



GFWC Illinois



# Leadership

*Rising to the Challenge*





# "RISING TO THE LEADERSHIP CHALLENGE"

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# **I.— Know Your Organization**

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## **“Lead with Pride**

**Capsule GFWC History**

**Capsule GFWC Illinois History**

**Capsule GFWC Junior History**

**Capsule GFWC Juniorette History**

**Federation Facts**

**Leads Education and Development Seminar (LEADS)**

**The Jennie Award**





## **History of GFWC**

### ***Capsule History of the General Federation of Women's Clubs***

"We look for unity, but unity in diversity: we hope that you will enrich us by your varied experiences, and let us pledge ourselves to work for a common cause, the cause of united womanhood throughout the world."

(Mrs. Ella Dietz Clymer, President of Scrosis, Mother Club of GFWC in 1889.)

The General Federation of Women's Clubs had its beginning on April 24, 1890, with the adoption of the Constitution. "Unity in Diversity", which has been engraved on the first membership pin in 1893, became the official motto by unanimous vote at the 1957 Convention.

The small banding together of existing clubs has grown into the largest organization of women volunteers in the world. The purpose of the General Federation is to bring into communication and to unite women's clubs for the purpose of mutual benefit and for the promotion of their common interest. This is achieved by:

- Providing educational advantages for the members, their children, their communities from kindergarten to University and extending to all fields of adult. education.
- Transforming common concerns of public interest into projects and programs of action by volunteer clubwomen.
- Stressing the importance of family unity, spiritual values, good health for all peoples, strong consumer awareness, and programs for the elderly.
- Taking an active role of leadership for the preservation of our country's resources.
- Promoting studies and participation in the arts and encouraging young talents through scholarships and awards programs.
- Building and strengthening the American home, and through it, making realistic contributions toward world peace.

To be eligible for membership, the organization's work and purpose should be germane to objects of the General Federation. The organization should show that it is not a secret society, and the it does not tolerate, either by practice or teaching, any violation of state or national laws.

**General Federation of Women's Clubs (GFWC), 1734 N Street, N.W., Washington, DC  
20036**

# History of GFWC Illinois

## *Capsule History of the GFWC Illinois Federation of Women's Clubs*

The Illinois Federation of Women's Clubs (now known as the GFWC Illinois Federation of Women's Clubs) became a reality on October 11 and 12, 1894, with representatives of fifty-four Illinois clubs voting to unite. The meeting was held in the clubrooms of the Chicago Woman's Club, then located on the fifth floor of a building on the northeast corner of Wabash Avenue and Washington Street in Chicago. The Chicago Woman's Club had been organized in 1876 as a gathering place for women of accomplishment and foresight.

An annual meeting (the first) was held in 1895 at a new clubhouse owned by the six-year-old Peoria Woman's Club. (There were few clubhouses for women in the country at the time. The first to be recognized, in 1878, had been in the Friends Council Club of Quincy.)

Isabella L. Candee, known for her work on the Women's Board of Illinois for the Columbian Exposition, became the first GFWC Illinois Federation president. A native of Brownsville, Pennsylvania, Isabella (Mrs. H.H.) Candee resided in Cairo at the time of her election. She was one of fourteen founding members of the Cairo Club and Library Association in 1875.

Also elected to complete the first slate of officers (1894-1896 were: Mrs. Robert Bruce Farson of Chicago, corresponding secretary; Mrs. Emily Prettyman Schenck of Pekin, recording secretary; and Mrs. Celia Parker Woolley of Chicago, treasurer. A committee was formed to write the state constitution for federated clubs.

Attending the first annual Illinois Federation meeting in Peoria during 1895 were 120 women seated in high-necked, trumpet-skirted gowns and gathered together from scattered points in Illinois. Some were social workers from settlement houses in the city and others were professional women who held positions of importance, but many were homemakers from small communities and rural areas throughout the state.

They had traveled long, tiresome hours by rail and over dusty roads by horse and buggy to the meeting place in Peoria.

The speaker at that meeting asked, with obvious determination, for consideration of accomplishments of women united through an organization of clubs. She was the corresponding secretary, Mrs. Farson.

There were moments of thoughtful silence as Mrs. Farson continued to challenge her audience: "Do we simply wish to meet together once a year to read and discuss papers - something most of us do at home twice a month for nine months a year - or are we coming together to learn how we shall exert the greatest influence for good and for the advancement of our beautiful state of Illinois? When we think of the large number of women interested, can we not wield a great power?"



The "large number of women" to whom Mrs. Farson referred was estimated at 8,000 to 10,000 women - in seventy-nine clubs. Many of the women who had formed those early clubs were testing a newfound freedom of action, quietly responding to talk of woman suffrage.

Some of the clubs had been in existence, without contact with any other groups, for many years. As members now of a state federation, they had reported such "practical work" in their communities as the founding of libraries, establishing of hospitals and care for destitute children. And Mrs. Farson, in her compilation of their reports, observed, "...the tendency of the club movement is to reach out into the work of the world and be less confined to work that is for self-culture alone".

Self-culture had certainly been a primary area of interest for many clubs. Women organized to read "papers" and discuss current events. Special interests included public education. The motivating force for the formation of many clubs late in the nineteenth century had been education, and oftentimes it was self-education that was sought by the women. But no matter what the purpose, from education or self-improvement to care for destitute children, women had demonstrated a need to meet together...to learn and work together.

The new club movement was important to those clubwomen who gathered for their first convention in October of 1895. IT WAS AT THIS MEETING THAT THE CLUBWOMEN OF ILLINOIS VOTED TO LINK THEIR STATE ORGANIZATION WITH THE GENERAL FEDERATION OF WOMEN'S CLUBS, WHICH HAD BEEN OFFICIALLY FORMED IN 1890 AS AN ORGANIZATION OF INDIVIDUAL CLUBS. THE GFWC CONSTITUTION WAS ADOPTED ON APRIL 24, 1890. The organization object would be "to bring into communication with each other the various women's clubs throughout the world, in order that they may compare methods of work and become mutually helpful." Illinois was the sixth state to be organized. Illinois clubwomen played a significant part in the early years of the GFWC.

The women's clubs movement in the United States had its beginning in Illinois and through the years since the first club was formed. Illinois has given constant and effective leadership to women's organizations in Illinois and to the founding and progress of the General Federation of Women's Clubs. Essentially, this has not been because of great and inspired leaders, although there have been those, but principally because of the day-to-day work, dedication and diligence of hundreds of thousands of individual clubwomen working in their own clubs, in their own communities for "the promotion of their common interest in education, philanthropy, public welfare, moral values, civics and fine arts" and for the purpose of "unity of action in case of need, and the promotion of higher social and moral conditions."

A strong GFWC Illinois Federation of Women's Clubs, as well as historic achievements, has a past of 117 years in which to take pride. Pride for a club member can include local, state, national and international accomplishments.

**GFWC Illinois Federation of Women's Clubs, 5 East Van Buren St., Suites 206-208, Joliet, IL 60432-4395**

## CAPSULE HISTORY OF GFWC JUNIORS

In the history of the GFWC, "Unity in Diversity," the object of the creation of Junior Clubs is stated as the "need of perpetuation of the federation -- not inception of a new organization". The idea of Junior Clubwomen is not new. Back in 1894, the first GFWC president, Charlotte Emerson Brown, wrote "On general principals, I should say it is always well to have mothers and daughters, women of experience and young ladies, work together ... I should favor in many cases, the forming of clubs composed entirely of young women. Young ladies have practically no experience in such matters. They need training, confidence and such knowledge of parliamentary usage as club life should impart. In large clubs, made up mostly of women in middle life and of experience, young women would be most of them simply lookers on. Now let a company of their own, form their constitution, elect officers and lay out plans for study work. In such a club, all members stand on equality. They are all beginners...they will profit by their own mistakes...young ladies' clubs are training school for young ladies to graduate from, into women's clubs of larger experience, where work and greater responsibilities are to be assumed."

By 1913, Junior Clubs were springing up simultaneously in the east and west (Redlands, California and Redley Park, Pennsylvania). By 1916 the Junior Pledge was written by Helen Chaney Kimberly, founder of the California Juniors. It was first adopted as the Junior Pledge for California, and then in 1930, it was adopted by the Junior Club Women as their national pledge.

In 1918 Juniors were accepted as a committee of the Pennsylvania Federation. This move was so successful that a Junior Membership Committee was established at GFWC Convention in 1922, marking the first official recognition of Juniors by the General Federation.

In 1926, there were 75,000 Juniors nationally. 1932 was the 10th birthday of Juniors and it was celebrated at GFWC Convention by raising the status of Juniors from that of a committee to a department. In 1935, the General Federation adopted the first four bylaws for Juniors making them a legally recognized part of the whole organization.

In 1941, Juniors were given voting representation of the GFWC Board through the person of the Extension Secretary of Junior Clubs.

In 1947, The "Junior Extension Secretary" title was changed to Junior Chairman, which became Director of Junior Clubs in 1952. The person also became a member of the GFWC Executive Committee. The first Director of Junior Clubs was California Millie Crom, 1952-54.

1954 saw the first GFWC President to have entered GFWC as a Junior member. This was Helen Chapman of Illinois. In this year, the GFWC Junior Department Chairmen were also given voting privileges on the GFWC Board. In 1955, the top Junior leader (i.e., President or Director) from each state was given voting privileges on the GFWC Board.

The GFWC Director of Junior Clubs was given officer status on the GFWC Executive Committee in 1974. The first time a past GFWC Director of Junior Clubs became President was in 1998. This was Maxine Scarbro. In 1999, the GFWC Junior Special Project, "Advocates for Children" was adopted as Junior Special Project.

## **CAPSULE HISTORY OF GFWC JUNIORETTES**

The GFWC Juniorette membership category was introduced during the 1966-68 administration of GFWC President Carolyn Pearce (Florida). She stated "I can think of no better means of assuring the continuity of federation work and the influence for community good that we represent than by encouraging the formation of GFWC clubs for Junioresettes." Mrs. Pearce stated that the purpose of a Juniorette Club would be:

1. To contribute to a meaningful community life.
2. To become aware of community problems and how they could be met.
3. To learn the pleasures and rewards of working with a group."

GFWC Juniorette Clubs must be sponsored by a Federated General or Junior Club. For over 30 years (since 1966) clubwomen have been influential role models for young women by encouraging and mentoring GFWC Junioresettes. Sponsor clubs can provide GFWC orientation, financial assistance and leadership training, by example or proactive participation. An advisor or advisory committee from its sponsor club membership attends all Juniorette club meetings. The sponsor club provides guidance and training while encouraging Junioresettes to govern themselves.

Junioresettes are young women, ages 12, to 18, who want to meet the needs of their communities through volunteer projects. For over 30 years, GFWC clubs have sponsored Juniorette clubs, instilling in young women the value of community involvement and nurturing a lifelong commitment to community service.

Junioresette Clubs are active in the states of:

Alabama	Iowa	North Carolina
Arizona	Louisiana	Ohio
Arkansas	Maryland	Pennsylvania
California	Mississippi	South Carolina
Connecticut	Michigan	Texas
Florida	Nebraska	Virginia
Illinois	Nevada	West Virginia
Indiana	New Hampshire	Wyoming
	New Jersey	

The purpose of GFWC Juniorette Clubs is to create an awareness of the meaningful work of GFWC among young women of junior high and high school ages and to foster the establishment of Juniorette Clubs and the growth of membership in preparation for Junior and General Club work and leadership. Junioresettes focus their activities in areas that coincide with their talents, interests, abilities and time availability.

## **FEDERATION FACTS**

### **MISSION STATEMENT**

The General Federation of Women's Clubs is an international organization dedicated to community improvement by enhancing the lives of others through volunteer service.

### **GFWC FOUNDING**

GFWC's roots can be traced back to 1868, when professional journalist Jane Cunningham Croly of New York City, attempted to attend a lecture by novelist Charles Dickens at an all-male press club. Denied entrance on account of her gender, "Jennie June" formed a woman's club, naming it Sorosis, a Greek word meaning "an aggregation; a sweet flavor of many fruits." In celebration of its 21st anniversary in 1889, Sorosis members proposed a conference of women's clubs to pursue the cause of federation. That conference was held in New York City on March 20, 1889, with the goal of preparing a constitution for ratification the following year. Clubs that had already applied for membership in the new General Federation of Women's Clubs were invited to the ratification convention, which was held at the Scottish Rite Hall in New York City, April 23-25, 1890. Sixty-three delegates from 17 states attended. After some discussion and amendments, the constitution was ratified on April 24, which GFWC members continue to celebrate as **Federation Day**.

### **"UNITY IN DIVERSITY" MOTTO**

Ella Dietz Clymer gained a particular place of honor in Federation history as the author of the GFWC motto, "Unity in Diversity." Speaking to the delegates at the first Federation conference in 1889, she said, "We look for unity, but unity in diversity. We hope that you will enrich us by your varied experiences..." The aptness of the motto is evident in the diverse interests and talents of GFWC members, who have implemented a broad range of programs and projects tailored to meet the needs of their communities. Adopted as the official motto in 1957, "Unity in Diversity" set the tone for the flexibility that has enabled GFWC to grow and adapt to the changing lifestyles and concerns of women throughout more than a century of volunteer work.

### **HISTORY OF THE EMBLEM**

At the first GFWC Convention in 1892, Dr. Leila G. Bedell of the Chicago Woman's Club (Ill.) recommended that the Federation design a "simple little badge pin" for GFWC members to purchase and wear for identification. In May 1893, GFWC President Charlotte Emerson Brown and Jane Cunningham Croly reported that a light blue, signifying constancy, was chosen as the official Federation Color. The pin design featured a Federation blue background behind a rising sun, with the motto "Unity in Diversity" inscribed on a terra cotta banner beneath. In 1920, GFWC President Alice Ames Winter felt the rising sun symbol was no longer appropriate, that after 30 years of progress, GFWC could acknowledge that "the sun had risen." She recommended that the Federation create a new design that more accurately represented a mature organization. Within the year, GFWC approved Douglas Donaldson's new design, whose central feature is a crusader's shield, signifying enlightenment, emerging from a black center, representing a darkened world. The white band encircling the shield signifies eternity, and is inscribed with the letters "GFWC" and the motto "Unity in Diversity."

### **FLAG**

The official GFWC flag consists of an embroidered GFWC emblem on a Federation blue background, which was unfurled for the first time at the Golden Jubilee celebration in Atlantic City, N.J., on May 19, 1941.

### **FEDERATION FLOWER**

The red rose was officially adopted at the Council Meeting in Milwaukee, Wis., in May 1940. It was selected from suggestions sent in by various clubs.

### **SONG**

In 1922, Katherine Lee Bates' "America, The Beautiful" was chosen as the official Federation song because it "is a song of dignity and beauty, easily sung, and reflecting the true spirit of America and the ideals of this Federation."

## **GFWC INTERNATIONAL HEADQUARTERS**

In 1901, GFWC was granted a federal charter, stipulating that the Federation maintain its headquarters in Washington, D.C. Following its successful service in the nation's capital during World War I, GFWC officially resolved to find a permanent residence in the city that was "commensurate with the dignity, size, and influence of the organization." With that mandate, GFWC President Alice Ames Winter (1920-1924) located the elegant five-story Victorian mansion at 1734 N Street NW in the city's fashionable Dupont Circle neighborhood. Rear Admiral William Radford built the grand home on N Street NW in 1875, and in one of Washington society's most notable events, Admiral Radford's daughter, Sophia, married Russian diplomat Vladimir de Meissner in the home's elegant drawing room in 1878. By the early 1880s, the elegant residences of the city's elite blended with more modest row houses such as 1738 (built 1879) and 1728 (built 1884) N Street, which GFWC acquired in the 1950s and are now part of GFWC Headquarters.

A unique feature of 1734 N Street is the long, narrow room above the former carriageway that leads to the Iron Gate Inn, once operated by GFWC as a tea room and home demonstration center. Originally constructed in 1884 by owners Thaddeus and Augusta Markley to spitefully block the windows of 1728 N Street NW, the unusual gallery-style space attracted later owners. The *Washington Post* described it as "probably the largest and best-fitted room for a library of any private dwelling in the city" when newly-appointed U.S. Supreme Court Justice Edward Douglass White rented the home in 1894. General Nelson A. Miles, who purchased the property a few years later, used the space to display the many artifacts he acquired during his service in the Indian Wars. New Yorker John Jay White, a big game hunter and American Indian artifact collector, purchased the home from General Miles in 1908, and made extensive exterior and interior renovations. His wife, Grace Hoffman White, was a prominent suffragist and peace activist. The Whites leased the home to Uruguay for its legation during World War I and to the new nation of Czechoslovakia after the war.

Today GFWC Headquarters provides office space for a professional staff that administers programs and services for the Federation and its members, and also serves as the residence of the GFWC International President during her two-year term of office. In addition, it houses the GFWC Women's History and Resource Center, founded in 1984, which manages the preservation of and access to GFWC's historic archives and collections.

Over the years, GFWC clubwomen have donated fine art, furnishings, handcrafted decorative objects, silverware, and historic artifacts to create a beautiful and hospitable home. A National Historic Landmark (1991), 1734 N Street NW is a Washington must-see for GFWC clubwomen and their guests.

## **GOALS AND ACCOMPLISHMENTS**

As it unites member clubs, the Federation's goal is to encourage women to improve their skills, expand their rights, and apply their abilities and special sensitivities to the challenges of their communities and nations. GFWC areas of activity and service include the arts, conservation, education, home life, international outreach, and public issues, as well as special projects in domestic violence awareness and prevention and advocacy for children. The Federation has a distinguished record of achievement on issues of historical importance and this legacy continues today.

## **A RECORD OF ACHIEVEMENT**

- In 1899, GFWC clubwomen establish the national model for juvenile court law.
- In 1901, Chicago clubwoman and social reformer Jane Addams heads GFWC's Child Labor Committee.
- GFWC's effective letter-writing campaign helps secure passage of the Pure Food and Drug Act in 1906.
- In 1912, Chicago clubwoman Julia Lathrop is appointed chief of the Children's Bureau. GFWC works with the bureau to promote public health care for mothers and infants.
- During World War I, GFWC establishes the War Service Fund, which is used to train and send 100 young women overseas to operate canteens for American soldiers.
- In 1921, GFWC creates the Indian Welfare Committee, reflecting a long history of advocacy for Native American rights.
- During World War II, GFWC Headquarters is transformed into a war service office, distributing literature to keep women alert about war activities. Clubwoman raised more than \$150 million in the "Buy the Bomber" campaign and collected wedding gowns for British service women.

