

NATIONAL FEDERATION OF REPUBLICAN WOMEN

LEADERSHIP DEVELOPMENT HANDBOOK



Source: NFRW "Tools and Techniques for Today's Leaders"; NFRW "Leader's Guide";
and original material developed by Kay VanSant (Revised 2013)

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INTRODUCTION TO LEADERSHIP

Leadership is a unique combination of qualities which together produce desired results. Leadership is a combination of character, conduct, and confidence, and each person has her own unique qualities that she brings to a particular challenge.

The only aspect of leadership that is universally agreed upon is that most leaders are not born, but are individuals who LEARN TO BE LEADERS! Leadership styles differ from person to person and from situation to situation.

A leader must believe in herself and what she is doing, and have confidence that she will succeed. The attributes of knowledge, persistence, drive, courage, imagination, and all the rest buoy her own spirits as much as those of others. That is why leaders can lead. They stimulate and inspire others.

A leader has strength of character, integrity, individuality, concern for others, commitment to excellence, ability to motivate others, and to help them develop their own potential. A leader not only inspires loyalty, but she gives loyalty. A leader never hesitates to compliment those around her.

To be an effective leader, you need to understand your personal qualities and determine how you can use them in your leadership role. Evaluating your personal traits can help you improve those that need to be improved. Other qualities not easily dealt with include the ability to make a decision quickly. You may be faced with a situation at a meeting or a community program in which someone has to make a decision promptly. Being able to make decisions quickly is important in this situation. However, there are times when it is better to be patient and not decide an issue in haste, and to draw others into the decision-making process. A leader will know the difference, and know when to take the appropriate action.

Taking criticism well is the mark of a leader. Criticism will come to those in leadership positions, and if you can take comments that people make as suggestions, rather than personal criticism, you will learn from them and grow in your leadership ability.

Politics demands a combination of qualities: tolerance, moderation, diplomacy, emotional stability, and unconditional devotion to the best interests of the Republican Party and to the Federation. Effective political leadership can provide direction for the broad spectrum of political thinking that an all-inclusive base of strength requires. Within the Federation, great leaders work not only in the political arena, but at the national, state, and local club level. On the following pages are some tips which will help you become a more effective leader in your Club.

DEFINITIONS OF LEADERSHIP

- ◆ Leadership is a pattern of behavior to enable one to accomplish a goal.
- ◆ Leadership is assistantship, giving people the kind of inspiration and support so that can do the job that needs to be done.
- ◆ Leadership means creating a climate so that others may feel secure and confident.
- ◆ The pattern of leadership must be adaptable to the goals of the organization which it serves.
- ◆ A leader's function is to help the group learn to decide and act for itself.
- ◆ You cannot help a man uphill without getting closer to the top yourself.
- ◆ The true leader is one who can arouse the best in others.
- ◆ Leadership is caring, is being concerned. Leadership without human concern is negative leadership.
- ◆ The final test of a leader is that he leaves behind him in other people the conviction and the will to carry on.

Walter Lippman

Build your own style of leadership. Leadership needs cooperation and association. Leadership needs moral principles, freedom and dignity.

Patterns for leadership listed from Franklyn Haiman's book "Group Leadership and Democratic Action":

1. The only circumstances people fully understand are those that they have themselves experienced. The only ideas they fully grasp are those in whose formulation they have participated.
2. Decisions which are a synthesis of a group's own efforts elicit more solid and enduring support than the edict of one man.
3. Democratic leadership enables a society to draw upon all of the human resources that are available to it.
4. Democratic leadership creates strong, responsible, self-reliant individuals who cannot be pushed around by the first tyrant that comes along.
5. Democratic leadership builds a group which will not fall apart if something happens to the leader.

SKILLS AND TOOLS OF LEADERSHIP

SKILLS:

HUMAN RELATIONS SKILLS, to help with getting along with others in the group.

- Caring Considerate
- Sensitive Warm
- Honest Respectful
- Mature Open attitude
- Inspirational Resourceful
- Persuasive Cooperative
- Motivational Willingness for self-improvement
- Good judgment Sense of humor
- Good Listener Fair

ADMINISTRATIVE SKILLS, to get the job done.

