Let

Organizational Effectiveness

work for you!
INTRODUCTION

Why This Handbook?
Organizational Effectiveness (otherwise called O.E.) is a term many Links have heard, but most do not really know what it is. However, we believe that every Link should know about organizational effectiveness since it is essential for the success of our organization.

What makes this so? This function is needed to create the kinds of friendships and service The Links, Incorporated was founded on. It also adds to the effectiveness and efficiency of our organization's routine and daily operations.

Therefore, borrowing an idea from the Southern Area, whose O.E. team created an Organizational Effectiveness Guide, we developed this handbook for chapters in the Central Area to provide a simple and easy-to-read booklet for understanding and mastering the O.E. process.

Purpose:
To offer definitions, explanations, examples, exercises, case studies, and insights about O.E. so that all Links will know exactly what this important process entails as well as what it means for each person, and for the organization overall.

Outcome:
Sound Organizational Effectiveness practices will put chapters on an upward trajectory of continual improvement in the design and delivery of strong,
transformational programs, while enhancing friendships which bring enthusiasm, commitment and satisfaction to our members.

If you take away only one thing from this booklet, it is our desire that you know with certainty that you share responsibility for your organization’s effectiveness.

**Let's get started!**

Gladys Gossett Hankins, PhD and Sharilyn Franklin, PhD

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The viewpoints expressed herein are strictly those of the authors.
DEDICATION

This booklet is dedicated to our founders, Margaret Hawkins and Sara Scott, who, in 1946, along with seven other women in Philadelphia, started this great organization. The founders envisioned an organization in which its members would be committed to service to their communities while building the satisfying friendships that would keep them eager to serve.

We now know that Organizational Effectiveness is the key to achieving these lofty goals of service and friendship as set by our founders.
FOREWORD FROM CENTRAL AREA DIRECTOR
Glenda Masingale Manson

Organizational Effectiveness is an important aspect in how well our organization functions. To aid our members in understanding and mastering it, Central Area Organization Effectiveness leaders have put together this booklet as a resource to maximizing our programs, operations and relationships.

I am pleased to offer this Organizational Effectiveness Handbook and I encourage each of you to print your own copy and take the time to read through it, discuss it, and work through the exercises with your chapters.

A special thanks to the Central Area Organizational Effectiveness members, Gladys Hankins and Sharilyn Franklin for the time and effort they put into creating this outstanding document.
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PART I

“INTRODUCTION TO ORGANIZATIONAL EFFECTIVENESS”
INTRODUCTION TO
ORGANIZATIONAL EFFECTIVENESS

Ask a variety of people and groups, and you’ll get a variety of answers about what Organizational Effectiveness is. The different answers lie in how people in organizations define the term. Here is an easy way to understand the concept with definitions.

ORGANIZATION: A group of people intentionally organized to accomplish an overall common goal or set of goals and objectives (such as The Links, Incorporated)

EFFECTIVENESS: The efficiency by which an organization reaches its goals

THEREFORE:
Organizational Effectiveness is simply “a group’s efficiency in meeting its goals and objectives.”

People and organizations attribute their organization’s efficiency to different aspects of their operations. This often accounts for the different ways people understand the term.

For The Links, Incorporated, as we look to improve our operations and programs, our organization is well served to understand that our effectiveness and efficiency in meeting our goals comes from the effort our members make toward fulfilling those goals.
**WHO IS RESPONSIBLE FOR O.E.?**

While organizational effectiveness is typically thought of as a specific role held by a single person or team of people, every person in an organization is directly or indirectly responsible for the organization’s goals and objectives. Therefore: *Every individual in the organization is responsible for Organizational Effectiveness*. That means you!

The Organization’s culture is made up of the common attitudes, beliefs, customs, and written and unwritten rules about how organization members behave toward each other. Every member plays a direct part in creating an organization’s culture which strongly influences how effectively people work together.
ROLE OF THE
CENTRAL AREA O.E. CHAIR/COMMITTEE

The Central Area Chair, and/or her committee, works across all levels and functions of the organization, including the Area Executive Committee, Area Chapters, Area Summits, and Area Conferences and meetings. Additionally, she/they might be called upon to coach, counsel, and mentor any member of the Area. Following is a partial list of some of the work they might undertake:

Central Area Executive Committee Activities:

• Facilitate the development of activities and exercises necessary in building and maintaining a strong and vibrant Central Area Executive Committee

• Facilitate the development of the Area Strategic Plan

• Assist with meeting planning and agenda development

• Monitor group dynamics and provide input including recommendations to the Area Director as necessary
Central Area Chapter Activities:

- Under the direction of the Area Director, assist in supporting the operational and organizational needs of Chapters

- Serve as a resource to chapters in need of assistance in the areas of strategic planning, membership matters,* chapter enhancement and effectiveness

- Develop/refine chapter and member assessment tools

- Analyze data and provide recommendations to chapters as required

- Visit chapters as requested or as necessary for an O.E. intervention or friendship retreat

Central Area Meeting Planning:

- In conjunction with the Area membership and program teams, may plan, direct and execute plenary sessions and workshops at the Area Summit

- In conjunction with the Area membership and program teams, may plan, develop and execute plenary sessions and breakout workshops at the Area Conference
• Assist with meeting and program evaluation

* With respect to “membership” this section refers to chapter dynamics and effectiveness. It does not involve membership intake and processing.

**ROLE DESCRIPTION OF CHAPTER O.E. CHAIR**

Most people in organizations do not feel directly or personally responsible for accomplishing their organization's goals. Instead, many feel, "I'm just one person. That's the leader's job, not mine.” Thus, has arisen the need for individuals to be designated to take on the role of seeing that everyone works toward the organization’s goals and objectives in the most expedient, efficient and effective way. In The Links, Incorporated, these individuals are called Chapter O.E. Chair, Area O.E. chair, and National O.E. Chair.)

The Chapter President appoints the Chapter O.E. Chair. The person she looks for is someone who:

- Understands strategic planning
- Can design and use measurement tools
- Works well with other members
- Communicates and presents well
- Understands human dynamics
- Is objective
✓ Is observant
✓ Is able to coach
✓ Is sensitive to the needs of others

The role and expectations of the O.E. Chair include:

• Assess chapter relationships and recommend improvement areas to chapter leadership

• Conduct Annual Chapter Assessment, and analyze and make recommendations as necessary. (The Annual Assessment is in the resource section of this booklet. It is also on the Central Area Website.)

