



GFWC LEADERSHIP

ADVANCEMENT GUIDE

 Visit www.GFWC.org/ClubManual for updates and more information.

PLANNING FOR LEADERSHIP SUCCESS!

The GFWC Leadership Advancement Guide contains valuable information, including practical ideas and resources to assist clubs in developing leadership skills in their members. Bottom-up or top-down, leadership involves taking risks, being innovative, and promoting new directions. While some may talk about being born leaders, most of us can learn how to be a strong leader. Club, district, state, and national volunteers can become leaders by developing a clear and compelling vision for what one wants to become; establishing attainable goals; providing—and being provided—with encouragement and appreciation; behaving with an entrepreneurial spirit; and pursuing training and education. We compiled this Leadership Advancement Guide as a tool to assist you with the most frequently requested tools and information. To peruse the complete *Leadership Advancement Guide*, go to **www.GFWC.org/ClubManual**.

The 2014-2016 GFWC Leadership Committee are experienced and have a diverse and comprehensive background. We are dedicated to GFWC and look forward to developing strong leaders through our partnership. The vision we cast as leaders while engaging our members will ensure even greater impact by our GFWC clubs. We can make a BIG difference while changing lives forever! That is the powerful opportunity we have in leadership.

Good leaders, and those who are new to a leadership position and want to be successful, will give deliberate attention to planning and preparation ahead of time. Almost as soon as one accepts the prospect of leadership, it is imperative to begin! Start to reflect on the current reality in the organization. Consider the level of expertise in the leadership of the officers, chairmen, and members. Contemplate the real needs for growth in this area. Think about what you can do to make a tangible difference in the growth and development of leadership.

Many organizations experience problems in finding members who are willing to step forward and accept the responsibilities of leadership positions. Some leave it up to luck, and often find that they come up short. So, what is it that keeps so many from taking the challenge and opportunities in leadership? Too frequently, members feel less than competent and not at all prepared to take on the tasks. Perhaps they have seen others try and fail because of lack of preparation or support.

It is important for leaders to be aware of the challenges involved in identifying and developing prospective leaders and develop an action plan to ensure strong, competent leadership for the future. Most often, people will be more likely to accept leadership positions if they have a good idea of what is expected and know that you, as the leader, will nurture and support them along the journey. The leader—whether it is the president, director, or chairman—may consider the following strategies for growing new leaders:

- Consider officers and their responsibilities and prepare a detailed handout for each. Hold a planning team meeting for the new officers, share the responsibilities for each office, discuss the current status of activities, and develop a preliminary plan for future projects. By engaging these leaders in understanding their duties and in developing plans, you will help build their understanding and skills.



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- Identify the various chairmen who are needed to accomplish the work to be done and prepare some basic expectations and guidelines for them. To help them develop skills, conduct a similar meeting as mentioned above, during which guidelines are shared and preliminary plans are discussed.
- From time to time, pull members together to reflect on progress and needs, and consider necessary next steps.
- Conduct mini-leadership presentations to help members gain a better understanding and develop new skills.
- Step back and allow the new leaders to work and grow. While mistakes may be made, if you nurture your new leaders as they find their way, they will grow in skill and confidence.

POTENTIAL CLUB LEADERS

Club Member. She is not an officer, but will accept responsibility and take initiative. She motivates others by her enthusiasm and may recognize that her interests lie in planning and implementing projects. She may have been a member for a while, but she is creative and energetic doing her job.

Former Club Officer. She has served the club in several positions, and may presently serve on your district or State board of directors. She is the voice of experience who knows members and their skills. Seek her input, as she can offer valuable suggestions. She should be given opportunities to continue her service.

Current Club Officer. She has accepted responsibilities that require attendance at additional meetings and good organizational skills. The club members have voiced their confidence by electing her. She should learn her job to do it well. She will ask questions when she is unsure, and will seek the advice of respected mentors.

New Member. She has only been a member for a short time, but she is eager to become involved. She may not volunteer, but she may accept responsibility when asked by a club leader. She has no preconceived ideas of how things are usually done, so she may require assistance along the way. She may be a much-needed breath of fresh air!

As the leader it is essential that you equip your officers and committee chairmen to function effectively. Together you will help your club make a real difference in your community. To do that, regular training will be very helpful to ensure that they handle their duties and are growing in their leadership capacity. Basic procedures for officers and their responsibilities are provided here as a guide. Reviewing and discussing the guidelines for the various officers, and brainstorming ways that your leadership team can grow beyond expectations, will help to build strong leadership.

