

LEADERSHIP

2018 – 2019

Create and Cultivate Super Hero Leaders

Chairman

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The Department of Virginia will continue to develop, promote and encourage leadership training to its membership. Striving to be all you can be and to become the best. Knowledgeable and capable members aids in the growth and development of our organization and the programs. We will create and cultivate our members to strive for excellence in leadership. The future of our organization depends upon our membership being prepared to move into leadership positions in the unit, district and department with a smooth transition. Promoting a culture of goodwill is an integral part of this leadership program at all levels. Member will be taught the basics and how to reflect on the past and prepare for the future.

Department Goals:

- ❖ Teaching the fundamentals of the organization's history, to provide a better understanding of our motto of Service Not Self
- ❖ Teaching the basics of protocol, parliamentary procedure and organization of unit activities.
- ❖ To assist and develop unit and department leaders
- ❖ Teaching the importance of effective techniques that will help promote a culture of goodwill
- ❖ Understanding the benefits that can be derived from membership in this organization

- ❖ Encourage unit members to take the five online classes to help grow the ALA
- ❖ To develop techniques of mediating various situations and conflict resolution
- ❖ Utilize the experiences and knowledge of past leaders to help in mentoring members and assisting women Veterans who are transitioning back into the civilian community
- ❖ To develop efficient as well as effective leaders as we progress to greater responsibilities in the organization

DEPARTMENT WORKSHOPS

American Legion Family Leadership College

August 3 – 5, 2018

Richmond, VA

Department Fall Conference Leadership Workshop

Friday, October 26, 2018 – 1:30 p.m.

Doubletree Hilton

Williamsburg, VA

Department Fall Conference Junior Leadership Workshop – TBA

Department Spring Conference Leadership Workshop

Friday, March 1 – 3, 2019

Renaissance Waterfront Hotel

Portsmouth, VA

ZONE MEETINGS/WORKSHOPS

Eastern Zone Leadership Workshop

January 19, 2019

Location – TBA

Northern Zone Leadership Workshop

TBA

Western Zone Leadership Workshop

TBA

(watch for further information)

LEADERSHIP AWARDS

National and Department Awards

National Awards

A. Unit Award: Most Outstanding Unit Leadership Program

- Award: Citation Plaque
- Presented to: One unit in each division (5) that best demonstrates innovative methods to help members develop the leader within.
- Materials and guidelines:
 - Narrative not to exceed 1,000 words
 - Types of training provided
 - Number of member attending leadership skills workshops/trainings
 - Attach an award cover sheet, including the name of the award, as well as the name and contact information for the department and unit Leadership chairman
 - Must have participation in *American Legion Auxiliary Senior Auxiliary Basics, a Course on Our History and Legacy*
 - Pictures and examples are encouraged
 - Must show increase participation in Mission Training

B. Department Award: Best Department Leadership Program

- Award: Citation to a department in each division (5)
- Presented to: One department in each division that best demonstrates what her department did to promote a culture of goodwill.
- Materials and guidelines:
 - Narrative not to exceed 1,000 words
 - Include recommendations from units and members
 - Pictures and examples are encouraged
 - Attach an award cover sheet, including the name of the award, as well as the name and contact information for the department Leadership chairman

Department Awards:

Department Award: This will be awarded to the Unit having the Most Original and Creative Leadership Program. All entries are to be in narrative form, double-spaced, not to exceed 1,000 words. Pictures, newspaper clippings, etc. may be included, and are encouraged. Entries should include the Unit name and numbers, District, Department, and the names and addresses of the Unit Chairman and Unit President. A completed National Award Cover Sheet should also be included.

Send entries to Sarah L. Elam, Leadership Chairman, 1112 Darren Drive, Portsmouth, VA 23701, by **April 15, 2019**. No late entries accepted.

Convention Award: This will be awarded to the Unit having the Most Outstanding Overall Leadership Program. All entries are to be in narrative form, double-spaced, not to exceed 1,000 words. Pictures, newspaper clippings, etc., may be included, and are encouraged. Entries should include the Unit name and numbers, District, Department, and the names and addresses of the Unit Chairman and Unit President. Send entries to Sarah L. Elam, Leadership Chairman, 1112 Darren Drive, Portsmouth, VA 23701 by **April 15, 2019**. No late entries accepted.

