AGENDAS

1   Prepare well.   Set the Agenda prior to the meeting

2   Have some system to make this available to all members

3   Quite OK to call for "any other business"   BUT with proviso that these items will only be dealt with if time allows.

4   You do not have to stick with the order as written on the Agenda

5   BUT do keep the focus, bring the meeting back to the topic as it is stated on the Agenda.

6   LISTEN to the discussion

7   FOCUS on the key points

8   SUMMARISE the discussion e.g.

"It seems to me that the wish of the meeting would be to do ….."

"I'm hearing that the main point coming out of this discussion is …"

9   Manage the time – keep an awareness of it throughout the meeting.

10   An Agenda should be prepared for every meeting (Board, Business and Meals/Programme) even if it is not handed out to the members.

11   Write two Agendas:
1 - the basic Agenda for the members and
2 - a version for the President's eyes only, with more notes, thoughts, points to make.

Attracting Volunteers

Attracting volunteers in their 50s and 60s to service clubs can bring a wealth of experience and dedication to your organization. Here are some tips to help you engage this age group:

1. **Highlight the Benefits**: Emphasize the personal and social benefits of volunteering, such as making new friends, staying active, and giving back to the community [1].

2. **Flexible Scheduling**: Offer flexible volunteer opportunities that can fit around their other commitments, such as part-time work or family responsibilities [1].

3. **Leverage Their Skills**: Recognize and utilize the valuable skills and experiences they bring, whether it's mentoring, teaching, or professional expertise [1].

4. **Create a Welcoming Environment**: Foster an inclusive and supportive atmosphere where they feel valued and respected [1].

5. **Provide Training and Support**: Offer training sessions to help them feel confident in their roles and provide ongoing support to address any concerns [1].

6. **Promote Health Benefits**: Highlight the physical and mental health benefits of staying active and engaged through volunteering[1].

7. **Use Targeted Outreach**: Reach out through channels that are popular with this age group, such as local community centers, senior groups, and social media platforms they frequent [1].

8. **Share Success Stories**: Showcase stories of other volunteers in their 50s and 60s who have had positive experiences, to inspire and motivate potential volunteers [1].

9. **Offer Social Opportunities**: Organize social events and gatherings where they can connect with other volunteers and build a sense of community [1].

10. **Acknowledge Their Contributions**: Regularly recognize and celebrate their contributions to the organization, whether through awards, thank-you events, or public acknowledgments [1].

Which of these tips do you think would resonate most with potential volunteers in your community?

Engaging Volunteers

Keeping volunteers engaged is essential for the success and sustainability of service organizations. Here are some tips to help maintain their enthusiasm and commitment:

1. **Provide Meaningful Work**: Ensure that volunteers are given tasks that are impactful and align with their interests and skills.
2. **Offer Training and Development**: Regularly provide opportunities for volunteers to learn new skills and grow within the organization.
3. **Foster a Sense of Community**: Create a welcoming and inclusive environment where volunteers feel connected to each other and the organization's mission.
4. **Recognize and Appreciate**: Regularly acknowledge and celebrate the contributions of volunteers through awards, thank-you notes, and public recognition.
5. **Communicate Effectively**: Keep volunteers informed about the organization's goals, progress, and any changes. Regular updates and open lines of communication are key.
6. **Provide Feedback**: Offer constructive feedback and support to help volunteers improve and feel valued.
7. **Encourage Leadership Opportunities**: Allow volunteers to take on leadership roles and responsibilities, giving them a sense of ownership and purpose.
8. **Organize Social Events**: Plan social gatherings and team-building activities to strengthen relationships and boost morale.
9. **Solicit Input**: Involve volunteers in decision-making processes and seek their feedback on how to improve the organization.
10. **Ensure Flexibility**: Be flexible with scheduling and allow volunteers to choose tasks that fit their availability and preferences.

Which of these tips do you think would be most effective for your organization?

