooth and impressive pathway to joining
- To delight our members with the quality of our programs
- To improve the quality of our leadership and how our leaders are selected
- To offer programs that meet the needs of members
- To increase our membership through greater community involvement
- To add value to becoming a member of our Grange
- To improve our Grange hall and meeting place
- To change the ways we view and use time
- To reduce the dependence on food as an incentive for joining

### Goals can offer “Reach”

The goals you just examined are realistic goals for most Granges. A number of Granges are already making good progress in achieving these goals. When you have a plan for achieving these goals, you can expand the “reach” of your Grange by tackling more difficult goals. Even “Fat Harry” may tackle a goal for learning Italian for the trip he is planning to Italy.

Some Granges may be ready to achieve goals that will cause the leadership to really stretch their influence in order to make these goals attainable. The following goals are generally considered examples of efforts that will cause most Granges to ‘reach’:

- To become the preeminent organization for families in your community
- To create a relevant Grange that is viewed as the preferred place to belong
- To increase our financial capacity to serve members and our community five times our current level ‘ To adopt one elementary school in our community and serve it for three years
- To preserve and protect the rural heritage of our community
- To develop and deliver benefits specifically significant to members

## Goals in Key Result Areas

Most Granges need to make progress in one or two important areas. We call them key result areas. These are usually the most difficult and troublesome areas for most Granges and progress here is considered essential if your Grange is to grow.

We do not pretend to know what your goals are, but we do believe that we know the areas in which different goals need to be developed and met. We have divided them into five areas. Examine them with your team. Have a really good debate about the merits of pursuing each. Come to conclusions on the importance of each for your Grange.

### **1. Membership development and retention**

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### **2. Improved leadership**

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### **3. Increased relevant community involvement**

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### **4. Improved governance**

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### **5. Improved financial and organizational structure**

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If you don’t agree that one or more of these are important goals for your Grange, cross it or them out and add the key result areas for your Grange here.

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# Worksheet #1

Returning to the vision for your Grange and the decisions you have just made concerning goal development for your Grange, describe in general terms the three or four important goals for your Grange over the next two to three years.

## Goal #1

Statement of goals or intent:

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Description of what you hope to accomplish:

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## Goal #2

Statement of goals or intent:

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Description of what you hope to accomplish:

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## Goal #3

Statement of goals or intent:

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Description of what you hope to accomplish:

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## Goal #4

Statement of goals or intent:

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Description of what you hope to accomplish:

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## Involving your Leadership Team

Make no bones about it, this is serious stuff. When an organization begins to consider the future, and it should, then the old ways of doing things come under a microscope. This is particularly true in the areas of tradition, leadership, relevance and governance.

Unless you consider these important new ideas, what have you really accomplished? Grange leaders who pursue the same old ways will not produce a modern organization worthy of the time and involvement of those in the community you want to have join.

Citizens in the community looking for a place to grow, will look only at organizations that are clear in their meaning, easy to join, offer a smooth and impressive pathway to membership, provide value for time spent, are well led, organizationally and financially strong and making a real difference.

So your leadership team, or a planning team within your Grange that includes the leadership and others, meets to consider the new goals for your Grange. Just to make it a bit tougher, let's add a goal for creating a relevant 21st century organization appealing to members of the community as a goal. Here's a couple of examples of how the team leader (TL) might lead the discussion.

TL: We have agreed that the goal for our Grange is to be viewed as relevant and preminent in our community. We have discussed some of the actions we may need to take to create a relevant Grange. Now let's consider this: Which of the strategies open to us will most likely result in the goal being achieved? Should we for example, begin by fixing up our building and grounds and then move on to membership development or should we...? These questions suggest that there is a certain order of events or a strategy that will work best. What strategy or strategies do you feel will result in the goal being achieved?

Discussion follows until strategies are debated and agreement in direction is achieved. Check the chart on page 2 to see where you are in this linear process.

TL: We have determined that we need to create a relevant Grange. Our goal for the next several years suggests we must take those actions that will have our Grange viewed as "with it" and "relevant." What does this definition of relevance mean to you in terms of what actions we must consider in order to create a relevant Grange?

## Finding Help

You can have these and other discussions with the leadership team in your Grange. You can also find lots of help in a series of Position Papers developed by the Action Grange Advisory Committee. These Position Papers were developed to help Granges identify both the goals and the strategies for renewing Grange and should save you lots of time and effort.

The Position Papers will not substitute for the discussion you will need to have to reach agreement on the direction unique to your Grange. That's why your vision is so important. When you have all members of the team agreeing on a vision you have a "vision community" and agreement on the direction being taken. Once you have this agreement, the decision making process becomes far simpler.

The Action Grange Position Papers include the following topics. They are available through the National Grange Web site at [www.nationalgrange.org](http://www.nationalgrange.org) or through the Advisory Committee.

- *Membership Development and Retention*
- *Leadership*
- *Financial and Organizational Changes*
- *Governance and Accountability*
- *Ritualistic and 'Secret' Work*
- *Grange Programs*
- *Attracting, Joining and Enrolling Membership*



By now we feel you are ready to not only identify your goals for the next several years, but to begin to define the strategies and the work to be done. Use the space we have provided on these two pages to spell out in sufficient detail the three identified elements of your plan for the future. If you have already done this as part of your Action Grange planning, you may only want to review your final goals to make sure they will actually help your Grange grow.

<b>Your Goal # 1 for 2002-2004</b>	<b>Strategies you plan to pursue</b>	<b>Actions you will take to accomplish this goal</b>

<b>Your Goal # 2 for 2002-2004</b>	<b>Strategies you plan to pursue</b>	<b>Actions you will take to accomplish this goal</b>

<b>Your Goal # 3 for 2002-2004</b>	<b>Strategies you plan to pursue</b>	<b>Actions you will take to accomplish this goal</b>

<b>Your Goal # 4 for 2002-2004</b>	<b>Strategies you plan to pursue</b>	<b>Actions you will take to accomplish this goal</b>

**Your Goal # 5 for 2002-2004**

**Strategies you plan to pursue**

**Actions you will take to accomplish this goal**

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**Your Goal # 6 for 2002-2004**

**Strategies you plan to pursue**

**Actions you will take to accomplish this goal**

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**Your Goal # 7 for 2002-2004**

**Strategies you plan to pursue**

**Actions you will take to accomplish this goal**

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**Your Goal # 8 for 2002-2004**

**Strategies you plan to pursue**

**Actions you will take to accomplish this goal**

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Use additional paper if you need to