



Lions Clubs International

GLOBAL LEADERSHIP TEAM

DISTRICT RESOURCE GUIDE



Welcome to the Global Leadership Team (GLT) of Lions Clubs International. By joining the GLT, you have accepted a position of great importance which will prove both exciting and rewarding.

This Resource Guide has been created to provide you with the information you will need to begin your new role. It contains not only information about the origins, structure and purpose of the GLT, but also ideas, tools and resources you can use as you develop new leaders, promote and support membership growth and service, and ultimately help your clubs and members be the best Lions they can be.

We encourage you to familiarize yourself with this Guide now, and use it as a resource during your term.

If you have questions about the information and resources, or if you have any questions or comments about the GLT, please contact us at glt@lionsclubs.org

Thank you for your dedication to quality leadership – we wish you much success!

GLT-D RESOURCE GUIDE

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Additional Resources:

- [Advanced Lions Leadership Institute \(ALLI\)](#)
- [Faculty Development Institute \(FDI\)](#)
- [Faculty Development Excellence Series \(FDES\)](#)
- [Emerging Lions Leadership Institute \(ELLI\)](#)
- [Global Leadership Team Funding Program](#)
- [Global Leadership Team Operating Budget](#)
- [Zone Chairperson Training](#)
- [Lions Learning Center Online Courses](#)
- [Leadership Development Recognition Program](#)
- [Club Officer Training and Orientation](#)
- [Member Orientation](#)
- [Mentoring Program](#)
- [Club Quality Initiative \(CEP\)](#)
- [Guiding Lion Program](#)
- [Your Club, Your Way](#)
- [Blueprint for a Stronger Club](#)
- [Club Health Assessment](#)
- [Club Health Assessment Action Strategies](#)



GLOBAL LEADERSHIP TEAM

Introduction

Background

Leadership is critical to the overall success of any organization. An effective leadership team will provide the vision, guidance and motivation necessary for Lions Clubs International to continue to fulfill its mission of providing quality, relevant service to the global community.

A primary focus of the association is increasing membership in existing clubs and creating new clubs. However, without a solid foundation based in effective leadership, this growth cannot be sustained and maximized. The Global Leadership Team directly addresses this idea. The GLT is intended to operate as a parallel mutually supportive specialized team with the Global Membership Team

The GLT provides for an enhanced focus on the identification, education, development, motivation and engagement of Lions leaders which is critical to the success of every LCI program and to the future vitality of the association as a whole.

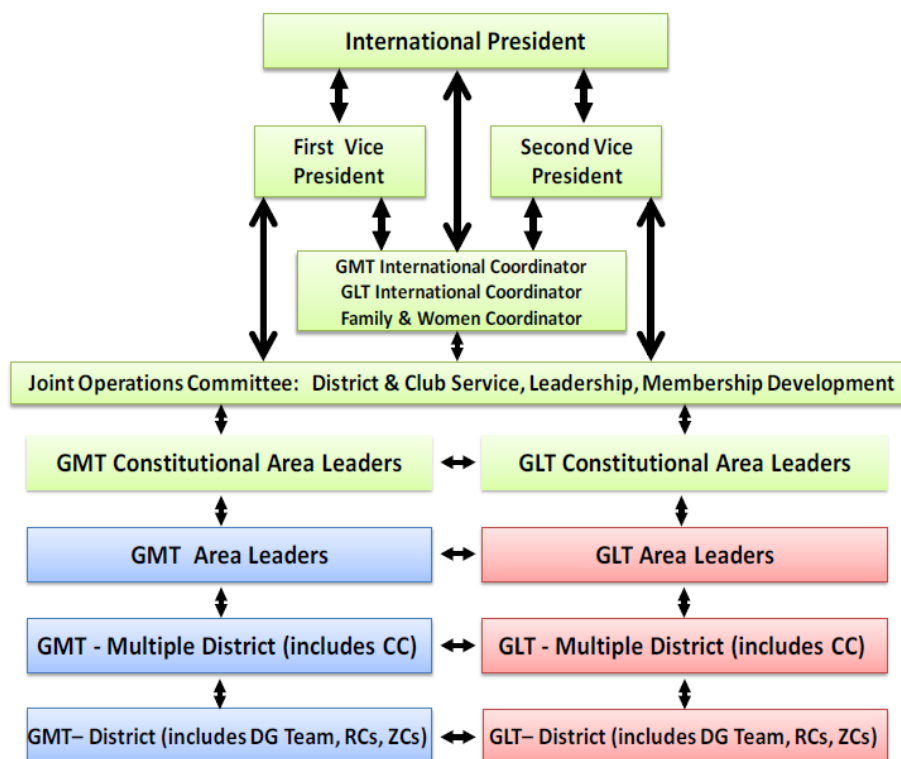
GLT Overview

The Global Leadership Team (GLT) provides the needed focus on active leadership development, affording Lions Clubs International a solid foundation upon which to build. The GLT encourages the identification and development of leaders at all levels of the association, while providing necessary information, guidance and motivation. The GLT structure, which encompasses representation at the multiple district and district levels and includes district governor teams, region chairpersons and zone chairpersons, provides a comprehensive global platform for developing more qualified leaders from the club level up, while encouraging regional training and development approaches to address local needs. Consistent, ongoing consultation and collaboration with the GMT is critical to both teams' impact.

The GLT allows for a concentrated emphasis on functional, operational training and education of leaders, coupled with motivational development, identification and effective recruiting of qualified leaders. This benefits the association as the ability for effective succession planning is enhanced and the pool of skilled Lions leaders is expanded.

Experienced, qualified Lions leaders who are familiar with the needs of local areas along with LCI's leadership development opportunities, and who are capable communicators and motivators, will enhance the GLT's impact at the most critical level – the individual Lions club. Building awareness of the need for capable leadership, identifying skilled potential leaders and promoting opportunities for leadership development at all levels of the association will expand the quality of LCI's leadership base.

