

**LEADERSHIP MANUAL  
GFWC FLORIDA  
FEDERATION OF WOMEN'S CLUBS**

"It takes time to become an effective leader because leadership has to be learned and developed as the leader grows and nurtures. n L.M. Frank

## What is leadership?

The goal of this manual is to help you develop those skills necessary to assist you, the club member, in the key leadership roles of your local club •.

- ∴ One of the first kernels of knowledge to learn is that "leadership" is a group function. You cannot be a leader without having someone to follow. Without followers, we are simply individuals striking out along a solitary course. In other words, you are on your own or up the proverbial creek without a paddle .
- ∴ "Leadership" is a two-fold process. GIVE and TAKE~ACTION and REACTION-STIMULUS and RESPONSE. As a club leader you must communicate with your group and they in turn will respond. Always remember that change is good, even at the risk of controversy. Constant evaluation must take place and consideration must be given to changing direction or finding a "better way.," Through good communication at all levels, changes can be made in a positive manner that is healthy for your club .
- ∴ The purpose of "leadership" is to get a group of people to work together efficiently and effectively. It happens when you have the right personality in the right situation with the right skills at the right time to do the right job .
  - ∴ Good "leadership" is the quality, which melds a group of individuals into a working unit that takes an idea, puts it into action, which becomes an accomplishment.

You can become a good leader by using the skills outlined further in this handbook. The ultimate goal is to develop club leaders who will share their know/edge and responsibilities with other members to help them grow in the organization.

"The good leader is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it" Theodore Roosevelt

## What Does a Good Leader Do?

1. A good leader, as her primary concern, promotes the organization. Her next concern should be to develop leadership qualities in those who are to come after her.
2. A good leader helps her group to establish their own goals and objectives within the framework of the organization's programs. A good leader does not set goals for them but operates according to their expressed desires. A good leader never uses authority or prestige of her office to impose her own ideas on the group.
3. A good leader constantly evaluates what the group is doing and accomplishing. She often asks, "Are we actually accomplishing what we started out to do? Why are we doing it this way? Is there a better way?"
4. A good leader is constantly creating opportunities for participation for as many members as possible at every meeting. She studies individual abilities and interests so that every assignment is a challenge and so that every member will find meaningful experiences in the organization.
5. A good leader is not afraid of change. She is not afraid of controversy or constructive criticism. Just because the organization had a certain project last year is no reason to continue it forever unless the need still exists.
6. A good leader knows and practices the techniques of effective communication. The lecturer-listener type of program is responsible for much of the apathy and indifference we all complain about. The good leader knows that communication is a two-way street and that we can never be sure we have communicated until we get a reaction from our hearers.
7. A good leader knows how to motivate people. She realizes that people only do what they want to do - what seems relevant and important to their own personal lives and family welfare. Therefore, the good leader is constantly showing them how the programs for action in the departments of the organization's program actually can be implemented for the purpose of fostering their own well-being.
8. A good leader is creative. She does not always follow in the familiar ruts established by long years of usage. She applies ideas for programs, new and more meaningful projects, new opportunities for members to grow and develop.

## Tips for Effective Leadership

1. Be outgoing, cheerful and enthusiastic. Smile!
2. Never betray a trust. Keep your word.
3. Return phone calls promptly.
4. Always carry a notepad and pencil.
5. Give people some rope ... Don't over manage.
6. Don't feel you have to like someone to get a job done.
7. Pick and choose what you take a stand on.
8. Don't feel it necessary to fix blame.
9. Learn to conduct an effective meeting.
10. Give clear instructions and ask clear questions so that you won't be misinterpreted.
11. Stay cool during a crisis. Falling apart won't help the situation.
12. Learn to say "no" without feeling guilty.
13. Take time to do it right the first time.
14. Expect everything you say to be repeated.
15. Project a winning image.
16. Accept blame for failures and credit others with success.
17. Be persistent. .. keep trying.
18. Don't be forced into making a decision until you are ready.
19. Plan ahead. **Don't** wait until the last minute.
20. Ask questions and seek advice.

