

THE ESA LEADER

An ESA leader is the one responsible for results. Although these results are achieved through the efforts of others, the leader must initiate the program by which she expects to accomplish her objectives.

Leaders are not born. Their qualities are developed. Leadership can be called an art, science, knack, or skill – whatever you wish – but leadership can be learned...if you are willing to pay the price.

GETTING ORGANIZED:

In order for you, Madame President, to have successful year, you will have to get organized. The first step is evaluation. Evaluate those things which you already have going for you in your chapter, the people you have on your team who can be counted on, and those you can recruit to become involved.

You have only a few months in which to make your mark, so find yourself a quiet spot where you can take at least two hours to think about your year! Think about what you're going to do in those months ahead...the goals and objectives you want to set...and how you are going to arouse the people on your team to get the job done...It has been said, "When you fail to plan, you're planning to fail."

The next step is personal organization which requires evaluation of yourself. Ask yourself these questions:

What are my strong points and shortcomings?

How can I improve my own abilities?

What projects in past years have been most worthwhile, in my opinion? What projects have really involved the members? What efforts have left a mark on ESA? Which ones have bettered mankind?

Do I really know my officers and have I evaluated their capabilities?

Will the goals I set be challenging, worthwhile, fitting to the world of dynamic change in which we live? Will my goals rally the membership in my chapter?

PLANNING:

Planning the year's program is one of the most important things you and your executive board can do. Planning is simply setting up goals and objectives you want to accomplish during your year.

Short range goals – these are goals which you may reasonably expect to accomplish within your term of office or by a certain deadline.

Long range goals – some council have established a plan covering a number of years. These goals will extend beyond your term of office, but may be partially reached through your efforts as president.

Continuing – these are the goals which must be in the minds of all ESA members constantly, if they are to be achieved. These include good public relations, membership building, orientation of new members, leadership training, etc.

Here are some rules to follow in setting your goals:

Be specific

Be positive

Be realistic

Set a time limit

DELEGATING:

Once your goals and objectives are set, delegating becomes the next step in order to put the ideas and plans into action.

Many times, leaders delegate responsibility without thoroughly communicating just what is to be done and how it is to be done. It is well for you to put into writing so that she knows and you know what is expected.

SECRETS OF LEADERSHIP:

1. A leader must think and act at all times like a leader, not like a follower. She must be aware of her position and what it implies. Sometimes it is difficult for women to make the transition from follower to leader, but it is essential for success.
2. A leader must always keep the welfare and growth of her council in mind. As you begin to lead, remember to let your followers know that you are proud of them and that you want to assist and guide them in any way possible.
3. Keep in mind that people need to be needed. They want to feel that they are important to ESA, that they are working on worthwhile projects. Many will want projects which challenge their ability and give the opportunity of developing and using talents.
4. Your attitude can make the difference. When you are in a position of leadership, it is very hard to escape the urge of self-importance that comes with it. In your position, you

have many things on your mind, and it is very easy to offend or ignore others. Don't let this happen.

5. Don't be afraid of making mistakes. This can rob you of the successes you might otherwise enjoy. If someone calls a mistake to your attention, thank her and let her know you appreciate it.
6. Be receptive to new ideas. Encourage your members to come forth with them.
7. Keep your promises. If you say you are going to do something, then do it. You don't want your team letting you down, and by the token you can't let them down either!