GMT/GLT Structure



The entire GMT/GLT structure is designed to proactively support the health and vitality of Lions clubs around the world.

Structure

GLT/GMT Structure

The Global Membership Team and Global Leadership Team operate as parallel structures to encourage, membership growth and enhance leadership development. The two structures are coordinated at the international level by an Executive Council. The GMT/GLT Executive Council is led by the LCI International President, with the International First and Second Vice Presidents overseeing and providing guidance to the GMT and GLT respectively. Both the GMT and GLT are further supported by two International Coordinators, International Family and Women Coordinator and a Joint Operations Committee comprised of the chairpersons of the District and Club Service Committee, the Leadership Development Committee and the Membership Development Committee, of the International Board of Directors, along with and the respective constitutional area leaders.

The structure of the GLT generally mirrors that of the GMT. This will allow for effective collaboration, thorough assessment of training and leadership development needs, and satisfaction of those needs for each specific area. In certain areas, however, one qualified Lion will serve as both the GLT and GMT representative.

GLT Structure

The GLT consists of Lions leaders designated to serve specific constitutional or regional areas. GLT members are appointed for a three year term to allow for adequate analysis of area needs and development and implementation of appropriate programs. All GLT members are subject to annual review and confirmation of appointment or removal based on performance.

- **Executive Council:** The GMT/GLT Executive Council is comprised of:
 - International President as Chairperson
 - First International Vice President as GMT Liaison
 - Second International Vice President as GLT Liaison
 - Chairpersons of the District and Club Services Committee, the Leadership Development Committee, and the Membership Development Committee
 - GLT International Coordinator
 - GMT International Coordinator
 - International Family and Women Coordinator
 - LCI Executive Administrator

- **GLT International Coordinator:** The GLT International Coordinator is an appointed member of the GMT/GLT Executive Council, serving as the operational contact between the Second Vice President and the GLT worldwide structure. The GLT International Coordinator reports to the executive officers, supports GLT constitutional area leaders, assesses and prioritizes area needs, encourages GLT area leaders and advisors, and represents the GLT at various meetings and events worldwide. He/she works in collaboration with LCI's Leadership LCI's Leadership Development Division to encourage achievement of GLT goals and objectives. The GLT International Coordinator is appointed by the International President, in consultation with the First Vice President and Second Vice President and area leadership for a three year term, subject to annual review and confirmation of appointment or removal based on performance.

- **GLT Constitutional Area Leaders:** Up to 11 Constitutional Area Leaders worldwide each for the GMT and GLT, including a minimum of one for each constitutional area. Up to two each for the United States of America, Its Affiliates, Bermuda and the Bahamas, up to three each for the Orient and Southeast Asia, and one each for the continent of Africa, may be appointed, given the large size and unique needs of these areas. In specific areas, one qualified Lion may serve as both the GLT and GMT representative. GLT Constitutional Area Leaders are appointed by the International President, in consultation with the First Vice President and Second Vice President and area leadership for a three year term, subject to annual review and confirmation of appointment or removal based on performance.

- **GLT Area Leaders:** Approximately 41 GLT Area Leaders worldwide. GLT has the same number of Area Leaders assigned to the same territory structure as their GMT counterparts. In specific areas, one qualified Lion may serve as both the GLT and GMT representative. Special Area Advisors may be added to support leadership efforts in remote or unique geographic regions. The Area Leaders representing both the GLT and GMT interact continuously to effectively address area needs. GLT Area Leaders are appointed by the International President, in consultation with the First and Second Vice Presidents and Constitutional Area Leaders.

- **GLT – MD:** Each multiple district assigned to a GMT/GLT area or special area comprised of 2 or more multiple districts has a GLT (GLT-MD), comprised of a GLT-MD Coordinator, the Council Chairperson, and up to three additional qualified Lions with expertise in leadership development. GLT Multiple District Coordinators are appointed in consultation with the GLT Area Leader and Council Chairperson. Multiple districts assigned to a GMT/GLT area or special area comprised of less than 2 multiple district do not have a multiple district GLT coordinator. In this case, the respective GLT area leader or special area advisor will fulfill related responsibilities at the multiple district level. The GLT-MD works in a cooperative manner with the GMT-MD.
- **GLT - District:** Each district has a GLT (GLT-D) comprised of a District GLT Coordinator, the District Governor Team chairpersons and zone chairpersons. Other qualified Lions may be added as necessary. GLT District Coordinators and other team members are appointed by District Governor, in consultation with the GLT Area Leader, GLT Multiple District Coordinator (where applicable) and First and Second Vice District Governors. The GLT-D works in cooperation with the GMT-D (DG Teams are core members of both GLT and GMT at the district level).

Goals, Objectives and Responsibilities

While the GLT is comprised of several levels of leadership, the goals and objectives remain consistent throughout:

- Identify and develop new Lions leaders at all levels
- Improve the relevance and effectiveness of LCI training and development programs by assessing leadership development needs and identifying resources to meet those needs
- Expand training at all levels of the association
- Customize training and development opportunities to accommodate regional and local needs
- Share best practices among areas
- Promote implementation of new training tools
- Encourage leadership opportunities for trained Lions.
- Enhance Lions' understanding of the critical value of quality leadership

Specific responsibilities for each GLT level include:

GLT International Coordinator

Responsibilities

- Enhance awareness and understanding of the need for leadership development, and success at all levels of the association.
- Support and motivate GLT constitutional area leaders
- Participate in GLT constitutional area meetings to identify needs, strategize, inform, encourage and promote leadership programs, tools and resources
- Assess and prioritize area needs based on input from GLT constitutional area leaders; collaborate with Leadership Development Division to meet needs
- Ensure submission of GLT constitutional area quarterly reports
- Support implementation of leadership development and reporting plans for each constitutional area
- Encourage GLT area leaders to support multiple districts, districts and clubs in attainment of leadership goals
- Advise the Second Vice President on leadership development needs and progress in each of the

