Cultivating & Identifying Leadership

Distance Workshop

March 27, 2019

WELCOME

**Debbi:** Welcome to tonight’s distance workshop titled “Identifying and Cultivating Leadership”. I’m Debbi Goldich. My current position in Women’s League is Chair of Convention 2020. I’ve held many leadership positions including Sisterhood President, Region President and International Vice President and International Torah Fund Chair.

**Marilyn:** Hi. I’m Marilyn Berkowitz, currently Vice Chair of Convention 2020. Like Debbi, I have held many leadership positions including Sisterhood President, Region President, International Vice President and International Consulting Services Chair.

**Debbi:** Our goal this evening is to share some information that we hope you will find useful in any position you hold in Sisterhood, your Region or even on the International board. If you would like to send us a question during this workshop, my email is [DGoldich@wlcj.org](mailto:DGoldich@wlcj.org).

**Marilyn:** In just a minute, I will ask you to please mute your phones by hitting star and then 6. This allows for everyone to hear Debbi and me, without the background noise of dogs barking, phones ringing, or hearing that our loved ones need something, right now!

**Debbi:** You do not need to write down what we are sharing. The script will be available on the Women’s league website on the member materials page in a few days. Just go to wlcj.org, type in the search box “Distance Workshops”, scroll down to the list of Course Offerings and you will find a link to downloading the script from tonight’s workshop.

**Marilyn:** Tonight the topics we will be discussing are: (why would someone want to be a leader, who is a leader, identifying potential leaders and creating a culture of ownership, leadership styles, cultivating leadership and delegation, nominating, different succession models, feeling good about being a leader and how virtual meetings can help leaders). We’ll share how Women’s League can help you in your role as a leader. We’ll allow some time at the end to answer any questions. Remember, you can email your questions to Debbi at [DGoldich@wlcj.org](mailto:DGoldich@wlcj.org) during the workshop. Now it’s time to please hit \*6 to mute.

Debbi, would you please begin?

Debbi:

I would like to tell you a story of how Marilyn and I came to know about Leadership Development and why we can share this information with you tonight. In 2001 Marilyn and I SERVED AS OUR Branch representatives in the first class of Branch Z’havah chairs. You may remember that Z’havah was the young leadership initiative of Women’s League for women fortyish and younger. We were sent to New York with 21 other Branch chairs where we were trained for three days on leadership development. We then spent the next three years traveling though our then Branches teaching the Sisterhoods. Our class was so successful that many went on to become Region Presidents and International Vice Presidents. We hope you will gain valuable information from tonight’s call and we look forward to sharing with you what we learned as Z’havah chairs.

LET’S GET STARTED

WHY WOULD SOMEONE WANT TO BE A LEADER?

1. **Leaders Get To Celebrate Accomplishment** – It feels great when we are successful
2. **Leaders Have Stronger Beliefs** –  Because of the responsibilities leaders have, they simply own things at a deeper level than others.
3. **Leaders Get To Build Up The Self-Worth Of Others** – Some people have a poor self-image.  Leaders get to help others have greater self-confidence.
4. **Leaders Are Get To Live Lives Fueled By Deep Passion** – When hiring people to join a team, look for skill, work ethic and passion
5. **Leaders Get To Accomplish Great Things With A Team** – You can accomplish more with a team than you can by yourself.  Also, it is important to note life is best lived in the context of community.  It simply multiplies the joy of accomplishment
6. **Leaders Get To Call Others To Action** – Leadership comes with a microphone and smart leaders often conclude their messages with the same phrase
7. **Leaders Get To Create Memorable Events For Others** – Garrett memorialized the moment by having a photographer on hand
8. **Leaders Get To Use Their Influence To Serve Others** – Leaders either serve others or serve themselves.  Great leaders leverage people and resources to bring joy and/or relief to those in their sphere of influence.
9. **Leaders Get To Cast Vision For A Brighter Tomorrow** – Vision is the gift given solely to leaders.  Great leaders enjoy the moment but are always moving forward, always advancing
10. **Leaders Get To Bring People Together** – Great leaders are inclusive rather than exclusive.  They are constantly inviting and enfolding others in to a greater journey.
11. **Leaders Get To Leave A Legacy** – Smart leaders understand they will have a legacy.  Therefore, they will do things which outlast their leadership.
12. **Leaders Get To Have Very, Very Special Days** – He said, “This is a special day.  This was well-earned.”
13. **Leaders Get To Do It All Over Again Tomorrow** – This is the greatest gift.  We get to do all 12 all over again

There is a great price to leadership but the payoff is substantially higher.