Leadership Reporting:

Mid-Year Reports: Reports reflecting the program work of our Units are to be submitted to the Department Leadership Chairman ela7170@msn.com by **December 15, 2018**. Units are encouraged to include a narrative with highlights of any activities supporting Leadership.

Year-End Reports: Reports reflecting the program work of our Units are to be submitted to the Department Leadership Chairman ela7170@msn.com by **April 15, 2019**. Units are encouraged to include a narrative with highlights of any activities supporting Leadership and photographs.

*All program narratives submitted must include the computer-generated word count at the end of the narrative. Every Unit is encouraged to participate and submit your mid-year and year-end reports.

Your Department Leadership Committee is committed to creating and cultivating Super Hero Leaders.



DEPT. OF VIRGINIA LEADERSHIP: MID-YEAR REPORT 2018-2019

Unit Name: _____ Unit Number: _____

Chairperson Name: _____ District Number: _____

Chairperson's Phone or Email: _____ Zone: _____

As part of your report, please include an answers to the following questions:

1. What Department trainings were held for units and were they well attended?

of members attending _____ how many attended for the 1st time? _____

2. What topics or presentations were included in your trainings? _____

3. Of members attending these trainings, did you require feedback concerning what they learned, how this training will improve their ability to lead and what trainings they would like to attend in the future? _____

4. Did you hold training on nurturing a culture of goodwill? _____

5. Did your Unit implement the unit member/leader data survey? _____ If so, what were the member responses? _____

6. Please share highlights of your Unit Leadership activities to date: _____

Please use additional paper to provide information on Unit activities, if needed.

Submit this report form on or before December 15, 2018 to:

Sarah L. Elam, Leadership Chairperson, 1112 Darren Drive, Portsmouth, VA 23701



DEPT. OF VIRGINIA LEADERSHIP: YEAR-END REPORT 2018-2019

Unit Name: _____ Unit Number: _____

Chairperson Name: _____ District Number: _____

Chairperson's Phone or Email: _____ Zone: _____

As part of your report, please include an answers to the following questions:

1. What activities did your Unit promote to develop future leaders?

2. Did your Unit members attend Department or Zone Workshops? _____

If so, please state how many attended the following: Leadership College _____

Fall Conference _____ Zone Workshop _____ Spring Conference _____

3. Did your Unit share information about our ALA history and programs? _____

4. Did your Unit use Auxiliary reference documents and materials, such as the Unit Guide Book and Constitution & Bylaws and handouts for training? _____

5. Does your Unit provide mentors to new members or a group mentoring program?

6. How has your Unit promoted a culture of goodwill?

7. Did you use any of the "How To" sheets shared in the Program Action Plan? _____

If so, which sheets did you use? _____

If you wish to be considered for awards, please attach the 2018-2019 National Award Cover Sheet, your narrative and write your word count here:

The attached Unit narrative contains _____ words.

Submit this report form on or before April 15, 2019 to:

Sarah L. Elam, Leadership Chairperson, 1112 Darren Drive, Portsmouth, VA 23701



HOW TO UTILIZE A MEMBER DATA SURVEY FORM

Committee:

Leadership

Contact Information for Questions:

Leadership@ALAforVeterans.org

Utilize member strengths (ALA Centennial Strategic Plan, Goal 3D)

Not all members profess to be leaders but each member of your unit brings with her talents and strengths that will enhance the unit. While meetings allow us to become acquainted with members, not all members are able or willing to attend. You still would like their help when needed. Far too often we don't really know each member's training, likes or what she is able to offer the unit.

What is the purpose of a member data survey?

This form, when completed by each unit member, will give the unit a snapshot of the strengths each member possesses. Have each member of your unit complete a form. Decide who in the unit will be responsible for maintaining member records. Then, use these forms when you need help in the unit. For example, need a yearly audit of your "books?" The survey has identified someone in your unit who is a professional accountant. She doesn't come to meetings, but she may be willing to help the unit by auditing the books.

