



Cynthia Haruyama

*Executive Director,
Lan Su Chinese Garden*





Delivering on the Mission


*Leading organizations from
failing to a successful path*



A traditional Chinese ink wash painting of a landscape. In the foreground, a person in a white robe is kneeling on a path, looking towards the right. The middle ground is dominated by large, gnarled trees with dense foliage. The background shows more trees and a faint outline of a building. The overall style is minimalist and expressive, typical of traditional Chinese art.

Turnaround Situation

- Business is failing financially
- Trying to forestall bankruptcy
- Get back on road to profitability

A traditional Chinese ink wash painting of a landscape. In the foreground, a person in a white robe is kneeling on a path, looking towards the right. The background is filled with various trees, including a large, gnarled tree with dense foliage on the right and several thinner trees on the left. The style is characteristic of traditional Chinese ink painting, with fine lines and subtle washes of color.

Turnaround management is
not unusual, it's a stage in
development



Four stages of organizational development

1. A compelling vision
2. Turning vision into the initial reality
3. From start up to sustainable
4. Continued adaption as situations change



Lan Su Chinese Garden



Hoyt Arboretum

Both organizations at stage three:
From start up to sustainable






Challenges at Lan Su Chinese Garden

- Transition from visionary to operational skills
- Move from “seat of your pants” mentality to focus on building sustainability



Is Passion Enough?



Passion for the cause is important -- even more important is that you be passionate about being effective in your job.



Organizations find difficulties in moving to stages 3 & 4

- Not enough resources
- Financial woes cause other issues
- Morale often drops in staff and board
- Loss of confidence from donors and volunteers




Stepping in as a turnaround leader



Addressing Critical Issues

- Create an ambitious realistic and truly strategic Strategic Plan
- Develop a healthy organizational culture through creating and living the Strategic Plan



What is a viable Strategic Plan?

- Not a list of aspirational goals
- Finite list of incremental goals with a time frame
- Must clearly advance the organization
- Increments must have timelines
- Accountability for assigned individuals



Living & Breathing the Strategic Plan

- When did you last knowingly accomplish an objective?
- When did you last know a colleague accomplish an objective?
- When was the last time the board was briefed?







Seven Habits of Highly Effective People

<i>Important & urgent</i>	<i>Important but not urgent</i>
<i>Urgent but important</i>	<i>Not urgent & not important</i>



Strategic Plan Reporting

- Monthly report prepared and organized by objectives
- Distributed to board and staff monthly
- Ability to not only report successes but failures



What does healthy organizational culture look like?

Staff and board are all moving together in the
same direction towards the same goals



A healthy organizational
culture creates a good
Strategic Plan and vice versa.

So, how to get there?



The background of the slide is a traditional Chinese ink wash painting. It depicts a landscape with several trees, including a large, gnarled tree on the right and a smaller one on the left. In the lower left, a person is shown sitting on a path, looking towards the right. The painting is rendered in shades of green, brown, and black ink on a light background. In the top left corner, there is a red square seal with Chinese characters.

How I get there

- I start with active focused listening framed by specific questions about SWOT (*strengths, weaknesses, opportunities, threats*)
- I do rigorous financial analysis




What is rigorous financial analysis?

- Clearly understanding the financial realities of your organization
- Stop the dreaming!
- Often the hardest moments
- Creates a basis for reality to move forward



First draft Strategic Plan

- Reflects active listening of staff & board and rigorous financial analysis
- Represents my current best thinking
- Open to staff and board input and knowledge
- Not my vision, I just organize and arrange the input strategically




By creating the Strategic Plan
this way, it begins to become the
plan of the staff and board,
establishing common ownership

A traditional Chinese ink wash painting of a landscape. In the foreground, a person is kneeling on a path, looking towards the right. The middle ground features large, rounded rocks. The background is filled with various trees, including a large, gnarled tree on the left and several pine trees on the right. The style is minimalist and expressive, using varying shades of ink on a light background. A red seal is visible in the top left corner.


Situational Leadership

- Exercised when needed
- Not necessarily from the front
- Must be flexible



Healthy organizational culture
and a viable Strategic Plan
when launched mutually
reinforce each other and
create success.



A traditional Chinese ink wash painting of a landscape. In the foreground, a person in a white robe is kneeling on a path, looking towards the right. The background features large, gnarled trees with dense foliage, rendered in shades of green and brown. The overall style is minimalist and elegant, characteristic of traditional Chinese art.

Success becomes the glue for
the culture and the plan,
creating even more success.



Components of developing a viable Strategic Plan and culture

- Focus on the mission
- Continual and transparent communication
- Constant learning and adjustments
- Rigorous, ongoing financial analysis



Mission Focus

Lan Su Chinese Garden Mission

The mission of Lan Su Chinese Garden is to cultivate an oasis of tranquil beauty and harmony to inspire, engage, and educate our global community in the appreciation of a richly authentic Chinese culture.





Transparent Communication

Active Listening

- Listening for common threads
- Listening for where personal ideas lost traction
- Listening for how internalized is the mission



Transparent Communication

Active listening - understanding resources


- Understanding that there are limited resources
- How many resources are needed
- How to create resources
- Timeline of resources



Transparent Communication

Active listening – Repeating it back

- Making sure your speakers know that you have heard them
- Repeat what you've heard back to them in some form
- Acknowledging the person who said it



Using what you've heard in the Strategic Plan

- Distill what you heard into a first draft
- Try to put things in their proper order
- Understand that the time for some things is not now and finding a place to keep them



Transparent Communication

- Active listening implies dialogue
- Important to present first draft as a draft
- As success mounts, publicly give credit to where the ideas came from
- Document your best thinking as you go along



Constant Learning

- Every strategy is provisional – stick with it only if it works and works now
- Be ready to abandon strategies that don't work
- Be willing to accept calculated risks and occasional failure as the price of experimentation



Constant Learning

- Understand what we think is baseline reality when creating a Strategic Plan sometimes turns out not to be true
- Re-adjust expectations accordingly

The background of the slide is a traditional Chinese ink wash painting. It depicts a landscape with several trees, including a large, gnarled tree on the left and a cluster of smaller trees on the right. In the lower left, a person is shown kneeling on a path, looking towards the right. The painting is rendered in shades of brown and grey on a light background. In the top left corner, there is a red square seal with Chinese characters.

Constant Learning

- Keep an eye and an ear out for partnerships
- Partnerships require elevated active learning to find opportunities for both organizations



Rigorous Financial Analysis

- Math shows us where the problems lie and where the solutions are
- Must understand where money comes from and where we spend it



Rigorous Financial Analysis

- Listen for what people think are successes and failures but look to financial analysis to prove or disprove
- I've often found that presumed revenue generators are in fact expense centers



Rigorous Financial Analysis

- Understanding finances is also an area of constant learning, with more data a clearer view of the facts emerge.
- Financial analysis allows us to track progress



Components of developing a viable Strategic Plan and culture

- Focus on the mission
- Continual and transparent communication
- Constant learning and adjustments
- Rigorous, ongoing financial analysis



Cynthia Haruyama

*Executive Director,
Lan Su Chinese Garden*

