**DISTANCE WORKSHOP – NOMINATING**

**JANUARY 23, 2019**

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**INTRODUCTION:**

**Sisterhoods and regions today have many challenges which include lack of new leadership, apathy, aging, questions of relevancy, new member recruitment, accountability, the image of sisterhood to name a few. Yet, we take on the challenge to produce a good, balanced, effective slate that meets the needs of the organization of the future. These challenges are real, and though we think that our challenges are unique, in reality they are not! We are here to help you face your concerns, because they are too real for too many of us!**

**We hope to offer you suggestions that you may not have considered or, if you have tried them before, you might consider trying them once more. Sometimes, it is all in the timing. Tonight’s call will not provide strategies to deal with all of these challenges but Women’s League is willing and prepared to help you meet them through the resources available on the Women’s League website,** [**www.wlcj.org**](http://www.wlcj.org) **and through our consulting services department. Sandy Berenbaum,** [**sberenbaum@wlcj.org**](mailto:sberenbaum@wlcj.org)**, will speak with you and identify the best way to help you meet your challenges. Please do not hesitate reaching out to Sandy, so that she can assist in designing the best approach for you and your sisterhood.**

**In the next 60 minutes, we will cover the mission of the nominating committee:**

* **How to get started**
* **Key points and resources**
* **Options for filling leadership positions and different forms of leadership**
* **Building Leadership to today and the future**
* **Suggestions for success**

**When we speak about procedures and ideas and give suggestions, we know that not all of them will work with your sisterhood or region. Some may require more time than you are willing to give. Some may seem overwhelming! Some don’t seem to apply or they are so very different than “what we always do: that you may be afraid to try. We understand all of this! We are aware that sometimes we seem to be speaking to an ideal world and our reality is very different. What we DO ask you to do is “keep an open mind”! Try a few of the ideas suggested here this evening…don’t plan to try all of them! Pick and choose and adapt them to best meet your sisterhood and its needs.**

**Remember, you are attending this workshop because you want to be successful. Remember, what the definition of insanity is…doing the same thing, the same way and expecting different results. Try something new. Do not have the nominating committee set up a board that is destined to fail…there is no future in that.**

**THE NOMINATING COMMITTEE: MISSION, JOB DESCRIPTION AND IDEAL COMMITTEE**

**You may not realize this but if you are a member of the nominating committee, you are a part of the most important committee that your sisterhood has. The future is in your hands. The nominating committee identifies the leadership that will direct and strengthen your sisterhood.**

**Many organizations sometimes do not look close enough at their nominating committee or don’t think that this committee is as important as the finance, fundraising or executive committees. On the contrary, this committee can be very powerful because it essentially recruits new members and evaluates board performance.**

**You will be hearing this evening, that there are several models that can help you to accomplish that goal. The mission remains clear: the method may be different, and that is okay.**

**Your mission as a nominating committee, is to think out of the box. Be open to change. Be open to different sisterhood structures. There is no right or wrong, just what works for your sisterhood in your community. Your mission is to continue to find the right person for each position that needs to be filled. And bear in mind, that it can be more detrimental to your sisterhood to put the “wrong” person in a position, than to leave the position open.**

**Remember, that nothing is more important to the health and sustainability of your sisterhood than getting qualified and enthusiastic women to serve on your board. Why is board recruitment so important and yet so challenging? It is because the job or task of building a board is about more than just filling slots. It is about finding women who have skill sets and perspectives that align with your sisterhood’s strategies, goals and needs, and not just for now, but into the future.**

**A BIT OF WOMEN’S LEAGUE HISTORY: “THE STANDING NOMINATING COMMITTEE”**

**BY LILLIAN LEFKOVITS. (SHELLEY CAN EXPLAIN HOW SHE CAME TO RECEIVCE THIS ARTICLE AND SHARE WITH THE GROUP.)**

**As a new WL Parliamentarian, it was suggested to me by Cory Schneider that I join the AIP (American Institute of Parliamentarians. I soon “met” Michael Malamut, Esquire, a certified parliamentarian and attorney. Through my questions to him about procedure, we developed an email relationship, and he has been very helpful. He must have “googled” me, because he learned I was WL Parliamentarian. He later told me HE was Jewish, and an admirer of WL. He found this article in doing research for a presentation he was preparing. The Jewish world is very small, and how proud we should all be that Lillian Lefkovits was such a brilliant innovator in parliamentary procedure!**

