

South Carolina

Public Health Association



Leadership Development Guide
...Developing the leader within you...

August 2022

VISION

People follow leaders with a vision.

Leadership is not a state of being;

You have to work at it.

Without a vision, you cannot set goals.

Without goals, you cannot plan.

Without plans, you cannot motivate others.

Without motivating others, you cannot lead.

Author Unknown

Leadership is action, not position.

Donald H. McGannon

Former CEO of Westinghouse Broadcasting



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FORWARD

Successful teams and organizations work through great leaders, rather than for great leaders. A leader's job is to look into the future and see the organization not as it is, but as it can become. That is why developing the leadership potential of our members is critical to our survival and growth.

Leadership is the ability to influence individuals or groups toward the achievement of goals. Leadership revolves around vision, ideas and direction. It has more to do with inspiring people as to direction and goals than with day-to-day implementation.

Leadership is found throughout the organization. Everyone on Governing Council is a leader. There is a wealth of opportunities in SCPHA to sharpen your leadership skills. Everyone has something to contribute, but each must first tap into his or her potential — the Association's current leadership is eager to help you in that process.

So, how can SCPHA develop our future leadership? This Leadership Guide is one part of our efforts to “grow our own.” This Guide is not intended to be all-inclusive or scientific. There is no perfect formula for the combination of traits and skills that will lead to success in all situations.

This Guide includes some basic guidelines to keep in mind while leading in your respective areas. Examine the guidelines, examine yourself and unleash your leadership potential!

Now that you have made the decision to become more involved in SCPHA, what are the next steps?

First: If you have not done so already, review our Constitution and Bylaws, Procedures Manual and Strategic Plan. These tools provide valuable information about the organization's structure, goals and activities.

Second: Find yourself a mentor or two. Resources include our previous officers and committee chairs. Their knowledge and experience can be invaluable to your development as a leader. These talented people are eager to assist the next generation of leaders in making decisions that may affect the Association for years to come.

What *else* can you do to enhance your leadership skills?

- Contact a member of Governing Council (GC) to let him or her know of your interest in becoming more involved. That GC member will assist in matching your interests with the work of the Association.
- Consult the Association website (www.scpa.com) for information about the various committees and activities. You will also find there the Constitution and Bylaws, Procedures Manual, and the Strategic Plan.



- Contact your Section Chair to become more active in your section. Don't know who your Section chair is? Check the website.
- Attend a Governing Council meeting to become familiar with how business of the Association is conducted. Governing Council meetings are typically held on the 4th Friday of each month from 10 AM to noon at the Heritage Building in Columbia. Contact your Section Chair to confirm.
- Familiarize yourself with Robert's Rules of Order (www.robertsrules.org), which are used to determine parliamentary procedures for SCPHA.
- Consider serving on Governing Council or one of the Association's Standing or Special Committees.

You will find that being a leader in SCPHA will be one of your most rewarding experiences. Like any other volunteer organization, the Association is only as strong as its members and leaders. Your willingness to learn from this Leadership Development Guide indicates you are ready for a more active role in SCPHA.



ENHANCING YOUR POTENTIAL

You recognize that everyone has something to contribute, but you must first tap into your own potential. All of us have untapped potential. The key to learning about your potential begins with a self-assessment of your abilities, aptitude and attitude.

We sometimes have a tendency to underestimate the scope of our skills and abilities. This may limit our willingness to volunteer for activities that may test those abilities. By doing this, we are missing the great sense of accomplishment that comes with meeting a challenge. One of the greatest assets you can offer is your willingness to accept a challenge and test yourself.

The following questions may help you recognize your potential as a leader within the South Carolina Public Health Association.

Take a Quick Look at Yourself:

- Do you get along well with people?
- Can you work with others to get tasks accomplished?
- Can you inspire others to accomplish great things?
- Can you work in the background, while others take the spotlight?
- Do others have confidence in your opinions?
- Do others trust you to handle sensitive issues in a respectful and confidential manner?
- Can you speak confidently and passionately on issues of importance to you?
- Do you seek opportunities to grow personally and professionally?
- Do you understand that your potential is greater than you recognize?

