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社員發展及扶輪社領導計畫

Membership Growth and the Club Leadership Plan

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我相信，我今天獲邀擔任講者，是因為過去 25 年來我在自己的扶輪社及地區扮演扶輪社員和扶輪領導人的經驗。而這場全體會議演講的談話主題，就是打造一個更強有力的扶輪社來支援社員成長。

各位的扶輪社就像汽球，有了各位的領導和指引才會上昇。有效能的領導，才能製造適當條件使這一切成真。我今天會列舉幾個例子向在座各位說明，身為地區領導人該如何帶頭前進，引導各位的扶輪社攀上新高。

保羅·哈理斯曾說：「對於扶輪在全世界的榮耀，扶輪社已經證明自己是新構想的研究實驗室和試驗場。」他還說，「扶輪不是一個好說當年勇的組織。扶輪把價值和目標放在未來的行動上，而非過去的成就裡」；還有：「我們活在一個瞬息萬變的世界裡，所以扶輪也必須要有改變的準備。」事隔 60 至 80 年，這三個前瞻未來的高見迄今依然切合時宜，因為各位地區總監當選人在這裡為帶領扶輪邁向第二個百年做好準備。

在座女士先生們都知道，假如我們的扶輪社做事的方法一成不變，就不必指望會有不同的結果！15 年前，當我還是美國威斯康辛州哈德遜(Hudson)扶輪社 50 名社員的社長時，我帶頭在我們小社區擴展，成立了新社哈德遜破曉(Hudson Daybreak)扶輪社。當時部分社友對我們市內將出現另一個扶輪社感到排斥，但[由於我們的城市]是許多通勤人口的家鄉，所以例會時間排在早上，對吸收新社員非常重要。我後來成為這個新成立的哈德遜破曉扶輪社社員，過了 10 年，這個扶輪社的人數在一年內成長 60%，從 65 人增加到 103 人。我的扶輪社到今天都還在成長。

一年前，我的扶輪社決定致力於降低社員平均年齡，並讓社員的組成多樣化。我們發起一個「10 人未滿 30 歲」(10 under 30)計畫，結果成功吸收 11 名不到 30 歲的新社員。我們都知道，在一個組織裡，不管是年齡、性別、人種、或族群背景上，要是與別人都不同，必會因為格格不入感到難過。我的扶輪社就有深刻體認。但藉由在同一時間引進至少 10 位相同年齡層的社員，我們可以營造一種舒適的團體歸屬感，幫助他們在社內更能感覺如自家般輕鬆自在。如今我們社內有著年輕男女帶來的新文化，帶領我們邁向扶輪服務的下個世紀。而這只不過是其中一個改變舊方法就能夠創造社員成長的例子。

扶輪每年都因為有人退社而流失許多社員。地區到底該

I believe I was invited as a presenter today as a result of experiences I have had in my club and district over the past 25 years as a Rotarian and as a Rotarian leader. The topic of conversation for this plenary presentation is building a stronger club to support membership growth.

Your clubs are like balloons rising through your leadership and guidance. Effective leadership will create the correct conditions in which this can happen. This morning, I will offer up a few examples of how you as district leaders can Lead the Way and guide your clubs to new heights.

Paul Harris once said, "Rotary clubs have proven themselves both research laboratories and testing grounds of new ideas to the glory of Rotary throughout the world." He also said: "Rotary is not an organization for retrospection. It is rather one whose worth and purpose lie in future activity rather than past performance" and "We live in a changing world and Rotary must be prepared to change as well." These three futuristic observations from 60 to 80 years past are still relevant today, as you district governors-elect prepare to lead our organization in its second 100 years.

You know, ladies and gentlemen, we can't expect to achieve different results within our clubs by doing things the same way! Fifteen years ago, as president of my 50-member Hudson (Wisconsin, USA) Rotary club, I led the extension of a new club in our small community, the Rotary Club of Hudson Daybreak. There was resistance to a second club in our city by some of our Rotarians, but [because our city is] home to a large commuter population, the morning meeting time was significant to new member recruitment. I became a member of the new Hudson Daybreak Rotary club, and 10 years later this club experienced a membership increase of 60 percent, growing from 65 members to 103 members in one year. My club continues to grow today.

A year ago, my club focused on bringing the average age of membership down and further diversifying. We initiated a "10 under 30" program, which resulted in 11 new members under the age of 30. We all know how difficult it is to be different from everyone else in an organization, whether you are set apart from others because of your age, gender, race, or ethnic background. My club recognized this. But by bringing in at least 10 members at the same time in the same age group, we were able to provide the comfort level of a group, helping them to more easily feel at home in the club. What we have now is a new culture of young men and women in our club leading us into the next century of Rotary service. This is just one example of how changing our old methods can lead to membership growth.