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- constitutional areas based on the submitted quarterly reports of the GLT constitutional area leaders
 - Advise the Leadership Development Committee of International Board of Directors on leadership development needs and progress in each of the constitutional areas; participate in one board meeting per year, presenting GLT status
 - Evaluate performance of GLT constitutional area leaders, provide reappointment/replacement recommendations to Executive Officers, and the Leadership Development Division
 - Conduct and participate in webinars to facilitate status reporting, provide information and encourage focused action
 - Represent GLT at forums, conventions and other events (minimum of 3 area forums per year including his/her own area forum)
 - Support mediation of multiple district and district GLT coordinator position appointments where conflicts exist and where GLT area leadership needs assistance
 - Identify and encourage potential Lions leaders based on aptitude, experience and interest
 - Collaborate with Leadership Development Division to maximize the impact of GLT

GLT Constitutional Area Leaders

Responsibilities

- Supervise, support and motivate GLT Area Leaders
- Ensures leadership training and development is emphasized at Area Forums
- Enhances awareness and understanding of the need for quality leadership at all levels of the association
- Assesses constitutional area needs based on input from GLT Area Leaders
- Advises Executive Council and Leadership Development Division on leadership development needs and progress
- Represent GLT at Area Forum and other events
- Submit required reports on a timely basis
- Collaborates with GMT counterpart to identify needs and ensure suitability of training opportunities
- Identifies and encourages high potential leaders based on aptitude, experience and interest

GLT Area Leaders/Special Area Advisors

Responsibilities

- Supervise, support and motivate GLT-Multiple District and Single Districts.
- Assesses area needs based on input from GLT multiple district/district teams
- Develops a training and leadership development plan to address the needs of the area with the goal of effectively identifying and developing Lions leaders, while supporting membership growth efforts
- Ensures leadership training and development is encouraged throughout area
- Represent GLT at area events
- Submit required reports on a timely basis
- Enhances awareness and understanding of the need for quality leadership at all levels of the association
- Advises Constitutional Area Leader (or Area Leader if a Special Area Advisor) and Leadership Development Division on training and leadership development needs and progress
- Collaborates with GMT counterpart to identify needs and ensure suitability of training opportunities
- Identify and encourages potential leaders based on aptitude, experience and interest; recommend qualified candidates for Lions Leadership Institutes and Faculty Development Institutes, encourages

- graduates' active involvement in leadership responsibilities
- Monitors effectiveness of regional training programs
- Provides curriculum feedback to Leadership Development Division
- Supports DGE Seminar Group Leaders in pre-seminar preparation of DGEs; ensures timely and effective training of DGEs in all assigned multiple and single districts
- Follow up on progress toward leadership development goals and implementation of district action plans developed by DGEs
- Present facilitator-lead and web-based training in coordination with Leadership Development Division

GLT- Multiple District: GLT Multiple District Coordinator

Responsibilities

- Support and motivate GLT-District
- Assesses training and leadership needs in multiple district; communicates needs to Area Leader
- Establishes training and development plan for multiple district with guidance from Area Leader
- Organizes and promotes training at multiple district conferences and conventions
- Collaborates with GMT counterpart to identify needs and ensure suitability of training opportunities
- Educates Lions in multiple district on and encourages use of LCI leadership development programs, tools and resources
- Organizes first and second vice district governor training
- Support progress toward leadership development goals and implementation of district action plans developed by DGEs
- Evaluates training and development programs in multiple district and provides feedback to Area Leader and Leadership Development Division
- Submit required reports on a timely basis
- Identifies and encourages potential leaders based on aptitude, experience and interest; recommends qualified candidates for Lions Leadership Institutes and Faculty Development Institutes, encourages graduates' active involvement in leadership responsibilities
- Ensures leadership training and development is emphasized throughout the multiple district
- Enhances awareness and understanding of the need for quality leadership at all levels of the association

GLT-District: GLT District Coordinator

Responsibilities

- Support and motivate zone and club leadership
- Assesses training and leadership needs in district; communicates needs to District
- Establishes training and development plan for district in collaboration with fellow members of the GLT-D and with guidance from GLT-MD or GLT Area Leader if appropriate.
- Organizes and promotes training at district conferences and conventions
- Collaborates with GMT counterpart to identify needs and ensure suitability of training opportunities
- Educates Lions in district on and encourages use of LCI leadership development programs, tools and resources
- Organizes zone chairperson training and club officers training
- Organizes Certified Guiding Lion training; supports and advises CGLs
- Organizes Club Quality Initiative (CEP) workshops
- Ensures new member orientation is effectively implemented



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- Evaluates training and development programs in district and provides feedback to GLT-Multiple District or GLT Area Leader, if appropriate and Leadership Development Division
 - Submit required reports on a time basis
 - Identify and encourages potential leaders based on aptitude, experience and interest; recommends qualified candidates for further development; encourages involvement with Lions Mentoring Program
 - Identify community leaders to join Lions – refers to GMT for follow up
 - Ensures leadership training and development is emphasized throughout the district
 - Enhances awareness and understanding of the need for quality leadership at all levels of the association



Collaboration: GMT & GLT

Membership growth is important if Lions Clubs International is to meet the ever increasing needs of our communities. An effective leadership team offers our members critical information, guidance and motivation to provide quality, relevant service.

Both membership growth and leadership are vitally important to our continued ability as Lions to provide needed community service in an effort to fulfill our mission, We Serve. This is the reason behind the establishment of the Global Membership Team (GMT) and the Global Leadership Team (GLT).

