

**LEADERSHIP PROGRAM  
AMERICAN LEGION AUXILIARY  
DEPARTMENT OF MICHIGAN**

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**current National information unavailable at time of printing, and will be added ASAP**

## **LEADERSHIP PROGRAM GUIDE AMERICAN LEGION AUXILIARY DEPARTMENT OF MICHIGAN**

### **What is this program and why do we have it?**

The Leadership program helps to raise the awareness of the ALA Leadership opportunities. The Leadership program in support of the ALA Centennial Strategic Plan Goal 3 do this through how to sheets, online resources, and presentation of Leadership programs.

**It helps tell the world who we are, what we do, and why we matter.**

### **DEPARTMENT LEADERSHIP AWARDS:**

#### **Best overall UNIT Leadership Program.**

A certificate will be presented to the Unit with the best overall Leadership program. Entry must be in a narrative form, not to exceed 500 words. Send your entry to your District Leadership Chairman, postmarked (OR emailed provided they have that ability) **NO LATER THAN MARCH 31<sup>st</sup>. 2022.** The district Leadership Chair will send the District winner to the Department Chair postmarked (OR emailed provided they have that ability) with a Green Slip attached to the winning entry, **NO LATER THAN APRIL 15, 2022.**

#### **SANDRA A. KNAPP AWARD**

A certificate is presented to the DISTRICT with the best Overall Leadership Program. Entries must be in narrative form, not more than 500 words and sent to the Department Chairman postmarked (OR emailed provided they have that ability) **by April 15, 2022**

#### **MY MENTOR AWARD**

This is your chance to honor the Auxiliary member whose example has encouraged you to become a good member/leader. She may have worked closely with you, or you may have admired her from afar. There is no time limit on this award. Write about how she has impacted your life as a part of the ALA. In 500 words or less, tell us about her including her name, Unit and District number. Send your entry to your District Chair (OR emailed provided they have that ability) **by March 31, 2022.** The District Chair will send the winning entry from her District to the Department Chair **by April 15, 2022,** with a Green Slip Attached.

# 2021-2022 **National** Leadership Program Awards Deadlines and Submission Requirements

Thank you for taking the time to share a favorite story about the positive impact you or someone you know has had on our mission! Your story may inspire another member into service. It also helps us tell the world who we are, what we do, and why we matter.

Here are the national awards for this committee:

## **Member Award: Unit Member of the Year**

- Deadline May 1, 2022
- Open to senior members who are not in an elected or appointed leadership role higher than unit president.
- Each *department may submit only one entry*. Units must submit a narrative of 1,000 words or less describing the nominee's accomplishments and activities together with the nominee's name and address.
- Send your form to Chair Anita L. Mennel. [amie657@yahoo.com](mailto:amie657@yahoo.com)

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

- Deadline May 1
- All entries *must be sent to the Department Chair* Anita L. Mennel [amie657@yahoo.com](mailto:amie657@yahoo.com)

## **Department Award: Best Department Leadership Program (per division)**

- Deadline (from Department to National) June 1
- All department entries *must be sent by the Department Chair* Anita L. Mennel [amie657@yahoo.com](mailto:amie657@yahoo.com)

**THE NATIONAL PRESIDENT'S AWARD FOR EXCELLENCE (NPAE)** will be awarded to those who emphasize the National President's focus through the American Legion Auxiliary's programs. The criteria and guidelines are included with the National Report and Award Cover Sheet.



# 2017-2022 American Legion Auxiliary Programs Action Plan

## Leadership

The Leadership program raises awareness of ALA leadership development opportunities.

### Committee Contact Information (to be updated as available)

leadership@ALAforVeterans.org

## What can you do?

### 1. Learn about and promote participation in the ALA Academy, which is a result of the 2014-2019 ALA Centennial Strategic Plan.

#### Ideas:

##### Member

- Work with a mentor to develop/enhance interest, skills and knowledge of the ALA.
- Become familiar with the different types of leadership training available through your department, the national organization and your community. Pick one that appeals to you and participate wholeheartedly.
- Build your leadership skills by volunteering to chair a short-term project.
- Give a short presentation on ALA training opportunities to the unit.