Rotary loses a significant number of members through terminations each year. How can districts increase rates of retention?

如何防止社員流失呢？

1. 首先，扶輪社要**規劃社的未來**，而且要讓所有社員達成共識。
2. **領導**也是關鍵。扶輪社需要有熱忱的領導人，這些人必須思路清晰，並了解努力方向。
3. **參與**是另一個重要因素。要確保每位社員都有服務的機會。
4. 透過適當的**指導訓練**所獲得的知識，也能加強防止社員流失。一個人只有當自己了解所屬的組織時，才會感覺自己在發揮改變的影響力。
5. 最後就是要**溝通**。要確保每位社員都聽到指引，知道誰在領導，了解整個組織，並堅信不移地參與扶輪。

各位女士先生，這個清單不會很複雜。身為貴地區的領導人，各位可以藉著在貴地區擁護這些信念來**帶頭前進**。

一如保羅·哈里斯說過的，要讓我們的扶輪社像汽球一樣冉冉上昇，我們必須因應時代潮流提出明智的構想。根據國際扶輪社員發展處(Membership Development Division)的調查，**社的領導無方乃是社員流失的主因**。因此，國際扶輪理事會去年就核准『扶輪社領導計畫』(Club Leadership Plan)，作為依據『地區領導計畫』的邏輯所延伸的下一步。

『扶輪社領導計畫』是建議的行政管理架構，過去 5 年在世界各地經許多扶輪社試辦。這個計畫是根據許多有效能扶輪社的最佳行事辦法彙整而成。儘管扶輪社各具獨特之處，但『扶輪社領導計畫』有充分的彈性，足以支援全世界扶輪社的個別需求。雖然並非所有扶輪社皆應強制採行『扶輪社領導計畫』，但每個扶輪社不論新舊皆可由此獲益良多，包括：

- 研擬出能落實有效能扶輪社的長期目標。
- 訂定出支援長期目標的年度目標。
- 確保所有社員感到參與與掌握資訊。
- 保持社內的溝通和對地區的溝通管道開放暢通。
- 確保領導年年有延續性。
- 修改細則以反映社的運作。
- 提供定期的聯誼機會。
- 確保每位社員積極參與。
- 提供定期且一致的訓練。

『扶輪社領導計畫』的擬定，是以下列事實為主要考量：

- 扶輪社員都是義工，而且通常是大忙人。
- 扶輪社的領導階層年年更動。
- 有效能的扶輪社需要能支援延續性的運作程序。
- 『扶輪社領導計畫』的目的，在於藉由提供有效能扶輪社的行政管理架構，從扶輪社階層來強化扶輪。有效能扶輪社能夠維持並增加社員人數，辦理成功的服務計畫，支援扶輪基金會，以及培養扶輪社階層以上的領導人。

『扶輪社領導計畫』是一個整合所有最佳行事辦法的方法，適合管理不同大小扶輪社。任何扶輪社都能運用此

1. First, by **clubs planning for their future** and getting all members on the same page.
2. **Leadership** is also key. Clubs need enthusiastic leaders who are well organized and know where they are going.
3. **Involvement** is another important factor. Make sure every member has an opportunity to serve.
4. Knowledge through proper **orientation** will also increase retention. A person can only feel like they are making a difference if they understand the organization they belong to.
5. And finally, **communication**. Make sure that each member hears the direction, knows who is leading, understands the organization, and believes strongly enough to engage in Rotary.

This is not a very complicated list, ladies and gentlemen. As the leaders of your districts, you can **Lead the Way** by championing these beliefs in your district.

In order to inflate our clubs like balloons rising, we must advocate sensible ideas for the times we live in, as Paul Harris said. A survey conducted by the Membership Development Division at RI shows that **poor club leadership is the primary reason for membership loss**. The RI Board approved the Club Leadership Plan last year as the next logical step after the District Leadership Plan.

The **Club Leadership Plan** is the recommended administrative structure that has been tested during the past five years in Rotary clubs around the world. It is based on the best practices of effective Rotary clubs. Because each Rotary club is unique, the **Club Leadership Plan** is flexible enough to support the individual needs of clubs around the world. It is not mandatory for any club to adopt the **Club Leadership Plan**, but every Rotary club, new and old, could benefit from this plan:

- Develop long-range goals that address the elements of an effective club.
- Set annual goals that support long-range goals.
- Make sure that all club members feel involved and informed.
- Keep the lines of communication open, both in the club and with the district.
- Ensure continuity in leadership from year to year.
- Customize the bylaws to reflect club operations.
- Provide regular fellowship opportunities.
- Actively involve all club members.
- Offer regular, consistent training.

