



Leadership Program Action Plan
2020 - 2021
Florida ALA Strong!!!

A good leader inspires people to have confidence in the leader. A great leader inspires people to have confidence in themselves.

– Eleanor Roosevelt

As leaders it is up to each of us to work together to better train current and future leaders. The American Legion Auxiliary (ALA) needs your expertise and experience in training our current and future members in properly running our Units, Districts and Department to ensure the future of our organization for the next 100 years.

A **LEADER** steps up in times of crisis and is able to think and act creatively in difficult situations. --- Businessdictionary.com

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A message from the National Leadership Chairman

Special 100th Anniversary Program Facts:

Throughout our history, there have been many outstanding leaders who helped make this great organization what it is today. In the early days, our members worked together with The American Legion to launch activities in the fields of rehabilitation, child welfare and Americanism. Over the years, leaders from units in small rural towns to those in large metropolitan cities worked diligently to establish programs that we still have today. The Poppy program, Christmas Gift Shops and Veterans Affairs and Rehabilitation are still some of the strongest programs we have, thanks in no small part to the great leaders of the past. It wasn't until the mid-1960's that the Auxiliary considered having a formal leadership committee. In 1964, the Finance Committee approved funding for the first Leadership School. The Leadership Development Conference was held at national headquarters in July of the same year, conducted by three Indiana University professors from the graduate school of business. This project underwent a new phase for the 1966-67 administrative year when a Leadership Training Course Director was named. A series of courses to train Department leaders were instituted. Shortly after, Leadership became a national committee, with a chairman and vice chairman. Leadership training and classes have taken on many forms over the years, including our current Mission Trainings. As we Celebrate our Auxiliary Centennial, we hope more members will become interested in taking leadership roles, so we can continue our legacy of service into our next hundred years.

2019-2021

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The ALA Leadership Program is designed to raise awareness of Leadership development opportunities and assist leaders in mentoring future leaders while achieving the goals of the world's largest woman's patriotic organization.

Auxiliary Leaders:

- ❖ Have integrity, a positive attitude and lead by example
- ❖ Establish a clear vision and share that vision with others so that they will follow willingly
- ❖ Provide information, knowledge and methods to realize that vision
- ❖ Coordinate and balance conflicting interests of all members and stakeholders
- ❖ Work together as a T E A M
- ❖ Nurture a culture of goodwill

The future of our organization is reliant on our efforts to:

- ❖ Clearly disseminate information about our history, structure and programs
- ❖ Train and mentor both seasoned and new members
- ❖ Motivate and instill a sense of pride in who we are and what we do
- ❖ Work together as a T E A M
- ❖ Nurture a culture of goodwill

TOOLS OF THE TRADE

First and foremost, we must all be knowledgeable but recognize we don't know it all! The ALA offers an abundance of educational opportunities:

ALA MISSION TRAINING

Mission Delivery Training

Helps members better understand our mission of serving veterans, the military, and their families. Content will be built around the basics and held in conjunction with the National Junior Meeting. This year it is held in Orlando, FL on January 11, 2020.

Mission Development Training

Mission Development Training goes to the next level to help members overcome common hurdles in mission delivery. The underlying belief in this training is that improving the member engagement experience will also drive membership.

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Go to alaforveterans.org/meetings, for more information.

WRITTEN / ON-LINE INFORMATION

Website materials explain our organizational structure, parliamentary procedures, protocol and flag etiquette. (www.alafl.org).

ABC – LEADERSHIP TRAINING - Auxiliary Basic Concepts

This class, held within each District, provides a comprehensive review of the Auxiliary structure, officer functions, committee descriptions and general unit operations. Arrange for a class at your District with the Department Chairman (leadership@alafl.org). We have numerous certified instructors in Department who are very knowledgeable and will provide a high level of enthusiasm that will invigorate the crowd.

ALA ACADEMY

Our National ALA leaders have established the ALA Academy, so members can conveniently learn about the American Legion Auxiliary. This initiative allows members to learn at their own pace. The format provides the ability to print out and save materials for use at Unit meetings and other training sessions. (www.ALAforveterans.org)

For the On-line Correspondence Leadership training, please follow all instructions for grading so you may receive your course completion card. Your test results should be sent to the Department Leadership chairman who will forward it to the National Chairman and your completion card will be provided to you by the Department Leadership Chairman.

The ALA Training Academy curriculum includes:

ALA 101: is the introductory course to the ALA Academy, focusing on who we are, what we do and why we matter. ALA 101 provides a general overview of the ALA and our mission, with information helpful for most new (and not-so-new) members to learn. The entire online course will take about 35-40 minutes to complete.

