



LEADERSHIP

ADVANCEMENT PLAN

Leadership Is Personal Development and Influence

This Advancement Plan contains valuable information, including practical ideas and resources to assist clubs in developing leadership skills in their members. Whatever talent you use, leadership always involves taking risks, being innovative, and promoting new directions. Some may talk about being born leaders, but most of us learn how to be a strong leader and we should never stop learning and stretching. Just as “management” as a philosophy has evolved through the years into “leadership,” there has also been a growing realization that leadership development involves personal growth and improvement and influencing and fostering others. Both areas have been addressed in this plan, and we are excited to introduce an entirely new resource for members and clubs called the Leadership Toolkit, detailed in this plan. Additionally, we will offer a leadership development online book club and newsletter content.

LEADERSHIP DEVELOPMENT IS PERSONAL DEVELOPMENT

“Who you are comes before what you do. Leadership is being before doing.” — JOHN MAXWELL

DEVELOP POWERFUL PRESENTATION SKILLS

Studies show our number one fear is the fear of public speaking. Anyone can build the skills to be a good speaker by planning, rehearsing, and delivering with flair.

DESIGNING A PRESENTATION

- Identify your focus. Be clear on the purpose of the speech. Know your audience and have a clear goal.
- Research your topic. Collect and confirm information, making sure you have all the facts you need to present and support your presentation.
- Organize your presentation. Consider the main parts:
 - o Introduction: Get the audience’s attention focused by asking a question, giving a startling statistic, sharing a relevant anecdote, or providing a teaser for what is ahead. (5-10%)
 - o Body: Consider several points to emphasize, ensuring they are relevant and in good order. Use personal stories, humorous anecdotes, and body language to help create vivid images. (70-80%)
 - o Conclusion: End your presentation with a strong message. (5-10%)



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- Review and rework the content, checking for interest, strength, and good transitions until it is solid.
- Head the paper with your name, presentation title, event or group name, date, and location.
- Type the speech using an extra-large font size, wide margins, and double spacing between lines and triple space between paragraphs. Number pages and place them in a binder for easy reading.

REHEARSING AND DELIVERING A PRESENTATION

Good speakers do not just write and read or memorize the speech. They know their topic. They make notes, using key words to remind them of key points. When giving a brief, strictly timed speech, you must write out a script to be sure you stay within your time limit. Choose your words carefully to minimize their use while maximizing the impact of your main points. Write and rework the presentation to delete words that do not add to the meaning. Practice your presentation in front of a mirror several times to familiarize yourself with the script. This will help maximize your ability to maintain eye contact with your audience and will also increase your level of confidence.

DELIVERY GUIDELINES

- Arrive early to check the set-up and make sure all equipment, including microphones, projectors, and screens, are in place and good working order.
- Have a glass of water next to you.
- Start promptly. Use a small clock or timer and end on time.
- Make eye contact with the audience. Look up from notes every five to ten seconds to connect and SMILE!
- Speak louder and a bit slower than normal. Speak with expression and emphasis through voice and facial expressions.
- Stand with your feet shoulder-width apart while keeping your hands relatively still.

HANDLING QUESTIONS WITH CONFIDENCE

Decide if, and when, you will take questions from the audience. To handle questions with authority:

- Consider in advance possible questions and responses, especially challenging ones. Rehearse with a partner. Smile and calmly respond with a positive answer.
- Explain at what point during the presentation questions will be taken and how individuals will be recognized. Point out the microphone to be used.
- Maintain control of the questioning. Formally recognize the questioner before he/she speaks and limit the number of questions. Allow only one person to speak at a time.
- Listen to the question and look at the person posing the question. Paraphrase the question for the audience. If a question is pertinent to one person, answer in a manner that provides information to everyone, if possible, and maintain good eye contact with the audience.
- Kick-start the question period if questions are slow to begin by providing a frequently asked question and then answer the question.
- Offer to take the person's information and get back to them if you are uncertain of the answer to a question.
- Emphasize the need to allow time for others to ask questions or express their opinions if an individual strongly disagrees with you and refuses to stop talking. Thank the person for his/her opinion, noting that there are different schools of thought on the issue.
- Avoid repeating, "Thank you; that's a good question" after every question, as it seems insincere. Be as thoughtful as possible in your responses.
- Close out the questions and finish your presentation with a powerful closing statement that will resonate with the audience and reinforce your message.