With all this said how do you accomplish all these skills? The following are leadership skill building techniques that have been proven to be effective in club work.

## Needs Assessment

The first step in skill building is assessment of needs and strengths. The assessment below can be used to determine your needs and the needs of your club leadership. Once the assessment is complete, you can begin to plan workshops to develop the needed skills to become effective leaders.

Each of the questions on the assessment relates to a specific leadership skill or trait that clubs should strive to attain. Leadership is not just about one individual. Clubs have the power to establish procedures and practices that encourage and train good leaders. Here are a few tips to getting your club leadership on the "right track."

- Consider instituting a "Bright Idea" column in your club newsletter highlighting a different leadership tip in each issue.
- If you don't have job descriptions for your leadership positions, develop them. Start by asking the person in the current position to make a list of the duties she performs. Get a small group together to write the "description" in a similar format.
- Regularly evaluate your activities and programs. Set aside one meeting each year to review the past year's programs and projects. Determine which were most successful, enjoyable and rewarding for the members. Use a surveyor evaluation to get all the members opinions. Brainstorm and decide what to keep, what to try new and what to discard. Develop a list of projects and programs for the entire year.
- Don't forget the most important ingredient in your club work - FUN. Clubs always have challenges and conflicts but the club that laughs together .....
- Get to know your members and give them plenty of opportunity to know one another.
- Encourage members to learn public speaking skills and educate one another about their organization by asking different members to read an excerpt from the GFWC Clubwoman magazine at each meeting.
- Think about initiating a "Gotcha Month" where members who are caught saying something negative about the club are fined by the "Gotcha" member. All fines can be set aside for leadership activities.

## Club Leadership Needs and Strengths Self-Assessment

(please circle "yes" or "no" for each question below.)

1. Does your club have job descriptions for each leadership position? Yes No
2. Does your club establish administration goals with input from all members? Yes No
3. Does your club offer at least one leadership workshop per year? Yes No
4. Does every member of your club have an opportunity to serve in a leadership role (i.e. board, committee member, project committee)? Yes No
5. Does your club have regular brainstorming sessions to develop ideas on programs and projects? Yes No
6. Does your club breakdown large scale projects into smaller segments with task-specific committees, timelines, member accountability? Yes No
7. Does your club encourage members to prepare volunteer resumes? Yes No
8. If yes, to #7, do you maintain a file of all members' volunteer resumes? Yes No
9. Does your club retain a members' skills/talents/interests file? Yes No
10. Does your club maintain an ongoing list of donors, contributors, and others who support your endeavors? Yes No
11. Does your club have a Federation "lending library" (to include such items as GFWC program materials, state and national magazines, etc.)? Yes No
12. Does your club recognize the value of shared leadership by permitting Co-chairman, mentors, etc.? Yes No
13. Does your club communicate the responsibilities of members as well as leaders? Yes No
14. Does your club provide an official orientation for new members? Yes No
15. Are members required to present oral reports by standing and using a microphone or podium? Yes No
16. Does your club send a representative to district and/or state meetings? Yes No
17. Does your club send a representative to GFWC region/national meetings? Yes No
18. Does your club have a "dollars for delegates" program to assist members representing the club at state and/or national meetings? Yes No
19. Is the GFWC Clubwoman magazine shared at your club meetings? Yes No
20. Do all the members in your club share the responsibility of reporting? Yes No

# Time Management

Most people think of time as intangible. As long as time remains slippery, elusive and hard to conceptualize, you will have difficulty managing your days. Organizing time is really no different than organizing space. A cluttered closet and a cluttered schedule are essentially the same. Here are three plans of action to help you better organize your time.

## Analyze

Most people make lists of tasks to accomplish, but do not set aside the time necessary to complete the tasks. Unless you PLAN a time slot to complete the task it will not be completed in a timely manner. The following guide has been proven to be effective in organizing your time.