##### Unit

- Get to know the members of your unit. Help them identify the skills they can put to use in service to our veterans. Not all leaders have titles.
- Survey members to identify their interests and skills. Match projects based on individual member's strengths.
- Develop a plan to incorporate at least one aspect of leadership learning, monthly or quarterly, at meetings.
- Hold a workshop/brunch focusing on preparation of reports and applying for awards.
- Provide the ALA pin to new members.
- Purchase a Unit Guidebook to share among members at meetings and encourage them to go online to download information.
- Identify individuals willing to assist members who wish to acquire or strengthen computer skills in order to communicate via the internet.
- Identify individuals who lack the ability to communicate via the internet and ensure their inclusion in all unit and department communications.
- Participate in the ALA Academy as a unit.

## Department

- Provide members with opportunities to use their skills and energy.
- Hold a workshop to explain the department governing documents, to include Constitution & Bylaws, how the department budget is developed and their importance to the organization. The goal is not only to be transparent to your membership, but to reduce obstacles toward members volunteering for leadership roles by replacing fears with concrete information.
- Hold a workshop to train department chairmen and unit chairmen on effective written communication.
- Encourage department leaders and units to use tools and resources provided on the national website. More than 2,000 documents are provided on the national website at [www.ALAforVeterans.org](http://www.ALAforVeterans.org).
- Survey units to identify barriers to leadership and work to reduce them.
- Provide information to units for participation in the ALA Academy.

## 2. Enhance leaders' knowledge about ALA history, programs, and organization.

### Ideas:

#### Member

- Take *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at [www.ALAforVeterans.org](http://www.ALAforVeterans.org) under the Leadership tab.
- Attend district/department training sessions/workshops.
- Volunteer to be a trainer/course leader.
- Ask questions.
- Share past experiences.
- Prepare a personal history of your involvement in the organization; refer to *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at [www.ALAforVeterans.org](http://www.ALAforVeterans.org) under the Leadership tab, to discover how national endeavors may have influenced your personal history.
- Attend an ALA Mission Training session or other national event.

#### Unit

- Initiate new members. Offer every new member an orientation packet.
- Offer an ALA information refresher course for all members.
- Encourage members to take *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at [www.ALAforVeterans.org](http://www.ALAforVeterans.org) under the Leadership tab.
- Recognize members who have completed the course either in a meeting or via public relations.
- Encourage members to participate in Mission Training or other national event.

## Department

- Offer *Welcome to the American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy* at [www.ALAforVeterans.org](http://www.ALAforVeterans.org) under the Leadership tab.

- Offer *Welcome to the Junior ALA Course “The ALA: My Organization and What I Need to Know to Grow as a Member”* at [www.ALAforVeterans.org](http://www.ALAforVeterans.org) under the Leadership tab.
- Use the training PowerPoint presentations provided on the Leadership page on the national website, [www.ALAforVeterans.org](http://www.ALAforVeterans.org).
- Challenge department leaders and units to use the tools and resources provided in the Programs Action Plan or on the website, [www.ALAforVeterans.org](http://www.ALAforVeterans.org).
- Plan workshops on leadership skill development for your department and individual units.
- Hold a workshop to train department chairmen and unit chairmen on how to write an effective Programs Action Plan (formerly Plan of Action) for their programs and how to complete more informative reports.
- Survey units to identify skills/interests in order to develop leadership.