Ideas:

- Make copies of the data survey form and have each member in your unit complete and return it to the unit president. (*The Data Survey Form is in the Leadership Program Action Plan how to sheets.*)
- Have a designated person or committee members contact unit members who do not attend meetings to explain and complete the form remotely.
- The unit president compiles survey information and establishes her own references.
- The unit selects a person responsible for maintaining member survey records.
- The department provides a copy of the survey on their website for units to download, and includes a copy in their department's Programs Action Plan.
- Departments should award department certificates to units that have 100% of their membership complete the survey.



**American Legion Auxiliary
Member Data Survey**

Name

Phone Number- Home

Address

Phone Number – Work

City/State/Zip

Phone Number – Cell

Briefly tell us about yourself and your family:

What interests or hobbies do you have?

In order to help our unit and community grow and to honor our military and veterans would you be interested in any of the following:

- People: _____
Participating in Education Activities: _____
Working with Youth: _____
Scholarships: _____
Community Awareness/Activities: _____
Helping with Unit Activities: _____
Fundraising: _____
Assisting Auxiliary Members in Need (Auxiliary Emergency Fund): _____
Working projects that benefit our military and veterans: _____
If you are physically unable, would you be able to assist in your home with projects: _____
Or helping with a phone tree, when the need arises: _____
Do you have experience in a leadership role? _____

Please explain:

Thank you for continuing to honor our veterans, military and their families.



HOW TO CONDUCT A UNIT MEETING

Committee:

Leadership

Contact Information for Questions:

Leadership@ALAforVeterans.org

The manner in which a unit meeting is conducted has a great bearing on its success or failure. Unless a meeting is well planned, intelligently conducted, and subjects are presented and discussed interestingly, members cannot be expected to be faithful in attendance. Routine business should be transacted in an efficient manner, yet the opportunity should be presented for active participation of members in the program. It is most important that unit elections and all unit business be conducted in accordance with unit bylaws, the current edition of "Roberts Rules of Order, Newly Revised," and department and national constitution and bylaws. All unit presidents must remember to be impartial while presiding and not participate in discussion. The majority vote rules, but the minority has the right to be heard. Committee members and officers may transact detailed business and should only bring important matters before the unit for decision. Special monthly activities should be stressed, and district and department officers, as well as local speakers, should be asked to add interest to the programs. Variety should be introduced in music and entertainment.

The President as Presiding Officer

- Calls the meeting to order at the designated time and, if a quorum is present, proceeds with necessary business.
- Preserves order throughout the meeting.
- Follows the accepted order of business.
- Refers to herself as "the Chair."
- Decides parliamentary questions. The president states the motion clearly after it has been seconded and before allowing discussion.
- Takes no part in any discussion while presiding; refrains from expressing a personal opinion on questions before the house; avoids all personal bias when giving information to the organization.
- Calls upon the vice president to preside if she wishes to speak on a motion or leave the chair. Remains out of chair until the vote on the pending motion is taken.
- May vote according to local bylaws.
- Recognizes a member who has not spoken previously on the question in preference to one who has spoken.



Suggested Order of Business

While this suggested order of business for unit meetings includes items that will not be used at every meeting throughout the year, this may be of some assistance to presidents of new units and to others who are not entirely familiar with the business to be transacted. The order should be modified to fit the circumstances of the particular occasion.

1. Call to Order
2. Advancement of Colors (optional); Salute to the colors if colors are not advanced
3. Prayer
4. Pledge of Allegiance to the Flag
5. National Anthem or other patriotic song
6. Preamble to the Constitution of the American Legion Auxiliary
7. Roll call of officers
8. Reading and approval of minutes of previous meeting
9. Treasurer's Financial Report
10. Initiation of candidates (quarterly, biannually, or annually, as is the unit custom)
11. Reports of: president, secretary, unit officers, executive committee, Membership committee, standing committees, special committees
12. Reading of communications, including those from national, department and district officers
13. Unfinished business
14. New business
15. Election and installation of officers
16. Announcements
17. Program - educational and entertaining (optional)
18. Adjournment of business meeting
19. Closing prayer
20. Retirement of Colors (optional). The American flag and the banner of the American Legion Auxiliary in miniature and in a small stand should not be used for the advancement or retirement of colors, as the stand of colors was not intended to be used for this purpose.

