



LEADERSHIP

ADVANCEMENT GUIDE

 Visit www.GFWC.org/membership/club-manual/ for updates and more information.

PLANNING FOR LEADERSHIP SUCCESS!

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

GFWC LEADS

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

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

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

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

STATE AND DISTRICT LEADS PROGRAMS

States and districts are encouraged to hold a LEADS program to identify and develop strong potential leaders prepared to assume club, district, and state leadership positions. By implementing a well-designed LEADS event, the leadership gap of some experience will be addressed, and the talent and



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2018-2020 INITIATIVE

In 1994 Martin Luther King, Jr. Day in January was declared a National Day of Service. Each and every club in GFWC is asked to do a service project on that day. It may be in any area, any type of project. OUR GOAL IS 1,000 CLUBS PARTICIPATING.

enthusiasm of a trained, confident group of volunteers will be more effectively used. The individual member, as well as our organization and communities, will benefit. The leadership can determine when the State or District LEADS program is best conducted. Several formats will be provided to your State President and Leadership Chairman for consideration in planning the event. Please contact this chairman for formats.

Members of the 2018-2020 GFWC Leadership Committee are experienced and have diverse and comprehensive backgrounds. We are dedicated to GFWC and look forward to developing strong leaders through our partnership. The vision we cast as leaders while engaging our members will ensure even greater impact by our GFWC clubs. Each GFWC Region has a representative on the Leadership Committee. Please reach out to these talented leaders for their assistance and guidance.

LEADERSHIP PROJECTS

Make these suggestions part of your club work. Think outside of the box, put a new slant on an idea and adopt it to your club work. With all projects/programs, think diversity- work with other groups or for other groups, or highlight diversity as the theme.

JUNIORETTE RETREAT

GFWC-MFWC Decatur Woman's Progressive Club (MS) hosted the annual Juniorette Retreat. This weekend retreat was filled with fun and information. The Juniorettes received t-shirts, snacks, and meals. Each Juniorette brought a swimsuit, beach towel, and sleeping bag, plus McDonald's and Subway gift certificates to be donated to the hospital. A program was presented on membership. Girls were encouraged to take the information back to their clubs.

THE MORE THINGS CHANGE, THE MORE THEY REMAIN THE SAME

Woman's Club of Concord (NH) ran a program entitled "The More Things Change, the More They Remain the Same," with a panel of 5 people. It was a discussion on women in the workplace. In addition, this club assisted with the "NH Women Together Economic Roundtable." In attendance were the House Speaker, House Representatives, and the first woman football coach.

GUEST MODERATOR

Monthly have a member chair a club meeting. Each month the president prepares the agenda and a volunteer "meeting moderator" conducts the meeting. An officer sits next to the moderator to offer support and guidance while the parliamentarian is close by for assistance on formal motions. The objective of this experience is to cultivate a willingness and confidence to assume leadership positions.

CLUB CHALLENGE

Create a successful new team concept to overcome challenges with getting officers. Divide the club into four teams. Each team is responsible for running (4) four meetings including the agenda and pre-meeting program. Have each team also put on one social event, one fundraiser, and complete one community service project. Have each team assign a leader and a scribe.

ROAD TRIPS

Develop a leadership "pool" in which members are encouraged to attend federation meetings and be the president's "car buddy." Following the Federation meeting, have them report back at the club's next meeting.

LEADERSHIP STYLE QUIZ

Have fun and let your members learn more about their leadership style by conducting the leadership quiz (see last two pages of Outline) at a meeting.

POTENTIAL CLUB LEADERS

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

- Consider officers and their responsibilities and prepare a detailed handout for each. Hold a planning team meeting for the new officers, share the responsibilities for each office, discuss the current status of activities, and develop a preliminary plan for future projects. By engaging these leaders in understanding their duties and in developing plans, you will help build their understanding and skills.
- Identify the various chairmen – and their passions – who are needed to accomplish the work to be done and prepare some basic expectations and guidelines for them. To help them develop skills, conduct a similar meeting as mentioned above, during which guidelines are shared and preliminary plans are discussed.
- From time to time, pull members together to reflect on progress and needs, and consider necessary next steps or needed changes to accomplish the goal.
- Conduct mini-leadership presentations to help members gain a better understanding and develop new skills.
- Step back and allow the new leaders to work and grow. While mistakes may be made, if you nurture your new leaders as they find their way, they will grow in skill and confidence. Praise the new leader for the job they are doing.



WHAT CAN YOU DO TO BUILD LEADERSHIP?

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

WHERE TO FIND POTENTIAL LEADERS

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

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

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

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

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

DELEGATING AND SHAPING NEW LEADERS

Sharing responsibilities keeps members interested and enthusiastic about your club. You might be reluctant to

LEADERSHIP

delegate because you want to make sure the job is done “right.” However, your way is generally only one of a variety of ways that a job can be done well. If club members are not asked to take on responsibility, they may feel unimportant and become apathetic.

Reasons to Delegate

When a leader delegates responsibilities, members:

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

Benefits to Leaders

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

Ways to Delegate

After thoroughly explaining the requirements and deadlines:

- Ask for volunteers by a show of hands or sign-up sheet.
- Appoint or suggest someone for the task. This shows confidence in her ability and potential.
- Assign the task through a committee to take the pressure off the individual or new leader.
- Find the passion of the member and ask them to share “why” they feel so strongly about the project or program.

Guidelines for Effective Delegation

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

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

LEADER DUTIES AND RESPONSIBILITIES**PRESIDENT**

The president:

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

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

VICE PRESIDENT

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

1. Presides at all meetings in the absence or inability of the president to serve, in addition to the time the president may leave the Chair to debate a topic.
2. Assumes duties as outlined in the organization's rules, such as, but not limited to, Membership Chairman, Program Chairman, or Dean of Chairmen.

SECRETARY

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

1. Name of the Organization
2. Kind of Meeting. Note whether it is regular, annual, or special, or a committee or Board meeting.
3. Date of the meeting and location if the club does not have a regular meeting place.
4. Whether the president and secretary are present or their substitutes.
5. Whether the minutes of the previous meeting were approved by a committee or at the meeting.
6. Information from the treasurer's report: balance on hand at the last report, total receipts since that date, total disbursements since the last date, and the current balance on hand.
7. Only the highlights of reports given orally. If written reports are received, record which were received and that a copy is attached to the minutes.
8. Contain only a record of what is done and not what is said. Do not include personal comments, complimentary or otherwise.
9. All main motions that are not withdrawn should be noted. Indicate whether they were adopted or lost. Include the count when votes are counted. A vote by general consent must be recorded.
10. All Points of Order and Appeals are included whether sustained or lost.
11. All other motions that were not lost or withdrawn are noted.
12. Name of the person making the motion, but not the name of the person seconding the motion.
13. When an election takes place, include a full report of all votes cast as shown by the teller's report.
14. Names of new members and those who resign or forfeit membership.

15. Time of adjournment.
16. The minutes are signed: "Jane Doe, Secretary" and never "Respectfully Submitted."
17. Corrections should be inserted in the margin with a carefully drawn line around or through the subject corrected.
18. After the minutes are approved, write the word "Approved" together with the date and secretary's signature at the bottom of the page.

TREASURER

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

SAMPLE TREASURER'S REPORT

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

GFWC Anywhere Club - July 31, 2018			
Balance on Hand, June 30, 2016			\$430.00
Receipts	Dues (15)	\$450.00	
	Bake Sale	\$145.00	
	Show Tickets	\$500.00	
Total Receipts		\$1095.00	\$1525.00
Disbursements	GFWC/State Dues (15)	\$330.00	
	Yearbook Printing	\$150.00	
	Scholarship	\$200.00	
Total Disbursements		\$680.00	
Balance on Hand, July 31, 2018			\$845.00

Organization Budget

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

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

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

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

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

CONDUCTING A REGULAR BUSINESS MEETING

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

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

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

President: "The meeting will come to order."