If you answered “Yes” to the majority of the questions above, then you have the qualities needed to become a leader within SCPHA.

Your Potential is waiting on your actions, so take action today...

One of the greatest assets you can offer is your willingness to accept a challenge and test yourself. When you maximize your potential, everyone wins. When you do not accept challenges, we all lose. Begin the journey with an open mind.



PUBLIC SPEAKING

It is normal to be nervous and anxious when speaking in public, but public speaking is a vital means of personal empowerment. Researching topics, organizing ideas logically, tailoring the message to the audience and adapting to feedback from the audience are important public speaking skills that are invaluable for every type of communication.

Public speaking differs from conversation. It is more highly structured, imposes more strict time limitations, requires more detailed preparation, and language that is more formal. Listeners react negatively to speeches that include slang, jargon and bad grammar. Public speaking demands a different method of delivery. Effective speakers adjust their voices to the larger audience and work to eliminate distracting physical mannerisms and verbal habits.

Audiences will include people of different cultural, racial and ethnic backgrounds. Be alert to how such diversity may affect the responses of the listeners and adapt your message or your delivery style accordingly.

PREPARING YOUR PRESENTATION

- Know the material thoroughly.
- Assure accuracy and fairness of material.
- Avoid plagiarism. Provide appropriate credit for specific quotations and paraphrases that are borrowed from others.
- Anticipate questions and be prepared.
- Develop the material and deliver it with a passion. Do not memorize.
- Practice the presentation for an effective delivery. Deliver the speech in front of family/friends/colleagues and ask for feedback.
- Positive thinking can have a huge impact on the presentation. Picture the audience and their overwhelmingly positive reaction to the presentation.

DELIVERING YOUR PRESENTATION

Technology - Speak to the audience - do not read the slides. The slides are there to support the presentation, not the other way around. Be prepared to make adjustments for technical difficulties.

Mistakes - Mistakes happen. Recovering from mistakes makes the presenter seem more human and puts the audience at ease.

Humor - If the presenter chooses to use humor, it should be done carefully, as humor can be tricky and have pitfalls. Never use humor at anyone else's expense.

Stories - Use personal experiences to bring material to life.



Speaking environment - Use the space that is available and move around, within the constraints of your audiovisual equipment.

Connecting with the audience -If possible, meet a few members of the audience ahead of time. Make frequent eye contact with these people.

Audience Engagement - Note your audience's positive and negative responses when an important point is made. Ask rhetorical questions and maintain eye contact. Be provocative and challenging. An audience that reacts is an audience that is listening.

Mastering the art of public speaking can be done with practice. The more you deliver your presentation, the easier it will become. The more presentations you give, the better you will be.

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TIME MANAGEMENT

One of the most important skills that must be mastered by those in leadership positions is time management. Time management is critical to accomplishing personal and organizational success. The expression “if I just had more time” is everyone’s wish. Time is a valuable resource and a precious commodity. It is commonly said, “If you do not manage your time, it will be managed for you. It will be scheduled and stolen by others who need you.” Therefore, we need to work smarter, not harder in order to be in control of the 24-hour day.

Why is it important to manage our time wisely in volunteering for assignments in the SCPHA? Like most people, you probably have a variety of activities and responsibilities competing for your limited “extra” time everyday. Most of the volunteer positions in the Association can be accomplished with a scheduled meeting once a month. However, certain assignments are more time-consuming. By volunteering, you will have the opportunity to apply time management skills. The heart of time management is management of YOU!