- Organization and planning abilities
- Implementation skills
- Skills in integrating, measuring, evaluating
- Application of past mistakes to present and future projects
- Record keeping and reporting
- Delegating and sharing responsibilities

LEADERSHIP DEVELOPMENT SKILLS, to develop future leaders.

- Use of co-chairmen and group members
- Enlargement of Board or Committee
- Know talents and skills of members
- Delegate responsibilities
- Personal appeal of some members
- Do not fear change
- Communication skills in word and gesture
- Nominating committee that represents the entire membership

TOOLS:

- Job Descriptions
- Written agenda for meetings
- Knowledge of Bylaws
- Robert's Rules of Order, Newly Revised
- Open discussion

TEAM MEMBER NEEDS

AS A FOLLOWER,

If you want my loyalty, interest, and best efforts as a group member, you must take into account the fact that.....

1. I NEED A SENSE OF BELONGING, a feeling that no one objects to my presence, a feeling that I am sincerely welcome, and a feeling that I am honestly needed for myself, not just for my money, who I am, or to the make the group larger.
2. I NEED to have a share in planning the group goals, and I need to feel that my ideas have had a fair hearing.
3. I NEED to feel that the goals are within reach and that they make sense to me.
4. I NEED to feel that what I am doing contributes something important to the group and that its value extends beyond the group itself.
5. I NEED to share in making the rules of the group, the rules by which together we shall live and work toward our goals.
6. I NEED to know in some clear detail just what is expected of me so that I can work confidently.
7. I NEED to have responsibilities that challenge, that are within range of my abilities, and that contribute toward reaching group goals.
8. I NEED to see that progress is being made toward the goals set, and that I am making progress toward my personal goals.
9. I NEED to be kept informed. What I am not up on - I may be down on.
10. I NEED to have confidence in the leaders and officers, confidence based upon assurance of consistent fair treatment, of recognition when it is due, and of appreciation for steady, consistent, contributing membership.

AS A LEADER,

You have a right to these REWARDS that.....

1. I ENJOY feeling useful and my only pay is satisfaction in a job well done.
2. I HOPE to use my special skills and talents.
3. I APPRECIATE the incentive for education in a new arena.
4. I HAVE the opportunity to grasp local and national issues.
5. I APPRECIATE the stimulus to personal growth and intellectual activity.

HOW GOOD A LISTENER ARE YOU?

Science says you think four times faster than a person usually talks to you.

1. Do you use the excess time to turn your thoughts elsewhere while you are keeping general track of a conversation?
2. Do you listen primarily for facts, rather than ideas, when someone is speaking?
3. Do certain words, phrases or ideas so prejudice you against the speaker that you cannot listen objectively to what is being said?
4. When you are puzzled or annoyed by what someone says, do you try to get the question straightened out immediately, either in your own mind or by interrupting the speaker?
5. If you feel that it would take too much time and effort to understand something, do you go out of your way to avoid hearing about it?
6. Do you deliberately turn your thoughts to other subjects when you believe a speaker will have nothing particularly interesting to say?
7. Can you tell by a person's appearance and delivery that he won't have anything worthwhile to say?
8. When somebody is talking to you, do you try to make him think you're paying attention when you're not?
9. When you're listening to someone, are you easily distracted by outside sights and sounds?
10. If you want to remember what someone is saying, do you think is a good idea to write it down as he goes along?

If you answered "no" to all of these questions, then you are that rare individual - the perfect listener. Every "yes" answer means that you have a specific bad listening habit.

THOUGHTS ON LISTENING

Listening constitutes the major part of communication activities. Statistics show that listening takes 45% of communicating time; speaking takes 30%; reading 16%; and writing 9%. If a person improves their listening skills by 25%, then the effectiveness of communicating activities increases significantly.