Together, these two teams have three basic goals:

- Continued membership growth
- Improved club success
- Enhanced leadership quality

While the GMT and GLT are two independent parallel teams, the positive impact of each will only be maximized through a collaborative effort.

Collaboration ensures more effective use of individual talents. No individual Lion possesses all of the knowledge, skills and experience required to increase our membership base and improve the quality of our leadership alone. By working together, the effectiveness of the GMT and GLT can be maximized as we take advantage of the special knowledge and skill set each represents.

Collaboration is a source of stimulation and creativity. Open, consistent communication and sharing of challenges, opportunities and ideas can generate new insight or perspectives that an individual would not have discovered. The GMT and GLT can assist each other in developing the most effective plans to tackle challenges and address issues.

Collaboration supports the achievement of goals in a more timely manner. By the GMT and GLT communicating their specific objectives to each other, each, while focusing on their own responsibilities, can supplement the efforts of the other. The result can be attainment of goals in a shorter time frame.

The GMT is responsible for membership development through new members and new clubs and encouraging club success to improve retention. The GLT seeks out potential new Lions leaders and encourages their development, while making efforts to enhance the quality of our leadership to maximize performance and our organization's success through the delivery of relevant training and development programs. Through effective collaboration, the overall impact of the two working together will be greater than the sum of its parts.



Communications

Communication is not just important, it is necessary if the GLT is to succeed. With the emphasis on teamwork and collaboration, accomplishment of GLT goals requires interaction among a variety of Lions.

The most effective GLT members will exchange information related to goals, action plans and specific tasks including what is to be done, how it is to be done, who will do it, what resources are required, established timelines, etc. GLT efforts made without effective communication are likely to fall short of their objectives.

At the district level, GLT members, including the district governor, first vice district governor, second vice district governor, GLT-D Coordinator, region and zone chairpersons and others who comprise the GLT-D, should communicate regularly to ensure all team members remain focused on the achievement of the GLT-D goals, which they collectively established, and are fully supportive and dedicated to carrying out the action plan they developed. Team discussions can occur in person, over the telephone, or online, as determined by team members. Whatever the method, this regular communication must take place for the benefit of the team and the district.

The GLT-D Coordinator communicates with the GLT-MD Coordinator, or, in the case of a single district, the GLT Area Leader. The method and frequency of this communication will be determined by your GLT-MD, GLT Area Leader or Special Area Advisor (a GLT District Quarterly Report is available). This exchange of information is critical to maintaining a current knowledge of training and development priorities, tools and resources. The GLT-MD and/or Area Leader can provide guidance, help to sort out challenges and identify options for meeting those challenges, and share best practices successfully employed in other areas. A wide range of topics should be addressed, some of which include:

- GLT-D goals, and in turn, GLT-MD district goals, (they should relate)
- GLT-D and GLT-MD action plans
- Progress reporting (Quarterly Report forms are available for this purpose)
- Training and development program and resource information for use in districts
- Training and development program and resource information to encourage enhancement of GLT-D's skills
- Specific challenges and opportunities
- GLT best practices exchange
- Motivation and inspiration

Your GLT Area Leaders are responsible for reporting progress to your GLT Constitutional Area Leader and to LCI, so it is important to consistently share what the GLT is doing, what the impact is, and what obstacles you need to overcome. In this way, the GLT and LCI can collaborate to provide the tools and resources necessary to meet the needs of each area – all in an effort to improve the overall quality of Lions leadership so that we can continue to effectively provide needed service to our communities.

Please submit reports based on the following due dates:

- GLT-D Coordinator to GLT-MD Coordinator: October 9th, January 2nd, April 2nd, and June 1st
- GLT-MD Coordinator to GLT Area Leader: October 14th, January 7th, April 7th and June 7th
- GLT Area Leader to GLT Constitutional Area Leader and Leadership Development Division: October 19th, January 12th, April 12th and June 12th
- GLT Constitutional Area Leader to GLT International Coordinator and Leadership Development Division: October 22th, January 15th, April 15th and June 15th



Of course, your communication must not be limited to just those reflected above. As collaboration with the GMT is critical, your GMT counterparts should be included in your communications circle. Other Lions including past leaders, current leaders and members at all levels can also share valuable input to assist your GLT efforts. Maintaining open communication will ensure you can take advantage of every opportunity to promote excellence in leadership – we never know from where the next great idea will come.

Identifying Leaders

There are many characteristics of effective Lions leadership. An extensive knowledge of Lionism, enthusiasm, commitment, team spirit, finely tuned delegation and dispute management skills, dedication to service, the list can go on and on. The following are five crucial factors that should be learned by anyone who wishes to become a great leader. Look for these key characteristics when making efforts to identify good potential Lion leaders during your various training seminars, workshops, meetings and other visits:

Empathy: an understanding and identification with another person's feelings, situation and goals. Showing empathy even in difficult situations will earn respect among followers. In the event of a conflict, a good leader will be able to empathize with both sides, while being able to negotiate an amicable solution. Teams work much more effectively when the leader shows some empathy.

Determination: a strong resolve, never wavering in spite of obstacles. Together with a positive attitude, this can turn around what might appear to be an impossible situation, enabling others to see the brighter picture and carry on with the task at hand, keeping the end result in mind.

Detachment: the ability to detach from a situation and analyze it without bias. The effective leader is calm and composed in the face of uncertainty. This stability provides a sense of character and offers some peace of mind to others who may be mindlessly caught up in that turmoil. It allows the team to move forward.

Excellent communication skills: an effective leader must be comfortable running meetings, facilitating productive discussions and making presentations. His or her presentation skills must be excellent and able to convey accurately the essence of the subject at hand and be able to address any ambiguities before they come up.

