

2008 CEO SUMMIT



**A CALL TO ACTION**  
TRANSFORMING LEADERSHIP



Girl Scouts.



# Highlights from the 2008 CEO Summit

Presented by:

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*“...Think of the girls around the world who are your sister Girl Scouts and Girl Guides. Truly, ours is a circle of friendships, united by our ideals.”*

*--Juliette Gordon Low*



Some say  
we're  
moving too  
fast...



...but we've got to move at the "speed of girl!"



# Girl Scouts' Brutal Truths

There are two clear imperatives for success:

- A differentiated and relevant core purpose that provides a compelling benefit to girls and attracts external funding
- A simpler, faster governance and decision-making process

Given where we are today, we are faced with a challenge of transformation. Incrementalism will not get us there.

# Brand Challenges



- Public's misperceptions (little girls; goodness of the organization)
- Nice to have, not necessary
- *A sense of exclusion ("not for us")\**
- *Low mom awareness\**

*\* Denotes Hispanic market challenges*

# Brand Assets

- All-girl organization
- Boldness....Juliette Gordon Low
- Provides valuable learning
- *Mother/daughter bonding\**

*\* Denotes Hispanic market assets*



# Girl Scouts: Strategic Choice

Customer Focus

Girls, ages 5-17

## Winning Proposition

- Girl Scouting is the premier leadership experience for girls
- New mission: Building girls of courage, confidence and character, who make the world a better place



# The World is Ready for a New Kind of Leader

She values diversity and inclusion.

She respects friendship and collaboration.

She is committed to taking action to make her neighborhood, her community, her world a better place.

Today. And everyday.



# Strategy

that is decisive,  
agile and  
market driven

that makes  
girls a top  
national  
philanthropic  
priority



# Strategic Priority: Program Model

build the world's best integrated leadership development system that defines activities and outcomes differentiated by age level for girls 5 – 17

CURRENT STATE	FUTURE STATE	OBSTACLES
There is a myriad of activities but no clear definition of the essential elements of Girl Scouts. Girl experiences are inconsistent, with no clear outcome measures.	There is a consistent Girl Scout experience centered on a powerful model of leadership development which is tied to clear outcome measures.	Balancing girl desires for fun and variety with the organizational need for focus. Pressure to develop activities in response to funding opportunities.
Existing age levels are inconsistent with girl needs and development. Language and symbols of belonging are outdated.	Age levels provide girls with appropriate opportunities to progress. Language and symbols of belonging are relevant and contemporary.	There is an unhealthy devotion to traditions on standards, uniforms and awards.
Community service has declined as a core program element and is not leveraged as a key differentiator.	The power of girls together is galvanized around community service projects that make a difference.	Adults lack information to coach girls on powerful community service campaigns.



# What is the New Role of GSUSA?

## 1. Develop **NATIONAL PROGRAM** that is...

- Recognized everywhere as *the* leadership experience for girls
- First choice among girls of all ages
- Outcomes based and consistently delivered
- Able to embrace innovation from the field

# What is the New Role of GSUSA?

2. Provide strong **BRAND STEWARDSHIP** that guides...

- National brand strategy and brand management
- Consistent messaging across the Movement
- National marketing direction with supporting campaigns
- National partnerships that promote the brand

## What is the New Role of GSUSA?

3. Be the **NATIONAL VOICE** of girls as the...
  - Leading research institution on girl issues
  - Publicly recognized expert on girl issues
  - Organization most able to convert research to action
  - Leading advocate for and consensus builder around girl issues

# What is the New Role of GSUSA?

4. Inspire **CONTINUOUS LEARNING** to ensure...
- Best practices are widely shared and adapted
  - Nationally recognized thought leaders deliver cutting edge programs
  - Learning communities are created around critical issues
  - A continuous pipeline of leaders
  - Adaptive capacity at every level

## What is the New Role of GSUSA?

### 5. Advance a mission-driven, joint **FUND RAISING STRATEGY** that...

- Ensures stability for core programs
- Makes investment in girl programs a philanthropic priority
- Drives sustainable national funding partnerships
- Creates a powerful network of Girl Scout alumnae

# What is the New Role of GSUSA?

6. Define, measure and recognize excellent **PERFORMANCE** that...
  - Most impacts program effectiveness (outcomes)
  - Creates clear roles and accountability for GSUSA and councils
  - Is supported by GSUSA services/resources for capacity building
  - Fosters the culture and values to which we aspire.
  - Demonstrates accountability internally and externally
  - Positions Girl Scouts as a recognized leader in the nonprofit sector