 Knowing all of this, **why would you not want to be a leader?**

Now that we understand why someone wants to be a leader, it is important to understand that not everyone is a natural leader.

So, WHO IS A LEADER?

A leader is someone who can inspire, persuade, influence, and motivate. A leader can spearhead useful changes in your Sisterhood.

A leader is someone who can bring about change because most improvement requires a

departure from the status quo.

A leader creates a vision for others and then

directs them toward achieving that vision.

A leader has followers who have confidence in her and give her support and commitment to a goal.

REMEMBER THIS:

If people do not do anything differently from what they would have done without your presence, you have not provided leadership. X2

Marilyn is going to share about How to Identify Potential Leaders and Creating a Culture of Ownership.

**Marilyn: Identifying Potential Leaders & Creating a Culture of Ownership**

Thanks, Debbi!

Lizzie Exton, a freelance writer and editor, writes that there are **8 Ways to Spot Leadership Potential.**

Here’s what to look for to spot leadership potential.

**1. They show a higher level of engagement**

If there’s a team member who always has thoughtful suggestions or asks the right questions, they may be leadership material. Someone who takes an interest in Sisterhood or the Region or in understanding the responsibilities of other positions on the board might be a born leader who is able to appreciate the bigger picture and where they fit into it.

**2. They’re comfortable with failure**

[The best leaders](http://recruitloop.com/blog/10-words-of-advice-from-successful-business-leaders/) recognize that failure is part of life, and they know when it’s time to say stop and move on. Nobody likes failing, but some people are better than others at learning the lesson and moving forward, whether the failure is their own or someone else’s. If they hold a grudge because someone else fell short or they get too hung up on their own shortcomings, they’re not going to be good in a leadership role.

**3. They have great communication skills**

[Great leaders](http://recruitloop.com/blog/are-you-a-leader-or-a-manager-infographic/) are always great communicators. They can convey their thoughts and ideas in simple terms and make people understand them. Remember that they may not be the most vocal people in the room. It’s not about how loud they speak or how much they say, but about **when** they choose to speak and the impact of their words. If they’re articulate, thoughtful and always choose their words carefully, they may well be a future leader.

**4. They know when to listen**

Great managers know that you should listen twice as much as you speak if you want to lead well. Good leaders know that they don’t have to have all the answers. Watch for those who spend more time listening than they do talking – the quiet ones are often those who think and deliberate the hardest before reaching any decisions. Nobody wants a leader who always bypasses other people’s thoughts and ideas in favor of their own.

**5. They don’t need to show off**

The best leaders know that they don’t need to show off to prove their worth to themselves or to others. If someone is good at their job and can inspire the rest of the team with a few carefully chosen words, they will make a wonderful leader one day.

**6. They get the best out of others**

Good leaders know that success is all about getting the best from others, not using the situation to their own advantage all the time. They are happy to give praise where it’s due and step back to let others shine.

**7. They can multitask**

Those in leadership roles need to be able to juggle lots of tasks at the same time without taking their eye off the ball. Test out those you think have leadership potential by giving them extra responsibilities and seeing how they manage. Look to see who takes the additional work self confidently as they are the ones to earmark as the leaders of tomorrow. Those who panic or struggle probably won’t do well in a leadership role.

**8. They know that education never stops**

The best leaders know that you never stop learning and are open-minded to opportunities like taking training courses, like this Distance Workshop offered by Women’s League. Women’s League offers these workshops almost every month.

If you want to find the leaders of tomorrow, you need to focus on an individual’s potential rather than their current performance. Look for those who strive to improve themselves and their team. Spot the talented individuals early and nurture their leadership skills if you want to keep them involved.

**Creating a Culture of Ownership**

Leaders need to create an environment that values collaboration and gives members a sense of belonging and ownership. In this environment, people understand and believe that thinking, planning, decisions and actions are better when done in cooperation with others.

How do you create a culture where people want to take ownership and move together to create success? According to Joel Garfinkle, an executive leadership coach, he says to follow these 5 steps to instill ownership in your teams.