**3. Encourage the use of ALA reference documents and materials, such as the Unit Guide Book, Unit, Department, and National Constitution & Bylaws, Department Operations Guide, ALA Girls State Program Guide, and the national website listing of previous annual reports, to include the Centennial Strategic Plan initiatives.**

**Ideas:**

**Member**

- Download/purchase the referenced documents and become familiar with them.
- Volunteer to assist a Junior member in learning about the documents of the ALA.
- Ask questions about any programs or terminology you don't fully understand.
- Ask members to review the Unit Guide Book, Unit Constitution & Bylaws, Department Constitution & Bylaws and National Constitution & Bylaws, noting things found puzzling or not understood. Bring these questions to your Leadership chairman for clarification.
- Participate in the ALA Innovative Leadership Video Contest Challenge. If chosen, your video will be playing on the ALA YouTube channel. Go to [www.ALAforVeterans.org](http://www.ALAforVeterans.org) or your department Leadership chairman for specific information.

**Unit**

- Set aside a time to discuss important ALA documents at unit meetings and develop a committee to address changes in procedures based upon a review of the referenced documents.
- Develop a plan to assist Junior members in learning about the referenced documents.
- Utilizing available materials, collectively develop a unit plan for projects on which your unit wishes to work.
- Hold a workshop to explain unit Constitution & Bylaws, Standing Rules, how the unit finances are structured, how the budget is planned, and how to write meeting minutes.

- Set aside a “show me where it’s printed” at meetings where members can ask why something is done the way it is or where in the governing documents it says we have to do it this way.
- Ask members to review the Unit Guide Book, Unit Constitution & Bylaws, Department Constitution & Bylaws and National Constitution & Bylaws noting things they don’t understand or find puzzling and address what comes from the discussion by documenting the results. Set aside time to answer any questions that arise from any discussions on ALA documents. Follow guidelines on [www.ALAforVeterans.org](http://www.ALAforVeterans.org). Submit, to the national organization, the name of any member who demonstrates an innovative leadership recruitment or development practice, for a National President ‘Shout out.’ Follow guidelines on [www.ALAforVeterans.org](http://www.ALAforVeterans.org).

### **Department**

- Hold a workshop on these documents, providing guidance on the basics of protocol, parliamentary rules, and how to conduct a meeting using correct protocol.
- Ask members to review the ALA Unit Guide Book, Unit Constitution & Bylaws, Department Constitution & Bylaws and National Constitution & Bylaws noting things they don’t understand or find puzzling and address what comes from the discussion by documenting the results.
- Set aside a time to discuss reference documents at department meetings.
- Each year, develop a committee to address changes in procedures based on a review of the referenced materials.
- When sending communications to members, be sure to include changes adopted by the national organization such as Constitution & Bylaws changes, rules affecting a program, or deadline date changes that have been immediately affected.
- Develop a complete department Programs Action Plan (formerly Plan of Action) for units’ information.
- Help units and members participate in the ALA Innovative Leadership Video Contest Challenge. If chosen, your video will be playing on the ALA YouTube channel. Go to [www.ALAforVeterans.org](http://www.ALAforVeterans.org) for specific information.

### **4. Offer a mentoring program, utilizing the knowledge and experiences of members who have served as leaders beyond the unit level.**

#### **Ideas:**

##### **Member**

- Complete a (member/leader data) unit survey for your unit. Refer to [www.ALAforVeterans.org](http://www.ALAforVeterans.org), Leadership page, and How To sheet found at the end of this program Plan.
- Volunteer to be a mentor for a member or Junior member on the unit/department level.
- Learn the process and apply for a unit, department and/or national appointment.
- Seek election to a unit, department or national office.



- Apply for a unit, department or national committee appointment.

### **Unit**

- Use positive, experienced members to train and guide new members.
- Encourage members to volunteer to train/guide new members.
- Encourage members to become “experts” in some areas so that they can become the unit mentor in that area.
- Discover potential leaders and talent within your unit by collecting a unit survey form from every member.

### **Department**

- Assign positive, experienced chairmen to mentor new chairmen.
- Share articles on mentoring with members.
- Ask new/younger members to serve as leaders.
- Train members to be mentors.
- Choose and submit ALA Innovative Leadership Video Contest videos to [eBulletin@ALAforVeterans.org](mailto:eBulletin@ALAforVeterans.org). Keep a copy for your department records. More information can be found on [www.ALAforVeterans.org](http://www.ALAforVeterans.org) under the Leadership tab.

