



# 2023-2025 STRATEGIC PLAN

## STRATEGIC FRAMEWORK

### MISSION STATEMENT

We are a network of successful REALTORS®, advancing women as business leaders in the industry and in the communities we serve.

### VISION STATEMENT

To be the premier source and standard for the personal and professional development and inclusion of leaders in the industry, organized real estate and beyond.

### CULTURE STATEMENT

*Leadership.* We believe that every organization, industry and community needs authentic leaders who can inspire others to effect positive change.

*Influence.* We believe that positive change comes from greater inclusion of women's perspectives in positions of influence in the real estate industry and in the broader community.

*Inclusion.* We believe that better decisions result when all voices are heard and when the full diversity of our membership is embraced.

*Collaboration.* We believe that success today is achieved through productive collaboration in a safe environment in which members support each other, work together and grow together.

*Professional Credibility.* We believe that members of Women's Council are professionals who operate based on a shared system of values, including integrity, respect, a commitment to excellence and continuous personal and professional development.

### LONG-TERM GOALS

1. Women's Council is a dynamic, accessible and diverse network, linking each member to the tools, training and support to develop their individual leadership potential and business goals.
2. Women's Council identifies, supports and promotes the development of strong business leaders in the industry, organized real estate and the broader community.
3. Women's Council provides an influential voice and perspective for women in real estate.
4. Women's Council networks consistently deliver high membership value and a welcoming, inclusive and collaborative environment in which members can achieve their personal and professional goals.
5. Women's Council is an efficient, nimble organization with the structure and capacity to fulfill the Council mission and vision with excellence.

## PILLAR: VALUE TO MEMBERS

### WOMEN'S COUNCIL VALUE PROPOSITION

#### 2025 Milestones: By 2025 . . .

1. National meetings include quality programming that supports a mission-driven organization, addresses the needs of all member segments, and models the way for networks to replicate in their respective industry and member events.
2. Women's Council offers meaningful value to members at each stage of their career, including: new in the business (1-3 years), mid-career (3-10 years), and late career (11 years to retirement).
3. Leaders have embraced the Women's Council values and, in turn, reflect these values with the membership.

#### 2023 Deliverables

- › Target market National meetings to the needs and expectations of different member segments and broaden access (e.g., selected hybrid sessions). Better distinguish between sessions focused on business vs. network management.
- › Develop and implement programs on business and personal topics of value to those in or anticipating the 'retirement' phase of their career.
- › Ensure that a comprehensive new member orientation is systematized at all three levels of the organization in a complementary fashion.

## PILLAR: ORGANIZATIONAL DEVELOPMENT

### LOCAL NETWORK PERFORMANCE

#### 2025 Milestones: By 2025 . . .

1. Women's Council network structure provides for greater consistency, access and accountability in delivering the unique value of the Council. Networks are 'mission-focused'.
2. The success of the Women's Council network is measured by the success of its members, not by the completion of a list of standards.

#### 2023 Deliverables

- › Develop strategies to improve local network financial stability (e.g., suggested dues levels).
- › Roll out the adjusted local network model to all local networks to better meet current needs and realities of operating a successful network.
- › Revisit the scope, focus and role of the National Liaison to cover all local network/member-at-large needs.
- › See evaluation of network leader job descriptions under Leader Qualifications issue above.

### COMMUNITY OF SUPPORT AND EMPOWERMENT

#### 2025 Milestones: By 2025 . . .

1. Members with similar interests, needs and goals have opportunities to connect to get the mentoring and support they need to achieve their personal and business goals.