ALA Communication Methods: is an introduction to how the ALA uses E-Communication. It also provides basic how-to information about using social media. This course is part of the Effective Communications Module and only about 15 minutes.

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ALA Leadership: Living Our Motto of Service Not Self: reviews what it means to be a leader and that leadership is not only a title - it is helping others to stay mission-focused and leading by our guiding principles. By the end of this course, participants will have the tools they need to develop a personal leadership plan. This course is part of the Leadership Basics Module and will take about 30 minutes to complete.

Establishing an ALA Culture of Goodwill: is a thought-provoking course designed to help ALA members better understand how our attitudes, beliefs and behaviors impact ALA membership and the ALA's ability to serve our mission. This course is part of the Culture Basics Module and will take about 40 minutes to complete. Course available Mid-March 2018.

ALA Branding and Why It Matters to Me: ALA members will learn that branding is more than just a logo – it's also how the public perceives our organization and our values. In this course, members will gain a better understanding of why branding is critical to continue our mission of serving veterans, military, and their families.

Coming Soon

Marketing Leadership: Recruiting new members requires getting the word out, whether through a face-to-face basis or launching a membership drive. This module will help members with their efforts to recruit new members and identify the ALA brand. Marketing is essential to accomplishing the ALA's vision on many different levels. This module includes two courses - Recruiting and Retaining Members and ALA Branding and Why it Matters to me.

Handling Conflict: Dealing with conflicts is a challenge every organization faces. This module will identify different conflict reaction styles and how to manage them. It also will teach ALA members how to create a plan to help them effectively handle a conflict situation. This module includes two courses - Conflict Styles and Handling Conflict Situations.

Diversity: ALA members will gain a better understanding of what diversity is and learn the techniques for embracing diversity in their outreach and day-to-day activities.

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Managing Change: Acknowledging that change can be difficult, this module is designed to help master techniques for managing change, creating a change management plan, and helping others embrace change.

Effective Communication: This module will help ALA members understand how to be effective communicators in modern times. They also will learn how to use social media to help fulfill the mission, whether it's announcing a fundraiser or a special memorial event. Other courses planned for this module include a webinar under development, plus an Effective Listening class.

AMERICAN LEGION FAMILY TRAINING

The Legion groups are a family! Check with your Commanders to learn about other training sessions with subject matter that may be beneficial to your membership. The Legion sponsors the Legion College, Sargent-at-Arms, Service Officer training, and food safety handling for those who volunteer in the kitchen. (Should there be any conflict in information, please follow our Auxiliary policies and guidelines.)

Encourage your members to take advantage of these opportunities.

HOW TO ENHANCE YOUR TRAINING EXPERIENCE

We have many members that have years of expertise in the operations of our organization. They are available to assist you to answer questions. Please follow the "chain of command". For general questions about the Unit, contact the Unit President. If necessary, she will elevate it to the District President, then if necessary, to the Area Mentor. For program questions, speak with your Unit Chairman, then the District Chairman. She will elevate it to the Department chairman, if necessary.

What can we do?

MEMBERS:

- Work with a mentor to hone your skills and have a reliable source to answer your questions.
- Volunteer! You will learn valuable details about our programs.

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- Take the on-line Leadership course offered at www.alaforveterans.org
- Attend training sessions offered by District and Department.
- Resolve to consider your own behavior before evaluating others.' Expect the best of people.
- Participate in discussions or debates while demonstrating respect for opinions that are different from your own. When you disagree, extend the olive branch of friendship since we all share a common mission.
- Speak privately with another member directly, rather than involving others with your concerns
- Ask questions!

UNIT OFFICERS AND CHAIRMEN:

- Get to know your members. Introduce new members to seasoned members.
- Survey members regarding their interests and expertise
Incorporate one aspect of Leadership training in each meeting.
- Do not miss the opportunity for chairmen to REPORT at each meeting.
- Hold an initiation ceremony for new members.
- Don't forget your seasoned members. Hold "refresher" courses for them while also tapping into their invaluable knowledge base.
- Be patient and available to help new members with their questions.
- Unit leaders should encourage members to work their issues out directly with the parties involved rather than attempting to fix the situation by intervening.
- Listen to what members have to say and thank them for their ideas.
- Be open, rather than critical, of the ideas of others.
- Assist in positive solutions to conflicts by focusing on the desired outcome.
- Give praise and recognition when members do what is asked or go beyond what was expected.
- Nurtures a culture of goodwill

INTERESTED IN BECOMING A LEADER?

