The Art of Leadership

A handbook for the
California Federation of Women's Clubs



Vision • Integrity • Courage
Realism • Responsibility

Revised 2021

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Leadership

How to Be an Effective Leader

You've got great ideas, a clear vision, and you're ready to change the world. One problem, you're leading but nobody's following. Leadership seems so easy to those who have mastered it, and so elusive to those who desire it. Effective leadership though is not so much an art as it is a science.

No one follows anyone else without being motivated to do so. Look at any situation where men or women follow a leader, and you will discover reasons for their doing so. Mostly it is because of definite actions that the leader takes. You must motivate others to follow you.

The Most Powerful Motivator

Everyone wants to feel important, from the youngest child to the grandparent. Making one feel important is more powerful as a motivator than almost anything. Mary Kay is a powerful motivator. What's her secret? Simply this. She imagines that every person she sees has a sign on their head. The sign reads: "Make me feel important." Mary Kay does everything she can to obey the sign's request.

How to Promote Your Vision

Leaders are not caretakers. They must have some idea as to where they want to go. If you don't have any idea of where you are going, you can't get there. And neither can anyone else.

Several years ago a scientist conducted an experiment by taking a line of Caterpillars and formed them into a circle. What had been the leader was attached to what had been the last caterpillar in the line. Now there was no leader and no follower caterpillars. In the center of the circle of caterpillars there was placed a bowl of mulberry leaves. The scientist wanted to know how long they would maintain the circle with no leader and no objective. He knows that eventually they must break the circle to eat the mulberry leaves or they would starve.

The caterpillars continued in a circle until they were so weak that they couldn't reach the mulberry leaves. Though food was only inches away, they continued to follow the caterpillar in front. They continued to go forward with no objective at all.

If you have no vision of where you want to go, not one will follow you. Instead your group will follow someone else who does know where they want the group to go. If you want others to follow you, you must have a vision and you must communicate it to them.

Identification

Effective leadership means thinking in terms of the other person. You can motivate an action in anyone if you appeal to their desires, needs, and wants. But before you do, bear in mind that people do not care what you know until they know that you care. People can sense whether or not you're walking your talk, and you cannot lead unless you truly believe. To accomplish identification you must not set yourself apart from the crowd but remain one of the people in the crowd.

> *Leaders win the trust and support of the people through their identification with them. Do not set yourself apart from the crowd but remain one of the people in the crowd.*

Humility

It is not enough to be for the people, you must be of the people. An ego, contrary to what is often thought is not what makes a leader great. When it is clear in their words and actions that leaders do not feel superior to those whom they lead, the people see themselves in their leaders and never tire of them. Do not set yourself up as better than the rest, only as more willing than others to lead and as someone who is prepared to do what is necessary.

Humility is one of the most powerful character traits for effective leadership. A strong ego creates a barrier between the leader and the people.

Style

The most effective tool for influencing and leading can be summed up in one word: simplicity. Nobody likes or is overly inclined to follow complex and disorganized strategies. Leaders who impose elaborate strategies on people cause social reactions that undermine the structure of the organization because clever strategies strike a resonant chord in people and trigger their own cunning responses. If leaders, instead, guide the organization with simplicity and directness, the inherent cleverness of the people will be disarmed.

Be clear and organized with your plan when you seek to inspire people to align them with your way of thinking. If your ideas are muddled with countless exceptions and are multi-focused you will undoubtedly lose a person's interest and then their support. Be CLEAR, SIMPLE and DIRECT. Maintain a degree of flexibility, but only when it makes sense, not when it's just easy.

Your vision must be clear, simple and organized. Nobody likes or is overly inclined to follow complex and disorganized strategies.

Personal Power

Every good leader knows sometimes you need to be able to influence individual members to gain cooperation. You need to learn to present yourself as a person and as a leader. The following are some do's and don'ts to act the part of a responsible and authoritative leader:

- Don't confuse passion with authority. Overly passionate leaders are believable but few people want to follow them.
- Never yell or publicly chastise anybody. This will cause you to lose respect.
- Generate the often-elusive and ever-important quality of charisma by making others feel important and special. People follow those who make them feel good about themselves.

Mechanics of Leadership

Understand the mechanics of leadership and when it is best to ask for input and when it is best to dictate.

Develop and Maintain a Team Spirit

Morale and team spirit are important ingredients in any group. People have a hard time working for large theoretical goals. They work harder for more immediate rewards, like praise, recognition, or the simple pleasure of pulling together as a group and getting something done that they could not do as individuals. If you put yourself out just a little bit to show you care, you'll get it back many times over.

Four Action Steps to Get People to Follow You

1. *Make others feel important.* People will follow you when you make them feel important, not when you make yourself feel important.
2. *Promote your vision.* No one will follow you simply because you decide you want to lead. You have to have a clear idea of where you want to take the group — then you must promote it to your group and convince them that your goal is worthwhile.
3. *Treat others as you would be treated yourself.* This is so basic, why don't we do it more often? After all, would you want to follow someone who treated you poorly? Don't you prefer to follow leaders who have concern for you and your feelings and treat you well? So do those who would follow you.
4. *Take responsibility for your actions and those of your group*. Admit your mistakes. You are responsible for everything the members of your group do or fail to do. So when things go wrong, don't forget to accept this responsibility. If you try to foster this responsibility off on others, you are no longer the leader.

Praise — Criticize

Praise in public, criticize in private. If people have earned your praise, let everyone know about it. Encourage others to earn praise also. If you have something to criticize, do it. But do it in private. Don't embarrass people unnecessarily. Frequently just the fact that you are displeased is embarrassment enough.

Why You Must See and be Seen

Take the time to see and be seen. You've got to get around to really know what's going on, to fix what's wrong, and to capitalize on what's going right. At the same time, you want to be seen. This provides additional opportunities to talk with and motivate everyone in your group. And you can be sure that you will gain secondary motivation.

By seeing and being seen, you can:

- Know what's going on in your organization
- Help those who need help
- Get help from those who can supply help
- Discover the real problems
- Uncover opportunities you didn't know existed
- Praise and recognize those who deserve it
- Correct or discipline those who need it
- Get your word out fast
- Communicate your vision for the organization
- Insure everyone understands your goals and objectives

Seeing and being seen sounds like a pretty simple action to take. It is. But by this simple action you will accomplish all of the above and others will follow where you lead.

If you can get others involved in what you want done, they will adopt your goal as theirs and become committed to its attainment.



The Smart Leader

Many people think that being a leader means you have to be in charge of everything. Nothing could be further from the truth! A smart leader is an empowerer, not a power wielder, a motivator, not a magistrate. A smart leader leads by consensus, not command; by inspiration instead of orders.

> *"Being a leader is not an easy job; constant effort is required. Proper leadership depends on knowledge that the end for which we are working is far greater than our own personal promotion, our personal gain and ambition. When we serve with this in mind, and only then, can we be considered a leader. The leader must sew the group with a sense of responsibility to the membership as a whole.*
>
> *'Behold the turtle, who makes progress only when it sticks it's neck out!' This is perhaps the greatest single attribute essential to leadership — that willingness to get things done in spite of personal risk and in spite of overwhelming odds! Being able to make decisions is essential and we can survive as leaders only if we will stand up and be counted and know for what! One cannot lead without making choices and the selection of choices often divides people. A good leader must be able to make those choices and still keep members together."*
>
> *-Ruth Schermitzler, CFWC President 1986-1988*

The Smart Leader should:

- Be enthusiastic: Enthusiasm is contagious.
- Be flexible: Every project can be approached from different directions.
- Be positive: Attitude is primary to the success of a leader.
- Be prepared: Do your homework.

Qualities of able leadership: Be warm and friendly, honest and fair, kind and courteous, in command without dominating, inspire rather than instruct, and be alert to the needs of others and objective in your approach.

Leaders don't teach others how to lead, they create an environment wherein leadership development takes place and where there is a special place for each leader.

> *"It takes time to become an effective leader because leadership has to be learned and developed as the leader grows and matures."*
>
> *- L. M. Frank*

Motivational Leadership

Motivational leadership is the ability to uplift and inspire others to perform at their best. It is based on the Law of Indirect Effort. According to this law, most things in human life are achieved more easily by indirect means than they are by direct means. You more easily become a leader to others by demonstrating that you have the qualities of leadership than you do by ordering others to follow your directions. Leaders must set high standards of accountability for themselves. They lead by example. Today's leader asks questions, listens carefully, plans diligently and then builds consensus among all those who are necessary for achieving the goals. The leader gets things done by helping others do what is necessary.

Five qualities that are essential for you to become a motivational leader:

1. Vision: You must have the ability to stand back and see the big picture.
2. Integrity: You must have complete, unflinching honesty with regard to everything you say and do.
3. Courage: You must have courage to follow through on your vision and on your commitments. You must have the ability to stick to your principles and the courage to step away from the familiar and comfortable to face the unknown.
4. Realism: You must have intellectual honesty and objectivity.
5. Responsibility: You must be willing to accept responsibility. You must not make excuses and blame others.

To be a motivational leader you must be the kind of person others admire and respect and want to be like. You set a standard that others aspire to. You live in truth with yourself and others so that they feel confident giving you their support and their commitment.

