



SIGMA PHI EPSILON

OFFICER TRANSITION GUIDE

SigEp | Building Balanced Men

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INTRODUCTION

PURPOSE

The officer transition process determines the continuity, performance and long-term success of an organization. Most organizations thrive by limiting turnover and leveraging their members' experience to make a lasting impact. SigEp's "business model" doesn't afford chapters this luxury, with officers changing every year. Additionally, many chapters elect leaders who are ill-equipped to fulfill their responsibilities. Finally, even if the right people are elected, chapters often spend too little time in the transition stage and new officers consequently spend too much of their time acclimating to their new role.

Without the right preparation and support, these variables can hinder a chapter's long-term success.

A successful and effective transition can:

- Establish effective continuity of the chapter's progress, goals and growth.
- Ensure the successful transfer of important information.
- Build upon the achievements of the outgoing executive board.
- Re-enforce positive/productive communication between chapter leaders and the chapter.
- Engage volunteers to support the growth and development of the executive board and the chapter.
- Provide an opportunity for incoming officers to plan for the future and establish new goals.

A successful transition process is broken down into six steps:



This guide outlines what you need to know about each of the six steps. Utilizing this will ensure your chapter reaps the benefits listed above. Should you have questions or need support, contact your [regional director](#).

Transition Process: Six Steps

STEP 1: OUTGOING OFFICERS PREPARE FOR TRANSITION

INTRODUCTION

Preparation drives the success of the transition process. With proper organization and thoughtful reflection, outgoing officers will provide a strong foundation for their successors.

Implementing the steps in this section will maximize the impact and effectiveness of the remaining transition process.

OUTGOING OFFICER CHECKLIST

- Organize all notebooks, binders, files and electronic documents.
- Finish all necessary correspondence (letters, e-mails, phone calls, etc.).
- Develop action plans and timelines for new officer transition, including but not limited to:
 - Necessary meetings attended and chaired by the officer.
 - Important tasks.
 - Introductions to key people/staff (relationship building).
- Complete the *Outgoing Officer Worksheet*.
- Create/prepare/update *Officer Manual*.
- Schedule a one-on-one meeting with the incoming officer.
- Provide the *Officer Manual* and *Outgoing Officer Worksheet* to the incoming officer 48 hours prior to the one-on-one meeting.
- If necessary, follow-up on specific action items from the one-on-one meeting.
- Have a one-on-one meeting with the incoming officer.

OFFICER MANUAL – WHAT TO INCLUDE

A binder/electronic copies of the following recommended resources should be compiled and given to the incoming officer:

PEOPLE

- Outgoing executive board contact information.
- Volunteer contact information.
- Committee members and contact information.

- University staff contacts (fraternity/sorority life advisor, individual responsible for room reservations, etc.).
- Regional director and other Headquarters staff contact information.
- If applicable, vendor contacts (third-party vendors, t-shirt companies, etc.).

DOCUMENTATION

- Relevant resources from sigep.org, leadership events and other training programs.
- Position responsibilities (from Grand Chapter and local Bylaws).
- Electronic copies of all important documents (i.e. SMART goals, policies, procedures, Bylaws, chapter strategic plan, etc.).
- Calendars/timelines.
- Written programs.
- Electronic copies of posters/flyers/t-shirt designs/newsletters.
- Committee meeting agendas.
- Committee meeting minutes.
- Templates for forms/letters/e-mails.
- If applicable:
 - Any login information or passwords (i.e. officer-specific email account).
 - Budgets from prior years.
 - Financial documents (i.e. receipts, invoices, etc.).
 - Asset list (i.e. Ritual equipment/supplies, t-shirts, brochures, etc.).
 - Chapter checking and savings account information.

KEY ACTIVITIES, INITIATIVES & EVENTS

- Information for any past vendors used (i.e. caterers, hotels, transportation services, printers, t-shirt companies, etc.).
- Descriptions of past events, planning checklists, risk management plans, etc.
- Status update and next steps on current projects and initiatives.

WORDS OF WISDOM

- Mistakes you made that could have been avoided.
- Advice you wish you had before assuming office last year.
- Questions the new officer may have.

You should leverage technology to make the transition process seamless. Using Google Drive allows you to create folders for each officer position making it easy to pass on important documents and resources year after year. Outgoing officers should provide login/password information to their successors during the transition process.

STEP 2: INCOMING OFFICERS PREPARE FOR TRANSITION

INTRODUCTION

The first steps taken by an incoming officer dictate his performance for the next year. Proper preparation on day one lays a foundation for future success. Completing the steps in this checklist will ensure incoming officers start their term with the best foot forward.

INCOMING OFFICER CHECKLIST

1. Review the [officer guide](#) for your position.
2. Watch [this video](#) to learn more about SigEp's risk management policies and how to create a safe and healthy environment for your brothers.
3. Visit [this page](#) to find out the date of the [Carlson Leadership Academy](#) in your area and work with your chapter president to get registered for the event.
4. Complete the [Incoming Officer Worksheet](#). Read the *Officer Manual* and *Outgoing Officer Worksheet* provided by the outgoing officer prior to one-on-one transition meeting.
5. Have a one-on-one meeting with the outgoing officer.
6. Revisit the *Outgoing Officer and Incoming Officer Worksheets*.
7. as needed.
8. If necessary, follow-up on specific action items from the one-on-one meeting.
9. Visit [this page](#) to find out which regional director serves your chapter and reach out to him to introduce yourself.
10. Introduce yourself to the other key contacts listed in the "People" section of the *Officer Guide*.
11. Prepare for and attend the incoming officer transition retreat.
12. Prepare for and attend the [Carlson Leadership Academy](#).