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- ❖ Attend training sessions
- ❖ Study the meeting-to-meeting workings of your Unit
- ❖ Contact your Unit President, and Unit Chairmen to learn more
- ❖ Study the Unit Guidebook, Constitution and Bylaws.
- ❖ Be familiar with Robert's Rules or Order.
- ❖ Experience chairmanships in a variety of committees.
- ❖ Run for office.

ADDITIONAL TOOLS AVAILABLE:

Use How to Sheets

How to Utilize a Member Data Survey Form

How to Conduct a Unit Meeting

How to Lead a Small Unit

How to Grow Leadership Capacity,

How to Nurture a Culture of Goodwill

The following instructional materials are available on the website at:
www.alafl.org

Go to: Programs/Leadership

How to be a good leader

How to utilize a Member Data Survey Form (survey form included)

How to grow Leadership Capacity,

Nurturing a Culture of Goodwill

District and Area Organizational Chart

ALA Academy flyer / New program flyer

Basic Parliamentary procedure guide

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REPORTING

Lastly, be sure to submit your Mid-year and Annual reports timely. Unit reports are due to the District Chairman by December 1st, 2020 for the Mid-year report and April 1st, 2021 for the year-end report.

District reports are due to the Department chairman on December 15th, 2020 for the mid-year report and April 15th, 2021 for the year-end report. Keep copies of reports for your records.

Please submit the completed form and a narrative for each report. Here's suggestions on content:

What training sessions did your Unit host or attend?

What topics were covered at your Unit meeting training?

What feedback did you receive from the attendees about your sessions?

Have you implemented the data survey?

What enhancements have you made to your Leadership program this year?

Do you have a personal or favorite story about efforts to nurture goodwill in your Unit?

What educational programs are available for new members and members who want to learn and move up?

Do you encourage train the train programs?

Have the unit officers and chairmen identified potential talent aka someone to replace them so everyone can advance and strengthen the unit's leadership team?

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Your Leadership Committee wishes you the best of luck in working the Leadership Program Action Plan. Please know that we are here to assist you to help make this a **Florida ALA Strong** year.

For God & Country,

Dorothy R. Walsh
Leadership Chairman
Department of Florida
Leadership@alafll.org
(321) 426-6736

Leadership Committee Members

Mary Kelly-Perkins	Diane Rousseau
Past Dept President	Past Dept President

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I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. - - - Maya Angelou

AWARDS

DEPARTMENT AWARDS

UNIT AWARD - Nurturing a Culture of Goodwill Among Unit Members

An award will be presented to the Unit Leadership Chairman who submits the best overall narrative relating the leadership successes of their Unit to nurture a culture of goodwill among Unit members.

The narrative must include:

Holding at least 3 training sessions of at least 5 minutes in duration.

List dates of training sessions, topics covered, name of mentor and time invested in each session

List of attendees for each session

Report written on 8 1/2 x 11" paper, double-spaced, not to exceed 500 words, Arial or New Times Roman, 11 or 12, one-inch margins.

Paragraph form, not just bullet-points

Fly Page (cover page) with the name and signature of the Unit Chairman and Unit President, Unit name and number

Entries need to be submitted to the District Chairman via e-mail, with a "CC:" to the Department Chairman no later than April 1, 2020.

DISTRICT AWARD - 100% Participation

For every District that has 100% participation in reporting, the District Chairman will be presented with a Certificate.

Award will go to the Outstanding District Leadership Chairman, based on the scoring of the District Scorecard.

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NATIONAL AWARDS

Leadership Awards Deadlines and Submission Requirements:

Taking the time to share a favorite story about the positive impact you or someone you know has had on our mission is worth doing! It helps us tell the world who we are, what we do, and why we matter. Just two simple steps to add your part to our national success story:

- 1) Please follow instructions as you fill out the National Report and Awards Cover Sheet found in the awards section of the Annual Supplement to the Programs Action Plan.
- 2) Provide details/examples about the activity as outlined in the 2017-2022 Programs Action Plan.

National Report and Awards Cover Sheet, deadlines, and Leadership committee contact information may be found on the Leadership committee page on the national website, www.ALAforVeterans.org.

Unit Award: Most Outstanding Unit Leadership Program (per division)

- Deadline: June 1, 2021
- Send to national division chairman postmarked or emailed by 5 p.m. EST on the deadline listed above.

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RESOURCES

National website: www.alaforveterans.org

Department website: www.alafl.org

American Legion Flag & Emblem Sales website: www.emblem.legion.org

Constitution & By Laws, Standing Rules — for National, Department & Units

Let's be Right on Flag Etiquette Booklet

Parliamentary Procedure Booklet

Robert's Rules of Order — available on-line, searchable

Unit Guide — updated annually and available through Department Headquarters

National Unit Guide Book — (revised 2019)

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