**(Read Article Now)**

**If we were to put together a job description for this committee, it would sound something like this:**

* **The committee is appointed by the sitting president or the coordinator of the sisterhood. The president IS NOT a member of this committee nor does she attend any meetings. However, she should give her recommendations to the chair prior to its first meeting, as she will know who is a good worker, who does their job, who is a team player and who has not met their job expectations.**
* **The chair should have a copy of the current sisterhood by laws. If there are no bylaws available, you can find a sample set of bylaws for sisterhoods on the Women’s League website or contact your region parliamentarian.**
* **The committee MUST have an uneven number of members, including the chair. There should be representation from both the board and the general membership. DO NOT have just your executive committee be the only ones on the committee, have at least two members from the general membership so that you can get new ideas for candidates as well. This also enlarges your circle of members. In some cases, your sisterhood may not have a functioning board, either general or executive. In cases such as this, ensure that the group of women that are part of the nominating committee, comprise women from different groups within your synagogue community to ensure diversity on the board.**
* **Any potential candidates for office should not be on the committee, if possible. However, we all realize that sometimes this is not feasible..this goes to the ideal, and not all of our realities.**
* **Create accurate job descriptions for each position. These can also be found in *The Sisterhood Advisor,* which can be used as your guide. There is no reason for you to reinvent the wheel and waste your valuable time, since it has already been organized and done for you. Again, please go to the website,** [**www.wlcj.org**](http://www.wlcj.org) **and look for *The Sisterhood Advisor* under materials or use the search at the top of the home page.**
* **The chair should be organized, impartial and care. Someone needs to keep track of what is happening.**
* **The committee should know what your sisterhood does, the mission and goals. And, what the sisterhood has been responsible for, the synagogue, school, etc.**
* **Between elections, the nominating committee should assist the president in filling any vacancies that may occur. Those appointed during mid-term, shall serve until the end of the president’s term. Your job ends when the new president takes office.**
* **And, most importantly, honor the confidential nature of the nominating committee and do not discuss ANY matters with anyone outside of the committee. In other words, be discreet, what is said at the meetings, should stay there! Sometimes things are said that can be hurtful and harmful if spoken outside of the meeting. All too often, circumstances can affect a person’s performance, remember that people, circumstances change. Also, someone’s performance can be affected by putting someone in a job that they don’t enjoy or possess the right skills…both she and your sisterhood will not benefit. It is the task of the nominating committee to kindly and gently nudge a person to a position that better meets their circumstances.**
* **Ideally, any potential candidate for office (president, vice presidents, treasurer, secretary, etc.) should not be on the committee and if she is nominated, she should resign from the nominating committee. And, she should be replaced. However, with that said, we understand that sometimes this is not practical, yet it should be a goal.**
* **Good board governance should include board term limits. Term limits has the benefit of allowing current board members who perhaps have been serving for years to “rest”. It also provides the organization with new ideas, personalities and experiences as new board members join the board.**
* **Finally, please remember that the nominating committee is working for the future of the sisterhood, and should not be hampered by friendships. Sometimes your friends may not be the BEST person for the job, your goal is to find the best people for each position.**
* **As a nominating committee, please do not make the error of “answering” for a candidate as to whether she will say “yes” or “no” to a position, because she said “no” the last time she was asked. Remember, circumstances change, our lives change. Someone may have sent their last child off to college, they may have retired or changed jobs, there are numerous things that can effect a response to your request to serve your sisterhood. It is not fair to deny anyone a leadership and personal growth opportunity because YOU think that she will say “no”.**

**Your mission, as a nominating committee, is to identify the leadership of your organization, and ask them to accept the leadership positions offered. Boy, does this sound simple! We know this is a process and sometimes does not always work the way we want it to happen.**

