

Section

2 Leadership

Leadership: A Definition

Skills for Effective Leadership

Five Concrete Steps to Natural Leadership

Five Styles of Leadership

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*“Each time we ask more of ourselves
than we think we can give...
And then give it...
We grow.”*

— Cicero —

LEADERSHIP: A DEFINITION

Leadership has been defined by Emily Morrison as *the art of getting or inspiring people to do something with the focus on people*. By contrast, management deals with the allocation of resources associated with a task. In Altrusa it takes both to get the required balance. A leader has only so much power over others. It is useful, positive, and creative power if it includes finding the best people for the jobs—people who receive satisfaction in return for their giving. This requires meeting the needs of others so that they will meet your needs as a leader.

To have an effective relationship between president and members or chairman and committee, there must again be a balance. This should reflect how much both the leader and the members are getting out of the relationship. If one tends to gain more, and this is conspicuous to the other, productivity diminishes. Volunteer work requires each person receive her/his needed degree of satisfaction.

As we study leadership we will look at the needs of both the leader and the member and how the leader can insure that all members receive satisfaction. The following section deals with the styles of leadership, the various leadership skills, and the needs of the volunteer. All of which are important to understand as an Altrusa leader.

(Adapted from Morrison, Emily, page 61)

Leading is about effectiveness.

Leadership is about trust; it is creative and adaptive.

Leaders inspire people and empower them; they pull rather than push.

An effective leader is not “born,” but is always learning.

Every leader leaves a legacy—a foundation for the future.

What leadership means

- *Leadership* is “influence” directed toward attaining goals and is achieved through communication.
- *Leadership* is influencing people beyond routine compliance with direction and orders.
- *Leadership* is an act that causes others to respond in a positive manner.

- *Leadership* is the key dynamic force that motivates and coordinates an organization to accomplish its objectives.
- *Leadership* is the ability to inspire confidence and support among the people who are needed to attain organizational goals.

(DuBrin, Andres, pages 4 and 5)

Seven traits of a leader

Are leaders born or made? Can you learn superior leadership skills? Yes, experts agree that leadership can be learned. They have noticed seven specific actions that successful leaders carry out, regardless of the organization or cause they lead.

Effective leaders:

- Make others feel important. If your goals and decisions are self-centered, followers will lose their enthusiasm quickly. Emphasize their strengths and contributions, not your own.
- Promote a vision. Followers need a clear idea of where you're leading them, and they need to understand why that goal is valuable to them. Your job as a leader is to provide that vision.
- Follow the Golden Rule. Treat your followers the way you enjoy being treated. An abusive leader attracts few loyal followers.
- Admit mistakes. If people suspect that you're covering up your own errors, they'll hide their mistakes, too, and you'll lack valuable information for making decisions.
- Criticize others only in private. Public praise encourages others to excel, but public criticism only embarrasses and alienates everyone.
- Stay close to the action. You need to be visible to members of your organization. Talk to people, observe other organizations, ask questions, and observe how other groups do business. Often you will gain new insights into your work and find new opportunities for motivating your members.
- Make a game of competition. The competitive drive can be a valuable tool if you use it correctly. Set team goals, and reward members who meet or exceed them. Examine your failures and celebrate your group's successes.

(“Manager’s Intelligence Report”)

***The growth and development of people is
the highest calling of leadership.***

— John Maxwell —

SKILLS FOR EFFECTIVE LEADERSHIP

The skills required for effective leadership are multifaceted. Often a leader feels that she/he must be everything to everyone. Understanding the skills of an effective leader will help to eliminate the feelings of frustration. The following is a list of the major leadership skills; all of which can be learned.

Assessing or evaluating

The successful leader assesses constantly and offers the membership an opportunity to evaluate club progress.

- She/he analyzes:
Personal performance against planned objectives
Performance of officers and chairmen
The success of the club in achieving club, District, and International goals
- She/he offers the opportunity for every Altrusan to assess the club in relation to club, District and International goals
- She/he assesses your club through the completion of a **Club Activity Report**. Keep a copy, send one to the appropriate District person, and to the International office. (See Section 13)

Commitment

Commitment is central to the **volunteer experience**. It is shaped by a person's values and beliefs. One becomes committed to something. In Altrusa commitment is as important to the members as it is to the leaders. To have a successful club everyone must experience commitment.