• Work with others to provide annual strategic plan status review and update to ensure the organization is on track to meet its goals and objectives

• Coordinate annual chapter retreat covering either or all the following areas: teambuilding/friendship/programming/strategic planning retreat.

• Monitor group dynamics and make recommendations to the President as necessary, regarding such behaviors as:
1. Respect that chapter members show one another during chapter meetings as well as at other times
2. Members talking while others are speaking
3. Some habitually arriving late for meetings and other commitments
4. Members not sharing the workload equitably
5. Members not following by-laws, policies, etc.
6. Members showing a positive attitude toward each other (Meaning how members feel about each other and whether they show it)

• Other areas as appropriate.

Finally, the chapter president will need to inform all her members of the O.E. Chair’s role so the chair receives her chapter’s support in fulfilling her role.
CENTRAL AREA O.E. INTERVENTIONS

On occasion, chapters may have issues related to interpersonal relationships or ethics violations that remain unresolved, even after working through appropriate Central Area resources. The result of these issues is that all levels of the chapter are negatively affected.

In such instances, the next step toward resolving the differences is an O.E. visit. Such a visit may happen in response to a request by the Chapter President to the Central Area Director, or at the Central Area Director's behest.

The O.E. visitors may vary, depending on the issues the chapter is facing, but may include the Central Area O.E. Chair and some combination of the following officers: Area Director, Vice Area Director, Ethics and Standards Chairmen, Parliamentarian, Secretary, and/or others. There may also be occasions when the Central Area Director will solicit involvement of National O.E. Chair.

This weekend visit is preceded by chapter members completing the anonymous Chapter Assessment Survey with results being sent to the Central Area O.E. Chair who then compiles the results for presentation during the visit.

Again, depending on the circumstances, this visit may begin on Friday evening with the Central Area visitors meeting with the Chapter Executive Team.
This meeting may be followed by a session involving the full chapter during which the results of the survey are presented and discussed.

On Saturday, discussions and presentations fill the all-day session which usually runs from 8 a.m. to 3-4 p.m. Throughout the day, the O.E. Chair shares concepts and leads the chapter in a series of awareness and teambuilding exercises. On that day, the remaining O.E. visitors also make presentations and answer questions pertaining to their topic of expertise. Finally, the Central Area Director or Vice Director covers expectations and next steps for the chapter. Expenses for this visit are shared by the Central Area and the Chapter.

Organizational Effectiveness visits are confidential. The Area visitors will maintain the confidentiality of the session, and it is expected that chapter members do the same. The O.E. Chair and Vice Area Director will follow up with either a conference call with the Chapter Executive Team, a repeat of the Assessment Survey to compare improvement efforts, or both. After repeated unsuccessful attempts by the Central Area O.E. team to resolve a chapter's challenges, the chapter may be put on probation for a period of up to one year. During that year, close follow-up by the Central Area representatives will take place to ensure that the chapter can make progress, come off probation, and resume normal operations in a successful fashion.
The second type of O.E. visit is a Friendship Retreat which is usually requested by the Chapter President. This type of retreat is ideal for chapters who are doing well with relationships and chapter operations, and wish to do even better. The visit can be with the Central Area O.E. team alone, or it might include the Central Area Vice Director. Similar to the full-fledged O.E. intervention visit, the members complete an Assessment Survey and there is usually a Friday night meeting with the Executive Team or president and Vice President to share expectations.

The Saturday session which typically runs from 8 a.m. until around 2 p.m. is comprised of team strengthening talks and exercises by both the Central Area Organizational Effectiveness team and the Vice Area Director.

The expenses of an O.E. Friendship Retreat for the Area visitors (travel, lodging, transportation and meals) are usually born by the chapter.
PART II

“INTERPERSONAL DYNAMICS”
CULTIVATING FRIENDSHIPS

As Links, we are expected to serve our communities as friends. This does not mean that every Link must be your best friend. But at a minimum, they should be people whose wellbeing you care about, whose successes you celebrate, and whom you enjoy working with. Our founders had the brilliant idea to make friendship a pillar of our organization. They knew the importance of friendships in establishing the firm foundation for performing the services we provide.

Here are some reasons why friendship matters:

- Friendships enrich your life, even improve your health.
- Friends increase your sense of belonging and purpose.
- Friends help improve your self-worth.
- Friends help you cope with difficult situations.
- Friends provide encouragement.
- As Links, we can be more effective in serving our communities when we work with people we care about and respect.

The foundation of friendship gives us a lofty goal, especially since friendships cannot be mandated. Instead, they must be cultivated. Therefore, we can't assume that a group of individuals will automatically develop friendships with each other merely because they come together.
Links, like others, will naturally gravitate toward people with whom they share common interests, values and personality types. Therefore, some friendships will develop faster than others. Here’s the key. Without exception, when we have conversations and interactions with each other and learn another’s qualities, values, principles and life challenges, the mask of superficiality melts away. And in its place is an appreciation for the person, a respect, and usually a liking for her. This develops over time. How do you start to know someone? Here are a few tips:

- Be proactive in getting to know the person
- Be genuinely interested
- Be authentic
- Be non-judgmental
- Be willing to invest in the person
- Look for things you like in her
- Look for things you have in common.

Many chapters have annual retreats. The objective of some retreats is to launch their program year; others want to create or review their strategic plan. Some chapters have annual get-togethers to have fun by visiting a shopping outlet, see a play or a movie together, or take part in other activities which tend to be enjoyable for all. However, there is often no time during these kinds of activities when individuals can converse with each other and share
ideas, interests, values, etc. Therefore, interpersonal relationships probably remain where they were before the retreat. However, some chapters have retreats dedicated to furthering interpersonal relationships with one another. These are friendship retreats.

**Friendship-Building Retreats:**
A fundamental feature of friendships is the mutual caring about one another. As previously stated, it takes getting to know someone before you begin to care about them. The more you learn about one another, the more you start appreciating each other's qualities, and learning to respect and trust them. At this point, friendships can blossom.

A “friendship-building retreat” will have exercises or activities that allow everyone in the group to share themselves with others. Sometimes this is in the large group, but small (fixed or rotating groups), better enable each person to learn about the others while sharing with others more of themselves. This can be a richly rewarding experience for everyone in the group. There can then be an opportunity for each small group to report out their team's experience to the rest of the room. This way, everyone gets to benefit from each small group activity.