TIPS TO MANAGE YOUR TIME EFFECTIVELY

1. **PLAN:** Start each day by making a general “to do” list, giving particular emphasis to the two or three major things that *must* be accomplished. Everything you list must lead to your goals. Make short-term goals based on long-term goals. Remember that time spent organizing and planning pays off in time saved later. It is also important to have a backup plan for the unexpected, as situations change and crises do occur.
2. **AVOID DISTRACTIONS:** The amount of time spent on a project is not what counts; it is the amount of uninterrupted time. Interruptions are often part of your job (email, telephone, drop-in visitors, etc.). As possible, schedule quiet time or work in isolation in order to focus. Avoid temptations that get you off schedule.
3. **MANAGE PERSONAL ENERGY:** It is essential that you respect your energy needs and match them to the tasks you need to accomplish. Determine at what time of day you are at your best. Focus on priorities and the more challenging tasks when your energy level is highest. Smaller tasks can be accomplished later. Keep a positive attitude.
4. **TAKE BREAKS:** Working overtime leads to physical and mental fatigue. Switching for a few minutes from a mental task to something physical can often provide relief. If you do not invest time in your own good health – eating right, exercising and getting enough sleep – you will have fewer hours to count on. Take time for yourself.



5. **AVOID CLUTTER:** Clutter hinders concentration and can create tension and frustration. Decide to get organized so you will not lose considerable time searching for documents. Organize your surroundings and go through all your papers and files making generous use of the recycling bin.
6. **DO NOT BE A PERFECTIONIST:** There is a difference between striving for excellence and attempting perfection. The first is attainable, gratifying and healthy. The second is often unattainable and frustrating. Perfection reduces your productivity.
7. **DO NOT BE AFRAID TO SAY NO:** Learn to decline, tactfully but firmly, every request that does not contribute to your goals. Many people who spend time worrying about offending others wind up living according to other people's schedule. Do not create impossible situations by attempting unrealistic goals.
8. **DO NOT PROCRASTINATE:** Decide to start changing now. *How?* Force yourself right now to do one thing you have been putting off. Determination and discipline are needed to stay on track. Try doing the most unpleasant task first. Divide large tasks into smaller parts. Reward yourself when you have completed a task or part of a sub-divided task.
9. **LET IT GO:** If you are wasting your time in optional activities or with people that bore you, divert you from your real goals, and sap your energy, eliminate these distractions finally. Carry reading material with you to occupy small blocks of time you find for yourself.
10. **DELEGATE:** Delegating is a major time saver. It is the most underused time management strategy. Learn to delegate some tasks to others, making sure to also delegate to them sufficient authority to make necessary decisions.
11. **DO NOT BE A "WORKAHOLIC":** Most successful people work long hours, but they do not let work interfere with the really important things in life, such as family, friends, faith, health, etc. Ongoing, ignored stress can lead to illness. Be aware of the symptoms of stress and work addiction. Save a portion of the "best" you for your family, loved ones or things you enjoy.

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THE CHALLENGE OF CHANGE

Paradoxically, change is one of the most consistent features of our lives. There is not much that can be done to prevent change; we need to expect and plan for it.

How we respond to change depends largely on our attitudes and beliefs. Change often means traveling in uncharted waters and can induce a wide variety of reactions in ourselves and in those we lead. Leaders must recognize that followers will weigh advantages and disadvantages of a changing situation in terms of personal, not organizational, gain or loss. With the right mindset, change can benefit and empower. The opposite of change, may not be stability; it may be stagnation and boredom.

Leaders are faced with the challenge of preparing themselves and others for a barrage of change. Leaders, managers and staff must work continuously to ensure successful change. Simply put, a leader is someone who sets direction in an effort and then influences people to follow. A leader who embraces change is responsible for translating the vision into a realistic plan of action. How that direction and influence are set depends on a variety of factors and leadership styles. The difficulty of change needs to be understood, thoroughly evaluated, and the process managed. Clarifying the purpose and objectives, identifying the benefits and timing of the change are vital to the process of response to change.

ORGANIZATIONAL CHANGE

The concept of organizational change is broad and often means fundamental and radical reorientation in how an organization operates. Organizational change might include a change in mission, leadership, restructuring of operations, new technologies, major collaborations or mergers. Organizational change may be provoked by outside forces such as funding cuts, competition, changing demand or need for services. Change should be a strategy to accomplish overall goals. Organizational change efforts should be geared to improve the performance of an organization and the people in that organization.

