Module 1: Your Role as a Club Leader

Carolinas District Club Leadership Education

Session Outline

• What Is Your Role In Kiwanis Leadership?
• How Do You & Your Club Board Govern The Club?
• How Do You Change The World “One Community at A Time”?
• Why Is Succession Planning So Critical?

References
The “Big Picture”

- Club
- Division
- District
- Kiwanis International

Governor Elect Chris White
Raleigh
Your Job As A Leader

• Purpose
  − Establish Policy & Govern the Club
  − Support & Strengthen the Club
  − Provide Members Access to Information & Resources

• Roles
  − Club Leader
  − Educator
  − Coach
  − Mentor
  − Advisor

Purpose & Roles

Duties

• Communicates ...
• Evaluates ...
• Facilitates ...
• Encourages ...
• Plans ...
• Reinforces ...
• Celebrates ...
Communication

- Don’t send a text when an email is needed
- Don’t send an email when a phone call is needed
- Don’t make a phone call when a face to face meeting is needed

“The single biggest problem with communication is the illusion that it has taken place.”
George Bernard Shaw

Governing The Club

- You & The Board
- Committee Structure

Board Basics
Planning

Sets overall direction and strategies for fulfilling your mission

• Ensure that mission is clear & understood
• Seek input from the community
• Evaluate mission, goals & results
• Make changes, as needed

Governance

Use your Board to set policies, provide direction and resources

• Have adequate representation
• Ensure Board members have orientation and training
• Provide for succession & term limits

Human Resources

Establish policies & practices that are equitable and promote the club’s interests

• Have clear job descriptions for all key positions
• Conduct background checks when appropriate
• Adhere to Youth Protection Guidelines
• Have clear conflict of interest policies
• Retain records consistent with current law & best practices
Financial Management

Nonprofits have an obligation to act as responsible stewards of financial resources

- Create a system of checks & balances
- Establish financial reserves for operating expenses
- Have an independent audit committee
- Comply with all laws & regulations
  - NC Sales Tax
  - Charitable Solicitation License

Fundraising

Ensure responsible use of funds for the purposes designated by donors

- Present accurate information about intended use of funds
- Ensure ethical fundraising practices
- Communicate regularly with donors

Information & Technology

Manage information with attention to confidentiality, integrity, reliability & accuracy

- Have policies about how & what information is gathered, used & retained
- Protect against theft & unauthorized disclosure
- Establish plans for continuity & recovery
Evaluation of Results

Regularly measure performance against desired impact and share results openly

- Define & use appropriate measures to evaluate programs
- Regularly gather input from constituents & stakeholders
- Share evaluation results publicly

Strategic Alliances

Success often depends on having strong relationships with other institutions

- Coordinate with others that provide similar services
- Form alliances with those that can help you
- Establish clear expectations for judging the success of alliances

Civic Engagement

Nonprofits should participate in the public dialogue on issues affecting their own causes

- Advocate for the club’s mission and values
- Encourage other nonprofits to advocate on appropriate issues
- Educate the community about mission-related issues
- Avoid partisan lobbying
Nonprofits have an ethical obligation to conduct their activities in a way that is accountable & transparent to the public

- Adhere to established professional standards
- Establish clear performance measures
- Create & distribute annual financial & Performance reports

Risk Management

Identify & deal with risk as it applies to the club’s assets, people, & goodwill

- Follow established standards & best practice
- Identify & prioritize potential future risks to club’s programs
- Develop a business continuity plan & train volunteers to implement it
- Establish & use a crisis communications plan

Club Committees

- What committees does your club have?
- What committees does your club need?
### Important Events

- Club president’s planning conference (page 21)
- Board meetings (page 24)
- Installation of club board members and officers (page 26)
- Induction of new members (page 27)
- Annual election of officers (by June 1)

### What Next?

You have taken the first step.

Now, you need a plan.
Putting it all together

Focus on Success

Five Elements Of Successful Kiwanis Clubs

• Relevant Hands-on Service
• Fun
• Best Management Practices
• Notoriety (Publicity or Marketing)
• Kiwanis Family Sponsorship

Succession Planning

• What?
  - Identify & develop people for key positions
  - Long-term strategy; future-focused; continuous
• Why?
  - Ensure long-term health, growth & stability
• How?
  - Attract & train leadership talent
  - Focus on building suitability for key positions
Challenges

- Small pool of people to draw from
  (The “small club” dilemma.)
- No funding to support training
- No one wants the job
- Only one person wants the job
  (strong authoritarian)
- Too busy with “projects”
- Burned out
- No recognition

Attracting Talent

- Targeted recruitment
  - Passion for the mission is basic
- Move beyond basics (to suitability)
  - Communication
  - Listening & critical thinking
  - Problem solving
  - Receptivity to change
- Delve behind the resume
  - History of initiative & success

Developing Talent

- Roster analysis (annual)
- Developmental opportunities
  - Progressive responsibility
  - Coaching
  - Mentoring
  - Feedback
- Formal Training
Plan For Success

- Develop A Club Leadership Culture
- Create & Use A Multi-Year Strategic Plan
- Provide Position-Specific Orientation & Training

“Coming together is a beginning; keeping together is progress; working together is success.”
Henry Ford (1864 – 1947)

Resources

Leadership Guide
Pages 62-71