Resourceful: enough to find the information and support that are needed. Not every leader will have an intimate knowledge of every subject, but he/she will be able to turn to others who may know more and gather resources as required.

As members of the GLT, seek out Lions demonstrating these characteristics, and encourage their development. Once a potential leader has been identified, the Lions Leadership Profile tool can be of assistance in determining individual development needs and related action steps, and in tracking progress.

Remember, these characteristics can be learned by anyone, potential and current leaders, through ongoing effort and practice.

Leadership and learning are indispensable to each other.

John F. Kennedy



Assessing Needs & Developing Your Plan

We understand the global nature of Lionism, but we are also aware that each area faces different challenges and offers different opportunities. Whether we meet those challenges and take advantage of those opportunities largely rests on the strength of our leadership. No organization can mobilize its efforts effectively without leaders who can motivate and support, so it is crucial that we focus on leadership development that meets individual area needs.

An important element of the GLT structure is that it affords the opportunity for each district, multiple district, and constitutional area to approach leadership development in response to its own unique needs. The process of identifying those needs, and subsequently organizing and delivering training and resources to meet those needs, begins with the use of a leadership needs assessment.

A needs assessment is a critical analysis of the current situation to determine whether a gap exists between where we are and where we want to be. When properly implemented, a leadership needs assessment can be the basis for creating your leadership development plan with specific details for the use of current training resources and for the development of new resources necessary to ensure that our association continues to produce quality leaders.

As part of the GLT program, assessments are to be completed at the district and multiple district levels. Both are designed to determine the existence or absence and the frequency of specific leadership development initiatives, to quantify the number of clubs and individual members involved in leadership programs/conventions/forums, to identify qualified Lions trainers for current and future facilitation, and to verify the existence of a district or multiple district leadership development plan.

The District Leadership Assessment is to be completed by the District GLT Coordinator and should be discussed with GLT-D members, including the district governor team, in consultation with zone chairpersons. The completed District Leadership Assessment should be shared with the GLT-MD Coordinator, or GLT Area Leader, in the case of single districts.

At least one needs assessment should be completed in each district and multiple district annually. A district leadership assessment tool is available for your use.

Satisfying Needs

The intended outcome of the district and multiple district assessments is the development of a leadership development plan to ensure the continuation of effective programs currently in use and the introduction of additional programs that may be currently absent or lacking in effectiveness. This plan may be a combination of specific programs as well as a strategy to encourage self-development.

Your district leadership development plan might focus on:

- zone and club level training
- member orientation at all clubs
- Guiding Lion training to ensure sufficient trained Lions to support new clubs promotion of the online Leadership Resource Center



All leadership development plans should include specific planning guidelines including topic, audience, and purpose. An important thing to remember is that no two plans need be alike. All situations are unique, and it is the responsibility of the GLT to create a leadership development plan that satisfies the needs and builds on the opportunities of the Lions in your area.

To support your planning efforts, a template of a District Leadership Development Plan is available from LCI.

Good planning always costs less than good reacting.

Wayne Schmidt



Leadership Development Programs & Resources

Once you have developed your leadership plan, you will need to assemble the related resources. LCI offers a variety of programs and tools that can be helpful as you implement your plan. Many of the tools can be easily adapted to satisfy the specific needs of your area.

As GLT-D Coordinator, you should become familiar with other local training resources including multiple district, district and club initiatives. Expand your collection of leadership development resources by exchanging ideas with others, including fellow GLT members and GMT members. By doing so, you will be better prepared to address new training needs promptly.

Basic information related to key training and leadership development programs and tools can be found on the LCI website. These include:

- Advanced Lions Leadership Institutes (ALLI)
- Faculty Development Institutes (FDI)
- Faculty Development Excellence Series
- Emerging Lions Leadership Institutes (ELLI)
- Lions Learning Center Online Courses
- Club Officer Orientation Program Resources
- Member Orientation
- Mentoring Program
- Zone Chairperson Training + Zone Chairperson Manual
- Club Officer Training and Orientation + Club Officers Team Manual

Additional resources are available to support your training and development efforts. Please visit the [Leadership Resource Center](#) for detailed information and curriculum materials.

The responsibility of the GLT is to enhance the quality of Lions leaders at all levels of our association in an effort to promote healthy clubs, increase member satisfaction, and ultimately, expand our capacity to provide relevant, needed service in our communities. Lion's leaders must work to support our clubs in order to accomplish this objective.

Planning a Training Workshop

To ensure relevance, your training efforts should begin with a needs assessment. All training and development programs must be designed to meet the specific needs identified during that assessment.

Once you have determined a training workshop is required to satisfy a need or needs, it is time to plan the workshop including determining the workshop agenda (include topics from your needs assessment), determining the schedule and individual session durations, identifying an appropriate venue, and deciding on classroom arrangements, and breaks and meals. To maximize your success, secure only the most qualified faculty and don't forget to promote your workshop to your target audience well in advance.

Program Based on your assessment, plan your workshop content to include those topics and issues that will satisfy the identified needs. A variety of downloadable instructional materials including manuals, handouts and PowerPoint presentations are available online in the [Leadership Resource Center](#). You can easily modify these materials to suit your area.

Share your workshop topics with other members of the GLT and other Lions. They may have access to additional resources you could build your curriculum upon.

Duration Consider the duration of your workshop. Based on the topics you need to include, determine how long the workshop will last. Give consideration to refreshment breaks and meals along with the time your potential participants have available. It may be necessary to break your training into several components that could be delivered on different days.

For example, for Club Officer Training, you might plan for one full day of training devoted to each office (President, Secretary, and Treasurer). Another approach could be to combine all of the training on one day, offering simultaneous training for each of the three offices with different instructors in different classrooms. Or, consider offering the training over three weekends, covering select topics on each weekend.

