

# 社長文告



Samuel Zander

**終**於來到1月。在展望2021年之際，我們的思考不必到365天後就結束。你是否有更往後思索你在2022年、2023年及之後會在做什麼事呢？我們無法預見未來，可是我們可以引導自己往哪裡去。我認為每個扶輪社有必要每年至少辦理一場策略會議。前國際扶輪理事楊克 Greg Yank 有許多與扶輪社合作的經驗，在此分享他的觀點。

有一句著名的諺語說：「沒有準備，就準備失敗。」規劃對達成人生各領域的成功都很重要，包括扶輪，我們每一年都做得比前一年更好。

策略規劃對扶輪社也很有用。我協助過許多扶輪社找到前進的道路，方式是和他們一起建立我所謂的藍圖，一項多年的計畫，可以回答這個基本的問題：「我們扶輪社的願景是什麼？」我所見過最棒的計畫都是有重點的計畫，在扶輪社將其資源集中在所擁有的最佳機會的時候。你的扶輪社對社員及所服務的社區來說，無法是萬能的；它的人力、財力、時間資源都是有限的。成功的計畫在擘劃社員想要的道路時，會考慮到資產與限制。

建立一項多年的策略計畫要從與社員腦力激盪開始，提出這樣的問題：「我們在未來2到3年的倡議和優先事項是什麼？」記錄你們的答案時要用行動導向的語言，用明確、具體、對想達成之目標是可測量的語言。

接下來，把你們的提案縮小到核心的3到5個優先事項。接著你的扶輪社可針對每項倡議擬定明確的目標，列出參與的人選、標示成果的

重要里程碑、記錄進度的方法，以及完成的時間表。你的計畫要簡短且簡單。然後走出去做。檢視你完成倡議的進度，視必要至少每年修改一次。扶輪有完善的範例可協助貴社進行規劃，請參見 [my.rotary.org/document/strategic-planning-guide](http://my.rotary.org/document/strategic-planning-guide)。

我想要用新的討論及構想讓我們扶輪社更豐富、更活躍。可是我們要如何吸引多元的專業人士，具有不同背景、年齡，及經驗，且像我們一樣受到強烈道德感驅使的人？

透過策略規劃，我們探索這個問題來定義我們扶輪社的本質及它帶給社員及社區的價值。每個扶輪社都不一樣，每個扶輪社的價值觀都是獨特的。在規劃期間，扶輪社也可能發現過去從事的某些活動再也不重要或不具吸引力。

一旦你的扶輪社完成策略計畫，就該是採取行動進行必要改變的時候。這麼做時——當我們讓社員參與有活力且積極的扶輪社，不僅開心有趣，還用以具有真正且持續影響力的計畫來服務社區的扶輪社——我們的扶輪社便會越強健。當我們發現使我們扶輪社獨特的事物，並在所有行動中以這些核心價值為基礎，扶輪便會打開機會來豐富每個人的生命。

**柯納克 HOLGER KNAACK**  
國際扶輪社長



**楊克**  
2017-19年  
國際扶輪  
理事

# PRESIDENT'S MESSAGE



**J**ANUARY IS FINALLY HERE. AS we look forward to 2021, our thinking doesn't have to stop at the end of these 365 days. Are you thinking ahead about what you will be doing in 2022, 2023, and beyond?

We cannot foresee the future, but we can steer ourselves where we want to go. I think it is important that every Rotary club hold a strategic meeting at least once a year. Past RI Director Greg Yank, who has a lot of experience working with clubs on their plans, shares his viewpoint.

*A famous aphorism states, "By failing to prepare, you are preparing to fail." Planning is essential to achieving success in all areas of life, including Rotary, and we're getting better at it every year.*

*Strategic planning for Rotary clubs works. I have helped many clubs find that pathway by working with them to build what I call a blueprint, a multiyear plan that answers the fundamental question: "What is our vision for our club?" The best plans I have seen are those that are focused, when a club concentrates its resources on the best opportunities it has. Your Rotary club cannot be all things to its members and to the community it serves; it has limited human, financial, and time resources. A successful plan factors in assets and limitations to chart the desired pathway for your members.*

*Begin building a multiyear strategic plan by brainstorming with your club, asking, "What are our initiatives and priorities for the next two to three years?" Document your answers using action-oriented language that is specific, concrete, and measurable about the goals you want to achieve.*

*Next, narrow down your initiatives to a core set of three to five priorities. Your club will then develop specific*

*objectives for each initiative, outlining who will be involved, key milestones of achievement, how progress will be tracked, and a timeline for completion. Keep your plan short and simple.*

*Then go out and do it. Review the progress you make toward accomplishing the initiatives, and revise as needed at least once a year. Rotary has a solid template to assist clubs in their planning, which you can find at [my.rotary.org/document/strategic-planning-guide](http://my.rotary.org/document/strategic-planning-guide).*

We want to enrich and enliven our clubs with new discussions and ideas. But how do we attract the diverse professionals, from different backgrounds, ages, and experiences, who are all driven by as strong a sense of integrity as we are?

Through strategic planning, we explore this question to define the very nature of our club and the value it offers to its members and to the community. Each club is different, and each club's value will be unique. During the planning process, clubs may also find that some of the activities they used to do are no longer relevant or attractive.

Once your club makes a strategic plan, it's time to take action and carry out the necessary changes. When we do that — as we engage members in vibrant and active clubs that not only have fun but also serve their communities with projects that have real and lasting impact — our clubs grow stronger. And when we discover what makes our own clubs unique and build upon those core values in all our efforts, *Rotary Opens Opportunities* to enrich the lives of everyone.

**HOLGER KNAACK**

President, Rotary International



**Greg Yank**  
2017-19 Rotary  
International director