TIPS FOR POWERPOINT PRESENTATIONS

- Stand on the left side as the audience sees you. Stand away from the computer and use a remote control, when possible.
- Turn off the computer screen saver. Adjust the energy saver so that your computer will not shut down before or during your presentation.
- Learn how to use the switch (often a function key) that toggles your laptop and projector screens on. Keep colors, graphics, and special effects simple. Test your slides for size and readability.
- Keep the words on the screen to a minimum – do not type a whole paragraph. Use one sentence or phrase to communicate your points and then elaborate on your point verbally. Combine graphics and text to engage your audience.
- Prepare for contingencies with backup files, an extra power source, and spare batteries for your remote control.

STEPS TO EFFECTIVE TIME MANAGEMENT

ANALYZE

- Analyze your time management issues and set realistic deadlines for projects.
- Delegate when possible or necessary.
- Maintain an uncluttered workplace.
- Handle paper one sheet at a time.

ORGANIZE

- Make a detailed list of projects or tasks to be completed, with specific deadlines.
- Organize work according to your personal time schedule. If everything on your list is not completed, add it to your next list.
- Know how much time a task will take.

ORGANIZE

- Put tasks in order of importance.
- Focus on one task before proceeding to the next one.
- Keep dates and commitments in mind. Consider if other people will be involved.
- Handle emails and calls in clusters, and if possible, set aside specific times to respond.

SCHEDULE

- Take the list and begin working your tasks into your schedule.
- Break a task into smaller parts if a prioritized task seems too big to accomplish.
- Leave time in your schedule for unexpected activities.
- Create a calendar that highlights important District, State Federation, and GFWC dates. This should be shared with your successor.

LEADERSHIP & PERSONAL DEVELOPMENT RESOURCES

BOOKS

We will feature some of these books in our online leadership ESO book club:

The Leadership Challenge, Kouzes & Posner
Girl, Stop Apologizing, Rachel Hollis
Dare to Lead, Brene Brown
How Women Rise, Sally Helgesen & Marshall Goldsmith
Never Split the Difference, Chris Voss
Tiny Leaps, Big Changes, Gregg Clunis

Getting Things Done, David Allen
Atomic Habits, James Clear
Emotional Intelligence 2.0, Travis Bradberry
Start with Why, Simon Sinek
Developing the Leader Within You 2.0, John Maxwell
Ted Talks Guide to Public Speaking, Chris Anderson
Who Moved My Cheese? Spencer Johnson, MD

WEBSITES

LivingAsALeader.com: Good blog articles and book summaries
ctb.ku.edu/en/building-leadership: Community Tool Box, Building Leadership resources
ReaditForMe.com: Paid subscription service 200+ book summaries
JamesClear.com: Building systems and habits
Trello: Free project management, also an app
Genhq.com: Leader in generational studies

TED TALKS

Amy Cuddy: *Your Body Language May Shape Who You Are* (power posing, book is *Presence*)
Simon Sinek: *How Great Leaders Inspire Action* (book is *Start with Why*)
Brene Brown: *The Power of Vulnerability* (books are *Dare to Lead*, *Doing Greatly*, *Rising Strong*)
Dan Pink: *The Puzzle of Motivation* (book is *Drive*)
Natalie Fratto: *3 Ways to Measure Your Adaptability, and How to Improve It*
Stanley McChrystal: *Listen, Learn, then Lead*
Drew Dudley: *Lollipop Moments*
Search any topic you are interested in for many other resources

PODCASTS

Craig Groeschel Leadership
Nourish Joy
Tiny Leaps, Big Changes

LEADERSHIP DEVELOPMENT OF MEMBERS

"Leadership is the art of harnessing human energy to create change, to make a difference, and to get results."
- CRAIG GROESCHEL

WHERE TO FIND POTENTIAL LEADERS

CLUB MEMBER

She is not an officer but will accept responsibility and take initiative. She motivates others by her enthusiasm and may recognize that her interests lie in planning and implementing projects. She may have been a member for a while, but she is creative and energetic doing her job.