PRESIDENT

The president:

1. Presides at all meetings and uses a written agenda to maintain focus.
2. Must have basic knowledge of parliamentary procedures and how to maintain order.
3. Arrives at the meeting location ahead of time to be sure everything is ready.
4. Calls meetings to order on time and identifies if a quorum is present.
5. Announces the business before the assembly in the order it is to be acted upon.
6. Recognizes members entitled to the floor.
 - When two people try to obtain the floor at the same time, preference is given to the one who has not previously spoken.
 - The president should alternate from those who oppose and those who are in favor of the motion.



WHAT CAN YOU DO TO BUILD LEADERSHIP?

- Encourage new members to join in activities. Let their fresh ideas help with planning.
- Incorporate reports on Federation activities at club meetings to connect with other GFWC clubs.
- Take advantage of our diversity. Each individual member brings unique skills to the club.
- Mentor new leaders. Support them with suggestions. Encourage participation in all GFWC activities. Travel with them and help with expenses. Give them GFWC resource materials. This is investment that will pay off!
- Share the work. It is easier if members join in planning meetings, participating in projects, or writing reports.
- Be generous in showing your appreciation.

7. Makes parliamentary decisions and rulings based on the rules and adopted parliamentary authority. Advice may be sought of the parliamentarian, but the decision is that of the president.
8. Does not use the personal pronoun, but refers to herself as "The Chair" while presiding. Additionally, she does not refer to "my Board".
9. Reports in third person, using "This officer" and "Your president" instead of the personal pronoun.
10. Votes as any other member in a ballot vote, may vote to break a tie in a voice vote, and cannot break a tie in a ballot vote.
11. Leaves the Chair to debate. She never debates from the Chair. She will not resume the Chair until after the vote is taken.
12. Should be firm, competent, tactful, and fair. Being neutral from the Chair on controversial matters will allow for thorough discussion on motions.
13. Does not "turn the meeting over" to anyone, but rather announces that the program, etc., will be presented by the person whom she names.
14. Performs all duties specified in the organization's bylaws and/or standing rules.
15. Represents the organization at district, state, region, and national meetings.
16. Prepares a procedures book to share with her successor and leads other leaders to do the same.

VICE PRESIDENT

The vice president is a vital leader to any organization as the leader who serves just below the president. This leader should be well rounded in her understanding of the plan of action and projects. In addition to other responsibilities, she:

1. Presides at all meetings in the absence or inability of the president to serve, in addition to the time the president may leave the Chair to debate a topic.
2. Assumes duties as outlined in the organization's rules, such as, but not limited to, membership chairman, program chairman, or dean of chairmen.

SECRETARY

The secretary records the minutes of the club meetings and presents them for approval. Minutes should include:

1. Name of the Organization
2. Kind of Meeting. Note whether it is regular, annual, or special, or a committee or Board meeting.
3. Date of the meeting and location if the club does not have a regular meeting place.
4. Whether the president and secretary are present or their substitutes.
5. Whether the minutes of the previous meeting were approved by a committee or at the meeting.
6. Information from the treasurer's report: balance on hand at the last report, total receipts since that date, total disbursements since the last date, and the current balance on hand.
7. Only the highlights of reports given orally. If written reports are received, record which were received and that a copy is attached to the minutes.
8. Contain only a record of what is done and not what is said. Do not include personal comments, complimentary or otherwise.
9. All main motions that are not withdrawn should be noted. Indicate whether they were adopted or lost. Include the county when votes are counted. A vote by general consent must be recorded.
10. All Points of Order and Appeals are included whether sustained or lost.
11. All other motions that were not lost or withdrawn are noted.
12. Name of the person making the motion, but not the name of the person seconding the motion.
13. When an election takes place, include a full report of all votes cast as shown by the teller's report.
14. Names of new members and those who resign or forfeit membership.
15. Time of adjournment.
16. The minutes are signed: "Jane Doe, Secretary" and never "Respectfully Submitted."
17. Corrections should be inserted in the margin with a carefully drawn line around or through the subject corrected.

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18. After the minutes are approved, write the word "Approved" together with the date and secretary's signature at the bottom of the page.

TREASURER

The treasurer has custody of all money that is maintained in a bank account in the club name. Additionally, she collects dues, pays out funds upon approval by the club or budget, keeps itemized accounts, prepares the treasurer's report for business meetings and an annual budget, and any other duties as listed in the bylaws or standing rules. The treasurer must maintain up-to-date records and balance the financial records each month with the bank statement.