- At the forefront of the conservation movement, GFWC helps establish the Forest Reserve in 1899, and the National Park Service in 1916. In 1922, GFWC creates a Junior Membership Committee to develop clubs that meet the needs of younger women.
- In 1925, GFWC members lead a nationwide survey on household technology in American homes and produce a five-part series of educational manuals, which leads to the official recognition of the occupation of “homemaker” in the 1930 federal census.
- By the 1930s, the American Library Association credited women's clubs for establishing 75 percent of the nation’s public libraries.
- In 1934, GFWC’s Committee on Public Health helps create the Women’s Field Army to promote cancer awareness and raise funds for prevention.
- In 1944, GFWC completes a 10-year review of Equal Rights Amendment issues and endorses a resolution supporting equal rights and responsibilities for women.
- In 1945, GFWC participates as a consultant to the U.S. delegation at the United Nations Conference on International organization, one of only five women’s organizations so honored.
- Long an advocate of traffic safety, GFWC promotes its Women’s Crusade for Seatbelts program in 1960, which results in the installation of more than one million car seat belts in one year.
- In 1966, GFWC creates the “Juniorettes,” a special membership category for young women in high school, as part of its “Build with Youth for a Better World” program.
- In 1975, GFWC receives a major federal grant to help develop the “Hands Up” program to promote citizen awareness and prevention of crime.
- In 1994, GFWC founder Jane Cunningham Croly is inducted into the National Women’s Hall of Fame in Seneca Falls, N.Y.
- Between 1997 and 2002, GFWC raises and donates more than \$13.5 million in books and materials to public libraries and public school libraries through its Libraries 2000 & Beyond project.
- In response to the loss of equipment suffered during the terrorist attacks on September 11, 2001, GFWC members raise \$180,000 for a fully-equipped ambulance for the New York City Fire Department, which displays the GFWC emblem.
- In 2006, GFWC members recognized on the floor of the United States Senate as “a gem in our midst” by then-Senator Joseph Biden (Del.) for efforts in raising awareness of domestic violence and providing assistance to domestic violence survivors.

### **A COLLECT FOR CLUBWOMEN**

Keep us, oh God, from pettiness;  
 Let us be large in thought, in word, in deed.  
 Let us be done with fault-finding  
 And leave off self-seeking.  
 May we put away all pretense  
 And meet each other face to face,  
 Without self-pity and without prejudice.  
 May we never be hasty in judgment  
 And always be generous.  
 Let us take time for all things;  
 Make us grow calm, serene, gentle.  
 Teach us to put into action our better impulses,  
 Straightforward and unafraid.  
 Grant that we may realize it is  
 The little things that create differences,  
 That in the big things of life we are at one.  
 And may we strive to touch and to know  
 The great, common human heart of us all.  
 And, oh Lord God, let us forget not  
 To be kind!

— *Mary Stewart, April 1904*

### **JUNIOR PLEDGE**

I pledge my loyalty  
 To the Junior Clubwomen  
 By doing better than ever before  
 What work I have to do,  
 By being prompt, honest, courteous,  
 By living each day,  
 Trying to accomplish something,  
 Not merely to exist

— *Helen Cheney Kimberly*

# (LEADS)

## Leadership Education and Development Seminar

The GFWC LEADS program is intended to identify GFWC members at the grassroots level who have the potential and the desire to assume leadership positions in GFWC beyond their club. Participation in GFWC LEADS can help these members gain the capabilities, confidence, and commitment necessary to pursue and achieve higher office and serve with distinction. The LEADS program is held annually the day before the official opening of the GFWC Annual Convention. It is a full day of activities, and includes breakfast and lunch.

### LEADS Content and Presentations

LEADS may include the following:

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

### Criteria for LEADS Participation

It is recommended that each State Federation LEADS candidate meet the following criteria:

- Demonstrates leadership capabilities at the club level as an active club president, club officer, or club project/committee chairman
- Exhibits a commitment to GFWC
- Exhibits an understanding of the GFWC mission of community service, illustrated by programs/projects in which she is/has been involved
- Demonstrates leadership skills, including but not limited to organization, responsibility, trustworthiness, enthusiasm, and flexibility
- Exhibits an interest and willingness to pursue higher leadership positions in GFWC
- Agrees to share information gained from participation in LEADS with others in her State Federation
- Understands and accept potential expenses involved in participation
- Has not held elected positions at or beyond the State level
- Has not attended a previous LEADS program (members are eligible to attend only once)

### Selection Process

Each State Federation selects one LEADS attendee annually. Attendees are expected to meet the criteria listed above. While the final selection is at the discretion of each State Federation, the method of selection and standards for consideration is outlined in the **2012 LEADS Information Kit** and the suggested **GFWC LEADS Judging Criteria Form** should be followed. State Federations are encouraged to use the **GFWC LEADS Application**. Once a State Federation identifies its LEADS candidate, it should submit the **GFWC LEADS Participant Profile** to GFWC.

The GFWC LEADS Application, Judging Criteria Form, and Participant Profile can be downloaded at the GFWC Website (GFWC.Org), along with full explanation of attendees' expenses.

# GFWC Jennie Award

The GFWC Jennie Award honors one clubwoman from each GFWC Region for outstanding commitment to club, community, and family. They are chosen by their clubs to compete at state, region, and national levels for their outstanding personal commitment to club, community, and family.

The GFWC Jennie Award is named in honor of GFWC's founder, Jane Cunningham Croly, who wrote for national newspapers under the pseudonym, "Jennie June." The award is an occasion to highlight those extraordinary clubwomen who epitomize her spirit of independence, courage, and persistence in purpose through their roles as volunteers within their clubs, elsewhere in the community, and as members of a family or extended family. Although GFWC has many awards for states and clubs, the GFWC Jennie Award is the only national honor that recognizes individual members for personal excellence. In fact, it is the highest honor bestowed by GFWC.

For details regarding the GFWC Jennie Award, including contact information for the national chairman, recommended award ideas, rules, deadlines, nomination form, and instructions on how to enter, please reference the [Awards, Contests, and Grants](#) section in the [GFWC Club Manual](#).

## RECOMMENDED AWARD IDEAS

As 2010-2012 marks the third award opportunity for GFWC members to receive a Jennie Award Medal of Honor, it may not be as familiar to clubs as other GFWC recognition opportunities. Since it is an award for lifetime personal excellence, club presidents should consider utilizing the knowledge of your club historian for GFWC Jennie Award nominees. Club presidents should be mindful of first impressions and make the nominee's packet of supporting materials as professional as possible because it may be judged at the different levels by influential community leaders.

*The GFWC Jennie Award  
Nomination Form can be found in the  
Resources Section or downloaded  
from  
[www.GFWC.org/GFWCMembers](http://www.GFWC.org/GFWCMembers).*



## **II. - What is Leadership**

### **“Lead with Knowledge”**

**What is Leadership**

**How Well Do You Know Your Federation**

**Leadership Principles and Techniques**

**How to Delegate Effectively**

**Leadership Needs & Strengths Self Assessment**

**Leadership Challenge Quiz**

**Leadership Survey Tool**

**What Does a Good Leader Do**

**Teamwork**

**Preparing**

**Attitude–Motivation–Enthusiasm Check-Up**

**Join the Leadership Team**



## WHAT IS LEADERSHIP

### **What is Leadership?**

To begin with, leadership is a group function. Leadership is give and take – action and reaction. You must communicate with your group, and the group in turn, must respond to you.

Getting people to work together, efficiently and effectively, is the purpose of leadership. Good leadership is being able to guide a group in developing a thought into action, and then helping them to turn an idea into an accomplishment.

### **There are three qualities necessary for productive leadership intelligence:**

1. **Intelligence:** Know what the problem is, understand its various aspects, know what the resources are, and how to best utilize all resources.
2. **Courage:** Know when to stand up and be counted – and for what.
3. **Empathy:** Having a genuine “feeling” for others can bring out potential qualities of leadership in everyone with whom she works.

### **A check list for a good leader could be:**

1. She knows the aims and purposes of her organization.
2. She is able to delegate duties and responsibilities in an orderly fashion.
3. She knows the interest and expertise of the members.
4. She has the ability to engender enthusiasm among the members to work together as a unit. She knows enthusiasm is catching.
5. She is capable of coordinating the activities in an organized manner to accomplish the goal established at the beginning.
6. She is aware of the importance of praise and willing to share the spotlight with others.
7. She works to develop leaders so the organization can continue to grow.
8. She gives everyone an opportunity to be part of the decision-making process.
9. She knows you can't please all members all the time. She knows that majority rules, but the minority has the right to be heard.
10. She knows open discussion is good.
11. She never forgets that members are the most important part of the organization.
12. She knows no one likes to be preached to or “yelled” at.
13. She knows none of us are as smart as all of us.
14. She knows to keep a **procedure book**.
15. She knows to give all Federation materials to her successor.
16. She knows to pass the gavel on to the next person and does not try to keep a hand on it after leaving office.

## HOW WELL DO YOU KNOW YOUR FEDERATION?

1. Who is the International President of the General Federation of Women's Clubs?
2. Where is the General Federation of Women's Clubs headquarters located?
3. What is the GFWC motto?
4. How many Community Service Programs of work in GFWC?
5. How much do you pay in dues to GFWC? To GFWC Illinois?
6. Who is the President of GFWC Illinois Federation of Women's Clubs?
7. How many clubs in your district?
8. How many districts in your state?
9. Which region of GFWC does your state belong to?
10. How many states make up your region?
11. Who is the regional President?
12. What year was GFWC Illinois chartered/federated?
13. What year was the General Federation of Women's Clubs chartered?
14. Name one of the affiliate organizations to which our International President represents us by serving as a board member.
15. Where and when is the next GFWC Convention?
16. Where and when was the last GFWC Convention?

How did you do? Are you Federation knowledgeable? 0-3 wrong = GFWC Star; 4-6 wrong = Time to read the Federation Story again; 6-10 wrong = Time for a crash course in Federation history; More than 10 wrong = Federation 101 is a must! See your membership chairman today for the next orientation class.

# LEADERSHIP PRINCIPLES AND TECHNIQUES

There is no quick and easy way to master the art of leadership. But if a person has intelligence, natural aptitude and interest in a field, she can learn the principles and techniques of leadership and apply them. **Leaders are trained and developed, not born.** Any clubwoman can be an effective, progressive leader if she possesses attributes that also make for a productive follower.

## 1. **LEAD BY TRAINING OTHERS** -

The leader who does not fear competition and has the best interest of her organization at heart, always trains capable assistants who some day will assume leadership roles

## 2. **NEVER STOP LEARNING** -

Read Books on leadership. Take college courses. Observe and talk with successful leaders. There is no end to what you can learn.

## 3. **MASTER THE SIMPLE FIRST** -

Dynamic leadership requires knowledge and experience. Become familiar with the policies and procedures of your organization. By serving at first in nonleadership roles, one becomes familiar with the requirements necessary for top leadership positions.

## 4. **LOOK FOR LEADERSHIP IN OTHERS** -

Potential leaders are everywhere. Seek out those members within your organization and provide them with opportunities to use their individual talents and skills.

## 5. **CULTIVATE THE RIGHT CLIMATE** -

Aspire to leadership roles at home, school, church, club and work. Then pursue the situations that enable you to use the leadership talents and techniques you have acquired. Let your light so shine that others recognize your qualifications for leadership.

## 6. **BE FAITHFUL TO PRINCIPLE** -

The safest path to leadership is through unselfish service to others.

## 7. **BE FLEXIBLE** -

High vision is essential, change is inevitable and true progress is desirable.

## 8. **BE A GOOD FOLLOWER** -

Almost every leader is, at first, a follower. To become a leader, learn to be a loyal follower. Learn to coordinate the activities of others by cooperating with those with whom you come in contact. You will become a better leader for it.

## 9. **LEARN TO LIKE PEOPLE** -

To learn how to accept and respect everybody requires great patience and perseverance, but it is the best course for a leader to follow.

## 10. **BE YOURSELF ALL THE TIME** -

A high personality quotient is most desirable. Ready wit, a nimble mind, a good memory for names and faces -- these are useful qualities for leaders. But don't lean too heavily on personality.

**11. EARN RESPECT -**

The fact that you have been appointed to a leadership position doesn't ensure your success as a leader. But it is an opportunity to prove that you are one. Don't stand heavily on your title, your dignity or your authority.

**12. INSPIRE OTHERS -**

A leader knows how to get things done through others. To get results find the person who wants to do the job and has the ability to do it.

**13. BE EXCITING AND ENTHUSIASTIC -**

A happy heart, sparkling eyes and a warm handshake, lively interest and emotional stability are modes of behavior that you can consciously cultivate through training and practice.

**14. BE CONFIDENT -**

A confident air inspires the respect you need to motivate others. Be sure of your facts, understand the issues raised and the principles involved in the situation that confronts you. Then, you will feel confident and act the way you feel.

**15. MATCH CLUB MEMBERS TO THE JOB -**

Interest is as vital as intelligence and skill. Influence those you work with by discovering what they want or what pleases them. Use a survey or questionnaire to discover members' special talents.

**16. EXPECT THE BEST OF YOUR MEMBERS -**

If your members are well trained, you will know what to expect of them and you will feel that you can place full confidence in their abilities.

**17. DEVELOP POISE -**

If a leader is confident and in control, composure produces qualities of grace, charm and poise. Poise does not come automatically. To acquire poise, a leader must develop her self-confidence through study, hard work and practical experience. The simplest way to achieve assurance is to think about others instead of yourself.

**18. BE ACTIVE -**

The dynamic leader is self-starter. She translates thought into action. She is active without being aggressive.

**19. BE HUMBLE, BUT NOT TOO HUMBLE -**

Do not belittle anyone, openly or secretly, and do not underestimate your own or others' ability. Do not belittle your position or your future possibilities. Think positively.

**20. BE CONSISTENT -**

The good leader is even-tempered, consistent in attitude and predictable in reactions.

**21. BE GRACIOUS -**

Courtesy and kindness pave the way to progress in leadership and pay big dividends in terms of goodwill and loyal support to those who always practice these rules.

**22. KNOW YOUR ORGANIZATION -**

To be most effective the leader should know thoroughly the details of the organization: its policies, procedures and members. Be sure you know what your group stands for.

**23. BE AN ATTENTIVE LISTENER -**

Everyone deserves the keenest interest and closest attention during personal conversation and group discussion. The skillful leader asks for opinions and always pays careful attention to what is said.

**24. LEARN FROM OTHERS -**

Each member has a special gift to offer to her organization. The wise leader makes it a point to discover the untapped talents of the entire membership. She realizes the importance of learning from others.

**25. BE COOPERATIVE IN SEEKING ANSWERS -**

There is no leadership in a social vacuum. Leadership is a process whereby one person influences the behavior of others.

**26. BE INTERESTED -**

A sincere interest in the welfare of others and a warm-hearted appreciation of what they stand for and are doing for the organization, are of the utmost importance in successful leadership. Show respect for others by avoiding gossip.

**27. BE THOUGHTFUL -**

Ask people for help. Make suggestions, as others are working with you and for the organization.

**28. CRITICIZE CONSTRUCTIVELY -**

Before criticizing, be sure you have all the facts. Where possible, criticize methods and techniques instead of persons. If a personal criticism seems necessary, soften it with a little praise.

**29. ADMIT YOUR OWN MISTAKES -**

The wise leader admits her mistakes and corrects them in humility. She never gives alibis or blames others for failure.

**30. DELEGATE AUTHORITY -**

One of the basic principles of good leadership is to delegate authority in order to expect productive results.

**31. BE FIRM BUT FAIR WITH EVERYBODY -**

A good leader is firm with respect and kindness. She honors the opinions of all.

**32. PLAN PROGRAMS IN ADVANCE -**

Planning is a blueprint for action. Good timing is as necessary as wise planning.

**33. BE AFFIRMATIVE AND CREATIVE -**

A good leader is positive, affirmative, constructive, creative and cooperative in her outlook. She avoids chronic complaints and criticism.

**34. GIVE CREDIT -**

Give credit where credit is due. Always take care to recognize special achievements and jobs well done.

**35. PRAISE YOUR MEMBERS PUBLICLY -**

Club members thrive on appreciation and praise. Proper recognition in a public meeting usually inspires them to greater effectiveness.

**36. RATE FAIRLY -**

Avoid hurting the feelings of others. Discuss misunderstanding privately and informally.

**38. KEEP MEMBERS INFORMED -**

If you expect teamwork, involve members, as they are entitled to know the facts. This attitude builds confidence, avoids suspicion and strengthens morale by cultivating a sense of belonging.

**39. RESPECT THE WORK OF OTHERS -**

Every person in your group is valuable. Give due consideration and praise to another's performance.

**40. GIVE REASONS -**

Explain the rationale for making specific policies and decisions. Members want clarification.

**41. TALK DIRECTLY, SPEAK CLEARLY -**

Stick to the subject and draw out other members' thoughts.

**42. COMPROMISE, DO NOT APPEASE -**

The best leader occupies the middle ground between those who lag behind and those who rush ahead of the group. It is wise to compromise differences and make concessions when this does not endanger the success of the cause. It is safer to please others than to please yourself.

**43. BE GOOD TO YOURSELF -**

Include a period of relaxation in your busy schedule. A change of pace refreshes your attitude and outlook.

**44. CULTIVATE A SENSE OF HUMOR -**

Learn to be diplomatic by cultivating tact and a sense of humor. Learn to display tact by a pleasant word, a friendly smile or a show of patience.

**45. BE DYNAMIC -**

Be energetic and project enthusiasm for programs and projects. The members will respond accordingly.



# HOW TO DELEGATE EFFECTIVELY

## *Leadership -- the Art of Influencing Others*

*There are five main principles that have to be considered when delegating. They are:*

1. Select the items (jobs) to be delegated, and get them organized. The first thing you should look to delegate are routine duties you are handling now. In determining what should and should not be delegated, the best approach is to make a list of all jobs you are now doing yourself, then add to the list jobs you should be doing. Then select the job to be delegated.
2. Pick the proper person for the job. This does not necessarily mean the best, or even the most intelligent. But, make sure that the person on the receiving end will be able to understand what is given her and be willing to do it.
3. Prepare and motivate the person to whom you are delegating. When you delegate an assignment you should think not only in terms of unloading work and responsibility, but in developing status, prestige and initiative in the members as well. Make the person want to cooperate by building her confidence in herself - expressing your faith in her ability - emphasizing the importance of the delegated job.
4. Turn over the work and make sure it is fully understood. You have selected a job to be delegated; you have selected the proper person for the job; you have motivated her -- so now turn it over to her. Effective delegation is largely a matter of effective communication. First, explain the reason for the job, then the job itself. Use every means possible, written or graphic just so she understands what the expected result is.
5. 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 too.

Effective communication is very important in the delegation process to be certain that the delegate clearly understands her new responsibilities and what is expected of her.

This, then, is the art of delegation. It is the key that will open doors to new experiences and new interests, and at the same time touch responsibility. Effective delegation aids progress, builds morals and will most certainly inspire initiative.

## **CLUB LEADERSHIP NEEDS AND STRENGTHS SELF – ASSESSMENT**

1. Does your club have job descriptions for each leadership position?
2. Does your club establish administration goals with input from all members?
3. Does your club offer at least one leadership workshop per year?
4. Does every member of your club have an opportunity to serve?
5. Does your club have brainstorming sessions to develop ideas on programs/projects?
6. Does your club break down large scale projects into smaller segments with task-specific committees, timelines and membership accountability?
7. Does your club encourage members to prepare volunteer resumes?
8. If yes to #7, do you maintain a file of all member's volunteer resumes?
9. Does your club retain a member's skill/talents/interests file?
10. Does your club maintain an ongoing list of donors, contributors, and others who support your endeavors?
11. Does your club have a Federation lending library to include such items as GFWC program materials, state and national magazines, etc?
12. Does your club recognize the value of shared leadership by permitting co-chairmen, mentors, etc?
13. Does your club communicate the responsibilities of members as well as leaders?
14. Does your club provide an official orientation for new members?
15. Are members required to present oral reports by standing and using a micro phone or podium?
16. Does your club send a representative to district/state meetings?
17. Does your club send a representative to region/national meetings?
18. Does your club have a "dollars for delegates" program to assist members representing the club at district/state/region/national meetings?
19. Is the GFWC *Clubwoman* magazine shared at your club meetings?
20. Is the responsibility of reporting shared by all the members in your club?