Association leaders must understand the past, have regard for the present and have respect for the future before initiating or responding to changes. Change can be seen as either *revolutionary* (completely different from what has been) or *evolutionary* (a refinement of what has been.) Creating positive change is perhaps the ultimate test of leadership. An effective leader will embrace three strategic principles:

- **Problems are recognized and dealt with in the early stages.** Great leaders are seldom blindsided. A leader must be out front to encourage change and growth and to lead the change process.



- **Effective leaders are open to change.** Leaders must create an atmosphere that will encourage others to promote needed change. Responding to diversity of opinion is a core leadership issue. If we are surrounded with only those who see the world as we do, we will miss opportunities for change.
- **Change starts with a passionate few.** Innovators are the originators of new ideas, and changes that have both short and long-term benefits. Early adopters, those who know a good idea when they see it, and good leaders are able to show others how the change will benefit them.

General principles for managing successful change include:

- Vision and clarity of purpose
- Understanding organizational culture and values
- Strong and continuous leadership support and modeling
- Building trust and teamwork
- Ongoing communication (listening, managing resistance, etc)
- Managing (supervision, delegation, planning and continuous evaluation)

Remember, introducing change by means of directives and orders can lead to hostility, weakened morale and loss of communication. A communication plan that deals directly with concerns and questions can keep the lines of communication open, diffuse resistance and increase productivity.

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Free Management Library 1997- 2008. www.managementhelp.org www.change-management/tutorials.htm



CONFLICT MANAGEMENT

It is clear that as long as we have humans dealing with other humans there will be a possibility for conflict. Conflict is not inherently bad. In a group, each member brings different values, beliefs and attitudes to the table. Leaders should be prepared to address these differences when they surface.

Unmanaged or unacknowledged conflict can lead to unaccomplished goals and an uncooperative work environment.

There are several major sources of conflict, which may arise within groups:

- Personality clashes may be a cause of conflict between group members.
- Competition between group members may impede collaboration.
- Conflicts may arise over the way that the group's business is being handled.
- Members may have differences of opinion about the group's purpose, mission or objectives.

Often, there may be more than one conflict occurring simultaneously. A leader must be prepared to recognize these conflicts, determine their origin and the members involved and then choose an appropriate course of action so that the conflicts do not interfere with the business of the Association.

The SCPHA leader should maintain a professional demeanor in order to manage conflict successfully. Keeping “a cool head” may be difficult, especially if the conflict is one in which the leader has some stake.

An excellent reference concerning management of conflicts within and among community groups is described in a Fact Sheet from Ohio State University, Community Development.¹ A summary is included here to encourage the reader to explore the entire document:

SIX STEPS FOR MANAGEMENT OF CONFLICT

1. Recognize and Acknowledge that Conflict Exists.
2. Analyze the Existing Situation
 - a. Know exactly what the conflict is about. Does it involve values, goals and means to goals, territory or a combination of these?
 - b. Analyze behavior of the involved parties.

¹ The Ohio State University, *Conflict Management in Community Organizations*, Ohio State University Fact Sheet L-701. (<http://ohioline.osu.edu/cd-fact/1701.html>) Type “Conflict Management” into the Search box.



- c. Find out how other, similar conflicts have been resolved by consulting others with experience in leadership of SCPHA
3. Facilitate communication
 - a. Enhance communication. Open the lines for free discussion and involve all members.
 - b. Encourage accurate communication and feed back because negotiation depends on good communication.
 - c. Listen and raise questions
 - d. Allow free expression. Constructive disagreement should not be suppressed.
 - e. Supply information and facts.
 - f. Maintain an objective level (not emotional).
 - g. Stay on issues, not people.
 - h. Provide the tact needed to “save face” for all parties.
 4. Negotiate

Negotiation is a cooperative enterprise; common interests must be sought; negotiation is a behavioral process, not a game; in a good negotiation, everybody wins something.
 5. Make necessary Adjustments, Reinforce and Confirm.
 6. Live with conflict. Not all conflict can be resolved.