SAMPLE TREASURER'S REPORT

The treasurer's report will include balance on hand on the date of the last report, receipts, disbursements, and balance on hand to date and is presented at each meeting. No action is taken on the report, but it is filed for audit.

GFWC Anywhere Club - July 1, 2014			
Balance on hand, June 30, 2014			\$430.00
Receipts	Dues (15)	\$450.00	
	Bake Sale	\$145.00	
	Show Tickets	\$500.00	
Total Receipts		\$1095.00	\$1525.00
Disbursements	GFWC/State Dues (15)	\$330.00	
	Yearbook Printing	\$150.00	
	Scholarship	\$200.00	
Total Disbursements		\$680.00	
Balance on Hand, July 1, 2014			\$845.00

Organization Budget

The bylaws or standing rules should provide for a budget to be prepared and presented for consideration usually at the beginning of the year. Every organization should adopt a budget. The treasurer is usually a member of the committee if a budget committee is required.

A budget is simply an estimate of income and expenses for a specified period of time and reflects the amount of money that the organization is willing to spend on specific items. The treasurer is generally authorized to expend money up to the amount identified in the budget upon the authorization of the president. It is the treasurer's responsibility to make sure that the expenditures do not go over the budgeted amount.

The anticipated expenses should not exceed the anticipated revenue plus the balance at the beginning of the cycle. When the balance plus the income are totaled, they should be the same amount as the expenditures.

The chairman of the Budget Committee or the Treasurer, if there is no budget committee, presents the budget and moves that the proposed budget be adopted. At this point, amendments can be made and discussion held, prior to the consideration of the final budget as proposed or amended.

The budget authorizes various items of expenditures, but does not relieve the treasurer of responsibility for money in her possession, until detailed vouchers or bills have been authorized for payment.

CONDUCTING A REGULAR BUSINESS MEETING

When preparing to conduct the club's regular meeting, the president should create an agenda for herself and the secretary. If the president is new, inexperienced, or insecure, preparing a more detailed agenda is invaluable in conducting a successful meeting. It provides the support needed for the president to lead well, and members have a great sense of accomplishment from participating in a well-planned meeting. A simple meeting agenda should be prepared for the members and distributed at the opening of the meeting.

The following basic agenda provides a good starting point. Other items of business or reports may be included as necessary.

Call to Order by the President. At the appointed time, the president makes one rap of the gavel.

President: "The meeting will come to order."

Opening Ceremonies. This could be a simple prayer or invocation prior to reciting the Pledge of Allegiance to the Flag of the United States of America. Roll Call is optional, but if it is a club custom, the secretary should call the roll. The president declares whether a quorum is present or not.

Reading of the Minutes of the Previous Meeting.

President: "The secretary will read the minutes of the last meeting."

The secretary reads the minutes.

President: "Are there corrections to the minutes?" (Pause)
"They are approved as read (or as corrected)."

Note: Do not ask for corrections or additions, as additions are corrections.

Correspondence. The secretary or corresponding secretary, if there is one, reads the correspondence. Action on matters of correspondence is generally considered in new business.

Reports of Officers. If officers have special assignments or tasks, they would generally report on those matters in the order as listed in the bylaws.

Treasurer's Report.

President: "The treasurer will give the treasurer's report."
(Treasurer reads report) President: "Are there any questions?"
(Pause) "The treasurer's report is filed for audit."

Recommendations of the Board of Directors or Executive Committee. The secretary reads the recommendations and action is usually taken either at this point or in new business. A second is not needed as the recommendations come from a group.

Reports of Standing Committees. The Chair calls upon them in the order in which they are listed in the club bylaws. No action is taken unless a recommendation is made.

Reports of Special Committees. The Chair calls upon them in the order in which they were appointed. These committees were appointed to do a specific job and are automatically dissolved when the work is finished and the final report is given.

Unfinished Business. The minutes of the previous meeting show if there is business postponed by a motion or left unfinished. The Chair never asks if there is unfinished business. She should know.

New Business. This is business that has not yet been discussed. It is introduced by correspondence, recommendation, the Chair, or any member. A motion should be made to bring the matter before the organization for discussion.

Announcements.

Program. The president or program chairman may present the program. The president never "turns the meeting over" to anyone but rather announces the chairman who, in turn, presents the program. The president thanks the speaker.

Adjournment.

President: "Is there any further business to come before us?" (Pause) "If not, we are adjourned."
Adjournment may be made by a motion, which is not debatable.