- ~ Assign tasks to the time of day that works best for you. (i.e. if you have more energy in the morning, set aside 20 minutes to exercise each morning rather than after work when you are already too tired.
- ~ Set realistic goals. Rather than setting aside an hour to clean the house, consider allowing yourself 90 minutes to allow for interruptions such as children's needs or the telephone.
- ~ Analyze what is working and what is not working for you. If paying bills on Wednesday night is not working because you have spent all day at work sitting behind a computer, consider moving the task to a weekend day.
- ~ 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 at balancing the checkbook--DELEGATE.
- ~ Organize your workspace. Aim to handle a piece of paper only once. Have a wastebasket and file folders next to the area where you sort your mail. This can be a great time saver.

## Strategize

Develop a time map. This is 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 divided 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 Romance Family                      Finances      Knowledge*

Here is an example of a time map:

6:30-7:00 am	self	shower, dress, breakfast, read newspaper
7:30-8:00 am	self	write in journal, morning devotion
8:00-8:30 am	self, knowledge	commute, reading

8:30-9:00 am	work	emails
9:00-12:00 pm	work	internal meetings, offsite appointments
1 :00-5:00 pm	work	emails, calls, daily wrap up
5:30-6:00 pm	knowledge	commute, business reading
6:00-9:00 pm	family	dinner, homework, time with spouse/kids
9:00-11 :00 pm	romance	marriage time, date time

Consider trying a time map for one week and revising it as needed. You may decide that housecleaning can become "family" time if you learn to get to whole family involved with the tasks. Learn multi-tasking to make the most of your time.

### **Attack**

Now that you have determined where you spend your time and have developed a time map, how do you make it work in the "real" world? Try these four methods for attacking your time needs:

- o Sort - tackling a pile of "to-do's". Attach a post it note to each task with the time you have estimated it will take to accomplish the task. Organize each into your "work, family, self, knowledge" categories
- o Purge - delete or delegate tasks that might not need to be accomplished that day or week. Insert the new "to-do's" into the appropriate category piles. 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.
- o 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. Make a master travel list for your family. Keep your home filing system simple and easy to use.
- o Celebrate - your successes. Do something fun. The worst thing you can do is berating yourself for not getting everything done. There is always tomorrow.

# Communication

Communication is one of the most essential skills of a good leader. Most of us communicate daily without much thought to what we are saying or how it is being heard. 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. Successful leaders have mastered the basic communication skills to be able to lead, motivate and encourage those that follow.

## Goal Setting

To set goals is essential for personal and group achievement and success. Four characteristics of good goals or objectives are:

1. Goals are specific.
2. Goals are measurable.
3. Goals are achievable. (if unrealistic, the goal can hurt the motivation of the group)
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. Remember 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. The following tips can help.

Examine your voice and body actions for effective ways to express yourself with confidence.

- o Maintain adequate volume in your voice. Too soft and you appear timid, too loud and you appear aggressive.
- o 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.
- o Make direct eye contact. People expect you to look them in the eye to demonstrate that you are involved and interested in the conversation.
- o 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.

Examine your methods for sharing feelings.

- o If you want to express a feeling with another person, find an appropriate time and place to do it. Be specific; coded messages are confusing.
- o Remember we are responsible for our feelings. Use "I am ... ". not "you make me ... ". when expressing your feelings.

Feel free to change your mind or make mistakes.

- Demonstrate good leadership qualities by changing your mind because you were in error or have found a better way.
- ▷ Admit mistakes as soon as possible.

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.

## Listening

Under most circumstances we understand only % of what we hear. After, 2 months, we recall only X of what we heard. We spend 70% of every day in verbal communication and of this, we spend 45% listening. There is no communication skill more important to a leader than listening. Develop and practice good listening habits.

- ▷ Decide on your purpose for listening. Enjoyment, learning, etc. Your purpose will usually be determined by your priorities at the time.
- ▷ Try not to assume you know what will be said before it is said. We often don't listen because we assume it will be of no interest or use to us.
- ▷ Try not to let your biases control your listening. Our attitudes certainly affect our listening skills.
- ▷ Try not to monitor your listening through feedback. Ask clear, concise questions allowing the speaker to expand or clarify the message.
  - ▷ Learn to listen for the speaker's purpose. It's important to know their reason for communicating.
  - ▷ Don't yield to distractions. Don't use distractions as a convenient excuse for not listening.
  - ▷ When possible, take notes. Make notes as you listen if appropriate and not distracting. It will help you organize the speaker's thoughts.