WHAT IT TAKES TO BE A "LEADER":

Contrary to the old saying that leaders are born, not made, the art of learning can be taught, and it can be mastered. Here is a list of fundamental characteristics it takes to be a leader:

1. CONFIDENCE: If a leader does not believe in herself, no one else will. But confidence must be acquired. At every stage, there must be a steady build-up of assurance, a conviction of competence based on training and the gradual accumulation of experience and skill.
2. ENERGY: A leader must be willing to do everything she asks of her followers...and more! She must be able to work harder, concentrate longer, carry the extra burden – and go the extra mile.
3. TIMING: This is a combination of alertness, imagination and foresight.
4. CLARITY: A leader must be able to reason logically, weigh alternatives, make decisions, and then convey her thoughts lucidly.
5. TENACITY: Courage, it has been said, is the capacity to hang on five minutes longer. The leader not only must have this ability herself – she must also inspire it in others.
6. BOLDNESS: This strong and virile characteristic is akin to courage, but more dynamic. It reveals itself in a readiness to experiment.
7. CONCERN: Experience has taught that we will never follow anyone unless they feel that she really cares about them. Indeed, concern for others is a sign of imagination and vision; two key ingredients of leadership.
8. FAITH: Above and beyond all, a leader must believe in her people as well as in the goal toward which she is leading them.

It has been said that life always gets harder toward the summit; the cold increased, the responsibility increases; and there is never any guarantee of success. So, the same is true in ESA...

Your ESA Sister needs:

A job which challenges her, but which she can grow to handle; To know what is expected of her and to have the chance to perform. To know how she is doing with her assignment; Your assistance to attain her growth and goals. The reward of appreciation and recognition for jobs well done; A continuing atmosphere of mutual respect and kindness.
“THE GREATEST ASSET IN LEADERSHIP IS COURAGE. COWARDS NEVER LEAD.”

17 WAYS TO BLOCK COMMUNICATION OR THINGS TO AVOID

1. Become too impressed with your position as leader. Keep aloof from those in lesser positions. Expect others to tell you what you like to hear.
2. Fail to keep people informed
3. Have a negative attitude toward things which are new and different
4. Show that successful performance is more important to you than the people involved
5. Try to block off all feeling and emotion in your effort to be objective
6. Be ungracious and impatient with someone who has made a mistake
7. Over-react when a mistake occurs
8. Become hurried, harried, and harassed under pressure
9. Refuse to admit mistakes; instead, blame others.
10. Fail to put others at ease. Give them little attention.
11. Go into a meeting unprepared
12. Jump too quickly to conclusions
13. Deliberately or unconsciously distort facts and ideas
14. Forget that how you say something may be as important as what you say
15. Forget how other, less experienced people feel
16. Fail to respect the creative power of your people
17. Forget that you are communicating what you are quite clearly.

The importance of communication to a leader stems from the fact that it is basic necessity for all parts of the organizational process. Whether we are planning, organizing, leading, or controlling, we need to communicate to determine what we want to do and how we want to do it.

“The trouble with being a leader these days is that you can’t be sure the people are following you or chasing you.”

“Leadership requires great patience. No one will follow an irritable or impatient leader.”

TEN COMMANDMENTS FOR A HAPPENING

1. THOU SHALT START THY MEETING ON TIME. Do not penalize the few punctual members who arrive at the scheduled hour. If you gain a reputation for starting your business promptly, you will cut down on the number of late-comers in short order.
2. THOU SHALT BE BRIEF. Keep your business portion down to a minimum. Particularly avoid lengthy discussions of esoteric subjects, which means it is understood by or meant for only a select few who have special knowledge or interest.
3. THOU SHALT NOT DEAL IN PERSONALITIES. Avoid, at all costs, any discussion which involved individual members and their shortcomings. Your goal is to build an organization, not to destroy its members.
4. THOU SHALT VARY THY PROGRAMS. Nothing will discourage your members more than continuously rapid programming. Keep them guessing and keep the speakers and performs unusual.
5. THOU SHALT NOT DO IT ALL THYSELF. Do not be afraid to delegate authority to board members. Give your members a job to do and expect that they will do it well. Nothing will tear apart a group more quickly than an "I'll do it" President.
6. THOU SHALT BEAR IN MIND THE PURPOSE OF YOUR ORGANIZATION. Every discussion, every debate, every question, and every program should have something significant to offer your members.
7. THOU SHALT NOT "HOUND" THY MEMBERS FOR FUNDS AT EVERY MEETING. Don't make it a financial drag for the loyal members who attend every meeting. Fund-raising is fund raising and meetings are meetings. Only rarely shall the twain meet.
8. THOU SHALT NOT CLUTTER THE AGENDA. Do not introduce items for discussion which rightfully belong to the board. Certainly, avoid any discussion which is not absolutely pertinent to the workings of your organization.
9. THOU SHALT BE COURTEOUS TO THY SPEAKERS. Above all, don't keep him or her waiting. Treat him or her as you would a guest in your home, no matter how much you are paying for their services. He, or she deserves a prompt introductions, a courteous audience, reasonable attention to the physical requirements of any speaker (microphone, podium, etc.) and some measure of post-meeting courtesy.
10. THOU SHALT END THY MEETING AT A REASONABLE HOUR. Remember that many of your members have young children to get up with or may have long distances to drive. Any organization which deprives them of their sleep or interferes too long with their family will lose their participation.