FORMER CLUB OFFICER

She has served the club in several positions and may presently serve on your District or State Board of Directors. She is the voice of experience who knows members and their skills. Seek her input, as she can offer valuable suggestions. She should be given opportunities to continue her service.

CURRENT CLUB OFFICER

She has accepted responsibilities that require attendance at additional meetings and good organizational skills. The club members have voiced their confidence by electing her. She should learn her job to do it well. She will ask questions when she is unsure and will seek the advice of respected mentors.

NEW MEMBER

She has only been a member for a short time, but she is eager to become involved. She may not volunteer, but she may accept responsibility when asked by a club leader. She is not limited by preconceived ideas of how things are usually done, and she may require assistance along the way. She may be a much-needed breath of fresh air!

As the leader it is essential you equip your officers and committee chairmen to function effectively. Together you will help your club make a real difference in your community. To do that, regular training will be extremely helpful to ensure they handle their duties and are growing in their leadership capacity. Reviewing and discussing the guidelines for the various officers, and brainstorming ways your leadership team can grow beyond expectations, will help to build strong leadership.

WHAT CAN YOU DO TO BUILD LEADERSHIP?

It is important for leaders to be aware of the challenges involved in identifying and developing prospective leaders and to create an action plan to ensure strong, competent leadership for the future. Most often, people will be more likely to accept leadership positions with a clearer understanding if they have a good idea of what is expected and know that you, as the leader, will nurture and support them along the journey. The leader—whether it is the president, director, or chairman—may consider the following strategies for growing new leaders:

- Consider officers and their responsibilities and prepare a detailed handout for each. Hold a team planning meeting for the new officers, share the responsibilities for each office, discuss the status of activities, and develop a preliminary plan for future projects. By engaging these leaders in understanding their duties and in developing plans, you will help build their understanding and skills.
- Pull members together from time to time, to reflect on progress and needs, and to consider next steps or necessary changes to accomplish the goal.
- Conduct mini-leadership presentations to help members gain a better understanding and develop new skills.
- Step back and allow new leaders to work and grow. While mistakes may be made, if you nurture your new leaders as they find their way, they will grow in skill and confidence. Praise new leaders for the job they are doing.
- Encourage new members to contribute to various activities where their fresh ideas will be helpful.
- Incorporate reports on GFWC activities at club meetings to connect members with the Federation and other GFWC clubs.
- Take advantage of member diversity. Each individual member brings unique skills to the club.
- Mentor new leaders. Support them with suggestions. Encourage participation in all GFWC activities. Travel with them and help with expenses when possible. Provide them with GFWC resource materials. This is an investment that will pay off!
- Share the work. It is easier if members help plan meetings, participate in projects, and write reports.
- Be generous with your appreciation.
- Nurture and prepare successors for their work. Leaders should be supportive.

DELEGATING AND SHAPING NEW LEADERS

Sharing responsibilities keeps members interested and enthusiastic about your club. You might be reluctant to delegate because you want to make sure the job is done “right.” However, your way is generally only one of a variety of ways that a job can be done well. If club members are not asked to take on responsibility, they may feel unimportant and become apathetic.

REASONS TO DELGATE

When leaders delegate responsibilities, members:

- Become more enthusiastic, involved, and dedicated.
- Share tasks, allowing the club to undertake more projects and activities.
- Complete club projects in a time-efficient manner.
- Develop skills and gain experiences that allow them to step into club leadership roles.
- Grow a club that runs smoothly and effectively.

BENIFITS TO LEADERS

- Maintain calm by not spreading yourself too thin and “burning out.”
- Gain satisfaction from watching members grow and develop.
- Acquire more experience in executive and administrative functions.

WAYS TO DELEGATE

After thoroughly explaining the requirements and deadlines:

- Ask for volunteers by a show of hands or sign-up sheet.
- Appoint or suggest someone for the task. This shows confidence in ability and potential.
- Assign the task to a committee to take the pressure off the individual or new leader.