## Nonverbal Communication

Meaning is conveyed both through words and through nonverbal actions; 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.

- ▷ 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.
- ▷ Leaders should be aware of the cues they send to others which show liking or disliking. Monitoring our nonverbal reactions can make a working relationship much more pleasant.
- ▷ We can show dominance or submission nonverbally. Leaders who are careful about their nonverbal messages won't affect the supportive atmosphere they are trying to create.

Basically, communication is a relationship. We must successfully relate to others in order to join together as a working group.

## Handling NonPerformers

Nothing is more depressing to a chairman than working with a non-performer! remember--no one accepts a job with the idea of failing. Therefore, as a club/project chairman and leader, you must:

### IDENTIFY THE PROBLEM

A. Ask yourself these questions:

1. Have I taken the time to understand her as a person?
2. Have I been fair/honest in my relationship with her?
3. Have I given her my full support?
4. Have I offered encouragement?
5. Have I fully explained her job responsibilities?
6. Have I explained what is expected of her?
7. Have I explained how her job relates to the overall goals of the club/project?
8. Have I explained the benefits she can gain without undue interference from others?
9. Have I worked with her in establishing goals?
10. Do I allow her to carry out her job without undue interference from others?
11. Have I provided her the necessary assistance?
12. Do I give her credit for her accomplishments or do I take the glory myself?
13. Do I praise her in public and correct her in private?

B. Ask these questions about her:

1. Is she overloaded?
2. Are outside influences (family, friends, etc.) affecting her capability?
3. Does she understand her responsibilities?
4. Does she understand how important her job is to the total effort?
5. Is she afraid to ask for help?

### WHAT CAN BE DONE

1. Provide additional training to get the job done.
2. Praise and encourage her.
3. Reassign a portion of her responsibilities; appoint a co-chair or assistant.
4. Talk (in private) with her to help overcome the problem.
5. Change your approach in working with her; change her duties.
6. If you're the problem-straighten yourself out!
7. Last resort-replace her!

### HOW TO REPLACE A NON-PERFORMER

1. Confront her in private and allow her the opportunity of resigning gracefully. Offer to announce a reason that will not embarrass her.
2. Review the provisions of your by-laws regarding the replacement of others.
3. Carry out the resignation/replacement with a minimum of "talk".

# Organizational Skills

Organization is vital to the success of busy leaders. Set aside time prior to taking on any new position to establish a system for record keeping, managing and tracking your time and communicating with members and resources. The following can assist you in ready to tackle an elected position, club chairmanship or project chairman.

## Calendar

As a busy leader it is critical that you maintain a calendar that highlights the important dates to keep you organized and on track. This should be readily accessible to you at all times and will ensure that you do not miss important events. Pass a copy of this calendar along to your successor, this will assist her in understanding and planning the time it will take to do the job successfully.

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 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 excellent resources for any new leader. They make the job easier and more enjoyable. Begin the book at the start of the position, don't trust your memory or wait until the end of the year. Chances are if you wait, you may leave out pertinent information for the next person. It is your responsibility as a leader to share your thoughts, suggestions, materials and files with your successor. A smooth transition from one administration to the next is vital to the success of the organization at every level.

The following items are normally included in procedure books/files:

1. Rolodex or card file or contacts (i.e. officers, chairman, district leadership, etc.)
2. Job description for the position as well as for officers and chairmen in your club district 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.
4. Program information from district, state and GFWC
5. Lists of materials available from GFWC and FFWC
6. Suggestions on how to improve the position as well as any ideas for new project/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

10. Minutes of relevant formal and informal meetings
11. A record of relevant financial expenditures, reimbursements and contributions.