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

Reading of the Minutes of the Previous Meeting. President: "The secretary will read the minutes of the previous meeting." The secretary reads the minutes. President: "Are there corrections to the minutes?" (Pause) "They are approved as read (or as corrected)." *Note: Do not ask for corrections or additions, as additions are corrections.*

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

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

Treasurer's Report. President: "The treasurer will give the treasurer's report." (Treasurer reads report). President: "Are there any questions?" (Pause) "The treasurer's report to be placed on file."

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

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

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

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

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

Announcements.

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

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

POWERFUL PRESENTATION SKILLS

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

DESIGNING A PRESENTATION

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

REHEARSING AND DELIVERING A PRESENTATION

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

Delivery Guidelines

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

Handling Questions With Confidence

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

- Consider in advance possible questions and responses, especially challenging ones. Rehearse with a partner. Smile and calmly respond with a positive answer.
- Explain at what point during the presentation questions will be taken and how individuals will be recognized. Point out the microphone to be used.
- Maintain control of the questioning. Formally recognize the questioner before he/she speaks and limit the number of questions. Allow only one person to speak at a time.
- When listening to the question, look at the person posing the question. Paraphrase the question for the audience. If a question is pertinent to one person, answer in a manner that provides information to everyone, if possible, and maintain good eye contact with the audience.
- If questions are slow to begin, kick-start the question period with a frequently asked question and then

answer the question.

- If uncertain of the answer to a question, offer to take the person's information and get back to the person.
- If a person strongly disagrees with you and refuses to stop talking, thank the person for his/her opinion, noting that there are different schools of thought on the issue and emphasizing the need to allow time for others to ask questions or express their opinions.
- Avoid repeating, "Thank you; that's a good question" after every question, as it seems insincere. Be as thoughtful as possible in your responses.
- Close out the questions and finish your presentation with a powerful closing statement that will resonate with the audience and reinforce your message.

Tips for PowerPoint Presentations.

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

TIME MANAGEMENT FOR CLUB MEMBERS

STEPS TO EFFECTIVE TIME MANAGEMENT

Analyze

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

Organize

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

Prioritize

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

Schedule

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

Calendar

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

CONFLICT RESOLUTION SKILLS

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

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

Active Communication. Active listening and communication skills are essential for heading off conflict before it starts. However, some conflict is inevitable. If conflict in your club becomes unmanageable, try contacting your district or state leadership chairman or state parliamentarian, who may be trained to resolve conflict. If your club needs additional support, GFWC has appointed a team of experienced and trained volunteers to provide confidential assistance in resolving conflict. Contact the Director of Member Services and Programs to request information on the GFWC Mediators program at 1-800-443-GFWC (4392) ext. 221.

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

CONFLICT RESOLUTION RULES

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

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

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

AWARDS

GFWC recognizes State Federations for outstanding projects and clubs for creative projects in implementing an effective Leadership program, as follows:

- Certificate to one State Federation in each membership category
- \$50 award to one club in the nation for project creativity

Award winners will be determined by entries into the Awards Program. Each State Federation may submit one State Award Entry Cover Sheet and one Club Creativity Award Entry Cover Sheet for the Leadership program.

Clubs do not submit entries directly to GFWC.



Refer to the Awards section of the *Club Manual* for more information, including the Award Entry Cover Sheet guidelines.

TRUE COLORS: EXPLORING LEADERSHIP STYLES

Often, when individuals work together in a team or project based setting, differences of leadership and personal style can exist. This exercise can be used to understand different leadership styles and personal styles. Using a simple framework called "true colors," this allows people to identify themselves from four common personal styles. While individual style is much more complex, the

simplicity of the framework is useful for helping assess the environment with a goal of improving our ability to work effectively together. HAVE FUN!

COLOR LEADERSHIP QUIZ

In describing yourself, which words better fit your personality?