## **5. Nurture a culture of goodwill at all levels of the organization.**

### **Ideas:**

#### **Member**

- 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.

#### **Unit**

- Invite new members to participate in meetings and events.
- Always greet new members and offer a new member packet.
- Provide unit officers/board of directors contact information.
- 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.

## Department

- Welcome new members graciously by recognizing them at meetings.
- Lead by example; work with officers and chairmen in a team effort.
- Listen to members' concerns before responding.
- Keep an open mind.
- Answer questions seeking assistance from other leaders to give a clear and defining answer.
- Give praise and recognition when members do what is asked or go beyond what was expected.

## Leadership Reporting\*

### Mid-Year Reports

Mid-Year reports reflect the program work of units in the department, and are intended as an opportunity for mid-year correction. Each department Leadership chairman is required to submit a narrative report to the division Leadership chairman, plus copy the national Leadership chairman.

### Year-End Reports

Annual reports reflect the program work of units in the department, and may result in a national award for participants if award requirements are met. Each department Leadership chairman is required to submit a narrative report to the division Leadership chairman, plus copy the national Leadership chairman. Members and units should follow their department's protocol and deadlines.

*\*For deadlines and contact information, please consult the Annual Supplement to the 2017-2022 Programs Action Plan or visit the Leadership Committee page on the national website, [www.ALAForVeterans.org](http://www.ALAForVeterans.org).*

### **As part of your narrative report, please include answers to the following questions:**

- What department trainings were held for units and/or the department and were they well attended by returning and new participants?
- What topics or presentations were included in your trainings?
- Of members attending these trainings, did you require feedback concerning what they learned, how this training will improve their ability to lead, and what trainings they would like to attend in the future?
- Did you hold training on nurturing a culture of goodwill?
- Did your department successfully implement the unit member/leader data survey? What were the unit responses?

## Leadership Awards

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 three 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 Programs Action Plan.
- 2) Provide details/examples about the activity as outlined in the award's materials and guidelines section.
- 3) Submit as indicated in the Annual Supplement to the 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](http://www.ALAforVeterans.org).

**A. Unit Award: Most Outstanding Unit Leadership Program**

- Award: Citation Plaque
- Presented to: One unit in each division (5) that best demonstrates innovative methods to help members develop the leader within.
- Materials and guidelines:
  - Narrative not to exceed 1,000 words
  - Types of training provided
  - Number of members attending leadership skills workshops/trainings
  - Attach an award cover sheet, including the name of the award, as well as the name and contact information for the department and unit Leadership chairman
  - Must have participation in *American Legion Auxiliary Senior Auxiliary Basics, A Course on our History and Legacy*
  - Pictures and examples are encouraged
  - Must show increased participation in Mission Training

**B. Department Award: Best Department Leadership Program**

- Award: Citation to a department in each division (5)
- Presented to: One department in each division that best demonstrates what her department did to promote a culture of goodwill.
- Materials and guidelines:
  - Narrative not to exceed 1,000 words
  - Include recommendations from units and members.
  - Pictures and examples are encouraged
  - Attach an award cover sheet, including the name of the award, as well as the name and contact information for the department Leadership chairman

**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, Nurturing a Culture of Goodwill

## **Additional Resources You Can Use**

1. [www.ALAforVeterans.org](http://www.ALAforVeterans.org):
  - a. *ALA Senior Basics Course: A Course on our History and Legacy*
  - b. *Junior Leadership Course: "The ALA: My Organization and What I Need to Know to Grow as a Member"*
  - c. PowerPoint: "Officer Duties and Responsibilities"
  - d. How to sheets
  - e. *ALA Unit Guide Book*
  - f. *ALA Constitution & Bylaws*
  - g. ALA New Member Packet, refer to Membership Programs Action Plan How To sheets
  - h. Members Only section - filled with valuable information for all members: Membership and new members suggestions and sample information; member resources and benefits; department and unit resources for support tools
2. Robert's Rules of Order
3. Basic Parliamentary Procedure
4. Your national Leadership committee members (see Leadership program page on the national website or Annual Supplement for contact information)
5. American Legion Flag & Emblem Sales: 1-888-4LEGION, [emblem.legion.org](http://emblem.legion.org) P.O. Box 36460, Indianapolis, IN 46236-0460



