



Leadership Development Toolkit

Table of Contents

	Page
Leadership Talent Pipeline Process; A Proven Approach	1
Board Structure Requirements & Branch Design	2
Leader Essentials: Understanding the Leadership Skills Needed	5
Identifying Leaders: Who are the Emerging Leaders?	6
Developing Leaders through Mentoring	8
Preventing Burn-out and Preparing for Leader Succession	11
Diversity Thoughts for Leaders	12
Resources for Leadership Development	16



Leadership Development Plan designed by Michele Croci

Board Structure Requirements & Design

Board Structure Requirements

AAUW Model Bylaws, Article V. AAUW Affiliates, Section 2. Organization

- ✦ a. Purpose. Affiliates shall promote the purposes, programs, and policies of AAUW.
- ✦ b. Bylaws. Affiliates shall develop bylaws as meet their needs. However, any such bylaws shall not conflict with AAUW Bylaws or with applicable law.
- ✦ c. Structure. Affiliates may create such leadership structures as meet their needs. Each Affiliate shall provide AAUW with designated contacts for administration and finance.

👉 ALSO - Must be in compliance with the branch Affiliate

Branch Board Design

Does the current Board structure reflect how members want and/or need their leadership to be?



SOLICIT MEMBER INPUT

At a general membership meeting, hold a Retrospective to gather thoughts on the current situation, what needs change and what to celebrate..



TAKE STOCK AND ALIGN

1. Develop a common understanding of the current situation; include member input.
2. Identify what needs to be done differently and why.
3. Identify what's working well that you want to keep doing.



Explore Board Design

"The most damaging phrase in the language is: 'It's always been done that way.'" _ Grace Hopper, PH.D.

Start by identifying the outcome(s) intended. For instance:



- Board roles are doable and satisfying.
- Meeting time is well spent.
- There's time to focus on mission-based programs.
- Members are interested in/will consider taking on a leadership role.

Explore Board Design

What are the board roles (in addition to required) we can't do without? Do we need to create a new role?



What are the role responsibilities? What are the minimum role responsibilities needed?



If the board structure or a role description changes, what else will be affected?



Can roles be shared and/or rotated?

Board Design Worksheet

Common Understanding of Current Situation	What's not working & Why	What is working well & Why
What might work for us?		

Member-centered Board Design Worksheet

What roles do we need?	Role Description/Responsibilities

AAUW Leader Essentials

These leader essentials are adapted from the AAUW.org national website. They serve as guide as we consider how our individual California Branches develop and support Branch leadership. They are tied to the Leadership Talent Pipeline Process. AAUW Nine Core Skills are listed with additional resources for each of these nine categories available on the AAUW.org website under resources and leader essentials.



1. **Vision and Strategy:** Develops concrete, mission-aligned goals using a big-picture standpoint
2. **Goals and Resources:** Uses project planning and management skills to drive work
3. **Motivation and Inspiration:** Actively recruits new members and builds member buy-in on strategic vision and mission
4. **Engagement and Inclusion:** Supports participation and retention in welcoming and inclusive ways
5. **Leadership Development:** Identifies and prepares future leaders and coordinates transfer of organizational knowledge
6. **Team Building:** Builds a stable team environment that supports collaboration
7. **Communication:** Markets strategically and speaks and writes persuasively about AAUW's mission
8. **Strategic Relationships:** Collaborates with key community stakeholders and other AAUW entities
9. **Self-Development:** Assesses own strengths and weaknesses and seeks opportunities to improvement

Identify Leaders and the Skills Needed

“Do you know who are your Emerging Leaders?”

Quick steps to identifying your future leaders:

1. Know what skills (see AAUW LEADER ESSENTIALS page 5 in the Toolkit) you will need now and IN THE FUTURE for your branch.
2. Observe your members, notice their **interests and their potential leadership skills.**
3. Ask them to take on a leader role, simple at first. (See Leadership Ladder Process in Mentoring Section, page 10 of the Toolkit.)
4. Offer support by guiding them with the Leadership Development Plan. (see the following plan worksheet) This plan is a great way to keep the development discussion progressing.
5. If you are not the mentor, assign a mentor to your emerging leaders.
6. As the branch leader/president, this is a **KEY ROLE** for the **SUSTAINABILITY** and **HEALTH** of your branch.