- Commitment is a deeper feeling than motivation. It is linked to core values. Motivation inspires a person to join an organization, whereas commitment often develops or deepens after the member becomes part of the club.
- Commitment can change and evolve over time. It goes deeper than motivation and will likely involve a shift in "values."
- Commitment cannot be imposed from the outside.
- Commitment needs to be understood. Through subtle questions and observation we can learn the objects of a member's commitment
- The starting point for commitment may develop by becoming accustomed to an organization.
- Members look first for a possible focus for commitment from other members or in the organization itself, then to the mission or the vision of the organization.

- We must plan and develop programs that draw on members' commitment and deepen it at the same time.

Let your members see your commitment to Altrusa and encourage them to experience that same deep sense of commitment.

Communication

Leadership calls for clear, concise communication about goals, performance, expectations, and feedback. It is a two way exchange. The speaker sends a message through words and actions. The listener receives a message and acknowledges it through words and actions. Both the encoding and the decoding process are necessary before communication is complete.

Along with speaking and listening, effective communication involves body language, facial expression, eye contact, methods of handshaking, etc. It is as multifaceted as leadership itself and should be the subject of a complete workshop.

Tip: Know when to back off! Don't nurture until you smother your members. Independent minded people may resent being nurtured. The best approach in this case is to simply be a good role model.

Powerful and dramatic communication facilitates influencing and inspiring people. To help people develop and grow, a more mellow type of communication is needed. Effective leaders use **supportive communication** to nurture group members and bring out their best. This is important in Altrusa as we develop leadership skills in our members.

Supportive communication is defined as a communication style that delivers the message accurately and supports or enhances the relationship between two parties. Supportive communication has seven principles or characteristics:

- **Problem oriented, not person oriented.** Most people are more agreeable to a discussion of what can be done to change a method than to change them.
- **Based on verbal and nonverbal communication being congruent.** This means your words, body language, and facial expressions are all in agreement with one another and that you don't send any mixed messages. For example, if you say, "I really like you," but you have your arms folded and a scowl on your face, that's a mixed message.
- **Validates never invalidates people.** It makes a person feel good because it accepts the presence, uniqueness, and importance of the person.
- **Specific, not general.** Most people benefit more from specific rather than general feedback.
- **Linked logically to previous messages, thus enhancing communication.** It is easier for group members to follow the leader's thoughts when communication has a logical link to what has just been communicated.
- **Owned, not disowned.** Don't attribute the authority behind your ideas to another person. Effective communicators take responsibility for what they say

- **Requires listening as well as sending messages.** A key strategy for helping people grow and develop is to allow them to be heard.

Be supportive in your method of communication. It will pay off ten fold as you see your members become effective leaders.

(Adapted from Stephens, George)

Tone of voice and other such cues can reveal a great deal about our feelings during meetings. How long we speak, how frequently we repeat words or phrases, the fluency of our speech, and the pitch of our voice will tell others more than we might believe.

Rate yourself

-
- Y N Do you enunciate clearly?
 - Y N Do you speak at a comfortable speed for listeners?
 - Y N Do you use reinforcers when you speak? (Okay, um hum, ah, or um)
 - Y N Do you sound self-assured?
 - Y N Is the volume of your voice appropriate?
 - Y N Is your voice pleasant, with a variable pitch and upbeat, positive tone?

Nonverbal communication

Did you know that approximately 55 percent of what we communicate is sent through non verbal behavior. These signals include facial expression, eye contact, distance, posture, use of hands, arms, legs, and other body movement. We send messages we sometimes don't intend to, especially during the initial minutes of a meeting.

Which of these common meeting behaviors are positive (P) examples of nonverbal communication? Which are negative (N) examples?

- | | | | | | |
|---|---|-----------------|---|---|--------------------|
| P | N | Yawning | P | N | Tapping pencil/pen |
| P | N | Crossed arms | P | N | Eye contact |
| P | N | Doodling | P | N | Weak handshake |
| P | N | Leaning forward | P | N | Crossed legs |
| P | N | Smiling | P | N | Interrupting |

Can some of these be both positive and negative?

- Try these methods to improve nonverbal communication in meetings:
 - Stand up when you are introduced.
 - Maintain a straight posture, leaning forward slightly when sitting.

- Maintain eye contact 90 percent of the time, in face-to-face conversation.
- Evenly distribute your weight on both feet when standing.
- Nod your head to acknowledge understanding.
- Use openhanded gestures to demonstrate key points.
- Maintain a distance of two to four feet for business communications, less distance for intimate conversations, and more distance for public interactions.