#### 2023 Deliverables

- › Initiate a mastermind with a more intimate, coaching focus, for those in or anticipating the 'retirement' phase of their career.
- › Initiate a new REALTOR® mastermind.
- › Provide training for mastermind moderators to ensure an engaging, productive experience for mastermind participants and to provide members with additional leadership opportunities.
- › Assess the long-term viability of mastermind groups

### NATIONAL ORGANIZATIONAL STABILITY AND RESILIENCY

#### 2025 Milestones: By 2025 . . .

1. Ensure National has the capacity to fulfill the mission and address future member and business development needs.

#### 2023 Deliverables

- › Conduct an audit of current and anticipated capacity needs, including governance nimbleness, staffing, financial, technology, systems and infrastructure.
- › Assess risk exposure and development appropriate risk management strategies.
- › Evaluate options and implement a dues structure to support long-term organizational sustainability.

# PILLAR: LEADERSHIP DEVELOPMENT

## THE WOMEN'S COUNCIL LEADER

### 2025 Milestones: By 2025 . . .

1. The function of leadership in Women's Council is redefined as advancing the Council mission (member development) as opposed to network management.
2. Women's Council network leaders model the culture, and, in and of themselves, are the best recruitment tool to attract future leaders.
3. Equal or greater focus is placed (and supported) on a leader's emotional intelligence, and the ability to reflect the Council's values, brand and culture.

### 2023 Deliverables

- › Transition to a 'mission-focused' network structure and culture. (See **Inclusion** (page 4), **Leader Qualifications** (below), and **Organizational Structure** issues (page 2)).
- › Continue to evolve the curriculum of Network 360 to focus on leadership skills and qualities, including emotional intelligence and servant leadership.

## LEADER QUALIFICATIONS

### 2025 Milestones: By 2025. . .

1. Qualifications and performance expectations for network positions have been re-evaluated to enhance leadership team cohesiveness, approach and performance.
2. Mechanisms are in place to ensure the most qualified member is chosen for state and local network leadership positions.

### 2023 Deliverables

- › Change appointed local and state network officer Governing Board positions to elected positions.
- › Refine job duties and performance expectations for Governing Board positions at the local network level to enhance 'team' operation. Provide training at enhanced roles at Network 360.

## LEADERSHIP TRAINING

### 2025 Milestones: By 2025. . .

1. Women's Council leadership training is a system of connected components, including:
  - › Self-evaluation (a member's "why" to develop as a leader)
  - › A variety of delivery formats
  - › Targeted content
  - › Tools, resources and support
  - › Reinforcement of Women's Council culture
  - › A focus on teambuilding and smooth transitions.
2. Leadership training in Women's Council is not solely 'position-based', but is available to all members to enhance their success as leaders along multiple pathways.

### 2023 Deliverables

- › Review and enhance qualifications and training for Leadership Identification and Development (LID) chairs and committees.
- › Strengthen the 'development' process within LID to mentor those who have been identified, use as a source for Leadership Institute candidates and to increase the pool of diverse, emerging leaders at all levels of the Council.
- › Incorporate training in such areas as emotional intelligence and servant leadership and make accessible to all members through LID leadership development programs.

## PERCEPTION OF THE VOLUNTEER/LEADERSHIP ROLE

### 2025 Milestones: By 2025. . .

1. Members have opportunities to engage in different pathways in Women's Council, including:
  - › Professional development and networking
  - › Volunteerism for personal and professional growth
  - › A leadership path.
2. A reimagined Leadership Identification and Development process has a robust pipeline of local and state leaders poised for national cultivation.

### 2023 Deliverables

- › Develop taglines, messaging, and other targeted information for different Council engagement pathways, broadening the current limiting "Leaders Made Here" branding.

# PILLAR: MEMBER AND INDUSTRY ENGAGEMENT

## INCLUSION

### 2025 Milestones: By 2025 . . .

1. Members when they join feel not only welcomed but included, and understand the value of Women's Council through the lens of their individual business goals.
2. More leaders of diverse backgrounds and perspectives are applying for leadership positions at all levels of Women's Council.