Then you must take action. It's not what you say but what you do that counts.

You become a motivational leader by first motivating yourself. You strive toward excellence and commit to becoming everything you are capable of becoming. You must become the kind of person others admire and respect and want to get behind and support in every way.

(From an article on Motivational Leadership by Brian Tracy)

Seven Actions Taken By Effective Leaders

Experts have noticed seven specific actions that successful leaders carry out, regardless of the organization or cause that they lead.

Effective leaders–

1. Make other feel important: Emphasize the strengths and contributions of members.

2. Promote a Vision: Members need a clear idea of where you're leading them and they need to understand why that goal is valuable to them. Your job as a leader is to provide that vision.

3. Follow the golden rule: Treat the members the way you enjoy being treated.

4. Admit mistakes: If people suspect that you're covering up your own errors, you will no longer be a credible leader.

5. Criticize others on in private: Public praise encourages others to excel, but public criticism only embarrasses and alienates everyone.

6. Stay close to the action: You need to be visible to the members of your organization. Talk to people, attend committee meetings, ask questions.

7. Make a game of competition: Set team goals and reward members who meet or exceed them. Celebrate your group's successes.

✓ Think Like a Leader Personal Checklist

1. Am I sincerely interested in people? How do I show it?
2. Am I a good listener?
3. Do I look for opportunities to sincerely compliment others?
4. Is my speech free of sarcasm or prejudice?
5. Do I enjoy giving others the credit?
6. Do I seek the opinions of others?
7. Am I earnestly enthusiastic in my speech?
8. Am I a trustworthy confident?
9. Do I interrupt others when they are talking?
10. Do I tend to argue?
11. Do I give unsolicited advice?
12. Do I criticize others openly?
13. Do I attempt to look "good" by making others look "bad"?
14. Am I too positive?
15. Do I tend to exaggerate?
16. Does my voice sound threatening?
17. Do I attempt to impress others by using large and unusual words?
18. Do I use the pronoun "I" too much?
19. Do my stories tend to reflect too much credit upon me?
20. Do I tend to brag about my achievements?
21. Do I enjoy proving others wrong?

Followership: The Forgotten Side of Leadership

Have you ever thought about an often forgotten side of leadership called FOLLOWERSHIP?

Every successful leader knows the importance of having good followers, and a good leader knows how and when to be a follower herself. There are twelve qualities that are essential for good followership:

A good follower **LISTENS...**

- to the leader
- to others in the group
- attentively
- with interest
- with understanding

A good follower **HEARS...**

They think about what is being said as others speak, ask questions to clarify what is being said; gives "feedback" to let others know that they understand what they said.

A good follower **RESPONDS...**

- verbally
- nonverbally

A good follower **OBSERVES...**

The leader and others in the group. They note how they feel, how they interact with each other, how they respond (or don't respond) to the discussion.

A good follower **QUESTIONS...**

They do not blindly follow the majority. They do not take an opposite stand just for the sake of promoting an argument. They uphold their own standards, values and ideals, but not in a doctoral or dogmatic way.

A good follower **ANTICIPATES...**

- the needs of others in the group
- the possibility of an alternative plan or procedure
- ways to bring new ideas before the group
- problems the leader or group may encounter and ways to help deal with them

A good follower **ACCEPTS...**

- the decision of the majority
- ideas and opinions from others in the group
- the leader as the authority figure in charge of the group as a person, with ideas, beliefs, strengths and weaknesses

A good follower **PARTICIPATES...**

They don't leave everything up to the leader. They do not sit there silently during a meeting and then later criticize everything that went on. A good follower is actively involved in solving the problem or performing the task at hand.

A good follower **COOPERATES...**

They are loyal to the leader and to the interests and purposes of the group. They do not exhibit blind or unquestioning loyalty but rather a genuine concern and desire to help the group meet its goals. They accept assignments willingly and tries to prevent roadblocks that will hinder the progress of the group.

A good follower CREATES...

Helping the leader to create and maintain an open climate for discussion. A good follower creates a place for their own special skills and talents within the framework of the group. They suggest new and creative ways of solving the problem at hand.

A good follower PREPARES...

They study the goals, problems, plans and facts well ahead of time and becomes familiar with any history or background that might influence the present situation or problem. They bring necessary equipment that might be needed to work on the problem. Most important, they come to the meeting organized and ready to work.

A good follower **EVALUATES...**

They make specific suggestions for changes and improvements. Offer advice and constructive criticism when asked to do so. They give feedback to others in the group. And they participate in follow-up surveys, questionnaires and other procedures to determine the success of the project.

Good followers are made, not born. Powerful tools shaping their emergence are clearly written expectations, frequent feedback and encouragement and the presence of visible role models. Everyone can have a hand in creating good followers, be they leaders or other followers. Their training is a shared responsibility. Every one of us involved in the organization has the privilege and the obligation for training with GRACE:

Guidance **R**espect **A**ccountability **C**reativity **E**xcellence

Communication Skills

To lead is to communicate; To communicate is to relate.
To relate is to share ourselves with others.

Communication is a critical skill for leaders. It can be a direct avenue to reducing tensions and eliminating problems. Communication provides us with the basic tools we need to make contact with each other and work toward reaching our day–to–day goals. Most of us communicate daily without much thought. We are so familiar with our own communication habits that the process seems easy and simple. However, communication is a complex interaction of habits, attitudes, knowledge, information, and biases that we use in sending and receiving our messages to each other. We need to recognize that communication is a process. The process is developed in each of us as we acquire the communication skills needed. Successful leaders need to master basic communication skills. They need to work continually to improve these skills to be able to lead, motivate, and encourage those that follow.

Goal Setting

To set goals is essential for personal or group achievement and success.

Four characteristics of good goals or objectives:

1. They are specific.
2. They are measurable and written in a way so you will have tangible data and can see how well you have met the goal.
3. A good objective is achievable. If unrealistic, the goal can hurt the motivation of the group or individual.
4. A good goal is challenging. Goals need to demand our best effort. Don't make them too easy

Assertiveness

Leaders must develop confidence, poise, decisiveness and other characteristics associated with assertiveness. Just remember that assertive behavior is NOT the same as aggressive behavior. It is possible to assert yourself without infringing on the rights and feelings of others. It just takes time and practice.

1. Examine your voice and body actions for effective ways to express yourself with confidence.
   - Maintain adequate volume in your voice. Too soft and you appear timid; too loud and you appear aggressive.
   - Use a rate of speech appropriate to the occasion. Too fast and you appear nervous or rushed; too slow and you appear uncertain, and awkward.
   - Make direct eye contact. People expect you to look them in the eye to demonstrate that you are involved and interested in the conversation.
   - Monitor your facial expressions and body posture. We are not always aware of our personal habits; nervous laughter, frowns, a distant gaze all tell the listener we are not really interested.
2. Examine your methods for sharing feelings.
   - If you want, to express a feeling to another person, find an appropriate time and place to do it.
   - Be specific; coded messages are confusing.
   - Remember we are responsible for our feelings. Use "I am... " "you make me..." when expressing your feelings.
3. Feel free to change your mind or make mistakes.
   - Demonstrate good leadership by changing your mind because you were in error or have found a better way.
   - Admit mistakes as soon as possible.
4. Relieve yourself of the burden of trying to please everyone. Be fair but realistic.
   - It's impossible to please everyone and any attempts to do this will end in failure. It makes life, and especially leadership, much easier if we make an honest effort at mutual agreements with people but are accepting in the fact that we are not always successful.

Nonverbal Communications

Because meaning is conveyed both through words and through nonverbal means, the leader must also be a good nonverbal communicator.

Typically, we convey three types of information nonverbally: the sheer amount of reaction we have to the other person; our liking or disliking for them; and power or submissiveness.

1. React appropriately to those who follow your lead. Don't become inaccessible to those you lead because your nonverbal communication says you don't have any interest in them.
2. Leaders should be aware of the cues they send to others which show liking or disliking. Monitoring our non-verbal reactions can make a working relationship much more pleasant.
3. We can show our dominance or submission nonverbally. Leaders who are careful about their non-verbal messages won't affect the supportive atmosphere they are trying to create.

If communication is an attempt to reach out to others and develop common goals and purpose, then how do we develop our abilities in this area? Communicating is not just a matter of saying something. It is not just a matter of luck. It requires skills. These skills do not magically appear when we become leaders. It takes work and practice to develop good communication skills. They are critical to good leadership.

Fundamentally, communication is a relationship. When we have successfully related to others, we have successfully communicated. If we accept this fundamental concept then communication is not just one more thing we do in our busy lives. It becomes the basis for all of our actions. It becomes our first thought when we take on the responsibility of leadership. If we relate well to our audiences as speakers, to our readers as writers, and to our groups as chairmen, we will have made the most important step toward effective leadership

Listening

Think about this — you probably have been told again and again that you ought to listen more. However, until you see that there is some real value in such activity, you'll probably continue to act the way you always have.

Listening can reduce problems. Giving the other person a chance to get his problem or viewpoint off his chest may help to "clear the air" of tension and hostility.