Following are strategies you can apply to increase your chances of resolving conflict:

- Find some "grain of truth" in the other person's position that you can build upon.
- Identify areas of agreement in the two positions.
- Consider timing and method.
- Present your point of view with facts and rationale, but do not force agreement.
- Encourage open communication and creativity among members.
- Ask questions and elicit feedback.
- Listen to each other with open minds.
- Respect each other's opinions even if you do not agree.
- Avoid defense-attack interactions (non-productive every time).
- Check understanding and summarize.



- Work to create compromise and win/win solutions.



EFFECTIVE NEGOTIATION

If conflict management is a skill, negotiation is a fine art. To be an effective negotiator, learn to listen to what the other person's wants and needs and appeal to these. Welcome objections and show appreciation for the other person's point of view (even if you do not agree). There are different styles of negotiation, depending on circumstances.

- **Hardball** - you do not expect to deal with people ever again and you do not need their goodwill.
- **Gamesmanship** – using tricks and manipulation during a negotiation can undermine trust and damage teamwork.
- **Win-Win** - both parties should feel positive about the negotiation once it is over. This is the most desirable approach.

STYLE IS CRITICAL

Emotions can be an important subject of discussion because people's emotional needs must fairly be met. If emotions are not acknowledged as legitimate to the discussion, they do not go away and may interfere with the outcome. The agreement reached can be unsatisfactory and temporary. Highly emotional approaches can be very unproductive by undermining the rational basis of the negotiation and can feel manipulative to the other party.

When discussing your own emotions, be as detached as possible. Starting sentences with “I” rather than “you” is a way of owning your part and is not as likely to put the other party on the defensive.

PREPARING FOR A SUCCESSFUL NEGOTIATION

Depending on the scale of the disagreement, some preparation may be appropriate for conducting a successful negotiation. For small disagreements, excessive preparation can be counter-productive and be seen as manipulative. To resolve a major disagreement, thorough preparation is necessary.

Think through the following points before you start negotiating:

- **Goals:** what do you want; what do you think the other person wants?
- **Common ground:** On what are you and the other person likely to agree?
- **Trades:** What do you each have that the other wants?
- **Alternatives:** If you do not reach agreement what other choices are available and what are the consequences?
- **Relationships:** Will the history of the relationship impact or influence the negotiation?



- **Expected outcomes:** what outcomes will people expect? What has the outcome been in the past, and what precedents have been set?
- **Consequences:** what are the consequences of winning or losing?
- **Power:** who has what power in the relationship? Who controls resources? Who stands to lose the most if agreement is not reached? Can the other person deliver what you hope to receive?
- **Possible solutions:** based on all of the considerations, what possible compromises might there be?

NEGOTIATING SUCCESSFULLY

- **Establish a Healthy Context:** Plan and select the right time, place and atmosphere to negotiate--one that fosters mutual respect. Agree to ground rules, if necessary, so both parties feel safe and able to speak openly.
- **Tap into Motivation:** Mutual motivation is a prerequisite to effective negotiation.
- **Remember your Goal:** Be clear and specific about what you hope to achieve.
- **Discover their Goal(s):** Build rapport as you gather information about what the other party wants.
- **Accept and validate their View(s):** Acceptance does not mean agreement. Before you ask others to understand your view, make sure you understand theirs.
- **Build a Bridge:** Find common ground; brainstorm several options that would satisfy mutual interests.
- **Walk across the Bridge:** Select the best alternative to satisfy shared interests. In an ideal situation, you will find that the other person wants what you are prepared to trade, and that you are prepared to give what the other person wants. If this is not the case and one person must give way, then it is fair for this person to try to negotiate some form of compensation for doing so –“no concession without a condition.”

Close the session by verifying understandings and agreements reached, including any further action, inquiry or follow-up steps. Recognize and appreciate cooperation as well as clear boundaries. Effective negotiation helps you to resolve situations where what you want conflicts with what someone else wants. The aim of win-win negotiation is to find a solution that is acceptable to both parties, and leaves both parties feeling satisfied with the results.