Basic Parliamentary Procedure

Parliamentary Procedure is a tool

which can be used to give structure to the discussion

and clarity to the decision

THE MOTION

1   Always begin a motion with the word "That ……….

2   Some discussion of a topic may precede the motion   ie facts may be given in explanation by way of introduction.   This could be the RATIONALE

3   A motion can be used to avoid time wasting discussion, to bring the discussion to a close with a firm decision that is very clear to every member

4   Always RESTATE the motion very clearly before putting it to the vote

5   Once a motion is proposed it must be seconded before there is any further discussion

6   Once proposed and seconded, the SECONDER has the option of speaking, or retaining the right to speak later in the debate

7   It is useful in a controversial situation to invite FOR and AGAINST speakers to speak alternately

8   If the debate is all one sided, the chairperson can bring the discussion to a close by asking "is there anyone who wishes to speak against (or 'for') the motion before I put it to the vote?"

9   The PROPOSER has the right of reply which concludes the debat

10   If a motion is proposed, but there is NO SECONDER it lapses. However, if you think the motion has some merit, and wish to hear it debated but are not sure of supporting it, you may second it PRO FORMA.

11   If the voting is by secret ballot, this should always be followed by a motion "that the voting papers be destroyed"

AMENDMENTS

1   Once an amendment to a motion is proposed, and seconded, it becomes the focus of the debate – the original motion is put aside until the amendment is voted

2   There is no right of reply to an amendment

3   If the amendment is carried / approved it then <u>becomes</u> the MOTION and is then voted on again <u>as</u> the motion

4   Never allow an amendment to an amendment, it is too confusing

5   However, it is possible to FORESHADOW a further amendment – "**if this amendment is lost, I propose to move a further amendment. THAT…"**

6   To foreshadow is to seek to give people another option before they vote, or to seek to influence the voting.

PROCEDURAL MOTIONS

Tabling a Motion

1   **"That the motion lie on the table"** is a device for disposing a matter that is before the meeting in such a way that debate can be resumed **if or when the meeting desires.**

2   In effect it can lie on the table and NEVER be uplifted

3   If, however, further debate is desired, there can be a motion. **"That the question of …… be taken off the table"**   and debate resumes where it left off so that anyone who has already spoken to the motion (other than the Movers Right of Reply) CANNOT SPEAK AGAIN

4   There MUST be a majority decision to carry a motion to "lay the question on the Table". **No debate is allowed**

5   If lost, the debate continues.   If carried, the meeting proceeds to the next business on the Agenda

6   If it is just a case of delaying debate until more members are present, there can be problems.   If the meeting has a quorum there would have to be a VERY good reason

7   This device can often be used by opponents of an issue to kill debate

Motion "To Put the Question"

1   The motion "THAT the question now be put" is a device to close the debate, generally when members feel it is becoming repetitious**. No Debate is allowed** on this procedural motion

2   **It must be voted on immediately** and, if carried, the original motion must be put straight to the vote

Building Leaders

Building leaders in volunteer organizations is crucial for their success and sustainability. Here are ten tips to help you develop strong leaders within your volunteer group:

1. **Identify Potential Leaders**: Look for volunteers who show enthusiasm, commitment, and a willingness to take on responsibilities.
2. **Provide Training and Development**: Offer workshops, seminars, and training sessions to enhance their skills and knowledge.
3. **Mentorship Programs**: Pair experienced leaders with potential leaders to provide guidance, support, and feedback.
4. **Encourage Initiative**: Allow volunteers to take the lead on projects and initiatives, giving them the opportunity to develop their leadership skills.
5. **Foster a Positive Culture**: Create an environment where volunteers feel valued, respected, and motivated to contribute.
6. **Set Clear Expectations**: Clearly define roles, responsibilities, and expectations for leadership positions.
7. **Recognize and Reward**: Acknowledge the efforts and achievements of volunteers to boost their confidence and motivation.
8. **Provide Opportunities for Growth**: Offer pathways for advancement within the organization, such as leadership roles or special projects.
9. **Encourage Collaboration**: Promote teamwork and collaboration among volunteers to build a sense of community and shared purpose.
10. **Solicit Feedback**: Regularly seek feedback from volunteers to understand their needs, concerns, and suggestions for improvement.