(Adapted from Silva, Karen, pages 11 and 12)

A final hint about communication

Studies have shown that individuals who are willing to introduce issues early in a meeting will have a better chance of exerting influence later. Be sure to state your ideas clearly and concisely.

A handy formula to remember is:

- ⊣ **STATE** your point succinctly.
- ⊣ **SUPPORT** and explain your point.
- ⊣ **SUMMARIZE** your original point.

Refer to Section 11 in this handbook for information about Altrusa communications.

Delegating is empowering

It has been said that delegating empowers the member and helps in the development of future leaders. It is a method of getting work done with each member doing her/his part. Through delegating, a part of the responsibility is assigned to others who will help to find the solution. By doing this we also **develop leadership for the future**.

- **Considerations before delegating:**
 - Is the individual capable of handling the task?
 - Will the individual take the responsibility seriously and feel a commitment to it?
 - How critical is it to the club that this task be done well?
 - Will all members involved be able to work well together?
- **Advantages of delegating:**
 - Develops a sense of belonging and importance in the members involved.
 - Encourages creativity, initiative, and independence.
 - Inspires and stimulates motivation.
 - Shares the power.
 - Offers an opportunity for growth and development and for others to observe this change.
 - Allows the leader freedom to oversee the total operation.
- **Responsibilities of a leader when delegating:**
 - To assign tasks only to those qualified.
 - To make the assignment clear, give concise instructions on what to do, what needs to be accomplished, and when it needs to be completed.
 - To assign the authority (empower) to discharge the tasks.
 - To obtain the member's commitment to the task.

- To provide the needed resources (funds, files, Altrusa printed materials, etc.) to accomplish the task.
- To ask for ideas on how to do the job.
- To check to see if help is needed.
- To offer encouragement and support.

(Morrison, Emily, pages 65 and 66)

Educating

Educating oneself and club members is essential to successful leadership. As Altrusans personal development is one of our primary goals in the Long Range/Strategic Plan. For the effective leader it takes on two forms:

- **Preparing to become a successful leader through personal education.**
 - Study this handbook.
 - Become familiar with *Robert's Rules of Order* through *Points of Order*.
 - Become familiar with all Altrusa publications: *Bylaws and Policies*, *Altrusa Encyclopedia*, *Classification Guide*.
 - Study all of the club's job descriptions.
 - Study the International, District and club Long Range/Strategic Plans; understand the goals of our organization at all levels.
- **Help club members to better understand our organization through:**
 - Orientation and reorientation programs.
 - Interpreting the International and District Long Range/Strategic Plan.
 - Inviting all members to board meetings. Those who want to learn will attend.
 - Assisting your board members and committee chairmen by supplying them with job descriptions.
 - Training your board members and committee chairmen.
 - Encouraging members to attend conventions, conferences, and workshops for the purpose of learning more about our organization.

*A leader is best when
People barely know he exists,
When his work is done,
His aim fulfilled...
People will say: We did it ourselves*

— Lao-tzu —

Vision

Help to paint a vision for the group. Walt Disney stated, “*If you can dream it, you can do it.*” An effective leader knows that it takes a vision and a plan to see it to fruition.

- **The vision** needs to be communicated to the group. Unified focus flows from the communication of a vision. Vision animates, inspires, and transforms purpose into action. By definition a vision is a little cloudy and grand. If it were clear, it wouldn’t be a vision.
- In creating a vision statement for your club, remember that a **vision**:
 - engages your heart and spirit.
 - taps into embedded concerns and needs.
 - asserts what you and your members want to create.
 - is something worth going for.
 - provides meaning to the work you and your colleagues do.
 - is simple.
 - is a living document that can always be expanded.
 - provides a starting place from which to get to more levels of specificity.
 - is based in two deep human needs: quality and dedication.

Your vision will be uniquely your own. In creating it, take a risk. Your vision should speak to the needs of the members of your club.

(Adapted from Bennis and Goldsmith, page 106)

- **Planning** is essential for a vision to become reality. The leadership of our organization has a vision for Altrusa. Our **International Long Range/Strategic Plan** states our vision “Altrusa: Leaders in Service—Giving the gifts of leadership and service to communities worldwide.” Study your club’s strategic plan. Can you develop your vision using the plan as a guide?