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## HOW TO UTILIZE A MEMBER DATA SURVEY FORM

### Committee:

Leadership

### Contact Information for Questions:

Leadership@ALAforVeterans.org

### Utilize member strengths (ALA Centennial Strategic Plan, Goal 3D)

Not all members profess to be leaders but each member of your unit brings with her talents and strengths that will enhance the unit. While meetings allow us to become acquainted with members, not all members are able or willing to attend. You still would like their help when needed. Far too often we don't really know each member's training, likes or what she is able to offer the unit.

### What is the purpose of a member data survey?

This form, when completed by each unit member, will give the unit a snapshot of the strengths each member possesses. Have each member of your unit complete a form. Decide who in the unit will be responsible for maintaining member records. Then, use these forms when you need help in the unit. For example, need a yearly audit of your "books?" The survey has identified someone in your unit who is a professional accountant. She doesn't come to meetings, but she may be willing to help the unit by auditing the books.

### Ideas:

- Make copies of the data survey form and have each member in your unit complete and return it to the unit president. (*The Data Survey Form is in the Leadership Program Action Plan how to sheets.*)
- Have a designated person or committee members contact unit members who do not attend meetings to explain and complete the form remotely.
- The unit president compiles survey information and establishes her own references.
- The unit selects a person responsible for maintaining member survey records.
- The department provides a copy of the survey on their website for units to download, and includes a copy in their department's Programs Action Plan.
- Departments should award department certificates to units that have 100% of their membership complete the survey.



American Legion Auxiliary Member Data Survey

\_\_\_\_\_  
Name

\_\_\_\_\_  
Phone Number- Home

\_\_\_\_\_  
Address

\_\_\_\_\_  
Phone Number – Work

\_\_\_\_\_  
City/State/Zip

\_\_\_\_\_  
Phone Number – Cell

Briefly tell us about yourself and your family:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What interests or hobbies do you have?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**In order to help our unit and community grow and to honor our military and veterans would you be interested in any of the following:**

- People: \_\_\_\_\_
- Participating in Education Activities: \_\_\_\_\_
- Working with Youth: \_\_\_\_\_
- Scholarships: \_\_\_\_\_
- Community Awareness/Activities: \_\_\_\_\_
- Helping with Unit Activities: \_\_\_\_\_
- Fundraising: \_\_\_\_\_
- Assisting Auxiliary Members in Need (Auxiliary Emergency Fund): \_\_\_\_\_
- Working projects that benefit our military and veterans: \_\_\_\_\_

Leadership

If you are physically unable, would you be able to assist in your home with projects: \_\_\_\_\_  
Or helping with a phone tree, when the need arises: \_\_\_\_\_  
Do you have experience in a leadership role? \_\_\_\_\_

Please explain:

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**Thank you for continuing to honor our veterans, military and their families.**

## **HOW TO CONDUCT A UNIT MEETING**

### **Committee:**

Leadership

### **Contact Information for Questions:**

Leadership@ALAforVeterans.org

The manner in which a unit meeting is conducted has a great bearing on its success or failure. Unless a meeting is well planned, intelligently conducted, and subjects are presented and discussed interestingly, members cannot be expected to be faithful in attendance. Routine business should be transacted in an efficient manner, yet the opportunity should be presented for active participation of members in the program. It is most important that unit elections and all unit business be conducted in accordance with unit bylaws, the current edition of “Roberts Rules of Order, Newly Revised,” and department and national constitution and bylaws. All unit presidents must remember to be impartial while presiding and not participate in discussion. The majority vote rules, but the minority has the right to be heard. Committee members and officers may transact detailed business and should only bring important matters before the unit for decision. Special monthly activities should be stressed, and district and department officers, as well as local speakers, should be asked to add interest to the programs. Variety should be introduced in music and entertainment.

### **The President as Presiding Officer**

- Calls the meeting to order at the designated time and, if a quorum is present, proceeds with necessary business.
- Preserves order throughout the meeting.
- Follows the accepted order of business.
- Refers to herself as “the Chair.”
- Decides parliamentary questions. The president states the motion clearly after it has been seconded and before allowing discussion.
- Takes no part in any discussion while presiding; refrains from expressing a personal opinion on questions before the house; avoids all personal bias when giving information to the organization.
- Calls upon the vice president to preside if she wishes to speak on a motion or leave the chair. Remains out of chair until the vote on the pending motion is taken.



- May vote according to local bylaws.
- Recognizes a member who has not spoken previously on the question in preference to one who has spoken.





## Suggested Order of Business

While this suggested order of business for unit meetings includes items that will not be used at every meeting throughout the year, this may be of some assistance to presidents of new units and to others who are not entirely familiar with the business to be transacted. The order should be modified to fit the circumstances of the particular occasion.

1. Call to Order
2. Advancement of Colors (optional); Salute to the colors if colors are not advanced 3. Prayer
4. Pledge of Allegiance to the Flag
5. National Anthem or other patriotic song
6. Preamble to the Constitution of the American Legion Auxiliary
7. Roll call of officers
8. Reading and approval of minutes of previous meeting
9. Treasurer's Financial Report
10. Initiation of candidates (quarterly, biannually, or annually, as is the unit custom)
11. Reports of: president, secretary, unit officers, executive committee, Membership committee, standing committees, special committees
12. Reading of communications, including those from national, department and district officers
13. Unfinished business
14. New business
15. Election and installation of officers
16. Announcements
17. Program - educational and entertaining (optional)
18. Adjournment of business meeting
19. Closing prayer
20. Retirement of Colors (optional). The American flag and the banner of the American Legion Auxiliary in miniature and in a small stand should not be used for the advancement or retirement of colors, as the stand of colors was not intended to be used for this purpose.

## Unit Meeting Terminology

**Call to Order:** The presiding officer first calls the meeting to order.

**Reading of the Minutes:** The president asks the secretary to read the minutes of the previous regular meeting. If special meetings have been held, these minutes should be acted upon after the regular ones. The presiding officer asks for any corrections or additions to the minutes, she then declares the minutes "approved as read" or "approved as corrected" if any corrections have been made. The minutes can also be distributed ahead of time and adopted without a full reading.

**Statement of the Treasurer:** After the reading of the report by the treasurer, the report is entered into the minutes and filed for audit. At the annual meeting the annual report is read, and the auditor's report is read. The report of the auditor including the treasurer's report is accepted.



**Reading of Communications:** The secretary reads all communications from the department and national headquarters, local organization notices and matters of general interest. Any action, which may arise from the reading, is deferred until unfinished business or new business is considered.

**Unfinished Business:** Any business postponed from the previous meeting or any matter introduced at the meeting on which action of the unit was deferred is unfinished business. The secretary from the minutes of the last meeting prepares a list of such unfinished business for the presiding officer. Only when the unfinished business has been disposed of may new business be brought forward, unless the regular order of business has been modified by vote of the members present.

**New Business:** Any business brought forward for the first time.

**Announcements:** The date of the next meeting or special event is announced. If a social hour is to follow, this should be announced at this time.

**Program:** The president asks the program chairman to take charge.

**Closing Prayer:** The president asks the chaplain to offer the closing prayer.

**Charge:** The president states, "Till we meet again let us remember that our obligation to our country can be fulfilled only by the faithful performance of all duties of citizenship. Let service to the community, state and nation be ever a main objective of the American Legion Auxiliary and its members. Let us ever be watchful of our organization and ourselves, that nothing shall swerve us from the path of Justice, Freedom, Loyalty and Democracy."