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<http://www.abetterworkplace.com> (CR7STEPS)

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PLANNING AND LEADING MEETINGS

Meetings are the most frequent method for conducting business. The following tips are provided to help leaders make these meetings more productive and enjoyable.

PLANNING A SUCCESSFUL MEETING ...

Prepare. Have a purpose and a plan. The better prepared you are, the better the results you can expect.

Have an agenda and stick to it. Distribute the agenda and any pertinent information before the meeting to allow participants to prepare for the meeting ahead of time.

Secure a suitable place. Reserve adequate space with seating and tables to make note taking possible.

Have fewer (but better) meetings. Meet as a group only when absolutely necessary.

CONDUCTING A MEETING ...

Start on time, end on time. Time is valuable. Announce the length of the meeting and stick to it and more participants will take an active role in your meetings.

Designate a record keeper. Choose the recorder carefully – someone who can recognize and quickly capture the key points. An accurate record is essential for the ongoing work of the group and for keeping absent members abreast of developments.

Start with introductions until people know one another. Communication is easier when you know who people are, where they come from and why they are at the table.

State the meeting's purpose, goals and expectations. This serves to place purpose, goals and expectations front and center.

Maintain the focus. Meetings can easily get off track. When you notice that the meeting is beginning to drift, push to refocus.

Encourage participation. Meetings are only as good as the ideas put forward - great ideas can come from anyone.

Capture and assign action items. Do not assume every participant will take his or her assignment to heart and remember all the details.

Share decision-making power. When appropriate, delegate responsibility and authority to make decisions.

Emphasize group and individual accomplishments. Always recognize group and individual successes.



Establish ground rules. Ground rules are basic norms of procedure and/or behavior that make achieving objectives and conducting business easier. They should be developed and accepted at the first meeting. These may include:

- The decision making technique to be used - majority rule or by consensus
- Regular attendance and participation at meetings
- Time limits on discussion
- Handling items that are not on the agenda
- Follow through on assigned or voluntarily assumed tasks
- Submitting written reports to the leader or recorder
- Handling participants who dominate the discussion
- Rules to guide discussions (e.g., no interruptions; no sidebar conversations)

Select a consistent meeting time. If the group's purpose and goals require periodic meetings, set dates and times for successive meetings at the first meeting.

Summarize decisions and specific tasks assigned. Before adjourning a meeting, briefly restate any decisions and specific assignments, including whom, what and when.

WHAT TO DO AFTER THE MEETING...

Summarize the outcome. As soon as possible AFTER THE MEETING, send out the minutes of the meeting, including a list of assigned tasks and timelines.

Solicit feedback about the meeting. Feedback can serve as an early detection system for potential problems.

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HOW TO BE A GOOD MEETING ATTENDEE

An effective meeting depends on involved, productive participants who contribute to the success of meetings. Those who show up make decisions!

A Good Meeting Participant:

- Prepares for the meeting
- Contributes ideas to the discussion
- Listens to the ideas of others
- Considers the problem objectively
- Contributes to the orderly conduct of the meeting
- Provides feedback to the meeting leader
- Carries out agreed-upon action items
- Adheres to the norms established by the group
- Questions the need for a meeting. Will a conference call, e-mail discussion, or a one-on-one conversation be just as effective?

WHAT SHOULD YOU DO FOR EVERY MEETING?

RSVP if necessary. Letting the meeting planner know whether you will attend helps the leader anticipate space needs and may determine whether the meeting occurs.

Arrive on time. If you are late, do not expect the meeting leader or the person sitting next to you to fill you in on what you missed.

Come prepared. Read distributed material prior to the meeting. Bring material, paper and pen.

Listen carefully. This will keep you from asking redundant questions.

Do not interrupt. In a more formal meeting, raise your hand to be acknowledged by the leader.

Do not be a distraction. Silence your cell phone, pager, etc; avoid side conversations; avoid activities that may distract others.

Participate. People will interpret your silence in different ways, which may not accurately reflect your thoughts or intentions.

Do not monopolize the discussion. Keep your questions brief and allow others ample opportunity to speak. If appropriate, you may want to encourage others to participate.