### 2023 Deliverables

- › Produce a Diversity, Equity and Inclusion statement inclusive of various stakeholders and place prominently on website, encompassing our values, actions and commitment.
- › Enhance the diversity of Leadership Institute classes through intentional outreach and develop a follow-up mentoring strategy to guide their leadership journey.
- › Develop National education programs/initiatives, perhaps in conjunction with diverse industry organizations, to showcase diverse industry talent and perspectives. In addition, showcase successful local and state network initiatives in this area.
- › Reinforce that addressing diversity is a Women's Council leader imperative, and set expectations for such throughout the organization.
- › Institute a requirement for the Women's Council Leadership Team and Executive Committee to take AHWD, Fair Haven and Implicit Bias training, and encourage Women's Council leaders at all levels to do so (include on application and as part of qualifications).
- › Offer At Home With Diversity®, Fair Haven and Implicit Bias training at National meetings and as PMN electives. Council members who are certified can teach the courses.

## MEMBERSHIP EXPOSURE

### 2025 Milestones: By 2025. . .

1. Women's Council membership has broadened its geographical reach and footprint, inclusive of current geographic and structural constraints.

### 2023 Deliverables

- › Survey members-at-large to assess interest in a mastermind focused on business value as a precursor to a possible virtual national network.
- › Pursue interest from open, uncharted territories and initiate a 'alternate' network model that is flexible yet operationally nimble. (See Local Network Performance issue below.)