STEP 3: OUTGOING & INCOMING OFFICERS HOLD ONE-ON-ONE MEETINGS

INTRODUCTION

A smooth handoff from one officer to the next ensures continuity, maximizes time and resources, and drives future success. The sections below will guide your discussions and ensure a comprehensive transition.

PREPARATION

- Outgoing officer completes the *Officer Manual* and [Outgoing Officer Worksheet](#).
- Incoming officer completes the [Incoming Officer Worksheet](#).
- Schedule at least three hours in a quiet location, free from outside distractions.
- Outgoing officer sends completed copies of the *Officer Manual* and [Outgoing Officer Worksheet](#) to incoming officer at least 48 hours prior to the meeting.
- Incoming officer reviews completed copies of the *Officer Manual* and [Outgoing Officer Worksheet](#) prior to the scheduled meeting.
- Both officers bring hard copies of the mentioned resources.

AGENDA

- Outgoing officer walks through each section of the *Officer Manual*.
- Outgoing officer walks through each question and answer in his completed [Outgoing Officer Worksheet](#).
- Incoming officer walks through each question and answer in his completed [Incoming Officer Worksheet](#) asking questions and getting feedback from outgoing officer.
- Incoming officer takes notes throughout, capturing specific items that need follow-up or additional attention.
- At the conclusion of the meeting, both officers discuss major takeaways and capture specific action items. The incoming officer should document this information and send it out via email for follow-up.

FOLLOW-UP

- Outgoing officer provides additional materials or requests to incoming officer within five days of the meeting.
- Incoming officer makes contact with volunteer mentor (if applicable) to discuss the major takeaways from the meeting.

STEP 4: INCOMING OFFICERS TRANSITION RETREAT

INTRODUCTION

This meeting serves as an opportunity to build team dynamics and ensures all officers are on the same page headed into the new year. When done correctly, incoming officers leave empowered and prepared to tackle the challenges and opportunities ahead.

While some chapters include outgoing officers in transition retreats, it's important to have time allotted for incoming officers to build relationships, goals and action plans by themselves. This prevents incoming officers from using outgoing officers as a crutch and allows the new leaders to build their vision with the men they will be serving with for the next 11 months.

The sections below outline the preparation and components of a successful officer retreat. If your chapter decides to use a different format, please ensure it achieves the same outcomes of the process below.

SUPPORTING RESOURCE:

For a full understanding of this retreat, see the **FACILITATOR'S GUIDE INCOMING OFFICERS TRANSITION RETREAT** Retreat in the supporting resources section of this guide.

INTENDED OUTCOMES

- Create a sense of significance for an effective transition.
- Cultivate cohesion, shared vision and a mutually agreed upon team motto for the incoming officers.
- Identity the chapter's strengths, weaknesses and opportunities for improvement.
- Provide incoming officers the time and space to develop individual SMART goals and action plans.
- Set clear short-term and long-term action plans for each officer that drive the overall success of a chapter.
- Lay out an action plan for the first month of their term and preparation for the Carlson Leadership Academy.

PARTICIPANTS

- Incoming executive board members (required).
- Chapter counselor (highly recommended).
- Volunteer mentors for each chapter officer (recommended if in place).
- Regional director (recommended if his schedule permits).
- Fraternity life advisor (optional).

- Additional Alumni and Volunteer Corporation members (optional).
- District governor (optional).

SUPPLIES

Incoming officers should bring:

- A hard copy of their [officer guide](#).
- A hard copy of this *Transition Guide*.
- Completed *Officer Manual*.
- Completed [Outgoing Officer](#) and [Incoming Officer Worksheets](#).
- Any additional notes from the transition process.
- Pen and paper.
- Laptop and charger.
 - Download [SMART Goals and Action Plan Worksheet](#) on your desktop.

Facilitator should bring:

- Markers, flip chart, masking tape and easel (preferred over a white/chalk board for record-keeping purposes).
- A laptop and charger to show media clips.
- A hard copy of [Facilitator's Guide: Incoming Officers Transition Retreat](#).
- A hard copy of this *Transition Guide*.
- Hard copies for each participant of:
 - [Golden Circle Handout](#).
 - [Problem Pyramid Handout](#).
 - [Evaluation and Prioritization Worksheet](#).
 - [Example - Evaluation and Prioritization Worksheet](#).
 - [SMART Goals and Action Plans Resource](#).
 - [Example – SMART Goals and Action Plan Worksheet](#).
- Snacks and/or meal.
- Supplies for icebreakers or games (optional).

LOCATION

Regardless of whether you choose to host the meeting on- or off-campus, it is important to choose a location that is free of distractions and interruptions from brothers and friends. When selecting your location, you can consider anywhere from a classroom on campus to a retreat site for the weekend.

SCHEDULING & DURATION

Based on the activities included in the Facilitator's Guide, the officer transition meeting will take between five and six hours to complete. Your individual retreat may vary depending on what activities your chapter chooses to include and how extensively officers delve into discussions. When planning for the meeting, be sure to clearly communicate the time commitment to all participants far enough in advance to avoid scheduling conflicts.