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Self-Assessment: Are You a Masterful Meeting Participant? (*see footnote*)²

² The American Management Association website has a tool to help you determine if you are a masterful meeting participant. Go to www.amanet.org and type “masterful meeting participant” in the quick search box.



MEETING WITH DECISION MAKERS

Do your research. Identify the person who has the proper authority to make decisions.

Take responsibility for achieving results. When presenting an idea or making a request, realize that it is your responsibility to sell - not the other person's responsibility to buy.

Focus on contribution to the greater good. Explain how your idea or request contributes to the greater good, not just to the achievement of your objective.

Is there a cost benefit of some kind? If there is one, present a realistic cost-benefit analysis of your idea or plan. Do not oversell the benefits.

You will not always win. You cannot always control the outcome.

Plan carefully. Determine your purpose and goals. Identify and gather all pertinent information. Review everything carefully and refine, refine, refine. If appropriate, research the "customs and etiquette" that rule the environment you will visit.

Prepare an agenda. Suggest a proposed agenda to your contact, send it in advance and ask if any items should be added.

Visit. When you are satisfied with purpose, goals and materials, schedule a meeting.

Be punctual. Arrive at least 10-20 minutes before your appointment, allowing for potential delays. Have the appropriate form(s) of identification and contact information for the person you are meeting with and his/her assistant. A late arrival can result in cancellation of your meeting.

Dress appropriately. Dress like the people you will be visiting. This shows respect for them and can make you feel more comfortable and confident.

Respect titles and positions. Decision makers take their responsibilities seriously. Treat them with respect, even if you disagree with their opinions or their position on policies.

Talk business. Be prepared to discuss business immediately after introductions - time may be limited. Prepare a 30-second "elevator" speech explaining how the decision maker will benefit from your idea or request. At the end of the meeting, reaffirm what was discussed and identify the next steps.

Follow-up. Send a thank you letter or an email, as appropriate.

REFERENCES:

From: Harvard Business Publishing: by Marshall Goldsmith on November 5, 2007
http://discussionleader.hbsp.com/goldsmith/2007/11/how_to_influence_up_1.html



TEAMWORK

A team is a group of individuals working together to attain common goals, objectives or accomplish a common project. A successful team does not occur by happenstance or instantly, but develops over time with guidance, effective tools and shared experiences.

STEPS TO BUILDING AN EFFECTIVE TEAM

- Agreeing on common goals and objectives.
- Clarifying purpose and level of commitment.
- Defining roles and assignments.
- Setting timelines.
- Identifying individual strengths and weaknesses.
- Acknowledging and respect individual differences.
- Communicating openly to build trust and respect.
- Obtaining feedback from each other to evaluate progress in Team development.

A skills assessment can help in defining individual styles, strengths and weaknesses. The group leader can align skills and strengths to goals and assignments for effective team building. See references in the [Leadership Skills Assessment section](#).

Teamwork is enhanced by effective communication. Communication involves the ability to inform, convince, persuade and entertain. Communication is not a destination – it is a journey. To communicate well and authentically, understanding must take place. Feedback is an essential element of communication; always check back to make sure what you meant to say was what the others heard.

FIVE STAGES OF TEAM DEVELOPMENT

Forming: During this phase individuals meet and get to know each other, while the team leader should establish goals, give clear directions and define roles

Storming: The team leader focuses the group with building relationships, sharing information, establishing processes and timelines. Individuals establish their respective roles. The lines of communication must be kept open to enhance problem solving and avoid conflicts.

Norming: At this stage, the group knows who the “sub” leaders are and who will be the followers. The leader should serve as coach, building the team to their full potential.

Performing: The group is making good progress toward the completion of their goals. The leader should be delegating tasks where appropriate. The group should evaluate their progress on an on-going basis.



Mourning: A sense of loss or sadness can be experienced once assignments are done and goals are achieved. As a leader, encourage the group to celebrate their accomplishments and take pride in what has been achieved.

Individuals achieve more when working as a part of a team than individually.

