



Principles and Practices of Leading Your Chapter

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Tools for Leaders

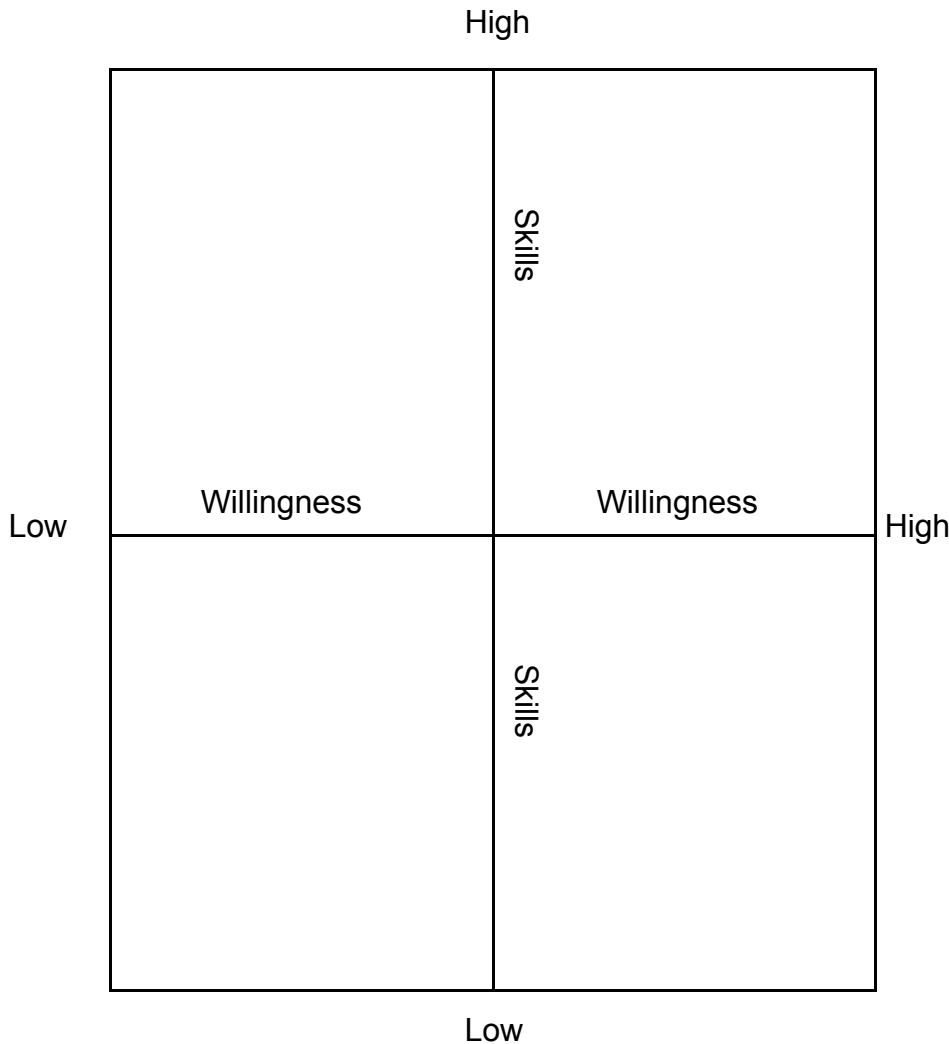
Recognizing Chapter member's capability:

A Chapter's capability can be understood along two dimensions—willingness and ability.

Ability means having the skills and tools to do the job

Willingness is the desire, courage, confidence to approach the job

The best combination is high ability along with high willingness.



Plot you key Chapter members to understand those who are able and capable of receiving delegations to: (examples)

- Learn notes and words
- Help with show production
- Lead a section

NOTES

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NOTES

Elements of Delegation:

1. **Role description:** The first thing that people need is a definition of the responsibilities they will assume.
2. **Boundary conditions:** What should be the parameters within which people fill their responsibilities? These include:
 - a. **Expectations/results** can be qualitative or quantitative.
 - b. **Non-negotiables** define givens or limits that can not be crossed in fulfilling a responsibility.
 - c. **Authority** is the level of autonomy that one has in carrying out a task. There are five levels of autonomy, and just how much one has depends upon experience and capability.
 - Level 1: Act when directed
 - Level 2: Act after approval
 - Level 3: Act after consultation
 - Level 4: Act and report
 - Level 5: Act autonomously
 - d. **Time guidelines** are any and all time constraints that guide the task (milestone events, project completion, length of time a person assumes a role, etc.)
3. **Knowledge and information:** People must have knowledge and access to information if they are to take on additional responsibilities.
4. **Skills:** People also need additional training and skills to be successful with new responsibilities. For example, they need to learn how to read a budget or enter data into a computer.
5. **Resources:** These can include tools and equipment as well as reports, technical experts, etc.
6. **Support:** Support is emotional and psychological. It is letting people know that you trust their ability to handle a task; it is okay for them to make mistakes; and you will be available to talk with them as necessary.

Delegation Matrix				
Role/Responsibility to be Delegated _____				
To Whom _____				
Description	Boundary Conditions	Info & Knowledge	Skills	Resources
	Expectations/Results			
	Non-negotiable			
	Authority Level			
	Time			

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Goal Setting

What is the long term vision for your Chapter? It answers the question: "In five years what should the Chapter be doing that will keep members motivated and satisfied?"

You may already have a set of goals developed by the previous President and Board. Please take a moment to review these goals along with the results of the survey. Do these goals require revising?

If you do not have goals for the Chapter, please develop a draft list of goals for presentation to your board. Goals are most effective if they follow the S.M.A.R.T. process.

- S—Smart

- M—Measurable

- A—Attainable

- R—Realistic

- T—Tangible and Time bounded

GOAL SETTING

Area	Today's Date	Final Target Date	Date Achieved
<p>Goal (Specific, Measurable, Attainable, Realistic, Tangible → stated positively, stated in the now)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>			
<p>Benefits from Achieving this Goal:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>			
<p>Possible Obstacles:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>		<p>Possible Solutions:</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	

GOAL SETTING

Specific Action Steps for Achieving This Goal:	Who is Responsible?	Target Date	Review Date	Completion Date
1. _____ _____				
2. _____ _____				
3. _____ _____				
4. _____ _____				
5. _____ _____				
6. _____ _____				
7. _____ _____				
8. _____ _____				
9. _____ _____				
10. _____ _____				
<i>Method of Tracking Progress</i>				
Is it worth the time, effort and money to reach this goal? _____ Yes _____ No _____ Yes, but later				



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