FACILITATOR

Choosing the right facilitator is extremely important. Often, officer transition retreats are more effective when a person who is not a member of the undergraduate chapter is asked to facilitate. When choosing a facilitator, consider utilizing your chapter counselor, regional director, a member of your Alumni and Volunteer Corporation, fraternity/sorority life advisor or even a campus professional from your student leadership center.

TIPS FOR SUCCESS

- Work with fellow incoming officers immediately following elections to establish a mutually beneficial date for all participants.
- Hold the retreat before the holiday break or find a time during the break to meet. At the latest, ensure this retreat is completed before the second week of the second semester and definitely prior to the Carlson Leadership Academy.
- If your budget permits, go off-campus for this event and consider making it an overnight retreat.
- Coordinate with your regional director to determine if he can attend.

STEP 5: FOLLOW THROUGH

INTRODUCTION

To ensure you maximize the full potential of the previous four steps, officers must follow through on the commitments they've made. The section below outlines the key steps in priority order.

KEYS TO FOLLOWING THROUGH

1. All officers should email their completed *SMART Goals and Action Plan Worksheet* to the chapter president following the incoming officer's transition retreat.
2. The chapter president shall compile all of these goals and email them to your regional director, chapter counselor (and other volunteers) and transition retreat facilitator.
3. The chapter president should hang the newly created team motto on the wall of the executive board's office or designated meeting area.
4. At the first chapter meeting after the transition retreat, each officer should present their goals to the entire chapter.
5. Each chapter officer should discuss his completed *SMART Goals and Action Plan Worksheet* with his respective committees at their first committee meeting and assign tasks to the appropriate committee member.
6. At every executive board meeting:
 - a. Begin the meeting by reviewing and reflecting on your executive board's guiding motto.
 - b. Chapter officers should spend at least 20 minutes each week reviewing these goals as a group and holding each other accountable to completing them.
7. Chapter officers should revisit their *completed SMART Goals and Action Plan Worksheet* monthly and adjust as needed.
8. Each chapter officer should provide monthly updates at chapter meetings to show progress and create excitement.

STEP 6: TAKE ADVANTAGE OF THE CARLSON LEADERSHIP ACADEMY

INTRODUCTION

The Carlson Leadership Academy (Carlson) can be a powerful conclusion to the transition process. But the quality of your experience depends on your ability to properly prepare before the weekend starts, maximize the opportunities onsite and follow up on what you learned.

PREPARATION

To ensure you maximize the potential of Carlson, take a few important steps:

1. Review the [award applications](#) and apply for any and all awards that your chapter is eligible to receive.
2. Handle the logistics weeks ahead of the program:
 - a. Registration.
 - b. Travel arrangements.
 - c. Hotel rooms.
3. Recruit rising leaders to attend the program
4. Hold a meeting with all Carlson attendees the week before the program and discuss:
 - a. Logistics and schedule – Review travel plans and logistics for the weekend (see email sent from Headquarters staff prior to the program).
 - b. Overview of Carlson - purpose, schedule and benefits.
 - c. Expectations - have each participant list what they want to get out of the program.
 - d. Goals - have each officer give an update on his goals and list specific things he wants to get help on from other chapters and facilitators.
5. Collect all officer materials and bring them with you to Carlson:
 - a. Completed Officer Manual.
 - b. SMART Goals and supporting action plans.
 - c. Any other relevant documents.
6. Have the chapter president send out an email two days prior to Carlson with last minute details and reminders.

MAXIMIZING THE EXPERIENCE

To get the most out of Carlson, take advantage of these best practices:

1. Show up on time, energized and well dressed.
2. Take notes during each session capturing new ideas and lessons learned.
3. Build relationships with high performing chapters and award winners and find out the keys to their success.
4. Seek out facilitators and get their advice on your SMART Goals and action plans.
5. Make it a point at meal functions to sit with chapter leaders, alumni and volunteers from different chapters.
6. Take notes during the award presentations at meal functions on what chapters did to achieve the high honors and how you can emulate their best practices.

FOLLOWING UP

Upon returning from Carlson, complete these important action items:

1. Complete the post-program survey sent by Headquarters staff to improve the Carlson experience for future participants.
2. Write a handwritten thank you note to your facilitators and thank them for the impact they had on your experience.
3. Within three days of the program, hold a meeting with all participants and:
 - a. Review team pre-conference goals and priorities.
 - b. What was and wasn't accomplished? Make a list of what still needs to be done.
 - c. What was learned – how can it be applied to your goals and action plans? How does this change your priorities?
 - d. Revisit the action plans from the strategic planning session and ensure they are complete.
 - e. Make sure each officer is revisiting their SMART goals and action plans based on the feedback they received in their officer track.
4. At the next chapter meeting, have several participants share what they learned and how the Carlson experience changed their view of SigEp.
5. Maintain relationships with other chapter leaders and facilitators, using them as a sounding board throughout your officer term.

CONCLUSION AND SUPPORTING RESOURCES

SUMMARY

The officer transition process is a critical step to establishing the long-term stability and success of a chapter. A smooth officer transition builds on this foundation, improving the abilities of newly elected officers and decreasing the amount of time each officer spends “learning” his position. Through an effective transition, the incoming officers will be able to learn from the experience of the previous officers and offer continuity and continued growth of the organization.