GUIDELINES FOR EFFECTIVE DELEGATION

- Support members by sharing resources, information, knowledge, and plans with them. Delegate meaningful segments or portions of tasks.
- Discuss the assigned task and set mutual goals and objectives. Clearly define the responsibilities, expectations, and bounds of authority for each delegated task. Emphasize the end goal, rather than the steps, to encourage creativity and innovation, while retaining focus.
- Give accurate, honest, and tactful feedback to encourage growth.
- Delegate! As a leader, it can be hard to let go because you like being the “doer,” but let your appointees have ownership of their assigned jobs.

CREATING A PLAN OF SUCCESSION

An orderly transition of officers is the glue that holds an organization together. It implies stability, confidence, and continuity of operation. We must also be prepared for unexpected vacancies with a written succession plan in place. This can help the club handle the inevitable challenges of leadership transition.

TIPS FOR LEADERSHIP TRANSITIONS

- Identify present and future challenges and the qualifications necessary for a leader to meet them. Prepare a job description to provide a complete depiction of the role and responsibilities.
- Have an established timeline for leadership succession.
- Establish an Emergency Plan, similar to a lesson plan, to include delegation of duties and authority during an unexpected transition.
- Provide leadership development for all members so they will have a broader knowledge of the club, state, and international activities.
- Be sure to get the support of all members for newly placed officers.
- Help new officers feel confident enough to find their own voice.
- Avoid micromanaging new officers. Give them the opportunity to do their job but assist when asked to do so.

Careful planning is the most important part of a successful transition. Plus, a strong transition plan helps members feel confident and secure. Create a structured process to ensure leadership continuity and to retain and develop knowledge and relationships in the future. A powerful succession plan focuses on ensuring the flow of information is open and concise for the new leadership.

Transition planning also helps the current leaders “let go” through sharing the information. There’s no “easy” button for leaders, but those who have served long-term positions can face especially tough transitions. They are proud of achievements and are attached to the projects they leave behind.

No matter how long or well a leader has served, it is best for all clubwomen to have a plan for transferring knowledge and authority and letting go of role “ownership.” Somehow, all the information that is stored only in the leader’s head must be accessed and captured. But how? Consider creating a Transition Plan Checklist or use the one that can be found in the Leadership Toolkit.

SETTING THE TONE & CREATING A HEALTHY CLUB CULTURE

Setting the tone for your organization can be difficult at times, as leadership roles inherently come with stress and a glaring spotlight that can be unforgiving if not handled properly.

Be a leader whom you would want to follow.

When setting the tone for your organization always remember to put yourself in your team’s shoes first. If you know that members look forward to coming to club meetings, you have taken a great first step in establishing a culture of success. If the opposite is true, your club cultural climate could be headed in the wrong direction. Assess your club’s activities and how club members interact with each other. Do they respect other’s ideas and opinions and work together as a team? Are they invested in the club’s projects? Or should a new format or ideas be introduced at meetings to increase interest and engagement? Recognize challenges and do not be afraid to propose changes when needed.

Always be accessible.

In setting the tone for your club it is always a good policy to make yourself as accessible as possible to your club members. A collaborative atmosphere where people feel at ease with providing their input on any given topic fosters trust within the club, which contributes greatly to a culture of success.

Always maintain your composure.

Maintaining your composure at all times is a key component to setting a positive tone for any organization you may be a part of. If the leader of a club regularly succumbs to the pressures around her and often loses her composure, you can bet the team around her will follow suit. A cool and levelheaded leader helps to foster a calm, steady culture within the organization.

Stay positive when adversity hits.

It is a given that every club is going to be hit with adversity. The pandemic of 2020 has taught us that! However, maintaining an eye to the future, keeping a positive outlook, and realizing that every setback is only temporary has a direct impact on how the members around you react. Showing confidence that brighter days lie ahead, which they always do, imbues that confidence in the members around you and goes a long way towards building a positive culture for your club.

Make the mission bigger than yourself or the club.