The benefits of effective listening are many:

- ◆ You get more from a conversation or conference than the indifferent listener does for the same amount of time.
- ◆ Because you refrain from snap answers that tangle the communication in knots, you save the time it takes to unravel these knots by laborious explanations.
- ◆ You increase your chances of making more realistic decisions, because you are better informed as to facts, opinions, and attitudes.
- ◆ By showing interest and asking non-threatening questions, you help the speaker fill in gaps he may have left in his presentation.
- ◆ You learn to speak more effectively by observing how people convey, or fail to convey, their messages.
- ◆ You discover what level of language the other person will understand best when your turn comes to speak.
- ◆ You are better prepared to make your own message fit with the knowledge, views, and the feelings of those with whom you are communicating.

Here is what the effective listener does:

- ◆ You listen to understand what is meant, not to make yourself ready to reply, contradict, or refute.
- ◆ You know that what is meant involves more than the dictionary meaning of the words that are used. It involves, among other things, the tone of voice, the facial expressions, and the general behavior of the speaker.
- ◆ You look for clues as to what the other person is trying to say, putting yourself in the speaker's shoes, looking at the world as the speaker sees it, accepting the speaker's feelings as facts that have to be taken into account.
- ◆ You put aside your own views and opinions for the time being. You realize that you cannot listen to yourself inwardly at the same time that you listen outwardly to the speaker.
- ◆ You control your impatience because you know that listening is more speedy than talking. The average person speaks about 125 words a minute, but can listen to about 400 words a minute. The effective listener does not jump ahead of the speaker; you give him time to tell his story. What the speaker will say next may not be what the listener expects him to say.

- ◆ You do not prepare your answer while you listen. You want the whole message before you decide what to say. The last sentence of the speaker may give a different slant to what was said before.
- ◆ You show interest and alertness. You know that this stimulates the speaker and improves his performance.
- ◆ You expect the speaker's language to differ from the way you would say the same thing yourself. You do not quibble on words, but try to get at what is meant.
- ◆ Your purpose is the reverse of that of a debater. You look for areas of agreement, and not for weak spots that you have to attack and blast with the artillery of counter arguments.
- ◆ You do not interrupt. When you ask questions, it is to secure more information, not to trap the speaker into a corner.
- ◆ In a conference, you listen to all participants, not only to those who are on your side.
- ◆ In a particularly difficult discussion, you may, before giving your answer, sum up what you understood was meant by the speaker. If your interpretation is not accepted, then the speaker knows that he has to clear this point before attempting to proceed.

Like all skills, listening requires self-observation, time, patience, and practice. In a group that has the advantage of having an appointed moderator, the function of observing may be left to him at the beginning. But no one can make real progress unless he checks on his own performance and keeps on checking until the skill of listening becomes a habit.

To check on one's own performance while in action is most difficult for the beginner. It seems better to wait until a conversation or conference is over, and then make a leisurely evaluation of oneself as a listener.

The list given above under Effective Listener can serve as a guide in evaluating your listening skills. Check your performance against all 12 items, and decide which one you will pay attention to the next time you practice listening. Choose only one, or at the most, two items to observe at a time. Do not try to advance through all the items at once. The directives are so interdependent that practicing one helps the mastery of many others.

Dr. J. Samuel Bois

GUIDELINES FOR CLUB PRESIDENTS

Presidents are the guiding force that makes a Club successful in all of its endeavors.

I. AS THE PRESIDING OFFICER:

- A. Prepares an agenda in advance of all meetings.
- B. Appoints and is an ex-officio member of all committees except the Nominating Committee.
- C. Votes only to break a tie in a roll call vote.
- D. Votes as anyone else in written ballot and cannot break a tie in the ballot vote.
- E. May not debate an issue from the chair, but may explain something in detail for full understanding of the members so they are clear on the subject being discussed.
- F. When motions become involved by the addition of an amendment or many amendments, recapitulate the parliamentary action so that members will understand what an "Aye" or "Nay" vote will mean.
- G. Remains impartial at all times.
- H. Should have a basic knowledge of parliamentary procedure which will provide confidence and authority in presiding.
- I. Should know the Bylaws of the National Federation and State Federation as well as her Club Bylaws.
- J. Questions and problems arise occasionally. Feel free to seek information and advice from the Regional Director or the State President.