Each of the questions above relates to a specific leadership skill or trait that GFWC clubs should strive to attain. Leadership is not just about one individual. Clubs have the power to establish procedures and practices that encourage and foster good leadership.

# LEADERSHIP CHALLENGE QUIZ

## Which Method Would You Use?

1. **Which of these three methods would you use to insure a maximum of effective group performance in a club project?**
  - A. You, as leader, write out a precise statement of goals to be attained and how to attain them.
  - B. Call the group together to discuss the project and ask them to set their goals and devise means to attain them.
  - C. Appoint a committee to handle the project and give them free rein to do as they please.
  
2. **You have proposed a certain plan to your group and it has been vigorously opposed by a few influential members. Would you??**
  - A. Feel that your status as a leader had suffered a severe blow??
  - B. Modify your position in order to win the support of the objectors??
  - C. Ask for free and open discussion of the pros and cons of the proposal, leading up to a voted decision of all the members of the group??
  - D. Drop the whole thing in order to keep the peace??
  
3. **Having assigned a task to a certain member and having learned that the work is not being done, would you??**
  - A. Do it yourself in order to save time??
  - B. Try to find out why she is not doing the work and try to help her achieve the required performance??
  - C. Assign someone else to do the job??
  
4. **You are about to select a chairman for an important committee. Would you give the appointment to???**
  - A. Your best friend because you enjoy working with her and you know she will follow your direction??
  - B. The defeated candidate in recent election because you feel she should have the consolation of something important to do??
  - C. The person best qualified by experience and ability, even though you do not like her??
  - D. The leader of your “opposition” with the idea that you might so win her cooperation?

5. **Your State President (or District President) desires to make a much-needed change in certain procedures and asks you to support the change before your group. Would you reply???**

- A. "I am afraid this change will only confuse them, so I think they should continue in the way to which they have become accustomed."
- B. "I am sure that when they have heard the reasons for this change and have had an opportunity to discuss it, they will be willing to support it."
- C. "I will announce the effective date of this change in my next monthly bulletin."

6. **What do you consider the best way to maintain the interest of the members in your club??**

- A. Give them more of the entertainment-type programs.
- B. Give them more opportunities for cultural self- improvement.
- C. Keep them busy with money-raising projects to maintain the club house as a social center.
- D. Let them select programs and projects they feel will be most meaningful to them both as individuals and as members of a vital community group.

7. **How do you think a woman's club can be motivated to undertake a project in the Program of Federation??**

- A. By monetary awards?
- B. By promoting a spirit of competition with other clubs??
- C. By fully explaining the objectives of the project and demonstrating to them that the project actually "touches their lives??

**NOTE:** This is not a scientific test!!.....It is offered only in the hope that it might stimulate your thinking about a few specific problems of leadership in an organization. Keeping in mind that we are trying to develop leadership through democratic processes. Here are the answers:

- |                                |      |
|--------------------------------|------|
| 1. B                           | 5. B |
| 2. C                           | 6. D |
| 3. B - with C as a last resort | 7. C |
| 4. C                           |      |

## **LEADERSHIP SURVEY TOOL!**

**Would you EVER be interested in being an officer in you club?**

**If yes, which one \_\_\_\_\_?**

**If no, why not \_\_\_\_\_?**

**Would you EVER be interested in being a chairman in your club?**

**If yes, which one \_\_\_\_\_?**

**If no, why not \_\_\_\_\_?**

**Would you EVER be interested in being a District Officer?**

**If yes, in what capacity \_\_\_\_\_?**

**If no, why not \_\_\_\_\_?**

**Would you EVER be interested in being a District Chairman?**

**If yes, in what capacity \_\_\_\_\_?**

**If no, why not \_\_\_\_\_?**

**Would you EVER be interested in being on State Board?**

**If yes, in what capacity \_\_\_\_\_?**

**If no, why not \_\_\_\_\_?**

**Thank you for taking time to complete this quick survey!**

**This Survey is a tool that could be used by Club Presidents to determine member's interest in Leadership roles.**

**(For qualifications and procedures for duties of Officers and Chairmen, please refer to the applicable bylaws and standing rules.)**

## WHAT DOES A GOOD LEADER DO?

1. **A GOOD LEADER**, as her primary concern, promotes the organization. Her next concern would 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 program. A good leader does not set goals for them but operates according to their expressed desires. A good leader never uses authority and 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.

*"A GOOD LEADER is not the one in the spotlight,  
she is the one leading the applause."*

# TEAMWORK

## “DEVELOP TEAM SPIRIT”

**As a leader, you can encourage enthusiasm and a sense of belonging among group members by showing:**

†**FRIENDLINESS:** Others will be more willing to share ideas if you're interested in them as people, too.

†**UNDERSTANDING:** Everyone makes mistakes. Try to be constructive, tolerant and tactful when offering criticism.

†**FAIRNESS:** Equal treatment and equal opportunity lead to an equally good effort from all group members.

†**GOOD WILL:** Group members will take their tasks more seriously if you show that you're more interested in group goals than your own personal gain. Remember, volunteers should be treated accordingly.

## “BE TEAM MINDED”

†**KEEP EVERYONE WORKING TOWARD TEAM GOALS** A team of individuals working together, sharing ideas and responsibilities, can accomplish much more than a team of individuals working alone.

†**REMINDE EVERYONE** of the club's purposes from time to time. It's easy to become side tracked and lose sight of your goals.

†**PROVIDE ENCOURAGEMENT** and motivation, by showing your appreciation for good ideas and extra effort.

†**HARMONIZE DIFFERENCES** and disagreements between group members by stressing compromise and cooperation. Don't hesitate to make decisions, however, when necessary.

†**INVOLVE EVERYONE** in discussions and decisions, even if it means asking for opinions and ideas.

## **MOTIVATE YOUR LEADERSHIP TEAM**

1. **Expect the best.**  
Believe that there are strengths, possibilities and richness in all situations, people, and events.

# TEAMWORK

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2. **Develop an Action Plan.**  
Each week, target all key wants and needs in advance, and list priorities under each. Then make sure you accomplish all needed actions before you undertake any wanted actions.
3. **Share, Care and Dare to be Aware.**  
Cultivate a curious and zestful interest in the uniqueness of your team members, ASK - and really listen.
4. **Think Through and Write Down Your Dream.**  
If you don't have a dream, how will you make a dream come true? You may find it hard work but the rewards are well worth it.
5. **Prospect for Gold.**  
The average "good" leader perceives "good" potential in each team member. Help team members visualize possibilities, benefits, and applications that they would never think of otherwise.
6. **Continuously Seek Knowledge and Growth.**  
Master and polish your knowledge of the features, benefits and uniqueness of your service. Commit to better relationships with these people on your team by learning more about their strengths, dreams, and motives.
7. **Provide Unusual and Unparalleled Service.**  
It is no coincidence that the second of the three basic beliefs of IBM reads "We want to give the best customer service of any company in the world." Champions out serve all competitors.
8. **Believe in the Magic of Believing.**  
Great leaders, those who are real pros and artists, believe deeply and unceasingly that the hoped for thing is fact.
9. **Radiate Energy, Joy, and Upness.**  
Continuously search for new strengths in YOU! Develop your own strengths notebook and write down every strength you can think of. Then add one additional strength each week for a year. It builds confidence, purpose, and direction and an ever growing awareness of what fuels you.
10. **Harness to Power of Love.**  
Love is the toughest-minded emotion in the world and the finest mental and spiritual nutrient you can possess for a total life of fulfillment and actualization. It is truly the nutrient that grows winners.



# PREPARE

## Prepare by - PLANNING

**PLANNING** refers to that part of the managing process having to do with deciding what will be achieved and how it will be achieved. It consists of establishing the objectives or goals to strive for and deciding the path to follow to achieve the objectives -

## Prepare by - ORGANIZING

**ORGANIZING** refers to the development of a system that promotes the performance of activities in a coordinated manner: who will do what and who reports to whom.

Organizing is easily managed by established job descriptions outlining the responsibilities of each chairman and to whom they report.

## Prepare by - DIRECTING

**DIRECTING** refers to those activities involved with activating the organization structure. Thus, it focuses on leading the motivating members in the day-to-day or month-to-month performance of their assigned responsibilities. This is performed almost entirely through communication-- communicating effectively and communicating the right thing.

Directing is the sole responsibility of the club's officers who communicate regularly with all Board members via newsletter, Board meetings, and reports at club meetings.

Whether or not you realize it, your club leadership is in the management business.

Who is involved in the management process? Planning should include the officers, department chairmen, as well as the finance/budget chairman and program chairman. They are charged with developing long, and short-term goals and objectives, establishing the financial means by which to accomplish set goals and the time frame in which they are to be achieved. Remember, goals can be changed, so do leave room for flexibility.

## Prepare by - CONTROLLING

**CONTROLLING** involves those activities designed to assure that what is actually achieved is what was intended or planned, by measuring with a standard of performance.

Controlling is an ongoing process of evaluation conducted by each club member, keeping in sight the originally adopted goals and objectives. It is the system of checks and balances.

Your club's programming should include a healthy portion of those GFWC projects and programs which are the most acceptable and agreeable to your club's membership, keeping in mind that under no circumstances should you try to do it all!

# PREPARE

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**Prepare by - PREPARING LEADERS:**

**FOR FUTURE Leadership in your club PREPARE a four part LEADERSHIP PROGRAM of:**

**1. PERSONAL DEVELOPMENT:**

Encourage members' to consider starting leadership lending libraries. Encourage members to attend Leadership Workshops. Leadership workshops members attend can be relayed to members as a report during a club meeting.

**2. PRACTICING LEADERSHIP SKILLS:**

**Practicing Leadership Skills** — Involves a positive, enthusiastic attitude, as well as the ability to motivate others. Encourage positive attitudes, motivation and enthusiasm. Remember that being a mentor and an enthusiastic role model is essential to developing continued leadership for our organization at all levels.

**3. KNOWLEDGE OF FEDERATION:**

**Knowledge of Federation** — Is one of the first steps in the formation of a GFWC leader. To develop Federation knowledge, devise unique ways to inform club members about the different levels of GFWC. Try implementing “**Federation Moments**” at each meeting and “**Federation Tidbits**” in each newsletter.

**4. KNOWLEDGE OF PARLIAMENTARY PROCEDURES AND MEETING PLANNING:**

**Knowledge of Parliamentary Procedures and Meeting Planning** — Is an important part of being a leader. This area of management is the one that “scares away” many people from being an Officer or Chairman. Provide a club procedure book with deadlines, responsibilities and ideas to make the job more manageable. Use a standard agenda at all meetings. Presiding is not so scary if there is a standard form to follow while planning the meeting.

## **ATTITUDE — MOTIVATION — ENTHUSIASM — CHECK-UP LET'S TAKE A CHECK OF OURSELVES:**

### **FIRST PART IS AN ATTITUDE CHECK:**

A CAN-DO ATTITUDE will make you a good leader who makes decisions, listens, confronts problems, admits mistakes, believes it can be done, shows ENTHUSIASM, is accessible, displays grace under pressure, keeps things simple, gives credit to others, is optimistic, stays positive says "yes." Your ATTITUDE as a leader will set the pace and tone for members. It will serve as a mirror for your club members to reflect. If your attitude is positive and dynamic, your club will be positive and dynamic. If problems get you down, improve your attitude by exercising, using humor, breaking major goals into smaller more easily attainable ones. Find a friend you trust to serve as your role model, confidante, sounding board.

### **SECOND PART OF CHECKING OURSELVES IS A MOTIVATION CHECK:**

Remember not everyone comes to the club with the same skills. This may be the first time some women have been part of a team effort. Leaders need to motivate those who hold to tradition, those who are overly analytical, as well as those who tend to dominate all groups in which they participate. The charismatic team player must also be properly motivated. As the point for your motivation you might need to adopt an attitude of positive uncertainty.

Wise decision making should be as much a process for discovering as for achieving - be flexible.

- In an information rich society, what you know for sure today may not be true tomorrow - be aware and wary.
- Seeing is believing - Believing is seeing. Our reality is only what we take to be true - be objective and optimistic.
- Rule books and authorization procedures will always tell you how you should decide - don't. Be practical and magical.
- Practice positive uncertainty - it's a good motivation - check-up!!

### **THIRD PART OF CHECKING OURSELVES IS AN ENTHUSIASM CHECK:**

Smile ... You are on candid camera. "When you smile the world smiles with you..." A very true statement. ENTHUSIASM is an act of being eager, fascinated, thrilled, fervent, fiery, exhilarated, spirited fervent, etc. It tones up your vitality ... makes you self-assured and relaxed...helps you to seek constructive criticism...gives warmth and good feeling to all you say and do.

**ATTITUDE — MOTIVATION — ENTHUSIASM  
THESE ARE SO VERY IMPORTANT — THEY ARE LEADERSHIP ENERGIZERS  
With these leadership energizers any leader can easily get a club to work as a team, with  
great success, and there will always be plenty to share and enjoy.**

# JOIN THE LEADERSHIP TEAM

*The four parts of Leadership are as follows:*

- **Personal Development:** Encourage members to consider starting leadership lending libraries. Leadership workshops that members attend can be relayed to members as a report during a club meeting.
- **Practicing Leadership Skills:** Involves a positive, enthusiastic attitude, as well as the ability to motivate others. Encourage positive attitudes, motivation and enthusiasm. Remember that being a mentor and an enthusiastic role model is essential to developing continued leadership for our organization at all levels.
- **Knowledge of Federation:** Is one of the first steps in the formation of a GFWC leader. To develop Federation knowledge, devise unique ways to inform club members about the different levels of GFWC. Try implementing "Federation Moments" at each meeting and "Federation Tidbits" in each newsletter.
- **Knowledge of Parliamentary Procedures and Meeting Planning:** Is an important part of being a leader. This area of management is the one that "scares away" many people from being an Officer or Chairman. Provide a club procedure book with deadlines, responsibilities and ideas to make the job more manageable. Use a standard agenda at all meetings. Presiding is not so scary if there is a standard form to follow while planning a meeting.

Leadership relates to and affects every phase of our Federation. It is our task to instill the importance of Leadership to each and every member, with the hope that through action and vision of tomorrow in leadership training we can secure the future of Federation.

## **III. - GFWC Structure**

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### **“Lead with Tradition”**

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**GFWC Leadership Structure**

**Protocol**

**Suggested Pattern and Sequence of Articles  
For Bylaws and Standing Rules**

**Orientation**

**Leadership Traditions**



## GFWC Leadership Structure

GFWC is a community service organization with many levels of membership. The Executive Committee and Board of Directors represent GFWC members on a national scale. The Board of Directors consists of region officers, state presidents, state directors of junior clubs, committee chairmen, committee members, and special appointments. GFWC members involved with these directorial committees are chosen by the GFWC International President at the beginning of her two year administration. During her administration, the GFWC International President lives at GFWC International Headquarters in Washington DC. All national members of GFWC have leadership responsibilities and are expected to attend the GFWC Annual International Convention in the summer.

Following the national level is the regional level. GFWC consists of eight Regions:

- **GFWC Great Lakes Region**  
*Illinois, Indiana, Michigan, Ohio, and Wisconsin*
- **GFWC Middle Atlantic Region**  
*Delaware, New Jersey, New York, and Pennsylvania*
- **GFWC Mississippi Valley Region**  
*Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota*
- **GFWC New England Region**  
*Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont*
- **GFWC South Central Region**  
*Arizona, Arkansas, Louisiana, New Mexico, Oklahoma, and Texas*
- **GFWC Southeastern Region**  
*District of Columbia, Kentucky, Maryland, North Carolina, Tennessee, Virginia, and West Virginia*
- **GFWC Southern Region**  
*Alabama, Florida, Georgia, Mississippi, and South Carolina*
- **GFWC Western States Region**  
*Alaska, California, Colorado, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, and Wyoming*

Each region holds an annual conference in the fall. This conference is separate from the GFWC Annual International Convention.

GFWC has members in each of the 50 states. State federations host individual conferences each spring.

County and district levels are contained within the state level. These two Federation categories vary from state to state; some states choose not to have county and district levels, whereas other states contain multiple counties and districts.

The sixth organizational level of GFWC is local. GFWC is comprised of thousands of local clubs; each club elects officers and works independently on various projects in their community.

# PROTOCOL

Protocol, like many customs, can change with the times. However, no matter what changes occur with time - manners, common sense and courtesy remain the same. It is good practice for each organization to adopt rules of protocol that best suit its needs. Following are protocol tips for GFWC meetings and functions.

## INVITATIONS/SPECIAL GUESTS

Those who are invited to speak should be told, in the invitation, the type of meeting, time schedule and appropriate attire for the meeting/event. When federation officers are invited to attend a meeting, the invitation should indicate what their responsibilities will be at that meeting.

## INTRODUCTIONS AT MEETINGS

As courtesy, the entire audience should rise to greet the GFWC International President, president of the state federation and for a Director of Junior Clubs a Junior meeting. The following is a guideline for proper federation introductions. It should be noted that the state president, region president or state director of junior clubs is the highest ranking officer at their state/region meetings.

- |  |                              |
|--|------------------------------|
| 1. GFWC International President        | 6. State Officers            |
| 2. State President                     | 7. District Presidents       |
| 3. GFWC Officers                       | 8. State Chairmen            |
| 4. GFWC Chairmen & other Board Members | 9. District Officers         |
| 5. Region Officers                     | 10. District Chairmen        |
|  | 11. Visiting Club Presidents |

## INTRODUCTIONS AT THE HEAD TABLE\*

When introducing those seated at the head table, it is customary to begin at the extreme left of the presiding officer and introduce each person in order, ending with the one at the left of the presiding officer. Then, beginning with the person at the extreme right of the presiding officer each person is introduced, ending with the guest of honor, seated at the immediate right of the president. If the guest of honor is not scheduled to speak at this time, she may be asked to rise and be recognized.

## SEATING AT MEALS\*

Place first ranking guest at right of official hostess, second ranking guest at left of hostess, and so on. Place cards should be used to indicate head table seating arrangements. Persons seated at the head table should be informed in advance. Assigned hostess should take head table guests to specified seats at head table. Those giving the invocation and presenting the program should be seated close to the lectern, preferably at the head table.

## SEATING AT BUSINESS MEETINGS\*

The president officer sits at the right of the podium/lectern with the parliamentarian seated either next to the presiding officer or to the left of the podium/lectern.

\*Please note for seating and introductions, instructions are written using "stage left" and "stage right" references. This means that you are looking from the head table out to the audience.



# **SUGGESTED PATTERN AND SEQUENCE OF ARTICLES FOR BYLAWS AND STANDING RULES**

## **ARTICLE I — Name**

The name of this organization shall be .....

## **ARTICLE II — Object**

The object and general purpose of this organization shall be:

To.....

To.....