**HOW TO GET STARTED: BEFORE THE FIRST MEETING THE CHAIR SHOULD:**

* **Consult with the parliamentarian, and invite her to attend the first meeting to familiarize the committee with what the bylaws and policy require and the proscribed procedure for nominating committees. If you currently do not have a functioning board, you can ask your region parliamentarian or Shelley, as our WLCJ parliamentarian, to join your first meeting either in person (if applicable) or by utilizing Zoom, our video conference of choice.**
* **Talk with the outgoing President for her recommendations. Find out who has, indeed, done what she had set out to do. Remember, however, the outgoing President’s comments are recommendations, and are not binding. You just want to know which women have performed and done what was asked of her, that she has character that she is approachable, and that she can work with others – before nominating her for a position. Please also keep in mind, that personalities come into play...that sometimes how effective a person is in her position, is a result of how well the president and the individual get along.**
* **Talk with the current president about the positions that may no longer be relevant. Do not just fill a position, because it is on a list and that you have always had that position. Have an honest conversation as to the need of the position for your future. You want each position to be needed so that you do not have someone in a job where their time and efforts are not to their potential.**
* **Everyone woman on the board should have a job, something she has to do, regardless of the title. Only if you have “honorary” positions, where women might not a specific job. There should be no other entitlement positions, one where someone asks to be on the board, to just give advice. We are trying to get away with having someone take a place on the board because “they have been on the board for the past umpteen years! A standard rule of thumb, is to provide the incoming president with new faces – an approximate third of the board or executive committee, should be new faces.**
* **As you review your sisterhood bylaws, please be aware of what has been voted on prior, such as no member may take the same role for more than two terms. We can hear the groans now…we all have the person that has served as your treasurer for the past 20 years because she is so good at it…or your Torah Fund chair that has served even longer because she knows just what to do…these women may be successful and great and who wants to rock the boat…but you are setting yourselves up for succession leadership woes…make this year the one that you will change some things! Just let your nominating committee know that you heard it here!**
* **Set a date for the first meeting and invite the members of the committee, either face to face or via conference call, or even better a video conference call. Your region president has access to both, and she will be happy to share that information. Most likely your bylaws state that the committee members are appointed by the president. It is crucial that all the committee members attend that very first meeting…remember, YOU ARE A TEAM!**
* **Prepare the committee for that very first meeting. Ask each member to bring their calendar so that you can set all your proposed calendar dates to complete the job of the nominating committee. Have a list of all the positions that need to be filled and a list of who is currently filling those positions. This will help to discuss the relevancy of the position, and to ensure that someone does not have that job for life! If you have term limits, know what they are and how long someone has been in their current position. Also, have copies of the *Nominations Guide for Sisterhoods and the Women’s League Standards of Leadership.* Both can be found on the Women’s League website.**

**At the first meeting you will want to set the ground rules for an honest and objective evaluation of candidates to be considered for nomination. You should begin with the parliamentarian explaining the rules per your sisterhood bylaws (or the model bylaws). Let her answer all questions from the nominating committee. If you do not have a parliamentarian, it becomes the responsibility of the chair to do this. Remember, you can always reach out to your region parliamentarian or Shelley to help you do this.**

**Remember, confidentiality is of major importance. The committee MUST be instructed to refrain from discussing any information with ANYONE outside of this committee. The meetings to discuss candidates should be a ‘SAFE PLACE” to discuss any potential candidate.**

**Discuss and develop criteria for evaluating potential nominees. These criteria might include: *how they have performed* any duties and responsibilities in the past, their level of Jewish commitment and observance since part of what they do is to serve as a role model for the sisterhood and community, and their attendance at meetings. Always try and match the person’s abilities, interests and passions with the job. And keep in mind our Women’s League Standards of Leadership.**

**Following the choice of a presidential nominee, you can then begin to fill the other executive board positions. Let skills and abilities, willingness to perform the job and past successful performance be part of the criteria for filling these important positions.**

**When you do the “ask”, your attitude will set the pace. If candidates are asked to accept nominations in a manner which instills pride, then they will accept their responsibilities with a feeling of pride and seriousness.**