Keep tabs on your emerging leaders by having quarterly discussions with them to see how they are developing.

Use the worksheet “Leadership Development Plan” that follows for discussions.



AAUW CA Leadership Development Plan

AAUW Leadership Competencies/Skills

Name: _____

1. Develops mission aligned goals using a BIG PICTURE standpoint.
2. Uses project planning and project management skills to drive work.
3. Motivates, inspires new & existing members and engages others in an inclusive & respectful way.
4. Identifies and builds future leaders while ensuring current branch leaders are constantly developing new skills.
5. Communicates persuasively and seeks to understand others' perspectives first. Builds teams.
6. Collaborates with community members and other AAUW entities to create alliances
7. Willing to constantly learn for own self-development.

Leader Skills I Have

- 1.
- 2.
- 3.

Leader Skills I Wish To Develop

- 1.
- 2.
- 3.

Actions To Take to Increase My Leader Effectiveness

- 1.
- 2.
- 3.

Leadership Development Plan designed by Michele Croci

Developing Leaders Through Mentoring



- Mentoring for AAUW is a **relationship** that meets a developmental need that serves the mentee, mentor, and the organization.
- Mentorship is a **relationship** in which a more experienced or more knowledgeable person helps guide a less experienced person or group.



DO YOU WANT TO BE A MENTOR OR A MENTEE?



Mentoring For Leadership Development

Mentors:

- Create goals aligned with AAUW Mission
- Aware of AAUW-CA priorities
- Lead by example
- Practice WIIFM (What's In It For Me?)
- Guide others to success
- Focus on solutions
- Communicate
- Encourage introverts
- Develop a timeline
- Measure impact

Mentees:

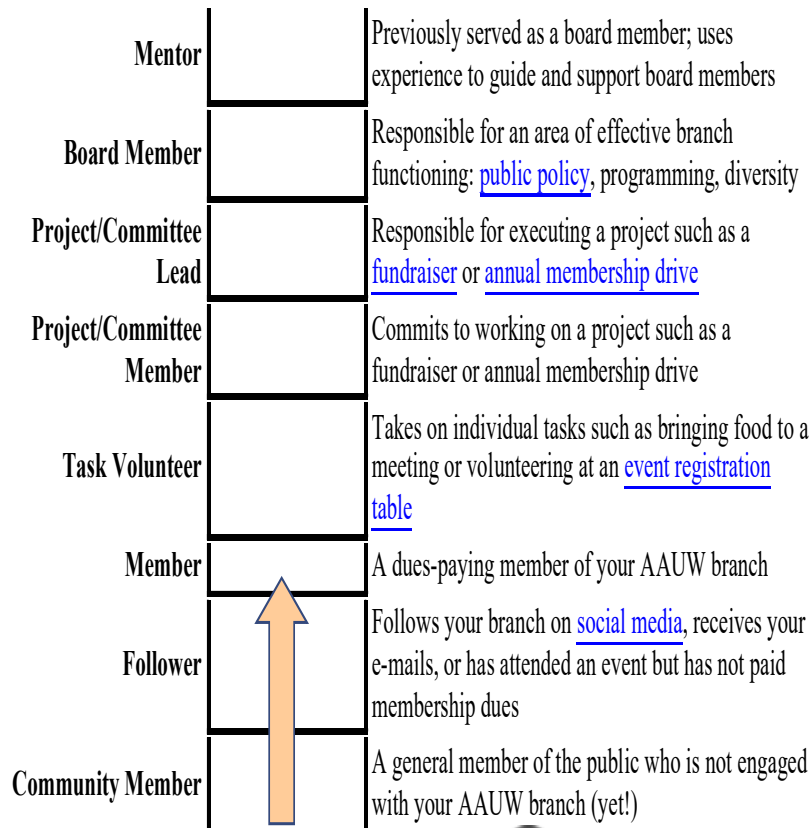
- Identify needs
- Communicate
- Engage
- Build on strengths
- Embrace change
- Commit
- Take responsibility



Leadership Ladder Process



Developing Leaders: Leadership Ladder Process



Preventing Burn-out & Preparing for Succession



Volunteer Fatigue aka Burnout

Volunteer fatigue is just like work related fatigue...only you're not getting paid to barrel through it. You're tired, stressed, disengaged, resentful and at your wits end. Your volunteer work is no longer fulfilling and you may just find yourself making excuses for not attending to your responsibilities.