CHAIRMEN AND COMMITTEES

Committees provide excellent entry-level leadership roles, whether a member serves as a committee chairman or member. As the organization leader, you should provide opportunities on committees for newer members who demonstrate leadership potential or for members who have not yet served in a leadership role. Engage them in some capacity on a committee that seems to fit their knowledge, interest, and skills. Support their leadership development by establishing some shared expectations, goals, and a basic project plan. Consider these possibilities for easing the more reluctant leader into a committee service role:

1. Have a conversation to help the person know the opportunity.
2. Talk about a few goals and how you will support the person.
3. For the very reluctant, consider having a mentor for the new leader or perhaps a co-chairman. Either provides a sense of security that the person is not working alone.
4. Check in from time to time to see how the committee's work is progressing and how you might assist.

USING PERSONALITY STYLES TO NURTURE THE LEADER IN YOU

Leadership involves influencing people to cooperate, to reach a decision or consensus, and to conquer their self-doubt. Understanding how to influence people ensures greater development of a strong leader.

People are influenced and motivated differently. Have you ever wondered why you can say one thing to one person, and get a certain response, then say exactly the same thing to another person, and get a different response? The basic reason for miscommunication is due to different personality styles, and each has a different way of thinking, working, and focus. Having identified your strengths and behavioral tendencies, you can improve your leadership skills and ability to influence others to bring about a desired outcome. Considering other's personality style helps you to understand them and more effectively engage them in your organization.

HOW TO CONDUCT A PERSONALITY STYLE INVENTORY

To get a better idea of your personality style, consider the following inventory. Each line below lists two contrasting traits. Your task is to spread seven points between the two statements on each line to reflect the balance of how each describes you. Points may be spread in any way you wish including the use of half points, but both sides together must add up to seven for the line. Give high points to the choices that describe you well and lower points that least describe your tendencies. For example, people who see themselves as quick in the way they handle things may fill out the first line like this:

Likes a fast pace	5	or	Prefers a slower, more deliberate pace	2
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Section 1

A		-OR-	B	
Likes a fast pace		or	Prefers a slower, more deliberate pace	
Energetic involvement		or	Relaxed involvement	
Emphasis on action		or	Emphasis on planning and thinking	
Influences people		or	Prefers to 'live and let live'	
Likes competitive activities		or	Prefers casual, cooperative activities	
Meets problems head on		or	Lets things work themselves out	
Tends to be impatient		or	Shows a good deal of patience	
Expresses opinions openly		or	Keeps opinions to themselves	
TOTAL FOR COLUMN A			TOTAL FOR COLUMN B	

Section 2

C		-OR-	D	
Mild enjoyment of social events		or	High enjoyment of social events	
Most concerned about facts		or	Most concerned about others' feelings	
Controls emotions		or	Expresses emotions	
Takes independent action		or	Prefers team activities	
Rational decision maker		or	Intuitive decision maker	
Conversations focus on tasks		or	Conversations focus on people	
Accomplishment is a high priority		or	Emotional satisfaction is a high priority	
High expectations for self and others		or	Easy going attitude with self and others	
TOTAL FOR COLUMN C			TOTAL FOR COLUMN D	

THE FOUR BASIC STYLES

Now that you have completed the inventory, combine your highest score, either A or B, from the top section, with your highest score, either C or D, from the bottom section. This combination will represent your "Style" in the list below. Are you a DIRECTOR, an INFLUENCER, a PERFECTIONIST, or a STABILIZER?

**A & C
DIRECTOR**

Achievement and goal-oriented; exerts strong influence in getting things done; assertive in expression of ideas; prefers being in charge; has strong opinions; bottom-line oriented; takes risks.

- Common strengths: determined, requiring, thorough, decisive, efficient, gets results, direct, takes charge, gets it done, "results" people
- Potential excesses: likes to be in control, would rather do it herself, may seem insensitive in order to get to the end result, impatient, plays by the rules

**A & D
INFLUENCER**

Expresses opinions and emotions easily; active and moves at a lively pace; prefers strong interaction with people; usually has many interests.

- Common strengths: personable, stimulating, enthusiastic, dramatic, inspiring, innovative, expresses easily, cheerleaders, "people" people
- Potential excesses: opinionated, excitable, waits to the last minute, exaggerates

**B & C
PERFECTIONIST**

Likes things to be well-organized and thought out; prefers specific projects and activities that can be systematically worked on; enjoys putting structure to ideas; thorough and careful about details.

- Common strengths: industrious, persistent, serious, vigilant, orderly, rational, methodical, factual, thorough, process oriented, linear, make good accountants, "numbers" people
- Potential excesses: indecisive, picky, cold, withdrawn, data-bound, uncommunicative, critical, needy

**B & D
STABILIZER**

High concern for good relationship; likes being part of cordial and friendly groups; seeks stability and predictability; stays out of the limelight; wants to be part of larger picture.