You can learn by listening. You can learn about the subject being discussed, or about the person speaking.

What you learn can be increased if you:

1. Listen past words to meaning;
2. Listen for the facts behind the words;
3. Listen for the answers to questions you ask;
4. Listen for the context of what is being said;
5. Listen to the person who says it (considering his emotions, intelligence, temperament, skill with words, reactions).

Listening can win friends. The speaker will like you for letting them talk and for listening attentively to them while they express themselves.

Listening may solve the problem for other person. Giving a person a chance to talk through their problem in front of you may clarify their thinking about the subject and provide the necessary emotional release.

Listening helps solve mutual problems and resolve disagreements. You can't agree or disagree intelligently with the other person until you understand their point of view. Only when you understand each other, can you cooperatively seek solutions to your problems.

Listening leads to better work and cooperation from others. When a person feels that you are really interested in them and their problems, thoughts, opinions, they respect you and the organization you represent. In addition, they are inspired to cooperate. Listening can stimulate the speaker. Eager, active listening helps the speaker do a better job of presenting their ideas.

Listening helps you make better decisions. Through listening you can draw upon the experience of people who also work in the same area, thus helping you to develop judgment as well as uncovering facts.

Listening can help you do a better job. Try asking the people you work with, work for, or work alongside for suggestions as to how you can do a better job, and then LISTEN. You may be surprised at the good ideas you can pick up this way.

Listening can help you sell. Ask the right questions of people and then LISTEN. "What advantages can you see in doing the job this way?" "If you were to try and tell a neighbor the best features of this tractor, what would you say?" "What are the best ways we could get such a program started in this area?" Let them tell you and sell themselves on the idea or product at the same time.

Listening can prevent trouble. Frequently, when we talk before we listen to the other party in a discussion, we stick our necks out, make decisions we later wish we could withdraw, state criticisms we later regret, or commit ourselves to action we can't or won't carry out. LISTEN— then speak.

Listening can give you confidence. If you follow the trend of the discussion, you can be confident that what you say is relevant. If you listen to and understand the opponent's arguments, you can be confident of accurate rebuttal. If you listen, you can spot loopholes in the other person's argument, and gain confidence in your own case. If you listen you will be confident that your own report of the discussion will be more accurate than the report of most others.

Listening can increase your enjoyment. Good listening can increase your enjoyment of a play, movie, a lecture, a television program. In addition, it may help you to develop better standards for all that you hear.

Listening can give you time to think. The average speaking rate is about 125 words per minute and your capacity to listen is about 400 to 600 words a minute. Thus while you are listening, you have about 75% of your time free. You can use this extra time not only to improve your understanding of what is being said, but to think up answers, make decisions, plan actions to be suggested. At times you might deliberately ask questions to stall for time to think.



Public Speaking

Speak Up, Stand Up, Speak Out, Stand Out

Public Speaking Workshop by Vivian Henderson, CFWC 2nd V.P. 1994-1996

??? I HAVE TO GIVE A SPEECH ME? GIVE A SPEECH? I CAN'T DO IT!!

Yes, you and you can present it with confidence and poise.

Don't fall for the myth that you have to be a "born speaker." Effective public speaking is a learned skill, and the keys to success are preparation and practice.

Whether you are speaking to members of a small group in a club section, giving a report at a club meeting, or making a speech at a convention, the ability to transmit ideas in a coherent, understandable and compelling fashion is one of the most important skills you can ever develop.

Here are the keys that can unlock your public speaking potential:

Preparation

Start as early as possible. Last minute preparation and practice will almost guarantee failure to the "novice" public speaker.

Follow these steps:

1 **What Will I Say?**
   A. What is the purpose of the speech?
   B. What point do I want to make? what do I hope to achieve?
   C. Research the subject. THINK about it.

2 **Write:**
   A. The Draft
      1. Some people are most comfortable writing at the computer. For the initial draft, just sitting comfortably with a yellow pad and pen is best for me. Somewhat like an artist with a blank canvas.
      2. Write down all your thoughts and ideas, everything you'd like to say. At this point, don't be concerned with the length.
      3. Write the "story" as if you are telling it to a friend.
      4. Keep the pad handy and jot down additional thoughts as they come to you.
      5. Incorporate anecdotes, poems, personal experiences, etc. into the speech.
      6. What you have written is the draft of the body of the speech. Now it's time to write the opening and the conclusion.

B. The Opening
   1. Open with a grabber, an attention-getter — an applicable quote saying, statistic — that immediately catches the attention of the audience.
   2. The opener must set up the rest of the speech. A joke or a saying may get the attention of the audience, but if it doesn't relate to what follows, your listeners will be trying to figure out "what was the point?" Keep it relevant.

C. The Body
   1. Here is where you make the point of the speech and build to the conclusion.
   2. Incorporate the draft you have been working on at this point.

D. The Closing
   1. The closing is as important, OR MORE, than the opening. What you say in conclusion "sets" the entire speech in the mind — and the heart — of the listener.
   2. A good technique is to return to the opening attention-getter and reinforce its relevance to what you have said in the body of the speech.

3 Edit, Edit, Edit, Edit

A. Why Edit?
   1. Edit to fit the speech into the time frame.
   2. Edit to get to the essence of the speech.

B. Edit for Time
   1. Time the speech by reading it out loud as you will present it. Is it too long? EDIT.
   2. Edit again, paying particular attention to the culprits that add time (the, a, an, and, those, these, however, because, etc.). Eliminate as many as possible.
   3. Combine sentences, list ideas instead of using conjunctions. Continue the process until the speech fits comfortably in the time frame allotted.
   4. It is always better to end with the audience wanting more than thinking "When is she going to stop?" Thomas Jefferson said, "The most valuable of all talents is that of never using two words when one will do."
   5. In the unlikely event that the speech is too short, review your research for additional information, ideas, inspiration that will enhance the speech.

IV. Listen

A. Read the speech out loud again, but this time listen to your voice, hear it as the audience will. As you read and listen, you will edit — a word here, a word there.

B. Record it. Relax and play it back as if you were listening to a stranger. Don't be afraid to listen to your voice. More editing, if necessary.

C. Now you're ready to try it out. Here is where you need a family member or friend (my husband knows my speeches as well as I do). Ask for and accept suggestions. (I like that word better than criticism, don't you?)

D. When the speech is right, you'll know it — you can feel it. Preparation is complete.

The speech is a performance. No musician or actor would go on stage with rehearsing... neither should you.

Practice

1. The speech must become completely familiar to you if you are to be comfortable giving it. No matter how well-written the speech, if you are not comfortable presenting it, the audience will be uncomfortable listening to it and your point will be lost.
2. Expect to feel self-conscious at first while practicing. You'll get used to it!
3. As you practice out loud, visualize the audience in front of you, speak to them.
4. When you think it's "performance ready," tape and listen again, this time being alert to the inflection in your voice, diction, emphasis: how it sounds.
5. Give the speech one last test before the performance.
   a) If I were a listener, would I want to listen to this speech all the way through? Is it easy to follow and understand?
   b) What is the bottom-line message the listener will carry away from this speech? Is it the point I intend to make?
   c) Does the speech show that I understand and am "at one" with the audience?
   d) Does the speech touch the heart of the listener? This is the most important point of all! There is a saying that the secret to success for a singer is found between the vibration in their voice and the stirring in the heart of each one who hears them. That is the secret to successful public speaking as well.

Performance

Don't wear jewelry that will clink when you move, reflect the light, or sparkle.

Only you should sparkle!

1. Nervous?
   a) Be an actress, play a part. Walk to the microphone (lectern, stage, front of the room) with confidence…
   b) It doesn't really matter how nervous you are — as long as you appear calm.
   c) You have to look like you are under control even when you don 't feel under control. In other words: put on a confident front no matter how nervous you feel inside.
2. Make eye contact with the audience.
3. SMILE.
4. Greet the audience warmly — let them feel you are glad to be there.
5. Transition into your opening AND SOAR.

No one can predict to what heights you can soar. Even you will not know until you leave the security of the nest, spread your wings…
And fly!

Today I Have to Give a Talk

- Write down goals before organizing your talk
- Thank the introducer
- Build a bridge– share something in common with the audience.
- Sell the benefits
- Tell them what you want
- Tell them how valuable your remarks will be to them.
- Tell them why you're here to speak – three key points.

Organizational Skills

So Now You are President!

Serving as a GFWC Club President can be one of the most growing and rewarding experiences that you will ever have the privilege of undertaking. You have been "chosen" by your club's membership! Consider it an honor and serve with pride.

Where do I begin?