Which of these tips do you think would be most impactful for your organization?

Encouraging members to step into leadership roles is vital for the growth and sustainability of any organization. Here are some tips to help you inspire and motivate your members to take on leadership responsibilities:

1. **Identify Potential Leaders**: Look for members who show enthusiasm, reliability, and a willingness to take on more responsibilities.
2. **Provide Clear Pathways**: Outline clear pathways to leadership roles, including the skills and experiences needed to advance.
3. **Offer Training and Development**: Provide leadership training programs, workshops, and mentorship opportunities to build their confidence and skills.
4. **Create a Supportive Environment**: Foster a culture where members feel supported and encouraged to take on new challenges without fear of failure.
5. **Recognize and Reward**: Acknowledge the efforts and achievements of members who step up, through awards, public recognition, or other incentives.
6. **Communicate the Impact**: Highlight the positive impact that leadership roles can have on the organization and the community, showing how their contributions can make a difference.

7. **Encourage Small Steps**: Start by giving members small leadership tasks or projects to build their confidence and gradually increase their responsibilities.
8. **Provide Mentorship**: Pair potential leaders with experienced mentors who can offer guidance, support, and feedback.
9. **Solicit Input and Ideas**: Involve members in decision-making processes and encourage them to share their ideas and suggestions.
10. **Be a Role Model**: Demonstrate strong leadership qualities yourself, setting an example for others to follow.

Which of these tips do you think would be most effective in your organization?

Characteristics of an effective club

1. Club members share common goals and work towards them.

2. The club examines its processes and norms.

3. It identifies and uses its resources, accepting relevant leadership.

4. Members listen and show interest in each other's opinions and feelings.

5. Different opinions are encouraged without conforming to restrictive formats.

6. Conflicts are addressed until resolved or managed effectively.

7. Energy is focused on problem solving, not interpersonal issues.

8. Roles are balanced and shared to achieve tasks and maintain cohesion.

9. Mistakes are seen as learning opportunities.

10. The club adapts to members' changing needs and external influences.

11. Performance evaluations are conducted periodically.

12. Members find the club attractive and see it as a source of growth.

13. Trust is crucial for facilitating all these elements.

CHECKLIST for an EFFECTIVE MEETING

<u>Before the Meeting</u>

1   <u>Planning</u> (why, what, who, when, and where)

     1.1   Why do you need a meeting?

     1.2   What is your purpose?

     1.3   Who should attend?

     1.4   When will the meeting be held?

     1.5   Where will the meeting be held

2   <u>Distribute Agenda in Advance</u>

3   <u>Check out the Room</u>

     3.1   Seating arrangement

     3.2   Equipment in working order

     3.3   Itemise materials and hand outs for use

4   <u>Beginning the Meeting</u>

     4.1   Start on Time

     4.2   Explain the group's purpose

     4.3   Review the agenda (revise and proceed)

     4.4   Clarify procedures and set time parameters

     4.5   Review action items from the last meeting

5   During the Meeting

    5.1   Develop and maintain a thought line

    5.2   Stress openness and freedom of participation

    5.3   Involve all members

    5.4   Summarise periodically and test for understanding

6   At the End of the Meeting

    6.1   Establish and assign action items

    6.2   Evaluate the meeting results

    6.3   Close the meeting positively and on time

7   After the Meeting

    7.1   Prepare and distribute the minutes

    7.2   Follow-up on action items and plan next meeting

Delegation

<u>Why Delegate?</u>

- Involves more people
- Distributes the workload
- Provides value and importance to people
- Helps organisations run smoothly

<u>What to delegate?</u>

- Repetitive tasks
- Time-consuming tasks
- Specialised tasks requiring qualified or talented individuals
- Tasks that readily attract volunteers

<u>How to delegate</u>

- Ask for volunteers
- Suggest an appropriate person
- Assign the task to someone who can decline if necessary

<u>Don't delegate</u>

- Situations where behaviour needs to change
- Decisions involving policy or rule changes
- Controversial issues
- Tasks you are unwilling to do yourself (menial work)

Leadership Development

Seventeen ways to be a good leader.