As the leader of any club you have the power to inspire. One of the most effective ways to do this is to clearly articulate the mission you have undertaken and what it contributes to the world around you. Whether serving in your club, District, or State Federation, when members fully understand the lasting impact their efforts will have, there’s a buy-in and a passion for fulfilling the mission that goes a long way towards creating a sustainable culture of success.

In leadership roles, it is impossible not to contribute to the culture within the organizations we serve. Setting the right tone and staying focused on maintaining it over time can, and should, ensure that leadership efforts have a lasting impact.

EVERYONE IS A LEADER EVERY DAY

Let us spin the concept of “everyday leadership.” Here are seven acts of everyday leaders:

- **Commit.** Passion is a strong desire that can get you to do amazing things. Passion is an emotion to be acted upon. Without action, passion yields no worthwhile results. Passion is the fuel for the fire of action. When you have passion for something, you love it even when you hate it. What are you passionate about? Gardening, exercising, helping animals, teaching, reading, writing, politicking, volunteering, shopping, organizing, art? What do you love even when it is not your favorite?
- **Listen.** I have never heard anyone say, “I am a lousy listener.” Almost everyone says, “I am a great listener.” The fact of the matter is that we are terrible at it. Everyday leaders engage their power of listening; listen more than you speak. Listen to experts and fellow enthusiasts, including those you disagree with. Absorb their perspectives, insights, and experiences.
- **Communicate.** You have feelings, experiences, opinions, and a voice. All have value. So, share them often. You become an everyday leader by expressing your thoughts and ideas. Even hair-brained, way-out-there input from you is better than silence.
- **Be humble.** We all know so-called leaders who are described as arrogant, entitled, and controlling. Do not be that leader! See yourself as an everyday person whose experiences and voice matter as much as the next person’s – no more and no less than your neighbor’s. Think of it as coming from a place of community and in the spirit of making life happier for everyone.
- **Innovate.** There are formulas for everything, and they are copied and followed. Predictable books and movies, architectural blueprints and housing developments with no originality, meeting agendas that leave little room for innovation, and how about the unspoken rules! You do not have to shock and awe every chance you get, but think about offering something fresh to further the conversation or something original to move the ball.
- **Learn.** If you are human, you have failed. Failure, however, is not an end to the story, it is a beginning. The trick is to “Fail Forward.” What did you learn, what will you change next time? Then, you get back up and keep moving forward. Failure is an everyday leader’s protein; it is where the energy comes from.
- **Smile!** Your smile can change the world. It is a powerful tool. Your smile brings hope, light, acceptance, and gratitude.

GIVING AND RECEIVING FEEDBACK

Providing feedback to a colleague or team member can be difficult and scary, especially when it concerns a problem that you believe is harming the organization and/or your relationship with that person. That fear is based on a belief that criticism will harm the relationship, resulting in a tendency to say nothing. However, ignoring negative behaviors means they are likely to continue. In reality, constructive feedback can strengthen a relationship because the knowledge that a person will be honest with you creates and builds trust. Taking the risk to provide feedback shows the other person that you are invested in the relationship and want to work together for the best possible outcome.

HOW TO GIVE EFFECTIVE FEEDBACK

- Give feedback in a timely manner. Feedback must be provided when everyone still remembers what happened.
- Use the sandwich method. Say something positive first, then note something that needs to be improved. Follow-up with another positive comment. People are more likely to work towards improvements when they feel good about their overall performance. Your goal is to encourage them to improve and build on their strengths. If there is more than one concern, address the most serious one first. Once progress is made, you can then build on that to continue improvements.

- Have a conversation among yourselves, but be sure it is a two-way exchange. Bring up the questionable behavior by sharing its impact on you and/or the organization. "I think the direction we had planned to go was not reflected in the information the club presidents received. Were alternative approaches considered?" Asking a question allows the member to reflect on what could have been done differently and provides them with an opportunity to work out a solution.
- Giving feedback should be helpful, not hurtful. The purpose is for both parties to listen and be heard and then learn and grow from the experience.