But how is this fun, you may ask. A friendship retreat should not have as its only objective that everyone has fun. Doing participatory, interpersonal activities may sometimes bring smiles and joy, but
occasionally tears (for different reasons including joyful ones). When people engage in-depth with each other in well-executed, openly emotional and interpersonal ways, the benefits include the ability and freedom for everyone to show their true feelings, speak openly and honestly to each other, and present their true, authentic selves to one another. This can bring rewarding personal growth and excitement and energy to the group while making a step change improvement in relationships and growing friendships.
COMMON CHAPTER
INTERPERSONAL (O.E.) ISSUES

Following are some of the many issues chapters may experience. The list below includes the kinds of challenges, which left unresolved, can lead to poor operations, ineffective programs, poor relationships, member dissatisfaction, members not interested in attending meetings, members taking alumni status, and members even resigning from the organization.

• Chapter leadership ineffective in building a positive organizational climate

• Members unable to communicate openly and honestly with each other

• Members failing to respect/honor one another

• Members not appreciating others’ differences, e.g. age, style, skills, etc.

• Members’ lack of alignment to organization goals and policies, and to the “greater good”

• Members unable to work through conflict situations
• Intergenerational barriers that block effective working relationships

• Members talking, not listening, while someone else has the floor

• Members holding “meetings after the meeting”

• Members not showing support or loyalty toward one another

• Members forming dysfunctional cliques and factions

• Members failing to support decisions that have been voted on and agreed to by the chapter

• Bullies or “mean girls” being allowed to control the culture

• Chapter’s failure to attract and take in new members
Any one or more of the above can create a hostile environment making Linkdom a less-than-enjoyable or fulfilling experience for both members and leaders.

Chapters that experience any of the above in excess should work hard to create the kind of environment in which all members can feel good about being together and working together for the betterment of their communities. Seek help from the available Area resources, or discuss with the Central Area Director or the O.E. intervention team.
COMMUNICATION ACROSS GENERATIONS

As Links are intergenerational, we should know, and understand the differences across generations so we can all do our part to bridge these differences. Each group has something to offer, and we do not want to lose sight of the valuable resource each of us brings.

Regarding intergenerational differences, here are some FAQ’s:

1. What is the definition of Generation?
2. How are the generations distinguished?
3. Why is an understanding of Generations important?
4. Why is there so much talk about Millennials?

The chart on the next page is from article on:
http://www.huffingtonpost.com/crystal-crystal-kadakia/blatantly-incorrect-gener_b_4935179.html

This chart and the following pages break down some of the generational misunderstandings and differences and answer the above questions.
### Generations Chart

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Baby Boomers</th>
<th>Gen X</th>
<th>Gen Y Millennials</th>
<th>Gen Z Centennials</th>
</tr>
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#### CHARACTERISTICS
- **Traditional**
  - Practical
  - Patient
  - Loyal
  - Diligent
  - Respectful
  - Disciplined
- **Baby Boomers**
  - Optimistic
  - Ambitious
  - Competitive
  - Workaholics
  - Focused
  - Diligent
- **Gen X**
  - Skeptical
  - Risk-takers
  - Independent
  - Business
  - Entrepreneur
- **Gen Y Millennials**
  - Hopeful
  - Teamwork
  - Diversity
  - Tech-savvy
  - Innovative
  - Social
- **Gen Z Centennials**
  - Connected
  - Tech-savvy
  - Over-stimulated
  - Diversity

#### STEREOTYPES
- **Traditional**
  - Proud
  - Ownership
  - Righteous
- **Baby Boomers**
  - Disaffected
  - Sarcastic
  - Depressed
  - Cautious
- **Gen X**
  - Distracted
  - Entitled
  - Inattentive
  - Impersonal
  - Coddled
  - Needy
- **Gen Y Millennials**
  - Entitled
  - Independent
  - Impersonal
  - Coddled
  - Needy
- **Gen Z Centennials**
  - Entitled
  - Independent
  - Impersonal
  - Coddled
  - Needy

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Our four generation workforce provides challenges.
The mindset of each generation differs on how the above are practiced and managed which undoubtedly affects how we as Links interact with each other and execute our programs.

The three key trends that shape generations are parenting, technology and economics. For example, Baby Boomers have the parenting philosophy, “We want life to be easier for our kids than it was for us.” This philosophy, in turn, helped create and reinforce Millennials’ sense of entitlement, which is now a hotly debated topic.
Stereotypes:

- Baby Boomers
  - “Are out of sync with technology”

- Gen Xers
  - “Are negative cynics”

- Millennials
  - “Aren’t motivated by anything”

Linkages:

1. Individual traits, life experiences, and relationships are more important than the stereotypes associated with each group.

2. As Links, we have more in common than those things that may divide us.

3. Never lose sight of the fact that even though we may be categorized into groups, we are still people, linked in friendship and service. And all people want the same things: Respect, Inclusion, Empathy, and Opportunity.
ETHICS AND O.E.

As Links, we are held to a high standard of comportment. Thus, we are known by our brand of extraordinary, ethical, dignified women committed to service to our communities.

Within the Links, Incorporated, there is a Code of Ethics that defines the expected behavior of every member of our organization with respect to:*

- Abiding by the official documents that guide our organization;
- Demonstrating trustworthiness and honesty both in and outside the organization;
- Fostering friendships;
- Abiding by the organizations mission and service requirements;
- Following international copyright and intellectual property laws;
- Guarding against conflicts of interest while also avoiding the appearance of impropriety in use of organizations funds and giving and receiving gifts.
These codes of ethics, when abided, contribute to a well-run organization filled with individuals who know and respect one another, and are committed to achieving the goals of the organization effectively and efficiently. Every Link signs the Member Acknowledgement Form acknowledging that they have read the Code of Ethics and agree to abide by these principles, policies and guiding documents. However, as it does for everyone else, life happens for Links sisters too, and there are occasions when some of these codes of ethics are broken and must be dealt with. In such instances, the Ethics and Standards Committee stands ready to follow a strict complaint process in handling these violations. The process involves an investigation, a hearing, possible sanctions for violations, and an appeal process.