- Establish a theme and logo which serves as a team building thread throughout your Presidency.
- Establish an organized filing system, i.e. local, district, state and GFWC folders for easy reference.
- Use two (2) calendars, whether it is on your phone and copied to your personal computer or hard copy, one beside desk/phone and a date planner for your purse.
- Keep on top of daily correspondence, phone calls, etc. which makes for a smooth and orderly flow of information. Set a goal: 24 hours and consider it done.
- Establish file folders broken down by Executive Committee Meetings, Board Meetings, Club Monthly Meetings and appropriately insert Agenda items for each.
- Sort incoming mail for respective Department/Committee/Project Chairmen. Funnel all requests for special projects within the community through the appropriate Committee versus bringing up at a General Club Meeting. This only leads to lengthy discussion and debate and usually results in no definitive decision.
- Disseminate information to Chairmen in a timely manner adhering to dated material and deadlines for RSVP's.
- Purchase a 3-ring notebook for keeping all of your hard copy agendas, newsletters and calls to District and State Meetings.
- Try bi-weekly to jot down all work done in each department, meetings attended, amount of money spent and hours spent in administrative responsibilities. Note on the calendar as it will save reconstructing when report time rolls around.
- Delegate work that can be delegated. You don't have to always do it yourself. You are delegating task not your authority.
- When delegating, establish deadlines to be adhered to and follow up.
- See that the Treasurer has the appropriate dues payment forms/donation forms, etc. so that deadlines can be met.

- Be sure to send a copy of your club yearbook to local media... it can be an excellent public relations tool.
- Schedule regular Board Meetings. It is an excellent way in which to minimize your club's monthly business meeting. Members come for the self-enrichment program not lengthy business meetings!
- If called upon to arbitrate disputes, it is vital to remain impartial and let the individuals who are involved work it out together without infiltrating the entire membership.
- Keep in mind that you speak as a voice for the club and not as an individual when representing your organization in public.
- It is customary to invite the State President to visit your club at least once during an Administration. Extend the invitation early and in writing so as to avoid conflict of dates with other clubs. Be clear as to what you wish the visiting officer to do, i.e. bring greetings, keynote address, workshop, installing officer, etc. Confirm in writing with directions to your meeting site, time to arrive, and appropriate dress. Assign a hostess to meet and greet. If travel reimbursement is expected clarify in advance.
- Be certain that your Club Officers, etc. are informed of what expenses are covered if attending District/State/Region/International meetings as well as what expenses are out-of-pocket.
- Maintain job descriptions of each leadership position in your club.
- All club donations are tax-deductible... they do add up... keep track of them in your calendar!
- If you wish to stress certain programs/projects in keeping with your administration theme, convey this to the appropriate Department/Committee Chairmen. When called upon for advice or information, if you don't know the answer, make every effort to secure as soon as possible.
- Don't commit your club to projects that have not been approved through the proper channels, i.e. Executive Committee/ Board/ Membership/ Parliamentary Procedure — consult Parliamentarian and/or Robert's Rules of Order when in doubt.
- THINK AND ACT POSITIVELY... IT IS CONTAGIOUS!

Remember, your family has a place too, make time for their needs…you can't do it alone… you need their SUPPORT!

Never hesitate to say "I Don't Know"…learning is an exciting process

REMEMBER…LEADERSHIP IS AN ACTION …NOT A POSITION.

A Prayer for the Club President

Dear Lord:

You have granted me the privilege of representing this fine group of women. As I take on this new role in my life, so must You assume an additional duty — that of guiding me in this authoritative position.

Give me the knowledge to answer questions, and the wisdom to keep quiet.

Make me never so big that I can't be reached, and never so small as to be ignored.

Let me be to each member what she expects me to be — a leader, a sister and a friend.

Teach me the difference between speaking up and speaking out; the difference between knowing my business and minding my business.

Managing Multiple Priorities

The sense of being overwhelmed and caught in an endless deadline cycle is a common feeling. It's easy to become stressed and frustrated when you think about the long line of jobs making their way to your desk. Here are some tips to help you handle multiple priorities:

Assess Your Strengths and Weaknesses

People have different work styles — how they organize tasks, work with other people, and get things done. Determine your work style and take advantage of its strengths and weaknesses.

Do you prefer working on several jobs at once or one at a time?

Suggestion: Work with your natural style but be flexible enough to make adjustments.

Example: Don't take on eight tasks at once if you prefer one at a time. Try two or three to build those juggling skills. If you're already a juggler, move a few items to the back burner and devote extra attention to one or two.

What jobs do you like and do best?

Which ones would you rather not do? Most of us prefer to do tasks we like to do. It's the jobs we don't like that often cause the anxiety and procrastination that lead to poor priority management. Suggestion: Try to tackle these tasks during your peak performance hours. Example: If your energy and concentration are at their highest in the morning, work on the least appealing tasks first thing. Another suggestion: If you're really struggling with a task, you may need training. Don't be afraid to ask for it.

Do you prefer to work proactively or reactively?

Proactive people plan their work and prioritize each task according to the overall goals of the organization or team. Reactive people take on responsibilities as they come, jumping from one urgent matter to the next without any clear goals in mind. Suggestion: If you're reactive, think about how each task fits into the big picture, then prioritize accordingly.

Nail Down a System

The key to handling multiple priorities is developing an organizational system that works for you — and sticking to it. Some suggestions:

- Use only one system for managing your time. Example: If you like a pocket organizer because it's handy and portable, use it to keep track of everything — appointments, tasks, projects, goals, meeting notes, etc.
- Keep a notebook or file in your computer as a reference center to keep notes on all phone calls, conversations with colleagues, ideas, and decisions. Date the pages, including the year, and keep all notes in chronological order a Reason: Remembering what you promised to do will never be more than a few pages away.

- Note: You may want to transfer some of the information to your organizer or a file, but don't tear pages from the notebook. That will destroy your book of record.

Divide and Conquer Your Workload

Prioritize your workload by defining tasks in terms of their urgency and importance.

- Urgent tasks are driven by a time demand. Examples: Answering the phone or bringing refreshments to tonight's meeting. Decide if a task is urgent by asking yourself if not completing the task now will lead to negative consequences for you or others in the club. If yes, the job is urgent. If no, it's not urgent. Note: Not all urgent tasks are important.
- Important tasks are driven by personal, committee, or club goals and not by time. Examples: Answering emails, creating a project plan. Determine if a task is important by asking yourself if completing it will help you reach a personal, committee, or club goal. If yes, the job is important. If no, it's not important. Note: Not all important tasks are urgent.
- Break your daily to-do list into four columns:
    1. Important and Urgent
    2. Important but Not Urgent
    3. Urgent but Not Important
    4. Not Urgent and Not Important

Take care of Column 1 jobs first, followed by Column 2 and Column 3 jobs. If you have any time left, tackle Column 4 jobs.

Overcome Procrastination

Many people can't get started on a task because they haven't defined it clearly. If you have this problem, try the "5 W's" approach. Write a brief description of the task that answers the following questions:

- Who is counting on me to complete this job?
- What are the main steps involved in this job?
- When does it need to be finished?
- Where can I get help, resources, etc. if I need them for this job?
- Why does completing this job help me, my committee, or my club?

Completing the 5 W's job description not only gets you off the mark, but also helps point out the next steps you should take to finish the job. Other ways to get started on a project are to:

- Tell others when you'll complete the project. Meet with those involved in the project and declare a date by which you'll finish. Reason: You're less likely to procrastinate when others are counting on you.
- Focus on the process rather than the results. If you're feeling overwhelmed by a project, think about what parts of the process are easy, fun or rewarding to you. Then, vary your work by following a part of the task you dislike with a part you like. This will keep the process moving forward.

Additional Tips

- Make a daily plan, write it down, and make plans specific.
- Cross off tasks when they have been accomplished.
- Mark appointments, meetings, and deadlines on your calendar and review daily.
- Carefully schedule important activities so there is no conflict.
- Make up your mind quickly and make it up the first time around.
- Handle each piece of paper or piece of information only once.
- Do "something" with each item you touch.
- Block out times for routine work
- Give yourself more time than you think you'll need.
- Group similar actions to save time
- Delegate responsibility effectively.
- Learn to say "no" to non-critical tasks.
- Clear off your desk each night and strive to keep a clear desktop.
- Use a sure-fire reminder system.
- Schedule "uncommitted" time.
- Learn how to handle interruptions efficiently.
- Space dull jobs with interesting jobs.
- Reward yourself with interesting jobs.
- Set aside time to review your goals.

Time Management

Most people think of time as intangible. In the journey from chaos to order, it is often easier to organize space than time because space is something you can actually see. Organizing time is really no different than organizing space. A cluttered closet and a cluttered schedule are essentially the same. The following is an action plan to help you better organize your time.

Analyze

Many people make lists of tasks to accomplish but do not set aside or schedule the time necessary to complete the tasks. Unless a task has a time slot clearly blocked out in your schedule, you will not accomplish it in a timely manner.

- Assign tasks to the time of day that works best for you. For example, if you have more energy in the morning, set aside 30 minutes to exercise each morning rather than after dinner.
- Set realistic goals. Rather than setting aside an hour to clean the house, consider allowing yourself 90 minutes to allow for interruptions such as phone calls.
- Analyze what is working and what is not working for you. If writing the agenda the night before the meeting is too stressful, consider writing it the weekend before.
- Are you the right person for the job? Too many of us think we have to do it all ourselves. If someone else is better — delegate.
- Organize your workspace. Your goal should be to handle a piece of paper only once. Have a wastebasket and file folders next to the area where you sort your mail.