## **ARTICLE III — Membership and Dues**

Section 1. Eligibility

Section 2. Classes

a. Active .....

b. ....

Section 3. Admission to Membership

a. ....

b. ....

Section 4. Dues and Per Capita (can be placed in Article VIII)

a. ....

b. ....

Section 5. Termination of Membership

Section 6. Renewal of Membership

Section 7. Affiliation (with parent or other organizations)

## **ARTICLE IV — Officers**

Section 1. Officers Named.....

Section 2. Eligibility for Office .....

Section 3. Term .....

Section 4. Nomination and Election of Officers (can be separate Article)

a. Nomination .....

b. Election .....

Section 5. Vacancies

Section 6. Duties of Officers (can be placed in Standing Rules)

## **ARTICLE V — Meetings and Quorums**

Section 1. Annual Meetings

Section 2. Regular Meetings

Section 3. Special Meetings

Section 4. Quorum

## **ARTICLE VI — Governing Bodies**

Section 1. Assembly (or convention if a delegate body)

Section 2. Board of Directors

a. Membership Named

b. Eligibility

c. Authority and Duties (duties can be placed in Standing Rules)

d. Quorum

Section 3. Executive Committee

- a. Membership Named
- b. Authority and Duties (duties can be placed in Standing Rules)
- c. Quorum

**ARTICLE VII — Committees**

Section 1. Standing Committees Named (or number if names are in Standing Rules)

- b. Appointment
- b. Term

Section 2. Special Committee

- a. Appointment
- b. Term

Section 3. Committees Created and Dissolved

- a. Created
- b. Dissolved

Section 4 Vacancies

- a. Standing Committees
- b. Special Committees

**ARTICLE VIII — Funds and Finance**

Section 1. Fiscal Year

Section 2. Funds

- a. General Fund
- b. Special Funds
- c. Investments

Section 3. Budget and Audits

- a. Budget
- b. Audit

**ARTICLE IX — Parliamentary Authority.**

For procedure not covered in the bylaws or rules of this organization, .....shall be the authority.

**ARTICLE X — Amendments**

These bylaws may be amended at any meeting of the organization by a two-thirds vote of members present and voting, provided notice of such amendment has been given in writing to all club members at least 10 days prior to the meeting at which the proposed amendment is to be considered for adoption. All proposed amendments shall be given to a revision committee for proper wording and presentation.

**STANDING RULES**

Standing rules should include those items which may be adopted and amended or suspended or repealed without previous notice. They remain in force from the time of adoption until they are changed or repealed. Standing rules are adopted or suspended by a majority vote, and may be amended or repealed by a two-thirds vote without notice or by majority vote if previous notice is given.

Standing rules are usually printed following the bylaws and a copy should be filed in the minute book.

# ORIENTATION

## NEW MEMBER ORIENTATION MEETING

### **Establish an Orientation Committee:**

The Committee should plan an Orientation Meeting in advance by setting the following procedure in motion:

1. Set date-time-place
2. Purpose
3. Plan Program
4. Invitations to new members
5. Ceremony for new members

The Committee, Officers, and Chairmen should arrive early to display materials, put out name tags, welcome new members and attend to other pertinent activities necessary for the event.

### **Program could include but not be limited to:**

1. Opening Ceremony.
2. Introduce Officers and Chairmen. They can briefly explain their duties.
3. Explain club purpose.
4. Present club and Federation history.
5. General information such as dues, meetings, etc., including local, state and national.
6. Explain departments, projects and programs.
7. Explain budget goals.
8. Explain socials.
9. Membership requirements and responsibilities.
10. Explain display - Club Yearbook, State and GFWC Administration Booklets, State and GFWC Magazines, State and GFWC Profiles, Club Scrapbooks, Newsletters, GFWC Leadership Handbook, etc.
11. Question and answer time.
12. Refreshments.
13. Give each new member an orientation kit to take home including such materials as: Club Yearbook, State and GFWC Profiles, etc.

### **Hold a Welcome Ceremony for the new members:**

New members should be honored at a club meeting. This can be done at a regular meeting, special luncheon meeting, tea, open house, etc.

# ORIENTATION

## BENEFITS OF GFWC MEMBERSHIP

**Orientate all members as to the “Benefits of their GFWC Membership”**

1. **GFWC** MEMBERSHIP opens the door to **SERVICE** and **ACTION**, that benefits home, community, state, nation and the world.
2. **GFWC** brings **BROADER CONTACTS** and **VIEWPOINTS** with fact sheets, materials and suggestions for sources of information, which can be secured from GFWC.
3. **GFWC** offers **DIVERSIFIED INTERESTS** thru civic, cultural, educational programs, community development, and awareness of our responsibility for a better world.
4. **GFWC** affords **OPPORTUNITIES** for stimulation and growth, Meetings, Conventions, etc., are offered where top speakers and educators are gathered to stimulate enthusiasm, educate listeners, and inspire members.
5. **GFWC** trains **LEADERSHIP**. Officers and Chairmen of Federation share knowledge and experience with other members. The stimulating experience of working through a club for community and state, as well as cooperating in national and international activities develops individual initiative and self confidence.
6. **GFWC** helps to mold **PUBLIC OPINION**. the resolutions and policies adopted by the Federation reflect the majority action and thinking of its great membership. The combined force of millions of women working for a common cause demonstrates that in union there is strength.
7. **GFWC** promotes **FRIENDSHIP** and **UNDERSTANDING**. Women from all parts of the United States and 20 countries of the world experience the meeting and exchanging ideas through the State and General Federation of Women’s Clubs International Conventions.
8. **GFWC** MEMBERS are proud to be participants in its international program to promote understanding and good will.
9. **GFWC** MEMBERS and their communities benefit from past accomplishments of the General Federation of Women’s Clubs: Originators of Pure Food and Drug Act, Enactment of the 8-hour day, Workmen’s Compensation Act, First Child Labor Law, First Juvenile Court Law, Prison Reforms, Family Violence Programs, supported Equal Pay for Equal Work, supported Raised Reflective Highway Markers, supported the Seat Belt program, helped support the Restoration of the Statue of Liberty, and worked for preservation of endangered species. GFWC is responsible for the establishment of 75 percent of America’s more than 14,000 public libraries. These are just a few of the many accomplishments of the General Federation of Women’s Clubs. Because of Federation’s motto “UNITY IN DIVERSITY” Federation works on a diversified program of activities.

# LEADERSHIP TRADITIONS

The General Federation of Women's Clubs had its beginning on April 24, 1890, with the adoption of our Constitution. "Unity in Diversity" which had been engraved on the first membership pin in 1893, became the official motto by unanimous vote at the 1957 Convention. So as you can see as far back as our Founding date we established traditions that have followed thru the years: Since GFWC's beginning the GFWC members have developed a rich heritage of traditions that have helped to develop character, leadership, unity and public service . Some of those traditions are:

- Federation Day celebrated each year on founding date - April 24th.
- Designing a membership pin in 1893.
- Establishing the motto "Unity in Diversity" in 1957 because this had been engraved on our first membership pin.
- Club Collect was adopted by the General Federation of Women's Club as far back as 1924 when the clubs started putting the Collect in their yearbooks and the biennial reports. While the Collect was not written for GFWC — it, however, was the first Women's Organization to adopt it for their meetings, yearbooks, etc., **a true tradition handed down throughout the years.** Since GFWC's beginning the GFWC members have developed a rich heritage of traditions that have helped to develop character, leadership, unity and public service .
- Anniversary Scrolls
- 100 Year Anniversary Award & Gift
- Silver Tray as a percentage increase in membership award.
- Membership & Officers Pins
- Logos
- Administration Motto and or Theme.
- Celebrations of Accomplishments through "Award Presentations" in local communities as well as Club, District, State, and International annual conventions.
- Processionals/Receiving Lines/Head Tables. Some may say this is governed by protocol - and that is true, but they were originally established thru Leadership by smart leaders who realized that this was a good way to recognize valued members for their work, as well as acquaint them to future leaders thru recognition of their accomplishments and personal introduction to their positions.
- President's Walk at Convention
- Incoming and Outgoing Presidents Processional
- General District Presidents & Director of Jr. Clubs Processional
- GFWC Convention has the presentation of flags at the opening of the convention (17 countries and 52 states presenting flags). This is tradition....something you will never forget. A tradition I certainly hope is never changed.
- Historical Preservation of Community Sites

- Honor Guards/Presentation of Colors
- Annual Club events to establish donation and/or support of community sponsored projects (such as Fashion Shows, Art Shows, etc.)
- Planting of thousands of trees in memory of, honor of, etc., on public lands has grown into one of the largest environmental projects. One of Illinois's biggest projects of this type is the plantings of seedlings each year at the Shawnee Forest. Today at Shawnee Forest is a large monument honoring the GFWC Illinois Federation of Women's Clubs for this service.
- Traditional Educational programs by promoting interest in GFWC Illinois scholarships to students seeking assistance in furthering their education.
- Honor Past State Presidents at Federation Banquet at State Convention by paying for their dinner, being at the headtable and being in the processional, and giving a 2 minute presentation some time during the convention.

Some traditions when used are governed by protocol, standing rules, bylaws—such as head-tables, processions, etc.:

- Headtable, is a gesture of gratitude to honored guests, speakers, officers, and event chairmen.
- Gifts (token gifts are often given to speakers or special guests)
- Flowers (are given as a thank you - but protocol should be watched very closely when doing this.
- Processions and head tables show recognition to individuals and clubs for their work and accomplishments thru community service.
- Awards .....Gives special recognition to clubs for their community service accomplishments and also .....Encourages reporting - This information is needed for future projects, sponsorships, fund raising, and community service interests. Without the information accumulated from reports our overall interests in project organization would not be possible.
- All of our GFWC Departments (now Community Service Programs) were originally started from traditional programs that the clubs adopted, and they got so voluminous throughout our many communities that they were made an established program/programs to follow such as: Arts, Conservation, Education, Home Life, Public Issues, International Affairs.

Traditions are handed down from event to event - meeting to meeting. Please remember the next club function that there is a headtable, you see a procession, the Club Collect is said at a meeting,.... why this is being done. There is always time for change and this is good, but the traditions are special and make for a special-strong relationship.

## **IV. — MEETINGS**

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### **“Lead with Communication”**

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**Let's Get Organized**

**Let's Conduct a Successful Workshop**

**Leadership is Vital to Membership**

**Timing is Important to all Meetings**

**Basics of Prepared Speeches**

**How to Have a Good Discussion**

**Delegates to Conventions**

**Programming**

**How to Conduct a Meeting**

**What the Minutes Should Contain**

**Committees**

**Yearbooks**





## LET'S GET ORGANIZED

Organization not only improves morale and productivity, it is a characteristic of individuals who enjoy great achievement. When volunteer leaders were asked what character trait they would wish to improve the number one response was: "ORGANIZATIONAL SKILLS".

So . . . . . Let's get organized . . . . .

### 1. **Prioritize Your Activities**

Whether you prioritize your activities mentally or in writing, it is vital to decide which activity is the most important. Furthermore, all tasks (minor or major) must be prioritized. It is a continual process.

### 2. **Stick To The Plan**

There will always be other activities you'd rather do and projects less difficult and easier to complete. However, at the chosen moment, those are not the activities or projects that are going to move you toward the desired objectives. To be "on top of your game" you've got to stick to the plan.

### 3. **Think and Organize in Departmentalized Terms**

When you have a large project the total number of activities necessary to complete the job may be overwhelming and confusing. Instead of attacking the whole project, think of each separate task. If you can departmentalize your tasks for minutes or hours you will be able to better organize your approach to the project.

### 4. **Manage Your Paperwork**

Classify your paperwork into files entitled MUST DO, SHOULD DO, and WILL DO. By doing so you'll be using the principles of efficiency, good management and organization.

### 5. **Delegate Responsibility**

To get ahead you must delegate! If you do not delegate you are limited in your growth and your board members will be stunted because they won't have the opportunity to learn and develop new skills.

### 6. **Consistently Ask and Listen**

You must first stop giving your board members the answers to their problems. When you provide all the answers you've accepted the full responsibility for the success or failure of that decision. Ask and listen! Use board members' skills, abilities and problem-solving capabilities.

### 7. **Do It Now**

Organize now: not this afternoon, not tomorrow, not next week, not next month. Organize now: act on it, delegate it, write a note on the bottom of correspondence and return it as your first step. If you don't do it NOW you'll be in an environment of constant crisis.

# LET'S CONDUCT A SUCCESSFUL WORKSHOP!!

## **DO...**

- Be well prepared.
- Be enthusiastic. Your attitude is infectious.
- Speak loud enough for all to hear and clear enough to be understood.
- Use handouts, charts, pictures and other visual aids.
- Use a variety of methods for the presentation - lecture, discussion, question and answer, participation from audience.
- Write names and addresses on a board or include on the handouts.
- Call attention to important items on handouts.
- Determine an efficient manner for distribution of materials.
- Watch the time. You want to finish on time.
- Allow time for audience participation and reaction.
- Answer questions willingly and thoroughly.

## **DON'T ...**

- Read handouts or materials.
- Be repetitive. Old information is boring.
- Try to bluff. If you don't know the answer, offer to find out.
- Assume that everyone knows what you know.
- Allow speaker to go over the time allotted - that can necessitate cutting other speakers.
- Monopolize all the time yourself - allow others to participate.
- Be pessimistic.
- Gear everything to one age group or one size club.
- Put too much emphasis on awards.
- Allow discussion on topics not pertinent to the issues.
- Waste time worrying about things you can't control.

# LEADERSHIP IS VITAL TO MEMBERSHIP

## **Leadership is vital to membership....**

Clubs do not disband because of lack of money, they have money in the bank.

Clubs do not disband because of lack of members, they have members.

Clubs disband because of lack of leadership.

From the beginning clubs need to have an action plan for developing leadership in their clubs. Some ways to do that are:

- Have co-chairman for large events and projects. One co-chairman could be a member who is experienced with the club and project. The other co-chairman could be a member who is experienced with the club and project. The other co-chairman should be a new member or, at least, someone who will continue as a co-chairman the next year. This way the inexperienced member has an opportunity to "learn the ropes" and feel confident about the project the next year.
- Start a fund in your club to encourage as many of your members as possible to attend your state and district meetings. The motivation from these meetings can be the "little push" that helps members to decide to run for an elected office in the first place.
- Clubs should pay the way for their elected officers to attend district and state meetings where they receive training for their particular office, as well as gain knowledge about the organization in general. By clubs paying the registration, and possibly lunch, for these functions, officers feel the obligation and importance of attending. One reason clubs defederate is because new officers are not familiar with the district, state and national GFWC organization and have no understanding of the benefits of belonging.
- Clubs should purchase a GFWC Clubwoman subscription for their President -Elect and Dean of Chairman. This magazine is an excellent leadership training tool as it contains vital information about the organization and its programs and projects. Another important tool is the state magazine and it is received by all members.

GFWC clubs are experts at earning a lot of money which they give away. That is an important reason to have GFWC clubs. However, it is also important for clubs to invest in their own future by budgeting money to train the future leaders of their organization. Without those leaders the club will disband and not provide any of the wonderful volunteer dollars and man-hours that their community needs.

## TIMING IS IMPORTANT TO ALL MEETINGS

### *Think on These Things:*

1. **A well-planned and timed, scripted agenda is a must.** Good meetings do not just happen -- they are planned that way. It is a good idea to have your complete scripted agenda typed and before you at all times. Even introductions, thanks, etc., should be scripted so that you do not find yourself "groping" for words at the last minute, thus wasting valuable time.
2. Eliminate as many of the formalities and meaningless rituals as possible.
  - a) **Repeated introductions** of special guests, top leadership and head tables is not necessary. If those seated at the Head Table are to perform a function, they can be introduced at that time. Acknowledgments and brief greetings will usually suffice.
  - b) **Welcome remarks** by Hostess Club and Responses. At a convention or other important meeting when the Mayor or some other high ranking official brings greetings., it would be appropriate for the President to make a brief response.
  - c) **Entertainment** — Music is always good — A spiritual song as Invocation — The Collect sung to close a meeting etc. But remember, one song is always more effective than a whole program.
  - d) **Roll Call.** Roll Call is not necessary, but if it is called, it must then be recorded in the minutes. Determine quorum thru registration.
3. **Lengthy Minutes** — President and/or Parliamentarian should advise secretary regarding what information should properly be included in minutes.
4. **Lengthy Treasurer's Report** — Treasurer's Report should be printed and in the hands of members before the meeting. Treasurer can then read totals and general information. Questions can be entertained. At regular meetings, only a "brief" financial statement is necessary.
5. **Lengthy Correspondence** — "Report of Correspondence Received" may be given. Long letters can be synopsisized. Good common sense should dictate what letters should be read in their entirety. Good practice is to have a "typed" list of correspondence received to hand to the secretary. (This step is appropriate for club meetings.)
6. **Lengthy Introductions** of Speakers and Programs — Say only the important things which tell why the speaker is qualified to speak to the subject.
7. **Thanks - Acknowledgments** and thanks are always in order, but they should be brief and sincere.
8. **Handling Business** — The wise president consults with her Parliamentarian prior to the meeting to discuss all items of business which might arise. She prepares remarks, under the direction of the Parliamentarian, to handle: nominations and elections, bylaws revisions, resolutions, anticipated controversy, etc. Determine beforehand which Chairmen have reports to give in order to avoid calling on those who do not. Discuss with your Parliamentarian those instances when you can use "General Consent" to expedite business without the formality of motion, second, etc.

# BASICS OF PREPARED SPEECHES

In some ways, a prepared speech is the easiest kind of public speaking. You can polish and plan in advance...aim for your audience's special tastes...rehearse in front of the mirror and try out jokes on your friends. Yet many people find prepared speeches most intimidating, because of the planning required.

You can learn to prepare and give speeches. You will never stop improving if you keep working at it. Try every time to improve one or two specific skills. You will soon find yourself facing the audience with confidence and enthusiasm!

To prepare your speech ask yourself the three basic questions: *Why? What? How?*

To begin on your speech, you have to know its purpose. Clarify in your own mind what your purpose is - *why* you are giving this speech - ask:

- ✓ Who is my audience? What do I know about their interests, their age, and their attitudes?
- ✓ What effect do I want my speech to have? Do I want it to inform? To entertain? To persuade? To make a point?
- ✓ What subject is my speech to cover? How can I adapt it to the audience I will have?

With the purpose of the speech in mind, you can decide what you want to say. An outline of the speech will help you organize your material. A detailed *outline* can be the backbone of a well-constructed speech.

## USING THE OUTLINE:

- Polish the first sentence. Make it an effective "hook" to grab the audience's attention.
- Keep the introduction strong and short.
- Make sure you state your key thought or specific purpose so your audience knows what you want to accomplish.

## TO DEVELOP THE BODY OF THE SPEECH:

- Use the "5 W's" of journalism (*who, what, when, where, why*). Support your ideas with concrete facts.
- Narrow your topic enough to fit your time limits.
- List and develop your ideas in a logical order - and make it clear to your audience what that order is.

## TO CREATE AN EFFECTIVE CONCLUSION REMEMBER:

- Your closing words will stick with your audience more clearly than anything else you say. Make them strong and memorable.
- The whole conclusion should summarize and restate your main point. Don't leave any doubt about where you stand at the end.