CHAPTER VISITATIONS

Chapter visitations are one sure way to a successful year. Why are visitations important? Here are some of the good results of effective visits by you or your council.

1. When a state officer visits a chapter, that chapter usually has its best attendance. Your visit will set up a condition of motivation, and the chapter will put its best foot forward.
2. The program chair will plan an outstanding program. Your visit will jolt them out of a rut they may be in, and will encourage them to better programs in the future.
3. Visitations give you feed back. You can now apply your principles of leadership training. You can sell them on your ideas. Are they involved in state projects? Are they entering state contests? Are they attending state meetings? Will they be at leadership seminar? Here is where you can spot future leaders.
4. This is your opportunity to be spokesperson for ESA Headquarters, International Council, and State Council.

WHEN AT THE MEETING:

Be alert. When you arrive for a chapter visit, each of those members will be evaluating you. You will be representing the state council, the International Council, and ESA Headquarters, so keep these points in mind.

1. Get to the meeting early and be prepared to stay late.
2. Your first impression is most important. By arriving early, you will have the opportunity to get the feel of any situation and more background understanding of the chapter and the attitude of its members. By all means, arrive on time.
3. Meet and talk with as many officers and members as you can.
4. Be sure to listen and take notes. If you are unable to answer some of their questions, write them down and be sure they are answered after the meeting. If they put in requests, be sure to write them down. Take notes – don't trust your memory.

FOLLOW UP YOUR VISITATION:

1. Send thank you notes to all concerned and comment on any good suggestions made or goals established at the meeting.
2. Look over your notes and send any material or fulfill any promises made.
3. If there is a particular problem, discuss this with other state officers and then decide on the necessary action to correct the situation.
4. Most of all, enjoy all visitations. In years to come, these will be the highlights of your years on the Council.

CONDUCT OF BUSINESS MEETINGS

1. CALL TO ORDER:

The president should not strike the table or block with the gavel any harder than is necessary to attract the attention of the members. The presiding officer makes a remark similar to this: "The meeting will come to order."

2. OPENING EXERCISES:

The President gives the Opening Ritual. A prayer, pledge of allegiance to the flag or poem may be used at this time also. The prayer is before the pledge of allegiance (God before Country).

3. ROLL CALL:

Roll call is taken to determine number of members present and to also determine whether a quorum is present.

4. MINUTES:

When the presiding officer is ready to have the minutes read, she says, "We will have the reading of the minutes of the last meeting." After the minutes are read, she asks "Are there corrections to the minutes?" After a slight pause, she continues, "If not, they stand approved as read." If a correction has been made, she must not forget to say, "the minutes stand approved as corrected."

5. COMMUNICATIONS:

The Chair should call on the corresponding secretary next. The corresponding secretary is expected to read letters at this time which do not require action by the group. Correspondence which requires action should be reserved for the time when the presiding officer announces that new business is in order or (when appropriate) under "unfinished business."