Sometimes, complaints are filed by people who do not fully understand the extent of the rigorous complaint process. After it becomes is known, some complaints are even dropped without resolution being reached. However, there are certain types of violations that offer no choice in the matter and the complaint process must be followed. All of this gets to the question: What does Organizational Effectiveness have to do with Ethics and Standards?

We believe that many kinds of E&S violations, particularly the ones that involve interpersonal relationships, can be addressed and resolved by engaging O.E. which can aid in resolving the matter.
When this happens, the need to go through the lengthy and time-consuming complaint process is eliminated.

Most resolutions of interpersonal matters involve open communications and authentic discussions which the O.E. person is capable of leading. However, the problem, itself, will determine how the O.E. Chair will proceed. Unlike with the ethical violations complaint process, there is no one size fits all in human dynamics, and each situation is dealt with on its own merits. However, for more information on dealing with interpersonal issues, see the section in this booklet on Handling Interpersonal Conflict to understand how the O.E. expert might proceed. In any event, if a problem can be resolved at an early stage with the help of O.E., the chapter is well served to forego some of the unpleasantries associated with processing a full-blown ethics complaint.

*This information was taken from the first Ethics and Standards Webinar of 2016 found on the Links, Incorporated website in the Members Only section. It contains much more detailed information on all aspects of the complaint process.
STRENGTHENING GROUP EFFECTIVENESS

A group of Links who work effectively together has the capacity to get great results. Such a group is comprised of people who know, respect and value each other, who know the work, and who are aligned to the goals and objectives of the organization.

There are so many models that define a group’s development. These models can be helpful to show how any group can become a well-oiled machine that works together efficiently, effectively, and gets great results.

One model, in particular, is extremely helpful in that it describes the five stages of group development and what it takes to move to the next stage. COG’s Ladder, designed by George O. Charrier, shows that a team of people will naturally move through these stages if they work together long enough. The stages are:

- Polite
- Why We’re Here
- Bid for Power
- Constructive
- Esprit
The Polite stage is the initial coming together during which time everyone is careful not to step on each others' toes. They merely do what they are told, no questions asked.

Why We’re Here is just that. The time when members get clear on exactly what they are doing and why, and reach alignment to goals and objectives.

Bid for Power occurs when leadership, styles, and potential conflicts emerge, as do cliques. Working through this stage is essential to moving on.

The Constructive Stage is the ideal stage. It is marked by its members:

- Being able to disagree with each other with no hard feelings.
- Fully utilizing the diversity of each person.
- Being able to give and receive feedback with each other.
- Learning to care about, (even love) one another.
The final stage is *Esprit*. This is when a group can do its finest and most productive work and relationships are at their peak.

All groups will go through stages of development. Furthermore, as membership changes, the group will usually revert to the Polite Stage until they work themselves back up the ladder.

Many groups, after learning there are several stages of development, assess themselves as being in the Polite Stage. Knowing this, they are no longer content to stay at that level. Using this model will enable members to increase their team’s effectiveness.
HANDLING INTERPERSONAL CONFLICTS

An interpersonal conflict is a disagreement between two individuals or groups that creates discontent between one or both parties. Things can be going along, seemingly smoothly. Suddenly someone says something or does something that offends another, or is believed to have disrespected another person, and you have the makings of a conflict.

When conflict erupts, it must be nipped in the bud before it grows. However, society has taught us all to “avoid conflict at all cost.” Thus, many try to ignore far too many situations and one day, they erupt into a full-blown conflict. Now the situation can no longer be ignored and what remains is the question of what to do when you must confront someone to avoid increased stress, hostility and having a negative effect on others.

Following are guidelines for how to confront someone when you are faced with an uncomfortable situation:
• Think about what you want to say. Even tape yourself or record it and observe how you come across. Then, think about how you would take it if someone said this to you in the same way. Make changes if necessary.
• Do not leave your thoughts on a phone call, or place them in an email or text. Meet face-to-face, listen intently for understanding, and observe the other person’s behavior, body language and ability to have eye contact with you.
• Be open-minded and try to listen to feedback objectively.
• If you learn that you did something wrong or hurtful, apologize and explain it was not your intent to hurt or anger the other person. Be sincere.
• Express how things will be different in the future

Occasionally, your situation could require a mediator. This may be your chapter President or O.E. chairperson. Here are a few tips on how the mediator can best handle the situation:

• Recommend the parties first seek resolution on their own.
• Know that there are always two sides of a story.
• First meet with each person individually in a supportive atmosphere.
• Listen to each side of the story in an open and non-judgmental manner.
• Bring the parties together to tell each other how they feel.
• Remain neutral. Do not take sides, even if one of the parties is your friend.
• Summarize what you heard from both parties and provide points each person should take from the conversation.
• Make suggestions for preventing further conflict.
• Follow up with the parties later to see how things are going.

Although you may dread confronting a situation, you are encouraged to enter conflict resolution with an expectation of success. Very often, you and others may not understand how your actions or words could affect others, so you stand to gain helpful insight about your own style and word choices. You might be pleasantly surprised at the successful outcome, and you’ll definitely be better equipped to approach a conflict situation should one arise again.
ONBOARDING NEW MEMBERS

*I never thought it would be like this,*” whispered a new member to her sponsor at her first all-chapter meeting. She continued, "*During the orientation, everyone was so nice and friendly. I was really looking forward to being a part of such a great group of friends. Now, I don’t know what to think.*”

This comment came after she witnessed a heated disagreement that broke out over, it matters not what. The probability is that this was likely not the first chapter to wage a battle in the presence of new members.

During a routine courteship, we usually put our best foot forward so we can make a good impression. Now, in an ideal world, our best behavior would match our *always* behavior. However, in many cases standards are relaxed and people change. Witnessing such an immediate change can be very disheartening to a new Link.

As Links, we tend to follow all the right procedures when it comes to new member intake and orientation. These procedures are spelled out quite clearly in the Links Membership Manual. However, as friendship is one of our two foundational pillars, we must stay focused on building healthy and satisfying relationships. New members will not necessarily know what to expect when they see
different behaviors after they have come onboard. In worst cases, some have chosen not to remain members.