- | A | B |
|--|---|
| 1. <input type="checkbox"/> physically active, a can-do person | OR <input type="checkbox"/> mentally active, an idea person |
| 2. <input type="checkbox"/> sociable, friendly | OR <input type="checkbox"/> able, forceful |
| 3. <input type="checkbox"/> adventurous, broad-minded | OR <input type="checkbox"/> cautious, security-minded |
| 4. <input type="checkbox"/> practical, down-to-earth | OR <input type="checkbox"/> persuasive, influential |
| 5. <input type="checkbox"/> outspoken, motivating | OR <input type="checkbox"/> thoughtful, conscientious |
| 6. <input type="checkbox"/> inventive, artistic | OR <input type="checkbox"/> systematic, orderly |
| 7. <input type="checkbox"/> busy, hard-working | OR <input type="checkbox"/> insightful, philosophical |
| 8. <input type="checkbox"/> methodical, procedure-minded | OR <input type="checkbox"/> hard-driving, aggressive |
| 9. <input type="checkbox"/> precise, painstaking | OR <input type="checkbox"/> creative, imaginative |
| 10. <input type="checkbox"/> inner-directed, individualistic | OR <input type="checkbox"/> outer-directed, group-minded |
| 11. <input type="checkbox"/> frank, straight-forward | OR <input type="checkbox"/> careful, particular |
| 12. <input type="checkbox"/> informal, congenial | OR <input type="checkbox"/> formal, sensible |
| 13. <input type="checkbox"/> realistic, well-grounded | OR <input type="checkbox"/> gentle, considerate |
| 14. <input type="checkbox"/> companionable, good talker | OR <input type="checkbox"/> purposeful, action-minded |
| 15. <input type="checkbox"/> enthusiastic, warm-hearted | OR <input type="checkbox"/> settled, deep-rooted |
| 16. <input type="checkbox"/> forthright, plainspoken | OR <input type="checkbox"/> agreeable, easygoing |
| 17. <input type="checkbox"/> likeable, generally pleasing | OR <input type="checkbox"/> self-reliant, stand on own |
| 18. <input type="checkbox"/> kindhearted, humane | OR <input type="checkbox"/> disciplined, well-balanced |
| 19. <input type="checkbox"/> watchful, restrained | OR <input type="checkbox"/> energetic, go-getter |
| 20. <input type="checkbox"/> steadfast, never say die | OR <input type="checkbox"/> alert, on one's toes |
| 21. <input type="checkbox"/> sensitive, aware of feelings | OR <input type="checkbox"/> committed, deeply involved |
| 22. <input type="checkbox"/> industrious, task oriented | OR <input type="checkbox"/> judicious, level-headed |
| 23. <input type="checkbox"/> good mixer, social-minded | OR <input type="checkbox"/> right and proper, correct |
| 24. <input type="checkbox"/> decisive, take charge | OR <input type="checkbox"/> unhurried, contemplative |

R (Red) G (Green) Y (Yellow) B (Blue)

COLOR LEADERSHIP QUIZ KEY

Reading down, in Column A from 1 - 24, score your answers marked in this column as follows: R-G-G-R-G-B-R-Y-Y-B-R-G-R-G-G-R-G-B-Y-Y-B-R-G-R. (For example, if you have Column A checked for the first question, you will score one point for R. For the second question, if you have Column A checked you will score one point for G.)

LEADERSHIP

Reading down, in Column B from 1 - 24, score your answers marked in this column as follows:
B-R-Y-G-B-Y-B-R-B-G-Y-Y-B-R-Y-G-B-Y-R-B-G-Y-Y-B.

Now total the R (red), G (green), Y (yellow), and B (blue).

The higher the score in a particular color, the more you probably demonstrate the personality for that color.

COLOR QUALITIES

RED - Action-directed, forthright, forceful, objective, bold, firm, productive, efficient, effective, frank, realistic, constructive, active, positive, builder, dynamic, go-getter, doer. Phrase: "Where are we?"

GREEN - Outer-directed, persuasive, group-oriented, eager, out-going, gregarious, other-oriented, verbal, open-minded, agreeable, involved, extroverted, liberal, motivator, sales-person. Phrase: "What's going on?"

YELLOW - Precision-directed, cautious, systematic, objectivity, precise, logical, historian, regulates, conservative, accurate, conventional, moderate, will not be pushed into a confrontation. Phrase: "Get to the point."

BLUE - Inner-directed, empathetic, kind, inventive, creative, thinker, calm, aware, artistic, individualistic, do not like to have to criticize anyone, abstract, future oriented. Phrase: "Let's brainstorm."