**After you have planned and rehearsed and rehearsed...walk up front - look at your audience, pause, relax, and begin.**

# HOW TO HAVE A GOOD DISCUSSION

## 1. **SPEAK UP WHEN YOU HAVE AN IDEA**

In an informal group, don't wait for the discussion leader to recognize you, and don't stand up; however, let her decide who should have the floor if several try to speak at once. Everyone's ideas are valuable. Your remarks will stimulate others.

## 2. **HELP YOUR DISCUSSION LEADER**

When the discussion gets fuzzy, you should summarize or ask for more information. You can keep the discussion on the tract by restating the problem.

## 3. **DON'T LET SILENCE EMBARRASS YOU**

Silence is good for thinking. You may want to ask for more information to help start the discussion.

## 4. **PERSONAL STORIES MAKE EXCESS BAGGAGE**

Personal experiences usually takes more time to tell than they're worth. If everyone describes what happened to her, discussion gets nowhere.

## 5. **LISTEN THOUGHTFULLY TO OTHERS**

The hardest part of discussion is to concentrate on what is being said, and NOT on what you plan to say as soon as you get the chance. Let yourself be stimulated by the thinking of others. Your own past experience will come to you as you need it.

## 6. **ADDRESS YOUR REMARKS TO EVERYONE**

You are being too formal if you talk to the discussion leader only. If you speak to only one person at a time you may start a two-way conversation or even an argument.

## 7. **DON'T MONOPOLIZE**

A minute or two is long enough to speak. If you like to talk, you'll have to watch yourself very closely on this one. Time goes twice as fast while you are talking.

## 8. **KEEP UP WITH THE DISCUSSION**

If you get lost, say so. If you don't understand what's going on, chances are some of the others don't either. Ask for all the explanations you need.

## 9. **BE FRIENDLY WHEN YOU DISAGREE**

People don't think straight or quickly when they are irritated. And remember--there are three sides to most questions: your, mine and the right one. When you are wrong admit it. The test of intelligence is how quickly you see what's right—not how often you are right to begin with. If you don't mind criticism, others will be encouraged to share their ideas with you. Remember too, that friendly disagreement is a good way to stimulate sound thinking again when agreement has been too hasty.

# DELEGATES TO CONVENTION

## DELEGATES:

A delegate should attend ALL business meetings. A delegate remains throughout the Convention. Delegates have a moral obligation to follow the wishes of the group they represent. Technically, however, delegates or representatives have full power to vote their conscience, in the light of the information they have after the debate in assembled convention. A delegate must use his own good judgment as to how far he will stay with the thinking of his group or how well he can justify his voting when he reports back to his organization.

**CLUB:** Clubs holding membership in the Federation are entitled to two delegates for one hundred members or fewer, and one additional delegate for every additional fifty members.

**DISTRICT:** Seven delegates from the district board, one of which shall be the District Junior Director. Selection shall be made first from the district officers, not including the President who votes as a member of the Federation Board of Directors, then from the district chairmen.

## WHAT TO DO BEFORE THE CONVENTION:

1. **STUDY** the CALL to the convention which includes the most important business to be transacted, proposed amendments to the bylaws, and such other business as the bylaws make mandatory.
2. **DISCUSS** in an election year with your club the nominees for officers, for you do not necessarily vote your personal choice. If a nominee is endorsed by your club, you are honor-bound to give that nominee your most careful attention; and if instructed, to vote for a specific nominee, it is your duty to carry out the wishes of your club. Robert Rules feels that the hands of a delegate should not be tied, but the delegate should be allowed to vote for the person who would, to the delegate's estimation, best serve the organization.

# **DELEGATES TO CONVENTION**

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## **WHAT TO TAKE TO THE CONVENTION:**

1. A smile, a spirit of friendliness.
2. An open, but not empty mind.
3. A will to learn
4. Ideas to share.
5. Copy of the Bylaws, both State and National.
6. A notebook and pencils, or pens.
7. Your copy of the CALL to Convention.
8. Book of Resolutions received in with your Report Packet.

## **WHAT TO DO AT THE CONVENTION:**

1. Register Promptly.
2. Attend all sessions.
3. Be on time.
4. Listen to speakers and learn.
5. Acquaint yourself with other delegates.
6. Attend Workshops.
7. View the exhibits.
8. Take notes. Write it down - don't try to recall facts.
9. Vote and take part in decision making - keep club's viewpoints in mind.
10. Enjoy yourself and have some fun.

## **WHAT TO DO AFTER THE CONVENTION:**

1. Write a report of the Convention happenings, as soon as you can, so you remember details.
2. Give a written or oral Convention report at club meeting.
3. Report highlights of the speeches.
4. Try new ideas received at Convention.
5. Be enthusiastic and encourage other club members to attend National, Regional, State, and District meetings and Conventions.

**If you can do all of these things, you will be a GOOD DELEGATE!!**



# PROGRAMMING

*What do you do in your club/district to promote leadership programs?* It is vital to "air the feelings and concerns of the membership in order to formulate plans for the future. Different backgrounds will bring different experiences, and none of us is as smart as all of us and all of us can benefit from some methods of presenting programs.

Good *programming* is essential to stimulate the interest of continuing members and appeal to potential members. While *speakers* can be very interesting and informative, there are alternatives which would provide variety to the membership. Here are a few suggestions for presenting leadership technique programs:

**BRAINSTORMING:** Brainstorming generates as many ideas as possible about an issue - some may even sound outrageous. At a dinner meeting, each table could conduct its own five-minute brainstorming session. Be sure someone records all ideas. Plan on a discussion following the brainstorming session when everyone can evaluate what has evolved.

Brainstorming is a technique where creative thinking takes precedence over the practical. The idea is to get out before the group all ideas possible, with no thought to how practical the ideas might be. The participants are urged to be as "free wheeling" and uninhibited as possible.

It is vital to "air" the feelings and concerns of the membership in order to formulate plans for the future. Different backgrounds will bring different experiences, and none of us is as smart as all of us!

Ground rules must be given for brainstorming to be effective. No idea is too ridiculous to be considered. No one may "put down" another person's idea. Sometimes what seems to be unworkable may lead someone else to a better and workable solution.

**Brainstorming may be used:**

- To get as many new and novel ideas as possible before the group for evaluative discussion.
- To encourage practical-minded individuals to think beyond their day-to-day problems and conventional solutions.
- To develop creative thinking.

**Some advantages:**

- Many people are enthusiastic about the freedom of expression inherent in brainstorming.
- Solutions to previously insoluble problems can be discovered.
- All members of the group are encouraged to participate.

# PROGRAMMING

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## **Procedure:**

- The chairman explains the procedure to be used, and a recorder is selected to list the suggestions.
- As ideas are expressed they are recorded in public view. A large chart and marker are excellent if a blackboard is unavailable.
- The ideas are discussed to determine if any have practical application to the problem at hand.

## **Implementation:**

- Those ideas which seem to be usable are recorded permanently for application.
- Those ideas which have been determined to be unworkable at the present time should be recorded for future reference, as they may later prove useful.

**BUZZ SESSION:** A buzz session involves brief discussions by small groups. One member of each group is designated reporter and relates to the entire group the consensus of her group, noting minority opinions.

**DISCUSSION GROUPS:** These groups, if handled properly, can be dynamic, informative, and helpful. The discussion leader, well briefed on the topic, keeps the group on the subject, sees that everyone has a chance to participate, and makes periodic summaries of what points have been made.

**FILMS/SLIDES/POWER POINT:** This is another good tool to help visually present or graphically illustrate your program.

**PANEL:** The panel discussion involves two or more persons guided by a moderator. Select a moderator who can keep the panelists from digressing and who can conduct interesting question and answer periods following a panel discussion.

**SIMULATION - GAMES - SKITS:** Simulation games involve acting out of roles in a situation which stimulates interest in another's view point. It is a good tool for helping participants clarify their own opinions and feelings. Skits provide an entertaining way to explore important issues. Both simulation games and skits are fun and stimulating.

**WORK GROUPS:** These are similar to discussion groups but are more problem-solving oriented. A problem is explored and possible methods for solving it are discussed. The way a program is presented can make a difference between "good" and "outstanding".

# "HOW TO CONDUCT A MEETING"

## CONDUCTING A REGULAR BUSINESS MEETING AGENDA FOR THE PRESIDENT NAME OF CLUB AND DATE OF MEETING

NOTE: Carefully plan each meeting in advance. Fill in your agenda in detail -- with names of all persons to be called upon -- lists of committees if it is necessary to call upon them. Write down every word you will want and need to say. Have copies of all recommendations which will be presented, so that you have the correct wording at hand. Work out the agenda a day or so before the meeting so you have time to think. During the meeting there is other thinking to be done. MAKE THREE COPIES OF THE AGENDA -- one for the Recording Secretary, one for the Parliamentary Advisor, and one for the President Elect. File your agenda since there may be need to refer to it. Programs held during the meeting can be placed after the Treasurer's Report.

### THE FIRST ORDER OF BUSINESS IS:

1. **CALL TO ORDER** --- Time of meeting. Stand - rap gavel ONE TIME. Start on time. Have well-prepared agenda. Determine if quorum is present. -- AND SAY --

President: "The Meeting will come to order."

2. **OPEN CEREMONIES** (God before Country) - (Invocation before Pledge)  
Collect may be used. "Please rise. The Invocation will be given by ... "Please remain standing for the Pledge of Allegiance to the Flag of the United States of America to be led by ....  
The Chair may welcome members and guests, making necessary introductions.

Opening ceremonies are optional, but usually organizations have a member to say a short prayer and follow with the members saying the Pledge of Allegiance of the Flag. The Pledge of Allegiance to the Flag should be said correctly. There are only three pauses where there are commas. "I pledge allegiance to the Flag of the United States of America and to the republic for which it stands, one nation under God, indivisible, with liberty and justice for all." We do not salute the flag. The presiding officer says, "We will say the Pledge of Allegiance to the Flag, led by ----- "Be sure not to have anything in hands. Place right hand over heart. Display flag correctly. When displayed, the flag of the United States of America should hold the position of superior prominence, in advance of the audience, and in the position of honor at the presiding officer or speaker's right as he/she faces the audience. Any other flag so displayed should be placed on the left of the presiding officer or speaker (to the right of the audience).

### NEXT ORDER OF BUSINESS IS:

3. **INTRODUCTION OF GUESTS** -- starting with the highest ranking or most important.

## How to Conduct a Meeting...

Head Table: (Introduce from Far Left to Podium.....Then introduce from Far Right up to Presiding Officer)

4. **ROLL CALL** - (Optional) by Secretary. Roll Call -- not necessary unless a policy of the organization, and then usually only if the organization has requirements for attending a certain number of meetings. If the Secretary calls the roll, say, "The Secretary will call the roll." Then say: "A quorum is present." or, "A quorum is NOT present and we will wait several minutes hoping that more members will arrive." Any business conducted at a meeting without a quorum must be ratified at the next meeting which has a quorum present.

### NEXT ORDER OF BUSINESS IS:

5. **READING OF MINUTES OF PREVIOUS MEETING** - President: "The Secretary will read the minutes." Secretary reads the minutes. President: Sit and listen carefully. Then stand and say: "Are there any corrections to the minutes? (Pause) Say: "They stand approved as read (or as corrected)." DO NOT SAY: "Are there any corrections or additions?" Additions are corrections.

\*\*\*\*\* The Club's Recording Secretary is the eyes and ears of the club. This position is vital for insuring that all club activity and decisions are properly recorded and preserved for club history.

### THE NEXT ORDER OF BUSINESS IS:

6. **TREASURER'S REPORT** - (Stand) Say "The next business in order is the Treasurer's Report." Sit and listen. Then stand and say, "Are there any questions?" Pause.  
"The Treasurer' report will be filed." Do not accept or adopt it. It is advisable to have the report in triplicate - President, Secretary and a copy for the Treasurer. If there are bills to be paid, authorization to pay may be obtained by club vote here. Ask for any bills to be paid.

\*\*\*\*\* The Club Treasurer holds a very powerful position. This person is responsible for all of the club's financial activities.

### THE NEXT ORDER OF BUSINESS IS:

7. **CORRESPONDENCE** - (Stand) Say "The Corresponding Secretary, (or Secretary) will read the correspondence." (sit) (Read informational correspondence and the letters not requiring action first; that which may require action read next and action taken on each here, or if preferred this may be held until NEW BUSINESS). If action taken here the president should see that action is

## How to Conduct a Meeting...

taken upon each as read.

\*\*\*\*\* The Club Corresponding Secretary is the club's communication link to the community. Many clubs have both a Recording Secretary and a Corresponding Secretary, however, these two positions may be combined into one.

THE NEXT ORDER OF BUSINESS IS:

8. **REPORTS** (Stand) "The next business in order is hearing reports of officers."  
a) Officers (List names here if any are to report.)

Note: Usually at the annual meeting all officers are required to give an annual report. Officers report according to rank starting with highest ranking officer. These reports are given at this point in the order of business. Also, this would be the point where the president would give a report of a meeting of a superior body.

- b) Recommendations by the Board of Directors/Executive Committee. Say: "The Secretary will report for the Board of Directors/Executive Committee." List here any recommendations which will come in the report and take action. The Secretary usually moves that the recommendation of the Board of Directors/Executive Committee be approved. A Second is not necessary. OR, the Report can be read for information only at this time and action on it can take place later under NEW BUSINESS.

THE NEXT ORDER OF BUSINESS IS:

9. **REPORTS OF DEPARTMENTS** .....If the organization has departments which report to the assembly the reports are given at this time and handled the same as standing committees, being called upon in the order listed in the bylaws.

\*\*\*\*\* The District/Club Chairmen make GFWC programs work. The chairmen are the key to GFWC's grassroots activism.

THE NEXT ORDER OF BUSINESS IS:

10. **REPORTS OF STANDING COMMITTEES** - (Stand) "The next business in order is hearing reports of Standing Committees." (list them here with the name of chairman, in the order listed in bylaws. Take action on any commendations here one at a time--have copies so you can give the exact wording without having to ask. No action is taken unless recommendation is made. If a committee report contains a recommendation it is placed at the end and the chairman moves the adoption of the recommendation and it is then acted upon.

## How to Conduct a Meeting...

\*\*\*\*\* A Standing Committee is a permanent committee that continues from year to year with changing personnel. If the president appoints the committee, committee members leave office automatically with the retiring president.

THE NEXT ORDER OF BUSINESS IS:

11. **REPORTS OF SPECIAL COMMITTEES** ..... - (Stand) "The Special Committee charged with the responsibility to \_\_\_\_\_ will now report." (Call Chairman by name and committee members also. Take action on any recommendations. Special committees are automatically dissolved when the work on the assignment has been completed and final report is given.

\*\*\*\*\* A special Committee is appointed to do a specific task. It ceases to exist when its work is completed, that is, on presentation of its final report, unless it is discharged sooner.

THE NEXT ORDER OF BUSINESS IS:

12. **UNFINISHED BUSINESS AND GENERAL ORDERS** - The minutes of the previous meeting will show if there is business postponed by motion or left unfinished from the previous meeting. The Chair never asks if there is any unfinished business. The president and secretary should know this from the minutes of the previous meeting. General orders are matters previously decided to be discussed at this meeting. If there is any, the president says: "We will now have the unfinished business." This includes first the special orders, then general orders, then postponed questions, then any business unfinished at the previous meeting. Each item is announced by the presiding officer in its turn. If there is no unfinished business you can simply say so. DO NOT CALL IT OLD BUSINESS. List in your agenda any business to be handled here--and YOU may bring it up.

THE NEXT ORDER OF BUSINESS IS:

13. **NEW BUSINESS** - (Stand) "The next business in order is NEW BUSINESS." This is the point where members introduce that business which is within the interests of the organization, and that has not previously been before the assembly. The president should be informed in advance of the meeting that this business will be introduced so that he/she will be prepared to handle it through the assembly. This is especially important if the matter is very controversial. It is introduced by correspondence, recommendation, the Chair or any member. You may act on the correspondence which requires club action if it was not done under Correspondence. Have the Secretary read it and ask, "What does the club wish to do about this? Ask:

**How to Conduct a Meeting...**

Is there any other new business?" OR if there was no correspondence you would ask "Is there any new business?" A motion must be made to bring a new matter before the organization for discussion. When a motion is made, say: Is there a second to the motion." If no second is made, then say; "Since there is no second, the motion is not before this meeting." State the motion exactly as made. "It is moved and seconded that ....." Turn toward the maker of a motion to see if she wishes to be assigned the floor first in debate. Pay close attention while members are speaking in debate. Be sure the members know exactly what they are voting on by repeating the motion. Say: "The ayes have it and the motion is carried." OR "The noes have it and the motion is lost." Enforce the rules relating to debate and to order and decorum within the assembly. Remain calm and composed regardless of what happens.

Business is introduced by means of the Main Motion:

Member:

- 1. Rises and addresses the CHAIR.
- 2. Receives recognition from the CHAIR.
- 3. Makes the MOTION, I move that .....
- 4. Another member SECONDS the Motion

Chair:

- 5. States the MOTION
- 6. Asks for discussion (or debate)
- 7. Takes the VOTE
- 8. Announces the result of the VOTE and states whether the motion is approved or lost.

SAMPLE MOTION FORM:

**MOTION FORM:**

(PLEASE PRINT OR WRITE LEGIBLY IN INK)

\_\_\_\_\_  
(DATE)

I move that \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
(action taken to be recorded  
by the secretary)

\_\_\_\_\_  
(Signed)

## How to Conduct a Meeting...

THE NEXT ORDER OF BUSINESS IS:

14. **ANNOUNCEMENTS** - (Stand) If you have any announcements, list them here, state "The Chair has the following announcements" make the announcements and then ask if there are any other announcements.

15. **THE NEXT PART OF YOUR AGENDA COULD BE:**

**PROGRAM** - May be presented by President or Program Chairman. The president DOES NOT "turn the meeting over" to the Program Chairman. The President announces the Chairman who, in turn, presents the program: "Mrs. ....will present the Program." The President thanks the speaker.

NOTE: If the organization has a program as part of the meeting it seems better to place the program after New Business before Announcements. The presiding officer does not "Turn over the meeting to the program chairman." Presiding officer calls upon the program chairman who introduces or presents the program.

THE NEXT ORDER OF BUSINESS IS:

16. **ADJOURNMENT** (Stand) President: "Is there any further business?" PAUSE, Wait a reasonable time, and if no one has anything to present, then say, "There being no other business and if there is no objection, the meeting is adjourned." (This is called general consent). Adjournment may be done by motion. It requires a second, is debatable and needs a majority vote. Some organizations use the procedure of a member asking the motion to adjourn. This is all right but it is not necessary as the presiding officer has the privilege of adjourning and this expedites the matter. One rap of the gavel to close.

17. **PARLIAMENTARIAN/PARLIAMENTARY ADVISOR**

The fundamental principles of Parliamentary Procedure are:

Courtesy to all

Justice to all

One thing at a time

The rules of the majority

The rights of the minority

It is designated to:

Expedite business

Maintain Order

Insure justice and equality



## How to Conduct a Meeting...

A Parliamentarian/Parliamentary Advisor is a person who is expert in the formal rules and procedures used by deliberative assemblies. She is seated next to the president during business meetings, so as to be convenient for consultation and to attract as little attention as possible. If the parliamentarian notices something being out of order or in conflict with the bylaws, she should call attention to the president quietly, usually by passing a note. She is not a voting member of the board and is not a delegate to a convention where she serves.