**Step 1 – Knowledge**

Don’t skimp on the details when assigning duties. It’s important to note that the “why” -- the greater vision and purpose -- can be just as important as the “what” in terms of job success and individual job satisfaction. Good leaders take the time to explain and to ensure their teams fully understand the reasoning behind the action required. Be sure you’ve spent the necessary time ensuring everyone knows the significance of the steps required.

**Step 2 – Responsibility**

Once there is consensus on **why** something needs to be done, true ownership develops when your team has a hand in the solution. Give your team the responsibility to find the right course of action and tailor your level of oversight as appropriate. Allow others to step forward with the “how” by being open to new ideas.

**Step 3 – Accountability**

Let your team set the agenda and give status updates on their progress. Good leadership can often mean doing more listening, prompting and guiding than talking or imposing solutions. You might have ideas or answers, but so do others. When possible, allow your team to take responsibility and run with it. Ask for timelines and progress reports so that the team can measure their achievement.

**Step 4 – Recognition**

When the work is done and the accomplishment is being celebrated, don’t forget to [acknowledge and thank everyone](https://careeradvancementblog.com/power-gratitude/) who contributes. They put the work in to make it happen -- make sure they receive the accolades as well. When you [recognize their success](https://garfinkleexecutivecoaching.com/articles/how-to-retain-employees/employee-motivation-retention), you’re recognizing that they had ownership of that work and inspiring them to stick around and try even harder. It will help motivate your team to take on the next challenge.

**Step 5 – Be realistic (and patient)**

Remember that your team’s sense of ownership may not happen overnight. Just keep sharing the message, working the solution together and sharing the victories. Be patient and they will get on board.

Now you know how to identify potential leaders and the importance of creating a culture where they can thrive. Leaders may use different ways to achieve this. Debbi is going to talk about different leadership styles now.

**Debbi: Leadership Styles**

**What are Different Leadership Styles?**

We have all known a woman with an Autocratic leadership style centered on her being the boss. We have also probably known a woman with a democratic style who is afraid to make decision, leaves everything to vote and will not make a decision without one. That is called Democratic leadership style. There are others styles that include Team Leadership,

Which Marilyn will discuss in a little while, Facilitative Leadership which is a leadership style that motivates the team to accomplish goals through effective relationships instead of strict mandates and Laissez Faire leadership where the leader is hands off and allows the members to make the decisions. I am sure you get the picture.

HOW CAN WE HELP A NEW LEADER DEVELOP HER OWN LEADERSHIP STYLE?

1. Start early with encouragement. If a newer member does a great job with a a program or makes productive comments or is always eager to help, we must all play a part in encouraging that woman to understand that she has leadership potential. Help her to aspire to leadership roles she may not have thought she was capable of accomplishing. Help this woman to broaden her expectations of herself.

Define leadership qualities to her and explain in concrete terms why you think she would make a good leader. Compliment her on her organizational skills, her communication style and her ability to multi task. And, if a woman is having some trouble in her current Sisterhood position, she should be given fair and thorough feedback so she has the opportunity to learn and grow.

IT IS IMORTANT TO REMEMBER NOT TO RUSH any WOMAN INTO THE PRESIDENCY BEFORE SHE IS READY!

Sometimes we forget that women need time to develop as leaders when we see a warm and able body.

1. Women should be given Leadership Education beyond basic skills that will help them develop. These skills include public speaking, writing, conflict resolution and networking. Some women will be naturals in these areas and others will need development. The Women’s League Leadership Institute is a perfect opportunity to attain these skills. Every Sisterhood should budget for new leaders to attend. Region Board meetings and Region Conferences also provide learning opportunities. Offer a newer member a ride and a buddy so they feel more comfortable attending events.
2. Women need mentors. At different times in her career, a woman needs different kinds of mentoring. Early on, a woman may need to see what success looks like to be inspired. Later, a woman needs mentoring through peer relationships and networking. And, even later a woman needs to have mentors that are role models. Role models help leaders think about the leader they want to be by watching how those role models conduct themselves. Women’s League has a policy known as Standards of Leadership which can be found on the Women’s League website.

Marilyn is now going to share about cultivating leadership and delegation.

**Marilyn:** **Cultivating Leadership & Delegation**

Thank you Debbi!

Susan Mazza is a coach who works with leaders and their teams to transform their performance from acceptable to **exceptional.** She believes that the ultimate test of your leadership is the extent to which you cultivate leadership in others.