1. Treat people fairly, support this behaviour in others, keep your promises, honour your commitments, and lead by example.
2. Identify the central interests of your members and build on those strengths.
3. Consider assignments that promote personal and professional growth.
4. Provide opportunities for members to practice self-responsibility. Allow space for initiative, idea volunteering, and attempting new tasks.
5. Praise based on merit. Recognising ability is a powerful motivator for self-respect and enthusiasm within an organisation.
6. Demonstrate that it is safe to make mistakes.
7. Encourage members to express disagreements respectfully. Show respect for differences of opinion and avoid punishing dissent. Every idea deserves to be heard and considered.
8. Maintain eye contact and listen actively. Effective leaders are excellent listeners.
9. Prevent conflicts of personalities. Keep discussions focused on club business – task-oriented rather than ego-oriented.
10. Offer constructive feedback.
11. Set performance standards through your behaviour and completion of job tasks.
12. Praise publicly and correct privately.
13. Communicate clearly that blame is not the focus.
14. Take personal responsibility for fostering a culture of self-esteem in your club.
15. Avoid over-directing and over-observing.
16. Be confident enough in your abilities to empower members to grow and excel in their personal and professional lives.
17. A smart leader acknowledges and appreciates the depth of knowledge and understanding other members possess regarding the club's operations and leadership performance.

Leadership Challenges

Taking on the role of President in your club is a great opportunity to build your leadership skills. We challenge you to consider the following:

1. Look for opportunities to change, innovate and improve your club.
2. Experiment, it's okay to try something new and take risks. We can learn from mistakes or things that might not go so well – that is okay!!
3. Strengthen members by assigning tasks and offering support.
4. Maintain a positive "can-do" attitude – you are the clubs cheerleader.
5. Promote consistent progress and celebrate the small wins along the way.
6. Recognise individual contributions to the success of projects, spotlight member contributions at meetings, in your newsletter etc.
7. Celebrate accomplishments regularly – and remember to have some fun!

Leadership skills

Question Groupthink by:	Being curious – investigating, asking why, asking questions, listening, verifying understanding, reflecting Taking initiative, risks, experimenting Being open to diverse opinions Encouraging creativity, innovation
Reset Direction by:	Developing a vision, synthesising recurring themes and values Selling the vision – presenting a compelling vision of a possible future Enlisting others – asking for help and showing how they can make a difference
Guide Co-operative Action by:	Planning, setting team goals. Empowering followers Encouraging initiative Delegating authority Coaching, monitoring Providing constructive feedback
Walk the Talk by:	Involvement – setting an example of personal commitment. Committing to quality outcomes Helping solve problems. Being persistent
Motivate Others by:	Recognising individual and team contributions Giving positive feedback Celebrating accomplishments Reinforcing teamwork

Life Savers for Presidents

L   Listen to what members are saying

I   Instil team spirit as you work with the club

F   Fine a place to keep your Altrusa materials together

E   Expect positive results from club actions

S   Set a time each week to handle your Altrusa business

A   Ask for help rather than try and do everything yourself

V   Volunteer your own talents for club projects

E   Enjoy your leadership opportunity

R   Read your Altrusa publications and website materials to be informed

S   Share the information you receive

Using Life Savers guarantees that you will stay afloat.

Managing Meetings

Encouraging Participation and Dealing with Dominant Personalities (2 sides of the same coin)

You must prepare for the dominant personality and the quieter member who will not push to have their voice heard.

Don't anticipate either, but don't ignore them.

Have a strategy in place.

You have to try and be aware of all those in the meeting.

Dominant

Find a natural pause or break to intervene.

Always give credit for their ideas/contribution then state need for time constraints and to hear the views of others "appreciate your thoughts, but now must hear......"

As chair, you can jump in to paraphrase or summarise and then direct attention to other – thank you Mary, what I heard was XXXXX, does anyone else have any other thoughts?