Although we never want to bring new members into chapters that are heavily laden with unresolved issues, new members aside for a moment, we should still deal with these matters in a timely manner. Furthermore, they must be dealt with in a straightforward way, with respectful, thoughtful dialogue, and from a win-win mindset. This should be the case, not only when women are being courted for membership into our organization, but also, as an authentic way of being. Then, our new members will see and learn the positive manner in which our chapters handle uncomfortable situations. How effectively chapters handle disagreements becomes an integral part of its culture into which new members will naturally blend and comply as they go about growing in Linkdom.
PART III

“HOW TO’S”
Surveys are like performance reviews for your organization. For The Links, Incorporated, it is important for chapter leadership to know where your members stand. Survey data will enable you to identify areas for improvement, pinpoint organization priorities, and show where to focus your efforts.

If your chapter’s service projects are going well and your members seem to get along smoothly with each other, you may not be aware of any areas of concern. However, if you see certain warning signs such as the formation of cliques, or parking lot conversations after every meeting, a survey is essential. If the right questions are asked, and you can assure anonymity, you may learn of important issues you may have had no idea were even an issue.

No matter how well your chapter leadership feels things are going in your chapter, it is always helpful to get a fuller picture of what's working well and what areas of your organization might benefit from change. Just as “best-in-class” employers use employee opinion surveys to learn how employees really feel so they can address any outages, Links chapters should also conduct surveys. This will give them information about how its members truly feel about
the culture and objectives of the organization, and will set the stage for improvement.

Asking the right questions is key to identifying the issues. By doing so, you will learn if and how interpersonal relationships may impact the overall organization. For example, if you see that some people tend to be come across as intimidating causing others to take a back seat, then ask about the existence of bullies. If you notice that some people do not seem to feel their contributions are valued, ask that question.

If you see that chapter work is not shared equally across the membership, ask about that. You may learn a lot by how your members respond.

We recommend that you conduct a Chapter Assessment Survey annually to make certain that findings are addressed in a timely manner. The Central Area Chapter Annual Assessment tool is available on the Central Area Website along with a guide for how the survey results should be viewed. Your chapter’s Organizational Effectiveness Chair should ensure that this survey is done annually, with results from each year compared to the previous year’s results to see if improvement has been made and/or to create new action steps.
Whenever a significant event or activity is held, it is very important to get feedback to gauge participant reaction. Surveys, if done anonymously, are an excellent way of garnering honest input and feedback from people who participated. By getting others' reactions, you can make improvements that will make the next event more successful.

At the Central Area, when we have bi-annual Area Conferences and Summits, we use surveys to get information from people who are willing to share demographic information as well as what worked and what did not work, what they liked and didn't like, and suggestions for improvement. Surveys are also used for a variety of other purposes across the Central Area, such as when the Central Area Director surveyed chapter presidents to see if the bi-annual Summits should be continued. (The answer was “yes.”)

Therefore, whenever your chapter has had a major activity or event, it may be worthwhile to consider surveying those who participated to learn if the activity was successful or not. You might have thought something was a splendid idea, but if it does not go over well, you might still do it again, but with improvements and changes offered from survey responses.

There are several online survey creation tools. Some are free, such as Survey Monkey, KwikSurveys,
and several others. You can create any kind of survey needed. These are easy to create, understand and use. They also give you a chance to use a variety of question types as well as to gather demographic information, as well as reasons individuals attended; whether they would attend again, or recommend to others, etc.

The more you develop an ease of creating and using surveys, the more you will find them a very helpful way of learning what your members think and feel.
A Strategic Plan is a living document created by chapters to detail the organization’s vision, mission, goals, objectives, strategies, action plans, timeline, and measures to check progress along the way. Without a strategic plan, work may get done, but it is done without a sense of purpose or priority. A Strategic Plan has been a source of confusion for some. The intent of this write up is to make strategic planning easy to understand, develop and follow.

For more detail, see the section on Strategic Planning on the national website. Following is a brief discussion of the elements required for a Strategic Plan:

- **Vision**
- **Mission**
- **Objectives**
- **Strategies**
- **Action Plan**
- **Measures**.

What are these six elements about?

The vision is a bold statement that inspires members to set their sights high for the future by aspiring to the best results attainable. A typical timeframe is two to five years. Everything done in a chapter should lead toward attaining that vision.
The **mission** of an organization tells why it exists. It conveys what it is about. For example, the mission of a shoe store is merely “to sell shoes.” Focusing on your mission could either broaden or narrow your actions.

**Objectives** are the overarching accomplishments the organization wishes to attain and **goals** are the specific outcomes that result from the objectives having been met. *(Ex: A teacher might have a specific objective of increasing students’ reading skills. The goal is that the students increase their reading skills by a particular percent.)*

**Strategies** (or tactics) describe how these objectives will be achieved.

**Action plans** are the steps taken to reach the goals with a timeline for when the goal is to be attained, and naming the individual(s) responsible and accountable for attaining each part.

**Measures** are the methods used to track progress.
The Chapter President can appoint a Strategic Planning Committee to create the chapter’s strategic plan. It is that committee’s responsibility to gain input from others in the chapter and then create the plan and “sell” it to the rest of the chapter.

Every chapter’s Strategic Plan must be aligned to the National Links, Incorporated’s six strategic priorities which are part of the strategic plan writeup found on the national website, as follows:

1. Deliver and sustain transformational programs
2. Enhanced member services and engagement
3. Fund development and fiscal responsibility
4. Organizational assessment and alignment
5. Leadership development
6. Promote the Links brand
HOW TO HAVE AN EFFECTIVE MEETING

Love’em or hate’em – meetings are a fact of life. A meeting is simply a coming together of two or more people in a controlled setting with a common purpose and objectives. However, the mere idea of attending a meeting sends some people into a state of dread at the very idea of allotting their precious time to something they believe could very well be a waste of time. Indeed, studies have shown that people generally find meetings to be one of the greatest time wasters of all.

In short, people do not tend to love coming to meetings. When asked why, the long list of answers ranged from:

- They are boring
- Certain individuals hog the meeting time
- Nothing was accomplished
- People weren’t clear why they were there
- People’s eyes were buried in their cellphones
- The meeting went too long
- Everyone wanted to have something to say
- Conflicts arose
- Attendance was poor
- The leader let things get out of control
- People didn’t respect protocol, Robert’s Rules, or each other.
Links have a lot of meetings. Ideally, our meetings are effective and enjoyable. Unfortunately, that’s not always the case.

So just what is an effective meeting?

✓ It has specific objectives and it accomplishes those objectives
✓ “Add-ons” are not allowed
✓ It starts and ends on time
✓ There are time limits for a topic and no one is permitted to monopolize the discussion.
✓ People communicate constructively and respectfully with each other and leave feeling good about having attended.