Strategize

Develop a "time map" — a simple visual diagram of your daily, weekly and monthly schedule. Instead of feeling compelled to act on every request the minute it crosses your path, you can glance at your "time map," determine when/if you have time for this unexpected task and either schedule it or skip it. A "time map" is subdivided into "activity zones" that correspond to your life categories and contain all the tasks on your to-do list. Your life categories could include: self, work, community, family, finance, knowledge, and romance. Consider writing out an hourly time map for one week and revising it as needed. You may decide that some tasks can be delegated or multi-tasked.

Attack

Now that you have a time map, a schedule that reflects your ideal balance and priorities.

How do you make it work?

- Sort. Tackle the pile of "to-dos." Attach post it notes to each task with time you have estimated it will take to accomplish the task. Organize the task into your different categories, i.e. self, community, family, work.
- Purge. Delete or delegate tasks that might not need to be accomplished that week. Insert new "to-dos" into the appropriate categories. More often than not, the act of eliminating tasks involves saying "no" to other people. You have to learn how to balance doing things for those you care about while still saving time for yourself.
- Streamline. Create master shopping lists. Post "remember to take" checklists by the front door to prompt you each morning. Purchase greeting cards for a six-month period so they are always on hand. Set up a bill-paying center in your home. Establish a daily clutter "pick up" time.
- Celebrate your successes. Do something fun. The worst thing you can do is berate yourself for not getting everything done.

Information: from Time Management from the Inside Out by Julie Morgenstern

Tips for Organizing Your Paperwork

- Set up a Trash Can near the spot where you tend to sort incoming paper and immediately toss out anything that you don't need.
- Sort your incoming paper EVERY DAY and try to decide what you need to do with each piece of paper the first time you touch it.
- Flag any items that require immediate attention with a red sticker and/or put them into a folder marked URGENT.
- As you sort through your items, divide TO-DO'S into folders according to what you have to do to them "to read," "to pay," "to file," etc.
- Keep items that requires an ACTION on your part stored separately from items that you are keeping just for reference purposes.
- Set aside time EACH WEEK to go through your "to-do" files and take care of any action items that have accumulated.
- Set up FOLDERS number 1-31 for upcoming "to-do's". File according to the day of the month on which they should be done.
- Use templates, forms, and STANDARD reporting formats, just fill in the blanks to save time on paperwork.

Tips for Effective Telephone Use

- Don't feel compelled to answer the phone every time it rings — it's okay to let a call go to voice mail if you are working and do not want to be interrupted.
- Let people know, on your voice mailbox, exactly when you will return calls. Don't leave people hanging in "voice-mail limbo."
- When leaving messages, use voice mail as a time-saving tool, tell people exactly what you need, how to contact you, and the best time to reach you.
- When leaving message with a human being, ask that person to REPEAT your message back to you to make sure they got it right.
- Respect other people's time, gather together all the information you need to take care of a request BEFORE you return a phone call.
- Ask if someone else can help you, rather than leaving a message, you may be taken care of quicker by another person.

Organizational Skills

Organization is vital to the success of busy leaders. Set aside time prior to taking on any new position (officer, chairman etc.) to establish a system for record keeping, managing and tracking your time, and communicating with members and resources.

1. Complete a "Skills" quiz to assess your current level of organization.
2. If needed, dedicate some time to improving your organization. Following are descriptions of two primary tools you should include in your system of management. Both of these tools will assist you during your term of service as well as provide your successor with a valuable orientation to the position.

Calendar

As a busy leader with varied responsibilities it is critical that you maintain a calendar that highlights important club, district, state federation and GFWC dates to keep yourself and your members organized and on track.

These pertinent dates should be placed on a calendar. This will provide you with a very quick. effective reference and ensure that nothing is overlooked during a busy time. Information from this calendar should also be shared with your successor at the end of your term of service in a particular position so that they have both an understanding of the time required for the position and a basis for starting their own calendar.

At a minimum your calendar should include:

- Dates of all club meetings, special events, fund-raisers, district, state and national meetings.
- Deadline for annual dues and/or other financial deadlines.

- Dates when reports are due to respective district, state and/or national chairmen.
- Deadlines for submitting proposed amendments to bylaws, resolutions or other policies.
- Dates of any special seminars or workshops.

Procedure Books/Files

Procedure books or files are helpful to everyone, making jobs easier and more enjoyable. If one was not passed on to you, please start one today. Do not trust to memory and leave it until the end of the year. You might forget a lot of pertinent information.

An effective leader is one whose successor does an even better job than they did. Your role as a leader does not end when a new officer is elected or a new chairman takes over. It is your responsibility to share your thoughts, suggestions, materials and files with your successor. Smooth transitions from one administration to the next are vital to the success of the organization at every level.

Following are items you should consider including in a procedure book/file for your successor:

1. A list of relevant contacts (GFWC, state, district and club members as well as vendors, government agencies and other resources).
2. Job Description for the position as well as for officers and chairmen in your club, district and/or state federation (include duties such as reports, bulletins, workshops to give or attend, meetings, etc.)
3. Comprehensive calendar that includes deadlines for dues, reports, special projects etc. (see above).
4. Program Information from District, State and GFWC.
5. Lists of Materials available from GFWC and state federation.
6. Suggestions on how to improve the position as well as any ideas for new projects, programs.
7. Copies of correspondence sent and received during your term of office.
8. List of pitfalls to avoid – how and why.
9. Copy of all reports given during your term (written and oral).
10. Minutes of relevant formal and informal meetings.
11. A record of relevant financial expenditures, reimbursement and/or contributions. (Receipts are useful for tax purposes.)

Parliamentary Law

Parliamentary Procedure

Basic knowledge of parliamentary law is necessary to get business accomplished in an efficient, orderly manner, expressing the will of the majority while protecting the rights of the minority, individuals and absent members — and yet maintain harmony among club members.

When people in a free society band together, for whatever purpose, it is necessary that they adopt rules of order to govern their association. The object of such rules is to assist an assembly to accomplish, in the best possible manner, the work for which it was designed.

The general rules of good procedure have developed through the years as experience has found the need and has determined the fair solution of problems common to all organized groups. The British Parliament set rules of procedure for its actions which were used as the pattern for the early United States Congress by Thomas Jefferson, who was one of the first exponents and authorities to establish the rules, many of which are still used by the present day Congress and by our deliberation bodies.

It was General Henry M. Robert who, as early as 1876, published his Robert's Rules of Order, setting down the procedures of the Congress and other rules which he condensed and adapted for the use of organizations. General Robert wrote and published a number of textbooks on parliamentary law. The General Federation of Women's Clubs long ago adopted "Robert's" as its parliamentary authority.

Club members should become familiar with the fundamental rules of parliamentary procedure in order to:

- Train members so that they will feel competent to accept leadership positions and will become effective leaders in their club.
- Protect the rights of all members.
- Allow the minority, as well as the majority, to be heard.
- Be governed by the majority.
- Have courteous and dignified discussion on all matters, even though they may be controversial
- Know that members have a right to differ in their views of what is for the common good of us all and to accept these differences as a democratic right.
- Limit discussion to the orderly consideration of one thing at a time, with one member speaking at a time.

- Encourage members to make their views heard at the proper time in the meeting, not on the telephone afterward.
- Teach those who would otherwise be reluctant to express their ideas.
- Prevent a few from monopolizing the meeting.

How to Have Successful Meetings

The Importance of a Good Agenda

How club meetings are conducted (and how members conduct themselves during meetings) is a good part of any club's image. Guests, prospective members and members of the community will judge the organization by what they hear and see at meetings.

Is business conducted in a professional manner? Are all members' rights protected through the use of parliamentary procedures? Do all members have responsibilities to the club– even an attendance expectation?

Why do new members join, and after a meeting or two, hardly ever attend again? What caused their disinterest? Who attends your club meetings– only a small percentage of your members? Do the same members speak on most subjects– and usually get their way?

Most people need a good reason to make the effort to attend a meeting. Try to involve as many members as possible in the workings of the meeting. Address issues that are of interest to all members. Offer them interesting speakers and programs. And remember, it is possible to be professional at your meetings and have fun at the same time.

Keep meeting brief, exciting and at an hour convenient to most. Good agendas are key to giving your club a professional image. A timed agenda gives the presiding officer the control needed to run a good meeting

Conducting a Regular Business Meeting

Sample of a Timed Agenda

10:00 a.m. Call to Order

Begin promptly with one rap of the gavel. A quorum needs to be present. "The meeting will come to order." Wait quietly for order.

10:03 a.m. Opening Ceremonies

The meeting can begin with an invocation and/or the "Pledge of Allegiance."

10:08 a.m. Reading and Approving the Minutes

"The secretary will read the minutes of the preceding meeting/or the Committee reading the minutes will report." Minutes should be brief but accurate. "Are there any corrections to the minutes? There being none, the minutes stand approved as read — or — as corrected."

Reports of Officers (President followed by Vice President, etc.).

10:23 a.m. Correspondence

When reading correspondence begin with the sender's name first. Long letters may be synopsized. Correspondence requiring action are given to the President to be acted on under New Business.

10:28 a.m. Treasurer's Report

"This report has been read for your information and will be placed on file." Any unbudgeted expenditures must be presented at this time for approval.

