

Leadership Forum

Long Version

Leadership Toolkit

- Prepares you to be a leader, mentor a leader, recognize a potential leader

Parliamentary Procedure — Handouts: *Parliamentary Procedure, Gavel Power, Order of Business*

- Basic premise is to allow for the majority to decide but the minority to be heard
- "Parliamentary stuff is too old-fashioned, takes too long"
 - Can expedite business - keeps discussion focused
 - Takes the personality out of the mix
 - Impartial presiding officer upholding club rule
 - A basic understanding increases confidence
- The Chair's Ultimate Duty
 - To facilitate what the majority wants to happen
- Know your bylaws, standing rules, policies and procedures--***never legislate for or against a person***
 - Bylaws — stable rules — rules that aren't meant to be changed easily
 - Don't ignore your bylaws —fix them!
 - If the bylaws are outdated then appoint a bylaws committee to update them
 - How to set aside your bylaws
 - Standing Rules rules that may want or need to be suspended or changed easily
 - Policy interchangeable with Standing Rules
 - If you have them, give them "teeth"
 - Procedures — this is how we do what we do — keep out of your bylaws
 - Custom and practice — ok to follow until challenged
- The gavel

- ☐ Tap the gavel once to bring the meeting to order
 - ☐ Tap the gavel once to close the meeting
- General consent
 - ☐ Use whenever possible
 - ☐ If there is debate then you can't use it
 - ☐ Don't stifle debate
- Seconding a motion
 - ☐ Not necessary when
 - A motion comes from a committee of more than one
 - Debate has commenced
 - ☐ The seconder's name is not included in the minutes
- Handling a motion
 - ☐ Debate should be directed to motions and not motives, principles, personalities — personal remarks are never in order during debate
 - ☐ Be sure your members know what they are voting on
 - ☐ Majority generally rules remember to take both "for" and "against" votes
 - ☐ If the vote is to limit or take away a right then the vote is two thirds
 - ☐ Abstainers vote with the prevailing side by their silence
 - ☐ Don't try to slide something through
- Calling for the question or Previous question -- motion to end debate 2/3 majority
- Tabling a motion - used for same day discussion
- The parliamentarian is an advisor and never "rules"
- Attend local parliamentary unit meetings bring your questions or problems

- Refer to IRS Publication 4221-PC

Leadership Handouts: *Five Reasons Remarkable Leaders Are Master Gardeners; What Every Non-profit Should Know*

- You don't have to know everything — you just have to know who to ask
- Don't be overly concerned with everyone liking you
- Expand your focus - don't get too attached to your own agenda
- No place for sour grapes — no private jokes
- Foster a culture in which people can comment on anything as long as comments are relevant and constructive
 - 4 most important words — What do you think?
- Involve your officers, chairmen, members -- give them the "ownership" of decision and membership
- Role of vice-presidents/assistant directors
 - Training ground — for the group's "ways" as well as public speaking, people skills
 - Allows the "next up" to get to know the members and vice-versa
- Analyze the leadership problem - survey the members —
 - Too much work — divest the office of some of the duties
 - Too much time — look for ways to simplify
 - Are the responsibilities unclear?
 - Too much dissension — review how much they are paid to do the job
 - Seriously review the reasons and work on solutions
- Rotational presidents — not encouraged
 - The benefits are few but it may save a club on the "cusp"
 - Reminder if our club considers this — call Robin first!
 -

Public Speaking Handouts: *Public Speaking Tips; Introducing Speakers, Presenting and Accepting Awards Tips and Techniques*

- Practice, practice, practice
- Overcome tension

- Breathe slowly relax
- Go to the bathroom
- Mingle with the audience — helps to identify friends
- Share your fear with a friend
- Surround yourself with optimistic support
- Organize what you're going to say
 - Know your audience
 - What do you want to accomplish entertain; inform; persuade; activate material
 - Be who you are - if you're not funny — don't try to be
 - Prepare an opening, the key point (s) you want to make, recap in closing
- Rehearse, practice, review, study, train, repeat
 - More hints and tips on the Public Speaking Tips handout
 - Practice 10 times out loud in front of a mirror_

New Ideas

- Consider how you present a new idea
- Get the "old guard" on your side — run it by long-time members
- Corporate premise of evaluating a new idea
- When a new idea is shot down risk loss of ability to influence thinking

Meetings

- Start on time
 - Give notice "the meeting will start in 5 minutes"
- Pledge
 - No flag in the room — no pledge
- Inspiration vs. invocation
 - Tulips vs. God
 - God before country
 - Inspirations follow pledge
- Agenda
 - Keep a running agenda

