



“Developing and Sustaining Effective Leadership”

CALIFORNIA ANNUAL MEETING 2019

**PRESENTED BY CA STATE LEADERSHIP DEVELOPMENT
COMMITTEE**



Some Leadership Challenges Branches Face....

- There seems to be fewer members who want to be leaders.
- There is need to recruit a more diverse group of leaders.
- Leaders are being used for several roles, year after year---causing burn-out
- There doesn't seem to be a consistent approach to learning of new branch leadership skills.

Agenda

- Understanding the Branch Board Structure Requirements and Board Design Ideas
- Review the Leadership Talent Pipeline Process; One proven approach to developing leadership
- Identifying Leadership Skills and Future Leaders- Who are your EMERGING LEADERS?
- Developing Branch Leaders Through Mentoring
- Maximizing Leaders' Effectiveness --Designing a Transition Strategy for Current Leaders ***to Avoid Burn-Out***
- Diversity and Leadership

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 Agreement.

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 example:



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 & Define Board Roles

What are the board roles (in addition to Required Roles) 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?

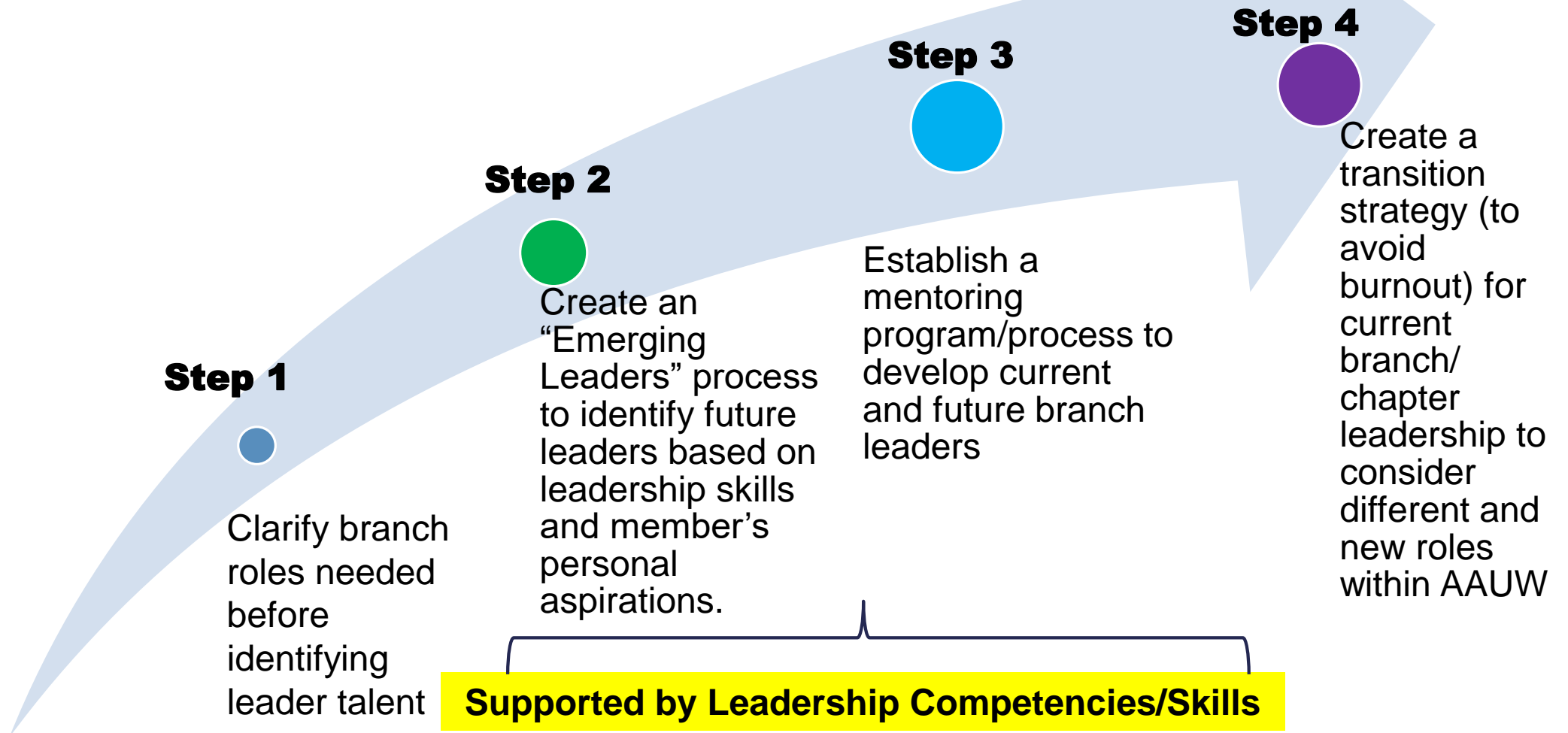


If the board structure or a role description changes, what else will be affected?