\*\*\*\*\*

Last but not least every Club President should keep a procedure book and should encourage the members of the Board of Directors to also keep a procedure book.

It is most important that all procedure books be kept in a file box from administrations past so that reference can be made. Establish a time frame (Example: Five years) of procedure books which are kept current and those that are kept for reference and history of the club's activities.

AND to all CLUB PRESIDENTS .... As you take your gavel in hand at the next meeting, perhaps this little poem will bring a smile and make your meeting more fun.

**THE PRESIDENT'S LAMENT**  
**Robert's Rules of Order**  
**That book is such a bore,**  
**I wish I could ignore it,**  
**And refer to it no more.**  
**We always have to run our club**  
**By "what Mr. Robert's would say"**  
**I only wish that he'd preside**  
**Instead of me today.**

## WHAT THE MINUTES SHOULD CONTAIN

The secretary should keep the minutes in an official book with numbered pages.

The first paragraph of the minutes should state:

1. Kind of meeting:
  - a. Regular
  - b. Special
  - c. Adjourned
  - d. Annual
2. Name of the organization.
3. Date and time of the meeting and place (if not always the same).
4. Whether the president and secretary were present or, if absent, who took their places.
5. Whether the minutes of the previous meeting were approved as read, as corrected, or whether the reading of the minutes was dispensed with.
6. There should be a paragraph for each subject such as:
7. Officer and committee reports and action taken.
8. The final language of all main motions as stated by the chair including amendments, unless withdrawn, and the disposition of all motions (adopted defeated, committed or referred to a committee, postponed), the name of the maker of the motion, but not the seconder. The secretary may request that motions be made in writing.
9. Announcements of previous notice of motions to be made at a later meeting.
10. Points of order and appeals, whether sustained or lost, including the chair's reason for the ruling.
11. Hour of adjournment.

**Corrections to the minutes:** a line should be carefully drawn around or through the subject matter to be corrected and the correction should be written in the margin of the page. It is preferable to use red ink.

***Minutes are the legal records of an organization. They should never be destroyed. Minutes should contain mainly what was done not what was said.***

## **"COMMITTEES"**

It has been said that most of the work of an organization is done by its committees. The committee is the eye, and the ear, and hand, and very often the brain of an assembly. A committee is an agent of an assembly. It must keep within the limits of the authority given it and report its findings back to the assembly. It is a body of one or more persons, appointed by the president, or elected by the assembly; to consider, or to investigate, or to take action in regard to certain matters, or to do all of these things. A committee for action should be small, but a committee for deliberation should be large and representative of members for and against the subject matter.

Standing Committees are permanent committees appointed for a definite purpose and a definite time, as a year or the term of the officers. Usually the chairman and members are appointed by the board of directors, or the president with the approval of the board of directors. Standing committees should be defined in the bylaws or standing rules.

Special Committees are created for a particular purpose when ever needed. They are appointed as a result of a motion which specifies the purpose of the committee, the number of members, how they shall be appointed, when they shall report.

A committee functions as a small assembly, being governed by its own rules and being able to act only when a quorum is present. A majority of the committee is the quorum unless the bylaws state otherwise. Committee meetings are informal. Members do not rise to obtain the floor, or when they make a motion, or speak. There is no limit to the number of times a member may speak on the question and debate is not closed or limited. Seconds are not necessary but all motions are put to a vote. The chairman takes an active part in the discussion and may even make a motion without leaving the chair, and sits while presiding. The chairman keeps a memorandum of the proceedings unless there is enough business to justify the election of a secretary. It is the duty of the chairman to call the committee meetings, but if the chairman is absent or neglects to do so, it is the duty of the committee to meet on the call of any two of its members.

The president of the organization is not an ex-officio member of the committees unless the bylaws so state. If an ex-officio member, this means that the president is not counted as part of the quorum; the idea being that she is permitted but not obligated to attend committee meetings. The purpose is to enable the president to attend committee meetings whenever it is desired, so that she may be familiar with their work and influence their actions. If the president attends committee meeting she then has all the rights of any other committee member; may make motions, debate, vote, but may not preside. The president may not call the committee meeting, except in an emergency; may not send the vice-president in her place unless the bylaws give this privilege. The president should not be a member of the nominating committee and should not appoint this committee.

## Committees...

If other officers are ex-officio member of committees, there is no distinction between the officers and other committee members; as the treasurer is sometimes ex-officio member of a finance committee. It is intended that these other officers be working members of the committee.

A committee should always give to the members of the organization an opportunity to express their views on the question. However, only members of the committee have a right to attend committee meetings. Others may attend only when the committee invites, or gives permission to attend, and then they should not be present at the time the committee is actually voting on the question. Members are often invited to appear before the committee if they have information on the question.

The secretary of the organization should furnish the committee with all papers or matters referred to it, and such instructions as the assembly has decided upon. If a committee requires the book of Minutes the secretary can take the book to the committee meeting and remain while it is being consulted. Upon the committee's request, all papers necessary for the proper performance of its duties should be turned over to it by the proper officers. If a paper is referred to them, the committee must not write on it, but should write their amendments on a separate sheet. If the amendments are numerous, it is better for the committee to write out a substitute and submit it.

If a motion is referred to committee while amendments are pending, they go to committee also. The committee may recommend their adoption or rejection or make no recommendation in regard to them. The committee by its discussion, investigation, or amendment gets the referred question into correct form and decides on the report it will direct the chairman to make to the assembly. When committees are appointed to investigate, or report on certain matters, the report should close with formal resolutions covering all recommendations. Then when this report is made to the assembly the chairman, or reporting member, should "move the adoption of these recommendations." The committee should never leave to others the responsibility of preparing resolutions to carry out their recommendations. They should consider this as one of their most important duties. If the report contains only a statement of fact, or an account of work done, the chairman, or reporting member, makes no motion for its disposal. If the report is of much importance it should be signed by all the members agreeing with it, the chairman's name first. When it is of little importance it may be signed by the chairman alone, the signature being followed by the word "chairman." But this does require the authorization of the committee. The use of the words "respectfully submitted" preceding the signature is no longer customary, or necessary.

If the committee is unable to complete its task in the given time, it should report that fact at the time for reporting, give a partial report if possible, then request more time to finish the task.

If the assembly cannot take final action on the matter at the time the committee reports, then the matter is usually recommitted, or referred back to the committee. A member says, "I move that the question on ----- be recommitted." This motion to recommit requires a second; is debatable, debate is confined to recommitting; can be amended; requires a majority vote. This recommitting means that the matter is again in the hands of the same committee. Or if another

committee is desired, the assembly can vote to appoint a new committee after discharging the old committee.

A telephone conference between members cannot be recognized as a meeting of the committee for local committees, unless the matter is urgent, and then the report can contain what is agreed to by every member. Then the report should be ratified at a proper meeting of the committee at a later time. For those committees whose members do not live close to each other, such as state and national committees, then discussing and voting by telephone should be permitted, when meeting together is not feasible. Then every member of the committee must be consulted, not just a majority number. A memorandum must be made of the vote, a majority vote is required for agreement. The bylaws should authorize telephone conferences when necessary. A committee can appoint a sub-committee to assist with its work. The sub-committee reports to the committee, not to the assembly. The sub-committee consists of members of the committee.

Board of Directors and Executive Committees are committees and function under the informal rules of committees. An exception to this is the board of directors with a large membership which must conduct business under formal assembly rules to maintain order and expedite business. Such groups are subordinate to the assembly and should report to the assembly. But the minutes of the meetings of such groups are not read at the assembly meetings. Such groups may make recommendations to the assembly at any regular meeting. These are presented by the secretary.

### COMMITTEE REPORTS

The work of the committee ends in its report to the assembly. So the preparation, presentation, action on committee reports are very important.

The committee report can contain only that which has been agreed to by a majority vote at a meeting of which every member has been notified. If, because of distance and the bylaws permit, the committee works by mail or telephone, its report can contain only what is agreed to by a majority of the members of the committee. When voting by mail, the matter must be sent in the same words and exact form to each member of the committee.

If there is a place in the order of business which provides for committee reports they are not made until called for by the chair. When that time arrives the chair calls for the reports of the standing committees in the order they are named in the rules; after which chair calls for the reports of the special committees in the order of their appointment.

When the committee is called upon, the reporting member, usually this is the chairman of the committee, rises, reads the report then hands it to the chair or the secretary. If it contains a recommendation the chairman moves the adoption of the recommendation.

If the order of business makes no provision for committee reports, the reporting member obtains the floor when no business is pending and informs the chair that the committee is ready to report. If the chair thinks the assembly is now ready to hear the report the chair directs the member to proceed. If in doubt as to whether the report should be given now the chair submits

## Committees...

the questions to the assembly. Usually this is decided by general consent. To avoid such problems the organization should have an adopted order of business for meetings.

The report of the majority is the report of the committee and should never be referred to as the majority report. It is referred as the committee report. If there is a division of opinion in the committee the minority may submit a report. This is the minority report and it begins, "The undersigned, a minority of the committee, not agreeing with the majority, desire to express their views on the question." After the committee's report has been read and the motion to adopt has been made and the question stated by the Chair, it is usual to allow the minority to present their views, or report. But if anyone objects to the minority views being presented, the chair should put the question to a vote. When a minority report is read it is for information and it cannot be acted upon unless there is a motion to substitute it for the report of the committee. The minority should be permitted to present their views as one of the fundamental principles upon which parliamentary law is based is the right of the minority to be heard.

When the report of a committee has been read to the assembly the next business in order is the disposal of it. If the committee reports back a resolution, or motion, with amendments, the chair, after stating the question on the adoption of the amendments, calls for the reading of the first amendment after which it is open for debate and amendment. A vote then is taken on adopting this amendment, and the next one as reported by the committee is read, and so on until all the amendments have been adopted or rejected. When through with the committee's amendments the chair calls for any other amendments to be proposed by the assembly. After these are voted on, the chair puts the question on adopting the resolution as amended.

When a committee reports on a number of amendments to a resolution referred to it, one vote may be taken on adopting all the amendments, provided no one objects. If one member requests separate votes on one or more amendments, they must be considered separately, the others may all be voted on together.

The form of the question to be stated by the chair depends on the report of the committee ----on whether it recommends that the resolution be adopted, or be not adopted, or makes no recommendation where it can come to no agreement. When reporting, the committee may propose a substitute resolution and recommend its adoption. The chair first states the question on the resolution referred to the committee, and after it is perfected by amendments, then the substitute resolution is stated and perfected by amendments. After both have been perfected the vote is taken on the substitution and then on the adoption of the resolution.

A great weakness of many organization is the failure of committees to fully understand their duties and to function properly.

### COMMITTEE CHAIRMAN

An organization is very much like a team. Well organized it is worth something more than the players who happen to be on it. Yet unless these same players have a sense of personal responsibility and individual initiative they will fall far short of their objectives. Be a good team member. BE A GOOD CHAIRMAN. Know what your committee is obligated to do. Have proper committee meetings. Keep the members informed. Check occasionally to see that

## Committees...

all committee members are doing their duty. Report on time. Have the report ready to read when called upon in the assembly meeting. Make a good report, whether oral or written. Be accurate, concise, give necessary information. Just by giving a little serious thought to the formation of your report, you can give the entire story in less time or fewer sentences than if you ramble on thoughtlessly. If all reporting members did this, the business of organization meetings would be greatly expedited.

NOTE: Accept is the same as adopt. Accept is preferred when a report states action has already been taken, then it is proper for someone else to make a motion to accept, which has the effect of endorsing the action and the assembly assumes responsibility for it. Adopt is preferred when action is to be taken. No vote is taken to receive a report, the fact that it was read shows that, except where objection is made to its being read.

### COMMITTEES

COMMITTEES enable an organization to carry on a number of activities at the same time, and to accomplish more than if all business was handled in a general meeting.

Bylaws determine how committees are made up, whether elected or appointed by the Chair.

The power that appoints the committee also appoints the chairman and fills any vacancy in the committee.

If the chairman has not been appointed, the first member named to the committee calls the committee together and acts as chairman until the committee elects a chairman.

Committees to investigate should be composed of members on both sides of the question, but committees to carry out orders should consist only of members in favor of the action.

A STANDING COMMITTEE is a permanent committee that continues from year to year with changing personnel. If the President appoints committee, they go out of office automatically with the retiring President.

A SPECIAL COMMITTEE is appointed to do a specific work. It ceases to exist when its work is done unless it is discharged sooner. A special committee appointed by a society continues until its work is finished although an annual meeting intervenes. However, a special committee in an elected or appointed body such as a Board of Directors or Convention ceases to exist when the new officers are elected.

A committee may transact business only when a quorum (a majority of members) is present.

In small special committees, the chairman usually keeps whatever notes he thinks necessary, but in large special committees and most standing committees, a secretary may be elected or appointed by the Chairman.

The Chairman may speak, make motions, and vote. She is often the most active member. There is no limit to the number of times a member may speak.

Motions to limit or close debate are not permitted.

Committee Reports may be made only for information. If so, they require no action whatever. To accept means to adopt. If the report contains a recommendation, the Chairmen of the committee moves its adoption: "By direction of the committee, I move the adoption of the recommendation." This motion is not seconded from the floor as it already has the approval of more than one member.

If the report of the committee is not a great importance, the Chairman may sign it alone with the word "Chairman." This follows the signature. This is the only time the word "Chairman" is added. If the report is important, it should be signed by every member who agrees with it.

The minority may make a report which is presented after the committee's report has been read and the motion to adopt it has been made and stated by the Chair. A motion may be made to substitute the minority report for the report of the committee.



# YEARBOOKS

## SUGGESTED GUIDELINES FOR CLUB YEARBOOKS

Yearbooks should meet the needs of the individual club and be complete enough to satisfy the needs of individual members as well, which may vary according to club position. While a yearbook may be bound by stitching, spiral, stapled or loose-leaf - printed or individually typed, according to the requirements and finances of the club, it should open flat, have an easily identified cover and be small enough to slip in a purse or be kept handy by the telephone.

### “Musts” for all club yearbooks:

1. Club name, address, current year, year club was federated, theme and motto (if club has a theme or motto).
2. List of officers - full names and addresses including zip code, telephone number and exact title.
3. List of chairman - full name and addresses including zip code, telephone number and name of department or committee.
4. List of members - full name, addresses including zip codes, telephone number and given name, if desired.
5. List of past club presidents.
6. Bylaws and Standing Rules (if not printed elsewhere and readily available to all members).
7. Address and telephone number of GFWC Headquarters (GFWC, 1734 N Street, N.W., Washington, D.C. 20036),
8. Name of GFWC President and her theme.
9. Address and telephone number of GFWC Illinois Headquarters (GFWC Illinois, 5 East Van Buren Street, Suites 206-208, Joliet, IL 60432 Name of GFWC Illinois President and her theme.
10. Name, address and telephone number of the District President to which your club belongs. List also your District number and the theme of your District President.
11. Calendar of Club, State Federation and General Federation events and deadlines.
12. Description of club projects.
13. Collect and Junior Pledge (if a Junior Club).

# YEARBOOKS

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## **“Helpful if space and finances permit:**

1. Application for membership (several if space permits).
2. Budget
3. Table of Contents
4. Short history of Club.
5. List of members serving on other Federation levels.
6. Names and addresses of State and U.S. Senators and Representatives, and Governor
7. List of Charter Members
8. Club colors, flower, etc., if applicable (could be incorporated on cover)
9. Pledge to the Flag
10. State Song
11. The American’s Creed

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## **V. — DUTIES**

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### **“Lead with Unity”**

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**Officer and Member Responsibilities**

**Duties of Members**

**Leadership Responsibilities**

**Duties of a Chairman**

**Action Check List**

**Leadership/Membership Magic**



# OFFICER AND MEMBER RESPONSIBILITIES

## CLUB PRESIDENT

The club president is key in the GFWC organization. The president sets the tone and agenda for the club, and the club's success relies on the competence and commitment of its leadership.

### The President:

- Presidents at all meetings using a written agenda
- Communicates promptly and effectively, ensuring that information flows properly to and from GFWC, the state federation, districts, chairmen, committees, and members.
- Possesses a basic knowledge of parliamentary procedure and uses it at meetings
- Notifies the vice-president as early as possible of an anticipated absence and passes along gavel, agenda announcements, and anything else that is needed for the meeting, each as keys and reports
- Attends as many district, state, region, and national meetings as possible and encourages other members to do the same.
- Establishes and maintains a relationship with district and state presidents
- Ensures that job descriptions exist for all club/district officer positions and that they are shared with appropriate officers
- Shares GFWC national and state materials with members, including programs and GFWC Clubwoman magazine
- Leads her club in community activities
- Represents her club dependably in community organizations and meetings
- Makes appointments wisely so that members' talents are used effectively in service
- Follows proper reporting guidelines and ensures that club report and award entries meet criteria and deadlines
- Distributes club news to the local media, state publications editor, and the GFWC Clubwoman editor
- Forwards club dues to the state on time
- Updates or notifies GFWC and the state Federation of new club officers immediately following elections and in the event of any officer changes
- Review and takes advantage of materials, resources, and emblematic merchandise available through the GFWC Marketplace ([www.GFWC.org/Marketplace](http://www.GFWC.org/Marketplace))
- Promotes membership by conducting regular member orientations using material available from GFWC
- Encourages members to subscribe to state publications, GFWC Clubwoman magazine, and other GFWC publications
- Manages any internal club conflict or member concerns in a timely, diplomatic, and fair manner
- Seeks assistance when needed from district, state, or national leadership
- Prepares a calendar and procedure book to give to successor along with the GFWC Club Manual
- Reminds retiring officers and chairmen that their records should be forwarded to the new officers and chairmen immediately after the annual meeting

- Solicits the assistance of her officers when needed
- Performs all other duties as specified in the club, district, and state bylaws.

### **CLUB VICE-PRESIDENT**

The vice-president must be able to perform the duties of the club president in her absence or inability to serve. The vice-president assumes the office of the president for the unexpired term in the event of illness, resignation, or death of a president, unless the club bylaws state differently.

#### **The Vice-President:**

- Presides at all official meetings when the president is absent or when the president leaves the chair to discuss a motion, and does not relinquish it until after the question has been put to a vote, if there is more than one vice-president, then they shall perform the duties of the president in order of their rank
- Assist the president with club administration, program promotion, membership, and other responsibilities
- Possesses a basic knowledge of parliamentary procedure
- Prepares a calendar and procedure book for her successor
- Performs all other duties as specified in the club bylaws

### **CLUB RECORDING SECRETARY**

- The recording secretary is the eyes and ears of the club. Her position is vital for ensuring that all club activities and decisions are properly recorded and preserved for club history.

