

Tackling Summer for LCPs & EBs





Where are we?

STEP 1: WTF (Where the Fuck) To Begin?

STEP 2: Projects to Focus on and Goal Distribution

📍 **STEP 3: How to lead an LC restructuring**

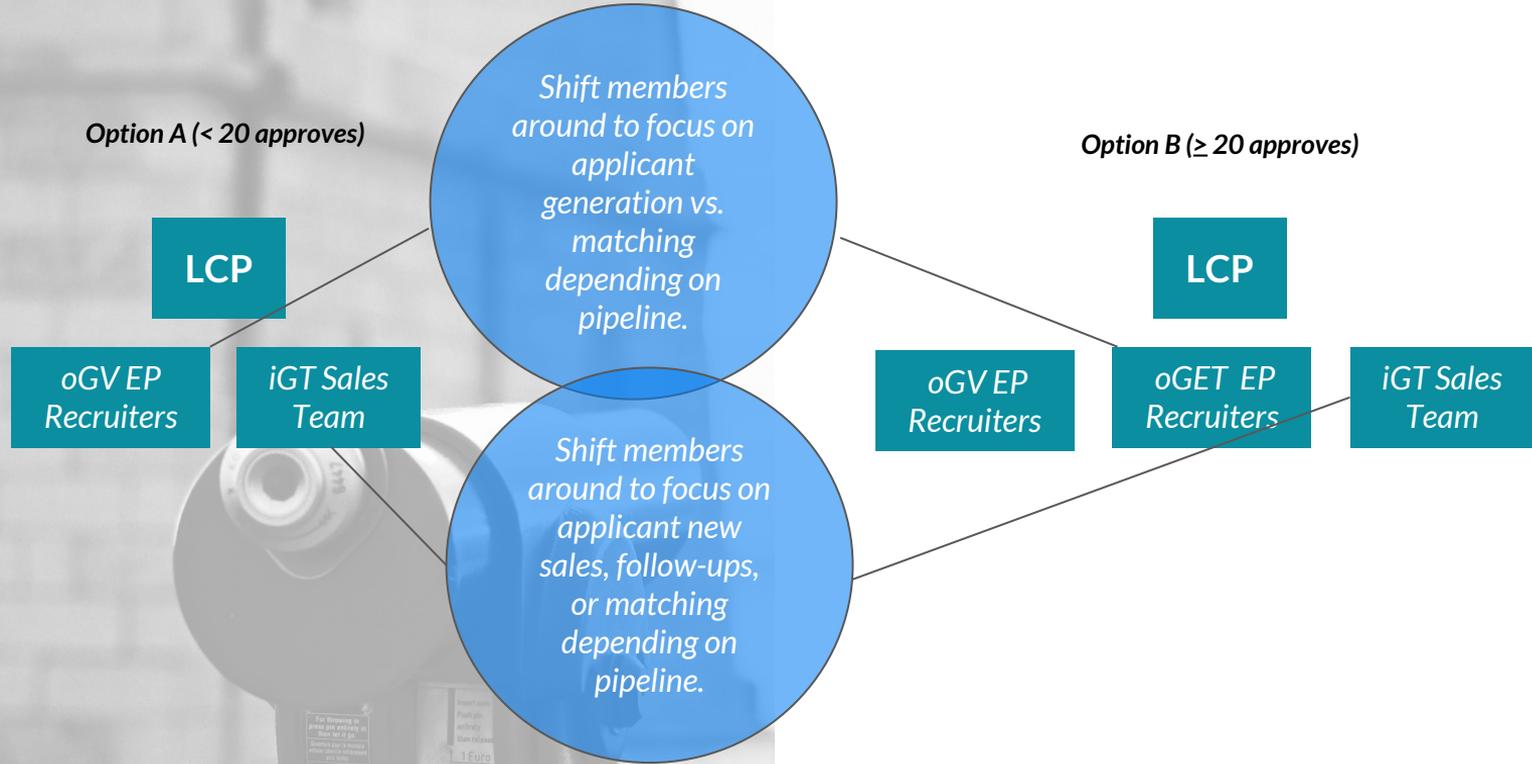
STEP 4: Accountability for Summer Marketers,
Proxies, and Current Members

An aerial photograph of a university campus. In the center, a wide road runs north-south, flanked by lush green trees. Several buildings of varying heights and architectural styles are visible in the background. A prominent building with a tall, dark spire is on the right. The sky is filled with soft, white clouds. A semi-transparent white banner with a brushstroke effect is overlaid across the middle of the image, containing the text "What structure should I shifts towards?".

What structure should I shifts towards?

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Lean Here.



How is this *different*?

LCP

oGV EP
Recruiters

iGT Sales
Team

LCP

oGV EP
Recruiters

oGET EP
Recruiters

iGT Sales
Team

- All members of the LC are managing the customer flow of 1 customer for 1 product
- The LC structure is flattened since a lot of VPs are away/have proxies - so don't be afraid to invite members to touch-points where you'd normally have TLs so they can be more involved and see a different perspective

An aerial photograph of a city street, likely in a university town, showing a mix of brick and modern buildings, lush green trees, and a clear sky with light clouds. A white brushstroke graphic is overlaid across the middle of the image, containing the text.

*How do I move people over when they
don't want to move?*

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Scenario A: Replacing Roles

You want to collapse a support function, but also take your support VP and put them into operations. The original VP of operations was underperforming but doesn't want to be replaced. Your VP of the support function feels unsure about assuming the new role. **What do you do?**

STEP 1

Re-establish JD. *If you are collapsing your support function, inevitably the operational portfolio has to taken on additional tasks. What does this mean for the JD of the VP?*

STEP 2

Outline a selection process that aligns with your decision structures. *Some LCs will simply have the LCP/EB make the decision to move the VP of the support function into operations. Other LCs will prefer to start a formal interview and selection process to be "fair." Do whatever suits your LC.*

STEP 3

Re-onboard the new VP to their new responsibilities. *Whether you keep the same VP of operations but collapse a support function, or insert a new VP of operations from a support portfolio, they are doing a new role. Connect them with the tools (NST coaches, summits, resources) that connect with their new role and knowledge gaps.*

Scenario A: Replacing Roles

Let's use ADKAR to facilitate the conversation.

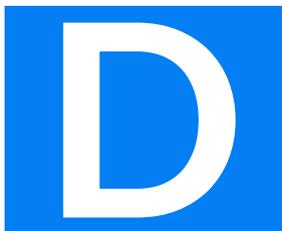


AWARENESS

Current state of the function versus ideal state of the function?

What happens if we fail in this function? What happens if we succeed?

What have other LCs done in this situation?



DESIRE

Based on the current problem we are facing, what are the team's solutions?

What benefits does collapsing a support role have for the LC and for the VPs of these roles?

In what phases and steps would the structure change be completed?

What is the fairest way to make this decision? Should the LCP just move people accordingly or would the EB like to be more involved in a formal process?



KNOWLEDGE

*Now that the structures have changed, some JDs have changed - what are our tasks? ***Present JDs****

*AIIESEC Canada has 5 months worth of experience - what are some GCPs that I can steal? ***Have member talk with other VPs in Canada to get GCPs****

*What is the plan to get up to speed? ***Present on-boarding plan that consists of meetings with NSTs, summit attendance, meetings with other LCs, readings from Resource Hub on function, tasks****



ACTION

*What does success look like in each phase of the structure change? ***Break up the change into phases and attach deliverables/MoS to each stage****

*We'll never be fully ready once we're all moved around - when do we start? ***set expectations on completion date of change and when contribution should be achieved****



REINFORCE

*How are people adjusting? ***host 1:1s/open spaces to talk openly about the team's adjustment****

*How are processes adjusting? ***Compare lead/lag measures before the change versus after and bring conclusions to your EB****

Scenario B: Reluctance to do Operations

You have a bunch of members in your support portfolios that need to start doing operational work. But when you approach them, they don't want to - they say it is not the job description they signed up for, and they intentionally applied to a support function so that they would not have to do cold calls and consultations. **What do you do?**

STEP 1

Re-establish vision & current state vs. ideal state. *If a member is being picky about doing cold-calls, they are there for the wrong reasons and need to get their eyes set on the right reasons. While urgency can be built by going over the current state of the LC, they need to be reminded of the vision to feel inclined to repair the current state.*

STEP 2

Get them to come up with the solution. *Have the members logic it out - if we have 10 members in support roles and 3 members in operational roles, and the LC is about to iGT and OGX Minimum Standards, what would they do as LCP?*

STEP 3

Go through ADKAR. *Sometimes the only pushback to doing operations is a lack of confidence in their ability to excel in this area. So connect them to the resources needed to make them feel prepared!*

Scenario B: Reluctance to do Operations

Let's use ADKAR to facilitate the conversation.



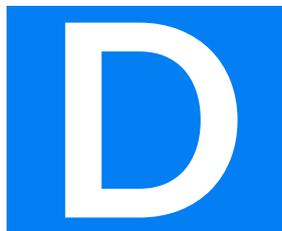
AWARENESS

What is our vision and stance?

What does this mean for our ideal state?

What is our current state in comparison?

*What happens if we succeed?
What happens if we fail?*



DESIRE

What does the current state matter to us? Do we want to change it?

What ideas does the team have on changing it?

Is the team committed to the action plan?

DYK: "Companies like Labatt and DHL have all employees go through sales first before seeking roles in other teams. Let's implement this practice and make a rotation through operations the stepping stone for each member's journey in the organization."



KNOWLEDGE

*Now that I am in operations, what is my job? ***Present JD****

*AIIESEC Canada has 5 months worth of experience - what are some GCPs that I can steal? ***Have member talk with other VPs in Canada to get GCPs****

*What is the plan to get up to speed? ***Present on-boarding plan that consists of meetings with NSTs, summit attendance, meetings with other LCs, readings from Resource Hub on function, tasks****



ACTION

*I'll never be fully ready - when do I start? ***set expectations on time to contribute for lead & lag measures****

*It's so sunny out and I feel lonely and don't want to do this. ***Host campaign/internal competition with other LCs****

*How do I know when I'm successful? ***Host weekly accountability meetings that go over lead and lag measures as well as what to improve for next week - for all summer ops teams****



REINFORCE

*What do I get in the long term? ***host internal opportunity fair about upcoming TL/EB roles and how operational work gives them edge****

*What happens to my role in September? ***Set expectations on minimum work required to continue role in September & become a trainer to other new recruits in operations****

*What is the impact of what I am doing? ***Give shout-outs; have members participate in value delivery activities for interns/EPs****

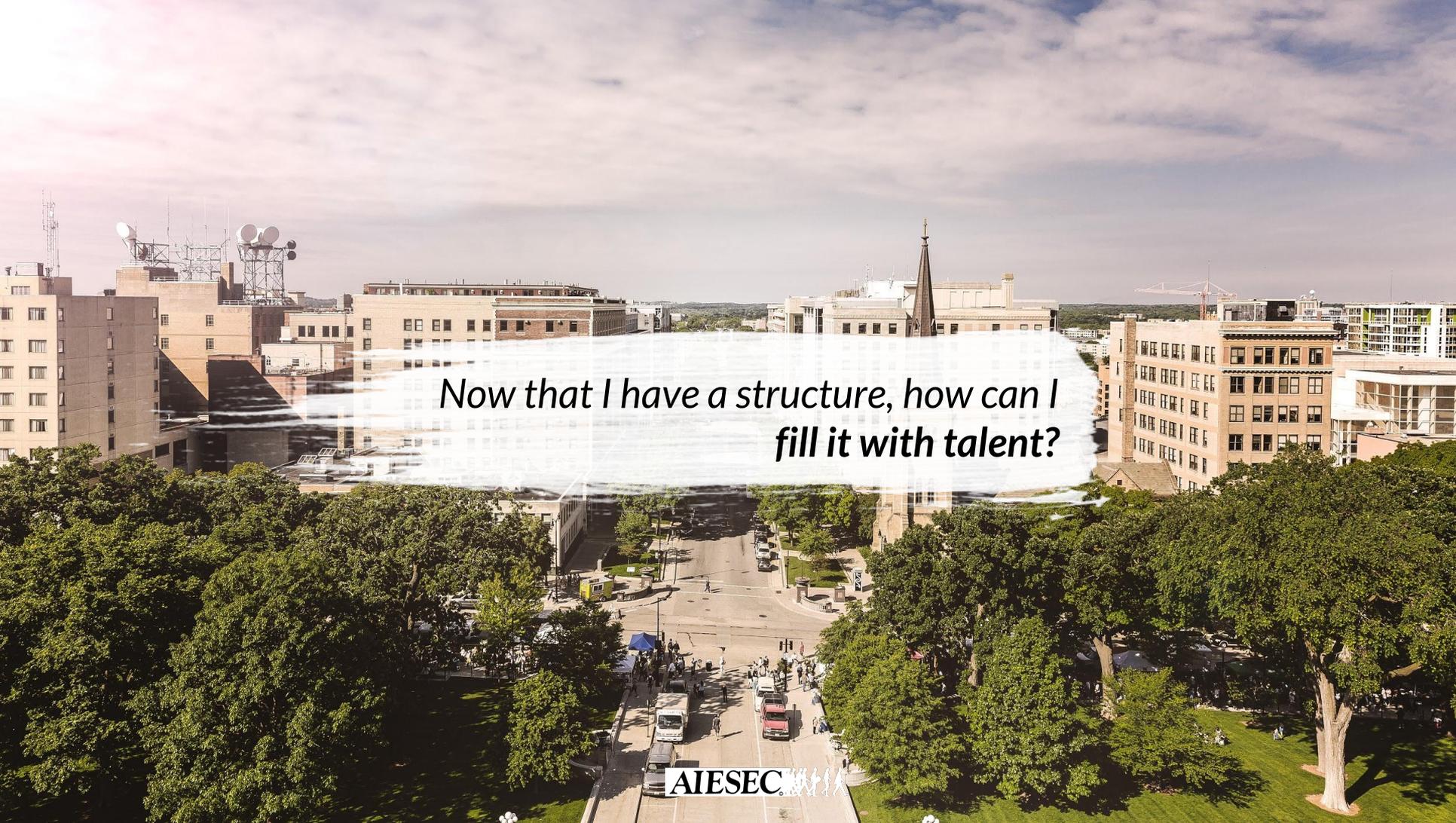


What are the phases of a successful structure change?

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Phases of Structure Change

PHASE	MEDIUM	EXAMPLE	MoS/DELIVERABLES
IDENTIFY ISSUE AND AGREE ON A PLAN	<p>Growth Driver Visit; MC Visit; EB Session; Synergy Portfolio Meeting</p>	<p>Issue identified: broken communications between MarCom and OGV; no leadership pipeline for oGV portfolio. Plan: Collapse MarCom, move VP MarCom into VP oGV.</p>	<ul style="list-style-type: none">• Creation of plan with EB• Activity to involve members involved in co-creation of plan
TEST	<p>Portfolio meeting where you train members on what their future responsibilities will be prior to actually moving them.</p>	<p>Prior to moving MarCom members into GV/GT, train them to specialize their marketing on one of the products.</p>	<ul style="list-style-type: none">• At least one training session to equip members on the skills they would need for their new role
MONITOR	<p>Monitor members/VPs performance as they apply the new skills they learned.</p>	<p>Are MarCom members & VP able to control which types of applicants they bring in? Have conversion rates increased? Why/why not? What should we change/keep?</p>	<ul style="list-style-type: none">• Analysis of customer flow before monitoring phase and after• Targets for lead & lag measures + conversion rates that define a successful structure change for your LC
PIVOT	<p>Members that are re-allocated officially move to a portfolio and are monitored weekly on new KPIs.</p>	<p>MarCom meetings are discontinued. Members separate into oGV/oGT touch-points and are monitored on leads generation activity, applicant generation, and EP touch-points/acceptances.</p>	<ul style="list-style-type: none">• New portfolio hammer tracker representing new KPIs• Increase in all metrics for customer flow

An aerial photograph of a city street, likely in a university town, showing a mix of brick buildings, green trees, and a clear sky with light clouds. A white brushstroke graphic is overlaid across the middle of the image, containing the text.

*Now that I have a structure, how can I
fill it with talent?*

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Scenario A: Can't Find Talent

It's summer, you just lost your Facebook Page, so you don't know how to look for new talent. Your LC is understaffed and you need people for operations. **What do you do?**

STEP 1

Re-look at profile that you need. While you did this in January, your current state has changed - maybe you need a different type of profile to turn around iGT within the span of 1 month to meet your year goals/minimum standards.

STEP 2

Recruit in your network first. Look within the warm contacts and network of yourself and your current members.

STEP 3

*Don't be afraid to source externally. Approach the volunteer/work opportunities portal at your university, other groups/associations on and off campus, and different classes that may have the profile you need. **External recruitment means you will need a strong onboarding plan.***

Strong Onboarding - Mix the Mediums & Make a Checklist !

Resources

iGT Summer Marketer Onboarding Resources

Resource Hub New Member Landing Pages

NC Functional Slides

“Moving Organizations” Library on Resource Hub for Team Management

1:1 Meetings

Meet with a VP from another LC to collect GCPs

Meet with the LCP to talk about long-term direction of LC and the evolution of this product

Meet with an alumni to talk about previous difficulties the LC has faced in this function

Meet with your NST coach for training/tips on being VP

Training

GT Summit in June

Growth Driver Visit

LC2LC Visit to Witness another LC's GCPs in Action

NST virtual training session for VP/team

Personal Goal Setting

Learn by Doing

First day: Fill in year plan and adjust lead/lag measures.

Second day: Log into Salesforce and log some sales meetings/cold-calls/consultations/leads.

Third day: Do some research on external relevance of product within the city. Research prospects/places to find leads.

Fourth day: Training on how to reach out to leads/prospects. Research companies/classrooms/groups to approach for meetings & consultations.

Fifth day: Make your first cold-calls/do first leads generation activities.

Sixth day: Set goal and plan for hitting first approve/raise in the first month.

An aerial photograph of a city street, likely in a university town, showing a mix of brick and modern buildings, lush green trees lining the sidewalks, and a few cars on the road. A white brushstroke graphic is overlaid across the center of the image, containing the text.

Now that I have my talent, how can I incentivize them?

Option A: Monetary incentivization

ASSUMPTION: LC calculated that they are able to invest 25% of program revenue.

oGV/oGT		iGT	
Consultations	20	Calls	40
Applicants	4	Meetings	20
Approves	\$50 per approve	Raise	\$180 per raise, <u>disbursed when account is MATCHED</u>

STEP 1: Assess your current financial state. How much revenues do you need to keep from programs and how much can you invest?

STEP 2: Assign a certain monetary award for every approve/raise, and recommend the number of consultations/calls/meetings to get there.

STEP 3: Allocate amounts accordingly to each lead and lag measure OR just allocate 1 amount for the lag measures.

See the example on the right.

Option B: Incentivization through Network & Achievement



STEP 1: Explain the opportunity! Growth Drivers are able to conduct operational visits across Canada and be in the trenches with different teams. They get subsidized for all costs of the visit. In addition to meeting other AIESECers across the country and being with the network, they will be able to create an impact on another LC.

STEP 2: Set expectations on work required to get there. To be a growth driver, an AIESECer needs to approve at least 1 exchange in any product. You can set a higher benchmark to align with your LC goals for the summer.

STEP 3: Once you have members that have met the criteria, send an email to the MCVP LCD to nominate them and we can certify them online so they can start their first visit!

You have the chance to
transform. **Will you take it?**

