



# Leadership Development Handbook

*Revised 2021,  
NFRW Oversight Committee*

**NATIONAL FEDERATION OF REPUBLICAN WOMEN**

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# SKILLS AND TOOLS OF LEADERSHIP

## SKILLS:

**ADMINISTRATIVE SKILLS**, to get the job done.

Organization and planning abilities  
Implementation skills  
Skills in integrating, measuring and evaluating  
Application of past mistakes to present and future projects  
Record keeping and reporting  
Delegating and sharing responsibilities  
Have a working knowledge of technology

**LEADERSHIP DEVELOPMENT SKILLS**, to develop future leaders.

Use of co-chairmen and group members  
Know talents and skills of members  
Delegate responsibilities  
Communication skills  
Nominating committee that represents the entire membership

## TOOLS:

Job descriptions  
Written agenda for meetings  
Knowledge of Bylaws  
Robert's Rules of Order, Newly Revised  
Knowledge of campaigns

# **GUIDELINES FOR CLUB PRESIDENTS**

A Club President is the guiding force that makes a Club successful in all of its endeavors.

## **I. AS THE PRESIDING OFFICER:**

- A. Prepares an agenda in advance of all meetings.
- B. Appoints and is an ex-officio member of all committees except the Nominating Committee.
- C. May not debate an issue from the chair but may explain something in detail for full understanding of the members so they are clear on the subject being discussed.
- D. When motions become involved by the addition of an amendment or many amendments, recapitulate the parliamentary action so that members will understand what an "Aye" or "Nay" vote will mean.
- E. Remains impartial at all times.
- F. Should have a basic knowledge of parliamentary procedure which will provide confidence and authority in presiding.
- G. Should know the Bylaws of the National Federation and State Federation, as well as her Club Bylaws.
- H. Questions and problems arise occasionally. Feel free to seek information and advice from the State President.

## **II. AS CLUB PRESIDENT:**

- A. Know Club Bylaws. Read National and State Bylaws.
- B. Call a meeting of the Executive Committee (Elected Officers) and:
  - 1. Discuss Goals and Objectives for the Club.
  - 2. Develop a written plan of action, specifically, what the Club needs to address during the year.
  - 3. Determine Standing Committees. Some of these may be required by State, and others by Club Bylaws. Ask for suggestions for chairmen.
  - 4. Suggest ways to involve other women.
  - 5. Establish guidelines for full Board meetings (Executive Committee and Appointed Committee Chairman). If the Club Bylaws do not determine the Board Meeting date, this will need to be set.

C. Appoint Committee Chairmen:

1. Provide written job descriptions for Committee Chairmen so they know what is expected of them, and so you both understand what the job consists of.
2. Take into consideration the Officers' suggestions and the members' skills and interests.
  - a. Members will work harder if they can have a job which involves their particular talents and interests.
  - b. Do not hesitate to create a new position to accommodate a member's special talent.
  - c. Involve as many members as you can. Involvement means a higher level of participation at meetings and in the Club.
3. Delegate activities and responsibilities to the Committee Chairmen and hold them accountable.

D. Hold a Board Meeting:

1. Agree on Club Goals and Objectives.
2. Approve a budget to be presented to the general membership for adoption.

E. Preside at Meetings:

1. Know the goals and objectives of your Club, and the purpose of the meeting.
2. Become familiar with Robert's Rules of Order, Newly Revised.
3. Use a prepared agenda and conduct the meeting according to protocol.
4. Make meetings interesting and fun.
5. Have speakers and programs on a variety of topics.
6. Leave the business parts of the meeting to the Officers and Committee Chairmen. (Your Board).
7. Never go over the set period of time for the meeting.
8. Always be certain that members and guests leave with information that will help them either personally or professionally.

# HOW TO CONDUCT A SUCCESSFUL MEETING

The image of a Club is exemplified by the success of regular meetings. This is the opportunity for the public to see the Club in action. The Presiding Officer should determine before each meeting what she hopes to achieve, and what deadlines for the future are to be set. Adequate planning and preparation will help each Officer or Committee Chairman be well aware of what needs to be accomplished in the short time the members are together.

Each meeting should begin with a review of minutes of the previous meeting, and end with a complete summary of what has been accomplished at the present meeting. Announcements should be made at the close of a meeting and should contain important dates to remember and a reminder to Officers, Committee Chairmen, and members of tasks or assignments for future meetings.

A few basic guidelines can be the difference between successful or mediocre meetings:

1. Prepare an agenda for each meeting. **PLAN - BE PREPARED!**
2. Check minutes of the previous Regular and Board Meetings to find any unfinished business.
3. Contact Officers and Committee Chairmen, as needed, at least a day before the meeting to be sure responsibilities have been fulfilled.
4. Arrive early at the meeting location to check arrangements. Always check the PA system and any AV equipment before starting the meeting.
5. Call the meeting to order **ON TIME**. (**ONE** rap of the gavel!)
6. Follow the agenda and guide the meeting in an orderly manner. Timing and pacing is your responsibility.
7. Insist that all remarks be addressed to the Chair to protect a speaker's right to the floor, and to keep the meeting moving.
8. Retain control of the meeting at all times. Lack of control is a discourtesy to members and to the people who follow on the agenda.
9. Never "turn the meeting over" to anyone! **YOU ARE IN CHARGE**. Always "introduce" an Officer or Committee Chairman, who in turn will introduce the next portion of the agenda.
10. Thank those who participated in the program.
11. Adjourn the meeting - **ON TIME**.
12. Be prompt with follow-up after each meeting.

# SAMPLE MEETING AGENDA

- CALL TO ORDER** (Only ONE rap of the gavel)  
**PRAYER**  
**PLEDGE OF ALLEGIANCE**  
**SECRETARY'S REPORT** (Following the Secretary's report, the President asks, "Are there any corrections to the minutes?" If none are suggested, the President states, "There being none, the Minutes stand approved as read/ circulated." If corrections are made, the President asks, "Are there further corrections?" Hearing none, the President says, "The minutes stand approved as corrected." **NO ACTION BY THE MEMBERSHIP IS REQUIRED.**
- TREASURER'S REPORT** (Following the Treasurer's report, the President asks If there are any questions. Hearing none, she then states, "The Treasurer's Report will be filed." **NOT FILED FOR AUDIT.** The Treasurer's Report Should **NEVER** be accepted and **NO ACTION IS REQUIRED.**)
- OFFICERS' REPORTS**  
**PRESIDENT'S REPORT**  
**COMMITTEE REPORTS**  
**UNFINISHED BUSINESS** (NEVER "Old Business")  
**NEW BUSINESS**  
**PROGRAM \***  
**ANNOUNCEMENTS**  
**ADJOURNMENT** (The President should ask if there is any further business. If none is suggested, she states, "There being none, the meeting is adjourned." **NO ACTION BY THE MEMBERSHIP IS REQUIRED.**)

# MEMBERSHIP

Membership is the key to success, and membership promotion is the heart of the organization. Maintaining the status quo is not enough - we must grow if we are to further the influence and programs of the Federation, and if we are to continue to promote the philosophy and principles of the Republican Party.

A strong leader's goals will include membership growth which encompasses many activities. It involves recruiting new members and retaining present members.

The job is too big for only a Membership Chairman to handle. She will need an energetic committee to work with her to carry out specific functions of the Committee. Remember, every Club member is a part of the Membership Committee. Effective membership recruitment is essentially a SALES job.

## I. BASIC MEMBERSHIP SELLING POINTS:

- A. Set reasonable and realistic membership goals for the year.
- B. Develop a plan for membership growth that specifically meets your Club goals.
- C. Develop a brochure or flyer to promote your Club. Place at the Chamber of Commerce, with Realtors, at Republican Party headquarters, in grocery stores, and other locations in your community where you can reach new people.
- D. Be active and current on all social media platforms.
- E. Attend State Federation Board Meetings for information and inspiration. Attend the biennial conventions of the NFRW and your State Federation.

## II. GETTING PRESENT MEMBERSHIP INVOLVED:

- A. Stress membership at every meeting and in every newsletter. If your members are constantly reminded to THINK MEMBERSHIP, they will come to view every friend, acquaintance, and contact as a possible member.
- B. Remind your members to bring guests each time you have a meeting or special event. A non-political or social event is often the best choice for a member to invite a guest.
- C. Enclose a special form or addressed postcard with your newsletter requesting members to give the names of two or three prospects.
- D. Contact your new members from last year and ask for referrals. New members are likely to open up new circles of women for you to contact.



- E. Always provide a guest book at your meetings and functions, and be sure to have every guest sign with their name, address, cell phone number and email.
- F. Always feature a membership table at your meetings that is clearly marked. A guest may be thinking about joining.
- G. Create special name tags for guests. Assign a committee of members to make guests feel welcome.
- H. Sponsor a contest with a prize for the member who brings in the most new members.
  - I. Suggest that your members give memberships as gifts to friends and family.
- J. When you and your members staff Republican booths at county or state fairs, or other meetings, offer Club information to women registering Republican.
- K. Make Club information and newsletters available at Republican headquarters during campaigns.
- L. When members participate in phone banks or precinct walks, instruct them to keep a pad on which to write the name, address, and phone number of any Republican woman who seems interested or enthusiastic about the Republican cause.

A strong leader will grow her Club. That is the number one goal of any Club President. Membership is an ongoing program which requires the participation of every member of your Club. The chairmen of Program, Legislation, Campaign, and Publicity play a large role in attracting and maintaining members.

Your Club Treasurer and your Membership Chairman work hand in hand on the Club's Membership. They work together to keep the Club records accurate and updated so that the Treasurer can file Club membership reports with the State and National Federations.

Most of a Club's leadership is involved either directly or indirectly with membership. However, these leaders alone cannot achieve the levels of success that is possible. It takes a commitment of your entire Club – a combination of a good Membership Chairman, an active Committee, an aggressive renewal program, an energetic recruitment program, and the help of all of your members to grow your Club and become an important political force.

# CLUB PROGRAMS

Always keep in mind that we are a political organization and every Club program and project should give each person something political to take with them from the meeting. Each activity should relate to the purpose and objectives of the Club, the State, and the National Federation.

If the Club Bylaws do not determine the Program Chairman, the President should appoint the Chairman early in the Club planning process. The Program Chairman should appoint her committee and include members who have varied interests, are creative, represent ethnic and age diversity, and who have experience with program planning.

## I. THE PROGRAM COMMITTEE SHOULD:

- A. Plan the Club's programs for the year, considering the Club's purpose and objectives.
- B. Plan programs using Club Survey results to provide programs that are desired by the membership.
- C. Review the Club, State and NFRW Bylaws to determine the number and types of meetings required and enter those dates on the planning calendar.
- D. Review the requirements necessary to qualify for State and NFRW Achievement Awards and incorporate suggested programs on the planning calendar.
- E. Consider election dates and major community events when planning the Club's programs for the year.

## II. QUESTIONS TO CONSIDER WHEN PLANNING CLUB PROGRAMS:

- A. How does this specific program relate to the Club's purpose?
- B. Is the program timely and informative?
- C. Will members be interested in this program, and would they be enthusiastic about inviting a guest to the program?
- D. Is this program unique and not duplicated by other programs?
- E. Is this program relevant to our members, and does it have value?
- F. Do the year's programs provide variety and balance?
- G. Has the committee reviewed past programs to avoid duplication?
- H. Is program format varied? (Speakers, panel discussions, debates)

- I. Do programs fulfill Bylaws and Achievement Awards requirements?
- J. Do programs reach a broad segment of our membership and have appeal to potential new members?
- K. Do programs encourage women to give politics a high priority in their busy lives?
- L. Do programs have focus?
- M. Do programs include an orientation for new members, including a history of the Federation and the importance of being involved?
- N. Do programs provide for member participation and interaction?
- O. Do programs utilize State and NFRW resources?
- P. Do programs foster fellowship and encourage networking at each meeting?
- Q. Do programs have creative titles for promotion?
- R. Do programs provide motivation for action?
- S. Do programs reflect change rather than status quo?
- T. Do programs attract new members and have publicity potential?
- U. Do programs build credibility and visibility for Republican Women?
- V. Has the committee requested evaluation and feedback from the membership?
- W. Has the committee prepared written guidelines for the Program Committee, and for committees that will follow?

## **SUMMARY OF A LEADER**

A LEADER IS IMPORTANT TO THE SUCCESS OF AN ORGANIZATION.

A LEADER IS THE LINK BETWEEN THE ORGANIZATION AND THE COMMUNITY.

A LEADER MUST BELIEVE IN WHAT SHE IS DOING AND TAKE FULL RESPONSIBILITY.

A LEADER MUST BE ENTHUSIASTIC AND MOTIVATED.

A LEADER TAKES THE INITIATIVE AND MUST BE ACCURATE AND DECISIVE, BUT ALWAYS FAIR.

A LEADER MUST DELEGATE TASKS AND FUNCTIONS TO HER BOARD AND COMMITTEE CHAIRMEN AND HOLD THEM ACCOUNTABLE.

A LEADER WILL SHARE HER SUCCESS AND GIVE PRAISE WHERE PRAISE IS DUE, WILL ADMIT MISTAKES AS FREELY AS SHE WOULD ACCEPT PRAISE, AND WILL ALWAYS BE TRAINING ANOTHER FOR HER JOB!