- Common strengths: cooperative, supportive, friendly, willing, dependable, personable, sincere, helpful, makes the best facilitators, usually behind the scenes, "feelings" people
- Potential excesses: conforming, hesitant, sometimes unable to make up her mind, introverted, quiet

IMPORTANT NOTES TO REMEMBER

Most people have one style with which they are comfortable and exhibit a majority of the time, and a secondary or "back up" style. But, circumstances affect the style exhibited, and thus can move from one to another.

Once strengths and behavioral tendencies are identified, the following tips can improve your effectiveness and that of your club.

CAPITALIZE

Use what was gained from reviewing personality strengths to help guide you in the types of projects and leadership positions you accept as well as how your members are engaged. Directors and Influencers are great leaders in times of change and growth. Stabilizers and Perfectionists provide a needed supportive foundation and are great in undertaking a new project.

AUGMENT

When you do not possess the required skills for the situation, seek out individuals with those natural skills and add them to your team. Use your personality to help others when they feel inept at a particular project.

MODIFY OR ADAPT

You can try to learn or acquire the behavior that is appropriate for the situation, although this may be difficult or even impossible to achieve. Be careful, it can also be time and energy consuming.

BLEND

Often the best approach is to integrate individuals with different behavioral patterns so that each can maximize skills for the good of the group. By taking advantage of natural compatibilities, the club can increase overall efficiency and improve results. An ideal project will embrace all four personality types. The Director will facilitate the group's work and keep it on track. The Influencer will serve as a liaison to other groups with whom the team interacts to get them involved and gather input. The Stabilizer will organize the Influencer's notes into a guide and have it ready for the next report. The Perfectionist will use the guide to write a year-end report and also so it can be used again.

To achieve success it is important to identify our individual strengths and those of others. We must develop an appreciation of one another's unique value and consciously and continuously take advantage of our strengths and minimize the effects of our weaknesses.

One key to being a successful leader is understanding yourself and others, and adapting your behavior as the situation warrants.

"To help others become something that they could never on their own become, is putting value into that other person."

Unknown

POWERFUL PRESENTATION SKILLS

Studies show that our number one fear is the fear of public speaking. Anyone can build the skills to be a good speaker by planning, rehearsing, and delivering with flair.

DESIGNING A PRESENTATION

- **Identify your focus.** Be clear on the purpose of the speech. Know your audience and have a clear goal.
- **Research your topic.** Collect and confirm information making sure you have all the facts you need to present and support your presentation.
- **Organize your presentation.** Consider the main parts:
 - *Introduction:* Get the audience's attention focused by asking a question, giving a startling statistic, sharing a relevant anecdote, or providing a teaser for what is ahead. (5-10%)
 - *Body:* Consider several points to emphasize, making sure they are relevant and in good order. Use personal stories, humorous anecdotes, appropriate words, and body language to help create vivid images. (70-80%)
 - *Conclusion:* End your presentation with a strong message. (5-10%)
- Review and rework the content, checking for interest, strength, and good transitions until it is solid.
- Head the paper with your name, presentation title, event or group name, date, and location.
- Type the speech using an extra large font size, wide margins, and double spacing between lines and triple space between paragraphs. Number pages and place them in a binder for easy reading.

REHEARSING AND DELIVERING A PRESENTATION

Good speakers do not just write and read, or memorize the speech. They know their topic. They make notes, using key words to remind them of key points. When giving a brief, strictly timed speech, you must write out a script to be sure you stay within your time limit. Choose your words carefully to minimize their use while maximizing the impact of your main points. Write and rework the presentation to delete words that do not add to the meaning.

Delivery Guidelines

- Arrive early to check the set-up and make sure all equipment, including microphones, projectors, and screens are in place and good working order.
- Have a glass of water next to you.
- Start promptly. Use a small clock or timer and end on time.
- Make eye contact with the audience. Look up from notes every five to 10 seconds to connect and smile!
- Speak louder and a bit slower than normal. Speak with expression and emphasis through voice and facial expressions.
- Stand with your feet shoulder-width apart while keeping your hands relatively still.

Handling Questions With Confidence

Decide if, and when, you will take questions from the audience. To handle questions with authority:

- Consider in advances possible questions and responses, especially challenging ones. Rehearse with a partner. Smile and calmly respond with a positive answer.
- Explain at what point during the presentation questions will be taken and how individuals will be recognized. Point out the microphone to be used.
- Maintain control of the questioning. Formally recognize the questioner before he/she speaks, and limit the number of questions. Allow only one person to speak at a time.