Six Ways to Combat Fatigue

1. Provide Job Descriptions
2. Leave Plenty of Time to Plan and Execute
3. Set Clear Project Deadlines and stick to them
4. Delegate Tasks and Plan for Contingencies
5. Keep Lines of Communication Open
6. Respect Volunteers' Time

And Remember to Recognize.... Recognize...Recognize and Again Recognize

Tactics to Leadership Succession

A volunteer leader's most important job is to find her own replacement. A leader has not completely fulfilled that role until a successor is ready to take over. Tactics:

1. Search for Your Successor Right Away
2. Don't Overstay Your Own Welcome
3. Don't Try to do Every Job Yourself
4. Consider a Structured 'Order of Succession'
5. Seek Guidance from Past Volunteers
6. Add-Don't Merely "Replace"
7. Consider Co-Leader Roles
8. Document Your Plans and Achievements
9. Have a Back Up Candidate When Possible
10. Thank You and Recognize Volunteers
11. Remember the Power of Peer to Peer Relationships
12. Be Willing to Stay During a Transition
13. Use the Golden Rule



THE VALUE OF DIVERSE LEADERSHIP

Do we represent the demographics of the women and girls AAUW serves?

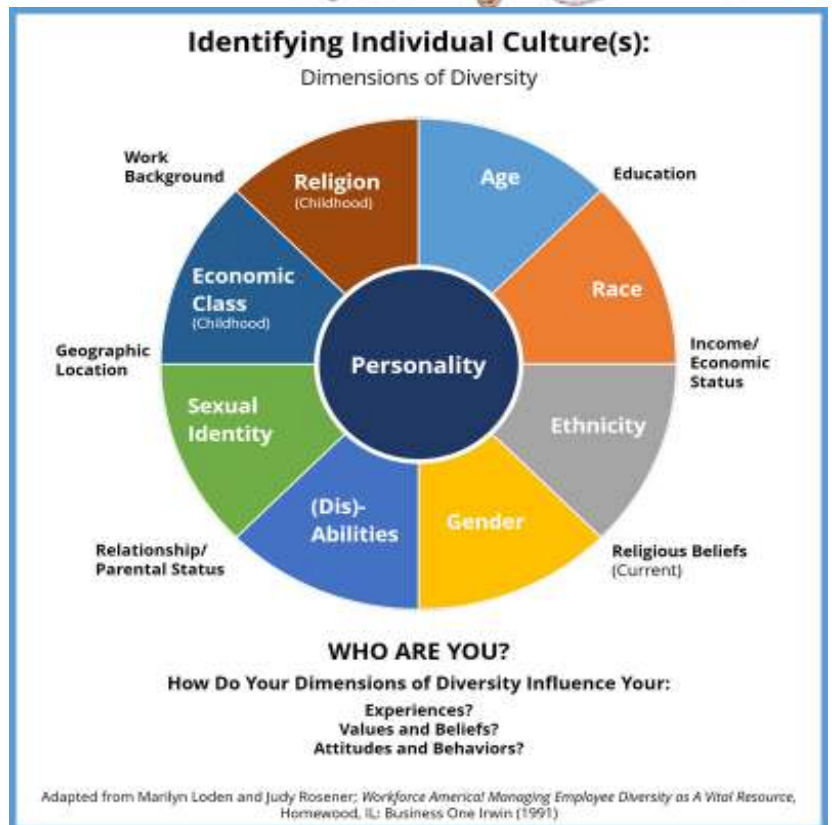


EACH YEAR BRANCH NOMINATING COMMITTEES WORK TO BUILD DIVERSITY BY SEEKING OUT NEW LEADERS....

BUT OFTEN, THE ONLY VISIBLE CHANGE IS COMMITTEE MEMBERS GETTING OLDER WHILE THE BRANCH REMAINS THE SAME!



