

**CLD EDUCATION PROGRAMME
LEADERSHIP (COURSE STRUCTURE)
STUDY MATERIALS**

(Updated: 01/07/2008)

Leadership

- ❖ Leadership qualities
- ❖ How to designate duties
- ❖ How to conduct a meeting
- ❖ How to solve a problem/defuse a problem situation
- ❖ Solving absenteeism in a Club
- ❖ Writing minutes correctly and managing accounts

LEADERSHIP

❖ **LEADERSHIP QUALITIES**

✓ What is a leader?

A leader is a person that leads. A leader is not born, but made.

A leader knows how to **motivate** his group. A leader **believes in the ability** of others. Leadership qualities can be acquired. Most people can learn to be leaders.

Can you name some leaders? A good leader **sees to the feelings** of everyone in his group. Alexander the Great is regarded as a Great general because he always was with his men and not away from them.

A good leader **knows what the group wants** and will be able to help them achieve their objectives.

A good leader is **responsible**, does not shirk from work and accepts weaknesses and strengths of those in his group. He/she is the decision maker. He/she does not shirk responsibility. He does not discriminate but rather encourage the working of a fair society.

A leader is democratically chosen and he/she ensures that this democratic way is carried out.

A good leader will have **direction** for his/her group and **vision** for all the members.

Leaders value the worth of everyone in their group.

Leaders are **compassionate** and **caring**.

ARE – KNOW - DO approach to leadership.

What leaders ARE?

Values, motives, personal traits, characterPERSONAL CHARACTER

What leaders KNOW?

Skills, abilities, traits.... KNOWLEDGE

What leaders DO?

Behaviors, habits, styles, competencies.....BEHAVIOR

(Extract from Results- Based Leadership; Harvard Biz School Press)

✓ How to fulfill your responsibilities?

Work must be carried out if a group is to move forward. There are many aspects to be well understood if any form of work is to be done.

It is a law of nature that for every action there is an equal reaction. Thus for a plan to be put into operation, it will be necessary to know there will be opposition from certain quarters.

Duties have to be done and responsibilities need to be shared. The difficult question is to **designate duties effectively**.

Not everyone will be able to do well a job given which might not be to their liking. A responsibility just forced on a person might not bring about the happiest results. It will be necessary to find out the qualities and talents of each member.

After coming to know the like/dislikes and talents and potential of all the members, the leader might be able to list out duties which can best fit the members' abilities. The leader **has to fit the person to the job**.

✓ LEO Leadership Development

How Leos can learn to be leaders.

Leadership qualities can be achieved through:

- public speaking
- project/activity management
- attention for details
- thoughtfulness
- emphasis on punctuality
- thoroughness
- sincerity
- kindness
- discipline
- keen observation
- fairness
- constructive criticism
- team spirit
- a sense of humour

The most important aspects in leadership development for Leos would be acquiring
ARE

- eloquence
- correct perspective in activities/projects
- propriety and emphasis on protocol
- prudence at all times
- punctuality in activities/projects
- high standards in achievement for the members and for the Leo Club
- thorough knowledge and skills for the proper running of a Leo Club
- sense of deep responsibility, even in the case of failure
- sense of justice in being sensitive to the needs of others

- sense of equity by sharing quickly and equally the honours acquired during activities/projects
- acknowledge of duties for those who would necessarily be taking over office
- negotiating skills
- smart appearance
- sense of dedication
- sense of humour
- knowledge of the correct rules and regulations
- resourcefulness and self sacrifice

Good Leo leaders will KNOW

- their own potential
- their own weaknesses
- the strengths of their members
- the collective potential of their members
- the steps necessary to take
- to improve on the standards already achieved
- the value of self esteem and self development

Good Leo leaders will DO

- motivate their members
- inform their members of all events done and which need to be done
- ensure as much participation from their members as possible
- try to understand the weaknesses of the Club and improve after these are made known
- enhance on fellowship
- overcome misunderstandings
- withhold criticisms and discredit unfound rumours
- lead in all activities/projects
- enforce discipline at all costs

❖ How to Designate Duties?