Consider why they are dominant – are they just enthusiastic or are they dismissive?

To strike a balance in discussion and give the same weight of ideas of all try a Silent Brainstorm, then group the ideas raised under headings and discuss those headings.

To Encourage

Be aware of all your members.

Direct a question to the quieter member. E.g. I know you have some experience in this area Jane, so what would you like to add to this discussion.

Make your questions open ended, rather than a Yes or No answer.

Depending on the size of the meeting, end by asking each member if they have anything further to contribute to the discussion.

Talking during meetings

Read the situation – WHY are they talking.

You could give everyone permission to talk about the topic on their tables and then report back.

You can reduce the chatter if you chair the meeting from a standing position.

Encourage people to stand when they are addressing the meeting – it is easier for others to hear too and directs people's attention to the person standing and talking.

If there is chatter it is okay to stand and wait – they will get the message.

Set expectations at the beginning of the meeting, that you expect that everyone can have a voice at the meetings, that you prefer everyone share their thoughts by raising their hand to speak and then when recognised by the Chair, that they stand and share their thoughts. Please keep side chatter till after the meeting ends.

How to Deal with Problem people at meetings

Problem	Solution
Latecomer	Start meetings on time – don't wait for stragglers
Early Leaver	Get commitment from all members at the beginning of the meeting to stay until the end
Broken Record	Use minutes of meeting to remind the Broken Record that the point was noted at the last meeting. Also, when debating ensure that you alternate between "For" and "Against" the motion, if there is no one left for the "Against" then you are no longer debating!! This removes the need for the broken record to say the same thing as someone else.
Head Shaker	Member disagrees, non-verbally. Acknowledge the behaviour and then deal with negativity.
Drop out	Non-participant – Try asking the person's opinion during the meeting or at a break.
Whisperer	As a facilitator, walk up close (low-key intervention), or ask for focus on a single topic
Loudmouth	Move closer to that person and maintain eye contact – ask the person to be the note taker
Attacker	Thank the attacker for their observations, and then ask the group what they think
Interpreter	Often says "in other words" or "what she really means" - check the interpreter's words with the original speaker
Gossip	Ask the group to verify the information
Know-it-all	Remind the group that all members have expertise, which is the reason for the meeting, to share collective wisdom/ideas
Teachers pet	Be encouraging but break eye contact. Get group members to talk to one another

Planning for Recruitment

Sponsor a new member in five easy steps.

Invite – invite a prospective member to participate in a service activity, attend a programme or business meeting or club social event.

Include – prepare a name tag for your guest and introduce them to as many members as possible.

Inquire – After the meeting, contact the guest and check if they are interested in coming to future events. Be sure to share information about Altrusa and what being a member involves.

Invitation – When your prospective member is ready to join then check with your President re your club's process for extending an invitation to join.

Influence – be a positive influence, ensure your new member is looked after during and after the recruitment process. Ensure that you are answering any questions along the way.

Simple & Smart planning of Add an Altrusan Day

S   Select a date when the majority of members can be present and actively participate.

I   Include all members/committees in your planning

M   Move around your community and raise the visibility of Altrusa and your activities

P   Plan one major recruitment/service activity that might attract prospective members.

L   Labour for success – we all know that recruiting volunteers can be challenging but it can be highly rewarding when successful

E   Enthusiasm is the key to attracting new members.

S   Service is the key to Altrusa – when it is fun and done for the right reasons it can be very attractive to potential members

M   Motivated Altrusans believe in what they are doing as a group.

A   Altruism is action – have available pictures/flyers that promote your clubs service projects and activities

R   Review your plan of action for this day to ensure success

T   Timetable for your activity should be reasonable and realistic.

TEN TIPS FOR EFFECTIVE EMAILS

1 **Keep your email address professional** a good email address identifies you easily, is simple to type and remember

2 **Greeting & sign off** these should be consistent with the level of formality and respect of the recipient. Always include a name, unless sending to a group

3 **When sending to a 1st time recipient** briefly introduce yourself, never assume they will know who you are. And make sure the subject line also reflects this - otherwise the email could be deleted…..