The **Club Leadership Plan** was developed with a focus on the following facts:

- Rotarians are volunteers and often very busy people.
- Rotary club leadership changes annually.
- Effective clubs need operating procedures that support continuity.
- The purpose of the **Club Leadership Plan** is to strengthen Rotary at the club level by providing the administrative framework of an effective club. Effective clubs are able to sustain and increase membership, implement successful service projects, support The Rotary Foundation, and develop leaders beyond the club level.

The **Club Leadership Plan** is a best-practices approach to administering clubs of any size. Any club can embrace elements of

計畫的要素，創造出最適合本身情形的版本。以下就是幾個試辦過此計畫的扶輪社的現身說法：

加拿大溫哥華日出(Vancouver Sunrise)扶輪社：「感謝您給我們這個機會採行這個新架構。藉由大力整頓和擺脫包袱，它讓我們自由跳脫傳統思考框架並重燃本社活力。」

義大利米蘭北區(Milano Nord)扶輪社說：「『扶輪社領導計畫』可以提升扶輪社效能，特別是那些毫無組織的扶輪社。」

最後，澳洲派德斯滔(Padstow)扶輪社一位社員也說：「本社擔心施行扶輪社領導計畫會對已經忙得不可開交的社員帶來更多負擔。但我們發現，施行計畫的責任是由更多社員共同分擔，而且新社員還可以立刻參與社的運作。如今我們看得到這項計畫的優點開始浮現。」

這些證詞都顯示『扶輪社領導計畫』就是經營扶輪社的另一種方法。身為 2006-07 年度的總監，各位應當清楚了解此一計畫以及它能如何強化扶輪社，才能在貴地區倡導計畫的施行。此一計畫要求扶輪社進行長程規劃，並為未來擘畫遠景。這種策略規劃的過程，有助於扶輪社凝聚向心力來追求成長和發展，從勉力掙扎脫胎換骨為成長茁壯。

我個人對『扶輪社領導計畫』的這個要點有非常強烈的感受。3年前，我的地區為扶輪社展開長程規劃。一群被我們稱為「遠景輔導團」的輔導員，負責主持一場 3 至 4 小時的課程，內容包含演說、練習和建立共識訓練，協助社的領導階層建立志同道合的理想和目標。這個扶輪社遠景輔導工作的結果為

- 清楚定義扶輪社在受惠社區中的定位
- 訂定扶輪社到 2010 年的人數目標
- 找出扶輪社將具備的特質
- 確立各大服務途徑的前三大工作目標
- 廣納改進扶輪社的建言

我親身參與過 12 個扶輪社的遠景輔導工作，其中包括一個當時成立才 8 週的新社，一個當時考慮解散卻在 3 年後社員人數倍增的 20 年老社，還有一個在扶輪社輩分排行第 10 但是純粹想讓社員的想法與方向一致的元老級扶輪社。無論如何，這個規劃過程都幫助了扶輪社清楚了解他們是什麼人、代表的意義，以及未來何去何從。前地區總監 Cathy Smith 觀察認為：「過去 36 個月以來，在我的地區接受遠景輔導的 12 個扶輪社，都證明可以穩定留住社員，並有更清楚的扶輪社方向可以吸引社員成長。」

這個策略規劃過程對每個人都有正面效果，但還是必需由各位總監當選人出面倡導。各位必須帶頭前進。各位扮演地區總監的角色，是要激勵扶輪社社長了解策略規劃的價值，從而為自己的扶輪社擬定『扶輪社領導計畫』。

the plan to create a version that best serves its situation. Here's what some clubs that tested this plan had to say:

From Vancouver Sunrise in Canada: "Thank you for giving us the opportunity to embrace this new structure. It has given us the freedom to think outside the box and to re-energize the club by shaking it up and cleaning house."

The Rotary Club of Milano Nord in Italy said: "The **Club Leadership Plan** can improve the efficiency of Rotary clubs, particularly those that aren't organized."

And, finally, from a member of the Rotary Club of Padstow, Australia: "Our club was concerned that implementing the Club Leadership Plan would make more work for already busy people. We realized that the responsibility for implementing the plan would be spread over a larger group of members and that new members would be able to become immediately involved in the workings of the club. We can now see the advantages starting to surface."

As these testimonials show, the **Club Leadership Plan** represents a different way of operating our clubs. As governors for 2006-07, you should have a clear understanding of this plan and how it can strengthen clubs, so that you can advocate its practice in your district. This plan requires clubs to engage in long-range planning and develop a vision for the future. Such a strategic planning process enables clubs to align for growth and development, moving them from struggling to strong.

I personally feel strongly about this component of the **Club Leadership Plan**. My district initiated long-range planning for Rotary clubs three years ago. A group of facilitators we call the "vision facilitation team" leads a three- to four-hour session consisting of presentations, exercises, and consensus-building elements that move a club's leadership toward a series of like-minded goals and objectives. Outcomes of this club vision facilitation are

- A clear definition of what the club stands for in the community it serves
- The target size for the club in 2010
- Identification of the attributes the club will have
- The top-three prioritized objectives for focus in each Avenue of Service
- Recommendations of improvements for the club

I have personally been involved in facilitating the vision process for 12 clubs, including a newly formed club that was eight weeks old, a 20-year-old club that was considering disbanding and now has doubled in membership three years later, and the 10th-oldest Rotary club, which simply needed to realign the thoughts and directions of its membership. In all cases, the planning process helped clubs develop clarity of who they are, what they stand for, and where they are going. Past District Governor Cathy Smith observed: "The 12 clubs in my district where a facilitated-visioning event took place in the past 36 months have demonstrated retention stability and a clear picture of club direction attracting membership growth."

The strategic planning process will serve everyone in a positive way, but you, the district governors-elect, must be the advocates. You must Lead the Way. Your role as district governor is to elevate your club presidents to realize the value of strategic planning and to consider the Club Leadership Plan for their clubs.

『扶輪社領導計畫』的好處包括：

- 所有社員都有機會針對扶輪社的未來表達自己的心聲。
- 社的運作精簡讓社員更有時間專注於服務和聯誼。
- 社員更多的參與，能培養未來的扶輪社和地區領導人。
- 社員參與扶輪社活動的程度提高，能增加保留社員的比率。
- 扶輪社領導人有更多社員一同努力達成社的目標。
- 人選指派和扶輪社目標間的延續性，有助上下扶輪年度的領導權順利轉移。
- 重新檢視扶輪社的運作，能重燃對扶輪的熱忱。

『扶輪社領導計畫』建議指派下列五個常設委員會，以達成扶輪社的年度目標：行政管理、公共關係、社員、服務計畫和扶輪基金會。

今天的訓練課程將針對『扶輪社領導計畫』有更進一步的討論，會讓在座各位滿載而歸。訓練領導人將帶領各位認識計畫的各項要點，讓各位帶著對計畫實施的熱忱和領導才能，回到自己的地區。

經過觀察證實，當社的領導強有力、有組織、積極前瞻，又有理想抱負時，留住社員的比率就高，社也就健全。但當社的領導積弱不振、缺乏組織、被動，又毫無理想抱負時，留住社員就會窒礙難行。

我們的組織必須從防止社員流失和成長的角度思考，以滿足我們當地和世界社區的服務需求。各位的社長白義德，已經為明年訂下每社淨成長一位社員的目標。各位女士先生，這相當於全球增加 32,000 位新社員，是個非常容易達成的目標。

1916 年 2 月，保羅·哈里斯曾說過：「**希望各位成為建造者，而不只是攀高者。**」90 年後的今天，白義德則希望扶輪社員**帶頭前進**。拿起各位將在這場講習會獲得的工具，該是往前走當個建造者，**帶頭前進**並且帶領扶輪社更上一層樓的時候了。挺身而出，全力以赴，**不在此時，更待何時！**

The **Club Leadership Plan** includes these benefits:

- All members have a chance to voice their opinions on the future of their club.
- Simplified club operations give members more time to focus on service and fellowship.
- Greater involvement of club members develops future club and district leaders.
- Membership retention rates increase as members participate more in the club's activities.
- Club leaders have a larger group of members working to achieve the club's goals.
- Continuity between appointments and the club's goals eases the leadership transition from one Rotary year to the next.
- Renewed enthusiasm for Rotary comes from taking a fresh look at the practices of the club.

The **Club Leadership Plan** recommends appointing the following five standing committees to carry out the club's annual goals: club administration, club public relations, membership, service projects, and The Rotary Foundation.

Each of you will benefit from further discussions on the **Club Leadership Plan** in your training sessions today. Your training leaders will take you through the plan components so that you can return to your districts with enthusiasm and leadership toward implementation.

It is a proven observation that when club leadership is strong, organized, proactive, and motivated, membership retention is high and clubs are healthy. When club leadership is weak, disorganized, reactive, and unmotivated, membership retention suffers.

Our organization must think in terms of member retention and growth to satisfy the service needs in our local and world communities. Your president, Bill Boyd, has set a goal of one net member per club for next year. Ladies and gentlemen, this equates to over 32,000 new members, a very achievable goal.

In February of 1916, Paul Harris said, "**May you be builders, not mere climbers.**" Ninety years later, Bill Boyd is asking Rotarians to **Lead the Way**. Using the tools you will receive at this assembly, it is time to go forth and be builders, leading the way and taking your clubs to the next level. **Now** is the time to rise to the occasion.