HOW TO RECEIVE FEEDBACK EFFECTIVELY

- Listen with an open mind to the person providing feedback. Notice their non-verbal communication and hear what they are leaving out, as well as what they are saying. Be open to understanding what the person is upset about or annoyed with and repeat what you hear to confirm you comprehend their message. "Have I understood correctly that when I did (that action) you felt (this way)?"
- Thank the person who has given you the feedback. They know you listened and understood, now you need to accept the feedback. Acceptance does not mean that you must act on the feedback, especially at the time it is given. However, you do need to consider the feedback and decide how, if at all, you will act on it. Remember the person giving the feedback felt strongly enough to talk to you, so give the matter consideration. Even if you do not agree with the assessment of the situation, you want to understand what caused the response and how to avoid it in the future.



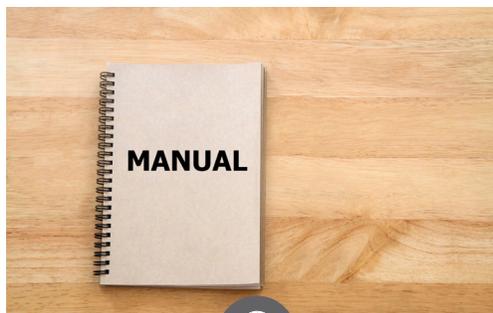
PLANNING IS THE KEY: GFWC CALIFORNIA – GFWC ORANGEVALE WOMEN’S CLUB

The Executive Board of this club embarked on the creation of a Strategic Plan with goals to guide them into the next decade. More specifically, they looked at the needs of the community they serve and how to structure their projects as they began to implement the club’s goals.



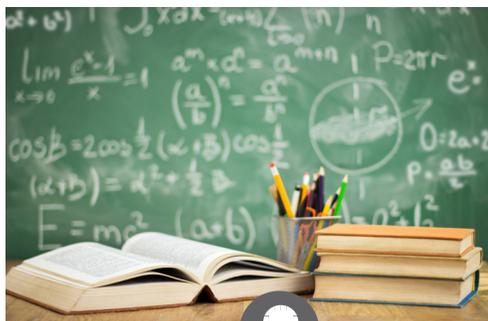
WORKING TOGETHER: GFWC FLORIDA – GFWC FOUR CORNERS JUNIOR WOMAN’S CLUB

This Junior club’s goal in 2019 was to become more visible and active with their two closest communities. They met with the city managers of two close cities to determine how their club might partner with them. By the end of the year, there was an ongoing communication and interaction among the cities and the club.



BRIGHT IDEAS: GFWC GEORGIA- GFWC DAHLONEGA WOMAN’S CLUB

This GFWC club created a club manual in which Community Service Program chairmen were able to review ideas and projects, etc. Even though there was the State yearbook, the club thought having a workbook specific to its club made it more accessible. The book was shared with CSP chairmen at a workshop at the beginning of the club year.



EDUCATIONAL TOOLS: GFWC OHIO – GFWC RIPLEY WOMEN’S CLUB

This club incorporated key ideas from the state directory as a teaching tool for the first five meetings of the year, January through May. “K” for ‘Knowledge of the Organization’; “E” for ‘Everyone can be a Leader’; “Y” for ‘Yes to New Ideas’; and “S” for ‘Spotlight the Successes of your Members’. Each member was given a sponge to bring to each meeting to “soak up” lessons. There were also five mini lessons: ‘You Can’t Please Everyone’; ‘Don’t Let Fear of Failure of Making a Mistake Hold you Back’; ‘Comparison is the Thief of Joy’; ‘Don’t Wait Around’; and ‘Life is Short So Do What Makes You Happy’.

THE GFWC LEADERSHIP TOOLKIT

This brand-new resource is the result of innovative leadership initiatives generated by the GFWC Strategic Planning Committee in 2019. This resource is a digital library of topics that will soon be available in the GFWC Member Portal and will be updated frequently. Topics were recommended by GFWC leaders and will include the following resources, some of which are also available in this plan:

LEADERSHIP DEVELOPMENT IS PERSONAL DEVELOPMENT

- Develop powerful presentation skills.
- Learn effective time management.
- Set achievable goals and casting a compelling vision.
- Personal development resource list (recommended books, podcasts, videos).
- Discover your unique personality and strengths
- Explore the principles of empowered wellbeing

LEADERSHIP DEVELOPMENT OF MEMBERS

- Establish steps to build leadership.
- Identify potential club leaders.
- Delegate responsibilities and shape new leaders.
- Creating a plan of succession and a checklist for leadership transition.
- Build effective teams, set a cooperative tone, and instill healthy club culture.
- Provide and receive constructive feedback.
- Implement effective communication tools.