6. TREASURER'S REPORT:

After the treasurer reads her report, the president remarks: "The treasurer's report will be filed for audit. No vote is necessary, but when the auditor submits her report (usually annually) it must be voted upon. If it is adopted, it has the effect of approving the treasurer's report."

7. OFFICER AND COMMITTEE REPORTS:

Officers and committee chairs report at this time. Reports which contain information of fact or work accomplished, no action is taken. The report is filed. Reports containing recommendations, committee chair or reporting member should have adoption of recommendation at the end of her report.

8. UNFINISHED BUSINESS:

The President should remark "We shall now consider business which was postponed from our last meeting."

9. NEW BUSINESS:

The President should say "We are not ready for new business." Correspondence which requires action or new projects are taken care of under "New Business".

10. ANNOUNCEMENTS:

A good time to remind members of dates of future activities, meetings, etc.

11. ADJOURNMENT:

The President usually says "the meeting is adjourned" or we stand adjourned." The Closing Ritual follows adjournment of the meeting.

POINTERS FOR THE PRESIDENT

1. Do not use the personal pronoun "I" while presiding. Say "The Chair appoints" or "Your President will appoint, " etc.
2. If a question is not debatable, do not ask, "Are you ready for the question?"
3. When taking a rising vote, do not say "the ayes have it", but "The affirmative has it and the motion is adopted," or "The negative has it, the motion is lost".
4. If the presiding officer has assigned the floor to a member, the officer should be seated and pay attention to the speaker. She should sit during the reading of the minutes and any lengthy report. She should stand while stating a motion, putting a question to vote, announcing the result, and when speaking upon an appeal. At other times, it is optional with her whether she stands or sits.
5. While taking the vote on a motion, the president should say:" As many as are in favor of the motion _____, say aye." (The adverb meaning yes is spelled "a-y-e" and pronounced "I"). After the affirmative vote has been taken, the president should say, "Those opposed say no." "Give the members an opportunity to say no, if they wish. Then state the result: "The motion is adopted," or "The motion is lost."

In small meetings, it is often desirable to take the vote by requesting members to raise their right hand. Sometimes you can proceed by "general consent". When calling for the "no: vote, never ask for those "contrary". Members may not be contrary but they may be opposed to a motion. It has been said that if they are contrary, they do not like to admit it.

A president should not say, "Do I hear a second?" No one knows whether she does or not.

MAIN MOTIONS

A main motion introduces a subject to an assembly. It is a proposal that action be taken. If the motion is lengthy, it is a good idea to have it presented in writing.

Main motions, as a general rule, should be in the affirmative form rather than the negative.

Motions are seconded to show that more than one person favors the proposal. If a motion is not seconded at once, the chair must not ask someone to second it as that would indicate the attitude of the presiding office, but she may ask, "Is the motion seconded?" Some motions do not require a second (see list below).

If the president asks if there is a second and there is none, she should say: "As there is no second, the motion is not before the assembly."

MOTIONS THAT DO NOT REQUIRE A SECOND:

Call to Order
Question of Order
Objection to the Consideration of a Question
Question of Privilege
Call for a Division of the Question
Call for a Division of the Assembly (in voting)
Nominations
Permission to withdraw a motion or to modify it
Filling blanks
Inquiries of any kind
Call up motion to reconsider
Call for others of the day
Requests of any kind

PRESIDENT'S RESPONSIBILITIES ON A MOTION:

1. The president states the motion for the group
2. She invited discussion. A motion must be made, seconded and stated by the Chair before it may be debated, unless the presiding officer rules it out of order. Members are permitted to have a little informal consultation before a motion is made, but the chair must not allow it run into debate.

If the motion is debatable, the president says "are you ready for the question?" If members are not familiar with parliamentary procedure, it is wide to ask, "Are there remarks?" or "is there discussion?" After the discussion seems to have ceased, she should ask "Are you ready for the question? (this means are you ready to vote) If the members are indeed ready, they will remain silent to show they are ready.