SUPPORTING RESOURCES:

All of the supporting resources mentioned throughout this document are listed below. They can be downloaded and printed by clicking the hyperlink below or you can find them at the back of this guide as appendix documents:

- [*Outgoing Officer Worksheet***](#)
- [*Incoming Officer Worksheet ***](#)
- [*Facilitator’s Guide: Incoming Officer Transition Retreat*](#)
- [*Golden Circle Handout*](#)
- [*Problem Pyramid Handout*](#)
- [*Evaluation and Prioritization Worksheet***](#)
- [*Example - Evaluation and Prioritization Worksheet*](#)
- [*SMART Goals and Action Plans Resource*](#)
- [*SMART Goals and Action Plan Worksheet***](#)
- [*Example – SMART Goals and Action Plan Worksheet*](#)

***Click on these worksheets to download a customizable version of this document.*

RESOURCE: OUTGOING OFFICER WORKSHEET

INSTRUCTIONS

This document is to be completed PRIOR TO TRANSITION MEETINGS. Please carefully consider and thoughtfully respond to the questions in the sections below. Feel free to type these answers in a separate document and print prior to the transition meeting.

REFLECTING ON MY TERM

1. What I liked most about my position...
2. What I liked least about my position...
3. What could I have done to make the experience better?
4. What were my goals and priorities when I began this position? Where do they stand now?
5. The top three obstacles to performing my position responsibilities were...
6. The top three people or resources that supported me in my position were...
7. The top three things I wish I'd know before I took office were...
8. What skills did I develop in this position that I will carry with me to other leadership positions and my career after college?

LOOKING FORWARD

1. If you had 60 more days in this position, on what would you focus?
2. What problems or areas of operation will require the most attention within the next 60 days? Next year?
3. What should be done immediately in the next 30 days?

RESOURCE: INCOMING OFFICER WORKSHEET

INSTRUCTIONS

This document is to be completed PRIOR TO TRANSITION MEETINGS. Please think through and thoughtfully respond to the questions in the sections below. Feel free to type these answers on a separate document and print prior to the transition meeting.

UNDERSTANDING MY POSITION

1. What position-specific things do I want to know about (i.e. forms, reports, timelines, duties, etc.)?
2. Things I should do in the next month (include task and deadline):
3. People I should get to know (include name and deadline to contact):
4. Resources and services I need to know about...
5. Things I need to know about working with my chapter's volunteers? My fraternity/sorority life advisor? My regional director?
6. Other questions I want answered (include question and person to ask):

PREPARING FOR MY TERM

1. What do you perceive to be the chapter's short-term objectives or goals?
2. What do you perceive to be the chapter's long-term objectives or goals?
3. What do you consider to be the greatest responsibilities of your office?
4. What are your expectations of yourself in this position?
5. What expectations do you have for the rest of the executive board?
6. What expectations do you want your fellow leaders and brothers to hold you accountable to?
7. What problems or areas will require your greatest attention this year?
8. What action items do you want to complete in the next 30 days?

FACILITATOR'S GUIDE: OFFICER TRANSITION REATREAT

PREPARATION

Review these tasks to ensure you're prepared to facilitate a successful retreat:

1. Review the "supplies" section in "Step 4: Incoming Officers Retreat" to ensure you have everything listed under "facilitator should bring".
2. A week before the retreat, send all attendees an email with retreat details and a list of what they need to bring (See the "incoming officers should bring" section in "Step 4: Incoming Officers Retreat").
3. Provide snacks and/or a meal to keep participants engaged and motivated.
4. Read through this entire facilitator's guide well in advance to ensure you're prepared.

FACILITATOR GUIDELINES

Review these best practices to help you prepare for the retreat:

- **Set honesty standard**
 - Let them know that 'what is said in this room stays in this room'
 - Let them know the only way to get the most out of this process is to have full disclosure.
- **Keep them on track!**
 - It is important to have a strong moderator. Beneficial discussion should not be interrupted, but tedious and repetitive discussion should be avoided.
- **Encourage "balanced" participation**
 - Make sure each officer is providing input, even if the topic is not their area of expertise or direct responsibility.
- **Be conscious of time**
 - You have a limited amount of time to get through a lot of agenda items.
- **Take a hands-on role in SMART Goal Setting**
 - Newly elected leaders often bite off more than they can chew. Realistically, two-three objectives for a one-year term is the most change/improvement we should expect to see from an officer. It's important for the facilitator to properly narrow the scope of a newly elected officer chock-full of fresh ideas in order for that officer to be effective.
- **Build "team builders" into the agenda**
 - Find some team building activities to start the retreat to build a collaborative environment.
 - Insert icebreakers and games throughout the day to give officers mental breaks and keep them sharp and stimulated.
 - [This website](#) has some great suggestions.
- **Finish the job**

- Ensure you and the chapter officers complete “Step 5: Follow Through” and “Step 7: Take Advantage of the Carlson Leadership Academy”.

INTRODUCTION (10 MINUTES)

Introduction:

Our work today determines our success at the end of your terms in office. Focus, attention to detail and energy will ensure we maximize our time together.

Instructions:

1. Review agenda for the day.
2. Ask the group, “Why is today important?”
3. Have each officer answer the question, “What do you want to get out of today?” Capture their answers on a flip chart and hang it up.
4. Have the group commit to “ground rules” and capture their answers on a flip chart and hang it up. Examples include, but are not limited to:
 - a. No cell phones.
 - b. Be honest.
 - c. Respect others’ opinions.
 - d. Be conscious of time and stay on track.

5. To help set the tone for the day, read a portion of the officer installation ceremony from the *Public Ceremonies of Sigma Phi Epsilon Fraternity*:

You are the newly chosen leaders of _____ Chapter of Sigma Phi Epsilon. In your hands largely rest the destinies of your chapter during the coming year. Your brothers have expressed their respect for your ability and their confidence in your integrity. We look to you for guidance, direction, and leadership.

Your leadership shall assure that harmony and cooperation shall always prevail among us. Your spirit of service, your devotion to duty, your willingness to serve and sacrifice will be the qualities that give force and direction to our aims and aspirations.

May your terms in office come to the close with these words surging in your hearts: “Well done, thou good and faithful servant; thou hast been faithful over a few things: I shall make thee a ruler over many things.”

6. Ask them a few processing questions:
 - a. *What are your thoughts or emotions after hearing this?*
 - b. *Notice that it references the end of your term in office ... why is this important to think about now?*
 - c. *How does this apply to our work for today?*

TEAM MOTTO (40 MINUTES)

Introduction:

As we just read in the officer installation ceremony, your brothers have elected you because they believe in your leadership. Great leaders have a team motto. You're going to be faced with difficult decisions. You and your fellow leaders need a guiding motto to fall back on at all times. This motto establishes a philosophy for your team and should drive your day-to-day actions and long-term vision for the chapter.

Instructions:

1. Ask some guiding questions to spark discussion and create buy-in to this activity:
 - a. *Why create a team motto? What role does it play?*
 - b. *Why define our purpose in words? What are the benefits that this provides?*
2. Watch the first six minutes of Simon Sinek's TED Talk ["Start with Why"](#)
 - a. Explain to the leaders that this clip will lay a foundation for their team motto.
3. After watching the clip, lead a group discussion:
 - a. Ask the group, *"What were your biggest takeaways from this video?"*
 - b. Have participants review the [Golden Circle Handout](#) and help them understand this concept.
 - c. As a group, ask them to define the "what" and "how" of their chapter.
4. With this in mind, now ask them to focus on the "why" individually. Ask each member to take a couple of minutes to write down what he thinks is the "purpose, cause or belief" that drives his leadership of the chapter.
5. Have each member share what he wrote and the facilitator will capture key phrases and common themes on a flip chart.
6. Using the facilitator's notes on the flip chart, the group will work together to create a cohesive team motto for the upcoming year.
 - a. The "why" statements should drive the creation of their goals.
7. Write the completed team motto on a flip chart paper and hang on the wall.
8. Ask some concluding thoughts to wrap up the discussion:
 - a. *Why should this guiding motto be reviewed at each executive board meeting this year?*
 - b. *The road to success is always under construction. What obstacles will stand in the way of achieving this vision?*
 - c. *How can we overcome these obstacles?*

FACILITATOR NOTE: Here are some examples to fall back on if the group needs guidance or is starting to veer off track:

- *Our chapter will be the best student organization on campus.*
 - Pushes them to reach towards a lofty goal.
- *This chapter will be on campus when our sons come to college.*
 - Forces them to think long-term.
- *Our work will cultivate values-based men that will improve the world.*
 - Inspiring charge that reminds them of the purpose of their work.

PROCESS OVERVIEW (5 MINUTES)

Introduction

With the help of outgoing officers and mentors, you've spent a lot of time planning for the upcoming year. It's time to put that planning to work. The goal of the rest of this retreat will be to set goals for the upcoming year. Before we dive in, it's important to understand how this process will work. It is broken up into four stages:

1. **Evaluation** - The question is *"Will we be better this year than we were last year?"* Each officer will do an honest evaluation of past performance to help us determine future goals.
2. **Prioritization** - There's an endless list of things we can accomplish, we must narrow down what each officer will focus on.
3. **SMART Goal Setting** - For each priority, we must develop SMART goals and accompanying action plans to help us achieve these goals.
4. **Follow through** - The first three steps of this process are wasted unless each officer looks back on the material often, and holds each other accountable for achieving your goals.

At the end of this process, each officer should have identified their top three priorities and created SMART Goals and accompanying strategies to address the priority areas.

ACTIVITY: THE PROBLEM PYRAMID (20 MINUTES)

Introduction

Explain that the first portion of this process is an in-depth evaluation of each area of operation. Each officer should understand this guiding philosophy as they assess their area: *"An accurate description of the problem is 90 percent of the solution."*

Instructions:

1. Write the quote *"An accurate description of the problem is 90 percent of the solution."* on a flip chart.
2. Ask the group these processing questions:
 - a. *What does this quote mean?*
 - b. *Why is it important for us to remember as we go through this process?*
3. Have participants review the [Problem Pyramid Handout](#) and help them understand this concept.
 - a. Make sure they understand how the surface level issues lead to the root issue of "misalignment with the Ritual and Values".
4. Ask the group these processing questions:
 - a. *Do you "buy" the problem pyramid? Is it realistic?*
 - b. *What are the surface level issues in our chapter?*
 - c. *Why is it easy to see the surface level issues in your chapter, but difficult to understand the critical issue?*

- d. *How often do we examine the root issue in our chapter? Why?*
 - e. *How might a strong commitment and alignment to our Ritual and values impact our chapter?*
 - f. *How can we use this concept as we go through the rest of our process?*
5. Explain to the chapter leaders that they should keep this graphic and concept in mind as they examine their area of operation. Challenge them to gain an “accurate description of the problem” and address the root issue with their solutions.

EVALUATIONS AND PRIORITIZATION (140 MINUTES)

Introduction:

Using the completed transition materials, each officer must evaluate their area of operation. This process will lay the foundation for setting SMART Goals and building action plans.

Instructions:

1. Show participants the completed *Example - Evaluation and Prioritization Worksheet*.
 - a. Explain that this example is meant to show them the type of information that should go into this worksheet.
 - b. Ensure they understand the work they need to complete a comprehensive review of their area of operation.
 - c. Explain that each officer should be using their answers from the “Preparing for My Term” section of the *Incoming Officer Worksheet*.
2. Each officer will spend 20 minutes completing the *Evaluation and Prioritization Worksheet* individually.
3. After completion, each officer should give a three-five minute presentation on their completed worksheet with the group.
4. Allow the other officers to give feedback after they walk through their presentation focusing on each officer’s top three priorities.
5. Allow officers to go back and adjust priorities based on the feedback they receive.

To help each officer set goals in these priority areas, we should dive into each priority individually. Robust and creative discussion will help each officer create comprehensive SMART Goals and action plans that address the most pressing issues in their area of operation.

Instructions:

1. Each officer will read their first priority to the group.
2. Spend two minutes on each priority answering the question:
 - a. *What are tangible things we can do to improve this area of operation?*
3. As the group gives feedback, have the officer owning this priority take detailed notes in a word document on his computer.
4. Repeat for the next two priorities.
5. Move to the next officer.

SMART GOAL SETTING (90 MINUTES)

Introduction:

Now that we've established clear priorities and have feedback, it's time to build SMART goals for each priority and accompanying action plans.

Before setting goals, let's review what SMART goals are and how to create them.

Instructions:

1. Walk officer through the [SMART Goals and Action Plans Resource](#). Ensure all officers understand how to create SMART Goals and accompanying action plans.

Now that everyone understands how to create SMART goals and action plans, it's time to create one for each priority.

Instructions:

1. Ensure each officer has downloaded a copy of the [SMART Goals and Action Plan Worksheet](#) to his computer.
2. Walk them through how to build out this resource.
 - a. Make sure they understand this document has three tabs, one for each priority area.
 - b. Make sure they know they should be using their completed [Evaluation and Prioritization Worksheet](#) and the detailed notes during the group discussion on their priorities to create a SMART goal and accompanying action plan for each priority.
3. Show them the completed [Example - SMART Goals and Action Plan Worksheet](#) that outlines the BMS example.
 - a. Ensure they know this isn't a comprehensive list of tasks to complete this SMART goal, it's just a small list to give them an idea of what it looks like.
 - b. Show them how this example went from a SWOT analysis on chapter recruitment to a SMART Goal and action plan for the Balanced Man Scholarship.
4. Each officer should spend 30 minutes completing a [SMART Goals and Action Plan Worksheet](#) for each of their priorities.
5. After completing this worksheet, put officers in groups of two or three and have them spend 15 minutes reviewing a peer's completed [SMART Goals and Action Plan Worksheet](#) and provide them feedback on what they could improve.
6. Give each officer 10 minutes to implement peer feedback and finalize their SMART Goals.

CONCLUSION (20 MINUTES)

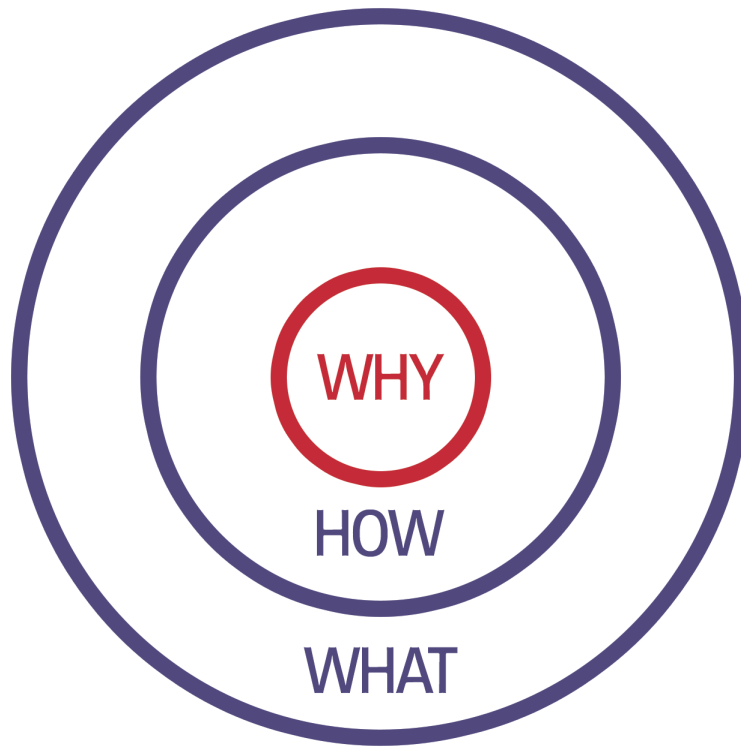
Introduction:

We've covered a lot in one day. Let's recap our key takeaways and look to next steps.

Instructions:

1. Review the team's guiding motto.
 - a. Give the chapter president this flip chart and ask him to hang on the wall of the executive board's office or designated meeting area.
2. Review the "Step 5: Follow Through" section of the transition resource on page 10.
 - a. Based on the steps outlined in this section, have each officer write down the work they need to do.
 - b. Make sure they set clear ownership and deadlines for each action item.
3. Stress the importance of following through and highlight that without action, all of this work is just words on paper. Then, ask each participant to answer the following questions:
 - a. *What are the immediate action items that need to be completed in the next week?*
 - b. *What is your top takeaway from the day?*
 - c. *What are you most excited about this next year?*
4. Set a specific date to meet and revisit SMART Goals and action plans.
5. After the retreat, send an email to chapter officers:
 - a. Thank them for their hard work and commitment.
 - b. Include a list of follow-up items based on steps in "Step 5: Follow Through" section and specific items discussed at the retreat.
 - c. Reminder of the date set to meet and revisit SMART Goals and action plans.
 - d. Provide some inspirational words to empower them.

THE GOLDEN CIRCLE



What

Every organization on the planet knows WHAT they do. These are products they sell or the services they offer.

How

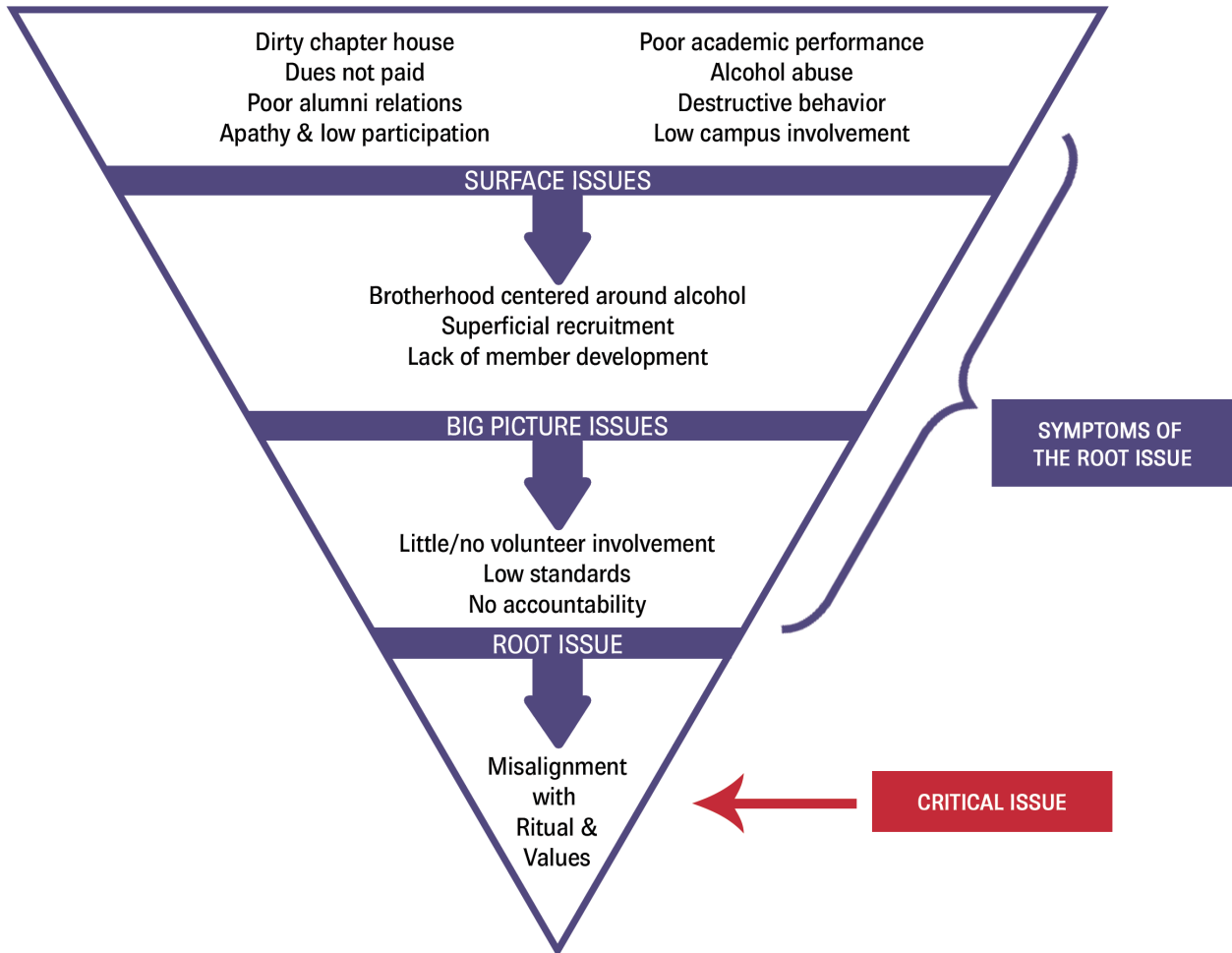
Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

Why

Very few organizations know WHY they do what they do. WHY is not about winning a Greek Week contest or Buchanan Cup. That's a result. It's a purpose, cause or belief. It's the very reason your organization exists.

THE PROBLEM PYRAMID

An accurate description of the problem is 90% of the solution.



Without a genuine commitment to the Ritual and Values of Sigma Phi Epsilon by your chapter, you will always be fighting the same symptomatic issues.

** Borrowed from Phi Kappa Tau, 2005*

EVALUATION & PRIORITIZATION WORKSHEET

SWOT ANALYSIS

Using your transition materials, complete a SWOT analysis for your area of chapter operations.

AREAS OF OPERATION:

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

TOP THREE PRIORITIES WORKSHEET

Using your SWOT analysis, determine your top three focus areas and explain why this should be a priority in the space to the right.

PRIORITY #1

PRIORITY #2

PRIORITY #2

COMPLETED: EVALUATION & PRIORITIZATION WORKSHEET

SWOT ANALYSIS

Using your transition materials, complete a SWOT analysis for your area of chapter operations.

AREA OF OPERATION: RECRUITMENT

STRENGTHS

- Recruited 30 impressive guys.
- Had a successful BMS.
- Had an engaged recruitment committee.
- Held a recruitment workshop for chapter members.

WEAKNESSES

- Didn't have enough guys on the recruitment committee.
- Only got five BMS finalists to join.
- The BMS banquet was unimpressive and unorganized.
- Lacked a values-based recruitment pitch.
- Chapter-wide voting process is broken and frustrating.
- Only recruited guys during the summer and formal recruitment.
- Lacked a comprehensive and detailed recruitment plan.
- Recruitment events were boring and awkward.
- No committee members attended Carlson.
- Lacked a detailed PNM list.

OPPORTUNITIES

- Create an objective set of recruitment standards.
- Make the BMS the backbone of the recruitment plan.
- Craft a recruitment pitch that shows why SigEp is different.
- Create a recruitment committee to vote on PNMs.
- Engage a large recruitment committee with specific roles.
- 365 recruitment that finds top talent outside of recruitment.
- Invite PNMs to member development events throughout the year.
- Bring six rising leaders to Carlson to attend the recruitment track.
- Ask the regional director to do several recruitment workshops.
- Build a detailed PNM list and start requesting names early.

THREATS

- Some chapter members want to recruit with alcohol.
- General apathy towards being involved with recruitment.
- Most brothers don't know how to recruit.
- It's hard to find guys outside of formal recruitment.
- Some chapter members only want "cool" guys and don't evaluate PNMs on real standards.

COMPLETED: TOP THREE PRIORITIES

Using your SWOT analysis, determine your top three focus areas and explain why this should be a priority in the space to the right.

PRIORITY #1

BALANCED MAN
SCHOLARSHIP

- The Balanced Man Scholarship is SigEp's most effective recruitment tool. It will help us find the top talent on campus

PRIORITY #2

RECRUITMENT STANDARDS

- Recruitment standards allow your chapter to recruit better men, improving the chapter and reducing risk. It will ensure we have objective standards to assess PNMs

PRIORITY #3

RECRUITMENT COMMITTEE

- Managing recruitment for a chapter cannot be done alone. Engaging others will ensure we are successful.

SMART GOAL SETTING & ACTION PLAN

RESOURCE

SMART GOALS

A SMART Goal is a convenient acronym for the set of criteria that a goal MUST include in order for it to be realized by the goal achiever. There are numerous variations on the SMART acronym, however, the one we will follow is:

Specific

Goals must be something that can be described and understood easily by others – finite conditions, not general feelings.

Bad example: Increase participation of members.

Good example: Increase attendance at chapter meetings.

Measurable

Whenever possible, use numbers or percentages to mark achievement of the goal. You can't rely on personal opinion.

Bad example: More members will attend...

Good example: 80 percent of members will attend chapter meetings.

Attainable

Is the goal realistic? Goals should be a stretch to obtain but not impossible to achieve. Members will work toward what they believe they can achieve and are not inspired by boring, easy goals.

Bad example: 100 percent of members will attend every meeting.

Good example: Increase attendance at chapter meetings by 10 percent from the prior semester.

Relevant

Your goals must accurately address the root issue you are facing. Remember, “An accurate description of the problem, is 90 percent of the solution.”

Bad example: Have alcohol at recruitment events so chapter members will attend and have better conversations

Good example: Teach chapter members tangible recruitment skills and eliminate alcohol from recruitment.

Timely

Goals must have an end date when they are due. Creating a sense of urgency will push members to work harder. How else will you know when to check performance?

Bad example: Winter

Good example: January 1, 2016

Examples

Non-SMART Goal: *We need to improve recruitment.*

SMART Goal: *By December 15, 2015, the chapter will have recruited 20 new members who meet or exceed our minimum membership standards.*

ACTION PLANS

Every SMART goal must be complemented by a detailed action plan. A good action plan provides the framework for achieving the SMART goal. The action plan helps map out the necessary tasks with a detailed schedule of key milestones and a list of key people for those milestones.

Overview

Great action plans:

- Determine what you will need to hit the goal.
- Provide a timetable for activities.
- Identify people with whom you will need to coordinate and will rely on to contribute.
- Anticipate problems and outline contingency plans.

Implementation

For each of the three priorities identified on the [*Evaluation and Prioritization Worksheet*](#), follow this step-by-step process to ensure you have a comprehensive action plan:

1. Clarify your goal.
 - a. Ensure it is specific, measureable, attainable, relevant and timely.
2. Build a list of tasks
 - a. Write down all action steps that you may need to achieve the goal.
3. Organize your list into a plan.
 - a. Decide on the order of action steps.
 - b. Rearrange your actions and ideas into a sequential order.
 - c. Review this list and see if there are any ways to simplify it further.

Follow Up

1. Monitor the execution of your plan.
 - a. Constantly evaluate the progress of your plan.
 - b. Manage the key people and be mindful of deadlines.
 - c. Adjust and optimize your plan if necessary.
2. Measure your success.
 - a. Has your action plan achieved the outcomes of your SMART goal?