II. AS CLUB PRESIDENT:

- A. Read Club President's Manual.
- B. Know Club Bylaws. Read National and State Bylaws.
- C. Conduct a survey to determine members' skills and interests.
- D. Call a meeting of the Executive Committee (Elected Officers) and discuss:
 - 1. Goals and Objectives for the Club.
 - 2. Develop a written plan of action, specifically, what the Club needs to address during the year.
 - 3. Standing Committees. Some of these may be required by State, and others by Club Bylaws. Ask for suggestions for chairmen.
 - 4. Suggestions for ways to involve other women.

- 5 Establish guidelines for full Board Meetings (Executive Committee and Appointed Committee Chairmen). If the Club Bylaws do not determine the Board Meeting date, this will need to be set.

E. Appoint Committee Chairmen:

1. Provide written job descriptions for Committee Chairmen so they know what is expected of them, and you both understand what the job consists of. (NFRW Leader's Guide will help if new job descriptions need to be developed).
2. Take into consideration the Officers' suggestions and the members' skills and interests.
 - a. Members will work harder if they can have a job which involves their particular talents and interests.
 - b. Do not hesitate to create a new position to accommodate a member's special talent.
 - c. Involve as many members as you can. Involvement means a higher level of participation at meetings and in the Club.
3. Delegate activities and responsibilities to the Committee Chairmen and hold them accountable.

F. Hold a Board Meeting:

1. Agree on Club Goals and Objectives.
2. Approve a budget to be presented to the general membership for adoption.
3. Discuss the survey results and future Club Programs. Discuss other Committees and how the Club can give members what they want.

G. Preside at Meetings:

1. Know the goals and objectives of your Club, and the purpose of the meeting.
2. Be familiar with Robert's Rules of Order, Newly Revised.
3. Use a prepared agenda and conduct the meeting according to protocol.
4. Make meetings interesting and fun.
5. Have speakers and programs on a variety of topics.
6. Leave the dull, business parts of the meeting to the officers and Committee Chairmen. (Your Board).
7. Never go over the set period of time for the meeting.
8. Always be certain that members and guests leave with information that will help them either personally or professionally.

HOW TO CONDUCT A SUCCESSFUL MEETING

The image of a Club is exemplified by the success of regular meetings. This is the opportunity for the public to see the Club in action. The Presiding Officer should determine before each meeting what she hopes to achieve, and what deadlines for the future are to be set. Adequate planning and preparation will help each Officer or Committee Chairman be well aware of what needs to be accomplished in the short time the members are together.

Each meeting should begin with a review of minutes of the previous meeting, and end with a complete summary of what has been accomplished at the present meeting. Announcements should be made at the close of a meeting and should contain important dates to remember and a reminder to Officers, Committee Chairmen, and members of tasks or assignments for future meetings.

A few basic guidelines can be the difference between successful or mediocre meetings:

1. Prepare an agenda for each meeting. **PLAN - BE PREPARED!**
2. Check minutes of the previous Regular and Board Meetings to find any unfinished business.
3. Contact Officers and Committee Chairmen, as needed, at least a day before the meeting to be sure responsibilities have been fulfilled.
4. Arrive early at the meeting location to check arrangements. Always check the PA system and any AV equipment before starting the meeting.
5. Call the meeting to order **ON TIME**. (ONE rap of the gavel!)
6. Follow the agenda and guide the meeting in an orderly and friendly manner. Timing and pacing is your responsibility.
7. Insist that all remarks be addressed to the Chair to protect a speaker's right to the floor, and to keep the meeting moving.
8. Retain control of the meeting at all times. Lack of control is a discourtesy to members and to the people who follow on the agenda.
9. Never "turn the meeting over" to anyone! **YOU ARE IN CHARGE**. Always "introduce" an Officer or Committee Chairman, who in turn will introduce the next portion of the agenda.
10. Thank those who participated in the program.
11. Adjourn the meeting - **ON TIME**.
12. Be prompt with follow-up after each meeting.