**Remember, all discussions by the Nominating Committee are confidential. However, you can inform a potential candidate who her immediate superior will be. In turn, she must be asked to keep that information confidential. Don’t push for an immediate acceptance. Give the candidate sufficient time to consider. If you force a person to fill a position, that they do not want or are not comfortable with, they will more than likely not do a good job. Leaving a position vacant is better than putting in someone who does not really want it or who is there in name only.**

**Following the nominating committee’s final reporting, email or mail a confirmation letter to each nominee, please include a full job description and a copy of the proposed slate of officers.**

**There are many ways to approach a candidate for your board, be it president, or chair or team member. We would like to give you an example on the how not to ask, and then the much preferable manner. We realize that an “in person” ask is always best, however, a phone call does work well and sometimes is much more convenient. It is preferable, to use email, text or messaging to make the appointment to talk.**

**THE PHONE CONVERSATION:**

**Sue: Is Joan home?**

**Joan: This is Joan.**

**Sue: This is Sue from Sisterhood.**

**Joan: I really can’t talk to you now…I am feeding the kids.**

**Sue: Joan, I am chair of the Sisterhood Nominating Committee. I am calling to ask you to serve on the Sisterhood board as Membership chair.**

**Joan: What does that mean? What do I have to do?**

**Sue: Oh, it’s just a small job. It won’t take much time of effort.**

**Joan: So why do you need me?**

**Sue: Ah, ah, well. We are always looking for new leadership.**

**Joan: I don’t think I am really interested.**

**Sue: Why don’t you give it a try?**

**Joan: No, I don’t think I’m interested.**

**Sue: I’m not going to take no for an answer now. Let me call you again.**

**Joan: Okay. Good bye.**

**Sue: Good bye.**

**(If using Zoom, we should ask for comments, on the things that were not the best choice)**

**THE BETTER PHONE CONVERSATION:**

**Sue: Is Joan at home?**

**Joan: This is Joan.**

**Sue: This is Sue Cohen, from (name of Sisterhood).**

**Joan: I really can’t talk to you now. I am feeding the kids.**

**Sue: Joan, if I all back at 9 PM, will you have time to talk?**

**Joan: That would be much better!**

**After 9 PM:**

**Sue: Joan, I am chair of the Sisterhood Nominating committee. I am calling to ask you to serve on the Sisterhood board.**

**Joan: What does that mean? What are you asking me to do? How much time would it take?**

**Sue: It is the Membership chair. There is a job description, which covers the responsibilities that I can share with you. We are always looking for new leadership and hope you will be interested in joining us. The Nominating committee really feels that you would be an asset to Sisterhood and so do I. Let me share the job description with you and I would be glad to send you a copy, would you like me to mail it to you or send it electronically? The time commitment will vary. It is often more important that you use the time you have effectively.**

**Joan: I don’t know if I can do it.**

**Sue: Why don’t you take some time and think it over? We really need leaders like you in our Sisterhood.**

**Joan: No, I don’t think I’m interested in that job.**

**Sue: We have other positions that might suit your interests better. What are your special interests, your passion?**

**Joan: I love to read. I like making my home look really special for the holidays, and I love doing things for and with my children.**

**Sue: You sound like the perfect person to be our Book Groups chair. Let me read you the job description.**

**Joan: Well, the Book Groups chair sounds like something I’d really like to learn more about.**

**Sue: Let me send you the job description and some information from the Women’s League website about their online book club.**

**Joan: Oh, that sounds like something I would like to do. Can I think about it and get back to you?**

**Sue: Can I call you in a few days, say, Monday, for your decision? I hope it will be positive. We need women with your abilities and interests.**

**MONDAY:**

**Sue: Joan, have you made a decision on accepting the Book Groups chair?**

**Joan: Yes, yes I have. I will take that position.**

**Sue: That is wonderful! Thank you for accepting. We all look forward to working with you and I know you will be a valuable asset to our Sisterhood. We will be sending you a formal email along with a written job description and responsibilities. I hope to see you at the Sisterhood meeting when we will have elections which will be on May 4th at the synagogue at 8 PM. We have some other women in your area that are on the board, if you would like to carpool. Please let me know and I can set that up for you.**

**Joan: I will be there. Thanks for thinking of me, and I would like to carpool.**

**Sue: You’re very welcome. It was my pleasure,**

**Joan: Good bye.**

**Sue: See you soon.**

**(Again, if utilizing Zoom, let’s open the discussion for comments.)**

**It is pretty obvious which were the “to do’s” and the “not to do’s”!**

**If several women on the nominating committee are making calls, be careful that you don’t assign another position, such as the Book Groups chair, to several women. Determine ahead of time the various positions available so that only one woman will be asked to do a job.**

**Make sure you say hello and introduce yourself first telling her you are from Sisterhood. Also, ask if it is a good time to talk. And, if not, when would be the best time to call back? Give the reason for the phone call. At the end of the call give her your contact information and let her know you will keep in touch.**

**There are several goals of this phone call. First, is to recruit leadership for your Sisterhood. You want to get across the message that you are looking for reliable, responsible women to fill the slate and that being on the sisterhood board is an honor.**

**It is important to identify all of the benefits of taking the position and that the nominating committee feels that they are the right person for your sisterhood, and that they are needed. Do not belittle the task. Give her all the pertinent information including job descriptions, responsibilities and don’t forget to mention that we have region personnel, WLCJ personnel and information on the Women’s League website that is there to help support each position.**

**And, should you get a “no”, make sure that you leave the door open for future involvement.**

**During the calls, keep good notes and report back to the Nominating committee. If there is information you received during the call that should be passed on to someone outside the committee, such as an interest, (I love crafts) pass it on. If follow-up is needed, make sure it is done in a timely manner. For instance, remember to get back with any additional information requested or call back for their answer. Timeliness is extremely important!!! And, don’t forget to keep your notes, including who was called, and their response in a file. This is valuable information for the next chair of the nominating committee.**

**Remember, before you make your call, you want to have some basic information on hand:**

* **The name of the incoming president**
* **Know about the person being called, such as positions they have held in sisterhood and their participation in sisterhood events. It is also important to know what their skills or talents are and again, can they be relied on to do the job.**
* **Make sure you have an up-to-date job descriptions and responsibilities for sisterhood officers and board members. If it is a brand new position, let them know so that they can work with you on perfecting the job responsibilities. This is also important if the tasks have changed but the title has not.**
* **Be prepared to answer some basic questions, like knowing how your sisterhood makes a difference in the synagogue and why the position is important. No one wants to do something “just because”.**
* **And, don’t forget to smile when you are doing “the ask”. Your smile comes through when you are talking!**
* **Consider that when you are doing “the ask”, that even if it generates a “no”, you are still creating good will for the future**

**EXCUSE BUSTERS:**

**So…it now time to start making those phone calls, or speaking with prospective members for your sisterhood’s future! If at all possible, try to speak to someone face-to-face, it is much harder to say “no”, that way!**

**And, when speaking about your sisterhood, always mention the goals and missions (in one sentence) and how it makes a difference to the synagogue and to you. Make sure to smile…and emphasize that your sisterhood is the network for the women within your synagogue community to meet and learn together.**

**Here are some common excuses, that we are going to put out there! We have all heard them, but we are going to play “Excuse Buster”…so that you will have some ammunition when these same excuses are said to you!**

**“I don’t have time, I work and I have other responsibilities.”**

**Be sure to validate their situation. “I know you are very busy.” Then identify the positives…”But this opportunity is one that could be just for you/help you build skills/great for personal growth/or this is what I have heard that you are so good at.**

**The trick is to brainstorm very quickly as to how they could fit this opportunity into their lives such as some conference calls instead of meetings; remind then that emails can be sent when it is the most convenient for them.**

**“I don’t have enough experience. I have never been involved in a sisterhood, or any type of organization before. I am not the organization type”.**

**Not to worry! Sisterhood will support you and will make sure you have a mentor or advisor and we can even provide you with an experienced partner to work with. We also belong to Women’s League for Conservative Judaism, and they are available to help and support each of us, regardless of the position that we take on.**