**Adjournment:** The president states, "If there is no further business to come before this meeting, the meeting is adjourned."

**Retirement of the Colors:** The color bearers will retire the Colors (Optional). If colors are not retired the president should say, "Colors in place, hand salute."

## PROGRAMS

# HOW TO LEAD A SMALL UNIT

## **Committee:**

Leadership

## **Contact Information for Questions:**

Leadership@ALAforVeterans.org

"History, although sometimes made up of the few acts of the great, is more often shaped by the many acts of the small." – Mark Twain

**Step-by-Step Instructions:**

- Avoid the "burnout" syndrome. Ask members to buy into a "one" concept: mentor one member, write one article for the unit newsletter, volunteer to be a greeter at one meeting or make reminder meeting calls to members for one meeting. By not overwhelming members with large projects, they will have the opportunity to adjust to learning and helping build their unit. If an experience is enjoyable, members will be more likely to look forward to helping more.
- Develop a plan to continually develop new leadership within your unit. As members are selected to chair committees, mentor them. Offer help when needed. Be prepared to provide support when asked or assign another mentor for support. Provide training sessions. Consider that you may have seasoned unit members capable and available for help with the training. Also, other community leaders may be willing to provide leadership training.
- Communicate with members. Find those who may wish to help contact members via phone/email or personal contact for such activities as meetings and program participation. Utilize local media. Foster good relations with local newspapers, TV and radio. Issue news releases. Publish the meeting schedule at the beginning of the year in your unit newsletter, and write "TBA" (To Be Announced) for those programs still tentative. Invite a member familiar with social networking to set up and monitor an account for the unit.
- Work in groups of like-minded programs, rather than each program individually. Some units have said it is hard to work all programs when they have few active members. The grouping system is a way to simplify the programs so you need no more than five program chairmen instead of 15 or more program chairmen. Grouping allows for more combined and efficient efforts within a unit. For examples: Juniors, Education, Children & Youth, and ALA Girls State/Nation can be grouped into one "youth" program grouping.
- You are not expected to complete all action steps in the Programs Action Plan; just pick a few that fit your unit well. If unit members enjoy their work, it will create an inviting atmosphere, and others who care about veterans will want to join in
- Consider implementing quality programs to help invigorate meetings. Survey the interests of the membership when considering topics - a great way to reinforce information about Auxiliary programs.
- Be positive! Unit leaders have an obligation to minimize criticism and maximize positive feedback. A small unit needs and deserves frequent kudos for each of its successes.



## HOW TO GROW LEADERSHIP CAPACITY, NURTURING A CULTURE OF GOODWILL

### **Committee:**

Leadership

### **Contact Information for Questions:**

Leadership@ALAforVeterans.org

*“The growth and development of people is the highest calling of leadership.”*

If we fail in our efforts to cultivate leadership ability, our leadership will deteriorate and ultimately disappear. So where do we begin?

### **Build confidence in those you lead**

- Help people learn and develop. To increase members’ confidence, you should encourage them to utilize the Auxiliary Basics course ([www.ALAforVeterans.org](http://www.ALAforVeterans.org)) and the ALA Leadership Academy; and to attend ALA Mission Training or conferences held in their departments.
- A great way to build up members’ competence—and thereby their confidence—is to delegate specific tasks that will help them grow in an area they’re interested in. Just be careful that you don’t delegate too soon or too quickly. Your job is to help members set reachable goals and, if necessary, to break difficult tasks into smaller, more manageable steps.
- Focus on member’s strengths. Their confidence (and motivation) will generally grow when they’re given the chance to put their skills or expertise into practice.
- Be supportive. One of the most fundamental ways to boost people’s confidence is to actively support them and build them up emotionally. When you get to know people on a more personal level (e.g., what motivates them; what really matters to them) you’ll intuitively know how to best support them.

### **Treat all members with dignity and respect**

- Treat everyone with respect. Each of us has a direct impact on developing future leaders by setting an example for others to emulate.
- Actively praise a member and provide positive feedback when someone does something well. We all like to feel appreciated and it takes so little to say, “Thanks, that was an awesome job you did!”
- Build members up and let them know that it’s OK to make mistakes. When you remove the fear of failure, people will be more likely to take good risks.