TOGETHER
EVERYONE
ACHIEVES
MORE

REFERENCES:

American Public Health Association Leadership Guide (2000)

Ariacx.com

Mindtools.com

Leadershipinstitute.com



LEADERSHIP SKILLS ASSESSMENT

Now that you know what can be involved in taking a more active role in SCPHA, you need to explore what leadership skills you have and how to best develop them.

In addition to assessing yourself as a leader, you need to consider the skills of the individuals with whom you serve on teams

Ask yourself the following questions. The answers should help identify your existing skills, needed enhancements, and where new skills development is necessary.

- Are you organized?
- Do you set priorities to accomplish goals or projects?
- Are you positive in your outlook?
- Do you see problems as opportunities?
- Are you committed to the responsibilities you assume?
- Do you encourage members when working in a group?
- Do you know how to set goals and envision the big picture?
- Can you transfer strategic planning into an action plan that leads to accomplishment?
- Can you communicate goals, plans or activities effectively to a group?
- Can you engage others?
- Do you do your “homework” before starting a project?
- *Think about your previous leadership roles.* What did you experience and how did you work with others?
- Are you more motivated when you are challenged?
- Are you constructive and positive in your communications, regardless of the message?
- Are you effective at delegating tasks and responsibilities?
- Are you determined to complete tasks no matter how difficult the process?
- Are you respected and trusted by others?
- Are you recognized for your skills, knowledge and other qualities?
- Do people listen when you speak?
- What are your weaknesses? How do you improve?

Well, how did you do? What areas need more work?



In addition to assessing yourself as a leader, you need to look at how to build a successful team to accomplish the goals and responsibilities of the Association. Individuals assume “team roles” depending on their strengths and weaknesses. As an Association Leader, it can be difficult matching assignments while developing an effective, balanced team, particularly when dealing with volunteers. Conflicts of time, commitment and weak communication can quickly de-rail a team.

TYPES OF TEAM MEMBERS

One study suggests individuals display three (3) types of interpersonal styles in group settings. These are action-oriented, people-oriented and thought-oriented. Individuals also establish their respective roles. Examples of styles and roles individuals assume when working as a team or groups, and the skills needed to be successful, are summarized below.

Action-oriented individuals take on the following styles:

- “Shapers” challenge the group to do the best they can, to improve a process or complete a task. They usually have dynamic inter-active skills and push the team to excellence.
- “Implementers” turn ideas into actions and get the job done. They show discipline and organizational skills to complete the project on time.
- “Finishers” see the assignment through to the end. They tend to be detail oriented, meet deadlines and push the team to finish when they may want to give up.

People-oriented individuals fall into these styles:

- “Coordinators” are named chair or group leader. They are good listeners and recognize the individual values of each member. They are calm and good-natured.
- “Team Workers” support and help the team wherever needed. They tend to be good negotiators and flexible. They are good in offering team cohesion and prioritizing tasks.
- “Resource Investigators” are innovative and good at going outside the group to find resources to help complete the assignment. They are good negotiators and enthusiastic.

Thought-oriented individuals display these styles:

- “Plants” are creative and introduce new ideas to the group. They prefer to work alone and tend to be more introverted.



- “Monitors” are good to analyze and evaluate team progress. They are objective and strategic in their thinking. They can appear to be detached and not committed to the team.
- “Specialists” offer specific skills and knowledge to the group. They may be experts to a specific piece of an assignment and offer limited contributions to the team as a whole.

To explore this topic further, go to the resources listed below. You may want to take on-line leadership skills needs assessment to better identify and address your strengths and weaknesses as a leader.

REFERENCES:

<http://NSBA.org/sbot/toolkit/LeaderSA.html>

<http://NSBA.org/sbot/toolkit/LeadQual.html>

<http://Mindtools.com>

<http://Leadershipinstitute.com>



LEADERSHIP

To know why to do something is wisdom

To know how to do it is skill

To know when to do it is judgment

To strive to do it best is dedication

To do it for the benefit of others is service

To want to help others is compassion

To do this quietly is humility

To get the job done is achievement

To get others to do all these things is **LEADERSHIP**

Author Unknown



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