Here are 3 things you need to focus on to ensure you're leading or developing leaders:

**1. Support and encourage people to lead themselves**

Part of your role as a leader is to drive the inspiration and confidence your team needs to lead them. If you want the best from people, they must first [believe they're capable of more](http://www.halogensoftware.com/blog/are-you-cultivating-a-culture-of-leadership), and that giving more matters.

John Quincy Adams said:

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

**2. Make bold requests of potential leaders**

Managers assign tasks, while leaders empower others to produce results. If you truly want to cultivate leaders, you'll want to make bold requests - the kind that make someone's heart race a bit because they know it's going to require them to stretch themselves to **be** more and **do** more. Make sure that these requests are meaningful to your team and to your organization, and you'll [heighten their level of commitment](http://www.halogensoftware.com/blog/how-leadership-development-impacts-employee-engagement) and ownership.

**3. Develop partners vs. good soldiers**

Good soldiers, the people you can depend on to just do the work, are clearly important to any organization. Yet building an army of **only** good soldiers means that way too much will rest on **your** shoulders alone. Think about whom you could confidently [ask to be your partner](http://www.halogensoftware.com/blog/5-reasons-managers-need-to-delegate), someone who works with you. Your confidence in them will lead to their level of ownership increasing dramatically. You will have to let go of more than you might be comfortable with, but just think of what you might now be able to achieve.

**What does successful leadership development look like?**

You'll know you're leading leaders when you can count on them to own **their** future and the future of your organization as if they were 100% responsible for all of it.

In talking about developing partnerships, I mentioned that you might have to let go or delegate to achieve more.

It’s time to talk about the importance of delegating. I am sure that we have all been in a situation with having a job that needs to get done and we have thought why don’t I just do it myself? Then I don’t have to take the time to explain it and I know it will be done correctly. It just seems so much easier.

One of my favorite sayings is, “If you want to go fast, go alone. If you want to go far, go together.” If you are looking to cultivate and identify leadership, leaders will need people to lead, so remember to go together! If you’re all alone, then you’re not leading!

There are a number of reasons that people do not delegate.

First, some people do not delegate because they feel that **the task is not important.**

Some people do not delegate because they think that **the job is so difficult that only they can do it right**. This shows a lack of trust in others and sometimes an inflated opinion of themselves.

Another reason some people do not delegate is because they really **enjoy doing the job and do not want to let go.** Sometimes doing this job makes them feel needed and if they don’t do it anymore, then what will they do. You can help them by finding something else for them to do so that they are willing to make the change. Find something else that can make them feel important and needed.

I have shared the reasons why people do not delegate. But I am also going to share **why should you delegate**. Here’s the most important reason. When you delegate, **it helps to train others in your team or Sisterhood or Women’s League, which will help you build future leadership**.

When you delegate, here are some of the things you want to make sure that you share with your volunteer.

1. **Tell her exactly what is expected of her**, making sure that the volunteer is adequately prepared to **successfully** complete the task. Remember, you are helping her to gain new skills and grow so that she can assume greater responsibilities.
2. **Tell her who she reports to.** This helps her better understand the structure of your Sisterhood board or Women’s League board and helps her to get a better picture of your organization. It also helps her be a part of a team so that she doesn’t feel left on her own. She will know whom to contact with any questions that arise.
3. **Tell her when her part of the job is due**. What she is doing may influence what others are doing. She should know that others are depending on her to get her part done in a timely fashion.
4. **Pick the right person for the job**. Think about a person’s skills and interest. Think about the time involved to do the job and if she has that time to give.
5. **Share the big picture.** Tell her what doing this job means to your Sisterhood or Women’s League. Is it part of a fundraiser where the money raised goes to scholarships for campers that go to Ramah in the summer? Will this program help to support a local woman’s shelter? Letting her know this can make her feel good about what she is doing and help her to learn about what your Sisterhood or Women’s League’s role is in the community.
6. **Let her know she’s doing a good job.** We are all volunteers and it is important to feel appreciated. Don’t forget to say thank you.

Sisterhood and Women’s League is about women being together, working together, learning together, growing together and like our Convention theme says, sisters journeying together. Debbi is now going to speak about nominating.

**Debbi: Nominating**

NOMINATING COMMITTEE

Sisterhood Leadership starts with the nominating committee. Many sisterhoods do not take this seriously enough and that is why they are not able to fill positions with new and emerging leaders.