Date and time considerations should be compatible for all who need to attend. Consider work schedules and holidays before choosing the date.

Faculty Selection Your selection of faculty will have significant impact on the overall effectiveness of your workshop. For more information, please refer to [Selecting a Training Facilitator](#) (pages 24).

- Budget** Determine your total anticipated costs and sources of funding. Of primary consideration are:
- Participants – how many participants do you anticipate? What participant expenses will you pay? Will each participant be assessed a fee to attend?
 - Faculty – how many faculty are required? What related expenses will you pay?
 - Meeting rooms – what are the room charges for all necessary meeting rooms (will additional meeting rooms be necessary for breakout sessions)?
 - Sleeping rooms - will there be a need for overnight stay for any of the faculty and/or participants? Can they share a room? What is the charge per sleeping room?
 - Food & beverage – will you provide refreshments during breaks and meals during the workshop? If so, what costs will be incurred (include gratuities)?
 - Audio/Visual requirements – will you need to rent LCD projector(s), screen(s), computer(s), microphones/audio system(s), etc.? Is photocopying and scanning available onsite during your workshop for a charge?
 - Materials and supplies needed – what costs will be related to needed flip charts, flip chart markers, pens/pencils, name tags, certificates, masking tape, handouts, binders, other office supply items, etc.?

It is advisable to discuss your needs with your GLT and with other Lions, as many may have access to needed equipment, refreshments, supplies, etc., at no charge.

Venue – Location of Training Selection of an appropriate training facility is also very important. While your participants may not be aware of the effort put into making their room functional, comfortable, their meals tasty or the overall package conducive to training, they will remember the absence of some of these elements.

Contact various venues based on your requirements. Ask for gratis training rooms in schools, churches, civic or government buildings or college dormitories. Several aspects to consider include:

- Central area – is the location of the venue easily accessible by participants?
- Meeting rooms - is there enough space to accommodate your training goals, number of participants, program content and visuals/instructional aids/materials?
- Technical needs – can the venue provide the computers, LCD projectors, screens, microphones, podiums, etc., that you require? Are there enough accessible electrical outlets for AV equipment?
- Food & beverage – are their onsite services to provide meals and refreshments?
- Reputation - does the facility have a good reputation regarding cooperative staff and discount prices for service organizations?
- Environment - can items be posted or taped to the walls? Is the ventilation and lighting adequate for the size of the meeting room?
- Staffing – will a staff person be assigned to your workshop to provide prompt assistance?
- Special needs – can the venue accommodate faculty or participants with special needs?

Cost – can the venue work within your budget?

Promotion

Don't ever assume that a routine notice of a workshop will draw a Lion to attend. Promoting a workshop should adhere to the same marketing principles that apply to any "product". Those principles include:

- Know your target participants the more you know about your participants and their training needs, the more you can appeal to his/her reason and desire to attend your workshop.
- Know the benefits of what you are offering - the fact that your participants are Lions and your workshop is about Lionism are not compelling reasons alone for a Lion to invest his/her time to attend. Since you have completed a needs assessment, you know the benefits of your workshop and can share that information to promote attendance.
- Develop an effective promotional message - your invitation or promotion should include a compelling reason why a Lion should attend the workshop along with the workshop agenda and an overview of what a participant can expect.
- Disseminate your promotion – determine the best method of dissemination and distribute information about your workshop to your target audience at least three weeks prior to the event; if the invitation is sent too early, recipients may tend to forget about it; if it is sent too late, they may have already committed themselves to another function. A reminder one week prior to the workshop is also advised.

You may also want to promote your workshop to Lions leaders in the area, including your GMT counterparts.

Evaluations

No training event is complete without an evaluation and your workshop is no different. Participant and faculty feedback will provide valuable guidance as you develop additional training workshops. Specific areas of interest for your evaluation tools might include:

- What knowledge did the participants learn?
- How will participants use what they learned to help their club or district?
- Did the participants find the materials helpful?
- Did participants feel the instructors were effective?
- What suggestions can participants offer to enhance future workshops?
- What suggestions can instructors offer to enhance future workshops?

While organizing a training workshop may at first appear to be very complicated, it is a very logical process. The time and effort you invest in defining your specific requirements and investigating options will result in an effective, well-planned, well-attended workshop.

Effective Lions Training Facilitation

Truly effective training facilitators are not just experts on the topic they are exploring. They are also aware of certain factors that impact learning, and they know how to employ techniques to address these factors and maximize success. Among the things that all effective Lions facilitators must understand is that:

- Adult learners possess a set of characteristics that, if ignored, can have a negative effect on their training
- Learning is most effective and enjoyed when it is learner-focused rather than instructor-focused
- Lions will participate and learn more in a friendly, stress-free environment

Characteristics of Adult Learners

When working with adults in a training environment, keep these characteristics and suggestions in mind. Adult learners are:

Self-directed	<ul style="list-style-type: none"> • Learn when they feel a need to learn • Motivation is usually not a problem when the information is perceived as important
Now-oriented	<ul style="list-style-type: none"> • See the immediate payoff in the learning • Have little interest in knowledge or skills that may or may not be useful in the future
Learn by doing and participating	<ul style="list-style-type: none"> • Prefer to be actively involved in our learning • Require realistic problem-solving and feedback
Seek out experts	<ul style="list-style-type: none"> • Learn best when the instructor is seen as knowledgeable • Look to alternative sources of knowledge
Influenced by their own values and experiences	<ul style="list-style-type: none"> • Bring their own experiences to the learning situation • Benefit from the experiences of others in the group
Learn best in an informal environment	<ul style="list-style-type: none"> • Learn better when sharing with others • Succeed when the environment is casual and stress free
Want feedback	<ul style="list-style-type: none"> • Are interested in results • Need to know when and how to modify performance
Learn at different rates	<ul style="list-style-type: none"> • Background, experience, education, and age affect the rate of learning
Want to know what is expected of them	<ul style="list-style-type: none"> • Want to know what is expected and how to get there
Have different learning styles	<ul style="list-style-type: none"> • May require a variety of instructional strategies to achieve learning goals