**“I am definitely not ready for this type of responsibility”.**

**It is really a wonderful growth opportunity. Women’s League has training and support available through the region. And sisterhood and/or the region may be able to subsidize your attendance at the next Women’s League Leadership Institute, filled with skill and confidence building, networking and building new friendships. There is also conference call workshops that you can attend from the comfort of your home, and those are only one hour. And the information from past workshops are available on the Women’s League website. There are lots of ways for you to have support with this position.**

**“I don’t know enough people in the sisterhood or the synagogue, for that matter. You should ask someone that has been around longer.”**

**This is a way to meet other people. We would actually like to have new women so that we can hear and get new ideas and different feedback. We try to get at least a third of the board new people each time we have a new administration.**

**“I don’t have the confidence to do this. I know I would be a failure. You should ask someone else.”**

**The Leadership Institute is a fantastic confidence builder, and it is only two days, Sunday and Monday. You will gain confidence in yourself and build skills that you can use at work or home besides in sisterhood. Plus you will make new friends. And, we are all here for you too!**

**“I have to tell you, sisterhood is not a priority for me. I know that it is important to help support the synagogue, but I am involved in other things that are more important to me.”**

**Say “thank you” and please think of us when you do have time. Know when to take a “no” graciously. As you talk make sure that you identify all the personal positives, such as the opportunity to make a difference in the community or for her family, or herself. Emphasize the potential for acquiring new skills.**

**However, know when to listen and accept her “no”. Pleading with someone to take a position is not in the best interest of your sisterhood.**

**HOW TO GET THEM TO SAY “YES”!**

**Concerned because so many women are reluctant to be leaders? That they want to run the other way? That they would rather be a “worker bee”, than to be thought of as a leader? Does asking someone to be more responsible seem to elicit an automatic “no”, without giving it a second thought? How do we turn a “no” into a “yes”?**

**Why do women volunteer?**

* **They want to help their community and the people that live in it**
* **They feel better about themselves when they help others.**
* **They develop friendships by working together for a common cause**
* **It is a social experience**
* **They have a place to try new things, out of their comfort zone**
* **An opportunity to learn new skills**
* **They want to live longer, and people who volunteer research shows that they have a better attitude, live longer.**

**Research studies have shown that the number one obstacle to getting individuals to volunteer is the “lack of time” or that they are not willing to make a “long term commitment”. There is a lingering perception that volunteer work requires a lot of hours, or that long term commitment. We need to get the message across that there are many ways for a woman to become involved in their sisterhood by engaging in short term activities, a single event, or one small task. That we welcome whatever volunteer time, someone can give us, from chairing a big fundraiser, to bringing some snacks to one meeting. The challenge is to find ways to change what we are asking our women to do….we need to have smaller, easier, more flexible options….and to clearly identify and promote the personal benefits of volunteering.**

**We also have to share the concept that sometimes we have to listen very carefully for that “call to action.” The reasons for someone to step up, or to listen to the call, may have more to do with “the right thing at the right time”, than anything else. It is also the soft sell approach. It is the planting a seed approach. We need to remember that every phone call is an investment..that sometimes it doesn’t pay off until the future.**

**LEADERSHIP OPTIONS:**

**So, what happens if you cannot fill positions, especially the presidency? We know that sometimes the title scares women away. Sometimes, they have no trouble taking on the tasks of a position, but they just don’t want the title..sound familiar?**

**We would like for you to think about the following:**

* **Is this a temporary situation or does it indicate a larger concern?**
* **Are we trying to do too much and are we being unrealistic?**
* **Do we need to always do things in the same way?**
* **Do your bylaws allow for creative ways to lead our organization?**

**Here are some creative way that sisterhoods, around North America, have used to fill their interim leadership voids. Remember, these ideas must be adapted to your specific situation and may be used to fill the presidency or other positions. None of them are ideal but can be used when needed.**

**You may need to reduce what the sisterhood does during this time. Be realistic. Don’t try to do it all. Use lots of energy to attract and build new leadership, but please do not overburden the ones that come in.**