#### **The Recording Secretary:**

- Records the minutes of all meetings
- Adheres to the following rules concerning minutes
  - ✓ Minutes should be typed and signed by the secretary, do not use "Respectfully Submitted".
  - ✓ Minutes should be brief; omit descriptions, record what was done, not what was said, and report in the order in which the business was presented at the meeting.
- In writing motions into the minutes, specifies:
  - ✓ Final wording of all main motions with any amendments incorporated and any motion to reconsider, whether each was adopted, lost, or temporarily disposed of generally, motions withdrawn are not recorded
  - ✓ All notices of motions
  - ✓ All points of order and appeals, noting whether sustained or lost, and giving the chair's reasons for the ruling
  - ✓ The name of the maker of important motions, but not of the seconder
- Notes bylaws, amendments, or revisions accurately with dates of the adoption noted
- Ensures that minutes--a permanent record of the club--are preserved in an organized and readable form
- Calls the meeting to order and presides over the meeting when the president and vice president are absent until a chairman pro-tem is elected
- Performs all other duties as specified in the club bylaws

### **CLUB CORRESPONDING SECRETARY**

The corresponding secretary is in charge of the general correspondence of the club, that is, correspondence not related to the work assigned to another officer or committee. Many clubs have both a recording secretary and a corresponding secretary; however, these two positions may be combined into one.

The Corresponding Secretary:

- Writes clearly and concisely so as to reflect the wishes of the club
- Mails correspondence promptly
- Maintains file copies of all correspondence
- Passes files on to successor
- Performs all other duties as specified in club bylaws

### **CLUB TREASURER**

The treasurer holds an integral position. She is responsible for the club's financial activities. She must be meticulous and honest. The treasurer should be bonded and should not serve more than one consecutive term of office.

The Treasurer:

- Receives, records, and deposits all funds
- Pays bills for authorized, budgeted expenditures
- Prepares and furnishes financial reports, as required by the board and club
- Prepares for audits and necessary tax reports
- Maintains up-to-date records
- Balances records and accounts
- Performs all other duties as specified in club bylaws.

### **CLUB CHAIRMAN**

Chairman make GFWC programs work. They are the key to GFWC's grassroots activism.

A Chairman:

- Studies program materials and takes advantage of tools and materials available from GFWC and program resources to effectively implement successful programs and projects
- Works closely with president, dean of chairman, and members of committee in promoting and implementing programs of work
- Organizes and coordinates work of committee
- Reads the state publications, GFWC Clubwoman magazine, and other GFWC publications for program updates
- Amends district, state, region, and national meetings as she is able, and encourages other members to do likewise
- Promotes club programs to potential members, media, and the community
- Establishes and maintains communication with corresponding district, state, and national chairman
- Performs all other duties as specified in the club and district bylaws

## **COMMITTEES**

Committees are vital to GFWC work, as they enable clubs to carry on a number of activities at the same time. Clubs may have as many or as few committees as they like. Bylaws should determine how committees are created. The officer who appoints the committee members also appoints the committee chairman and fills any vacancies. If a committee chairman has not been appointed, the first member named in the committee calls the committee together and acts as chairman until the committee meets and elects a chairman. In small committees, the chairman usually keeps whatever notes are necessary. In larger special and standing committees, a secretary may be elected or appointed by the chairman. A committee may transact business only when a quorum (a majority of members) is present.

### **Types Of Committees:**

- Standing Committees--a permanent committee that continues from year to year with changing personnel. If the president appoints the committee, committee members leave office automatically with the retiring president.
- Special Committee--appointed to do a specific task. It ceases to exist when its work is completed, that is on presentation of its final report, unless it is discharged sooner.
- Investigative Committee--comprised of members on both sides of a question or controversy that it is trying to answer or resolve.
- Action Committee--carries out specific order and should consist only of members in favor of the action.

## **GFWC CLUB MEMBER**

The GFWC club member is the heart of the Federation, and dedicated, active club members are essential to our success.

A Club Member:

- Attends meetings regularly
- Participates in programs and projects
- Promotes membership in the club
- Positively represents the club to the community
- Communicates her opinions and ideas and listens to others
- Maintains a sense of humor and flexibility--your GFWC experience should be fun



## **DUTIES OF MEMBERS**

It is sometimes assumed that parliamentary knowledge is necessary only for officers, or for those who aspire to office. This is a mistaken idea. **One of the first requisites of a good officer is to have been a good member.**

### **A GOOD MEMBER: --**

- a. Pays her dues promptly.
- b. Attends meetings regularly.
- c. Takes a constructive part in the business meetings.
- d. Supports affairs sponsored by the organization.
- e. Serves willingly to the best of his ability whenever called upon.
- f. Arrives in advance of the scheduled time for the meeting, and remains until the meeting has been adjourned.
- g. Listens attentively throughout the meeting: does not try to catch up on neighborhood news.
- h. Rises to be recognized for THE CHAIR before speaking.
- i. Votes on all questions.
- j. Votes at elections, then is willing to support the officers even though he did not vote for them.
- k. Is willing to yield to the will of the majority, or take steps to reverse their decision at a meeting, not outside the meeting.

### **The success of any organization depends upon its membership.**

Members are the most important part of any organization. Without them your club would have no corporate existence. Your meeting plans would be empty, silent. Your leaders would stand alone, without the followers they must have if they are to carry out their duties. Your Constitution, your Bylaws, all your resolutions, would be reduced to so many words, lacking the human factor which gives them life.

Members make an organization. If they are irresponsible, incompetent, unethical, unworthy, they can break it ...

There are two kinds of members, new and old. Each has a definite place in the organizational structure. Each has a particular contribution to make, and each requires special handling.

Note to ALL members:

1. Investigate the purposes of the club before applying for membership and then actively support its programs and projects.
2. Attend meetings regularly and on time; remaining until the end of the meeting.
3. Be respectful of club obligations (dues, making and canceling reservations, bylaws) and loyal to officers and fellow members.
4. Accept responsibilities of membership - devote yourself willingly to any task. After accepting a job, keep complete records of all procedures (future reference) and give concise, to the point records.
5. Give courteous attention to the presiding officer, guest speaker, and others giving reports of those who have the floor. Stand and address the chair when wishing to speak.
6. Weigh carefully the pros and cons of any controversial subject confronting the club.
7. Set a good example in the community; uphold the good name of the club; be friendly, helpful, and tolerant with the inexperienced club members and guests.

Note to new members:

1. Attend all club meetings and socials.
2. Never be afraid to ask questions (we all do).
3. Introduce yourself to other members and offer to help on projects.
4. If you have a special ability, put it to use by joining one of the club's Community Service Programs or committees.

Note to Juniors:

1. When the time comes for you to leave the Junior ranks, join the General Club in your area. Federation has sponsored your leadership training and still needs your enthusiasm and ideas to carry on its work.
2. If you are unable to attend "daytime" meetings of the General Club, ask that an evening section be organized.

Note to Juniorettes:

When the time comes for you to leave the Juniorettie ranks, join the General Club or the Junior Club that sponsored you. Your sponsoring club has given you your leadership training and they need you to carry on their Federation work.

## LEADERSHIP RESPONSIBILITIES

1. **Attend meetings regularly**.....Make it a matter of principle to attend meetings regularly. You can't participate unless you are physically present. Be more than a "joiner" or dues-payer". If you think a group is worth joining, then it deserves your personal, intelligent, active and continuing support.
2. **Keep in mind the purpose of your organization**.....Any group can inadvertently lose sight of its objectives or drift into side issues. Occasionally review the constitution, by-laws and operating procedures of any group to which you belong. If certain goals or methods appear to be outmoded, take steps to have them updated.
3. **Live up to the duties of membership**.....These are some marks of a good member:
  - a) She willingly fulfills the responsibilities that go along with her rights.
  - b) She knows that what she does - leaves undone - helps or hurts everybody.
  - c) She realizes her limitations, but does what is reasonably expected of her.
  - d) She opens her ears to listen as well as her mouth to speak.
  - e) She carries out decisions promptly and intelligently.
4. **Show a personal interest.**
5. **Think for yourself.**
6. **Develop your ability to communicate.**
7. **Promote a spirit of teamwork**.....Any organization can be crippled when the membership splinters into uncooperative or hostile cliques.
8. **Stir up listless members.**
9. **Seek the best interests of everybody**.....This is a "double-barreled" point; it means ensuring that all members--and not just a handful--share in the benefits of the group and it involves taking into account the interests of the public at large rather than the vested interests of a few.
10. **Do your "homework" for each meeting**.....Lack of preparation is probably the chief sin of omission in a poorly run meeting.
11. **Be a peacemaker**.....When misunderstandings, disputes and clashes arise, you can help clear the air by trying to reach a peaceful accord.
12. **Don't lose your sense of humor**.....People who take themselves too seriously and others not seriously enough throw sand into the gears of any organization.

## DUTIES OF A CHAIRMAN

- Be certain that you fully understand the goals or aims of your committee and communicate those goals to all committee members.
- Each chairman has corresponding clubwomen with whom she should maintain contact (from local to state and national levels). Make the initial contact (don't wait to hear from someone else).
- Subscribe to publications which will assist in carrying out responsibilities; and seek out appropriate resources for assistance. Attend meetings which coordinate with your special responsibility.
- Study your subject well so that you will be prepared to present ideas and information to clubwomen and to represent your group to others outside your organization.
- Give special attention to reports, whether you are in a position to ask questions or answer them. Report questions should help implement the program by encouraging special emphasis and recording keeping.
- Compose a mailing list which you will use throughout the period of your chairmanship, whenever contact or dissemination of information is needed.
- Devise individualized methods of selling your ideas or program of work to others.
- Answer all correspondence as promptly as possible.
- Keep goals reasonable and achievable. Devise methods for marking achievement of goals.
- Realize the importance of recognition and build recognition into your program of work.
- Keep a complete record of procedure and progress to pass on to your successor.
- Show respect for all committee members, capitalizing on talents and capabilities. Recognize contributions by each member of the committee.

# ACTION CHECK LIST

*"Action Check List"* to help determine positive action taken in your club during this club year:

## **MEMBERS - RETAIN, GAIN . . . . . *Did you:***

- Invite friends, neighbors, newcomers, formerly employed women, former club members to your meetings?
- Have orientation for new members; informational leaflet on Club and Federation for all members?
- Maintain membership file with members' talents, interests, positions held in club and outside organizations?
- Keep "Post-mortem" card file on former members - reasons left, their suggestions for your club?
- Have challenging programs and projects, geared to members' interests, economic situations, changing attitudes - geared to living in today's world?
- Involve all your members in some phase of your club's work - active or inactive?
- Have club institutes - workshops - programs involving club members?

## **LEADERS - ENCOURAGE, DEVELOP, TRAIN. . . . . *Did you:***

- Share responsibility?
- Choose different members at different times for various tasks, then ascertain potentialities?
- Encourage more bashful members?
- During new faces, voices, ideas to forefront?
- Use discussion groups to solve problems, answer questions?
- Give praise where praise was due? Regain from unnecessary criticism?

## **CLUB ADMINISTRATION - IMPROVE . . . . . *Did you:***

- Keep records for use as guidelines and suggestions for future?
- Establish guidelines for officers, chairmen, committees?
- Have orientation for officers and chairmen?
- Review and update club bylaws and standing rules?
- Create congenial atmosphere? Have concern for serenity and harmony in club?
- Carry out duties as officers with dignity, accuracy, courtesy to all?

## **FEDERATION - PROMOTE. . . . . *Did you explain:***

- What is the Federation Story?
- Who makes Federation possible?
- How you can help promote the work of club and Federation?
- Many benefits are yours as members of the Federation?

***IT'S NOT TOO LATE!*** There is still **TIME** to set the wheels in motion so that these things **WILL** be done in your club. ***THE TIME FOR ACTION IS NOW!***

**DO IT TODAY!!**

# LEADERSHIP/MEMBERSHIP MAGIC

Let's all become magicians and work some GFWC Magic. Here are some magical hints to help.

## **1. Pull a Rabbit Out of The Hat**

Think of all of the women you come in contact with in your daily living. Maybe they are just waiting for you to ask them to a club meeting. Maybe they are that rabbit waiting to come out.

## **2. Saw a Woman in Half**

If you find a woman to invite to club, ask her to bring a friend with her. Then you may get two members for the asking of one.

## **3. Write a card to a prospective member after they have attended a meeting**

Tell them how much you enjoyed having them at your meeting, invite them back and even offer to pick them up. Make them feel wanted.

## **4. Make Something Disappear**

We want you to work in making negative thoughts disappear. Instead of saying "I can't" say "I can" or "I will try."

## **5. Read Minds**

Know what makes your club interesting and focus on that. Make club meetings something that everyone will want to come to.

These are just some ideas. We know that all of you have some great ideas too! So say **ABRACADABRA** and work that **GFWC Magic**.

## **VI.— MISCELLANEOUS**

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### **“Lead with Vision”**

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**Leaders: How to Keep Them Running Smoothly**

**Leadership Self-Assessment Test**

**It's UP Time**

**The “Hats” of Leadership**

**Personality Quiz (LifeSavers)**

**Pattern of Leadership**

**Leadership Cookie Recipe**

**Recipe for the Life of a Volunteer**

**Leadership Booklet**





## LEADERS: HOW TO KEEP THEM RUNNING SMOOTHLY

Perhaps Leaders should come with a maintenance agreement which provides a complete overhaul every five years and after three offices and/or chairmanships or 300,000 hours, whichever comes first. Here are several points which ought to be included:

- **FUEL:** While most Leaders will run indefinitely on hot coffee, chicken and broccoli, an occasional gourmet meal in elegant surroundings will add immeasurably to increased efficiency.
- **MOTOR:** A Leader's motor is probably one of the most dependable anywhere. A Leader can reach top speed from a prone position at the sound of a ringing telephone. To keep that motor at peak efficiency. regular breaks are recommended. A leisurely bath and nap every 1,000 hours, a day off every 10,000 hours and a two-week vacation every 100,000 hours will do wonders.
- **CARBURETOR:** When a Leader's carburetor floods, it should be attended to immediately with a tissue and a soft shoulder.
- **BRAKES:** Use them often, and slow to a full stop regularly-to look at a flower, chat with a friend or pat a dog. Remember that the race is not always to the swift and that there is more to life than increasing its speed.
- **CHASSIS:** A Leader operates best when her chassis is properly maintained. Regular exercise should be encouraged. When the chassis begins to sag, there are a number of effective remedies, including walking, jogging, working out, tennis and a low-cal, fat-free diet.
- **TUNEUPS:** Leaders need regular tune ups. Compliments are the cheapest and most appreciated. Flowers, candy or other thoughtful gifts such as a hug can work wonders. Nothing keeps a leader equipped to deal with the detours of life like a good sense of humor, which should be kept in the glove compartment of her heart at all times, pulled out and use up on a regular basis.

By following these simple instructions, the average leader should last a lifetime, to provide love and Leadership to those who need her most.

### *LEADER RECIPE*

*1 Cup Greetings      1/2 Cup Love  
1/4 Cup Smiles      2 Cups Hospitality  
2 Large Handshakes*

*Cream greetings and smiles thoroughly. Add handshakes, beaten lightly. Add love slowly. Sift in sympathy and hospitality and serve with humility.*

# Leadership Self Assessment Test

1. Do you like to organize activities at home, at work or in club work?  
a. yes!            b. sometimes            c. I just participate
2. Do you consider yourself a “take charge” personality?  
a. yes!            b. occasionally            c. maybe not
3. Do others find your personality “magnetic” and “fun-filled”?  
a. yes!            b. sometimes            c. not very often
4. Is personal satisfaction rewarding to you?  
a. yes!            b. sometimes            c. I prefer to work for money or fame
5. Are you willing to sacrifice some of your personal time to better your community?  
a. yes!            b. maybe a little            c. what personal time?
6. Do others often ask your opinion or advise?  
a. yes            b. occasionally            c. only when I’m awake!
7. Do you consider yourself a “neat freak” with everything in perfect order?  
a. yes            b. maybe            c. are you kidding?
8. Do you like to socialize with other women?  
a. yes            b. sometimes            c. especially if there is food!
9. Are you concerned about the future of our communities, country, world?  
a. yes            b. most of the time            c. all the time
10. Do you find it difficult to say “no” to people?  
a. yes            b. yes            c. yes

If you answered mostly “a” you have all the qualities we are looking for in GFWC Illinois leaders!

If you answered mostly “b” you have just the type of personality to become a GFWC leader!

If you answered mostly “c” you have the potential to be an outstanding GFWC leader!

Everyone has the qualities, personality and potential to be a GFWC Illinois leader! All you have to do is say “Yes”!

## **"IT'S UP TIME"**

(Instruct the group to finish a phrase by saying "UP" when you hold up the sign saying "IT'S UP TIME" )

### **OKAY.....GFWC Illinois Leaders it's UP TIME:**

If you see injustice, **STAND UP**  
If something needs to be said, **SPEAK UP**  
If you make an appointment, **SHOW UP**  
If you make a mistake, **FESS UP**  
If you're overstepping, **BACK UP**  
If you get behind, **CATCH UP**  
If they knock you down, **GET UP**  
If you're out of line, **STRAIGHTEN UP**  
When your boss instructs, **KEEP UP**  
When your elders speak, **LISTEN UP**  
When your teachers teach, **SIT UP**  
When your preachers preach, **WAKE UP**  
When your country calls, **WOMAN UP**  
When the fight is over, **MAKE UP**  
If you're being hard, **EASE UP**  
If your heart is closed, **OPEN UP**  
If you want to buy something, **SAVE UP--**  
It's not an entitlement, so **SHUT UP!**  
If you make a mess, **CLEAN IT UP**  
If you drop trash, **PICK IT UP**  
If a car is waiting for you to  
walk across the street, **SPEED IT UP**  
If you're cold busted, **GIVE IT UP**  
If people fall down, **HELP THEM UP--**  
Not the government, **YOU STEP UP**  
If idiots start fighting, **BREAK IT UP**  
If the music is wholesome, **TURN IT UP**  
If the message is poisonous, **THROW IT UP**  
If your words are vulgar, **CLAM IT UP**  
If your words encourage, **KEEP IT UP**  
If you made a promise, you **BACK IT UP**  
And you can take your whining and **PACK IT UP**  
It's called personal responsibility, so **TAKE IT UP**  
This organization was founded on it, you can **LOOK IT UP**  
It's the GFWC way people, so **TURN IT UP**  
Because when life gets boring, you **SHAKE IT UP**  
When life is good, you **SOAK IT UP**  
When life's unfair, you **SUCK IT UP**  
When life is funny, you can **LAUGH IT UP**  
When life is sad, just **LOOK STRAIGHT UP**  
And life's too short people, so **LIVE IT UP!**

**IT'S UP TIME!!!**

**LEADERSHIP INDIVIDUALS FOCUS ENTHUSIASM..... WAKE UP..... WORK UP .....A  
LEADERSHIP PROGRAM IN YOUR CLUBS TODAY. LEADERSHIP IS ESSENTIAL TO THE LIFE  
OF OUR ORGANIZATION..... IT'S YOUR LIFE.....**

**IT'S UP TO YOU!!**

## **HATS of LEADERSHIP**

One reason we join a Federated Woman's Club is for leadership ability. Leadership has magic. It is an extraordinary power or influence that comes from a vision OF MAGIC. Since Leadership is MAGIC, let us think of "A MAGIC BOX FULL OF LEADERSHIP HATS".