Take a minute and complete the "**GFWC Get Organized Return**". See where you stand in your organizational skills. Once it is complete determine what you need to do to improve your skills.

**(See the GFWC Get Organized Return Survey attached)**

# GFWC Get Organized Return

Name: \_\_\_\_\_ Position: \_\_\_\_\_ Term Length: \_\_\_\_\_

**NOTE**            The instructions that follow may not answer all questions that may arise. Assistance may be obtained from club president; district or state officer; club, district, state or national leadership committee.

## GENERAL INSTRUCTIONS:

For each statement enter the full indicated amount if you have already accomplished the task indicated. Enter 1/2 of the indicated amount if you have made plans to tackle the task indicated.

If you have not received files from your predecessor. you are hereby granted a six week extension to obtain them. If there are no files, begin at #2 and enter double the amount if you have done this task.

- |   |                         |
|---|-------------------------|
| 1. Read files from predecessor (Enter 10)   | 1. _____                |
| 2. Read GFWC program, outlines, materials relevant to your position (Enter 10)  | 2., _____               |
| 3. Read other reference materials (minutes, yearbook, reports, newsletters) pertaining to your position (Enter 10)  | 3., _____               |
| 4. Set goals for your position (Enter 20)   | 4 .. _____              |
| 5. Developed one innovation for your position (Enter 20)  | 5., _____               |
| 6. Developed a time line or monthly list of procedures, deadlines and things to do for the coming year (Enter 20)   | 6 .. _____              |
| 7. Developed a reference file system (Enter 10 for each below)  |                         |
| Green File for Personal Reference   | a .. _____              |
| Yellow File for Procedural Reference  | b . _____               |
| Red File for Quick Reference / VIP papers (contracts etc.)  | c. _____                |
| Blue Files for all other papers   | d. _____                |
| Total of lines a, b, c, d (enter on line #7)  | 7. _____                |
| 8. Plan to maintain a separate calendar for your position to write in deadlines, dates to remember, telephone and fax numbers, important contacts, email addresses, hours spent each day on relevant work. (Enter 10) | 8. _____                |
| 9. Plan to respond to telephone calls, emails and mail in a timely manner (Enter 10)  | 9. _____                |
| 10. Plan to mark each incoming paper if it needs a copy, needs an answer or may be filed. (Enter 10)  | 10. _____               |
| I I. Plan to file all papers within two days. (Enter 10)  | I 1. _____              |
| 12. Plan to maintain an "agenda" folder to place papers that are needed for creating a meeting agenda (Enter 10)  | 12. _____               |
| 13. Plan to stock your desk or a box with paper, pens, note paper, paper clips, rubber bands, stapler, stamps, etc. (Enter 10)  | 13., _____              |
| 14. Plan to keep pad of paper in central location for reminders. (Enter 10)   | 14 .. _____             |
| 15. Plan to arrive early at all meeting at which you have to preside (Enter 10)   | 15., _____              |
| 16. Plan to meet all deadlines. (Enter 20)  | 16., _____              |
| 17. Plan to keep monthly notes in a file for your successor. (Enter 20)   | 17 .. _____             |
| 18. Total all lines and refer to success bracket on reverse side  | <b>TOTAL</b> 18., _____ |

19. Enter amount on Line 18

19., \_\_\_\_\_ -

20. Enter percentag~ from Success Bracket Table below

20., \_\_\_\_\_ -

*Refer to Refund Information at bottom of page*

### Success Bracket Table for GFWC Get Organized Return

- a. If Line 19 is below 125, then your success percentage is under 50% and you owe yourself a better chance to succeed by putting in some overtime on the areas in which you did not earn minimum points. Setting goals will yield big dividends, as it gives you a course of action, which immediately organizes your plans and projections.
- b. If Line 19 is greater than 125 but less than 200, then your success percentage is 80%. Allowing credit for your enthusiasm, leadership ability and people skills, it is likely closer to 90%. Try to increase your net gains by honing your ability to stay organized. An organized leader finds her work easier and is easier to work with.
- c. If Line 19 is greater than 200, then your success percentage is 98%! Congratulations, you are well on your way to accomplishing great things and inspiring others. The extra 2% needed to be in the 100% success bracket will be your capital gains from this investment of your time which will aide you as you strive for other positions in your club, district, state and GFWC.