Okay, so how do we have such a meeting? Here are a few simple rules:
• Have a clear and attainable objective and agenda. Send this out in advance.
• Establish ground rules, e.g.:
• Always start and end on time
• Limit discussions on a particular topic
• Follow the agenda; stay on track
• Do not allow side discussions
• Expect everyone to treat one another with respect
• No cell phones, iPads, or computers. *(You can’t be serious!)* Okay, only if they are showing the meeting material.

All the above ground rules notwithstanding, by far the greatest contributor to an effective meeting is you, Link sister. For how you and other members interact with each other, your feelings toward each other, your attitudes and expectations, etc., will have a direct bearing on all present being cooperative, listening to one another, and getting things accomplished on time. Therefore, everyone should come to a meeting prepared to:

• Communicate openly and objectively with each other
• Listen, knowing that not doing so can lead to misunderstanding or conflict
• Treat others as you would like to be treated with dignity and respect
• Not continue the meeting after the meeting

If you interact with each other in the above manner, everyone, including the meeting leader, should leave satisfied and energized, feeling that the meeting was effective, successful and the objectives were met.
PART IV

"RESOURCES"
ANNUAL CHAPTER ASSESSMENT TOOL

Chapter ______________ Date ______________

The purpose of this assessment tool is to assess how your members feel about your chapter relationships and effectiveness. It can also be used to evaluate your chapter’s improvement against previous survey results to determine where your chapter is and what areas still need to be focused on. Responses will provide the basis for your ongoing improvement. (This tool is formatted correctly on the Central Area Website.)

A. Below, you will find a list of common elements identified as essential to positive membership relations. Please check the answer that best describes your opinion of the current state of affairs for your chapter.
KEY ELEMENTS (To be scored as follows: Always, Usually, Sometimes or Never)

1. Members consistently show respect to one another
2. Members tend to trust one another
3. Members communicate openly with each other
4. Cliques exist in this chapter creating divisiveness
5. Conflicts are promptly handled and resolved satisfactorily
6. Members tend to have hidden agendas
7. Members cooperate willingly with each other
8. Every member receives information she needs to be effective
9. Members clearly respect their leaders and show it
10. It is evident that members truly like one another
11. Members adhere to Chapter and National by-laws
12. Members follow official Links, Incorporated policies
13. Members share the work equally, each doing her part
14. Bullying exists in this chapter with negative effects on relationships and chapter effectiveness
15. Senior members respect and value younger members
16. Younger members respect and value senior members
17. New members are openly received by all
18. Members respect and meet time and work commitments
B. If you responded “sometimes” or “never” for any question, please explain. Use a separate sheet if necessary. Give examples.

Answer the following:

1. What three things are you most proud of in your chapter?

2. What are your top three concerns as your chapter moves forward?

3. Describe how you see your chapter two years from now.

Evaluating Survey Results:

Please use the following process to evaluate and share the results from your chapter’s annual survey:

1. The first 18 points are important in the creation of your chapter’s culture. Group these 18 points as shown below. Create a column to see what percentage of responses fall under either “Always/Usually” or “Sometimes/Never”

2. Group the 18 points as follows:
Respect and Fairness:

- Members consistently show respect to one another
- Members tend to trust each other
- Members respect and meet time and work commitments

Communication:

- Members communicate openly with each other
- Members tend to have hidden agendas

Cooperation:

- Members cooperate willing with each other
- Every member receives information she needs to be effective
- Members share work load equally, everyone doing her part
Friendship/Relationships:

- It is evident that members truly like one another
- Senior members respect and value younger members. Younger members respect and value senior members
- New members are openly received by all

Leadership/Compliance:

- Members adhere to Chapter and National by-laws
- Members follow official Links, Incorporated policies
- Members clearly respect their leaders and show it

Conflicts:

- Bullies exist in this chapter with negative effects on relationships and chapter effectiveness
- Cliques exist in this chapter creating divisiveness
- Conflicts are promptly handled effectively and resolved satisfactorily
3. Compile the results. For the following year, determine if the present year’s survey has shown improvement from the previous survey.

4. Review these results with your chapter and celebrate any improvements. Determine if the difference between the two columns warrants attention to improve the situation, and prepare to take action.

5. If further attention is warranted, determine with your chapter what the next steps will be and prepare to execute against these steps.

6. Plan to repeat the survey annually along with the review process.

The final three questions on the survey are open-ended. If you have additional important matters you would like feedback on, feel free to add those questions as well.
Links have a number of events for which a great deal of planning is required to execute successfully. On the next few pages is an itemized list of the types of needs that must be handled for a typical event that involves a meal. It is broken down into the major things you need to do before your event, on the day of, and after your event.

### Event Implementation Schedule

<table>
<thead>
<tr>
<th>Pre-Event</th>
<th>Event Day</th>
<th>Post-Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confirm Venue/Facility</td>
<td>Load Vehicles</td>
<td>Disassemble Promotional Items &amp; Load Vehicles</td>
</tr>
<tr>
<td>Confirm Menu</td>
<td>Facility Set-up &amp; Technology</td>
<td>Send Thank You Notes</td>
</tr>
<tr>
<td>Confirm Guests</td>
<td>Distribute Handouts</td>
<td>Send Evaluation Survey</td>
</tr>
<tr>
<td>Order Gifts for guests</td>
<td>Transport Guests</td>
<td>Pay Final Bills</td>
</tr>
<tr>
<td>Create Marketing &amp; Media Strategy</td>
<td>Greet Guests &amp; Provide Accommodations</td>
<td>Exhale &amp; Debrief</td>
</tr>
<tr>
<td>Finalize the Budget</td>
<td>Photography/ Videography</td>
<td>Outreach to No-shows</td>
</tr>
<tr>
<td>Identify Sponsors &amp; Grants</td>
<td>Distribute Gifts</td>
<td>Retrieve Media from Photographer &amp; Videographer</td>
</tr>
<tr>
<td>Prepare Event Rationale</td>
<td>Distribute Guest Checks</td>
<td>Send Press Release</td>
</tr>
<tr>
<td>Load event on Website</td>
<td>Return Items to storage</td>
<td>Begin planning the upcoming events</td>
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<tr>
<td>-----------------------</td>
<td>--------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Begin Ticket Sales</td>
<td>Promote upcoming events</td>
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<tr>
<td>Consider Comp. Ticket Strategy</td>
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<tr>
<td>Prepare Guest Contracts</td>
<td></td>
<td></td>
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<tr>
<td>Retrieve Guest Release Forms</td>
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<td></td>
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<tr>
<td>Consider Guest Transportation</td>
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<td></td>
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<tr>
<td>Prepare Agenda</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare Guest Biographies</td>
<td></td>
<td></td>
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<tr>
<td>Prepare PowerPoint slides</td>
<td></td>
<td></td>
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<tr>
<td>Prepare Opening Remarks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare Closing Remarks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pack Materials &amp; Prepare transport</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hire Photographer/Videographer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Set-up Facility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secure Volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Test Technology</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Print &amp; Pack a Hard Copy of Presentation</td>
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</tbody>
</table>
When issues surface in chapters, it is essential that the chapter work through them for the betterment of chapter relations and effectiveness. Chapter leadership, and people involved must acknowledge the problem, then nip it in the bud before it grows. Sometimes, resolution can be obtained by the individuals involved addressing the situation. If it involves the entire chapter, there can be a facilitated chapter discussion.