4 **Private or professional** decide which suits the email and use style and vocabulary to suit

5 **Keep it short & to the point** write concisely with lots of white space so as not to overwhelm the recipient - feel free to use bullet points. State your purpose in the first two sentences

6 **Be clear in the subject line** it should be descriptive of what the email is about. Always change the subject line as soon as a conversation or content changes

7 **Manage attachments** and give the attached file a logical name so that recipient knows at a glance the subject and sender

8 **Keep your emails clean** messy emails annoy people e.g. an email chain with lots and lots of email addresses

9 **Beware of 'reply all'** copy to others only on a need to know basis so don't hit 'reply all' button unless everyone on that email chain needs to know

10 **Who do you address your email to** Understand the TO, CC and BCC buttons

TO: This is for the address of the recipient/s being directly addressed. The recipient/s will usually reply

CC: This is for the recipients whom you are addressing only indirectly e.g. TO your Treasurer and CC to all other Board members. Then they will then know they need <u>not</u> reply. The information is usually just on a FYI basis

BCC: This allows you to manage larger groups so that your message will show at the top of the page, rather than after a long list of addresses. It also, in some cases, means you will not be broadcasting others' email addresses to strangers.
Always make it clear at the beginning of the email that it is being sent to a group…… e.g. "This email is being sent to all Club Chairs"

GETTING A GRIP ON YOUR CLUB'S EFFECTIVENESS

GOAL-SETTING CHECKLIST

Directions: The ten items that follow are associated with establishing and maintaining goals for your club. Consider the two statements in each item and then encircle a number between the two options to indicate how closely your club fits one or the other description.

I never discuss objectives with others in the club.	0	1	2	3	4	5	I always discuss objectives thoroughly with others in the club.
Our goal-setting sessions are a year or more apart.	0	1	2	3	4	5	Sessions to update our goals are held at least every 3 months.
We have fewer than 3 or more than 6 major goals this year.	0	1	2	3	4	5	We have a manageable 3 to 6 major goals this year.
We rarely clarify how we will measure our success.	0	1	2	3	4	5	We have tangible measures of our success or otherwise.
We rarely meet to discuss performance.	0	1	2	3	4	5	Performance is either part of our regular agenda or discussed often.
Once set, our goals rarely change as circumstances change.	0	1	2	3	4	5	When unexpected situations arise, our goals are open to renegotiations.
Only staff (and not the manager) have clear accountabilities.	0	1	2	3	4	5	Everyone has clear accountabilities (including the manager).
Unachievable goals are often set for the team.	0	1	2	3	4	5	When we set goals they are almost always achievable.
We rarely check the organizational relevance of our goals.	0	1	2	3	4	5	Individual goals are checked to ensure they are relevant to the organization.
No steps are taken to ensure that people share information about their goals.	0	1	2	3	4	5	We ensure that people share information about their goals.

Total of 10 circled numbers: _____

GETTING A GRIP ON YOUR CLUB'S EFFECTIVENESS

ROLES CHECKLIST

Directions: The ten items that follow are associated with roles within the club. Consider the two statements in each item and then encircle a number between the two options to indicate how closely your club fits one or the other description.

There are no clear, written job descriptions for club members.	0 1 2 3 4 5	Written job descriptions exist for each role.
Lines of responsibility are unclear and people often question their parts of a task.	0 1 2 3 4 5	People know their responsibilities very well and rarely question them.
It is difficult to assign work without making waves.	0 1 2 3 4 5	Assigning work is easy. Club members know their roles and accept them.
When one person is absent, other people are uncertain about how to fill in.	0 1 2 3 4 5	When one person is absent, important things still get done.
No one is being groomed to learn a new role.	0 1 2 3 4 5	People are always being groomed for the next position.
There is no program for addressing staff weaknesses.	0 1 2 3 4 5	Staff development is addressed continuously.
We do not openly discuss our roles.	0 1 2 3 4 5	We openly discuss our roles.
There is very little respect for each other's part in the process.	0 1 2 3 4 5	Everyone respects the part played by every other team member.
Informal roles are often adopted that take over from formal roles.	0 1 2 3 4 5	The formal roles are followed by everyone and attempts to adopt informal roles are not made.
Leadership of the club is unclear.	0 1 2 3 4 5	Club leadership is clearly understood.