I have known Sisterhoods who have a few members meet in the parking lot after a meeting and decide who should be the next sisterhood president. T excludes those members who are not in the “in group” and prevents everyone from having an opportunity to serve. Do not fall into this convenient and easy way to find a president and board. It does not develop future leadership and it cultivates a “closed group atmosphere”.

Follow the Sisterhood bylaws and create a nominating committee according to them. Members of the nominating committee should be formally invited to serve by the president at the beginning of her administration. The more proper the invitation, the more seriously the member will take the invitation.

The next step is for the nominating committee to meet. The parliamentarian should be invited to the first meeting to review the bylaws and selection process.

The parliamentarian is then excused from the meeting and should exit.

If the committee is having trouble filling leadership positions, here are some steps to help.

1.**STRATEGIZE**-LIST YOUR SISTERHOOD GOALS-DETERMINE OFFICERS AND CHAIRS MOST NEEDED TO ACHIEVE THESE GOALS.

**2.REORGANIZE**- REORGANIZE EXISTING ADMINISTRATIVE STRUCTURE TO REFLECT CURRENT MEMBERSHIP (Marilyn will address this)

3.**BE CREATIVE**-CONSIDER CHANGING DAYS AND TIMES AND FORMATS OF MEETINGS (Marilyn will address this next)

**4.REACH OUT**-VOLUNTEERS NEED TO BE ASKED. A FORMAL INVITATION GOES A LONG WAY. DO NOT EXPECT SOMEONE TO ACCEPT A POSTION THROUGH A SECOND HAND PERSON.

NOW LET’S TALK ABOUT “THE ASK” AND HOW YOU INVITE SOMEONE TO SERVE IN A POSITION. BACK IN MY DAY IN 1997 WHEN I WAS ASKED TO BE SISTERHOOD PRESIDENT, I KNEW WHEN THE NOMINATING COMMITTEE WAS MEETING AND WAITED BY THE LANDLINE PHONE ALL NIGHT FOR MY CALL.

WE KNOW THAT THE SITUATION IS VERY DIFFERENT NOW. THERE ARE STILL WAYS TO PROMOTE AND CULTIVATE LEADERSHIP USING OLD TECHNIQUES IN A MODERN WAY..

THE NOMINATING COMMITTEE SHOULD DECIDE ON A CANDIDATE AND CALL HER.

THE ASK IS VERY IMPORTANT.

I HAVE HEARD NOMINATING CHAIRS CALL WOMEN AND ASK THEM TO SERVE. THEY SAY SOMETHING LIKE THIS, “OH DON’T WORRY. IT IS NOT MUCH OF A JOB. YOU WON’T HAVE TO DO MUCH. IT IS NOT A LOT OF WORK”. WELL THAT IS MINIMIZING THE IMPORTANCE OF THE POSITION AND HONESTLY, WHY WOULD ANYONE WANT TO TAKE POSITION THAT IS NOT IMPORTANT?

THIS IS A SCENARIO I AM SURE YOU WILL ALL RECOGNIZE-

The nominating chair runs into a potential candidate and speaks to that woman at the deli counter of the supermarket. The prospective candidate does not have the time or ability to think though the importance of this position. This is not an honorable way to be asked to serve in this important position!!

THE NOMINATING CHAIR SHOULD CALL THE CANDIDATE AT AN APPROPRIATE TIME SUCH AS EVENING IF SHE WORKS DURING THE DAY. THE INVITE SHOULD BE POSITIVE WITH THE CHAIR REVIEWING THE CANDIDATE’S STRONG ABILITIES. SHE MAY ALSO WANT TO TELL HER THAT SHE HAS BEEN SUCCESSFUL IN ALL THE POSITIONS SHE HAS HELD IN SISTERHOOD. SHE SHOULD SAY THE NOMINATING COMMITTEE WOULD LIKE TO INVITE HER TO SERVE AS SISTERHOOD PRESIDENT AND HONOR THEIR SISTERHOOD WITH HER ACCEPTANCE.

WHO COULD REFUSE AN INVITIATION LIKE THAT? IF THAT CHAIR HAS BEEN A PAST PRESIDENT SHE MAY ALSO WANT TO ADD THAT IT WAS A WONDERFUL JOB AND SHE KNOWS THAT THE CANDIDATE WILL FEEL THE SAME WAY. ONE OF MY PET PEEVE IS WHEN A SISTERHOOD PRESIDENT COMPLAINS ABOUT THE JOB REGULARLY. BE POSITIVE AND SHOW EXCITEMENT. WHY WOULD ANYONE TAKE A JOB YOU DISLIKED? HOW CAN YOU POSSIBLY DEVELOP LEADERSHIP IF EVERYONE IN THE SYNAGOGUE KNOWS YOU HATE THE JOB?

LET’S TALK ABOUT SOME OTHER POSITONS BEING FILLED BY THE NOMINATING COMMITTEE.

1. THE NOMINATING COMMITTEE SHOULD NOT DECIDE FOR OTHERS THAT THEY ARE NOT ABLE TO TAKE A POSITION BECAUSE OF LIFE EVENTS LIKE ILLNESS, FINANCES OR WORKING WOMAN SYNDROME
2. LOOK AT MEMBERS WHO HAVE NEVER BEEN ASKED BEFORE TO FILL POSITIONS. GO OUTSIDE THE “IN GROUP” AND LOOK FOR WOMEN WHO HAVE QIETLY ACCOMPLISHED.
3. LOOK FOR MEMBERS WHO HAVE RECENTLY RETIRED AND LOOKING TO FILL SOME HOURS. THEY STILL HAVE 15-20 GOOD YEARS AHEAD OF THEM AND ARE USEFUL.
4. NO ONE NEEDS TO START AT THE BOTTOM OF THE BOARD-LOOK FOR MEMBERS WHO HAVE TALENT AND SKILL AND CAN START AS A VICE PRESIDENT OR EVEN PRESIDENT- THEY SHOULD BE NOMINATED FOR LEADERSHIP. THIS IDEA OF STARTING A NEWER MEMBER IN A TOP POSITION ON THE EXECUTIVE COMMITTEE MAY NOT GO OVER WELL WITH LONG TIME MEMBERS WHO STARTED WITH A SMALL POSITION AND WORKED THEIR WAY UP. BUT, TIMES ARE DIFFERENT AND SISTERHOOD IS NOT THE ONLY OPTION FOR WOMEN TO LEARN LEADERSHIP SKILLS AS IT WAS BEFORE OUR MOVEMENT WAS EGALITARIAN. WOMEN NOW HAVE LEADERSHIP EXPERIENCE IN MANY OTHER ORGANIZATIONS AND CAN TRANSLATE THAT TO SISTERHOOD OR WOMEN’S LEAGUE. LOOK FOR WOMEN WHO HAVE BEEN ACTIVE IN OTHER ORGANIZATIONS AND CONNECT THE SKILLS THEY LEARNED ELSEWHERE WITH SISTERHOOD.
5. DO NOT RECYCLE UNLESS SOMEONE REQUESTS TO STAY ON THE EXECUTIVE COMMITTEE OR THIS IS THE LAST RESORT TO KEEP THE POSITION FILLED.
6. THE NOMINATING COMMITTEE SHOULD NOT DECIDE FOR OTHERS THAT THEY ARE NOT ABLE TO TAKE A POSITION BECAUSE OF LIFE EVENTS LIKE ILLNESS, FINANCES OR WORKING WOMAN SYNDROME
7. DO NOT RECYCLE UNLESS SOMEONE REQUESTS TO STAY ON THE EXECUTIVE COMMITTEE OR THIS IS THE LAST RESORT TO KEEP THE POSITION FILLED

**WHERE DO YOU FIND NEW LEADERSHIP?**

Check your Sisterhood’s or Women’s League’s membership list and event attendance sheets.

Use a Women’s League survey available on the web site or create one of your own using Survey Monkey to find out the interests and talents of your members.

Ask friends of current team members who know members in other activities such as a book group..

Observe who has a special interest in a specific topic or activity such as social justice or Jewish education.

Ask people who have worked well on a team before.

Ask for recommendations from current Board members and Team leaders.

Put out a want ad in your sisterhood email and ask for volunteers. You might e surprised at who raises their hand.

.REMEMBER: THE SITUATION OF NOT HAVING LEADERSHIP IN YOUR SISTERHOOD DID NOT HAPPEN OVERNIGHT AND WILL NOT IMPROVE OVERNIGHT- IT TAKES TIME.

Marilyn will now talk about Leadership Succession.

**Leadership Succession**

**Marilyn:** Thanks, Debbi!

Succession planning is crucial to the long-term success of any organization. That’s why it’s so important to be proactive and be cultivating future leaders at all times. But there are times when we struggle to find those leaders. I want to talk about some alternative leadership models for Sisterhoods.

Some of you are extremely fortunate that you have a succession plan in place, whether you call it an Executive Vice President, or another designated title. You know who will step up next.

But that is not happening in some sisterhoods. Some sisterhoods are throwing out their current structures and are thinking out of the box and creating alternative structures that work for them. One size doesn’t fit all! And that’s ok! I want to share some options that some sisterhoods are successfully using.

The first idea is a

**PRESIDIUM OF EXECUTIVE OFFICERS:** These women are the sitting executive officers who divide the tasks of the presidency, when the nominating committee is unable to find a president. They each have the responsibilities of their respective positions, plus their extra “presidents piece”. This is **not** a long-term solution. There should be a plan in place to end the presidium and replace it with new leadership.

Another idea is

**MULTIPLE PRESIDENTS:** This could be 12 presidents; one per month or it could be a 3 or 4 presidents each serving for 3 or 4 months. There must be excellent communication between each president.

Some Sisterhoods turn to

**PAST LEADERSHIP:** They have 2-3 past leaders step up for a year or so until emerging leaders are ready to take on more responsibility. This system works, when the past leaders not only run the sisterhood, but more importantly act as mentors as well. You may have identified several potential leaders. If so, give them all the support and encouragement to take on the leadership roles in a year or two.

And what about when

**WHAT TO DO WHEN THERE IS NO VP OR CHAIR:** When you are unable to fill a VP or Chair, create committees to do the work without a “chief”. There is more value in having 5 women create interesting programs, than worrying about whom is the “chair”. They can take turns reporting to the board.

Another idea is a

**PARTNERSHIP:** Each executive position has one woman who is a new person in that role and the second woman who is experienced. This way, there is always a flow of women; with someone learning the job while the other teaches the job. The burden is shared and leadership is developed through time and experience. It is best when the experienced person is a good mentor and is open to new ideas and new ways to accomplish the goals.

Women’s League can help with this issue. Consider bringing in a consultant or speaking on the phone with one to help you with any of these plans. If anyone is interested in signing up for this tonight, just email Debbi at [dgoldich@wlcj.org](mailto:dgoldich@wlcj.org) and we’ll help you get this started.

Like those TV commercials say when trying to entice you with a new product: “Wait, there’s more!” Be sure to put money in your Sisterhood budget for leadership training. Whether it’s to attend a Women’s League Leadership Institute, attend a Region Conference or attend a Women’s League Convention. Let me say this last part again—plan on attending Convention 2020! Well, what did you expect with 2 out of 3 Convention leaders on this call??? Be sure to have this as a line item on your budget. This money is an investment in the future of your Sisterhood. Attending these events can help inspire women and give them the confidence that they can do these jobs. We hear over and over again from women who attend these Women’s League programs that they experience personal growth as well as become encouraged to be future Sisterhood leaders. If your Sisterhood cannot afford the entire cost to send women to attend any of these, check with your Region to see if there are any scholarships available. Many Regions have set aside funds to help defray these costs.

When it comes to looking for future leaders, we need to be flexible and work together to create a Sisterhood or Women’s League structure that is realistic and will work for your group of women.

Debbi will now share about **Feeling Good About Being a Leader**

**HOW TO FEEL GOOD ABOUT BEING A LEADER**

AS I SAID BEFORE, BEING POSITIVE ABOUT BEING IN A SISTERHOOD LEADERSHIP POSITION IS GREAT FOR THE ORGANIZATION BUT IT IS ALSO GOOD FOR YOU AS A LEADER. HERE IS HOW YOU CAN FEEL GOOD ABOUT BEING A LEADER.

**KEEP LEARNING… learn something new everyday,** even if it’s only a new vocabulary word or a little-known fact. Take advantage of opportunities offered by Women’s League such and the Mishnah Berakhot sessions or Personal Conversations or other Distance learnings

**BUILD SKILLS…do something everyday that you do well.**  No matter how insignificant it may seem, any accomplishment bolsters self-esteem. Learn a new computer skill or a new languague.