Certain experiential processes have proven to be effective in resolving issues. One such process involves creating a problematic situation (case study) and having individuals act out how to deal with that situation extemporaneously. Observers can then give feedback on how the role play went, or how it can be improved. This technique has many advantages:

- It provides a safe, judgment-free environment where members can practice.
- It teaches people to think on their feet.
- It aids in building confidence when facing a similar situation.
- It teaches good listening skills.
- It provides a safe setting for critique and improvement.
The case studies that follow represent the kinds of issues Links sometimes face in their chapters. Each lends itself to role-playing as a training exercise.

Role-playing can be done in different ways. One way is to break into small groups (5-6 people each). If there are several groups, each group can role play the same scenario simultaneously. Place a time limit (e.g. 15-20 minutes for each role play and feedback discussion, and 10 min. for report outs.) Assign a note taker to briefly summarize the discussion for presentation to the larger group.

After every role play, each group’s spokesperson shares their group’s experience and insights with the rest of the body.

If the situations are to be discussed instead of role played, use the following discussion questions:

- What are your gut reactions to this problem?
- What factors should be considered?
- How would you approach this situation?
- What is your Plan B?
- What conclusions did you draw?
Study #1 "OOPS"

**Background:** This year, your chapter is taking in new members as its numbers are continually dwindling.

**Situation:** One of your Link sisters has nominated a woman for membership. You happen to know some things about this particular nominee’s life that others do not know. Based on what you know, you feel strongly that she is not a fit for this organization. You share your concerns with the Link sister who nominated the woman. This Link sister is very receptive to your concerns and silently agrees with you.

Unfortunately, she shares that she has violated membership policy by communicating to the nominee that her name was submitted. As a matter of fact, the nominee actually completed her application for the Link sister. Oops!

What would you do? 

**Role play needs:**

1. Someone to play the Link sister who knows something about the nominee.
2. Someone to play the Link sister who nominated her.
3. Enlist other members as needed.
Study #2  LINK SISTER IRREPLACEABLE”

Background: Your chapter has an annual fundraiser that has become an extremely well supported event. In fact, 90% of the guests usually RSVP within two weeks of receiving the invitation. One particular Link sister has been in charge of obtaining the entertainment year after year. Because of this, guests come back year after year, and the fundraiser continues to be more successful.

Situation: For several years, the Link who has been responsible for securing the entertainment has not personally met any of her financial obligations. Since her contribution to the fundraiser is so critical, several Link sisters on the fundraiser committee have come to her rescue and paid her dues and assessments so that she is available to continue to work with the fundraiser.

For the last two years, this Link seems to have taken the financial aid for granted and has made no effort to pay any of her assessments. The members who have been avid supporters now feel that she been taking advantage of their generosity. When they approached her about this, she was appalled saying she felt her getting the entertainment for the fundraiser should more than cover her assessments.

The “helpful” Link sisters have decided not to pay her assessments anymore. This no-pay sister is now on her own. The fundraiser’s chairperson feels strongly that the sister needs to be allowed to continue to contribute. The chairperson decides to take the matter to the membership committee.
What would you do?

**Role play needs:**

1. A Link to play the fundraiser chairperson who is taking the issue to the membership committee.
2. A Link to play the Link sister who secured the entertainment and wants it to substitute for her assessments.
3. A Link to play the membership chairperson.
4. Others in the group can be the members of the membership committee.
Study #3  “LET’S OUST THE LEADER”

Background: A Link sister is not pleased with the current president, including taking exception to her style, interfaces and decisions. This Link sister happens to be highly thought of, a loyal and dedicated member, and has a lot of clout in the organization.

Some of her concerns may be valid but others are not. She has not taken it upon herself to address this with the president, but has decided to take things into her own hands by seeking support from other Links. She voices her concerns via phone calls to and face-to-face meetings with members. Because of her position in the organization, her influence, and the fact that she is well liked, her effort to derail the president is gaining momentum. She still needs to recruit a few more to her side.

Situation: This Link sister has called you and you agreed to meet her for lunch. You have not heard about her concerns and think that it is “just lunch.” While the two of you are eating, she expresses her concerns and tells you that others agree with her. Then, she asks for your support.

Some of your Link sisters have said that this Link really just wants to be president herself, so as you listen, you wonder does she have a personal agenda.
What do you do?

**Role play needs:**
1. **One Link** to play the role of the displeased Link sister.
2. **One Link** to play the Link sister she is trying to bring over to her side.
Study #4  “OH, NO, SHE DI’N’T”

**Background:** A particularly flamboyant Link sister rarely keeps time commitments and arrives fashionably late to most Link functions. When you (the president) checked the service hours, you saw that among other discrepancies, this Link claimed the two full hours for last month’s meeting when she didn’t show up until the second hour. You have noticed that she has a habit of doing this and barely eeks out her 48 hours of volunteer service.

**The Situation:** Your Link sister showed up to the last chapter meeting after her agenda item, a holiday party for 8-year-olds, had already been covered by a member of her committee. The president had already called for the next agenda item which was in process. First, this grand entrance sister engaged in a disruptive side conversation with others at her table. Next, she interrupted the new topic discussion by asking if her committee member had remembered to tell the group that they had scheduled a community volunteer to come in and show the kids how to bake Kwanzaa cookies. As she thought of other things, this happened again and again for the next several minutes. Finally, a Link sister who is seated at the same table politely asked her to stop interrupting the meeting, but she ignored her.
What Would You Do?