10:30 a.m. Recommendations of the Executive Committee or Board are read by the Secretary.

10:35 a.m. Committee Reports

1. Department Reports (alphabetically)
2. Standing Committees (as listed in the bylaws or alphabetically)
3. Special Committees (in order of appointment)

10:50 a.m. Unfinished Business

1. Business postponed from the previous meeting
2. Business on which action was not completed at the previous meeting

11:00 a.m. New Business

Before new business can be acted upon, it must be presented in the form of a motion, resolution or recommendation.

11:10 a.m. Program

Do not turn the meeting over to the program chairman. Introduce the program chairman, who, in turn, introduces the program.

11:40 a.m. Announcements

President announces the next meeting and any other important matters, then asks, "Are there any other announcements?"

11:45 a.m. Adjournment

"Is there anything further to come before the meeting? If not, we are adjourned" Give one rap of the gavel!

Electronic Meetings

As noted in "*Robert's Rules of Order Newly Revised"*, 11th edition,* there is an increasing preference among some organizations to transact business at "electronic meetings," in which some or all of the members communicate through electronic means such as the Internet or by telephone. Regarding the proper authorization of such meetings, and their limitations, please refer to the subsection entitled *Electronic Meetings* [RONR (11th ed.), pp. 97–99], wherein it is stated that when electronic meetings are authorized—which, in the case of a board or other assembly, always requires a bylaw provision—additional rules should be adopted to govern their conduct. Depending on the nature of the rules and the specific provisions of the bylaws, such additional rules may be placed in the bylaws, adopted as special rules of order or standing rules, or contained in instructions from a superior body.

The additional rules appropriate to a particular organization's electronic meetings may depend on many factors, such as the number of members in the organization, the nature and complexity of the business to be transacted, the organization's need for confidentiality in its proceedings, and the funds available. Four sets of sample rules for electronic meetings designed to meet various needs are provided here, along with bylaw provisions sufficient to authorize such meetings. These rules should, of course, be adapted as necessary for the particular circumstances of each group and the technology the organization finds most useful. It is therefore advisable to review all four sets of rules, as some particular rules from one set may prove appropriate for adaptation together with some or all of the rules from another. It is also worth noting that although the rules below are written on the assumption they would be used by a board, RONR (11th ed.), pp. 97, 98, recognizes that electronic meetings could be authorized for another type of assembly or for a committee, and the sample rules could be adapted accordingly.

Consider an organization governed by bylaws whose relevant provisions are patterned directly on the Sample Bylaws in *Robert's Rules of Order Newly Revised*. Each of the four sets of sample rules below shows how the organization might amend Article VI of the bylaws [RONR (11th ed.), pp. 586–87] to authorize the executive board to conduct business by a particular type of electronic meeting. In each case, the sample bylaw provisions are followed by a number of additional rules that may be helpful in governing the conduct of that type of meeting.

The sample rules in Scenarios A, B, C, and D are designed for allowing the board to make use of the following types of electronic communication to conduct meetings, respectively:

1. Full-featured Internet, or combination Internet/telephone, meeting services that integrate audio (and optionally video), text, and voting capabilities.
2. Telephone meetings, with Internet services for conducting secret votes and sharing documents.
3. A speakerphone in the meeting room to allow members who are not physically present to participate by telephone.
4. Telephone meetings without Internet support (and without any central meeting room).

For Scenarios A and B, it is assumed that electronic meetings will be the usual method for conducting business, with in-person meetings held only when ordered by the board or all of its members. In Scenario C, it is assumed that a physical meeting space is designated for every meeting, but individual board members may participate by telephone. In Scenario D, in-person meetings are assumed as the norm, but telephone meetings may be ordered as needed.

From: Sample Rules for Electronic Meetings - Official Robert's Rules of Order Website (robertsrules.com).

Motions

8 Steps in Making a Motion:

1. Member rises and addresses the Chair, "Madam President."
2. Member is recognized by the Chair.
3. Member makes the motion: "I move that" (Do not say "I make a motion that … ")
4. Motion is seconded. (This is to assure that at least two members feel that it is worth discussing.)
5. President (the Chair) states (repeats) the motion.
6. President calls for discussion. ("Are you ready for the question?" means do you wish to discuss or debate the question? A motion is called a question after it is stated by the Chair.)

7. President takes the vote, both affirmative and negative, by saying "All in favor, say "aye," all opposed say "no."
8. President announces the result of the vote by saying, "The ayes have it and the motion to ...is adopted" or "the no's have it and the motion is defeated."

The maker of a motion can withdraw her motion from consideration anytime up until it is stated by the Chair. After that, it belongs to the assembly and the consent of the assembly must be obtained to withdraw it.

The Chair should always state clearly the results of a vote to be certain that the members know what they voted for. Sometimes if there has been heavy debate, they are confused and they may want to move to consider the vote. (Remember that an affirmative vote on bylaw amendments cannot be reconsidered.)

Incidental Motions such as Point of Order, Parliamentary Inquiry and Point of Information need no second, the maker does not have to be recognized by the Chair and the maker can interrupt another member who has the floor. These points are handled immediately by the Chair before any other business is conducted.

Amendments must be germane to (or related to) the pending question (motion on the floor under discussion). Only two amendments can be on the floor at a time: (1) Primary Amendment — which relates to the main motion, and (2) Secondary Amendment — which relates to the primary amendment. To amend a motion, you use one of the following three methods: (1) "I move to amend by inserting or adding the word ...;" (2) "I move to amend by striking the word ....;"(3) "I move to amend by substituting the following for the pending motion." This latter form is used for a paragraph.

Members should not say, "I so move," but should put the motion in their own words. Members should not call out "Question," but should say "move the Previous Question" if their desire is to stop debate. The Chair can ignore the calling out of "Question" or can ask the member if her intent is to move the previous question.

A vote by "general consent" is often the quickest and easiest way to determine a course of action. Sensing general agreement, the President says, "If there is no objection, our club will sponsor a booth at the flea market." or "By general consent, it is agreed that we ..." This vote (by general consent) must be recorded in the minutes.

Some Helpful Motions to Know and Use are:

1. If discussion is getting too long winded: "I move the previous question." It is not debatable, so if seconded, the Chair must put it to a vote.

2. If you want to set a question aside temporarily: "I move to lay the pending question on the table." This motion is often used incorrectly. It should not be used to kill a question or be used when what you intend is to postpone to another time.
3. If you want to delay action on a motion: "I move to postpone action on this question until our May meeting. "
4. If you want to get more information or give more study to a question: "I move to refer this question to a committee of three, appointed by the President, and to report back at our March meeting."
5. If you think the voice vote on a question is indecisive and should be taken again, call out "Division;" it requires no second and the Chair must take a standing vote.
6. If you don't think a question should be discussed at all because of its sensitive nature, you say, "I object to the consideration." No second is needed.
7. If you feel that a certain motion has little value and discussing it would be a waste of time, you can kill it by: "I move to postpone the question indefinitely."
8. To change or modify a question: "I move to amend by..."
9. If the Chair has made a ruling and you don't agree with it, you may appeal by saying: "I appeal from the decision of the Chair." Second needed.
10. If you want to limit debate on a question: "I move to limit debate to 2 minutes per person," or if you feel more time is necessary, "I move to extend the time for debate until 2 pm (or for ten more minutes.)'
11. Ratify: to approve an action taken earlier (to confirm it or make it valid.)
12. Rescind: to repeal or annul action previously taken.
13. Reconsider: to stop hasty or ill-advised action.

Nominating Committee Guidelines

The Nominating Committee is perhaps the most important committee in determining the club or District's future. It is the committee's responsibility to nominate the very best candidates available and not just fill the positions. Before discussing candidates, the committee should discuss the club/district's strengths and weaknesses at the present time and the needs for the coming years. Set the specific goals for meeting these needs before proceeding.

In order to function well, the committee members must remember that everything that is said at their meetings must remain CONFIDENTIAL. The alternates are not committee members. The alternates, in voting order, will replace any of the elected members that resign or are unable to serve.

The proposed slate of officers should be balanced so that all members have some representation.

Balance should be in the following areas:

1. Length of membership in the club or federation
2. A variety of members/clubs should be represented
3. Experienced board members and new board members
4. Age of members
5. Where the members live

As you are considering the offices, remember that you should first nominate the President, then through the offices as listed in the Bylaws. (Fill from the top.) Read the job descriptions in your Bylaws. Consider each office separately and discuss the qualifications needed in the nominee. Read through your membership list several times as you discuss these qualifications so as not to overlook anyone. There are usually no automatic advancements from office to office. The candidates should have the qualifications needed to fill a particular office. Present officers are not routinely asked to fill the office for a second term. They may be asked if they are the best qualified. (This is sometimes necessary to balance the proposed slate.)

Procedure

1. List each office on a large piece of paper (or on several sheets of paper).
2. Read the duties of each office.
3. Make a list of candidates for each office by going through the club roster. The same name may appear on several lists.
4. Prioritize each list.
5. After determining the first choice for president, make the first call.