Dynamic boards are composed of leaders who represent a diversity of life experiences and different points of views



Lenore's 4-Step Plan for Achieving a More Diverse Board



STEP 1 PLAN A MEETING ABOUT DIVERSITY

- Invite a faculty member from your local college or university to talk about the challenges of increasing diversity in your branch.
- Offer a free membership to AAUW in return
- Make certain it provides a safe place for people to learn about diversity and explore their own person feelings.

- Have the meeting in a place where there are diverse kinds of people frequent.

STEP 2 FORM A DIVERSITY TASK FORCE

- Members don't have to be experts, but they should want to learn about diversity.
- Don't be reluctant to ask a new member to serve.
- Invite observers/advisors who can add a dynamic quality to the Task Forces.

STEP 3 USE COMMUNITY RESOURCE MAPPING TO FIND LIKE-MINDED ORGANIZATIONS

- AAUW has introduced Resource Mapping to promote and showcase Work Smart. Resource Maps identify and locate community resources and organizations working for similar goals.
- Mapping these organizational networks allows branches to see opportunities for collaboration.
- Develop a plan to distribute the form both inside and outside of the branch and collected them when complete.

AAUW COMMUNITY RESOURCE MAPPING FORM

Name of Resource _____

Contact Person _____ Title _____

Address _____

Phone _____ E-mail _____

1. What type of resource is this? (circle correct answer and add comments)

- a. Associations (Professional, business, women's organizations, local coalitions, etc.)
- b. Community/Non-Profit (hospitals, community centers, public libraries, faith-based Institutions, neighborhood associations, community foundations, etc.)
- c. For Profit (businesses, corporations, banks and financial institutions, etc.)
- d. Educational institutions (university systems, community colleges, public and private schools, etc.)
- e. Individuals (contact/relationships, home-based enterprises, informal networks/communications, etc.)

Comments:

2. How do you know this resource? Explain _____

3. Why are you connecting AAUW to this person/organization?

4. What can this connection offer AAUW? (Check all that apply)

- a. Program Collaboration
- b. Host site
- c. Marketing/member lists
- d. Financial Contribution
- e. Other (describe below)

5. Is there any other information about this resource you would like to share?

6. Person suggesting the resource listed above:

Name _____

Address _____

Phone _____ E-mail _____

Relation to referred organization/Individual above _____

STEP 4 USE COMPLETED FORMS TO ARRANGE A MEETING WITH SELECTED INDIVIDUALS AND ORGANIZATIONS.

- Select and contact three organization/individuals having the clearest potential to partner with AAUW.
- Talk about AAUW's mission and ask how their organization might work together with your branch to advance common goals.
- Share some suggestions for collaboration and mutual support.
Examples:
 - Co-host a book reading or a panel on an issue of interest to both groups.
 - Host a get-know-you tea for the two boards.
- Invite a member of one of your mapped organizations to attend a board meeting to get feedback on how to promote our agenda in the community.
- If the first three contacts do not lend themselves to a collaborative relationship, move on to the next three

Possible Outcomes

- Your branch now has one or two ex officio board members, advisors or consultants who have links to diverse groups.
- New members have joined AAUW at a co-sponsored event and liked what they saw and heard.
- There are new Board members whose faces and ideas help diversify and expand membership and overall effectiveness of AAUW and its branches.



Resources for Leadership Development

Online—AAUW CA

- Leader Training:

<http://www.aauw-ca.org/leadership-training/>

- Leader On Loan:

<http://www.aauw-ca.org/leader-on-loan/>

Online – National AAUW.org

- Leaders Essentials:

<https://www.aauw.org/leader-essentials/>

Through State CA Leadership Development Committee: *We can help by:*

- Consulting and Mentoring/Coaching
- Providing references to additional resources including Leaders-On-Loan
- Providing helpful tips and forms for developing leaders

Contact CA State Leadership Development Committee for more information on branch leadership support: leaderdev@aauw-ca.org

2019 California State Leadership Development Committee Members:

- Sharyn Siebert, Monterrey Peninsula Branch Inc.
- Ainsley Niles
- Michele Croci, Torrance and Beach Cities Branches
- Anne Davis, Woodland Branch
- Lenore Gallin
- Elaine Johnson