**Also, for any of these temporary solutions to work, there MUST be *great communication* between the existing leadership. In essence, they are working as a team. It is crucial they talk or communicate with one another frequently. Some of the suggestions we will be giving you may be better than others, depending upon your specific challenges…we have no problems, just challenges and opportunities to learn from!**

**Here are some of the new organizational structures that have worked for others:**

* **PRESIDIUM OF EXECUTIVE OFFICERS: the sitting executive officers divide the tasks of president or any other office. They do their respective jobs plus the additional tasks. They work as a team to complete the mission. This is a short term solution. Titles are eliminated and job descriptions and communication are key. Work is shared. One person becomes the contact person. Someone else may be designated the financial leader, etc. It is hoped that leadership will develop, confidence built and a single leader will emerge.**
* **MULTIPLE PRESIDENTS: Several women divide up the months and they serve as president. You can have 12 presidents who each serve for one month, or you can have 3 presidents who each serve for 4 months. This situation can be quite challenging, as members of the sisterhood and the congregation and Women’s League sometimes cannot remember who is in charge when..once again communication is key.**
* **PAST LEADERS: It is possible to utilize two to three past leaders and ask them to step back up until emerging leaders are ready to take on more responsibility. However, make sure that this is really for the time being ONLY, that it is a very temporary arrangement. All sisterhoods function best when no one is president for life, or in this case, no group are presidents for life.**
* **CO-PRESIDENTS: This is where two women share the responsibilities of the presidency. This can be structured in several ways:**
  + - **The two women complete their terms together. They just share all of the tasks. In this scenario, communication between the two women is essential and they need to communicate to the sisterhood who is responsible for what.**
    - **When you have *co-president succession,* each co-president is elected for two years with staggered election years. The first year of each woman’s two year term, she serves and learns from the second year or “senior” co-president. Therefore, there is always a first year and second year co-president working together…this works well, to build and train leadership and ensure continuity.**
* **PARTNERSHIP: This is similar to the overlapping co-presidency and can be used in many positions. This becomes a learning time for the “new” person.**
* **EXECUTIVE TEAM: This is a more informal approach. A small cadre of women act as the executive team. They divide the tasks and lead the sisterhood without any titles. They lead teams for each function that the sisterhood will have. They determine who will be responsible for everything. In this case, there is more value in the group creating interesting programs and events rather than worrying about who is the chair. Someone will rise to the top. It is better to have five people engaged without a title than an overwhelmed, “title frightened” person. The work will get done.**

**BUILDING LEADERSHIP:**

**It goes without saying, that building leadership leads to a successful sisterhood, or any organization for that matter.**

**There is no single way to build leadership. So often it is timing and invested luck!**

**Every time you reach out to a woman you are investing in the future. A “no” yesterday becomes a “yes” today!**

**Asking is the key! Too many times we hear that a woman never got involved, because no one asked her. Every time you are in the synagogue is an opportunity to connect to a woman..smile, say hello, start a conversation..that is your future. Everyone needs to hear about the opportunities of being involved in your sisterhood…the joys, not the “dirty laundry” Also share how proud and honored you are to be involved in your sisterhood. Share what is happening and the next event. Enthusiasm is contagious!**

**Of course, one of the best ways to build leadership for your sisterhood is to invest in your members by sending them to a WLCJ Leadership Institute, sharing information about what is happening in your region, and the next region meeting or event. Plan to carpool to region meetings, so that you are bringing others, to learn about the voice of the Conservative Jewish woman, and that your sisterhood is part of something much larger.**

**Share the information on the Women’s League website…and if you have not done it, spend some time on our website…so that you are familiar with what is available…for everyone in your sisterhood.**

**Share information about the next Distance Workshop, the next “personal conversation”, WLReads or simply sharing your region Shabbat email with the entire membership. Talk about the connection to Women’s League and the importance of sharing their contact information so that they hear from Women’s League..whether it is the “Weekly Words of Torah”, or the “What is Happening Around Women’s League”. All of the above can be taken advantage of from the comfort their home! Talk about the thrill of attending a Women’s League convention.**