SAMPLE MEETING AGENDA

CALL TO ORDER

(Only ONE rap of the gavel)

PRAYER

PLEDGE OF ALLEGIANCE

SECRETARY'S REPORT

(Following the Secretary's report, the President asks "Are there any corrections to the minutes?" If none are suggested, the President states "There being none, the Minutes stand approved as read/ circulated". If corrections are made, the President asks "Are there further corrections?" Hearing none, the President says "The minutes stand approved as corrected." **NO ACTION BY THE MEMBERSHIP IS REQUIRED.**

TREASURER'S REPORT

(Following the Treasurer's report, the President asks if there are any questions. Hearing none, she then states that "The Treasurer's Report will be filed." **NOT FILED FOR AUDIT. The Treasurer's Report Should NEVER be accepted and NO ACTION IS REQUIRED.)**

OFFICERS' REPORTS

PRESIDENT'S REPORT

COMMITTEE REPORTS

UNFINISHED BUSINESS

(NEVER "Old Business")

NEW BUSINESS

PROGRAM*

ANNOUNCEMENTS

ADJOURNMENT

(The President should ask if there is any further business. If none is suggested, she states "There being none, the meeting is adjourned." **NO ACTION BY THE MEMBERSHIP IS REQUIRED.)**

***Program:** Legislators, and other Elected Officials may be placed any where on the agenda following the Treasurer's Report in order to accommodate their schedules.

MEMBERSHIP

Membership is the key to success and membership promotion is the heart of the organization. Maintaining the status quo is not enough - we must grow if we are to further the influence and programs of the Federation, and if we are to continue to promote the philosophy and principles of the Republican Party.

A strong leader's goals will include membership growth which encompasses many activities. It involves recruiting new members and retaining present members.

The job is too big for only a Membership Chairman to handle. She will need an energetic committee to work with her to carry out specific functions of the Committee. Remember that every Club member is a part of the Membership Committee. Effective membership recruitment is essentially a SALES job.

I. BASIC MEMBERSHIP SELLING POINTS:

- A. Set reasonable and realistic membership goals for the year.
- B. Develop a plan for membership growth that specifically meets your Club goals.
- C. Develop a brochure or flyer to promote your Club. Place at the Chamber of Commerce, with Realtors, at Republican Party headquarters, in grocery stores, and other locations in your community here you can reach new people.
- D. Attend State Federation Board Meetings for information and inspiration. Attend the biennial conventions of the NFRW and your State Federation.

II. GETTING PRESENT MEMBERSHIP INVOLVED:

- A. Stress membership at every meeting and in every newsletter. If your members are constantly reminded to THINK MEMBERSHIP, they will come to view every friend, acquaintance, and contact as a possible member.
- B. Remind your members to bring guests each time you have a meeting or special event. A non-political or social event is often the best choice for a member to invite a guest.
- C. Enclose a special form or addressed postcard with your newsletter requesting members to give the names of two or three prospects.
- D. Contact your new members from last year and ask for referrals. New members are likely to open up new circles of women for you to contact.

- E. Always have a guest book at your meetings and functions, and be sure to have every guest sign with their name, address, and phone number.
- F. Always have a membership table at your meetings that is clearly marked. A guest may be thinking about joining.
- G. Have special name tags for guests. Have a committee of members who are assigned to make guests feel welcome.
- H. Have a contest with a prize for the member who brings in the most new members.
- I. Suggest that your members give memberships as gifts to friends and family.
- J. If your members staff Republican booths at county or state fairs, or other meetings, have them offer Club information to women registering Republican.
- K. Have Club information and newsletters available at Republican headquarters during campaigns.
- L. When members participate in phone banks or precinct walks, have them keep a pad on which to write the name, address, and phone number of any Republican woman who seems interested or enthusiastic about the Republican cause.

A strong leader will grow her Club. That is the number one goal of any Club President. Membership is an ongoing program which requires the participation of every member of your Club. The chairman of Program, Legislation, Campaign, and Publicity play a large role in attracting and maintaining members.

Your Club Treasurer and your Membership Chairman work hand in hand on the Club's Membership. They work together to keep the Club records accurate and updated so that the Treasurer can file Club membership reports with the State and National Federations.