### **The first hat from the Magic Box is a BASEBALL CAP**

We wear a baseball cap to show we are a member of a team all working together toward the same goal. The secret here is to catch things in the field and bring or send them home. You keep the group organized so that ALL team members participate. Sometimes you pitch out an idea to see where it goes and aren't upset if it isn't a strike.

### **Our 2nd Hat is a GARDENER'S HAT**

We wear a gardener's hat which takes time and patience. Flowers don't bloom overnight. We cultivate or prepare the soil for action and growth. We then plant seeds of ideas, water them gently and wait for them to grow. We check on them periodically, and are delighted when they bloom and flourish in abundance and sometimes in unexpected colors.

### **The 3rd Hat is a TEN GALLON HAT**

The ten gallon hat is for the BIG THINKER who knows it can be done. She challenges the future and thinks in images with long-range vision. She sees things in large perspectives as she uses every ounce of her creativity and originality. She rearranges old pieces into new patterns for the future to help others expand ideas.

### **(4th)---Now let's see what we have now - it's a CHEF'S HAT**

The chef's hat is for the chef who combines many ingredients from a variety of people types. She is a great communicator to blend (not stir) gently all together. She often adds a touch of spice to add to the finished product. She makes a cohesive group.

### **and now a PARTY HAT (5)**

The party hat is a must because it reminds us that life can be and is fun. It allows us to express our feelings. We can laugh at ourselves which gives us our sense of humor. It puts others at ease as we do something together for the fun and joy of it.

### **the 6th Hat is a HARD HAT**

Leadership is hard work and we need to be prepared for anything to happen. A leader has to be a decision maker. Good or bad, a decision is better than none. A leader is willing to take risks - something may fall on your head in the process, but is worth the risk when wearing a hard hat. Successful people do fail. We just don't hear about it. Get up or let it bounce off and go on - a leader is not easily defeated.

### **and here (7th) we have a SOMBRERO**

We must never forget that we need a siesta - a time for rest and to catch our breath. This is a time for reflection, a time for ourselves and doing favorite things. This makes the wearing of all the other hats productive and possible.

Sometimes we wear the hats one after the other so that we can hardly get them changed. Sometimes we even stack them on one another so that we seem to wear them all at once. As we decide what hat to wear from the magic box of leadership we empower others to use their talents and abilities to receive positive results.

# **PERSONALITY TRAITS EXHIBITED** **BY COLOR OF LIFESAVER SELECTION**

(ASK EACH PERSON TO TAKE ONE LIFESAVER CONSIDERING THE COLOR OF THE CANDY. TELL THEM TO STAND WHEN YOU CALL THE COLOR THEY HAVE CHOSEN.)

THE LIFESAVER COLOR YOU HAVE CHOSEN WILL TELL US SOMETHING ABOUT YOUR LEADERSHIP PERSONALITY.

## **WHITE**

- THIS INDIVIDUAL IS HIGHLY STRUCTURED AND ORGANIZED
- SURROUNDINGS ARE NEAT
- IF GIVEN AN ASSIGNMENT, WANTS TO KNOW HOW MANY PAGES, EXACT REQUIREMENTS
- ALWAYS WANTS TO KNOW THE RULES
- MEMORIZES THINGS WELL
- CAN'T STAND SLOPPY, UNORGANIZED PEOPLE
- DELIBERATES BEFORE MAKING DECISIONS

## **YELLOW**

- NOT USUALLY OUTSPOKEN
- ALWAYS SMART AND INNOVATIVE, OFTEN ARTISTIC
- SOMETIMES CONFUSED IN MAKING DECISIONS, NOT SURE WHERE THEY'RE SUPPOSED TO BE
- HARD WORKERS
- EXCITING TO BE WITH - WILL TRY ANYTHING AS LONG AS IT'S SAFE
- SPIRITUAL ASPECTS USUALLY IMPORTANT TO THEM
- THEY LOOK AT THINGS WITH PERSPECTIVE AND RESPECT OTHER PEOPLES OPINIONS

## **ORANGE**

- CHEERFUL AND GOOD NATURED
- HAVE THE ABILITY TO GET ALONG WELL WITH ALMOST ANYONE
- THEY ARE FRIENDLY AND HAVE A READY SMILE
- USUALLY HAVE A QUICK WIT
- FLUENT, OFTEN ELOQUENT AND PROFOUND IN SPEECH
- DO NOT LIKE TO BE LEFT ALONE
- ENJOY LIFE AND INSPIRE OTHERS TO REACH THEIR HIGHEST POTENTIAL

## **RED**

- ARE COURAGEOUS AND THEIR ENERGY SEEMS BOUNDLESS
- SMILE MUCH OF THE TIME
- IF THEY SEE SOMEONE NOT SMILING, WILL ASK WHAT THE PROBLEM IS

- GENUINELY CARE ABOUT PEOPLE AND BECOME INVOLVED IN OTHERS PROBLEMS
- HIGHLY INFLUENCED BY OTHERS, SHARE THEIR SADNESS AND GRIEF
- MAKE THEIR DECISIONS WITH FEELINGS, ACT ON IMPULSES OF THE HEART
- SPEND A GREAT DEAL OF TIME ON THE PHONE, USUALLY LISTENING TO OTHERS
- SENSITIVE, ENTHUSIASTIC FRIENDS AND LOVERS

### **CLEAR**

- FLIRTY AND PASSIONATE
- HIGHLY CREATIVE AND HIGHLY EXCITABLE
- HAVE NEW IDEAS AND ARE VISIONARIES
- SHORT ATTENTION SPANS - CAN'T STAY PUT FOR LONG AT A TIME
- DISORGANIZED, OFTEN CHOOSING TO CLOSE DOORS RATHER THAN DEAL WITH THE ORGANIZATION
- PROCRASTINATORS WHO THRIVE ON CHAOS, ENJOY THE CHALLENGE OF DIFFERENT PROBLEMS
- HAVE A PROBLEM DEALING WITH STRUCTURED TIME
- QUESTIONING - WHEN GIVEN AN ASSIGNMENT, ASKS WHY IT MUST BE DONE A CERTAIN WAY, WANTS TO DO IT DIFFERENTLY
- SET HIGH STANDARDS FOR THEMSELVES AND THOSE WHO WORK FOR THEM

### **GREEN**

#### **NEED TO STAND AND REMAIN STANDING WHILE TRAITS ARE READ**

- WE ALWAYS ASK THE GREENS TO STAND BECAUSE THEY LOVE RECOGNITION
- THESE PEOPLE ARE SEEN AS LEADERS AND USUALLY ARE IN HIGHLY VISIBLE POSITIONS
- THEY ARE RESPECTERS OF AUTHORITY AND TRADITION
- THEY ARE DECISIVE, DIRECTED AND FOCUSED
- THEY LOVE WHITE LIFESAVER PEOPLE TO ORGANIZE THEIR PROJECTS FOR THEM

ASK FOR A SHOW OF HANDS OF THOSE WHO THINK THE COLOR DESCRIPTION OF THE LIFESAVER THEY CHOSE IS VALID FOR THEM AS THEY PERCEIVE THEMSELVES. THIS IS STATISTICALLY 80% VALID (ABOUT 3/4 OF THE PARTICIPANTS SHOULD RAISE THEIR HANDS)

EMPHASIZE THE FOLLOWING ... NO ONE IS JUST ONE COLOR, BUT ONE COLOR IS USUALLY DOMINATE. ALL OF US HAVE SOME OF THE VARIOUS TRAITS ASSOCIATED WITH OTHER COLORS. THIS IS IMPORTANT TO REALIZE WHEN DEALING WITH OTHERS. WE SHOULD BE ABLE TO EMPATHIZE WITH THOSE WHO SEE THINGS DIFFERENTLY AND DEAL WITH PROBLEMS DIFFERENTLY THAN WE DO.

# PATTERN OF LEADERSHIP

## MATERIALS REQUIRED:

The pattern consists of seven pieces: *Generosity, honesty, serenity, gentleness, understanding, humbleness and kindness.*

**TO CONSTRUCT** this (DRESS/PATTERN OF LEADERSHIP), cut out the pieces, leaving cam generous, and stitch them straight forward and unafraid. Then trim off excess differences: pettiness, faultfinding, self seeking, pretense, self pity and prejudice.

## MEASUREMENTS ARE:

How wide is your understanding?  
How long is your patience?  
How high is your hope?  
How deep is your love?  
How strong is your faith?

## NOTIONS NEEDED:

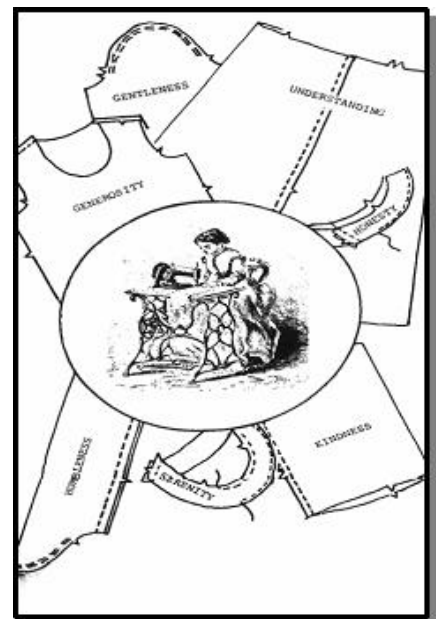
Elasticity  
Variety  
Lip Zipper  
Forbearance  
Sense of Humor  
Backbone Stiffening

Since we are diverse, various types of trim may be added such as buttons to close gaps of communication, bows to tie together the work of programs, projects and committees, jewels to make club activities sparkle, ribbons to praise fellow members for their hard work, fasteners to hold members to their club, braid to add flexibility to programs, flowers to beautify home and community, lace for all the fine ideas of club members, zippers to form ladders from local GFWC clubs to GFWC International Clubs, and fur to add warmth to character.

## INSTRUCTIONS FOR COMPLETING ARE:

- **Important:** Access not only your strengths, but also your weaknesses.
- **Planning for Layout:** Let all things be done decently and in order.
- **Instructions for Cutting:** Cut out all unkind criticism, gossip, and fault-finding.
- **"Seam" Allowances:** Give others the benefit of the doubt.
- **Join In:** Love
- **Facing the Task:** In all things, show yourself a pattern of good works.
- **Pressing:** PRESS FOR THE BEST!
- **Finishing Detail:**
  - ✓ Let's not be afraid to try something new
  - ✓ Let's not be afraid to fail.
  - ✓ Let's try and try again.
  - ✓ Let's be satisfied only with the BEST!

**The beauty of this pattern is that one size fits all. It will never go out of style, and it is a dress one can always wear with pride.**



## RECIPE FOR A LEADERSHIP COOKIE

### *Combine .....*

1 cup of "Orientation" members want and need details of their clubs history and heritage plus an understanding of the Federation and its place and theirs in our world today.

### *With .....*

2 cups of "Information" members want and need details on their clubs current goals, projects, programs and related activities. Without this, members are left on the outside of the action and slowly dwindle away.

### *Stir In .....*

5 tablespoons of "Participation" - Members want to be an active part of their club's programs. They want to be given the opportunity for personal growth and service to the group and the community.

### *Add .....*

As much "Recognition" - as possible members appreciate and have a right to expect recognition for outstanding service to the club and community, as well as special endeavors. Do not forget the members in the background, as well as the chairmen.

### *Mix Together and Bake .....*

At just the right temperature, watching very carefully. When done, you will have members who will influence their clubs in a positive manner. They will help keep your club alive and growing throughout the year. It will help your members to become **LEADERS**.

\*\*\*\*\*

## RECIPE FOR THE LIFE OF A VOLUNTEER

1 cup of good thoughts

1 Cup of kind deeds to others

1 Cup of consideration for others

3 cups of sacrifice

3 cups of forgiveness

2 Cups of well beaten faults

Mix these thoroughly and add tears of joy and sorrow and sympathy for others. Flavor with little gifts of love. Fold in 4 cups of prayer and faith to lighten other ingredients and use the texture to greatly heighten your daily life. Bake well with the heat of human kindness and serve with a cup of tea and a smile to all those you meet.



# A VISION, TASK AND HOPE

**V**ISION — To approach club members with ACTION & VISION in LEADERSHIP.

**T**ASK — Our task is to instill the importance of LEADERSHIP to each and every member.

**H**OPE — Our hope is that through ACTION & VISION of TOMORROW in LEADERSHIP training we can secure the future of FEDERATION.

**LEADERSHIP RELATES TO  
AND AFFECTS EVERY PHASE  
OF OUR FEDERATION**

# LEADERSHIP IS ESSENTIAL TO THE

**L**eadership  
**I**ndividuals  
**F**ocus  
**E**nthusiasm

**OF OUR  
ORGANIZATION**

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# LEADERSHIP



Leadership is an intangible quality. It is a rare combination of qualities which together produce results that were thought impossible.

A Leader must believe in herself and what she is doing to an uncommon degree, and have confidence that she will succeed. The attributes of knowledge, persistence, drive, courage, and imagination, keeps up her own spirits as much as those of others. The blend is contagious. That is why leaders can lead. They stimulate and inspire others.

A leader has strength of character; integrity; individuality—coupled with concern for others; commitment to excellence; ability in policy planning and decision making; and ability to motivate others and to help them develop their potential.

*“An informed and knowledgeable member is an active member, and an informed and knowledgeable club is a strong club.”*

# TIPS FOR AN EFFECTIVE

## LEADER

1. Be a Diplomat. If someone in your organization wants to take on a task that you don't feel they would be suited for, start by thoroughly explaining the job and what the time requirements would be.
2. Match the responsibilities for a particular task to the right person. Take time to get to know your membership so that you can make informed choices and decisions.
3. Know how to delegate, but at the same time, don't leave anyone hanging. Setup a system so that decisions can be made by others, but also so they always have someone they can bounce back to with questions.
4. Have a vision for the organization and encourage members to come forward and take an active part - not necessarily as a chairwoman, but at different levels and commitments.
5. Be your own devil's advocate and weigh the pros and cons before making a decision. Think through all the ramifications of an issue, but be someone who can make a tough decision and stick to it.
6. Cultivate good working relationships with your advisers; keep the lines of communication open.
7. Be outgoing. Some people won't volunteer until they feel comfortable with you; others are unwilling to commit until they've been approached about a specific task you feel could use their talents.
8. Be organized and able to plan.
9. Develop a willingness to say “no”. You can't do it all.
10. Have a sense of humor - mistakes are going to be made, but if you can keep things in perspective, no mistake will seem so huge that it can't be corrected.
11. Be able to see the “big picture” since you're in the center of the pie, know how all the committees fit together and affect one another to make the organization work as a whole - cause and effect.
12. Give credit to your volunteers for a job well done. It is not “I did” but “we did”.
13. Make a smooth exit when your term ends, tying up as many loose ends as possible, so the transition for the new officers will be positive. Make yourself available to the new officers - if they ask.

# LET'S GET ORGANIZED

Prioritize Your Activities Whether you **1** mentally or in writing, it is vital to decide which activity is the most important. Furthermore, all tasks - minor or major - must be prioritized. It is a continual process.

Stick to the Plan There will always **2** be other activities you'd rather do, and projects less difficult and easier to complete. But at the chosen moment, they're not the activities or projects that are going to move you toward the desired objectives. You've got to stick to the plan.

Think and Organize in Departmentalized Terms When you **3** have a large project, the total number of activities necessary to complete the job may be overwhelming and confusing. So don't attack the whole project. Think instead of each separate task. If you can departmentalize your tasks for minutes or hours, you will be able to better organize your approach to the project.

Manage Your Paperwork Classify **4** your paperwork into files entitled MUST DO, SHOULD DO, and DON'T DO. By doing so, you'll be using the principles of efficiency, good management and organization.

Delegate Responsibility To get ahead **5** you must delegate. There isn't a justifiable cause for not delegating. If you don't delegate

you are limited in your growth and your board members will be stunted because they won't have the opportunity to learn and develop new skills and that is unforgivable in terms of good leadership.

Consistently Ask and Listen You **6** must first stop giving your board members the answers to their problems. When you provide all the answers, you've accepted full responsibility for the success or failure of that decision. Ask and listen! Use board member's skills, abilities and problem solving capabilities. Let them use their abilities.

Do It Now Organize now, not this **7** afternoon, not tomorrow, not next month. Organize now, act on it, delegate it, write a note on the bottom of correspondence and return it. If you don't do it now you'll be in an environment of constant crisis.

*“Organization not only improves morale and productivity; it is a characteristic of individuals who enjoy great achievement.”*

# ACTION PLAN FOR DEVELOPING LEADERSHIP

....Clubs need to have an action plan for developing leadership in their clubs. Some ways are:

....Have co-chairman for large events and projects. One chairman should be a new member or, at least, someone who will continue as a co-chairman the next year. This way the inexperienced member has an opportunity to “learn the ropes” and feel confident about the project the next year.

.....Start a Money/Expense Fund for Delegates/Representatives in your club to encourage as many of your members as possible to attend your state and district meetings. The motivation from these meetings can be the “little push” that helps members to decide to run for an elected office.

.....Clubs should pay the way for their elected officers to

attend district and state meetings where they receive training for their particular office, as well as gain knowledge about the organization in general. By clubs paying the registration, and possibly lunch, for these functions, officers feel the obligation and importance of attending.

....GFWC clubs are experts at earning a lot of money, which they give away. That is an important reason to have GFWC clubs. However, it is also important for clubs to invest in their own future by budgeting money to train the future leaders of their organization.

*“Clubs do not disband because of lack of money, or members, they disband for lack of leadership.”*

# ARE LEADERS BORN OR MADE?

A leader is a person that brings people together and guides them to the realization of a shared mutual goal. A good leader must have or develop as many of the following qualities as she can:

- 1 **VISION** - Subordinate individual interests for the good of all; develop the ability to understand the long term effect of the decisions made
- 2 **AN OPEN MIND** - Keep an open mind toward problems and their solutions go a long way.
- 3 **SOUND JUDGEMENT** - Weigh the pros and cons of an argument carefully before reaching a decision.
- 4 **KNOWLEDGE** - Obtain a thorough understanding of the organization and its priorities.
- 5 **ENTHUSIASM** - Have a communicated, genuine interest and enthusiasm for the goals of the club.



6 **ENJOYMENT** - Nurture the ability to have fun, give people a lift.

7 **CREATIVE THINKING** - Be open and receptive to new ideas.

8 **THICK SKIN** - No leader will be loved by all. Be able to deal with political pressures and heat from unpopular decisions.

9 **GOOD INTERPERSONAL RELATIONS** - Get along with others, be a part of the team effort, give credit.

10 **EMPATHY** - Be able to LISTEN and have genuine care for member's concerns.

*“The great leader is not the one in the spotlight, she is the one leading the applause.”*

# WHAT IS A GOOD LEADER?



- 1 .....She understands the aims, purposes and objectives of her group organization and is willing to translate them into action through meaningful service.
- 2 .....She understands how to relate the task to the personnel and resources available and shapes her programs accordingly.
- 3 .....She understands how to define a responsibility clearly and accurately, **NOT ONLY WHAT** must be done, but **WHEN** and **BY WHOM**.
- 4 .....She tries to learn and understand how to coordinate the activities of many individuals into a related whole.
- 5 .....She understands the importance of praise and is willing to share the spotlight with others.

*“A leader is someone who can take a group and develop them into a team focused on a single vision.”*