

DEFINING ECCC CORE VALUES

Strategic Planning Committee

Eau Claire Curling Club

October 15, 2014



The Strategic Planning Process involves defining our Mission, Vision, Core Values, Goals and Objectives. It is imperative that the Core Values be identified and approved through an inclusive process to assure broad commitment and effective integration across the organization. This document serves as the Eau Claire Curling Club's Strategic Planning Committee's (SPC) guide for review, recommendations, and approval of our shared Core Values.

MISSION:

To provide an exceptional experience through the spirit of curling.

VISION:

To sustain a diverse organization which serves, promotes and enriches curling within our community.

GOALS

- Volunteer Management
- Communications
- Member Retention
- New Membership
- Future of the Facility

CORE VALUES:

What are Core Values?

- They are our agreed upon ethics, principles, attitudes, behaviors, and beliefs
- They form our organizations foundation
- They define how we interact with each other
- They guide our organization's decision-making
- They provide direction in identifying our goals
- They direct us as we develop strategies to fulfill our mission
- They are the guiding principles we use every day in everything we do.

Why are Core Values Important?

- Core values should provide the framework within which an organization engages its members, stakeholders, etc. – all of its audiences.
- They ultimately influence and shape the organizational culture.
- Core Values need to be consistently communicated internally to ensure they are assimilated by everyone within the organization
- Some organizations choose to have two or three core values while others have more.
- A number of themes running through various core values may place importance on principles like 'teamwork', 'excellence', 'integrity', 'ethics', etc.
- There may be values that focus on the organization's social responsibility thus recognizing issues facing the wider community.
- Core Values are not just words written in a handbook that sits on a shelf.
- Values are hard to teach, unlike skills and techniques.
- If they are not shared by the people within your organization, there can be conflict and disconnect across the organization.
- When reflecting on Core Values with potential and new curlers, they can determine if their values and beliefs are aligned with ours. This can be incredibly useful for them to decide to join or continue membership.
- By understanding what we value, we cannot only determine appropriate direction in everyday situations, but also during times of uncertainty.

How will the Eau Claire Curling Club use/demonstrate Core Values?

- The Board will reflect on the values each year as the new board members are welcomed.
- All members will be encouraged to work toward making the values part of our everyday curling conversations and behavior
- Club leadership will reflect on the values when setting goals, making decision and dealing with all members
- Leadership and members will informally share the values as part of Open Houses, special events, leagues and daily operations
- The Values will be posted in the clubhouse as well as in some of our club promotional materials and on the website, as a reminder of our shared beliefs.
- Scott Biederman, Chair of the Strategic Planning Committee, will meet with each league during their organizational gathering for the 2014-15 season. He will introduce the Mission and Vision and share the proposed club's Core Values. Convenors are asked to do this in future years, especially in leagues where there are significant new members.
- These values will be used by various club members as they describe the ECCC to the community, including advertisers, business associates and donors and general public to enhance their understanding of our club.

How were the Initial Core Values developed?

1. The SPC developed an initial (or *first iteration*) set of Core Values based on – (August 2013 to April 2014)
 - a. The Strategic Planning Process
 - b. The membership on-line survey
 - c. A SWOT analysis – Identification of Strengths, Weaknesses, Opportunities and Threats
 - d. The newly defined Mission and Vision
 - e. Numerous SPC meetings and discussions
 - f. Development of key goals and objectives linked to the Mission and Vision
2. Board of Directors reviewed/recommended & SPC responded: Mission, Vision and Initial Core Values – (May 2014 to August 2014)
 - a. Submitted to the ECCC Board for review/discussion/recommendations
 - b. Board concurred with recommendation to further discuss and restructure the Initial Core Values, and agreed with establishing a process for including member review.
 - c. SBC discussed and developed Preliminary (*Second Iteration*) Core Values and defined a review process

How will the Preliminary Core Values receive ECCC Member input? (August 2014 to December 2014)

1. Develop a brief background document to provide a common message to representative ECCC Stakeholders
2. SPC Members selects or is assigned 4-5 members for one-on one reviews
3. Individual SPC Members meets with ECCC member and provides handout background materials
4. SPC member provides feedback to SPC of stakeholder recommendations and comments
5. SPC prepares Final (*Third Iteration*) Core Values based on membership feedback - *October 2014*
6. SPC representative visits leagues during first/second week of curling for general review of Strategic Planning, Mission, Vision and the Core Values. - *Early November 2014*
7. On-line voting to approve Core Values by membership – early *December 2014*
8. Final Approval of Mission, Vision and Core Values by Board – *Mid December*
9. Mission, Vision and Core Values posted at club, circulated to all members via email and highlighted on the website – *Mid December 2014*

CORE VALUES

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POSITIVE CURLING EXPERIENCE

Curling is Fun

Curling is a fun, rewarding experience that provides the opportunity to cultivate friendships in a life-long sport.

Accessibility

All curlers are important, and, therefore, we provide training, while encouraging and supporting their pursuit of excellence in competitive and recreational curling alike, all at a reasonable cost.

Mentoring

We encourage our curlers to continually seek out opportunities to mentor newer members and participants in the interest of expanding their knowledge, abilities and love of the sport.

Recognition

We believe it is important to appropriately recognize the efforts and accomplishments of our members, on and off the ice.

Alignment

We are committed to the core values of the sport of curling – sportsmanship, etiquette, and tradition in line with the United States Curling Association values.

SHARED COMMITMENT

Teamwork

We share the curling experience collaboratively and cooperatively across the organization. We all have a stake in the success of our club and sport.

Volunteerism

Volunteerism is the foundation for our club's existence and an expectation of all members, ensuring member "ownership" in our club.

Transparency

Transparency in planning, decision-making, management and operations is critical to developing trust and shared commitment in sustaining this organization.

Communications

Effective, broad communications, including active/reflective listening and other techniques that encourage involvement are critical to sustaining and growing our club.

Ethical and Respectful

We hold ourselves to high standards of integrity, accountability, and honesty in our dealings with each other, advertisers, donors, vendors, and business partners.

SUSTAINABLE GROWTH

Community

We welcome the public by sharing the curling experience and establishing community focused special events, demonstrating our interest in community service.

Quality Facility

Maintaining a quality facility and high quality ice are fundamental.

Planned Growth

A managed, deliberate approach to growth, while focusing on a positive curling experience, is essential.