- When listening to the question, look at the person posing the question. Paraphrase the question for the audience. If a question is pertinent to one person, answer in a manner that provides information to everyone, if possible, and maintain good eye contact with the audience.
- If questions are slow to begin, kick-start the question period with a frequently asked question and then answer the question.
- If uncertain of the answer to a question, offer to take the person's information and get back to the person.
- If a person strongly disagrees with you and refuses to stop talking, thank the person for his/her opinion, noting that there are different schools of thought on the issue and emphasizing the need to allow time for others to ask questions or express their opinions.
- Avoid repeating, "Thank you; that's a good question" after every question, as it seems insincere. Be as thoughtful as possible in your responses.
- Close out the questions and finish your presentation with a powerful closing statement that will resonate with the audience and reinforce your message.

USING TECHNOLOGY AND EQUIPMENT

Tips for PowerPoint Presentations.

- Stand on the left side as the audience sees you. Stand away from the computer and use a remote mouse, when possible.
- Turn off the computer screen saver. Adjust the energy saver so that your computer will not shut down before or during your presentation.
- Learn how to use the switch (often a function key) that toggles your laptop and projector screens on. Keep colors, graphics, and special effects simple. Test your slides for size and readability.
- Be prepared with backup files, an extra power source, and spare batteries for your remote mouse.

TIME MANAGEMENT FOR CLUB MEMBERS

STEPS TO EFFECTIVE TIME MANAGEMENT

Analyze

- Analyze your time management issues. Are you setting realistic deadlines for completing projects?
- Are you the right person for all the tasks you are handling? Delegate when possible or necessary.
- Is your workspace too cluttered to be efficient? Aim to handle a piece of paper only once.

Organize

- Make a list of specific projects or tasks to be completed and include deadlines.
- Organize work according to your personal time schedule. If you don't accomplish everything on your list, add the uncompleted tasks to your next list and focus.
- Ask yourself, "What would happen if I never did this?" If the answer is, "Nothing," strike it from your list.

Prioritize

- Put tasks in order of importance.
- Keep due dates in mind, commitments made, and whether or not these tasks involve other people.
- Handle email and calls in batches. If possible, set aside specific times to respond to email and return calls.

Schedule

- Take the list and begin to work your "things to do" into your schedule.
- If a prioritized task or job seems too big to accomplish, break it into smaller parts.
- Be realistic, and check if you can really accomplish the task.
- Don't plan every minute of your day. Leave time for unexpected activities.

Calendar

- Maintain a calendar that highlights important club, district, State Federation, and GFWC dates. Pages from this calendar can also be shared with your successor.

DELEGATING AND SHAPING NEW LEADERS

Sharing responsibilities keeps members interested and enthusiastic about your club. You might be reluctant to delegate because you want to make sure the job is done "right." However, your way is generally only one of a variety of ways that a job can be done well. If club members are not asked to take on responsibility, they may feel unimportant and become apathetic.

Reasons to Delegate

When a leader delegates responsibilities, members:

- Become more enthusiastic, involved, and dedicated
- Share tasks, allowing the club to undertake more projects and activities
- Can complete club projects in a time-efficient manner
- Develop skills and experiences that allow them to step into club leadership roles
- Grow a club that runs smoothly and effectively

Benefits to Leaders

- Not being spread too thin and “burning out”
- Gaining satisfaction from watching members grow and develop
- Acquiring more experience in executive and administrative functions

Ways to Delegate

After thoroughly explaining the requirements and deadlines:

- Ask for volunteers by a show of hands or sign-up sheet.
- Appoint or suggest someone for the task. This shows confidence in her ability and potential.
- Assign the task through a committee to take the pressure of the individual or new leader.

Guidelines for Effective Delegation

- Support members by sharing resources, information, knowledge, and plans with them. Delegate meaningful segments or portion of tasks.
- Discuss the assigned task and mutually set goals and objectives. Clearly define the responsibilities, expectations, and bounds of authority for each delegated task. Emphasize the end goal, rather than the steps to encourage creativity and innovation, while retaining focus.
- Give accurate, honest, and tactful feedback to encourage growth.

Really delegate! As a leader, it can be hard to let go because you like being the doer, but let your appointees do their assigned jobs.