Suggested calling procedure

"This is — and I'm calling for the Nominating Committee. We feel that you are the best member to serve as President for the coming term because (give special qualifications)." Then read the duties of the office. Make every candidate feel that they are the committee's first choice for that office. If the response is negative, but they would like another office, advise them that the committee is only considering the presidency now, but the committee will put their name on the list to be considered for the office in which they are interested in.

Proceed through the elected offices in the order listed in the Bylaws: President, 1st Vice President, 2nd Vice President, etc. Do not proceed until you have a candidate for the preceding office.

When the slate is completed, the Chair advises the President, not of the candidates' names, but that the committee is ready to report at the appropriate meeting.

From Making Things Happen by Joan Wolfe

Find the most interested, enthusiastic, responsible and hard-working members to serve on the board, and don't select nominees all from one "faction" within the organization. Nominating committees must take their responsibilities seriously. They must ask questions of the members and get ideas. The committee, of course, will nominate some long-time, hard-working members, but they should also come up with other candidates who have little to write about in a "profile" but who have spark and new ideas. If these eager new people must wait until they have worked their way up with impressive credentials, the organization is likely to find that these members have gone elsewhere where they can more quickly use their leadership talents.

From Robert's Rules of Order, Newly Revised 12th Edition, pg. 46:9-46.17; (2020 Edition)

Nominations by a Committee. In the election of officers of an ordinary society, nominations often are made by a nominating committee. Usually in such cases a nominating committee is chosen in advance to submit nominations for the various offices for which elections are to be held at the annual meeting.

Designation of the Nominating Committee. The nominating committee should be elected by the organization wherever possible, or else by its executive board. Although in organizing a new society it may be feasible for the chair to appoint the nominating committee, in an organized society the president should not appoint this committee nor be a member of it, ex-officio or otherwise.

Nominees. Although it is not common for the nominating committee to nominate more than one candidate for any office, the committee can do so unless the bylaws prohibit it. It is usually not sound to *require* the committee to nominate more than one candidate for each office, since the committee can easily circumvent such a provision by nominating only one person who has any chance of being elected.

Members of the nominating committee are not barred from becoming nominees for office themselves. To make such a requirement would mean, first, that service on the nominating committee carried a penalty by depriving the members of one of their privileges; and second, that appointment or election to the nominating committee could be used to prevent a member from becoming a nominee.

It is desirable policy for the nominating committee, before making its report, to contact each person whom it wishes to nominate, in order to obtain his acceptance of nomination — that is, their assurance that they will serve in the specified office if elected. The bylaws can make such a practice mandatory.

Report of the Nominating Committee. The time at which the nominating committee's report is made is a matter to be determined by rule or established custom of the particular organization — depending on its own conditions. In some societies this report is not formally presented to the voting body until the election is pending; but in any organization where advance interest in the election may develop, the nominations submitted by the committee should be made known to the membership earlier. These nominations can be sent to all members, for example, several days before the regular meeting– usually the election meeting itself– at which the chair calls for additional nominations from the floor. The report should always be formally presented at a regular meeting, even if the names of the committee's nominees have been transmitted to the members of the society beforehand. Sometimes– in societies that hold frequent regular meetings– the nominating committee's report is presented at the regular meeting preceding the annual meeting at which the election is to take place.

When the nominating committee is called upon for its report at a meeting, its chairman rises and presents the report as follows:

> *Nominating Committee Chairman:* "Mr. President, the Nominating Committee submits the following nominations: For President, Mr. A; for Vice–President, Mr. B; for Secretary, Mr. C; ... (and so on for each office to be filled, naming the nominees in the order in which the offices are listed in the bylaws)."

A minority within a nominating committee, as a group, may propose other nominees for some or all of the offices in any case where nominations from the floor are permitted.

A nominating committee is automatically discharged when its report is formally presented to the assembly, although if one of the nominees withdraws before the election, the committee is revived and should meet immediately to agree upon another nomination if there is time.



Planning a Project

Remember to plan with the club membership and not for it

Projects evolve in many different ways. Some projects are done year after year because "we have always done them." Some projects are suggested by members to fill needs in the community. Some projects come from outside organizations as they seek help with their projects or events. And some projects are suggested to us in the GFWC and CFWC Procedure books.

The most successful projects are the ones in which the members feel a vested interest or an "ownership" in the project. They believe in the project, they had a voice in deciding on the project, they are happy with the results and they feel that their time was well spent and appreciated. No matter how successful a project is or has been, it should be evaluated every year to see if the members want to continue it or not.

Things to consider when choosing a project:

- What specific community/club need will the project meet?
- Is this a need that is not being met, or would the club's efforts duplicate something that is already being met by another group or agency?
- How many people will it take to complete the project?
- Does the club have a commitment from enough people to complete the project?
- What outside organizations, agencies and businesses can the club draw on for additional people support?
- What will it cost the club to undertake the project?
- Does the club have the necessary funds available and do the members agree that this would be a good use for those funds?
- What organizations, agencies and businesses could be approached for financial support?
- How many hours will it take to complete the project?
- How difficult will it be to get publicity for the project?
- Is there a member that is willing and able to chair the project?
- If this is a long term project, is the club committed to seeing it through to completion?

Projects should be selected to meet a specific need of your club and/or community. They should capture the interest of club members. They should be selected based on the assumption that you have the volunteer power and the financial resources to complete the project. The projects chosen should be worthy of the club's commitment of time, energy and resources.

Once you have selected a project it is important to establish the goal of the project — decide what needs to be done. Remember that the goal should be specific, measurable, attainable, challenging and time specific. Everyone on the project committee should understand and be able to clearly state the goal of the project.

Develop an Action Plan

- Create and maintain a project notebook or file to document the progress of the project as well as a place to keep information about the project, committee meeting minutes and suggestions for future reference.
- List items and/or equipment needed for the project. Determine which items the club has, if they can be supplied by members, if the club will need to purchase them or if there will be a need to solicit funds to provide them.
- Develop a budget for the project. Get club approval for the funding if it is not already included in the annual budget.
- Determine all the jobs that need to be done and whether they can be done by an individual or if a sub-committee should be appointed. (i.e. publicity, donations, site preparation, tickets, decorations, etc.)
- Compile a list of the names, addresses, phone numbers and e-mail addresses of all the committee members.
- Compile a list of organizations, agencies and businesses that will be contacted for resources or assistance.
- Make a list of all the steps needed to complete the project.
- Develop a timeline for completing these steps. Begin the timeline with the first committee meeting and note all the steps, including a post-project meeting, committee member evaluations, sending "thank you" notes and writing the project report.

Project Planning List

- *Goal.* State the desired result of your project. What is the goal of your action?
- *Target Population.* State the population directly affected by the program. This could be a small group of people or an entire community.
- *Assumptions*. State basic beliefs or premises which make it seem reasonable and advisable to proceed with this project.

- *Action Plan.* State schedule of activities for project implementation.
- *Measure of Outcome:* State those actions that will indicate achievement of the project goal. How will you measure the success of the project? What events or activities are planned to demonstrate the accomplishment of the goal?

Tips for Working Your Action Plan

- Stay focused
- Be flexible
- Communicate
- Be open to input from others
- Show appreciation — say "thank you"
- Record your progress
- Celebrate
- Evaluate
- Write a report at the conclusion of your project

Tips on Developing a Timeline.

- Work backwards from the day of the event, and list your steps in months, weeks or days. For example: 4 months — hold first committee meeting, 3 months — send out solicitation letters, 2 weeks — hold workshop to make decorations, 1 day — decorate the room
- Once you know the date of the event, translate each step into an actual date on your planning calendar.
- Always allow yourself 50% more time than you think it will take.
- Report dates of committee meetings, workshops and project events to be included on the club calendar to avoid overscheduling the members.

Tips for the Day of the Event or Project

- Bring extra supplies, such as masking tape, scotch tape, scissors, small sewing kit, first aid kit.
- Designate one person as "go-fer." This person has no responsibility other than to get things as needed. Tasks may include driving to a nearby store to pick up a forgotten item or locating another member, etc.
- Bring water and a small snack for quick energy.
- Bring a cell phone in case there is no telephone available at the site. Bring a list of phone numbers of other committee members.
- Make sure someone is taking pictures to record the event for publicity and club records.

Conflict Resolution

No matter how great the leadership may be, there will always be conflict. The challenge of the leader is to identify the conflict as soon as possible, determine what kind of conflict is involved and its underlying causes. Conflict occurs on many levels and if addressed effectively its outcome can (1) produce stronger, more resilient working relationships; (2) improve creative output and (3) generate innovative problem solving solutions.

Signs of Conflict might be:

- Poor communication
- Individuals seeking power
- Dissatisfaction with leadership
- Weak leadership
- Lack of openness
- Change in leadership

Major conflict indicators:

- Body language
- Disagreements, regardless of the issue
- Withholding bad news
- Surprises
- Strong public statements
- Desire for power
- Increasing lack of respect
- Open disagreement
- Lack of clear goals

Types of Conflict

There are two basic types of conflict. The first type is unnecessary conflict. This type occurs when individuals have differing perceptions, lack of information, or hostile feelings that can appear unexpectedly, cause disagreements, and build into full-blown conflict.