As an Altrusa leader you must assist the members in developing plans for your group. Strategic planning, goal setting, and project planning are addressed in Section 4 of this handbook.

Honesty

Honesty is always the best policy. Our parents used that phrase when we were children. It is as important now as it was then. Honesty is absolutely imperative to a leader.

- Altrusans must know that their leader will do what is promised
- Altrusans must know their leader has credibility. A leader never hides or covers up a problem.
- Altrusans must be able to say that their president is honest, ethical, and trustworthy.

Without knowing that their president is honest and trustworthy, it is difficult for members to have respect for the leader.

Inspiration

The nerve center of leadership is inspiration. Remember the definition of leadership: “*The art of getting or inspiring people to do something with the focus on people.*” Without the ability to inspire a leader has very little influence with the membership. Think of great leaders—Gandhi, Winston Churchill, Thomas Jefferson. What one thing did they have in common? The ability to inspire their followers.

*A good leader inspires others to have confidence in her/him,
A great leader inspires them to have confidence in themselves.*

Listening

Listening is an exploration involving both the speaker and the listener. Follow this formula to become a more effective listener.

- **Attend** to the message. Use the SOLER approach:
 - S—Face the person **squarely**.
 - O—Adopt an **open** posture.
 - L—**Lean** toward the other person.
 - E—Maintain good **eye** contact.
 - R—Try to be **relaxed**.
- **Interpret** the message. Communicate to the person that you are receiving the message.
 - Ask questions.
 - Repeat the important points.
- **Evaluate** the message. Determine your own agreement, disagreement, acceptance, or rejection of the speaker’s ideas and then express that evaluation.
- **Respond** to the message. The listener has an obligation to respond in two different ways:
 - Ongoing active listening and clarifying.
 - Taking action as a result of the communication.

Participation

Participation is a fundamental rule of successful leadership. In Altrusa it is important that the club president participate in District and International events, club fund raisers, and service projects as well as facilitate meetings.

- Members want their leaders to work side by side with them.
- Leaders need to know the success of events and there is no better way to evaluate them than to have participated.
- Leaders must encourage all members to participate in club activities.

The ability to participate in a challenge and to make it a shared challenge is an incredible task for a leader.

— Patricia M. Carrigan, Plant Manager General Motors —

Recognition

Recognition of all members for a job well done is critical to effective leadership. In discussing recognition Dale Carnegie states, "If you want to gather honey, don't kick over the beehive." That is so true of an Altrusa leader. If you want to get something done, pat your members on the back. They will work twice as hard for you in the future.

- **Extrinsic recognition may include:**
 - Notes and phone calls
 - Public ceremonies and public recognition
 - Article in the club newsletter
 - One-to-one pat on the back
 - Certificates

- **The intrinsic rewards may include:**
 - Feeling useful
 - Using their special skills and talents
 - Feeling needed and wanted
 - Experiencing personal growth
 - Being acknowledged as a part of the team

Stimulation

Stimulation is often used to mean **motivation** and vice versa. Both are important to an effective leader. It is difficult to motivate an individual, but you can stimulate them into action. Their motivation must come from within. The leader must:

- Create the environment and stimuli that will spark a need in the member to achieve the goal or goals of the organization.

- Be sensitive to what aspects in the environment stimulate the members.

- Know that the member's self image affects the extent to which she/he can be stimulated. Praising a member for one task will stimulate the member to take on more and larger tasks.

Remember, leaders will never succeed in motivating people if they undermine the members' self esteem.

Team building

Our organization, Altrusa, attempts to do everything by team. Whether it be our International officers and committee chairs or our club officers and committee chairs, we work as teams! An effective leader **builds a team by:**

- Having a common purpose or mission.
 - Why do we exist?
 - What is our goal?

- Establishing ground rules for team behavior.

- Using conflict in a positive, not a destructive, way.
- Ensuring tasks are evenly delegated and shared. Everyone wants to share in the success.
- Recognizing individual differences and involving everyone. Recognize your members strengths and weaknesses and select the right person for each task.
- Showing appreciation and giving public recognition to the team.

The ability to build a team is one of the most important leadership skills. The key aim of team building is to improve the problem solving ability of team members. This includes:

- A clear understanding of each team member's role in the group.
- A clear understanding of the team's purpose and role in the total functioning of the organization in which it operates.
- Increased communications among team members about issues that affect the efficiency of the group.
- Greater support among team members through greater openness, trust, and willingness to give and receive constructive feedback.
- A sound understanding of group interaction—the behavior and dynamics of any group that works closely together.
- More effective ways of working through problems within the team at both task and interpersonal levels.
- Greater collaboration among team members and a lessening of competition that is costly to the individual, group, and the organization.
- The ability to use conflict in a positive rather than a destructive way.
- The group's increased ability to work with other groups in the organization.
- A sense of interdependence among members.