**Your sisterhood should have money put aside to help send your leadership, or potential leadership to a Leadership Institute. Also, most of our regions, have scholarship funds to help as well. We have learned that by encouraging attendance, you are investing in your sisterhood’s future. Through attending a Leadership Institute, we know that it does make a difference to your members. Besides networking with others, your potential leader will be sharing ideas with other like minded women, and that they will bring back ideas, enthusiasm and friendships.**

**If you want to personalize a way to build leadership-is to communicate to everyone what you have personally gotten out of being a sisterhood member. We need to talk about the positives, the feelings of accomplishments, the friendships developed, the experiences and your personal growth.**

**All of this is investing in your sisterhood’s future. You never know what will “speak” to a potential member…you never know what will bring them into your sisterhood for the first time. You need to share it all.**

**And don’t forget those that participated in the past, and have disappeared…welcome them back…times and things change. It also helps to know who has sent their youngest child off to college or just retired…they be ready now!**

**And a few last minute things to remember:**

* **It is better to leave a position open if you can not find the right person. An unhappy volunteer often does not perform and negativism is contagious!**
* **Tell the truth about the position. Everyone deserves to know the pros and cons of each position. NEVER say that it is a “nothing” job…what does that say about the potential volunteer?**
* **Be concerned about compatibility. Your members need to be polite, respectful and work well together. Putting two procrastinators or two annul women together is a recipe for disaster. And, some women work better by themselves, find the right task for those members too.**
* **When looking for someone to delegate a task to, first think about their passion and their talents. Think about what they did or do in their professional career…if you ask them to do something that “speaks” to them, they are more likely to agree to participate and be an asset to your sisterhood.**
* **Share the big picture! What goal is being met when all the tasks are completed.**
* **Always, let her know that she is doing a great job! It may not be what you or others envisioned but as long as the task gets done, there are lots of ways to get there.**
* **If the task is not getting done, please don’t talk about it to others, talk with her and give her an out or offer help, before the situation becomes a negative one.**
* **Try not to take anything personally. During meetings, agree to disagree. Differences of opinion are okay. Just keep your eye on the goal to obtain the best possible leadership for your sisterhood. And remember, no parking lot meetings!**
* **There is another aspect that we need to keep in mind as we build our leadership. WE have a younger generation that we all would like to engage in our sisterhoods..whatever that younger age looks like! This is typically a generation that is more entrepreneurial and less likely to be attracted to large, or even small bureaucratic structure…they may not like to attend meetings! They also want the freedom to try new things in new ways. WE need to be intuitive enough to let them. We are used to doing everything in a certain way. The challenge is for us to bring our diverse generations together through multiple options and opportunities and being open to change. So, let that person that hates to attend meetings take on a task…through emails, texts and phone calls she can communicate..and you will bring her into sisterhood. You never know..you may be engaging a new leader!**
* **And, of course, work as a team. Don’t do it all yourself. A full committee can identify more options and potential board members than just one person. And be aware that certain women may respond better to different committee members.**

**There are a variety of resources available from Women’s League that can help you as you work through this process. Utilize your region president, parliamentarian and others. Go on the website and familiarize yourself with the support available. And, of course we have consultants and mentors that can meet with your nominating committee, at your convenience and assist with your specific needs.**

**So get out there…start meeting women in your congregation. Invite them out for coffee…but do not start talking about sisterhood. Just chat, get to know one another. Listen. Learn about her passions and talents. She may love reading, knitting, etc., and may want to help you to start an affinity group for your membership. That is the first step…and the rest can be history!**

**Both Carol and Shelley can be reached to discuss or clarify anything that was discussed tonight, or even things that were not!**

**“Don’t tell us all the reasons this might not work. Tell us all the ways it could work”.**

**John Wood**

**Shelley can be reached at: sjls@comcast.net**

**Carol can be reached at:** [**csimon@wlcj.org**](mailto:csimon@wlcj.org)

**Thank you for taking the time this evening. We hope that the last 60 minutes will give you some ideas as to how to move forward and what is available to you.**