1. Work must be done. There is so much Leos can do to fulfill their obligation as members of their club. If Leos are not involved in any kind of activity/project these Leos will very quickly
 - be bored
 - feel they are left out in an activity/project
 - lose interest in the Club's commitment to serve
 - think they are not capable of doing anything
 - begin to be absent in meetings
2. Leo Leaders have constantly to motivate their members so that all Leos can
 - develop their potential
 - be enlisted for special activities
 - feel they are wanted
 - take part in activities/projects
 - understand that co-operation is the key to success
 - continue to add to their zeal and ardour
3. Leo Leaders can enlist the help of Leos through
 - careful study of the different abilities of their members
 - keeping a record of members' involvements
 - speaking to the other Principal Officers to get other members involved

- discourage only certain members to carry out activities/projects
4. Leo Leaders learn to designate duties
- by creating a needs assessment for activity/project
 - by encouraging the Leos who has the special skill/knowledge to be involved in certain activity/project
 - by discouraging Leos to form cliques
 - by seeking consensus from the members as to the deployment of manpower, money and material resources for an activity/project
 - by initiating publicity through the press or by reporting carefully activities/projects completed to the District and Lions International and by indirectly highlighting the competencies and caring works of particular Leos
 - by keeping track records of highly motivated Leos and more importantly of having such motivation channeled to other Leos
5. Leo Leaders have to develop skills for selecting Leos to carry out activities. Their ability can be achieved by them.
- In club meetings
 - In social meetings
 - In activities/projects carried out
 - Leo Leaders identify active Leos by way of
 - ✚ Direction
 - ✚ Dedication
 - ✚ Meticulousness
 - ✚ Sincerity
 - ✚ Honesty
 - ✚ Stamina
 - Responsibility for carrying out the activity/project well rests on
 - ✚ Punctuality
 - ✚ Preparedness
 - ✚ Prudence
 - ✚ Proper publicity
 - Success in an activity/project depends on
 - ✚ Having the right person for the right job
 - ✚ Spreading out the responsibilities to several Leos
 - ✚ Maintaining discipline at all times
 - ✚ Through the use of a prepared form with the special functions spelled out
 - ✚ Having the Leos involved in the activity/project accepting formally the duties to be done.

6. A form which can be used is given below.

TITLE: ACTIVITY PROJECT FORM

Series No: _____
 Leo club of _____
 Sponsoring Lions Club of _____
 Leo President: _____
 Date: _____
 Venue: _____
 Time: Budget: _____

Name of Activity/project: _____

Organising Chairman: _____

Secretary of project: _____

Treasurer of Project: _____

Committee Members: 1.

2.

3.

Publicity:

Additional helpers: 1.

2.

3.

Comments: _____

Activity/Project approved during Leo meeting held on:

7. After completion of the Project the Leo President will collect the forms and use the comments given to evaluate the activity/project involved:

Evaluation Form

Cost: Moderate/Expensive*

Time: 1-2 hours / 3-4 hours / more than 5 hours*

Involvement: 1-5/6 – 10 / more than 10*

(Number of Leos)

Target: School / Community / Public / International*

Publicity: Yes / No*

Possible for repeating: Yes / No*

(Cancel which is not applicable)

8 The evaluation carried out will help the Leo President to delegate duties to other Leos

- who have not taken part in the activity/project
- who can share in the skills/knowledge acquired in that activity/project
- who can be counted upon to develop stronger ties with members whom have taken part in the activity/project

9. Summarily therefore Leo leaders designate duties

- through knowing the abilities of their members
- through keeping proper records of activities/projects accomplished with the names of Leos involved.
- Through ensuring there are Leos selected who can 'understudy' the organizing abilities of the Leos who have been given the responsibilities in that activity/project
- Through proper publicity being given to all the Leos in the Club
- Through enforcement of effective discipline during the activity/project

❖ Procedure to conduct a meeting

✓ AGENDA

The agenda is a list to be discussed at a meeting. The agenda for the meeting of members of a committee which meets regularly always begins with minutes of the last meeting and ends with the 'Date of the next Meeting'.

Example:

LEO CLUB OF ABC BUSINESS/ BOARD OF DIRECTORS MEETING

A business / B.O.D. meeting of the members / B.O.D. of the Leo Club of ABC will be held on Thursday 6 September 2007 at 3.00pm in the Meeting Room of PQRS, Northam Road, Penang

▪ AGENDA

1. President's remarks
2. Attendance and apologies for absence
3. Reading and acceptance of minutes of the previous meeting
4. Matters arising
5. Secretary's Report: Correspondence and relevant information
6. Treasurer's financial statement / report
7. Any other business
8. Date of next meeting
9. Adjournment

XYZ, Honorary Secretary

▪ CHAIRMAN'S AGENDA

A special agenda is prepared for the Chairman/Leo President including details which will help him to conduct the meeting. Besides each item on the agenda, details are to be given for the kind of action already taken or to be taken, the person asked to look into the matter. A space is left on the right-hand side of the paper so that the Chairman/President can make his own remarks. Example:

LEO CLUB OF ABC BUSINESS/B.O.D. MEETING

Meeting at 3.00pm on Thursday 6 September, 2007 in the Meeting Room of PQRS, Northam Road, Penang.