The second type is resolvable conflict. This will occur when two individuals' viewpoints on an issue are initially seen at opposite ends of the spectrum but in reality, are based on differing goals, need or interests. When talked out this type of conflict can be worked out to their mutual satisfaction.

In the majority of cases, unnecessary conflict need not involve the leader, but rather needs to be worked out between the parties involved; however resolvable conflict should be within the leader's control and can be worked out with a simple 10-step approach.

10 Steps of Problem Solving

1. Present the issue without emotion, blame, or judgment. Speak in the first person: "I see that there is an issue with" then clearly convey what you know without blame to any special person.
2. Ask for the opposing party's point of view and listen actively so you fully understanding their needs. Ask the other person how they see the situation and what they need to resolve it. Listen non-judgmentally. Do not inflict your position.
3. Explain your point of view clearly, and make sure the other person understands it as well. Ask the other party to review what you have said. Think out what you will say and keep it clear, concise and brief.
4. Clarify and define the issue in terms of both your needs.
5. Together develop an objective or condition to which you can both agree. Ask yourselves "What result are we both looking for?" "What can we live with?"
6. Brainstorm possible solutions. The goal here is to identify several possible ways to alleviate the conflict without actually evaluating each other. If you generate multiple ideas, you should find more innovative or workable solutions than the ones people typically use.
7. Select the solution that has the best chance of meeting both your needs. Take the list worked out in #6 and evaluate them. Write down the most viable solution that both sides would like to try ...usually a combination of suggestions.
8. Develop a realistic plan of action and determine who will do what, where and how. Using the written solution in #7 plan the actions that must be taken to ensure its success. Make a timeline and give a copy to all who are involved. Schedule checkpoints to assess progress along the way in order to keep on tract and focused.
9. Implement the plan. Implementation occurs after the problem-solving discussion. Each party must complete her action steps.
10. Evaluate the success of the solution based on the joint objective. During the initial discussion, it is vital that you schedule time to meet after the solution has been implemented. Some revisions or even an alternative solution might be needed. Since those involved probably chose this conflict resolution process because they value their relationship and want good results, it is critical that you determine its success.

Styles of Conflict Management

Competing (Win-lose strategy). The individual pursues his or her interests at another's expense. Competing people will stand up for the beliefs without listening to others or do anything to "win."

Accommodating (Lose-Win). People neglect their own interests to satisfy the interests of others. These people easily yield to other's points of view.

Avoiding (Lose-Lose). These individuals do not deal with conflict. They sidestep issues, postpone discussions, or withdraw from tense situations.

Compromising (Partial win-Partial win). These individuals seek to find expedient, mutually acceptable solutions which somewhat satisfy both party's needs. The "split the difference" or seek middle ground.

Collaboration (Win-Win). Individuals seek to find solutions that fully satisfy both parties.

Collaboration is the style most recommended for organizations because it allows both parties to be fully satisfied, allows for creativity in developing resolutions, and give participants a sense of accomplishment that they have together resolved the issue without losing anything.

The Dos and Don'ts of Conflict Resolution

DO

- Show empathy; observe nonverbal signs that people are upset
- Confront difficult situations early on
- Be clear and continually reinforce your message
- Make eye contact
- Be open minded and listen actively
- Try to come to a compromise
- Remain impartial
- Resist the temptation to argue
- Treat people with respect
- Listen

DON'T

- Disregard the feelings or concerns of the other party
- Contradict yourself
- Give in just to avoid further confrontation
- Be dismissive
- Settle for less than all the information
- Give unsolicited advice
- Get defensive or counterattack
- Use negative body language i.e. folded arms, no eye contact

Remember all conflict is not bad. Conflict can lead to clarification of important problems and issues and result in solutions to those problems. Quality leaders who meet regularly with their Board and members tend to stay ahead of conflict for they

have mastered an active listening style that encourages two-way communication so that differences are comfortably brought to the forefront to be resolved. Consistent open communication is the key to prevention.

"The ultimate measure of a leader is not where she stands in moments of comfort, but where they stand at times of challenge and controversy."

– DR. MARTIN LUTHER KING, JR.

Stress Management

What is Stress?

Stress is the body's reaction to any change that requires an adjustment or response. The body reacts to these changes with physical mental and emotional responses. Stress can be positive — keeping us alert and ready to avoid danger. It becomes negative when a person faces continuous challenges without relief or relaxation between challenges.

Stress that continues without relief can lead to a condition called distress — a negative stress reaction. Distress can disturb the body's internal balance or equilibrium, leading to physical symptoms including headaches, upset stomach, elevated blood pressure, chest pain and problems sleeping. Research suggests that stress also can bring on or worsen certain symptoms or diseases.

Stress also becomes harmful when people use alcohol, tobacco. or drugs to try to relieve their stress. Unfortunately, instead of relieving the stress and returning the body to a relaxed state these substances tend to keep the body in a stressed state and cause more problems. Consider the following facts:

- Forty-three percent of all adults suffer adverse health effects from stress.
- 75 to 90% of all doctor's office visits are for stress-related ailments and complaints. Stress is linked to six of the leading causes of death: heart disease, cancer, lung ailments, accidents, cirrhosis of the liver and suicide.
- The Occupational Safety and Health Administration (OSHA) declared stress a hazard of the workplace. In terms of lost hours due to absenteeism, reduced productivity and workers' compensation benefits, stress costs American industry more than $300 billion annually.
- The lifetime prevalence of an emotional disorder is more than 50%, often due to chronic unrelated stress reactions.

Is All Stress Bad?

NO. While it is commonly thought of as negative some degree of stress is a reality for most people and can serve to challenge and motivate us. Therefore, the goal is

not to eliminate stress but to manage the negative aspects. Knowing how you experience stress can help you choose a coping strategy that will be most effective.

Some Top Stressors

- Death
- Divorce
- Marital separation
- Personal injury/illness
- Marriage
- Job change
- Marital reconciliation
- Family illness
- Pregnancy
- Sexual problems
- Difficult co-workers
- Over extension of one's time and energies

What Effect Does Stress Have on Us?

- Headaches
- General aches/pains
- Increase/loss of appetite
- Mood swings
- Apathy
- Upset stomach
- Irritability
- Muscle tension
- Indigestion
- Trembling or shaking
- Dizziness
- Teeth grinding
- Tiredness or exhaustion
- Sleep problems
- Hyperactivity

Chronic stress wears down the body's natural defenses leading to physical symptoms. Some common physical symptoms of stress are:

Healthy/Useful Stress Management Tool and Tips

If you are one of the millions of stressed out Americans, there's good news. People can learn to manage stress.

Start with these tips:

1. Maintain a positive attitude.
2. Change beliefs about your self-worth. (You do not have to prove your worth to anyone.)
3. Let go of the need to control. Accept that there are events you can't control and learn to accept others as they are. (Yourself, too.)
4. Be assertive instead of aggressive. "Assert" your feelings, opinions or beliefs instead of becoming angry, defensive or passive.
5. Learn to manage your time more effectively so you can spend more time on activities you enjoy.
6. Give and receive more affection. LOVE yourself and others!
7. Play. (All work makes Jill dull, too.)
8. LAUGH (At yourself and with others.)
9. Change your perceptions. Maybe the problem is opportunity in disguise.

10. EXIT. Sometimes the best solution is an exit. Never be afraid to leave problems behind.
11. Release anger constructively. (Never Hurt Others…dance it…draw it…write it…burn it…run it off…deal with it in such a way as to allow closure.)
12. Keep a stress journal to record stressful situations and your response to them.
13. DELEGATE.
14. Learn and practice relaxation techniques. (Meditate, read, practice yoga, listen to music.)
15. Cultivate your social network. (Find good listeners to strengthen your immune system.)
16. Integrate enjoyable movement into your lifestyle. Your body can fight stress better when it is fit.
17. Eat a balanced diet that includes a variety of fresh foods.
18. Drink plenty of water.
19. Take time to smell the flowers... see the scenery.
20. Engage in an activity that has repetitive movements like knitting, crocheting, or pottery.
21. Learn to say NO. Use NO to turn down responsibilities that are too stressful for you.
22. Take TIME.
23. Face reality.
24. REST. Your body needs time to recover from stressful events.
25. Redecorate your surroundings… add flowers and plants... use blue and green colors.
26. Get a pet. Touching and watching animals reduces blood pressure and stress.
27. Do #8 again and again... LAUGH. BE HAPPY!

The Key to Stress Management is a Balance

Strive to create balance between work and play... relating to others and having time alone... change and stability... activity and rest... seriousness and lightness... doing and being happy and sad, etc. It is your interpretation of an event that triggers your reaction. Assessment is necessary to interrupt an automatic pattern of response.

Although stress may be triggered by people and events outside your control how you react is your choice. Only you can make the choice to improve. Believe in yourself and value who you are.

Take control of your life... Use HUMOR!!! QUICK... Name one thing that will reduce stress in your life, aid digestion, help you live longer, make you a more creative problem solver, and add sparkle to love-life and social encounters. Research shows that a sense of HUMOR can do all that and MORE!

STRESS: What is it? How does it affect us? How to control it?

SMILE!!!

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