Something as simple as Organizing your desk can bring satisfaction and pleasure to your sense of well being.

**CHANGE YOURSELF… change those things about yourself that bother you.** Try to change but if you can’t do anything about it, stop brooding and learn how to live with it so it does not disturb you on a daily basis.

**NEVER GIVE UP… never, never, never give up.** The only thing that stands between mediocrity and excellence, between failure and success, is the little voice within you that says, “I can’t do it.”

**POSITIVE SELF-TALK…treat yourself kindly.**

Don’t focus on your mistakes; just

understand that there was a better way to do it,

and promise yourself that next time you’ll do it differently.

**GO FOR IT…take risks.** A single courageous act is the first step on the road to enduring self-confidence.

**KEEP YOUR PERSPECTIVE…mistakes are not catastrophes.** Admit your shortcomings but remember that you can never be a failure as long as you’ve given your best effort. Just like we tell our children, “as long as you tried your best”.

**BE REALISTIC…set goals realistic enough to be attainable**, yet difficult

enough to be a challenge. Reaching your goals, no

matter how small, will give you a tremendous amount of SELF ESTEEM.

FINALLY,

**LOOK GOOD, FEEL GOOD…take care of yourself**. Low self-esteem sometimes begins with dissatisfaction about appearance, so take time to look your best. It will help make you feel good about yourself. Dress up when you are asked to sit on the Bimah. Wear your Torah Fund pin whenever you are in the synagogue Proudly tell anyone who asks why you are a member of Women’s League and your Sisterhood. Pride is contagious!

**Debbi:** Marilyn will now share about modern ways to conduct meetings to include more women called virtual meetings

**Productive Virtual Meetings**

**Marilyn:** Thanks Debbi!

It’s not always so easy finding a time to meet that works for everyone. Working women can’t meet during the day. Moms can find getting out at night a challenge. We don’t want to turn away someone who could be a leader because she can’t attend meetings. What if there’s a bad storm and you have a meeting scheduled? Sometimes we are working with women are don’t live close to us geographically, particularly on Region boards and especially on the International board.

Maybe you need to have a virtual meeting! Rany Ng, director of product management and meeting solutions for Google Cloud offers these 5 tips for running productive virtual meetings.

1. **LAY THE GROUNDWORK BEFORE THE MEETING**

Whether you’re meeting virtually or in person, take the opportunity to set expectations for the meeting in advance. Share an agenda. Move away from giving reports and spend the time on action items.

**2. PROMOTE A “VIDEO-FIRST” APPROACH**

Voice-only conference calls limit the level of collaboration and team dynamic. Not being able to read people’s body language makes it more possible for misunderstandings to arise. With video, attendees can interpret the facial expressions and social cues, which allows everyone to “read the room” and react accordingly.

**3. MAKE MEETINGS INTERACTIVE TO KEEP EVERYONE ENGAGED**

It’s easy to let distractions steal attention from what’s happening on a video or voice call. In one [recent survey](https://www.theatlantic.com/business/archive/2014/08/study-nobody-is-paying-attention-to-you-on-conference-calls/378912/), more than 60% of respondents admitted to doing other work or sending an email while on a conference call.

A great way to avoid distractions is to make the meeting more interactive. You could do this by working out of a shared doc or you can also have participants take turns presenting to the group using screen sharing to help maintain engagement.

**4. ACTIVELY ENCOURAGE EVERYONE TO PARTICIPATE–INCLUDING YOUR REMOTE ATTENDEES**

When meeting virtually, it can be more difficult for everyone to speak up, leading to people feeling left out and increasing the temptation to check out. You can counter this by asking participants directly for input.

**5. SHARE MEETING SUCCESS**

This can come in the form of a meeting recap, next steps, or recognizing outstanding contributions to the meeting.

With the right tools, you can inspire a culture of creativity and collaboration, even when you’re working across five different time zones.

Debbi is now going to share some tips for great leaders.

**Debbi:**

I would like to end our call tonight with some practical tips that I have learned through the years.

DEBBI’S TIPS FOR GREAT LEADERS:

RECOGNIZE DIFFERENCES

BE A GOOD LISTENER

PICK A SOLUTION EVERYONE CAN AGREE UPON AND LIVE WITH

A LITTLE HUMOR GOES A LONG WAY

DON’T LET IT GET OUT OF HAND

KNOW WHEN NOT TO GET INVOLVED