# Transforming Leadership

- The New Leadership Development Model
  - Information available in Leader Magazine and next issue of GSSGC's Palms to Pines
  - Focus on consistent programming
  - Focus on outcomes and impact

# Transforming Leadership

Discover

+

Connect

+

Take Action

=

Leadership

# Transforming Leadership

- **Discover:** Girls understand themselves and their values and use their knowledge and skills to explore the world
- **Connect:** Girls care about, inspire and team with others locally and globally and
- **Take Action:** Girls act to make the world a better place

# Transforming Leadership

- The new leadership development model combines the three keys – Discover, Connect, Take Action with three core processes:
  - **Girl Led**
  - **Learning by Doing**
  - **Cooperative Learning**
- The combination of the three keys with the core processes produces 15 outcomes.



# Transforming Leadership

- Discover Outcomes:
  1. Girls develop a strong sense of self.
  2. Girls develop positive values.
  3. Girls develop practical life skills.
  4. Girls seek challenges in the world.
  5. Girls develop critical thinking.

# Transforming Leadership

- Connect Outcomes:
  1. Girls develop healthy relationships.
  2. Girls promote cooperation and team building.
  3. Girls can resolve conflicts.
  4. Girls advance diversity in a multicultural world.
  5. Girls feel connected to their communities, locally and globally.

# Transforming Leadership

- Take Action Outcomes:
  1. Girls can identify community needs.
  2. Girls are resourceful problem solvers.
  3. Girls advocate for themselves and others, locally and globally.
  4. Girls educate and inspire others to act.
  5. Girls feel empowered to make a difference in the world.

# Transforming Leadership

- Where can I get more information on these outcomes?
  - The Transforming Leadership book, with more details on outcomes by age level, will be available soon in the council shop.
  - We will work on providing as much free information as possible through trainings and web postings.

# Transforming Leadership

- I understand that the new journeys are tied to these outcomes – when will we know more about the journeys?
  - A group of 18 council staff and volunteers will be attending a GSUSA conference on the New Leadership Development Model the first week in April. We will receive paper copies of the new journeys and other materials during the conference, and will share them with you through conference calls and other meetings when we return.

# What About Membership?

- National Focus on Recruitment
- Recruitment of:
  - Girls ages 8 to 14
  - Hispanic girls and their moms
  - Young adults

# National Focus: Girl Recruitment

## *Tactics:*

- Online
- Digital media
- Be in her world and switch seamlessly between media
- Unique and alternative media experiences
- Social networking
- Associate ourselves with other brands with the same core values
- Grassroots and experiential marketing (events)



# National Focus: Girl Recruitment

- 12 as a demarcation line:



facebook

OVER 12

UNDER 12



# National Focus: Volunteer Recruitment

## *Tactics:*

- Actively recruit
- HR departments (business to business messaging)
- Online direct messaging
- College students
- Alumnae
- Word of Mouth

# National Focus: Hispanic Girls & Their Moms

- Results of focus groups:
  - Mom-daughter connection
  - Lack of awareness
  - Ideal organization = Girl Scouts
  - Strong sense of Latina pride

# National Focus: Hispanic Girls & Their Moms

- An inseparable target
  - Mom/Daughter connection
- Girls need/want moms approval to join
- Moms need/want to be involved





# 2008 NATIONAL COUNCIL SESSION 51ST CONVENTION

G I R L S C O U T S C A N L E A D A N Y W H E R E



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# Vision for Convention

- *Open discussions, community building and real time feedback: members help shape our future*
- *Delegates/visitors engage around topics they most care about*
- *Girls participate throughout, frequently taking the lead*
- Girl Scouts models participatory democracy

## 2008 NATIONAL COUNCIL SESSION

### Potential Proposal: Increase Membership Dues to \$12 Effective October 2009

- Needed to assure financial stability
  - Great strides toward implementation of Core Business Strategy
  - Last dues increase approved in 2002
  - Operating deficits in 2008 and beyond
- Committed to partnering with councils to extend membership

# Questions and Feedback

- Please feel free to submit any questions or feedback to Jessica Lawrence, Interim CEO, at [jlawrence@gssgc.org](mailto:jlawrence@gssgc.org)
- You will be receiving an e-mail after the conference call requesting your participation in an online survey about the call. We would greatly appreciate you taking the time to respond.

**Thank You!**

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