The ultimate aim is a more cohesive, mutually supportive, and trusting group that will have high expectations for task accomplishment and will at the same time, respect individual differences in values, personality, and idiosyncrasies.

Together
Everyone
Achieves
More

FIVE CONCRETE STEPS TO NATURAL LEADERSHIP

The Emergence of a Leader

Don't be a manipulator

The most certain way to assure being eliminated as a leader is to act and talk in such a way that the others perceive that you are attempting to manipulate them or the group. We all should belong to groups in which we have a sincere interest. We should be dedicated to their welfare and not feel a desire to manipulate them. A good salesman knows that he must be sold on his product to sell it to others. The member who emerges as the natural leader must be sincerely and completely dedicated to the welfare of the group.

Be willing to pay the price

To emerge as the natural leader you must want to help the group enough to do the work. Almost everyone would like the rewards of leadership, but not every member is willing to work "above and beyond the call of duty" for the group. They work overtime, inconvenience themselves, and tackle even low status tasks with enthusiasm. Members who emerge as leaders are willing to arouse resentment and take criticism. The group requires that its leader make some of the tough decisions. For example, when painful decisions about distributing rewards unequally, must be made, the group usually pushes them on the leader. Such decisions inevitably arouse resentment. The person who emerges as leader must demonstrate that she/he is tough enough to make such decisions wisely and take the criticism.

Talk up

If you wish to be a leader, you must take an active interest in the group's work. You must make a contribution. Your talk and action must show an active commitment to the group, a concern and consideration for the others as people and an understanding of the task. Remember, however, that the person who talks a lot, but who seems to be the manipulator, or who seems inflexible or uninformed does not emerge as the leader.

Do your homework

If you wish to be a leader you must know what is going on. Members who emerge as leaders have sensible ideas and state them clearly. They know things that will help the group. Be informed about the group's work. Plan for the good of the group. Put in extra time working out ways to improve the group and to help it achieve its goals. Members who emerge as leaders demonstrate that they can provide workable and efficient plans of action.

Make personal sacrifices

Nothing tells the others more clearly that you are sincere and not a manipulator than your willingness to make personal sacrifices for the group. The manipulator gets his way at the expense of the group. The natural leader gets the group's way at his personal expense. Volunteering to aid the group or help members work for the group is evidence of your sincerity. Members who emerge as leaders do not worry about who gets the credit for work or for ideas. They often give credit offered to them to others. People who worry about recognition of their plan, their way, or their ideas seldom emerge as leaders.

FIVE STYLES OF LEADERSHIP

The experienced leader uses many complex and subtle means to exercise influence and stimulate group members to creative and productive efforts. From the range of leadership behavior, five of the most typical styles are listed below.

The *telling* leader

- Identifies problems, considers alternative solutions, chooses one of them, and then tells her/his members what they are to do.
- May or may not consider what she/he believes the group members will think or feel about the decision.
- May or may not use or imply coercion.
- Assigns roles.
- Relies primarily on her/his own judgement.

The *persuading* leader

- Like the telling leader, makes the decision without consulting her/his group. However, instead of simply announcing the decision she/he tries to persuade the group members to accept it.
- Describes how her/his decisions fit both the interests of the organization and the interests of the group members.

The telling and persuading styles of leadership are most effective and/or prevalent:

- In a large group
- In passive groups
- In groups which seldom meet
- At times when a quick decision/deadline must be met

The *consulting* leader

- Gives the group a chance to influence the decision from the beginning.
- Presents the problem and relevant background information, then asks the members for their ideas on how the problem(s) can be solved.
- May offer a tentative solution for group members reaction.
- In effect, asks the group to increase the number of alternative actions to be taken and/or considered.
- Then selects the solution she/he regards as the most promising.

The consulting style of leadership is most effective and/or prevalent:

- In large groups
- In motivated groups
- In representative groups
- In organized groups

The *joining* leader

- Participates in the discussion as “just another” member, agreeing in advance to carry out the decision the group makes.
- Encourages group decision.
- Works for group goals.
- Allows for individual recognition
- Tends to guide, not rule
- Will often submerge her/himself in the group’s identity

The *delegating* leader

- Defines a problem and the boundaries within which it must be solved, then turns it over to the group to work out a solution.
- Sets few guidelines.
- Has a secretarial function or resource person identity.
- Often does not announce her/his own ideas.

The joining and delegating styles of leadership are most prevalent and/or effective:

- In small groups
- In highly motivated groups
- In groups with a high tolerance for ambiguity (Some members have a need for more direction; others prefer a wider area of freedom.)
- In groups which have relatively high need for independence
- In groups where the members understand and identify with the goals of the organization
- In groups where the members have the necessary knowledge and experience to deal with the problem
- In groups where the members expect to share in decision making

Persons who have come to expect strong leadership and are then suddenly confronted with the request to share more fully in decision making are often upset by this new experience. On the other hand, a person who has enjoyed a considerable amount of freedom resents the leader who begins to make all the decisions.

(Adapted from “Looking Into Leadership”)

VOLUNTEERS HAVE NEEDS

People can be challenged, inspired, and educated by exercising their right to volunteer. Flexible volunteer programs, ones that are responsive to the input of volunteers and that maximize volunteer's opportunities to participate and learn, have the greatest chance not only of continuing to attract volunteers, but of helping those volunteer's visions of a better world to come true.

(Ilsey, Paul J.; "Enhancing the Volunteer Experience")

As leaders it is important to be aware of the needs of our volunteers, to listen to their viewpoints, and to create an environment that will inspire and challenge. Provide training opportunities that assure growth and you build future leadership.

Needs of volunteers

- To be **involved**:
 - To be allowed to share in decisions that affect them, as often and as much as possible
 - To be kept "in the know" on all appropriate information
 - To have opportunities for fair hearings
 - To feel free to ask questions without intimidation
- To gain a personal **sense of belonging**
- To be **challenged**—to be given the opportunity:
 - To create, discover, compete
 - To have changes in tasks for new challenges and satisfactions
- To be given **confidence**:
 - To feel that they are trusted in work assigned to them
 - To be told the desired results, but not "how to do it."
- To have **delegation** follow accepted guidelines:
 - To have reasons for a task explained clearly
 - To have accountabilities clearly prescribed
- To find **relevance**—to know:
 - "Why?" "Why me?" "Why at this time?" "Why important?"
 - Whether they may be contributing to something larger than self, and that goals make sense to them
- To gain **increased understanding**:
 - Of self, of supervisors, or organization (philosophy, policies, procedures)
 - By having opportunities to work with challenges, people, things

- To get **feedback**—be asked for their thoughts and ideas:
 - To have one-to-one sessions on their progress
 - To be informed on the progress of their organization
 - To find progress toward their personal goals
- To be given **recognition** when earned:
 - To be acknowledged for their efforts, ideas, and work
 - To be known, understood and to have concern shown for them as an individual
- To develop **confidence** in their superiors, they'd like to see:
 - Constancy in method of operation
 - Enthusiasm, a good example, fairness, ability, and above all, integrity

Your greatest opportunity is to match people with the routines they enjoy, to establish a positive environment for learning, and provide for a wide variety of learning experiences.

(Adapted from Morrison, pages 81 and 82)

TEN COMMANDMENTS FOR REDUCING STRESS

- I. Thou shalt not be perfect, nor even try to be.
- II. Thou shalt not try to be all things to all people.
- III. Thou shalt leave things undone that don't need to be done.
- IV. Thou shalt not spread thyself too thin.
- V. Thou shalt learn to say NO.
- VI. Thou shalt schedule time for thyself and thy supportive network.
- VII. Thou shalt switch off and do nothing, regularly.
- VIII. Thou shalt be boring, untidy, inelegant and unattractive at times.
- IX. Thou shalt NOT feel guilty.
- X. Especially, thou shalt NOT be thine own worst enemy, but thy best friend.

PROBLEM SOLVING

Barriers to effective problem solving

- Failure to define the problem
- Members are looking for solutions instead of problems
- Little or no training in problem solving
- Prejudices
- Jumping to conclusions
- Lack of proper information
- Failure to listen
- Trying to evade problems—not confronting problems
- Seeking short range solutions only
- Lack of objectivity—too much subjectivity
- Reluctance to admit shortcomings
- Lack of self confidence—fear of failure
- Failure to use membership talents
- Overuse of pet approach or technique
- Reluctance to make decisions—inability to decide.