Can roles be shared and/or rotated?

Leadership Talent Pipeline Process; A Proven Approach to Leadership Development



Identifying Leaders and the Skills Needed—*who are your “Emerging Leaders”?*

1. **Think about your Branch Roles and Skills needed you will need now and IN THE FUTURE for your branch. (see AAUW competency model-following slide)**
2. **Observe your members, notice their aligning skills and interests.**
3. **Ask them to take on a leader role, simple at first. (see “Leadership Ladder Process” later in this presentation.) Know your Emerging Leaders!**
4. **Offer support by guiding them with the Leadership Development Plan.(see next slide) This plan is a great way to keep the development discussion progressing.**

As the branch president, identifying your emerging leaders is a KEY ROLE for the SUSTAINABILITY and HEALTH of your branch. **Keep tabs on your emerging leaders by having quarterly development discussions with them to understand their needs and interests.**

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
CA Leadership Dev. Committee
2019

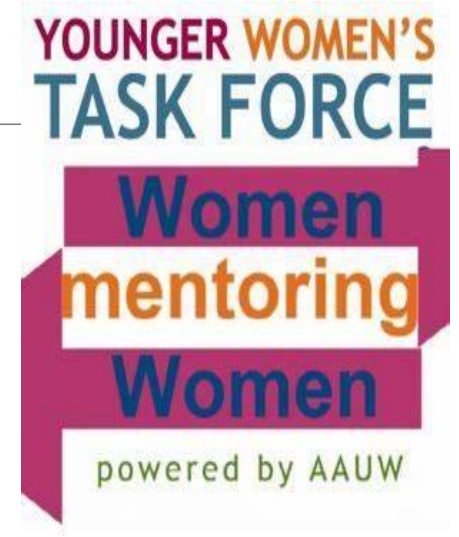
Developing Leaders Through Mentoring



- 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.

- **DIVERSITY IS KEY**

- **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 and effectiveness
- Show appreciation

Mentees:

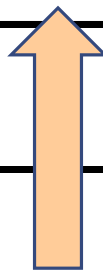
- Identify needs
- Communicate
- Engage
- Build on strengths
- Embrace change
- Commit
- Take





Developing Leaders: Leadership Ladder Process

Mentor		Previously served as a board member; uses experience to guide and support board members
Board Member		Responsible for an area of effective branch functioning: public policy , programming, diversity
Project/Committee Lead		Responsible for executing a project such as a fundraiser or annual membership drive
Project/Committee Member		Commits to working on a project such as a fundraiser or annual membership drive
Task Volunteer		Takes on individual tasks such as bringing food to a meeting or volunteering at an event registration table
Member		A dues-paying member of your AAUW branch
Follower		Follows your branch on social media , receives your e-mails, or has attended an event but has not paid membership dues
Community Member		A general member of the public who is not engaged with your AAUW branch (yet!)



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WHAT IS VOLUNTEER FATIGUE?

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



Combating Fatigue

2. Leave plenty of time to plan and execute



Combating Volunteer Fatigue

3. Set clear project deadlines
and stick to them



Photo by Horia Varlan

Combating Volunteer Fatigue

4. Delegate tasks and plan for contingencies



Combating Volunteer Fatigue

5. Keep lines of communication open



Combating Volunteer Fatigue

6. Respect volunteers' time



Photo by Horia Varlan

AND REMEMBER TO.....

RECOGNIZE

RECOGNIZE

RECOGNIZE

AND AGAIN.....

RECOGNIZE

Ask Yourself....

- Do we have volunteer job descriptions?
- Is there a system of review and follow-up?
- Are volunteers taking their job seriously and are they committed to the mission?
- Have they been oriented and told about the importance of the work that they do?
- Are we meeting their needs?
- What kind of volunteer recognition activities has the chapter engaged in over the past three months? Six? Twelve?

RETENTION

- Create a positive volunteer experience
- Sense of meaningfulness of work
- Voice within your chapter
- Connection to mission and membership
- Recognizing volunteers according to their motivation

The Value of Diverse Leadership

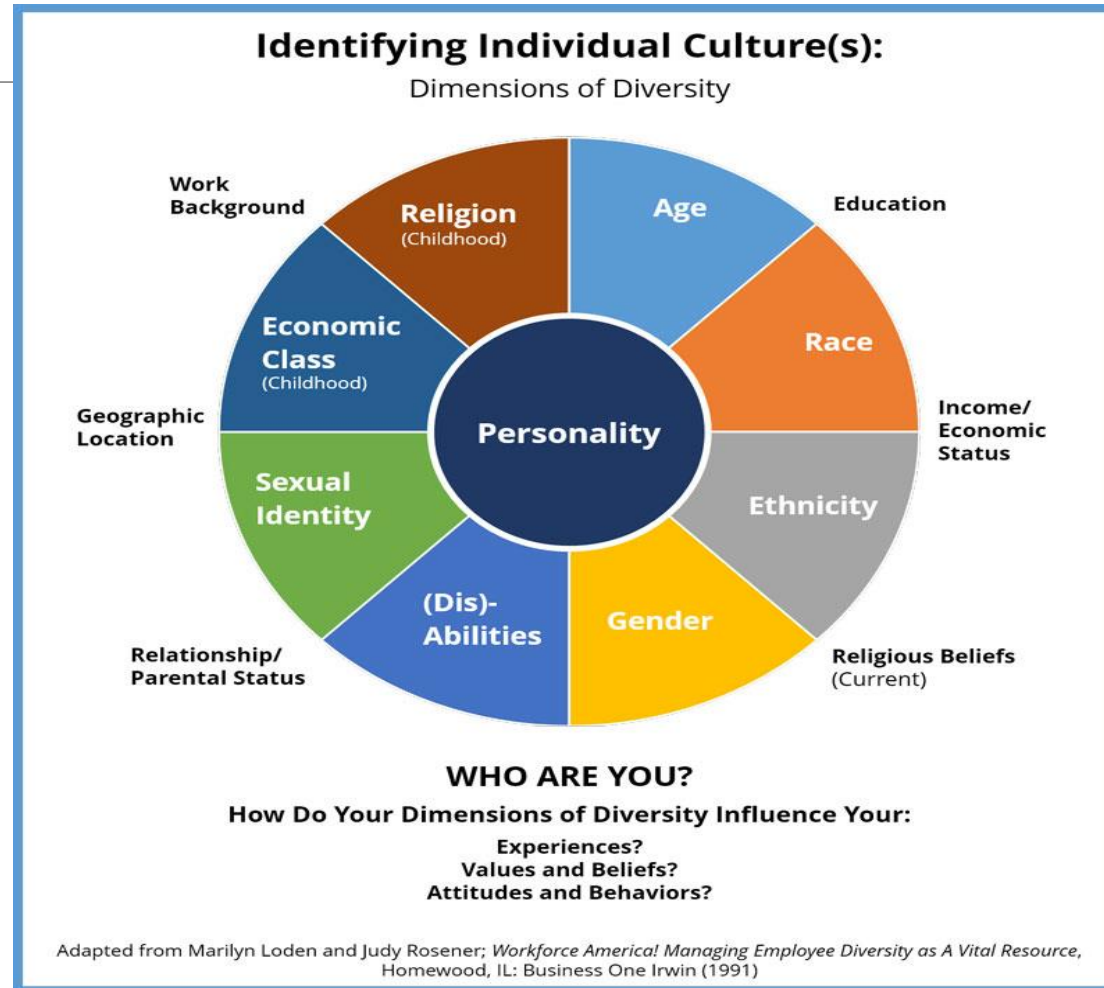
Do we represent the demographics of the women and girls AAUW serves?

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 view



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

STEP 1 PLAN A MEETING ABOUT DIVERSITY

- Invite an expert to lead the discussion
- Make a safe place for people to ask questions and explore their own feelings.



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

STEP 2 FORM A DIVERSITY TASK FORCE

- **Members don't have to be experts, but they should want to learn about diversity.**
- **Ask new members to participate.**
- **Invite observers/advisors who can add a dynamic quality to the Task Force.**
- **Set your goals high but be realistic:**
 - **Know that stereotypes are unrealistic expectations of others**
 - **Think about challenging your own perceptions/biases**
 - **Don't stop with a few token minorities; be aware of inclusion of a diverse members does not necessarily mean assimilation**

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

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

A tool to map individuals and organizations to develop networks with AAUW and encourage collaboration.

AAUW COMMUNITY RESOURCE MAPPING FORM

Name of Resource _____

Contact Person _____ Title _____

Note: Refer to “Leadership Development Toolkit” for complete Mapping form

1. What type of resource is this? (circle correct answer and add detail)
 - 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.)
- form excerpt-----

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

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

- **Distribute the Resource Mapping form as widely as possible inside and outside the branch.**
- **Select and contact three organization/individuals having the clearest potential to partner with AAUW and talk about AAUW's mission and opportunity to collaborate.**
- **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.**

Possible Outcomes for the Branch...

The branch will look and act differently!



Leadership Resources Available—

Online—AAUW CA

- Leader Training:

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

- Leader On Loan:

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

Online –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 for more information on branch leadership support:

leaderdev@aauw-ca.org

- (see Leadership Development Toolkit handout for full presentation notes and complete forms)

Our Thanks to Our Presenters & Members of the CA Leadership Development Committee:

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