Most of a Club's leadership is involved either directly or indirectly with membership. However, these leaders alone cannot achieve the levels of success that is possible. It takes a commitment of your entire Club. A combination of good Membership Chairman, an active Committee, an aggressive renewal program, an energetic recruitment program, and the help of all of your members to help your Club grow and become an important political force.

CLUB PROGRAMS

Always keep in mind that we are a political organization and every Club program and project should give each person something political to take with them from the meeting. Each activity should relate to the purpose and objectives of the Club, the State Federation and the National Federation.

If the Club Bylaws do not determine the Program Chairman, the President should appoint the Chairman early in the Club planning process. The Program Chairman should appoint her committee and include members who have varied interests, are creative, represent ethnic and age diversity, and who have experience with program planning.

I. THE PROGRAM COMMITTEE SHOULD:

- A. Plan the Club's programs for the year, considering the Club's purpose and objectives.
- B. Plan programs using Club Survey results to provide programs that are desired by the membership.
- C. Review the Club, State and NFRW Bylaws to determine the number and types of meetings required and enter those dates on the planning calendar.
- D. Review the requirements necessary to qualify for State and NFRW Achievement Awards and incorporate suggested programs on the planning calendar.
- E. Consider election dates and major community events when planning the Club's programs for the year.

II. QUESTIONS TO CONSIDER WHEN PLANNING CLUB PROGRAMS:

- A. How does this specific program relate to the Club's purpose?
- B. Is the program timely and informative?
- C. Will members be interested in this program, and would they be enthusiastic about inviting a guest to the program?
- D. Is this program unique and not duplicated by other programs?
- E. Is this program relevant to our members, and does it have value?
- F. Does the year's programs provide variety and balance?
- G. Has the committee reviewed past programs to avoid duplication?
- H. Is program format varied? (Speakers, panel discussions, debates)

- I. Do programs fulfill Bylaws and Achievement Awards requirements?
- J. Do programs reach a broad segment of our membership and have appeal to potential new members?
- K. Do programs encourage women to give politics a high priority in their busy lives?
- L. Do programs have focus?
- M. Do programs include an orientation for new members, including a history of the Federation and the importance of being involved?
- N. Do programs provide for member participation and interaction?
- O. Do programs utilize resources of State and NFRW?
- P. Do programs foster fellowship and encourage networking at each meeting?
- Q. Do programs have creative titles for promotion?
- R. Do programs provide motivation for action?
- S. Do programs reflect change rather than status quo?
- T. Do programs attract new members and have publicity potential?
- U. Do programs build credibility and visibility for Republican Women?
- V. Has the committee requested evaluation and feedback from the membership?
- W. Has the committee prepared written guidelines for the Program Committee, and for committees that will follow?

"Leadership is the capacity to translate vision into reality."
Warren Bennis

"The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders, and continually develops them."
John Maxwell

"Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has."
Dr. Margaret Mead

"A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent."
Gen. Douglas MacArthur

SUMMARY

A LEADER

A LEADER IS IMPORTANT TO THE SUCCESS
OF AN ORGANIZATION

A LEADER IS THE LINK BETWEEN THE
ORGANIZATION AND THE COMMUNITY

A LEADER MUST BELIEVE IN WHAT SHE IS
DOING AND TAKE FULL RESPONSIBILITY

A LEADER MUST BE ENTHUSIASTIC AND MOTIVATED

A LEADER TAKES THE INITIATIVE AND MUST BE
ACCURATE AND DECISIVE, BUT ALWAYS FAIR

A LEADER MUST DELEGATE TASKS AND FUNCTIONS
TO HER BOARD AND COMMITTEE CHAIRMAN
AND HOLD THEM ACCOUNTABLE

A LEADER WILL SHARE HER SUCCESS AND GIVE
PRAISE WHERE PRAISE IS DUE, ADMIT MISTAKES AS
FREELY AS SHE WOULD ACCEPT PRAISE, AND WILL
ALWAYS BE TRAINING ANOTHER FOR HER JOB!