### Refund Information

Refunds will not be mailed or distributed in one lump sum. A portion of your refund will be immediately realized as you begin the process of getting organized allowing your poise to replace your panic.

Additional refunds will be received throughout the year as you strive to fulfill all the duties of your position and train your successor. Remember to give yourself a little bonus by enjoying yourself and having fun!

# 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. It takes 20-30 minutes of exercise, meditation or some other form of relaxation to counter balance the effects of negative stress.

What effect does Stress have on us?

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

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

## Useful Stress Management Tools and Tips

You can manage the many stresses in your life by using the following tips:

- » Maintain a positive attitude
  - ~ Change beliefs about your self-worth. (You do not have to prove your worth to anyone.)
  - ~ Let go of the need to control. Accept that there are events you cannot control and learn to accept others- as they are.
- ~ Be assertive instead of aggressive. "Assert" your feelings, opinions or beliefs instead of becoming angry, defensive or passive.
- ~ Learn to manage your time more effectively so you can spend more time on activities you enjoy.
- ~ Give and receive more affection. Love yourself and others.
- ~ Play (All work makes Jill dull, too.)
- » Laugh (at yourself and with others)
  - ~ Change your perceptions. Maybe the problem is opportunity in disguise.
  - ~ Exit. Sometimes the best solution is an exit. Never be afraid to leave problems behind.
  - ~ 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)
- > Keep a stress journal to record stressful situations and your response to them
  - ~ Delegate
  - ~ Learn and practice relaxation techniques. (meditate, read, practice yoga, listen to music)
  - ~ Cultivate your social network (find good listeners to strengthen your immune system)

- > Integrate enjoyable movement into your lifestyle. Your body can fight stress better when it is fit
- > Eat a balanced diet that includes a variety of fresh foods
- > Drink plenty of water
- > Take time to smell the flowers ... see the scenery
- > Engage in an activity that has repetitive movements such a knitting, crocheting, or pottery
- > Learn to say NO. Use NO to turn down responsibilities that are too stressful for you
- > Take Time
- > Face reality
- > Rest. Your body needs time to recover from stressful events
- > Redecorate your surroundings .. add flowers and plants ... use blue and green colors
- > Get a pet. Touching and watching animals reduces blood pressure and stress
- > Do #8 again and again ... LAUGH. BE HAPPY!

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 your 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 can you control it? SMILE!!!**

## FOLLOWERSHIP (The Forgotten Side of Leadership)

Every successful leader knows the importance of having good followers. 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** ...

- She thinks about what is being said as others speak; she asks questions to clarify what is being said; she give "feedback" to let others know that she understands what they said.

- A good follower **RESPONDS** ...
  - Verbally
  - Nonverbally

- A good follower **OBSERVES** ...

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

- A good follower **QUESTIONS** ...

- She does not blindly follow the majority. She does not take an opposite stand just for the sake of promoting an argument. She upholds her own standards. values and ideals, but not in a doctoral or dogmatic way.

- A good follower **ANTICIPATES** ...

- The needs of other 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  
Herself, as a human being, with ideas, beliefs, strengths and weaknesses

- A good follower PARTICIPATES ...

She does not leave everything up to the leader. She does 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 ...

She is loyal to the leader and to the interests and purposes of the group. She does not exhibit "blind" or unquestioning loyalty but rather a genuine concern and desire to help the group meet its goals. She accepts assignments willingly and tries to prevent roadblocks that will hinder the progress of the group.

- A good follower CREATES ...

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

- A good follower PREPARES ...

She studies 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. She brings any necessary equipment that might be needed to work on the problem. And, most important, she comes to the meeting organized and ready to work.

- A good follower EVALUATES ...

She makes specific suggestions for changes and improvements. She offers advice and constructive criticism when asked to do so. She gives "feedback" to others in the organization has the privilege and the obligation of training with *GRACE*.

