



A LEADER'S ATTITUDES & VISION:

YOUR ATTITUDE

Your attitude as a leader will set the pace and tone for others in your organization. People tend to mirror each other, especially their leaders.

If your attitude is positive and dynamic, people you work with will reflect your attitude by becoming more positive and dynamic. If, however, you complain and play the victim, you will find yourself surrounded by reflections of yourself.

Your attitude will also affect your team's productivity. When you develop good relationships with your team and consistently project a positive attitude, they will tend to respond to that by being more productive.

Recognize that no one can be upbeat all the time. Personal problems, health problems, and people problems seem to erode our positive feelings.

Focus on maintaining a positive attitude and make adjustments when necessary.

YOUR VISION

Your vision should:

- ◆ Dovetail and support the organization's goals and/or mission statement
- ◆ Reflect your ethics and commitment to the organization

You communicate your vision by stating it simply and understandably. Write it down. Publish it for others to see. Tie it into job descriptions, assignments, plans, and individual and group goals.

Never let others forget the common vision you share.



Be a Good President from the Start

- ▶ **Start by acknowledging the good work that's already been done.**
- ▶ **Figure out how things work before you start implementing change.**
- ▶ **Ask other officers and volunteers what they think—the team is better if all members have been a part of the decision-making.**
- ▶ **Communicate your expectations by letting others know what you want from them and listening to what expectations they have.**
- ▶ **Motivate the other team members to do the best job possible.**
- ▶ **Be a leader and let the others on the board handle their own duties and responsibilities. If someone seems to be struggling with a position, meet and discuss what can be done to help.**
- ▶ **Walk the Walk—do what you say you'll do, respect the opinions of others, be honest, show gratitude, and recognize good work.**
- ▶ **Take responsibility—acknowledge if an error has been made. Make certain that responsibilities are clearly outlined and that each person is doing his/her share.**
- ▶ **Keep the communication channels open at all times and in all directions (among administrators, teachers and staff, parents and volunteers, and PTA officers). A strong team is an informed team.**



Delegation: A Leadership Key

Here are six steps recognized by most management authorities to achieve effective delegation:

1. Review the tasks to be done. Determine which ones others should do.
2. Select the person *best suited* for the specific task.
3. Encourage, train and motivate the person to accept the assignment.
4. Explain the task fully and then turn the job and the authority to accomplish it to that person. Check to be certain that your instructions are clearly understood. Give the reason the job needs to be done. Specify the results you expect. Ask questions to be sure that you have been understood and then step away and let that person complete the task.
5. Provide support, encourage independence and help develop confidence. Use self-restraint enough to keep from over-checking on the progress of the task.
6. Keep supervisory control, because, ultimately, proper completion of the task is your responsibility.



How Leaders Can Nourish Relationships

Like families, PTA thrives when board members work well together. Take a moment to check out the following ideas on which relationships should be nourished and how:

- Do your executive board members work well together?
- Do they support each other's efforts and ideas willingly?
- Do they have enough empathy to understand and help other board members do their jobs?
- Are they good listeners?
- Do they show appropriate gratitude and appreciation to committee members with whom they work?
- Is school staff always treated with respect?
- Do your board members know what is expected of them?
- Do they take opportunities to learn new things?

Take the time and effort to cement your board members together in a good working relationship. You will reap many rewards.



Perceptions of a Successful Leader

The holding of a leadership position does not always dictate that the leader will be involved in all activities of an organization. Instead leadership often requires the surrender of one's own wishes as well as great amounts of patience. Consider the following suggestions:

- ◇ Always remember that whatever authority you have comes from the job and not from the person. You are the temporary holder of your position of responsibility.
- ◇ Remember that there probably isn't any single best way to do anything. The thought may jolt you a bit; progress will come only because, one day, a better way to do something than yours will be found.
- ◇ Surround yourself with people who are knowledgeable about the organization. The more everyone knows, the better your organization will function—and the less likely it is that you will make big mistakes.
- ◇ Listen. Make it easy for people to talk to you. Don't assume you know what the problem is. Ask them to tell you.
- ◇ Find out what your board members do best. Delegating authority is an extremely important aspect of leadership. Effective delegation can save time and energy, provide diversity in approaches, and promote efficient use of human resources.
- ◇ Load your board members with challenges and responsibilities. Do it as soon as possible.
- ◇ Give them ample credit for accomplishments. They should have no doubt their work is appreciated.
- ◇ Expect that their competence will be discovered.
- ◇ Do whatever you can to support the efforts of other volunteers, wherever they may be in your organization. If you want people to help you, you must help them.
- ◇ Effective leaders recognize that no one leadership role will be appropriate at all times. Leadership roles must suit the situation as well as the needs and preferences of the team as well as the leader. Remember to remain flexible enough to switch roles if necessary.



Responsibilities of a PTA Board Member

1. **ACCEPT** the position and contribute intelligently to board discussions.
2. **Ask** questions if you are not clear about your duties.
3. **Attend** the board and association meetings, as you are a part of the quorum.
4. **Participate** constructively at meetings.
5. **Know** and **adhere** to PTA philosophy, principles and policies.
6. **Study** the structure of the PTA organization.
7. **Become well informed** in all areas of PTA programs.
8. **Follow** National PTA and California State PTA procedures.
9. **Meet deadlines** and fulfill assignments promptly.
10. **Develop** and **strengthen** leadership.
11. **Learn to delegate** instead of doing it all yourself.
12. **Understand the value of training;** attend conferences, workshops and annual California State PTA convention.
13. **Pass on your files.**



Effective Time Management

› Understand your priorities

- ◆ Set priorities according to urgency and/or importance
- ◆ Set priorities according to best use of your time
- ◆ Review new requests according to your priorities

› Scheduling your time

- ◆ Schedule everything you can, from meeting to family time
- ◆ Schedule things requiring your greatest energy and creativity during the part of the day when you are most alert
- ◆ Keep a clock in full view while you are working
- ◆ Carry a small notebook to note everything you want to remember
- ◆ Carry a calendar and note any deadline or appointment
- ◆ Keep reading material in your car to have available while you wait for an appointment or for a child
- ◆ Delegate what you can

› Set PTA Office Hours

- ◆ Set aside a certain time to handle PTA tasks
- ◆ Let people know that you are available to take telephone calls during that time
- ◆ Monitor the length of your calls
- ◆ Take advantage of answering machines to leave messages whenever possible
- ◆ Utilize email wisely—don't get sidetracked with jokes and inspirational messages that consume too much time
- ◆ Use your answering machine to monitor calls and take only the necessary ones when you are busy.



TIPS FOR PRESIDENTS

Be enthusiastic. Your enthusiasm will carry over to your board and to the membership.

Develop a positive attitude. Attitude is contagious.

Encourage others to develop leadership abilities.

Choose chairmen wisely.

Establish and maintain good working relationships.

Adhere to bylaws and policies.

Use the most current information.

Keep the membership informed.

Share responsibilities.

A GOOD LEADER . . .

...should have basic PTA knowledge, plus willingness to learn

...believes in people and helps others achieve goals

...communicates well by attitude, by articles and letters, by telephone, and in person

...is willing to attend training opportunities to further understand the organization and its impact on children and youth

...delegates responsibility

...is willing to do the job others are unable to do.

THE ART OF LEADERSHIP IS THE ABILITY TO MAKE WHAT ONE IS DOING ATTRACTIVE TO OTHERS - - ATTRACTIVE ENOUGH FOR OTHERS TO WANT TO JOIN AND TAKE ON RESPONSIBILITIES!