Interactivity

Lecture has a place in adult learning, and skills in presentation are very important for any facilitator. No less important is the ability to involve students actively in the learning process. Implementing group activity is a way to move the focus of training from the instructor to the learner. Some useful forms of group activity are:

Case studies	Narrative descriptions of real or simulated situations that can provide practice in a controlled setting
Panel discussions	Small group activities in which panel members interact and share opinions on a topic and consider a number of points of view
Brainstorming sessions	Involve groups generating as many ideas on a topic as quickly as possible without immediate regard to discussion or evaluation
Role plays	Involve participants acting out various scenarios related to the subject matter being studied and how to appropriately deal with the situations with which they are confronted
Learning Games	Participants are involved in a contest with a set of rules imposed, providing practice and evaluating progress in a way that can motivate and add interest
Small group discussion	An open exchange of ideas between members of a relatively small group on a specific topic to express, clarify and share their knowledge, opinions and feelings in a safer environment than the large group discussion

Ice Breakers & Energizers

Ice breakers are opening activities that allow participants to become acquainted with each other and comfortable working together. They can help create a group dynamic of teamwork and sharing.

Energizers are activities that can be used during the day to recharge the group after lunch or late in the afternoon when your learners' energy level is decreasing.

A variety of icebreakers and energizers you can use can be found in the Leadership Resource Center.

Selecting a Training Facilitator

It is the responsibility of the GLT-D coordinator, in collaboration with other members of the GLT-D, to assess training and leadership needs, establish a training and development plan, and organize and promote training events. An important task in the organization of training is the selection of training facilitators.

While there are no rules for how to go about locating facilitators, and no perfect checklist for evaluating potential facilitators' skills, there are some suggestions and guidelines that might make the identification and selection process a little easier.

Where do I look?

Every situation is unique, but it is likely that your district has a number of Lions who have been successful facilitators and also a number of dedicated Lions who would like to become facilitators. Here are some suggestions for implementing your own "facilitator search":

- Consider current and past Lions leaders. There may be a number of Lions in your district who are experienced leaders at the district, multiple district, or even international level. These Lions can bring a wealth of knowledge to training other Lions and many of them may have been involved in training in the past
- Look for Lions who have already facilitated Lions training. If you are able to review records or evaluations of past training, or if you communicate with Lions who have recently been involved in club or zone training, you may find Lions who are highly recommended
- Seek out Lions who have professional training experience. If you know of Lions who have delivered training in their careers, contact them to determine their interest in learning more about Lions training
- Look to graduates of the Lions Faculty Development Institute. There may be Lions in your district who have received formal training in facilitation skills through the FDI and are eager to be given the opportunity to use their skills

What do I look for?

Effective facilitators are more than lecturers who deliver knowledge to a passive audience. Facilitation involves actively involving people in their learning and giving them the opportunity to discuss, share, and practice. Some of the characteristics you might look for in a prospective facilitator (and discuss with if possible) include:

- Presentation skills – the ability to speak clearly and deliver a message in a way that is interesting and relevant to the audience
- Technical skills – Audio visual aids are useful tools in training at all levels. Look for facilitators who can create and use slide presentations and relevant and clear handouts
- Interactivity – A good facilitator welcomes questions and comments and engages learners in discussions, activities, and other group learning techniques
- Empathy – Good training is as much listening as it is speaking. Good facilitators listen to their audience to better understand and react to their needs
- Knowledge – There is no substitute for knowledge. Adults seek out experts, so your facilitators should understand their topics whether they be membership programs, leadership skills, or club officer reporting requirements

Consider a Faculty Development Institute Graduate

A final performance requirement for all FDI participants is the facilitation of a training event to be completed within 6 months of the institute date. We encourage you to support these Lions in completing this requirement by assisting them in identifying training opportunities within your district.

Webinars

What is a Webinar?

A webinar is similar to a classroom-based training session; however, participants join in remotely via computer. Webinars typically last 60 minutes and include one or two facilitators who present material to the participants. Participants can interact by answering polling questions and typing in questions and answers, as well as contributing verbally via computer speakers and microphone.

A webinar's success not only depends on the facilitators, it also depends on the support people working behind the scenes. Typically a "host" schedules the webinar, introduces the facilitators and agenda, and wraps up the webinar at the end of the session. There may also be an assistant working to handle any technical difficulties and answer questions typed in by participants during the webinar.

When can/should a Webinar be used?

Webinars are effective for bringing Lions together with no travel expense or inconvenience. A webinar can be useful in establishing a connection with your target group and sharing information or exchanging ideas. It can be conducted at anytime and anywhere with participants in any geographic location because everyone participates at their own computer. As GLT-D Coordinator, you may be invited to participate in GLT-related webinars for communication with zone chairpersons or other leaders in the District.

Webinars allow facilitators to successfully reach a larger audience over a short period of time in order to provide necessary training. A webinar can be used when conducting an in person classroom training session is not possible or can be used as a component of classroom training. Conducting a webinar is an excellent way to introduce new topics/material, conduct refresher training, or follow up on previous training.

Necessary Equipment

Hosting a Webinar requires the use of a webinar vendor/provider. Two such providers are *GoToWebinar* and *WebEx*. This software allows hosts to schedule and organize webinars. In addition, both facilitators and participants need to have certain equipment, including a computer with an internet connection and audio capabilities.