PROFILES OF LEADERSHIP

VISIONARY

- **Quick - ability to get to core issues quickly
- **Creative and visionary, yet realistic and savvy
- **Inspirational motivators
- **Open to new ideas
- **Learn from mistakes and failures
- **Willing to take risks, but also have a plan
- **Make firm, clear cut decisions
- **High level of drive and desire to achieve excellence
- **Confident but understands their limits
- **Enthusiastic and passionate - love your job
- **Sell ideas, influence and negotiate
- **Make good first impression

TEAM AND CONSENSUS BUILDER

- **Develop loyalty - show interest, talk to people, invest in relationships
- **Sociable, friendly, warm supportive and approachable
- **Read people and situations accurately
- **Diplomatic, tactful, and astute
- **Persuasive - know how to influence and win others over
- **Put group interest ahead of self-interest
- **Liberal with praise and encouragement - give credit away
- **Balance emphasis on people and results
- **Trusted and credible - strong values, high integrity, conscientious
- **Open and forthright - no hidden agenda
- **Team builder - emphasize cooperation and alignment
- **Empower others

MANAGE EXECUTION

- **Model hard work but not be a workaholic
- **Succeed through steadiness and determination
- **Disciplined and focused - clear goals and priorities
- **Keep it simple
- **Avoid perfectionism
- **Keep others informed
- **Set a course and stick with it - but be flexible
- **Feel bound to meet commitments

CULTURE CREATION

- **A role model
- **A tone setter
- **A symbol of who gets ahead
- **A guardian of organization
- **A designated change agent
- **A product of culture
- **Responsible for organization's culture

DEMANDS OF LEADERSHIP

- **Clarify values and talents
- **Inspire others to work for shared values and goals
- **Recognize weaknesses
- **Know time requirements and be able to meet them
- **Have resources to make the commitment
- **Good intensity level
- **High sights, goals, and expectations
- **Delegation - identify connectors in the group, the team workers
- **Leaders grow by adding people to their circle
 - **Risk taker - without risk, there is no growth.

REDUCED LEADERSHIP EFFECTIVENESS

- **Poor communication of vision
- **Excessive dominance
- **Intolerant of disagreement
- **Self-centered focus
- **Impatience for results leading to undervaluing relationships
- **Reduced decision quality
- **Failure to build alignment behind organizational goals
- **Lack of emphasis on teamwork
- **Emotional disconnection and insensitivity
- **Arrogance and egotism
- **Suspicion of other's motives
- **Ignoring conflict

IMPROVING LEADERSHIP

- **Learn to be comfortable with change and uncertainty.
- **Increase comfort with risk.
 - **Share power - delegate.
 - **Acknowledge limitations.
 - **Determine values.
 - **Interest of team ahead of personal ambition and self-interest.
 - **Access both the emotional and rational sides.
 - **Project a positive, upbeat, optimistic outlook even when you do not feel like it.

LEADERSHIP TIPS*

Great leaders provide clear, consistent direction:

- **Create the vision and strategic direction
- **Conceptualize the process, issues and contingencies
- **Focus associates on clear, consistent goals

Outstanding leaders drive results:

- **Are highly motivated, intense and achievement oriented
- **Persist in the face of obstacles
- **Sell their ideas, drive and performance
- **Have the courage to lead

The best leaders maximize their human resources:

- **Relate to associates to build teamwork and support
- **Develop people to meet future challenges
- **Create a climate conducive to partnership and growth

Effective leaders manage systems:

- **Objective, astute in understanding the financials, performance oriented
- **Create lean, effective organizations which maximize individual impact
- **Administratively effective, well-organized
- **Disciplined in approach to work

*Information from Gallop Research

REMEMBER.....

"The task of a leader is to get his people from where they are to where they have never been"Dr. Henry Kissinger

MOST LEADERS ARE NOT BORN, BUT ARE INDIVIDUALS WHO LEARN TO BE LEADERS! OUTSTANDING LEADERS ARE NOT ALL ALIKE.....EACH LEADS FROM THEIR INDIVIDUAL TALENTS AND STRENGTHS.....

AND.....

A GREAT LEADER WILL ALWAYS BE TRAINING ANOTHER FOR HER JOB!!!!