Guidance  
Respect  
Accountability  
Creativity  
Excellence

"Members that are good followers make better leaders."

# PLANNING

## Five Steps of Planning

### Step 1 : Define the goal(s)

The focus here is in analyzing what specific problem is to be solved, service provided, task accomplished, and objective of goal reached.

### Step 2: List the alternative ways to achieve the goal

Allowing imagination a free rein is an important part of finding creative alternatives. In order to discover more than the most apparent ways to accomplish the goal, group members may benefit by listening closely to the future-oriented "Mr. Ropers" in themselves and by allowing the philosopher-dreamer to emerge. Circumstances may make the selected alternative(s) less effective than planned and the group may want to select another.

### Step 3: Choose the best alternative

Evaluate the alternatives in terms of:

1. Their consequences - positive and negative
2. Their probability of success - be realistic in associating consequences of probable results with each alternative. Then, rank the alternatives, ordering them on the basis of the results that are most in accord with your defined goals.

### Step 4: Formulate the action plan

Action plans include the who is going to do what with whom, where, when and how. During this step, your group must make a detailed schedule of activities necessary to carry out the alternative chosen that now becomes the action plan.

### Step 5: Implement and monitor the action plan

Certain people must be made accountable and responsible for carrying out each specific detail of the action plan. Monitoring is checking to see if the job is being done as planned. Evaluation is making judgments on how well the planning and implementing is proceeding toward the goal.

## Delegating for Success

### The six steps of delegating

Delegating doesn't just happen. Delegating is a people developer and a team effort. It is key to opening doors to new experiences and new interests. Delegating teaches responsibility .

1. Communicate the task - Describe exactly what you want done, when you want it done and what end results you expect.
2. Furnish context for the task - Explain why the task needs to be done, its importance in the overall scheme of things and possible complications that may arise during its performance.
3. Determine standards - Agree on the standards that you will use to measure the success of a task's completion. These standards should be realistic and attainable.
4. Grant authority - You must grant members the authority necessary to complete the task without constant roadblocks or standoffs with other members.
5. Provide support - Determine the resources necessary for your member to complete the task and then provide them.
6. Get commitment - Make sure that your member has accepted the assignment. Confirm your expectations and your member's understanding of and commitment to completing the task.

The main principles that should be considered when delegating are to select the jobs, tasks or projects. and organize them. There are two kinds of responsibilities, which can be delegated - New: Asking someone to exercise her initiative, to be creative and present a plan or program for approval. Continued: Carrying out a plan or program already decided upon.

Choose and match the responsibilities for the job to the right person. What experiences can the person draw upon? What is the person already doing? Will the new task be accepted with enthusiasm? Take time to get to know your membership so that you can make informed choices.

Encourage independence. When you delegate, make sure you don't merely become a crutch for the person to lean on. No bird is going to learn how to fly until it gets the chance to try its wings. This holds true for people as well. At the same time, don't leave anyone hanging.

Follow up    answer questions, ..' make suggestions compliments successful completion.

## PARLIAMENTARY POINTS

We encourage members of every club to become familiar with the fundamental rules of parliamentary procedure in order to:

1. Train members so they will feel competent to accept leadership positions and will become effective leaders in the federation as well as in other groups.
2. Protect the rights of all members.
3. Allow the minority, as well as the majority, to be heard.
4. Be governed by the majority.
5. Have courteous and dignified discussions on all matters, even though they may be controversial.
6. Know that members have the 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.
7. Limit discussion to the orderly consideration of one thing at a time, with one member speaking at a time.
8. Encourage members to make their views heard at the proper time in the meeting, not on the telephone afterward
9. Teach those who would otherwise be reluctant to express their ideas.
10. Prevent a few from monopolizing the meeting.