3. She takes the vote (See #5, Pointers for the President)
4. She announces the vote (see #5, Pointers for the President). Remember that some motions require a two-thirds vote for their adoption and may require a standing vote to confirm the vote. The state council constitution, by-laws, standing rules and standing of convention require a 2/3 vote to be changed. Note that the standing rules require a 2/3 vote without previous notice being given and a majority vote when previous notice was given. At convention, 2/3 vote is required to pass a motion. That is two-thirds vote of the delegates present.

AMENDMENTS:

When a new subject has been brought before the meeting for consideration, members often desire to make slight alterations before taking final action upon it. Such changes are called amendments. Motions are made acceptable to the group by amendments. Amendments must

be germane to the motion, that is, they must have a bearing on the subject. Amendments may be in any of the following forms:

To insert

To add

To strike out

To strike out and insert

To substitute

An amendment should be proposed, seconded, they state by the chair. After debate has ceased, the chair takes a vote on the amendment to the motion. If it carries, she takes a vote on the motion as amended. If the amendment is lost, she takes a vote on the motion as it was originally made.

Frequently, when an amendment is offered, the member who makes the motion replies: "I accept the Amendment". The president inquires if there is any objection. If there is none, she declares the motion amended. The question is then on the adoption of the amended motion.

Both of these methods of amending a motion are correct. The motion to amend and a vote on the amendment is preferred over the simple acceptance of the amendment. A member of the organization may request a vote even though the amendment is acceptable to the originator of the motion.

SECONDARY AMENDMENTS:

During debate on an amendment, it may develop that members wish to modify it. If so, someone makes a motion to amend the amendment by one of the methods previously mentioned. The amendment of an amendment is called a secondary amendment or one of second degree. There can be only two pending at one time, one of third degree is not permitted. When one amendment or both are disposed of by voting, other amendments to the same motion can be made.

The amendment last stated by the chair is the immediately pending question. A vote must be taken on the secondary amendment, next on the primary amendment, and then on the main as amended (if it is). It requires three votes when a secondary amendment is introduced.

NOMINATIONS:

According to Indiana State Council By-laws Article VIII, Section 1, the nominating committee shall receive nominations from chapters for the elective offices by February 1st of each year. They shall present these names at the annual convention. If dues of chapter nominating a

candidate are not paid January 1st or nomination form not received by February 1st, the candidate may be nominated from the floor. Included in the letter of qualifications for the candidate shall be verifications of payment of IC dues, state dues, and membership dues of the candidate.

When the president calls for a report from the nominating committee, the chair of the nominating committee reads the list of candidates, hands it to the presiding officer, and the committee is automatically finished with its task.

The chair then invites nominations from the floor for each office. There is no second required. When the chair thinks all who wish to do so have nominations, she inquires, "are there any more nominations?" If there is no response, she says, "The chair declares the nominations closed."

QUORUM:

A quorum consists of a majority unless otherwise state in the By-laws. A quorum means the number of members that must be present so that business may be legally transacted. It refers to the number present, not to the number voting.

PROBLEM SOLVING:

1. Name the problem (sometimes just recognizing there is a problem and naming it brings its own solution.)
2. List of probable causes
3. List of probable solutions. Explore every avenue, even if it is "too simple".
4. With the aid of your council, choose solution most likely to succeed.
5. Act on solution
6. If problem is extreme, choose a committee of your best thinkers to study the problem and ask that they report by certain date.
7. Present report to the board
8. Determine solution and act on it.

WHAT IS A LEADER???