CONFLICT RESOLUTION SKILLS

Active Listening. To be effective, you must actively listen to members. Listening is more than just hearing; it is the active pursuit of understanding what the other person is saying and feeling. It allows a leader to understand what messages the members are sending, and is the foundation for returning feedback effectively. Remember:

- Have a clear intention to understand the other person’s position.
- Acknowledge the other person’s feelings without judgment or reservation.
- Display the proper attitude with open body language. Make eye contact and listen.
- Keep a consistent tone no matter how confrontational the person to whom you are listening may get.
- Don’t plan what you are going to say or think about your reaction while the other person is talking.
- Don’t interrupt and try to read the nonverbal signals of the other person.
- Ask open-ended questions and paraphrase content and feelings to show that you are actively listening.

Active Communication. Active listening and communication skills are essential for heading off conflict before it starts. However, some conflict is inevitable. If conflict in your club becomes unmanageable, try contacting your district or state leadership chairman or state parliamentarian, who may be trained to resolve conflict. If your club needs additional support, GFWC has appointed a team of experienced and trained volunteers to provide confidential assistance in resolving conflict. Contact the Senior Director of Membership and the WHRC to request information on the GFWC Facilitators program at 1-800-443-GFWC (4392) ext. 139.

Conflict is a normal part of any healthy relationship. After all, two people can’t be expected to agree on everything, all the time. Learning how to deal with conflict – rather than avoiding it – is crucial. When conflict is mismanaged, it can cause great harm to a relationship, but when handled in a respectful, positive way, conflict provides an opportunity to strengthen the bond between two people. By learning some skills for conflict resolution, you can keep your personal and volunteer relationships strong and growing.

CONFLICT RESOLUTION RULES

1. Agree to resolve the conflict.
2. Take turns talking and do not interrupt.
3. No name calling.
4. Be truthful about what is bothering you and state it clearly.
5. Listen to the other person, and be sure you understand, how they understand the problem.

Make sure that good relationships are the first priority: As far as possible, make sure that you treat the other calmly and that you try to build mutual respect. Do your best to be courteous to one-another and remain constructive under pressure.

Keep people and problems separate: Recognize that in many cases the other person is not just "being difficult" - real and valid differences can lie behind conflictive positions. By separating the problem from the person, real issues can be debated without damaging your volunteer relationships.

GFWC LEADS

The GFWC Leadership, Education, And Development Seminar identifies GFWC members at the local level who have the potential and desire to assume leadership positions in their State Federations and/or GFWC on the national level. Participation in GFWC LEADS can help up-and-coming leaders gain the capabilities, confidence, and commitment necessary to pursue and achieve higher offices and serve with distinction.

GFWC LEADS is held annually each June on the day before the official opening of the GFWC Annual Convention. The program may include the following:

- Program: conflict resolution, mediation, public speaking, time management, parliamentary procedure
- Explanation of GFWC resources, materials, and assistance.
- Discussions on GFWC policies and parliamentary procedure
- Tips and techniques for pursuing leadership opportunities

One attendee from each State Federation is eligible to participate in the annual GFWC LEADS program. GFWC demonstrates its commitment to training leaders by funding a portion of the candidates' expenses. In addition, State Federations may also offer to fund a portion of expenses. LEADS candidates are asked to be responsible for a portion of expenses as an affirmation of their personal commitment to their leadership development and training.

**AVOIDING CLUB CONFLICT**

No matter how skillful and talented a leadership team may be, there will always be some conflict. The key to successfully resolving conflict is identifying it and determining its underlying causes as soon as possible. The key to preventing conflict is consistent, open communication. Typical warning signs of conflict include chronic complaining, failure to contribute, unnecessary competitiveness, undermining other people, decreased participation, and loss of membership.

Typical Warning Signs of Conflict

- Chronic complaining
- Increased stress
- Failure to contribute
- Unnecessary competitiveness
- Undermining other people's position
- Significant change in activity/participation level including loss of membership

CONFLICT 101

- A conflict is more than just a disagreement. It is a situation in which one or both parties perceive a threat (whether or not the threat is real).
- Conflicts continue to fester when ignored. Because conflicts involve perceived threats to our well-being and survival, they stay with us until we face and resolve them.
- We respond to conflicts based on our perceptions of the situation, not necessarily to an objective review of the facts. Our perceptions are influenced by our life experiences, culture, values, and beliefs.
- Conflicts trigger strong emotions. If you aren't comfortable with your emotions or able to manage them in times of stress, you won't be able to resolve conflict successfully.
- Conflicts are an opportunity for growth. When you're able to resolve conflict in a relationship, it builds trust. You can feel secure knowing your relationship can survive challenges and disagreements.