Preparation/Planning

Once you have developed your objectives for the webinar, the next step is to determine dates and times that are convenient for most of your intended participants. Often, webinars are offered more than once to accommodate a variety of participants. Once these factors have been determined, your webinar can be scheduled using your provider's software.

Promotion/Invitations

Promoting the webinar is extremely important in gaining audience participation. This can be done via email, word of mouth, and even through social networking sites like Facebook. Once a webinar is scheduled, the host can send emails containing a link to register directly from the webinar provider.

Presentation Development

Even more important than the administrative tasks for scheduling a webinar is developing the content for the session. PowerPoint is an effective tool to use in order to present your training material and promote discussion. It is important to share the objectives for the webinar so participants know how they will benefit from participation.

Knowing your audience is valuable in designing your presentation because you can customize the content to suit your participants. Training material should be relevant to participants to fully engage them; they should see how the material can have an immediate impact. By creating strong examples and thought provoking questions about the material, participants will grasp the content and be able to apply what they learned during the webinar.

Pre-Webinar Participant Resources

It is important to prepare participants for a webinar by communicating what the topic is, your objectives, and any documents they will need to participate. This is typically done via email. It may also be helpful to create a workbook or handout for participants to take notes during the webinar. In addition to sending these materials, it is wise to send webinar login instructions.

Visual Tips

Being a webinar facilitator allows you to share your computer screen with participants, thus showing the content and PowerPoint slides. Keep in mind that the text on your slides should be kept to a minimum, serving as a guide and a reinforcement of your main talking points. It is also a good idea to include visual elements such as pictures to ensure the presentation appeals to the varied participant learning styles.

Facilitation Tips

To be an effective webinar facilitator one needs to be very comfortable using the software, so investing your time into practice sessions prior to the webinar is key. Facilitators must be the topic experts and should prepare the same way they would for classroom training. During a webinar, besides ensuring he/she is in a quiet environment, each facilitator must speak at a good volume and convey their enthusiasm for the topic in their voice. The most effective webinar facilitators engage their participants by using stories to illustrate important ideas, asking participants to share examples, and using polling and discussion questions to increase audience participation. Just as you would for a classroom training session, practicing your delivery of the content is very important, and allows you to determine proper timing.

Evaluation

An important step in any training session is evaluating its effectiveness. Including a short survey at the end of the webinar allows participants to provide feedback on the session. This will be valuable to facilitators in planning future webinar content, organization and facilitation.

To learn more about webinars, how to participate, and the 2016-2017 schedule, please visit the Leadership Webinar web page located on the Lions Clubs International web site.

Leadership Development Webinars



Recommended DISTRICT Level Training

It is recommended that the GLT-District coordinator organize and/or facilitate training for club officers, zone chairpersons, and others. The training should adapt LCI materials to effectively suit local needs. Available resources include:

- Club Officer Training and Orientation – A training resource package including an instructor guide, training materials and presentation slides to design your district training for club officers.
- Zone Chairperson Training – An independent module focused on the responsibilities, challenges and resources of the zone chairperson position.
- Certified Guiding Lion – Club Guiding Lions are encouraged to take the Certified Guiding Lion course to receive training in new club support. The course may be taken individually or facilitated by an instructor.
- Lions Mentoring Program – There are two levels of courses in the Lions Mentoring Program: the Lions Basic Mentoring level and the Lions Advanced Mentoring level. Each level is designed to assist in the sharing of information between the mentor and the mentee.
- Leadership Skills – There are a number of online e-learning courses located in our Lions Learning Center. Specific courses recommended for district level training include:
Leadership, Setting Goals, Meeting Management, Creativity, Effective Public Speaking, Valuing Member Diversity, Delegation, Coaching, Conflict Resolution, Promoting Innovation, Providing Community Service, Public Relations, Decision Making, Managing Change, and Effective Teams.

A variety of development opportunities for multiple district level training are available through district and multiple district conventions, area forums, LCI targeted Leadership Webinars and the Regional Lions Leadership Institute (RLLI) program. The Advanced Lions Leadership Institute (ALLI) offer a development opportunity for those members who have successfully complete a term as club president and the Emerging Lions Leadership Institute (ELLI) offer a development opportunity for those who have successfully served on a club committee and who have not yet attained the level of club president.

Recommended CLUB Level Training

The GLT-D is responsible for delivering effective club level training. As the GLT-D Coordinator, ensure this training is being provided, as strong leadership at the club level is critical to our organization. To help the clubs build a solid leadership foundation, it is highly recommended that club members be encouraged to take advantage of the following resources.

- New Member Orientation – A course divided into 3 modules (Overview, Structure, Badges and Emblem) used to provide a basic orientation to the Lions Clubs organization.
- Club Officer Individual Training – Online courses available for reviewing the roles and responsibilities of the club president, secretary and treasurer.
- Volunteer Leadership – A 3-hour workshop that focused on leadership styles and motivating volunteers.
- Leadership skills – There are a number of online e-learning courses located in our Lions Learning Center. Specific courses recommended for club level training include:
Leadership, Setting Goals, Member Motivation, Writing a Personal Mission Statement, Meeting Management, Valuing Member Diversity, Delegation, Public Relations, Conflict Resolution, Creativity and Providing community Service
- Mentoring Program – This is a 2-part course (Basic and Advanced) that will enable members to learn from each other, reach individual goals, grow in leadership skills, build stronger relationships, and provide better service to communities.

Additional club enhancement tools:

- Club Quality Initiative (CEP) – Club Quality Initiative (CEP) is a program dedicated to club improvement.
- Blueprint for a Stronger Club – LCI offers tools to help you develop your club's blueprint, with emphasis on strengthening club operations, service leadership development and membership.
- Your Club, Your Way! - Use this guide to help assess meeting structure, level of formality and other elements and reinvent your meetings based on your members' personal preference.

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