CLUB, DISTRICT, AND STATE OFFICER RESOURCES

- Identify all GFWC Deadlines/Awards/Contests.
- Highlight Community Service Programs/Advancement Plans.
- Utilize LEADS agendas for Districts and State Federations.
- Review officer duties & responsibilities.
- Understand the Treasurer's report, information on club budget.
- Conduct business utilizing an agenda.
- Encourage conflict resolution.
- Explore benefits of being Federated.
- Know GFWC's organizational structure.
- Learn how to start a new club.
- Value history and highlights of GFWC.
- Adhere to principles of protocol.
- Follow parliamentary procedure.
- Start with sample bylaws.
- Understand club legal concerns: insurance, liability, waivers, etc.
- Use social media/public relations in your community.
- Plan state meetings, coordinating with hotels.
- Embrace legislative involvement.
- Create a strategic plan for your club/District/State Federation.

GFWC LEADS

The GFWC Leadership, Education, and Development Seminar identifies GFWC members at the local level who have the potential and desire to assume leadership positions in their State Federations and/or GFWC on the national level. Participation in GFWC LEADS can help up-and-coming leaders gain the capabilities, confidence, and commitment necessary to pursue and achieve higher offices and serve with distinction.

GFWC LEADS is held annually on the day prior to the official opening of the GFWC Annual Convention. The program may include the following:

- Overview of public speaking, time management, vision casting, and conflict resolution.
- Explanation of GFWC resources, materials, and assistance.
- Outline of GFWC policies, parliamentary procedure, and protocol.
- Discussion of tips and techniques for pursuing personal growth and developing leadership opportunities.

One attendee from each State Federation and International Affiliate Club is eligible to participate in the annual GFWC LEADS program, which is free to all attendees. In addition, GFWC demonstrates its commitment to training leaders by funding a portion of the expenses of candidates who are members of per capita dues paying clubs. State Federations may also offer to fund a portion of expenses. LEADS candidates are asked to be responsible for a portion of expenses as an affirmation of their personal commitment to their leadership development and training. Contact your state leadership chairman for an application and deadline information.

STATE AND DISTRICT LEADS PROGRAMS

States and Districts are encouraged to hold a LEADS program to identify and develop strong potential leaders prepared to assume club, District, and state leadership positions. By implementing a well-designed LEADS event, the leadership gap of some experience will be addressed, and the talent and enthusiasm of a trained, confident group of volunteers will be more effectively used. The individual member, as well as our organization and communities, will benefit. The leadership can determine when the state or District LEADS program is best conducted. Several sample agendas are available in the Leadership Toolkit for creating half- and full-day events using materials available in the toolkit. Members of the 2020-2022 GFWC Leadership Committee are experienced and have diverse and comprehensive backgrounds. We are dedicated to GFWC and look forward to developing strong leaders through our partnership. The vision we cast as leaders while engaging our members will ensure even greater impact by our GFWC clubs. Each GFWC Region has a representative on the Leadership Committee. Please reach out to these talented leaders for their assistance and guidance.

GFWC LEADERSHIP AWARDS

GFWC recognizes State Federations for outstanding projects and clubs for creative projects in implementing effective Leadership projects as follows:

- Certificate to one State Federation in each membership category
- \$50 award to one club in the nation for project creativity

Award winners will be determined by entries into the Award Program. Each State Federation may submit one State Award Entry and one Club Creativity Award Entry for the Leadership Advancement Plan. Clubs do not submit entries directly to GFWC.



Refer to the Awards section of the *Club Manual* for more information, including the Award Entry Cover Sheet guidelines.