I went on a search to become a leader. I searched high and low. I spoke with authority, people listened, but alas, there was one who was wiser than I, and they followed her. I sought to inspire confidence, but the crowd responded "Why should I trust you?" I postured and I assumed the look of leadership with a countenance that flowed with confidence and pride. But many passed me by and never noticed my air of elegance. I ran ahead of the others, pointing the way to new heights. I demonstrated that I knew the route to greatness. And then I looked back and I was alone. "What should I do?" I questioned. "I've tried hard and used all that I know." So I sat down and pondered long. And then I listened to the voices around me. And I heard what the group was trying to accomplish. I rolled up my sleeves and joined in the work. As we worked I asked "Are we all together in what we want to do and how to get the job done?"

And we thought together and we fought together and we struggled toward our goal. I found myself encouraging the fainthearted. I sought the ideas of those too shy to speak out. I taught those who had little skill. I praised those who worked hard. When our task was completed, one of the group turned to me and said, "This would not have been possible without your leadership."

At first I said, "I didn't lead, I just worked with the rest."

And then I understood. Leadership is not a goal. It's a way of reaching a goal.

I lead best when I help others to go where we've decided we want to go.

I lead best when I help others to use themselves creatively.

I lead best when I forget about myself as a leader and focus on my group – their needs and their goals.

To lead is to serve; to give that we may achieve together, that together we can make a difference, not only in our daily lives but in the lives of our sisters in ESA.

YOUR ROLE AS AN ESA LEADER

Leadership has been defined as a “Helping Process.” This means the effective leader is not so much one who is characterized by forcefulness of personality or prestige, but one who helps the group achieve its purpose.

A leader who understands leadership as a helping process will be more likely to make it easy for people to express themselves.

An effective leader does not try to sell the members on her point of view, but understands that leadership is a helping process.

A clear sense of direction, or focus, would be important in a leader who is concerned to help the group achieve its purpose.

The leader needs to help tie the ideas and suggestions of the members together and give the group a sense of direction.

A leader who has a good sense of direction would be more likely to say, “Let’s stick with this phase for a while until we get it settled.”

If a leader has a sense of direction and states each item of business clearly, indicating what has to be done about it, members will be less likely to have to fish around to find out what is to be done.

Many a meeting is extended in time and confusion because it is not given a sense of direction.

When a leader is familiar with the subject matter under discussion, she will be able to give the meeting sense of direction and will be better equipped to plan the agenda and lead the discussion.

An essential tool for an effective leader is familiarity with the subject matter at hand.

Another qualification that a leader needs is a proper sense of time and timing. This does not mean high pressure or slave driving, but the President must be able to help the group keep within the framework of the time limitations.

A leader who knows when enough discussion has taken place to prepare the group for a motion or decision is one who has a sense of timing. Perhaps an occasional summarization of areas of agreements and disagreements will help a group move on to other matters.

Being a leader of an ESA chapter, state or any organization, requires a great deal of skill on the part of the leader. She needs to be all things to everyone. You should know up front that you will not please everyone all the time, but with prior planning, keeping your meetings light and putting some humor in with the really serious “stuff” and letting your members know that you are human, you make mistakes, you cry, you laugh, you put your pantyhose on the same as everyone else (anyway I hope so) and that you genuinely love and respect your members, your board, and those around you – you’ll be the best leader ever to lead your group. You will know

that you have done the very you can and have given yourself to help ESA grow. As the leader of your state you are still a very integral part in your state's membership and chapter growth. You will need to constantly encourage membership growth throughout the year. You will need to encourage the membership to seek out the best there is and to discover the treasures that await them by developing new members and new chapters. You will need to continually encourage members to participate, love, forgive, care and nurture one another and you in turn will be rewarded with that same love, forgiveness, caring and nurturing that you have so freely given as their leader.

The Board and the membership of your state are like shells that are perfect treasures waiting to be discovered by one with an open heart. Shells line the beach everywhere you look, so many, there must be thousands. Each one is different, just as each one is your state is different. Each shell and each member has its own grace and splendor and are waiting to be chosen and treasured.

Joan Bourn
IC President – 1998/99