Total of 10 circled numbers: _____

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GETTING A GRIP ON YOUR CLUB'S EFFECTIVENESS

INTERPERSONAL RELATIONS CHECKLIST

Directions: The ten items that follow are associated with interpersonal relations among club members. Consider the two statements in each item and then encircle a number between the two options to indic: how closely your club fits one or the other description.

Some people in the team treat others as inferiors.	0 1 2 3 4 5	Everyone treats others as equals and there is clear evidence of empathy.
There is no evidence that people on the club trust each other.	0 1 2 3 4 5	There is plenty of evidence that people on the club trust one another.
If people have problems, they keep them to themselves.	0 1 2 3 4 5	If people have problems, they discuss them with each other.
There is no feedback among the team about each other's work.	0 1 2 3 4 5	Everyone happily accepts feedback and gives it appropriately.
I do not find out about problems I have created until it is too late.	0 1 2 3 4 5	Problems I create are promptly brought to my attention so that corrective action can be taken.
Anger and frustration are displayed as violent outbursts.	0 1 2 3 4 5	Anger and frustration are resolved rationally.
I do not treat others on the club as friends but as coworkers.	0 1 2 3 4 5	Friendships among the club are common and do not cause problems.
During conflicts, one person usually wins at the expense of others.	0 1 2 3 4 5	Conflicts are resolved to the satisfaction of everyone concerned.
Participation in decision making and at meetings is unequal and some people dominate.	0 1 2 3 4 5	Participation in decision making and at meetings is equally shared.
Perceptions held by club members about our relationships are not the same as those of people outside the club.	0 1 2 3 4 5	Our perceptions about the way we get along are the same as the perceptions of those outside the club.

Total of 10 circled numbers: _____

GETTING A GRIP ON YOUR CLUB'S EFFECTIVENESS

PROCEDURES CHECKLIST

Directions: The ten items that follow are associated with the procedures the club follows. Consider the two statements in each item and then encircle a number between the two options to indicate how closely your club fits one or the other description.

There are few, if any, clearly communicated policies and procedures.	0 1 2 3 4 5	Clearly written policies and procedures are readily available for our use.
We have trouble agreeing on tough club decisions.	0 1 2 3 4 5	We have agreed-on procedures for reaching tough club decisions.
We have no procedure for resolving conflict.	0 1 2 3 4 5	We have an agreed-on procedure for resolving conflict when it arises.
Communication is confused and comes and goes in many directions.	0 1 2 3 4 5	Communication is appropriate and we know how and from whom we get information.
Formal rules are rarely followed.	0 1 2 3 4 5	Formal rules are almost always complied with.
Our organization does not welcome ideas for change.	0 1 2 3 4 5	Our organization encourages innovation.
Our operating procedures are out of date.	0 1 2 3 4 5	Our operating procedures are regularly updated to reflect current methods and technology.
Our meetings are usually a waste of time.	0 1 2 3 4 5	Our meetings are productive and well run.
Policies favor labor-intensive, time-consuming procedures that cover all the bases.	0 1 2 3 4 5	Policies favor getting things done rather than guarding against error.
Policies appear inconsistent for different parts of the organization.	0 1 2 3 4 5	Policies are the same for everyone, with a few necessary exceptions.

Total of 10 circled numbers: _____

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GETTING A GRIP ON YOUR CLUB'S
EFFECTIVENNESS

SCORE SHEET

Total Points:

Goal-Setting _____

Roles _____

**Interpersonal
Relations** _____

Procedures _____

TOTAL Points _____

List your areas of improvement:

Go back to each check sheet and identify specific items (those you assigned 0-2 points:

What can I do to help the club improve:

Other thoughts: