

Shine as a Leader

10:45 am -12:00 pm

Begin the program with an introduction of yourself. Start with a convoluted message of it is so good to be here, what a fun trip and wander on with run on sentences without ever getting to the point. Then ask the group to tell you what they thought you just said. You will be surprised by what you hear. Then say: “Thank you for coming today to participate in this interesting and hopefully informative training on how to be a better club leader. Today we would like for you to leave with a better sense of your role in the club whether you are an elected officer, board member, committee chairman or a member. We also want to share with you specific communication tools that will enhance your ability to be a Zontian and ensure that you have more fun doing so. This section of the program is divided into three parts. First we will talk about the stages of leadership and what makes a good leader. Then we will have hopefully a little fun (which is one of the things Zonta should be about) participating in a brief exercise in which we will talk about strategies for leading. And last but not least we will tackle the subject of gender communication differences and the impact gender communications has on group dynamics.

All Zontians are leaders. Zontians are encouraged to take their turns as club leaders and to serve enthusiastically.

Four stages of Zonta Leadership:

1. Pre-leadership: Involving new members and grooming them for leadership roles -- watching, taking on small jobs, knowing when the time is right
2. Leadership: Understanding the role of each club position
3. Post-leadership: Letting go of the reins, supporting the new leadership, mentoring new members
4. Moving outside of the box: Area Directorship, District Officer, District Committees, Governor and beyond.

What makes a Good Zonta Leader?

1. Commitment to the mission
Members are recruited and join because of the mission; members become dissatisfied if they feel like they were “sold a bill of goods.” Staying on mission provides cover when the club is approached by groups/charities, etc that they do not want to work with or feel appropriate to support.
2. Commitment to the members’ needs
Members are the backbone of the organization; unhappy members create controversy and get in the way of accomplishing goals and can get the club off mission; misery breeds misery – happiness and contentment breed good outcomes.
3. Keeping all the balls in the air
No one can do everything; delegation and sharing the work are the keys to a successful project. Control freaks turn people off and make them believe their efforts are not needed and/or appreciated. People have different styles. Be like Baskin-Robbins and embrace the differences.
4. Keeping focused

It is easy to lose sight of what you are doing and to become frustrated by external forces. Remember why you joined Zonta and keep your eye on the prize – advancing the status of women – if you lose focus how can you expect others to keep focus.

5. Leading good meetings

Time is valuable, communication is a key; rambling meetings frustrate people. Parliamentary procedure is meant to be a tool, not a big stick. Use it to make things flow and provide everyone an opportunity to be heard. Do not allow meetings to wander; people get frustrated and the goal gets lost in the jumble of words.

6. Managing one's own time and the time of the members

See 1 – 5 to accomplish this goal in a more fun and orderly fashion.

Zonta's dirty little secret:

There is a difference between men and women

Things we'd never admit to our husbands about how women really behave

(This could be the interactive part.)

Conclusion: "Put on your big girl panties, and lead!"

ZONTA'S DIRTY LITTLE SECRET
Communication Styles – Men versus Women
What Works for Your Club

This section can be done in one of two formats. If time permits, allow the participants to attempt to answer the questions and then fill in the blanks with the answers noted herein and additional comments as needed.

Question: What is the main difference between the way men and women talk?

Answer: Men tend to use conversation as a means to assert their opinion and negotiate -- and maintain status. Conversation is a medium for giving advice, directions and information. They tend to use short sentences and be very direct. For men, conversation is often perceived as a game of one-upmanship ... shoot, score, win.

For women, communication tends to be a more collaborative, give-and-take exchange. They use conversation to establish rapport and connection, the subject of the conversation often being secondary to building the relationship. Women tend to use language to communicate feelings, as well as convey information.

Observations: When working on Zonta tasks, direct communication is better. Directions are an important part of completing a Zonta task. Consider speaking more directly and conveying goals in a concise fashion. While it is important to reach consensus in a club, Zonta leaders must be willing to close the loop and serve as the “manager” of the project. That means clear and concise messages.

Question: Women tend to use more qualifiers in their speech, i.e., "I might be wrong about this, but ..." or "I think." Explain the problems with this type of talk in the workplace/and project management.

Answer: In the female culture, women often try to avoid coming across as too direct or boastful. Consequently, they tend to use qualifiers that play down their authority or status. Men will take these qualifiers literally and if a woman says, "This may be a stupid question, but ...," they'll assume a stupid question is coming right up.

Observations: Leaders need to be strong and confident, not self deprecating. If no one has the authority, but everyone is held responsible, it becomes a nightmare. It makes everyone feel guilty when the task is not completed as planned. Conversely it also encourages finger pointing and negative comments because who really is in charge.

Question: How can women get out of the habit of apologizing excessively?

Answer: When women say, "I'm sorry," they're often told, "Don't apologize; it's not your fault." Typically, they're not apologizing for having done something wrong, but rather feeling sorry that something happened. By all means, apologize if you've done something wrong. But women need to monitor themselves for constant apologies, as men perceive it as a sign of lacking confidence

and competence. This also sends mixed messages if the person hearing the apology is not certain for what reason the apology is extended. Actions speak louder than words so if someone says they are sorry, but then acts as if they are not, what good is the apology?

Question: Women often use indirect communication. What are the potential problems with this trait?

A: As women's language tends to be more indirect, a woman might say, "It's really hot in here," which translates into "Turn down the thermostat." Women tend to be more intuitive and typically understand the intent of the statement. What about those times when typical is not the case? Can you count on another person to understand when you are not speaking directly? Men tend to be more literal, and less likely to read between the lines. They probably think she's complaining about the room temperature.

Exercise

This can be done before or after the discussion piece. Divide the group into two teams. The Governor/Lt. Governor or other member appointed by the area director is on one team and guides the group into completing a fundraising project by using clear communication and factoring in the suggestions used herein. Appendix A shows a whimsical agenda that can be used by this first team. They should give a complete report at the end of the break-out. The other team is told they must complete a project and report back to the District about the project. No one is put in charge; there are no clear objectives, no tasks assigned, etc. This group will have to elect a leader, determine the project and develop an action plan to complete the project. The area director will observe this group with NO interaction and note comments to use in her wrap-up session at the end of the exercise. The groups come back together after about 15 minutes and discuss what their project was and how the goal was accomplished. The first group should be completely satisfied and the second group should be totally frustrated. Illustrate using the Q&A from above how important good communications are.

Comments that can be made about feelings/reactions: no clear leader, no institutional memory, no format or structure, wasted time, confusion, frustration, questions of why bother, and what is the point.

At the end of the overall program refer back to the opening and verify whether or not the group thought the goal of training leaders and learning about effective communications was accomplished. Illustrate that you delivered the message succinctly so that those in attendance could understand the goal.

Comments that may be made whenever (and if appropriate):

- If you are not clear, someone else is framing the message.
- Do not jump to conclusions – do you really think that you are important enough that someone would intentionally hurt your feelings. Conversely, do you really know what the other person is thinking or is doing outside of your presence?
- Good leaders do not take things personally – managing a service organization is like managing a business – sometimes the work may be unpleasant, but better to deal with

things quickly and on a non-personal level than to allow things to fester and become personal.

- An organization's goals, objectives and work are determined in the meetings; a badly run meeting is indicative of a badly run organization.
- Decisions are made by people in the room – so stop complaining and join the discussion, participate and be a part of the solution, not the problem.
- Organizations are a reflection of their members and vice versa. How do you want others to view your organization?
- Consider also spending time on the age differential. Two Internet articles offer great insight into how women of different ages process information, work and react to certain factors. These articles can be found at www.msnbc.msn.com/id/23102832 and hbswk.hbs.edu/archives/5297.html.

Appendix A

AGENDA

Fundraising Committee
Zonta Club of Katmandu
Saturday, March 1, 2008
10:45 a.m. – 11:00 a.m.
Home of Zonta Member, Oprah Winfrey

Call to Order and Welcome of New Members	Jean McElroy, Committee Chairman
Selection of Fundraising Project(s) Members	Group Discussion with Reports from
■ Golf Tournament	Hillary Clinton
■ Bowling Event	Condoleezza Rice
■ Art and Chocolate Auction	Laura Bush
■ Bid for Bachelors	Angeline Jolie
■ Valentine's Day Ball	Nicole Kidman
■ Other Suggestions	Committee Members
Project Goals	Jean McElroy
Development of Time Line	Jean McElroy
Subcommittee/Work Assignments	Jean McElroy
Next Meeting Date	
Adjournment	

Afternoon of Touring and Shopping

Appendix B

This is additional reading that may assist you with preparation.

Playing with Dolls: The “Flat” Culture of Women

More than likely, the girls we grew up with were not playing team sports. Girls play with people they like (usually one-on-one) and learn their cultural lessons from “doll games” in which there are no winners or losers. Girl play reinforces “getting along and being nice,” protecting friendships by negotiating differences, seeking win-win situations and focusing on what is fair for all instead of winners and losers. As a result, girls (unlike boys) have “flat” versus hierarchical relationships. A very important rule in women’s culture is that the power in interpersonal relationships is always kept “dead even.” There is never a “boss doll player.” Girls who try to be the boss quickly learn that this damages friendships. Consequently, when adult women enter a hierarchical workplace, they often attempt to equalize power, negotiate relationships and share power equally.

Who’s Right?

As you can see, the unique socializing experiences of men and women as they grow up create separate rules and realities for each gender. It is not a matter of who is “right” or “wrong.” One challenge that women face today is that most organizations are run by the rules of team sports. This fact does not absolve women from learning the hierarchical, goal-focused rules of most men, nor does it absolve men from the need to learn about the strengths of the flat, process-oriented focus most women bring to the workplace. The Coast Guard needs both styles to be successful.

It is important to promote the best possible communication between men and women in the workplace. As we move between the male and female cultures, we sometimes have to change how we behave (speak the language of the other gender) to gain the best results from the situation.

Clearly, successful organizations of the future are going to have leaders and team members who understand, respect and apply the rules of gender culture appropriately.

The University Record, February 27, 1996

Understanding semantics is key to gender communication

By Mary Jo Frank

University Relations

Gender differences---including how men and women talk and view life--can generate misunderstanding and even hostility at work and in family relationships.

"That's why it is so important that we recognize the differences so we can move beyond, into new depths of understanding and cooperation," explains Deborah L. Orlowski, staff development associate in the Human Resources/Affirmative Action Office.

More than 50 faculty and staff learned about a few of those differences at a recent Commission for Women workshop led by Orlowski and Ann Arbor attorney Alex Cave.

Men and women often think they're talking about the same thing when they use a particular word but may have totally different notions of what that word means. Even such basic words as "play" and "game" have different meanings for men and women, Orlowski noted.

Most of the men who participated in the workshop had played team sports and learned the adage " 'team' doesn't have an 'I' in it" at an early age. In contrast, many women in the group had never heard the phrase.

Boys grow up learning to play their role, or position, and understand that if they step into another person's role, they'll be told to back off, Cave

noted. If someone is sick or can't play his position, boys playing team sports will change the rules of the game so the team can compete. In contrast, girls will do the best they can without the missing player but probably won't change the rules.

When it comes to picking teams, boys usually select the best player because they want to win. Girls are more likely to choose their best friend to play on their team because social relationships are key.

"Many males view life as a game. They play their roles of husband, father and coach. They play the game of life to the best of their ability," Cave said. "Men tend to play to win, for keeps, with processes, rules and structures."

Many women, in contrast, don't look at life or love as a game. They've grown up more interested in building a sense of community and network of relationships, Orłowski noted.

One of the keys to improving communication between men and women and people with different personality or cultural styles is to check the semantics of the words being used when disagreements arise.

For example, to some people the word "draft" means a document is open to any and all changes. For others, "draft" can mean the document may need a little more tweaking but is basically in final form, Orłowski said. It is important for co-workers to be aware that they may be defining the same word differently.

Another key to improving communication is to not always expect the worst of others, Orłowski said.

She cited Miller's Law: "In order to understand what another person is saying, you must assume that it is true and try to imagine what it could be true of."

Orlowski said, "Often we come into conversations with preconceived notions about other people. One of our goals is to break down some of those preconceived notions so when something happens, we can get past the irritability and realize that although we're different, we're after the same thing---effective communication."