### Eight Steps to Making a Motion

1. Member rises and addresses the chair, "Madame President"
2. Member is recognized by the chair and is assigned the floor
3. Member makes the motion: "I move that our club ... "
4. Motion is seconded
5. President (the chair) states (repeats) the motion
6. President calls for discussion. After discussion, the president asks, "are you ready for the question?" and restates the motion. A motion is called a question after it is stated by the chair.
7. President takes a vote, both affirmative and negative, by saying, "as many as are in favor of the motion say 'aye', as many as are opposed say 'no'"
8. President announces the result of the vote by saying, "the ayes have it, and the motion is adopted, and our club will .....or the no's have it and the motion is lost".

*You should own and use the parliamentary authority, "Robert's Rules of Order, Newly Revised".*

# PUBLIC SPEAKING

When you see great speakers, you may think that because of their extraordinary skill, making a presentation takes little preparation on their part. This is kind of like saying that because an Olympic gymnast makes her floor routine look so perfect and so easy, she never has to practice it. What you don't see are the years of almost daily preparation that lead up to that moment.

Preparation is the key to giving great presentations. In some ways, a prepared speech is the easiest kind of public speaking. You can polish and plan in advance, rehearse and try things out on your family and friends.

## Tips to preparing a speech

Determine what you are trying to accomplish. Clarify in your mind what your purpose is:

- *Why you are giving this speech?*
- *Who is my audience?*
- *What effect do I want my speech to have?*
- *What subject is my speech to cover?*

- Develop the heart of your presentation. Use an outline to determine your major points and keep your major points to no more than a few.
- Write the introduction and conclusion. Polish the first line; make it a hook. Keep the introduction strong and short. State your key points. The introduction should do three things:
  - Tell your audience what they are going to gain from your presentation
  - Tell your audience why the presentation is important to them
  - Get your audience's attention.
- Your conclusion should do three things:
  - Briefly summarize your key points
  - Refer your listeners back to the introduction
  - Inspire your audience
- Prepare your notes. Not only do notes help you find your way when you get lost but they also ensure that you cover all topics that you planned to cover. Notes should be brief.

- Practice makes perfect. You may run through it a few times the night before you give it, you may wish to rehearse in front of a family member or friend or you may video it to review at your leisure. Don't forget - the more preparation you make, the better you get.

## YOU CAN NEVER BE TOO PREPARED FOR A PRESENTATION!

When the time to make the speech comes, follow these steps as you begin your presentation.

- Relax! You are thoroughly prepared. As you wait to start, breathe deeply and stay alert.
- Greet your audience. Getting there early and greeting the audience as they arrive will help put you at ease with them.
- Listen closely to your introduction - make sure the facts are accurate and listen for comments that you can incorporate into your initial remarks.
- Wait for the audience's attention - sometimes just stand there till all eyes are on you or you can resort to the old standby, threats and intimidation!
- Make your presentation - start at the beginning, finish when you are done and have fun with everything in between!

After you have planned and rehearsed and rehearsed  
Walk up front      Look at your audience ... Pause ... Relax ... and Begin!

# PROTOCOL

Protocol is the ongoing procedure that promotes order. Personal friendship, likes and dislikes must not be considered! The office is being honored - not the person.

## Rank

The President holds the highest rank in or own organization, i.e., the local club or the district. She is the presiding officer or hostess for the function.

Except for the GFWC President and the Governor, the speaker of the day holds the highest rank below the President of the organization.

At district and local club meetings, only the GFWC President has precedence over the state president.

## Head Table Meals

- The presiding officer sits to her right of the lectern, or in the center if no lectern is used.
- The ranking guests or speaker sits to the president's right. Other guests and officers are seated by rank, alternating to the left and right of the president.
- Head table seating should not exceed 12 (flexible) .. Place cards should be used for the head-sub-head tables

## Introduction of Speakers

- A person known to the audience is presented, a stranger is introduced.
- The purpose of an introduction is to acquaint the audience with the speaker, as to her background, qualifications and subject.
- Introduction should be brief, not more than one minute.
- Mention the speaker's name at the end.
- Know the correct pronunciation of the name.
- Remain at the podium until the speaker is in place.

Poise is the art of raising the eyebrows  
instead of the roof