Role play needs:
1. The flamboyant Link sister.
2. A Link at the table who tells her to stop interrupting the meeting.
3. The chapter president who needs to deal with the Link’s time management issues and her claiming hours for hours not worked. (Explain to the others what the setting is for this conversation.)
Study #5  “I HAVE SOMETHING TO SAY ABOUT THAT”

Background: You are the president of a chapter in peril. Half of your members are followers of one of your divisive members who encourages her followers to challenge you. It is hard to conduct an effective chapter meeting or have good programs. Your meetings are usually chaotic and unproductive with much time spent by this Link telling everyone how she would run the chapter. She is clearly trying to position herself to be the next chapter president.

Situation: You are in the first year of your first term as president. No matter what you do, this Link has a way of undercutting you to show others how brilliant she is and who really should be the president. When you try to reach her to discuss this privately by phone, she does not take the call, but instead responds by email and copies the rest of the chapter.

She demands the floor during every meeting, then offers her treatise about what a good leader would do about whatever matter you are discussing. For example, at the last meeting, she stood and said, “Perhaps you might want to read How to be a Good Leader for Dummies, by Isaac Isaacs. It tells you how to motivate your members. You can find this book in our public library.”

Meantime, your supporters are intimidated by this Link and her followers, and lack the courage to speak up in your behalf.
What would you do?

**Role play needs:**
1. Someone to play the chapter president
2. Someone to play the Link who would be president
3. Others to play chapter members at the general body meeting -- some of whom support you, but others who clearly support her.
Study #6  “MY WAY OR THE HIGHWAY”

Background: Your chapter is working hard preparing to launch your exciting umbrella STEM program. Everyone is on board, making good progress and racking up a lot of service hours. Well, almost everyone.

Situation: One Link sister seems to prefer a different project - one she originally brought to the chapter, one she would likely have been asked to lead. After all, everyone knows she’s a natural born leader.

Unfortunately, this Link sister is not a good follower. She constantly throws obstacles in the way, or as she calls it, plays devil’s advocate. Or she laughs at and/or puts down every idea that someone else has, or carries on side conversations when others are talking. In general, she throws constant cogs in the wheel. Essentially, her behavior is dysfunctional, disruptive and she is holding the chapter back.

As the program chairperson, you realize this has gone on much too long. You kept waiting to approach her to see if she would change. In the interest of friendship, you did not want to start a mess. Now you realize this Link sister needs to be confronted. Even if she doesn’t change, at least you will feel better with yourself for having tried.
What would you do?

**Role play needs:**
1. Someone to play the program chairperson who is about to confront the troublemaking Link sister.
2. Someone to play the Link sister who wants to be Queen.
3. Enlist other members at your table as needed.
**Study #7**

**“R.S.V.P. PLEASE”**

**Background:** The Program committee is hosting a luncheon meeting to unveil the programming strategy to all members of the general body. An Evite was sent to ensure so that the committee could plan for the appropriate number of attendees. Knowing the exact number of attendees is a must as the facility has made it clear that, because of a unique issue, it could accommodate only the exact number that was turned in. Most of the members have responded to the Evite. For the ones who didn't, the Program committee members reached them by phone. Thus, they were confident the final number given to the facility was accurate.

**Situation:** On the day of the luncheon, three members, who had responded “no” showed up anyway and proceeded to take seats which rightfully belonged to those who had previously confirmed their attendance.

What would you do?

**Role play needs:**
1. The chair of the Program Committee to address this situation
2. Other members at the table can play the Links who did not RSVP
Study #8  “DON’T CALL ME; I’LL CALL YOU”

Background: The St. Luke chapter was chartered in 1997 and will celebrate its 20th anniversary in 2017. The chapter has 29 members whose average age is 52 with a good balance of younger and senior members. The problem is, members just do not get along.

Situation: You are 50 years old and have been a Link for 6 years. You just assumed the presidency. You want to lead the organization in a strong and effective way, but since you have been in office, you have discovered that the friendship aspect of our members is sorely lacking. You have received at least 20 to 30 calls from members making petty complaints about other members about things that relate mostly to personality or style. These calls, usually from the same 3 or 4 people, come at all times. However, thinking you should be a "good listener," you listen to them air their issues time after time.

You want to move the chapter forward. You have good programs and strong committee chairs and great potential to serve your community. But listening to all the complaints takes up most of your time and it must end.

Question: What can you do or say to put an end to this annoying and dysfunctional pattern and move your chapter forward?

Role play needs:
1. The president.
2. Two people to call the president with complaints
Study #9       “I’M TOO OLD FOR THIS”

Background: The prestigious 33-member Overland Park (KS) Chapter is 45 years old. Most of its members are in their 60's. They have had the same fundraising project for 9 years - a quilting club under the Nat'l Trends and Services facet. For 10 weeks, they meet for 6 hours on Saturdays, and sometimes invite women from the community to participate. Some members come every week; others come when they want to. The get together gives them an opportunity to network, eat, gossip and sew. They usually complete one quilt every two weeks, then auction them off, generating around $2,000 yearly for their fundraising effort. The other facets do little.

Dinah is the new president. She is 47 years old and committed to learning everything she can about the Links and following its procedures and by-laws. She has tried hard to motivate her program committee to come up with more transformational programs that will help attract younger members and do more to help the community.

Situation: This year, as they prepare to send in their annual service-hour report, 6 members have not completed their 48 hours for no known reasons. At her Executive meeting, Dinah and her VP bring this up again, letting the committee know these members will be forfeiting their membership. While a few support the move, most do not. They want to "donate" hours, "forgive" the requirement and turn in 48 for hours for everyone. They pounce on Dinah for being "unsisterly."
**Question:** Can Dinah stand up to her committee? Is there a win-win here?

**Role play needs:**
1. Someone to play Dinah, the president
2. Someone to play the Program Chair
3. Someone to play the 65-year-old NTS Chair
4. Others to play members of the Executive committee
RECOMMENDED READING aka LINKS-TELLIGENCE


Lencioni, P. (2016). The ideal team player: how to recognize and cultivate the three essential virtues: a leadership fable.