STATE AND DISTRICT LEADS PROGRAMS

States and districts are encouraged to hold a LEADS program to identify and develop strong potential leaders prepared to assume club, district, and state leadership positions. By implementing a well-designed LEADS event, the leadership gap some experience will be addressed, and the talent and enthusiasm of a trained, confident group of volunteers will be more effectively used. The individual member as well as our organization and communities will benefit. The leadership can determine when the State or district LEADS program is best conducted. Several formats will be provided to your State President and Leadership Chairman for consideration in planning the event.

LEADERSHIP AWARDS

A \$50 award will be given to one club in the nation for creativity in implementing an effective Leadership program. Certificates will be presented to one State Federation in each membership category to recognize outstanding efforts in implementing an effective Leadership program.

Awards will be determined by entries into the Awards Program. Each State Federation may submit one State Award Cover Sheet and one Club Creativity Award Entry Cover Sheet for the Leadership Advancement Area. Clubs do not submit entries to GFWC.



Refer to the Reporting section of the printed *GFWC Club Manual* or the online version at www.GFWC.org/ClubManual for complete award, contest, and grant guidelines.



What's Your "LEAD-itude?"

Leaditude is a person's attitude and aptitude regarding leadership. Great leaders are always open to learning.

Below you will find a series of questions regarding you and how you see yourself as a leader and what you think about leadership. When you are finished add them up for your total. Now here's the twist. Do you want to know how you are influencing others? Leading others? In order to get a real perspective on your leadership abilities and to learn how others see you and think about you as a leader invite club officers, members, friends, family to fill out (anonymously) the leaditude questionnaire.

How did their point total rate with your point total? Look at the areas where you didn't score maximum points. What areas can you improve your performance in?

circle only one

PERSONAL ASSESSMENT	Strongly Agree	Agree	Uncertain	Disagree	Strongly Agree
1. Do you delegate responsibilities?	5	4	3	2	1
2. Do you present yourself clearly and confidently?	5	4	3	2	1
3. Do you share your ideas?	5	4	3	2	1
4. Are you authentic, developing real relationships?	5	4	3	2	1
5. Do you know your officers'/members' strengths?	5	4	3	2	1
6. Are you approachable?	5	4	3	2	1
7. Do you ask for help?	5	4	3	2	1
8. Do you know your club/organization inside and out?	5	4	3	2	1
9. Do you communicate well?	5	4	3	2	1
10. Do you set reasonable expectations?	5	4	3	2	1
11. Do you admit when you have made a mistake?	5	4	3	2	1
12. Do you praise/encourage your members?	5	4	3	2	1
13. Do you act as a go-between when members are in conflict-debate?	5	4	3	2	1
14. Do you share your vision/goals with others/members?	5	4	3	2	1
15. Do you manage change well in your club/organization?	5	4	3	2	1
16. Do you keep a positive attitude?	5	4	3	2	1
17. Do you follow the rules?	5	4	3	2	1
18. Do you value your members' time?	5	4	3	2	1
19. Are you a good listener? Can you put yourself in another's shoes?	5	4	3	2	1
20. Do you lead by example?	5	4	3	2	1
TOTAL					



What's Her "LEAD-itude?"

Leaditude is a person's attitude and aptitude regarding leadership. Great leaders are always open to learning.

circle only one

QUESTIONNAIRE	Strongly Agree	Agree	Uncertain	Disagree	Strongly Agree
1. She delegates responsibilities	5	4	3	2	1
2. She presents herself clearly and confidently.	5	4	3	2	1
3. She shares her ideas.	5	4	3	2	1
4. She is authentic, caring about real relationships.	5	4	3	2	1
5. She know our officers/members strengths.	5	4	3	2	1
6. She is approachable.	5	4	3	2	1
7. She knows how and when to ask for help.	5	4	3	2	1
8. She knows our club/organization inside and out out?	5	4	3	2	1
9. She communicates well.	5	4	3	2	1
10. She sets reasonable expectations.	5	4	3	2	1
11. She admits when she has made a mistake.	5	4	3	2	1
12. She praises/encourages her members.	5	4	3	2	1
13. She acts as a go-between when members are in conflict - debate.	5	4	3	2	1
14. She shares her vision/goals with others/members.	5	4	3	2	1
15. She manages change in our club/organization well.	5	4	3	2	1
16. She keeps a positive attitude.	5	4	3	2	1
17. She follow the rules.	5	4	3	2	1
18. She value our members' time.	5	4	3	2	1
19. She is a good listener and can put herself in another's shoes.	5	4	3	2	1
20. She leads by example.	5	4	3	2	1
TOTAL					

Additional Comments:
