

Leadership Development Chairperson Manual

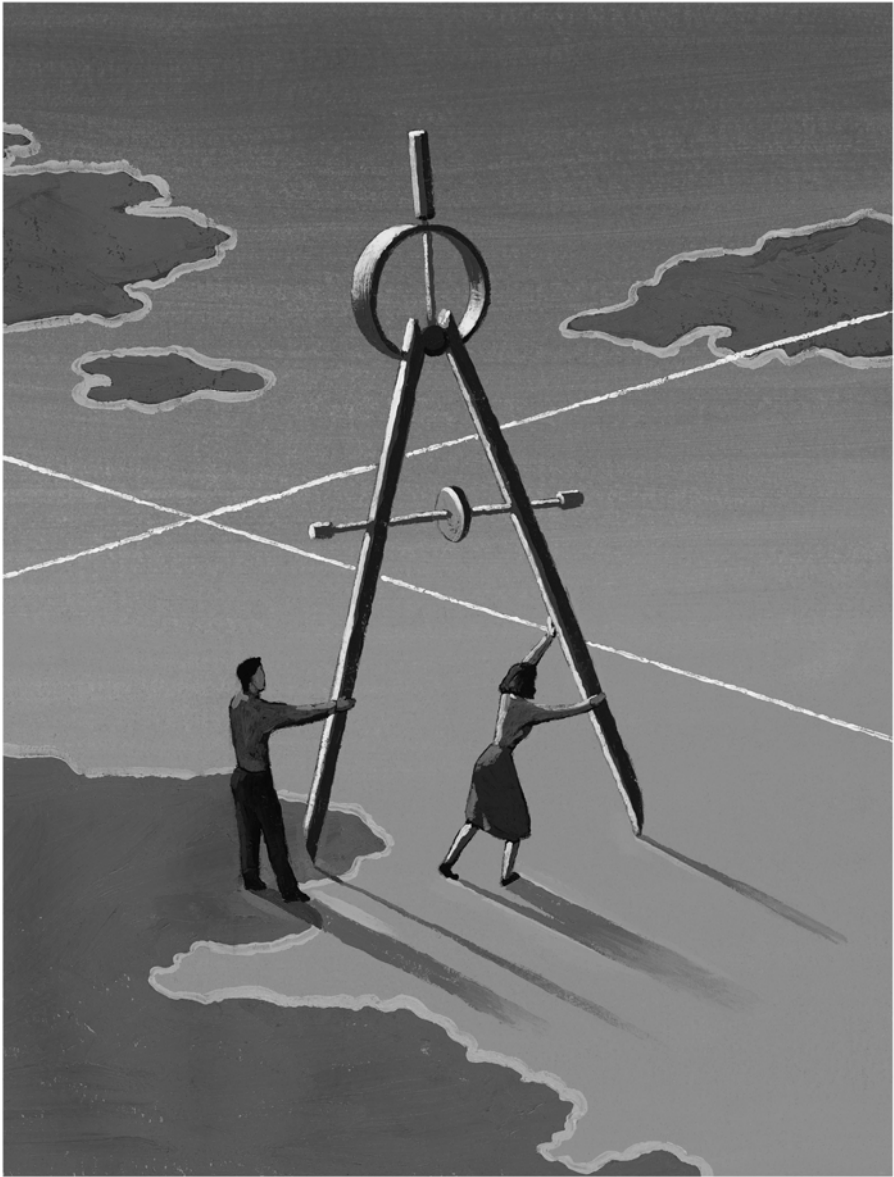


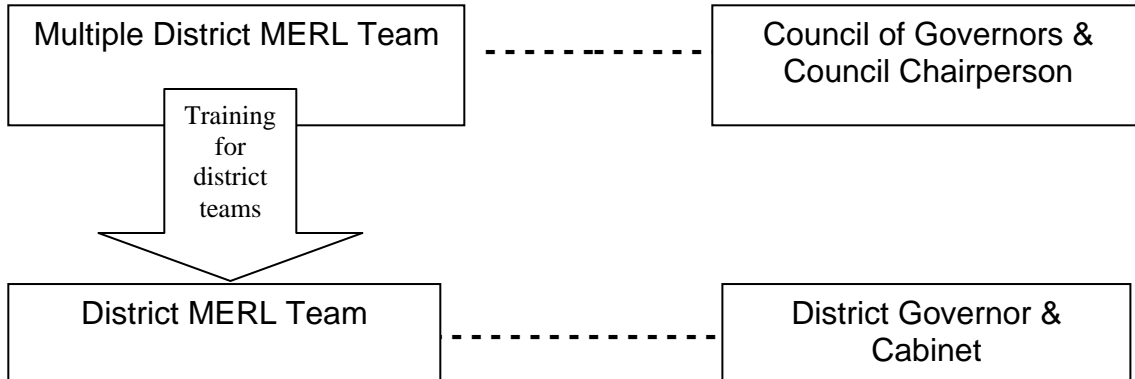
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Introduction

Multiple District Level

The multiple district Leadership Development Chairperson, in collaboration with the MERL team, establishes a vision statement for the multiple district. Beginning in July 2008 the MERL team also collaborates with the Global Membership Team (GMT). This team is explained in detail in the Teamwork for Growth manual. The MERL team creates goals that will accomplish their vision during their three-year term. The team does its work in consultation with the council of governors.



District Level

The district level Leadership Development Chairperson receives direction, training and inspiration from the multiple district MERL team. The communication of multiple district goals and action plans establish priorities for the districts. Districts may have additional priorities depending on their district goals. The MERL team works in cooperation with the district governor and the district cabinet.

Responsibilities

Leadership development chairpersons work in cooperation with fellow MERL team chairpersons, maintaining open communication, avoiding conflict and duplication of effort, and assisting each other in achievement of the district or multiple district goals.

The specific job responsibilities are listed in the job descriptions that follow. The three primary types of responsibilities are goal setting, communication and training. Coordinating and providing training for Lion leaders, such as district governors-elect and club officers, is crucial to the future success of your district and multiple district.

To organize this type of leadership training, advance planning and informing the incoming officers about training events is necessary to provide the initial training in a timely manner and have a high percentage of officers attend the training. The publication ***The Art & Science of Training Lions*** provides guidance and resources on the subject of training Lions.

Working in cooperation with your district governor or council chairperson is key to offering training at scheduled district events and including training event information in routine information distribution to clubs or district governors-elect.

Major Responsibilities of a Multiple District Leadership Development Chairperson

Goal Setting

1. Set leadership development goals and implement an action plan incorporating the goals and objectives of the multiple district MERL team. Communicate goals and plan to the Leadership Administration Department at LCI on or before September 1st of each Lions year.
2. Develop and promote a multiple district leadership development plan that includes recognition for district and individual Lions who make significant contributions to leadership development program goals.
3. Motivate district leadership development chairpersons to set goals and develop district and club programs that improve leadership skills.
4. Present a budget to the multiple district council in order to fund a leadership development plan.

Communication

1. Communicate goals and implementation procedures to all district and multiple district chairpersons.
2. Communicate with MERL team members at least once a month to ensure exchange of information and ideas, preclusion of redundancy of effort, and development of plans to enhance the overall effectiveness of the MERL team effort.
3. Keep multiple district and districts apprised of new leadership development programs and resources.
4. Publish leadership development initiatives in the multiple district newsletter, on the multiple district website, and in other publications.
5. Establish a monthly reporting system to foster open communication and to monitor each district's progress, provide monthly feedback to district leadership development chairpersons, past district, multiple district and international officers.
6. Submit a quarterly report to the Leadership Administration Department at International Headquarters on the status of leadership development in the multiple district.
7. Advise the Leadership Administration Department at LCI of leadership development needs to support the districts and clubs.

Training

1. Facilitate the training of the district governors-elect in the multiple district. Report results of the training to the Leadership Administration Department at International Headquarters within 30 days of completion.
2. Assist multiple district membership chairperson, extension chairperson and retention chairperson in planning and conducting workshops and seminars.
3. Share leadership development techniques, curriculum, motivation and support using the Leadership Development Manual and other resources available from LCI.
4. Motivate multiple district and district Lions to develop and improve their leadership skills.
5. Advise the Leadership Administration Department of any new and innovative training techniques that have been successful in leadership development.

Major Responsibilities of a District Leadership Development Chairperson

Goal Setting

1. Set leadership development goals and implement an action plan incorporating the goals and objectives of the district MERL team. Communicate goals and plan to the Leadership Administration Department at LCI on or before September 1st of each Lions year.
2. Develop and promote a district leadership development plan that includes recognition for district and individual Lions who make significant contributions to leadership development program goals.
3. Motivate club leaders to set goals and develop club programs that improve leadership skills.
4. Present a budget to the district cabinet in order to fund a leadership development plan.

Communication

1. Communicate goals and implementation procedures to all district leadership and to multiple district leadership development chairperson.
2. Communicate with MERL team members at least once a month to ensure exchange of information and ideas, preclusion of redundancy of effort, and development of plans to enhance the overall effectiveness of the MERL team effort.
3. Keep district apprised of new leadership development programs and resources.
4. Publish leadership development initiatives in the district newsletter, on the district website, and in other publications.
5. Establish a monthly reporting system to foster open communication and to monitor progress.
6. Submit a quarterly report to the Leadership Administration Department at International Headquarters on the status of leadership development in the district.
7. Advise the Leadership Administration Department at LCI of leadership development needs to support the district and clubs.

Training

1. Facilitate the training of club officers in the district. Report results of the training to the Leadership Administration Department at International Headquarters within 30 days of completion.
2. Assist district membership chairperson, extension chairperson and retention chairperson in planning and conducting workshops and seminars.
3. Share leadership development techniques, curriculum, motivation and support using the Leadership Development Chairperson Manual and other resources available from LCI.
4. Motivate district Lions to develop and improve their leadership skills.
5. Advise the Leadership Administration Department of any new and innovative training techniques that have been successful in leadership development.

Action Plans

Nothing is particularly hard if you divide it into small jobs.

Henry Ford, American inventor

Action plans are a resource for the detailed activities necessary to accomplish your goals. On the following page is a form that can be used for outlining the specific details of how, when, who for each activity that leads to accomplishing the goal statement at the top of the planning sheet.

Each action or activity that is needed to accomplish the goal should be listed in the “*How*” column. For each action or activity, identify who is the Lion accountable for this activity, when it will be completed, and how we will know that it is completed.

Completing these plans as a team, whether the MERL team or your leadership development subcommittee, this process ensures that everyone knows who is responsible for each specific action or result. The public knowledge and reporting on accomplishments will increase motivation of the individual team members.

Action Plan Worksheet

WHAT? (Goal Statement or objective)

HOW? (Action Steps)	WHEN? (Deadline for completion)	WHO? (Person responsible for action)	HOW WILL WE KNOW? (How we will know the action step is accomplished)

Planning the Year

Suggested Calendar of Activities

1st Quarter: July- September

Review job position responsibilities and position manual (first year of term)

Attend MERL team meeting to review goals/objectives and develop action plans for the Lions fiscal year

Identify specific timetable for action plans and checking results, & who is accountable for each action

Report on training of district club officers

Prepare and submit quarterly report to the Leadership Administration department

Apply for funding for the training of DGEs and district leadership development chairpersons

2nd Quarter: October -December

Review progress and discuss solutions to stay on track to achieve goals

Communicate and applaud achievements

Organize leadership training that will be offered in the district or multiple district

Prepare promotion material about training offered in the district or multiple district

Prepare and submit quarterly report to the Leadership Administration department

3rd Quarter: January – March

Continue to monitor progress and discuss solutions to challenges to achieving goals

Review membership data summary

Re-evaluate goals for revision or re-prioritizing

Prepare report for district or multiple district convention

Prepare and submit quarterly report to the Leadership Administration department

4th Quarter: April - June

Conduct and report on training of district governors-elect

Prepare report for district or multiple district convention

Recognize accomplishments of successful individuals at district or multiple district events

Establish goals for next Lions fiscal year

Prepare and submit quarterly report to the Leadership Administration department

Conduct club officer training

Note: Training events can be scheduled according to district needs and traditions.

More detailed guidance for organizing and conducting specific leadership training follows in the next pages.

Multiple District Level – District Leadership Development Chairperson Training

The multiple district leadership development chairperson is responsible for coordinating the training of district leadership development chairpersons. This training is delivered in the first year of the chairperson’s term. Upon completion of the training, a report of content and attendance should be sent to the Leadership Administration Department at LCI.

The LCI sponsored MERL Chairpersons Seminar (offered every 3 years) for multiple district chairpersons will provide curriculum guidance and resources for this training. The seminar curriculum topics and objectives for each are printed below. Prior to attending this training, all district leadership development chairpersons should have received and reviewed this Leadership Development Chairperson manual.

Training should always reflect the learning needs of the trainees so you will need to communicate in advance with the district governors and the district leadership development chairpersons to determine their training needs. Use this information to make your final plans for the training.

To be successful in having 100% attendance, inform the district leadership chairpersons of the date and location at least 2 months in advance of the training. A more detailed flyer can be sent 30 days in advance of the training.

Recommended Curriculum

Topic	Objectives
<p>Diversity</p> <p>This session will assess your communication style and present the benefits of a diverse team.</p>	<ul style="list-style-type: none"> • Recognize the benefits of working in diverse teams • Identify your communication style
<p>Membership Development Needs</p> <p>This assignment is done in small groups & presented in the next session.</p>	<ul style="list-style-type: none"> • Identify the membership development needs in the constitutional area.
<p>Global Membership Team</p> <p>This module presents the structure and members of the team with the roles they play</p>	<ul style="list-style-type: none"> • Recognize the structure, role of the GMT members in the constitutional area
<p>Development Strategies*</p> <p>This session reviews use of various programs, methods and training interventions.</p>	<ul style="list-style-type: none"> • Recognize membership, extension, retention & leadership development resources or programs and how they can be used.

Topic	Objectives
<p>Establish Your Vision*</p> <p>This session presents the concept of a vision, its importance and how to create a vision statement.</p>	<ul style="list-style-type: none"> • Recognize the importance of vision • Create a vision statement for each MERL function • Record vision statement for use in subsequent activities
<p>Challenges to Your Vision*</p> <p>This session identifies challenges to achievement and asks participants to find solutions using participants and LCI resources.</p>	<ul style="list-style-type: none"> • Identify challenges to achieving your vision • Select strategies and resources to overcome challenges
<p>Managing Change</p> <p>This session is designed to provide a guide for implementing and managing change.</p>	<ul style="list-style-type: none"> • Recognize the roles in implementing change • List preparation steps to implement change. • Develop plan for managing change
<p>Leadership Style</p> <p>This session presents situational leadership concepts and involves participants in applying the concepts.</p>	<ul style="list-style-type: none"> • Recognize the benefits of selecting the appropriate style of leadership for the development level of the group • Identify situations when this information would be useful.
<p>Goal Setting & Managing Goals</p> <p>This session presents characteristics of effective goals, participants develop membership goals, and learn to manage goals.</p>	<ul style="list-style-type: none"> • Recognize characteristics of effective goal statements • Develop goals that will achieve desired vision • Use methods of successful goals management
<p>Action Planning for Membership Growth</p> <p>This session presents how to write action plans and how to achieve them.</p>	<ul style="list-style-type: none"> • Recognize elements of an action plan. • Develop action plans for each goal identified.
<p>Presentations</p> <p>This session involves the presentation of complete MERL team goals and related action plans.</p>	<ul style="list-style-type: none"> • Commit to a plan of action that will achieve identified goals • Present vision with explanation of how goals will achieve the vision.

*** Breakout by function (membership, extension, retention, and leadership) for these topics**

Multiple District Level – District Governor-Elect Training

Each multiple district leadership development chairperson is responsible for coordinating training of the district governors-elect. The primary focus of this training is the district governor's manual, district operations and district programs/resources. Training priorities may change slightly each year, however the following are topics to review in these sections of the district governor's manual.

Club Supplies

- Lions emblem (trademark) protection
- Club supply web page

District Administration

- Status quo clubs, reactivation, cancellation procedures
- Redistricting rules
- Governor's club visitation

International Convention

- International Convention overview
- Registration
- Certification/voting

Extension & Membership

- District membership health
- MERL program
- Resources available

Finance

- Monthly Recap and follow up on club past due amounts
- Submission of Travel Expense Claim Forms

Information Technology

- Overview of membership website
- District Conventions

Leadership Development

- LCI leadership development opportunities (institutes/seminars)
- Lions Learning Center
- Resources available

Legal

- Trademark protection & use
- General liability insurance
- Online resources

LCIF

- LCIF grant programs: criteria & procedures
- Donations & Donor Recognition Programs
- Key LCIF initiatives (SightFirst, Lions-Quest)

Service Activities

- Adopted Service Programs
- Online Annual Activities Report
- Resources available on LCI website

Other topics, such as conflict resolution, time management, listening and delegation; may be added depending on time for training and number of training sessions.

Upon completion of this training, submit a report including training content and the attendance list to the Leadership Administration Department at LCI.

District Level - Club Officers Training

Each district is required to conduct club officers training. Your governor will expect you to manage this task. Other experienced Lions in the district may be asked to assist with this program. The Leadership Division provides a suggested curriculum and materials for this program. Your district should have received a Club Officer Orientation Kit that includes a Training Guide, a CD of resources, and a video - *A World of Leaders* and the video script. Check with your predecessor if you do not have this resource.

The following are suggestions in preparing for the training:

1. Determine the objectives of the program in consultation with other district officers. A review of feedback from the previous year's program may be helpful.
2. Determine the dates and locations of the club officers training and make the appropriate facility arrangements.
3. Identify those individuals who will assist with the program and their responsibilities. Be certain everyone understands what is expected of him or her.
4. Prepare an agenda for the program. Share and discuss with those assisting with the program.
5. Incorporate the club officers training materials received from the Leadership Division with any existing district materials to develop the content of the program. Share the materials with those who will be presenting the topics at the orientation program.
6. Encourage club officers to attend this training program. Promote the program at district, region and zone meetings. Notify clubs in the district directly via email or newsletter about the program providing them with the date, location, etc.
7. Prepare, distribute and summarize a program evaluation.

Some districts schedule more than one officers training session, for example at the spring convention and in August. Some districts conduct this training at the region or zone levels. Your objective is to provide training to as many club officers as possible. Current board policy requires this training to be conducted within 60 days before or after the Lions International Convention. Upon completion of the training, prepare a report for your district leadership and send a copy to the Leadership Administration Department at LCI.

Recognition

Recognition is defined as acknowledgement with a show of appreciation. When recognition is mentioned, most people think of plaques, medals, certificates and pins. These are formal awards which is one type of recognition. Usually formal awards require achievement of specific activities in order to earn the award and are presented at the end of the year or at a celebration banquet or event. A guide for this type of awards for Lions is the publication, ***Guide to LCI Awards and Recognitions*** (IAD 302). This is found on the LCI website in the publications section.

“I can live for two months on one good compliment!” Mark Twain

Another important type of recognition is informal awards. These awards are more personal, spontaneous and can be presented in a timely manner throughout the Lions year. They are a positive reinforcement of achievement by hard-working members. This type of award can be a simple handwritten Thank You note, a public compliment, buying lunch, or presenting a symbolic item such as a star keychain or balloon. These simple awards can be presented when you want to recognize the achievement of a key task, applaud the quality of work accomplished, or recognize the person for their commitment and contribution. ***The Art of Recognition*** (LDSP 03) has 70 ways that you can create informal awards for every situation. This is found on the LCI website in the publications section.

Guidelines for Recognition include the following excerpts from ***The Art of Recognition***:

1. Determine what motivates the recipient – tailor the recognition award to the individual.
2. Make sure the recognition is appropriate – keep the recognition proportional to the action being recognized.
3. Make sure the recognition is genuine – your sincerity must be evident and unquestioned.
4. Be specific- tell them what specific action you appreciate and how it helped others.
5. Make recognition a habit – if it is routine for you to give recognition, you will automatically look for opportunities to do so.

Why is recognition so important? It is the magic oil that keeps people moving forward toward their goals, or the motivation that drives volunteers to achieve a high level of results. Even though volunteers are primarily self-motivated; they are re-invigorated by your demonstration of appreciation. The recognition of the value of your work is uplifting and will stimulate continued achievement and volunteer contributions.

Reports

Reviewing at the end of the month is a good habit to develop. Time goes by quickly so each month check how you are doing in meeting your goal results and deadline dates. At the same time you can summarize results to report each month to the district leaders and the multiple district Lion leaders.

The information from the monthly reports can be used to prepare your quarterly reports to Lions Clubs International, the Leadership Administration Department.

Quarterly reports to Lion Clubs International

First Quarter Report

**Fax to: 630 571-1682, Attn Leadership Administration Department or
email: leadership@lionsclubs.org**

1. When was your planning meeting held? _____
2. Location of meeting _____
3. Who attended?
4. What type of communication does your team use?
5. Did you establish goals/objectives and develop action plans?
(attach copies of your Goal Planning sheets)
6. How can LCI assist you?

Second Quarter Report

**Fax to: 630 571-1682, Attn Leadership Administration Department or
email: leadership@lionsclubs.org**

1. Did you discuss your progress in achieving your goals and objectives?
2. How did this discussion affect your goals?
3. List your key successes or results for this quarter.
4. What tools did you use?
5. How can LCI assist you?

Third Quarter Report

**Fax to: 630 571-1682, Attn Leadership Administration Department or
email: leadership@lionsclubs.org**

1. Did you discuss the district membership summary report?
2. Did you discuss your mid-year progress in achieving your goals and objectives?
- 3.. Did you review and evaluate your goals, objectives and action plans?
4. How many team members will attend the Lions Clubs International Convention?
5. List your key successes or results for this quarter.

Fourth Quarter Report

**Fax to: 630 571-1682, Attn Leadership Administration Department or
email: leadership@lionsclubs.org**

1. Rate how well your team works together as team on a scale of 1 to 5. Circle the number:
1 Not very well 2 OK, but could improve 3 Good 4 Superior 5 Excellent
2. How can LCI assist your team?
3. How many meetings did your MERL team have during the year?
4. What means of communication did you use?
5. Attach report of results in achieving your goals and objectives for this year.

Resources

Lions Clubs International Leadership Development Programs

The mandate of the Leadership Division is to work with an expanding team of visionary Lions leaders across diverse cultures at the club, district, multiple district, and international levels to enhance the quality of our association's leadership. Programs are delivered using a three-part strategy: (1) Lions Club International-sponsored leadership development seminars conducted around the world; (2) regional training conducted in local languages and within the cultural context; (3) Internet training to support all other training efforts.

The focus of leadership programs is on self-development and strengthening core skills, such as practical Lionistic theories of servant leadership, effective leadership styles, inspiring a shared vision, team building, cross-cultural communication, motivation, and management. These are developed in an integrated program following a leadership model of discovery, analysis, shaping, organizing, mobilizing, inspiring and integrating. The ultimate goal is to equip Lions leaders with the vision and skills to enhance Lions humanitarian service efforts.

Senior Lions Leadership Institutes

The Senior Lions Leadership Institute focuses on building the skills of Lions leaders to prepare them for leadership responsibilities at zone, region and district levels. These institutes are offered in each constitutional area each year. Exact schedule, locations and applications are unique for each year and are posted on the association's Web site.

Faculty Development Institutes

The Faculty Development Institute is dedicated to the development and expansion of the pool of skilled Lions faculty. The curriculum focuses not only on presentation skills, but encompasses any of the skills and concepts that impact the quality of training delivery and ultimately the effectiveness of Lions Clubs International's leadership development programs. Instructors are Lions with finely tuned instructional skills and extensive experience as Lions facilitators. These institutes are offered in each constitutional area each year. Exact schedule and locations are announced each year and are posted on the association's Web site.

Multiple District MERL Chairpersons Seminars

The Leadership Division conducts MERL Chairpersons Seminars for multiple/single districts. All curriculum and corresponding materials are developed and produced by the Leadership Division. Membership, Extension, Retention & Leadership Chairpersons Seminars cycle through the association's seven constitutional areas every three years.

The purpose of the MERL Chairpersons Seminars is to build leadership skills among chairpersons of membership, extension, retention and leadership development committees. Through these seminars, chairpersons gain a better understanding of their responsibilities and duties, and have the opportunity to share their knowledge and expertise with other chairpersons. Participants receive resources and information that they may use in leadership development workshops at the district level to sharpen the leadership skills of other Lions.

Online Leadership Development

Lions Learning Center is an e-learning program, accessible via the Lions Clubs International website www.lionsclubs.org. E-learning enables Lions to take advantage of the primary benefits of online training: widespread, twenty-four hour access, and self-paced, self-driven learning.

Basic information about the Lions Clubs organization, its history, structure, protocol and programs are found in the All About Lions section of the Leadership Development section of the LCI website. These modules are also included on the resource CD included in the Club Officers Orientation Kit. If you have the ability to use a computer and LCD projector for your training, you will find these resources useful in training new Lions.

Lions Learning Center offers all Lions the opportunity to sharpen their knowledge of Lions fundamental and leadership skills. Course content is designed to meet the needs of the new Lion, who may require orientation support, as well as the longer-term Lion seeking information about the association. Information is presented in an informative, interactive format.

An excellent beginning for developing new leaders is the Introduction to Lions Leadership course. This course provides information about leaders of different types and gives the participant an assessment of their leadership style. A resource document in this course allows the Lion to assess their strengths and weaknesses and develop a plan for their learning and how to gain leadership experience and mentoring.

Other online courses focus on specific leadership skills-see course list on page 19.

Leadership Development Resources

A good resource for developing leadership skills is the ***Leadership Development Manual***. This booklet can be used in a class group or it can be used by a Lion to study independently.

Lions Leadership Resource Center

This area of the Lions Clubs International website has links to the Lions Learning Center interactive online courses, training materials to conduct training workshops, slide presentations for speakers, leadership development programs and other tools.

The training materials section includes an instructor guide, handouts and presentation slides for several topics, such as club officer orientation, time management, regional Lions Leadership Institute curriculum, volunteer management, and zone chairperson responsibilities.

The presentation section includes slides and speaker notes for several topics: including: all about Lions, art of recognition, developing leaders, LCI headquarters and lead and serve as past district governor.

The tips and tools section includes: LCI history, LCI fact sheet, LCI ethics and purposes, history quiz, icebreakers and energizers, Art of Recognition booklet, and Leader Network newsletters.

Funding Available for Training - Application required

Regional Lions Leadership Institutes

The Regional Lions Leadership Institute program is a grant program allowing multiple districts to apply for funding to support leadership training in their own multiple district. The Leadership Division provides specific guidelines to maximize the quality of Regional Lions Leadership Institutes. An amount up to US\$143 per participant is allowed per training seminar, up to a maximum of US\$10,000 and not to exceed 50% of the total institute cost.

Upon request, a comprehensive packet of material is mailed to each multiple district. This packet includes information regarding the Regional Lions Leadership Institute program, including the Regional Lions Leadership Institute Funding Application Form, planning guidelines, a sample schedule and a reimbursement Claim Summary Form.

Regional Lions Leadership Institute Funding Request applications are submitted to the Leadership Division of Lions Clubs International for consideration no later than April 30 of the previous fiscal year. Curriculum and planning direction is provided by LCI.

District Governors - Elect Training

Multiple districts conduct district governors-elect seminars to assist incoming district governors in understanding their responsibilities. The Leadership Division provides each multiple district with a curriculum and instructional materials designed to complement the curriculum of the District Governors-Elect Seminar conducted in conjunction with the International Convention.

District Leadership Development Chairpersons Training

Multiple districts conduct district leadership development committee chairpersons training to develop the skills of the district leadership development committee chairpersons and to enhance their understanding of their role and responsibilities in the district. The Leadership Division provides each multiple district with a curriculum.

Training Resources

Leadership Development

Member Orientation (LCI website)

- Overview
- Structure
- Badges & Emblems

Lions Learning Center courses (LCI website)

- Introduction to Lions Leadership
- Coaching
- Service Projects
- Goal Setting
- Delegation
- Meeting Management
- Public Relations
- Effective Teams
- Managing Change
- Providing Community Service
- Member Motivation
- Conflict Resolution
- Public Speaking
- Promoting Innovation
- Valuing Member Diversity

Leadership Development Manual LDSP 250

Art & Science of Training Lions LDSP 260

Leadership Division

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