Seven step approach to problem solving

- 1) Clearly define the problem
- 2) Gather the information needed to solve the problem
- 3) Interpret the information—ask what it means
- 4) Develop solutions
- 5) Select the best practical solution
- 6) Put the solution into effect
- 7) Evaluate the effectiveness of the solution

How to deal with problem people at meetings

Problem	Solution
Latecomer	Start meetings on time, don't wait for stragglers.
Early leaver	Get a commitment from all members at the beginning of the meeting to stay until the end. Close meeting on time. Do not allow to drag or over discuss issues.
Broken record (repeats the same point)	Use "group memory" or the minutes of the meeting to remind her/him that the point is noted.
Doubting Thomas	As facilitator, get the group to agree not to evaluate any ideas for a period of time. Use this time to persuade the violator that it is time to try.
Head shaker (disagrees nonverbally)	First strategy: ignore; next: acknowledge behavior and then deal with negativity.
Dropout (doesn't participate)	Try asking the person's opinion during the meeting or at a break.
Whisperer	As a facilitator, walk up close (low-key intervention), or ask for focus on a single topic.
Loudmouth	Move closer and closer, maintain eye contact. Ask person to be group recorder.
Attacker	Thank the attacker for observations, ask the group what it thinks.
Interpreter (often says "In other words" or "What she/he really means.")	Check this in public with original speaker.
Gossip	Ask the group to verify the information.
Know-it-all	Remind the group that all members have expertise; that's the reason for the meeting.
Busybody	Before the meeting, ask other members to get the busybody to stop.
Teacher's pet	Be encouraging, but break eye contact. Get group members to talk to one another. Lessen your omnipotence by asking, "What do you think?"

Leadership checklist

This handy checklist will help you to evaluate your club’s efforts towards effective leadership.

Okay	Needs help	Item
		1. Do we hold regular meetings?
		2. Do we have a written agenda?
		3. Are minutes recorded and read at meetings?
		4. Do we allow adequate time for our meetings?
		5. Do we make assignments during meetings?
		6. Do we follow through with our assignments?
		7. Do all participants at our meetings have an equal opportunity?
		8. Do we encourage new members of our group to participate?
		9. Do we teach and demonstrate correct leadership principles?
		10. Do we assume our full responsibility?
		11. Do we conduct progress reviews to check our accomplishments?
		12. Do we accept the responsibility for our failures?
		13. Do we make a sincere effort to understand our members' needs?
		14. Do we recognize and compliment others for their effort?
		15. Do we do adequate advanced planning?
		16. Do we delegate responsibility and authority?
		17. Do we set worthwhile goals?
		18. Do we actively seek the opinion of the general membership?
		19. Do we communicate our goals and activities to the membership and to the community?

(Adapted from “Leadership Curriculum Guide,” page 67)

TIPS FOR BALANCING HOME, WORK, AND ALTRUSA

Time management is important to all of us and when taking on an added leadership responsibility life becomes even more stressful. The study of time management is extensive, but for now these few tips will help to alleviate some stressful moments.

- ⌞ Recognize that you may take on too many projects. Remember to delegate.
- ⌞ Understand that people will still like you even if you say “No.” When appropriate take a deep breath and say, “No.”
- ⌞ Take steps to simplify your life:
 - Eliminate clutter at home, at work, and in your committee files
 - Set aside at least thirty minutes daily for yourself
 - Don’t wait till the last minute
 - Ask for help
 - Hold your board and committee meetings at a site other than your home
- ⌞ Keep everything brief beyond belief.
- ⌞ Get your family involved in your Altrusa projects—four or more hands are better than two.
- ⌞ Hire someone to do the things you are able to let go of.
- ⌞ Co-chair instead of doing it alone.
- ⌞ Get a date planner and use it. Schedule in all your meetings for the year.
- ⌞ Allow yourself to slow down, you’ll make fewer mistakes.
- ⌞ If you are a perfectionist, get over it. Nothing needs to be that perfect!
- ⌞ If you’re hosting a meeting, have others bring the refreshments.
- ⌞ Make yourself a list and stick to it.
- ⌞ Altrusans are forgiving. Even if you have bitten off more than you can chew, tell someone so another member can take over the project before it becomes a problem.

***When you shoot for the stars...
Sometimes you need a little guidance.***

— Unknown —