Unit Meeting Terminology

Call to Order: The presiding officer first calls the meeting to order.

Reading of the Minutes: The president asks the secretary to read the minutes of the previous regular meeting. If special meetings have been held, these minutes should be acted upon after the regular ones. The presiding officer asks for any corrections or additions to the minutes, she then declares the minutes "approved as read" or "approved as corrected" if any corrections have been made. The minutes can also be distributed ahead of time and adopted without a full reading.

Statement of the Treasurer: After the reading of the report by the treasurer, the report is entered into the minutes and filed for audit. At the annual meeting the annual report is read, and the auditor's report is read. The report of the auditor including the treasurer's report is accepted.



Reading of Communications: The secretary reads all communications from the department and national headquarters, local organization notices and matters of general interest. Any action, which may arise from the reading, is deferred until unfinished business or new business is considered.

Unfinished Business: Any business postponed from the previous meeting or any matter introduced at the meeting on which action of the unit was deferred is unfinished business. The secretary from the minutes of the last meeting prepares a list of such unfinished business for the presiding officer. Only when the unfinished business has been disposed of may new business be brought forward, unless the regular order of business has been modified by vote of the members present.

New Business: Any business brought forward for the first time.

Announcements: The date of the next meeting or special event is announced. If a social hour is to follow, this should be announced at this time.

Program: The president asks the program chairman to take charge.

Closing Prayer: The president asks the chaplain to offer the closing prayer.

Charge: The president states, "Till we meet again let us remember that our obligation to our country can be fulfilled only by the faithful performance of all duties of citizenship. Let service to the community, state and nation be ever a main objective of the American Legion Auxiliary and its members. Let us ever be watchful of our organization and ourselves, that nothing shall swerve us from the path of Justice, Freedom, Loyalty and Democracy."

Adjournment: The president states, "If there is no further business to come before this meeting, the meeting is adjourned."

Retirement of the Colors: The color bearers will retire the Colors (Optional). If colors are not retired the president should say, "Colors in place, hand salute."



HOW TO LEAD A SMALL UNIT

Committee:

Leadership

Contact Information for Questions:

Leadership@ALAforVeterans.org

"History, although sometimes made up of the few acts of the great, is more often shaped by the many acts of the small." – Mark Twain

Step-by-Step Instructions:

- Avoid the "burnout" syndrome. Ask members to buy into a "one" concept: mentor one member, write one article for the unit newsletter, volunteer to be a greeter at one meeting or make reminder meeting calls to members for one meeting. By not overwhelming members with large projects, they will have the opportunity to adjust to learning and helping build their unit. If an experience is enjoyable, members will be more likely to look forward to helping more.
- Develop a plan to continually develop new leadership within your unit. As members are selected to chair committees, mentor them. Offer help when needed. Be prepared to provide support when asked or assign another mentor for support. Provide training sessions. Consider that you may have seasoned unit members capable and available for help with the training. Also, other community leaders may be willing to provide leadership training.
- Communicate with members. Find those who may wish to help contact members via phone/email or personal contact for such activities as meetings and program participation. Utilize local media. Foster good relations with local newspapers, TV and radio. Issue news releases. Publish the meeting schedule at the beginning of the year in your unit newsletter, and write "TBA" (To Be Announced) for those programs still tentative. Invite a member familiar with social networking to set up and monitor an account for the unit.
- Work in groups of like-minded programs, rather than each program individually. Some units have said it is hard to work all programs when they have few active members. The grouping system is a way to simplify the programs so you need no more than five program chairmen instead of 15 or more program chairmen. Grouping allows for more combined and efficient efforts within a unit. For examples: Juniors, Education, Children & Youth, and ALA Girls State/Nation can be grouped into one "youth" program grouping.
- You are not expected to complete all action steps in the Programs Action Plan; just pick a few that fit your unit well. If unit members enjoy their work, it will create an inviting atmosphere, and others who care about veterans will want to join in.