- Ask for agendas from your previous president and keep copies for your successor
- Bring a copy for your secretary
- Write out motion
- Take command of your audience
 - Drive the meeting forward
 - Inspire confidence — come in organized
 - Avoid leading off with a negative
 - How to use a mike — **Handout: *Microphone Usage Tips and Techniques***
 - Learn to use the mike
 - Battery operated mike — backup batteries
 - Repeat questions
 - Lead applause with your words — not with a mike in your hand

Email dos and don'ts – Handout: *Mind Your Email Manners*

- Review who is copied in when you respond — does everyone need to see your response?
- Writing in CAPS — considered YELLING — consider source of email (a different culture?)
- Don't assume an email is received if the issue is important
- If you have to write a tough email — have someone else read and review it
 - Don't read it to them - let them tell you what they thought you were saying
- Do NOT ever write anything about anyone in an email - it will be read by that person eventually (and probably sooner than later)

Email votes

- Not recommended for more than true emergencies that are not controversial
- Check the 11th edition of Robert's Rules of Order

Personnel

- Nominating Committees
 - Clearly outline the job and be specific about the minimum that is expected from the position

- Move people thru positions - don't keep in the same job forever
- Get mentors involved to provide guidance, encouragement
- Past performance indicates future behavior
- Dealing with difficult personnel
 - Talkers
 - Stand quietly until everyone else is quiet
 - Shhhhhhh sign or just shhhhhh into the microphone
 - Speak distinctly via the mike to gain your audience's attention
 - **Never** embarrass anyone in public— NEVER EVER
 - Always let someone save face
 - Dissenters
 - Listen to them don't dismiss them too fast, they may have a valuable point to be learned
 - You disarm a dissenter if you deal with them with respect
 - Problem Children
 - Seek the winning solution
 - Spend no energy on finding fault find the remedy
 - Ask the Old Guard members to bring on an assistant to train their successor
 - When a member quits your club loses their family, friends & neighbors
 - Listening— a lost art?
 - Practice real listening
- Motivating members to accept responsibility--**Handout: *Motivating Participation***
 - Why people join garden club why they stay
 - Be specific about the minimum you expect from that chairman
 - Once delegated let the members handle their own job
 - Try something different if suggested by members — even if your club tried that once before — maybe It's time to try again

- Suggest possible courses of action
 - Be willing to **NOT** be in control
 - Don't do it all yourself
- Recognize new members — give a packet or gift, special name tags
 - New Member Packet — garden club structure chart
 - New member name tags — a different color to stand out
 - Find jobs that fit the talents and personality of your new member
 - Review, with longtime members, the importance of reaching out to new members at meetings to extend the warmth and friendliness to new members
- Thank your members for everything they do
 - Give as much credit away as possible
 - Certificates
 - Special advantage
 - Thank you notes — email vs handwritten
 - No matter how much one person has done keep thanking them

Minutes Handout: *Taking the Hours Out of Minutes, Minutes Outline; Document Retention Guidelines*

- Should reflect the entity, date, presiding officer and the recording secretary, and location
- Should reflect all business voted on
- The name of the maker of a motion but not the seconder
- Motions as ultimately amended — not the process getting there
- Should reflect discussion if related to a project that didn't require voting at the time--Holiday party
- Should never reflect any opinion or any editorial comment
- Can be corrected at any future time
- Must be retained permanently

Amenities and Protocol Handout: *Amenities and Protocol*

- Dignitary invitation
 - Give date choices
 - Be clear as to what you want them to do
 - Speak to members — give how long you want them to speak and any particular topics
 - Follow up with directions and confirm time and a cell phone number in case of delay
- Keep an eye out for the arrival of your guest
 - Special parking space, special place for your guest to sit
 - Assign someone to attend to your guest coffee, introduce members, etc.
- Introductions
 - Introduction vs Presentation — introduce the unknown — present the known
 - Qualifications or title first; end with name — "From Death Valley, our speaker Barry Buffalo"
 - If state president "Please rise and greet our state president, Gerry Giraffe"
 - If district director — "Please greet our district director, Pamela Panda"
 - Introduce those seated at the head table — not the table itself

Finance — Handouts : *Treasurer's Reports, Budget Planning*

- Deficit budget vs balanced budget
- General funds vs earmarked funds — use earmarks only for stated purpose
- Cost of doing business — even if a chairman wishes to donate — ask for the cost of putting on the lunch
- Review "per member" expense with members or in your newsletter
 - Pie chart of club expenses
- Establish standing rule or policy on payment with or without receipts and stick to that policy