# APPENDIX A: WOMEN'S COUNCIL VALUE COHORT ANALYSIS

	COHORT 1 <i>Less Than 3 Years in Business</i>	COHORT 2 <i>3 to 5 Years in Business</i>	COHORT 3 <i>6-10 Years in Business</i>	COHORT 4 <i>11 Years in Business to Retirement</i>	COHORT 5 <i>Retirement</i>
<b>Personal and Professional/ Business Needs</b>	<ul style="list-style-type: none"> <li>Training in the business basics (systems, time management, etc.)</li> <li>Connections: affiliate; SOI</li> <li>'apprenticeship' period</li> <li>Looking for credibility</li> <li>A revenue stream</li> </ul>	<ul style="list-style-type: none"> <li>'career' commitment</li> <li>What does it mean to be a 'professional'?</li> <li>Investigate business structures and plan; what are the options?</li> <li>Evaluate broker 'fit'</li> <li>Sort out my niche/market</li> </ul>	<ul style="list-style-type: none"> <li>Expand sphere – options</li> <li>Connections beyond team/brand</li> <li>'concept of investment' in an organization, an industry can produce return</li> <li>Leadership brings credibility, ROI</li> <li>New structures can lead to high production</li> </ul>	<ul style="list-style-type: none"> <li>Choice: options/pathways, including retirement</li> <li>Sense of team</li> <li>Reinvention of my business</li> <li>Avoid burnout; re-motivation</li> <li>Passive income sources</li> </ul>	<ul style="list-style-type: none"> <li>'retirement' options (e.g., transition/sell; play other roles, etc.)</li> <li>Financial strategy, preparing</li> <li>Emotional support – who am I? – support to feel a sense of belonging and worth to the community</li> </ul>
<b>Expectations of Women's Council</b> <i>... the value of membership</i>  <i>... the member experience</i>	<ul style="list-style-type: none"> <li>ROI of membership</li> <li>Professional connections/network</li> <li>Referral business/business building opportunities</li> <li>Part of a professional group/ successful people .. that 'I will learn from/absorb'</li> </ul>	<ul style="list-style-type: none"> <li>Guidance, advice</li> <li>Needs beyond what broker and the association can offer</li> <li>Networking with established members</li> <li>One-stop shopping</li> <li>Industry knowledge/market intelligence for better business decisions and support of clients</li> <li>How to sustain a productive business over time</li> </ul>	<ul style="list-style-type: none"> <li>Sharpening skills; giving and receiving referrals</li> <li>A position in the community – showcase my skills/give back; what are the opportunities?</li> <li>Be part of a team and produce results/value</li> <li>Confidence that opinion is valid; I matter</li> </ul>	<ul style="list-style-type: none"> <li>Tools to increase productivity;</li> <li>Strategy for next level of business development</li> <li>Advanced education for a mature business</li> <li>Different streams of income; financial wellness</li> </ul>	<ul style="list-style-type: none"> <li>Maintain a sense of engagement/ being a part of a community</li> <li>Recognized for 'status' in the profession</li> <li>Specific education targeted to business/career stage</li> <li>'don't want to be used, abused or forgotten'</li> </ul>
<b>Preferences</b> <i>... for communication</i>  <i>...for accessing benefits and services</i>  <i>... for engaging in the Council</i>	<ul style="list-style-type: none"> <li>Personal touch/outreach</li> <li>Orientation .. seeks out their story, business goals, dreams</li> <li>TASK: that allows me to meet others, showcase who I am and represent a defined commitment .. help me connect</li> </ul>	<ul style="list-style-type: none"> <li>Time has to relate directly to goals</li> <li>Biggest return for the time to give</li> <li>Variety of methods – targeted information and communication</li> <li>Apprenticeship to mentorship</li> </ul>	<ul style="list-style-type: none"> <li>Leadership opportunities</li> <li>User-friendly; bullets; get my attention</li> <li>service opportunities not just locally</li> <li>wants to be asked, but will jump in if see a need</li> <li>Very selective</li> </ul>	<ul style="list-style-type: none"> <li>Am/could be a mentor</li> <li>In-person camaraderie</li> <li>Different level of mentoring – a coach</li> <li>Membership = an important part of my business</li> </ul>	<ul style="list-style-type: none"> <li>Higher level of coaching</li> <li>Specific connection to a peer/ cohort group that can offer support, shared experience</li> <li>'senior' benefits (a category of member?)</li> </ul>
<b>Assessment of Women's Council Relevance, Current and Gaps</b>	<p><i>Current</i></p> <ul style="list-style-type: none"> <li>New member onboarding system (first year communication plan)</li> <li>Opportunity to form connections (self-initiated), e.g., networking opportunities, etc.</li> </ul> <p><i>Gaps in Relevance</i></p> <ul style="list-style-type: none"> <li>Basic business training</li> <li>Inconsistencies of local network experience</li> <li>Personal touch - engagement</li> </ul>	<p><i>Current</i></p> <ul style="list-style-type: none"> <li>Environment where members are willing to share/support one another</li> <li>Education content – some relevant</li> <li>Networking with established professionals</li> <li>Models of professionalism in real estate and leadership</li> <li>Pathways of leadership in the industry .. 'self-initiated'</li> </ul> <p><i>Gaps in Relevance</i></p> <ul style="list-style-type: none"> <li>Hyper-local focused – inconsistent in local implementation of the model</li> <li>Models of professionalism in leadership/brand experience is inconsistent</li> <li>Not a formal structure for mentorship</li> </ul>	<p><i>Current</i></p> <ul style="list-style-type: none"> <li>Local education</li> <li>Intentional networking</li> <li>Membership = credibility as a leader</li> <li>Leadership opportunities to help position the member</li> <li>Expose them to bigger industry picture</li> </ul> <p><i>Gaps in Relevance</i></p> <ul style="list-style-type: none"> <li>Tend to focus value and engagement in the Council as it relates to leadership opportunities (for the network)</li> <li>After leadership, what's next?</li> <li>Coach only for internal opportunities within the Council</li> </ul>	<p><i>Current</i></p> <ul style="list-style-type: none"> <li>Mastermind models to target information and support</li> <li>Knowledge/experience within the membership</li> <li>Organic mentorship</li> </ul> <p><i>Gaps in Relevance</i></p> <ul style="list-style-type: none"> <li>Lack of relevant programming on options</li> <li>clear ROI to take time to attend</li> <li>train-the-trainer</li> <li>advanced skills, application</li> </ul>	<p><i>Current</i></p> <ul style="list-style-type: none"> <li>NONE!</li> </ul> <p><i>Gaps in Relevance</i></p> <ul style="list-style-type: none"> <li>inconsistent ways to utilize past leadership</li> <li>This area represents ONE BIG GAP!!</li> </ul>