- Consider implementing quality programs to help invigorate meetings. Survey the interests of the membership when considering topics - a great way to reinforce information about Auxiliary programs.
- Be positive! Unit leaders have an obligation to minimize criticism and maximize positive feedback. A small unit needs and deserves frequent kudos for each of its successes.



HOW TO GROW LEADERSHIP CAPACITY, NURTURING A CULTURE OF GOODWILL

Committee:

Leadership

Contact Information for Questions:

Leadership@ALAforVeterans.org

"The growth and development of people is the highest calling of leadership."

If we fail in our efforts to cultivate leadership ability, our leadership will deteriorate and ultimately disappear. So where do we begin?

Build confidence in those you lead

- Help people learn and develop. To increase members' confidence, you should encourage them to utilize the Auxiliary Basics course (www.ALAforVeterans.org) and the ALA Leadership Academy; and to attend ALA Mission Training or conferences held in their departments.
- A great way to build up members' competence—and thereby their confidence—is to delegate specific tasks that will help them grow in an area they're interested in. Just be careful that you don't delegate too soon or too quickly. Your job is to help members set reachable goals and, if necessary, to break difficult tasks into smaller, more manageable steps.
- Focus on member's strengths. Their confidence (and motivation) will generally grow when they're given the chance to put their skills or expertise into practice.
- Be supportive. One of the most fundamental ways to boost people's confidence is to actively support them and build them up emotionally. When you get to know people on a more personal level (e.g., what motivates them; what really matters to them) you'll intuitively know how to best support them.

Treat all members with dignity and respect

- Treat everyone with respect. Each of us has a direct impact on developing future leaders by setting an example for others to emulate.
- Actively praise a member and provide positive feedback when someone does something well. We all like to feel appreciated and it takes so little to say, "Thanks, that was an awesome job you did!"
- Build members up and let them know that it's OK to make mistakes. When you remove the fear of failure, people will be more likely to take good risks.

Challenge them

- Including others in projects or programs helps build emotional and creative capacity.



- Leaders should inspire, challenge, enable and encourage members. They should mobilize others toward transforming our values into action, our vision into reality, and potential obstacles into innovations.
- Empower members.
- Empowerment begins by painting the big-picture for those you lead. Empowerment also is all about trust.
- Leaders should give opportunities to those they lead, and then hold them accountable.
- Share with them past insecurities or challenges you faced when you first assumed a leadership role. Your openness will only make them feel more confident and inspired by your example.
- Acknowledge past mistakes. People want to work with someone who is human.

Listen and listen more

- When building a member's confidence, listening to them is crucial. Allow them to communicate openly and honestly about their strengths, weakness, fears, accomplishments, and ultimate goals.
- Actively listen to what others have to say before giving your viewpoint. Demonstrate, by your actions, that their thoughts and ideas are important to you. Remember your reaction and body language is an important indicator that you are truly listening.

Connect with your members

- Connection doesn't happen unless you invest the time to learn about someone's unique personality, perspective and motivations. Ask questions of members to uncover their interests, while observing them in action to find out their leadership strengths and potential.
- Demonstrate your commitment to their success by consistently adding value to them, providing ongoing encouragement, and making yourself available.

Be a model they can emulate

- Effective leaders should seize every opportunity to express, by their own example, their deep commitment to our organization. Leading by example makes our vision and our values tangible.
- Effective leaders do what they say they will. This builds credibility and trust among members, who realize that their leaders' promises are not empty words.
- Effective leaders are able to regroup and determine a new course when faced with adversity or an unexpected obstacle. They understand that needs and goals change over time and they must adapt to meet them.
- Leaders take initiative and responsibility for their actions.

"It takes a village to raise a child," is a popular African proverb. By the same token, it takes an organization to raise a leader. Developing leadership is a serious endeavor, but it's worth the time and effort because leaders are necessary for our organization to thrive into the future.