CHAIRMAN'S AGENDA

1	Minutes of the last Meeting	Secretary to read out (optional)
2	Matters Arising	Leo X to report on the last meeting held at Penang Spastic Centre/Penang Cheshire Home
3	Attendance and Apologies for absence	To give Leo Y's apology. He is in China.
4	Hon. Treasure's Financial Statement	To read out/circularized by Hon Treasurer
5	Any other business	Every Leo will be invited to bring up matters for discussion
6	Date of next Meeting	Suggest other suitable date this month or next month
7	Adjournment	

✓ How To Conduct A Meeting

Leo Leaders to conduct a meeting successfully will have to ensure that the following points are attended to:

- Notice of the meeting is issued/sent out early
- The minutes of the previous meeting are prepared for circulation
- The agenda of the meeting is well prepared

- The attendance of those present at the meeting is taken (if there are apologies, the apologies will be taken down)
- As far as possible certain rules (as given in the rules and guidelines for conducting meetings) will be followed e.g. any member will be given a chance to raise a point.
- A motion to be passed has to be raised and seconded, and if there is an objection this objection has also to be raised and seconded and accordingly a note has to be taken to find out in which direction the motion is to be taken.

- All members will be given a fair chance to be heard
- Amendments to minutes of meeting must be entered into the minutes
- After the agenda has been completed the Leo Leader can adjourn the meeting and note when the date is for the next meeting
- The Leo Leader must steer the meeting away from fruitless discussions.

❖ **How To Solve A problem / Defuse A problem Situation**

Problems often occur in a Club/Associations/Society

There can be many reasons why problems arise. Most problems result from a breakdown in

- Communication
- Information

Again problems can arise because one member can be seeking an unfair advantage over another either knowingly or unknowingly.

A Leo President in trying to solve /defuse a problem must always remember he/she is dealing with a fellow human being who has his own pride, dignity and self-worth. The Leo president will have to

- listen to the problem as presented by the person(s) concerned
- take down all facts relating to the matter
- investigate the incident prior to this problem situation
- try not to listen to rumours
- attempt to get down the truth by not inviting others who might have a stake in this problem
- invite the members(s) to a friendly discussion
- seek views/opinion of others, but not necessarily one who might be prejudicial to the case
- make an early / quick decision
- create a friendly and lasting reconciliation afterwards
- have opportunities for opposing parties to reconcile

❖ **Solving Absenteeism In A Club**

The Leo President must be aware that absenteeism is a common problem in most clubs / associations / societies

The causes of absenteeism are many. As a Leo president he will try to have a 100% attendance in his club.

- Have a proper agenda for meetings
- Make certain that all members are aware of the Date(s) of the Meeting(s)
- Do not have lengthy discussion at the meetings
- Make certain that decisions are taken at the meeting
- Do not encourage members to join cliques

- Do encourage members to take part in discussions, suggestions, development of plans
- Do encourage a happy and healthy atmosphere by maintaining humour, efficiency and etiquette at all times
- Do encourage more projects to be carried out
- Do encourage members to pay all Club subscriptions and other dues
- Involve as many members as possible
- 100% Attendance records
- Apologies for absence should not be abused
- Singing birthday songs
- Outstanding Leo's participation be named
- To write encouragement letters.

❖ **Writing Minutes Correctly**

The minutes record what was decided at a meeting. The minutes include summary of the discussion explaining the reasons for the resolutions taken and an indication of action to be taken.

It is best to leave out names when taking down minutes, unless the person(s) has/have important facts/decisions to disclose.

Better to write,

It was decided to hold a health a screening project rather than,

Leo ABC said that a health screen project be held

- (a) Full minutes: A full set of minutes will include the names of the proposers and seconders of all motions.
- (b) Copies of minutes are usually kept in a minutes book. Cyclostyled/Photostatted copies of minutes may be circulated if possible soon after the meeting for the information of members. This saves time as the minutes need not be read aloud at the next meeting – they are taken as read. (Minutes can now be sent by email)
- (c) Recording: If typewritten, minutes are best kept in a loose-leaf minutes book, with pages already numbered.

❖ **Managing Accounts Correctly**

- Explain to members the exact amounts to be paid
- Issue a Statement of Accounts to all members every month
- Issue to a member immediately a receipt for any amount paid
- Keep the Club's Account (Income and Expenditure) clearly managed
- Inform the member(s) of outstanding dues
- The Annual Account for the Leo Club has to be audited and circularized to all members
- The correct financial standing of the Leo Club has to be reported at a meeting
- Project and Administration Accounts have to be separate.
- Standard format for the Statement of Accounts
- Hand over accounts/administration details/minutes to be given to the proper person in charge (Leo Advisor/Leo Faculty Advisor)