Increasing Membership

- Who are the cheerleaders for your club

- The publicity chairman, the President, the Membership Chairman, the greeter, the Newsletter Editor, the newsletter Circulation Chairman, the Corresponding Secretary, the regular member?
- Benefits of club membership
 - Create a brochure
 - List on your website
 - Publish in your newsletter
- Pre-meeting Work
 - Nurseries & garden centers
 - Garden section check-out registers of Home Depot, Lowe's, Orchard Supply, Wal-Mart, etc.
 - Florists and public gardens
 - Senior & recreation centers
 - Libraries
 - Grocery stores' bulletin boards
 - City Hall and Chambers of Commerce
 - Diners or popular family restaurants
 - Church & community college bulletins and bulletin boards
- Meeting activities
 - Greeter at the door
 - Mentor or "Flash Friend" or a Buddy System
 - to sit with and explain and introduce a visitor to others
 - to help older members get to your meetings
 - Recognize visitors and guests
 - Programs of interest to new and longtime members are very important!
 - Present a diversity of programs
 - Include short workshops — given by members on a topic of their choice
 - Ask a judge to give short workshops on a basic design covering all the basics throughout the season

○ Multiple projects the more projects the club is involved the more interesting the club is to the public

▪ If you were a Quilter's Club then you would attract those interested quilting but as a garden club:

- Blue Star Marker project attracts those interested in veterans

- horticulture workshop attracts those interested in horticulture

- floral design workshop or program attracts those interested in arranging flowers

- garden therapy project attracts those interested in working with handicapped kids or the elderly

- youth group attracts those interested in working with kids

- Attend and promote the educational schools — the schools are a proven attraction for new members

- Post-meeting work

- Follow up with "Thank you for visiting and come back soon" note

- Follow up with a couple of newsletters

- Follow up with a call

- Educate your members through articles in your club newsletter

- Publicity — see separate section — 'cuz it's so important!

- Retaining members

- Analyze the talents and strengths of your longtime members and find or create jobs for them make them feel needed.

- Stay aware of members who have stopped attending meetings and reach out to them

- Survey your members and analyze the wishes of your members — are their interests changing? What programs and tours do they want?

Publicity

- Get a logo and plaster it on everything — letterhead, labels - nothing goes to the public that doesn't have your club name & contact information plastered all over it

- Get a free email address — Hotmail, Gmail, etc
- Establish a Facebook account
- Create club brochure — list programs, projects & membership information or application
- Business cards time and place club meets, add "invited by" and members add their own name
- Newsletter — email vs snail mail — benefits to emailers
 - Include guests on newsletter distribution
 - Have a form for guests at meetings or visitors at a membership booth to sign up to receive a few newsletters
 - Follow up with potential members to join
 - Recap the last meeting - include a picture and something that was learned
- Lovely garden packets — tie up a newsletter and a note saying "you have a lovely garden —please visit our club"
- "Garden Club at work" or T-shirts
- Publicize in newspapers — establish a personal relationship — go in with flowers
 - Invite the newspaper editor of the garden section — when you talk to them remind them how much difference publicity makes - ask him/her to judge a dub contest
 - Offer to write a garden column - can't do it alone? Enlist multiple members to help; enlist neighboring clubs to help and all clubs benefit from the publicity
 - Send press releases faithfully
 - Local and neighboring city newspapers suggest an interesting club project for a feature story
 - Local cable access television channel
 - Chamber of Commerce and recreation & parks association newsletter
 - Neighboring garden clubs' newsletters
 - Local service organizations' newsletters (Women's Club, Kiwanis, Elks/Emblem clubs, Moose, etc.)

- Local subdivision association or mobile home park newsletter
- Use Arbor Day, National Garden Week, NGC schools, flower shows, tours, and fundraisers as opportunities to draw the public in and see your club in action
- Check your state website - is your club's information correct and current?
- Participate in fairs
 - Use a full-color brochure if your club does not have its own brochure yet — be sure to include a label with YOUR information on the back
 - Give away old newsletters
 - Horticulture tips — How to Prune Roses or Growing Herbs
- Positive contact with an interested potential member
 - Sources of names from state membership chairman
 - Send letter and packet
 - More than one call or letter

Garden Club structure - Handout: *Garden Club Overview*

- Club, District, state, region, NGC
 - Explain to your club members, your club's place in the organization
 - Explain to you club members the programs and projects your club participates in, i.e. Penny Pines, Awards, Native Flora
- Work our system
 - There are experienced people willing to help you at every level
 - There are chairmen and officers willing to present programs
- Come to convention
 - You are your club's representative
 - You are there to vote on business
 - You are there to bring back ideas to help your club
 - You can get as much out of convention as you are open to receiving

Leadership is...

- Rewarding — to set a positive course; to improve your world
- Fun — get to know more people o State president experience

- Satisfying to inspire and nurture leadership in others
- Step right up and say "yes" when that offer is extended
- Leading a force for good makes you sleep well!

To You,

I am always here to help you and your club. Please do not hesitate to contact me.

I'm glad you took the time to be here today. I hope you got something out of this forum.

Leadership is fun - don't shrink from it.

Fondly, Robin

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