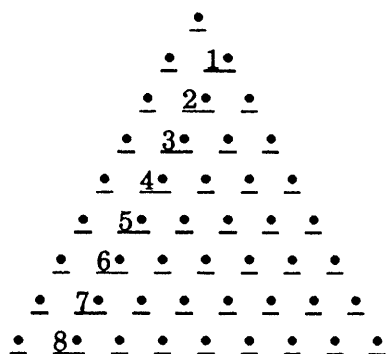


### The "EEP" Pyramid



- 1 Explore, Enjoy, Protect...
- 2 Conservation, Admin. Outings
- 3 Wilderness Protection
- 4 Specific Areas
- 5 Legislation
- 6 Public Education
- 7 Alerts
- 8 Licking Stamps

### Management Caveats:

- Give a volunteer the resources, authority, and *latitude* to do the job.
- Keeping the distinction between delegation and abdication in mind, make it clear who's ultimately responsible at every level.
- Check in regularly, give meaningful feedback—the kind needed to help a volunteer do the job well.
- Build evaluation into the system at every level. Make sure it's periodic, not just a post mortem at the end.
- Allow for contingencies but don't let them become excuses.
- Take corrective action when things start going wrong. But, at the same time, allow small, inexpensive mistakes.
- Know your volunteers' payoffs. Provide those payoffs. Don't assume their payoffs

are the same as yours.

- Celebrate successes. A pattern of success and achievement gets good press, attracts members, and fosters ownership.
- Don't be too rigid in forcing volunteers into the mold created by your plan. There's a wonderful Club tradition of incredible achievements in the absence of committees, budgets, etc., just because a dedicated volunteer thought something should be done and worked to make it happen.

#### ORGANIZER'S LIBRARY (\$5 each)

- Volunteer Leadership
- Conservation Action
- Membership Idea Book
- Grassroots Fundraising
- Political Action
- Training for Effectiveness

Order from:

Sierra Club Leader Services  
730 Polk St.  
San Francisco, CA 94109

Ship to:

Name \_\_\_\_\_  
Address \_\_\_\_\_  
Town, state \_\_\_\_\_  
Zip \_\_\_\_\_

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*Printed on recycled paper.*

A GREP (GrassRoots Effectiveness Project) 'Organizer's Flyer'. For more information about Organizer's Flyers and the Organizer's Library of handbooks for Sierra Club leaders, contact:

Sierra Club,  
Office of Volunteer Development  
730 Polk St.  
San Francisco CA 94109  
(415) 776-2211

# Getting from "Wish List" to "Done List"

### HOW TO DO IT

- The problem with brainstorming
- Leaders are managers
- Goal-setting process
- Importance of consensus
- The essential elements of a goal
- Matching people to tasks
- Assigning priorities
- Developing an action plan
- Tying mission to actions
- Management caveats

# Getting from “Wish List” to “Done List” or, “It takes more than brainstorming.”

## Problem:

Many Sierra Club Chapters, Groups, Sections and Committees have a history of failure to follow through on plans or resolutions made during brainstorming or other “goal-setting” exercises.

Upon examination, these problems usually fall into the following categories:

- Wrong goals to start with
- Wrong people assigned to carry them out
- Wrong processes or mechanisms employed in either setting the goals or in implementing them
- Wrong measures used to evaluate success
- Wrong timing or time-frame

## Assumption:

We approach these problems as Managers (Definition of a Manager: One who allocates resources, human, time, financial, etc.)

## The Goal Setting Process:

Who should be involved? (The list could be quite large.) Answer: Those who’ll be responsible for achieving the goals had *better* be there if they’re expected to “buy in.” This is an important component of ownership. (People will support what they help create.) All involved should “own” the implementation process as well as the goal itself.

Important Points: Consider the value of co-opting the opposition. If you anticipate significant opposition to something, involve the potential opponent on the planning or implementation committee. Go for consensus. Given the need for ownership, a consensus decision-making process is strongly preferred over simple majority rule. You’re not going to have a lot of success implementing a goal

which was passed by a 5-to-4 vote!

What is really a goal? There must be 4 elements:

- outcome: what is it that you’re going to do
- person responsible: who’s going to carry it out,
- time frame: specific date by which the activity will be completed, and
- measure: a means of determining when/if it has been achieved. (If it doesn’t have ALL of these, it is not a goal and should be struck from the list...it’s a wish and not a real goal.)

It’s important to have the right match of people to responsibilities. (George Patton was an exceptional military leader. He would have made a rotten chair of the PTA bake sale.) Note well that it is also an implicit Sierra Club goal to develop volunteers’ talents and abilities as they perform tasks.

Be realistic. “Eliminate the threat of nuclear war” sounds commendable as a goal. But we’re not likely to see that happen unless many things change. “Improve effectiveness” would be hard to evaluate. It’s too vague. “Pass a wilderness bill” sounds better but may be too ambitious. (Have we really failed completely if our work did not result in that one piece of legislation?)

Better choices:

The Publicity Committee will develop, by April 30, a new public education program for presentation to students in six area high schools setting forth the dangers of a nuclear holocaust.

The Conservation Committee will conduct, during 1989, a lobbying campaign to convince 4 wavering representatives to vote for our wilderness bill.

## Assigning Priorities:

The identified goals should be clarified and prioritized. Various methods may be used. Participants may be allocated a certain number of points they may distribute among their favorite choices. They may be asked to note first, second, third, etc., choices with a commensurate weighted score for each. Or they may simply designate their favorites which are then tallied. A strong argument in favor of the first method is that it allows members to weight their choices toward those they feel most strongly about. (It is important that members accept in advance whatever ranking process is to be used.)

## Developing the Action Plan:

Planners ask: Where are we, where are we going, how will we get there?

Non-planners ask: Where are we, how did we get here, whose fault is it?

A plan is like a road map. Without it, we may not know where we’re going. Worse, we may end up where we’re headed!

Remember first that the plan is just that—a plan. Not an edict. Written on paper, not carved in stone, it can be changed if circumstances dictate, conditions change, or if it proves unrealistic or even undesirable.

To the extent possible, identify the mission, priorities, objectives, goals, tasks, activities in the pyramid format shown on the next page. This is valuable in showing inter-relationships as well as how even the licking of a stamp contributes to our overall purpose to “Explore, enjoy, and protect...” It also facilitates the breaking down of large elements into small, doable tasks.

*continued....*