### **Challenge them**

- Including others in projects or programs helps build emotional and creative capacity.



- Leaders should inspire, challenge, enable and encourage members. They should mobilize others toward transforming our values into action, our vision into reality, and potential obstacles into innovations.
- Empower members.
- Empowerment begins by painting the big-picture for those you lead. Empowerment also is all about trust.
- Leaders should give opportunities to those they lead, and then hold them accountable.
- Share with them past insecurities or challenges you faced when you first assumed a leadership role. Your openness will only make them feel more confident and inspired by your example.
- Acknowledge past mistakes. People want to work with someone who is human.

### **Listen and listen more**

- When building a member's confidence, listening to them is crucial. Allow them to communicate openly and honestly about their strengths, weakness, fears, accomplishments, and ultimate goals.
- Actively listen to what others have to say before giving your viewpoint. Demonstrate, by your actions, that their thoughts and ideas are important to you. Remember your reaction and body language is an important indicator that you are truly listening.

### **Connect with your members**

- Connection doesn't happen unless you invest the time to learn about someone's unique personality, perspective and motivations. Ask questions of members to uncover their interests, while observing them in action to find out their leadership strengths and potential.
- Demonstrate your commitment to their success by consistently adding value to them, providing ongoing encouragement, and making yourself available.

### **Be a model they can emulate**

- Effective leaders should seize every opportunity to express, by their own example, their deep commitment to our organization. Leading by example makes our vision and our values tangible.
- Effective leaders do what they say they will. This builds credibility and trust among members, who realize that their leaders' promises are not empty words.
- Effective leaders are able to regroup and determine a new course when faced with adversity or an unexpected obstacle. They understand that needs and goals change over time and they must adapt to meet them.
- Leaders take initiative and responsibility for their actions.



"It takes a village to raise a child," is a popular African proverb. By the same token, it takes an organization to raise a leader. Developing leadership is a serious endeavor, but it's worth the time and effort because leaders are necessary for our organization to thrive into the future.

***Special 100<sup>th</sup> 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 was 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.

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**American Legion Auxiliary  
National Report and Award Cover Sheet**

Please note, your report will also be viewed as an award entry.

**Complete the following if you are applying for a member award.** Be sure to give the complete name of the member. The award certificate will be prepared using the information you include below.

Unit #: \_\_\_\_\_ Full official unit name: \_\_\_\_\_

Name of state where you are a member: \_\_\_\_\_

Member Name: \_\_\_\_\_ ALA member ID#: \_\_\_\_\_

Nominating Member (if different from above): \_\_\_\_\_

Nominator's Phone number: (\_\_\_\_) \_\_\_\_\_

Nominator's Email address: \_\_\_\_\_

National committee sponsoring award: \_\_\_\_\_

Type of Award:       Department       Unit       Member

Name of the award you are applying for: \_\_\_\_\_

**For a unit award or to submit a year-end unit narrative report, please complete this section.** Be sure to give the complete name of your unit. The award certificate will be prepared using the information you include below.

Unit #: \_\_\_\_\_ Full official unit name: \_\_\_\_\_

Name of department: \_\_\_\_\_

Unit president/chairman (circle one) name: \_\_\_\_\_

Above listed person's ALA member ID#: \_\_\_\_\_ Phone number: (\_\_\_\_) \_\_\_\_\_

Email address: \_\_\_\_\_

**For a department award or to submit a year-end department narrative report, please complete this section:**

Name of department: \_\_\_\_\_

Name of department chairman: \_\_\_\_\_

Chairman's phone number: (\_\_\_\_)\_\_\_\_\_ ALA member ID#: \_\_\_\_\_

Chairman's email address: \_\_\_\_\_

*Please see your committee's Annual Supplement to the Programs Action Plan to determine where to send this form.*



**American Legion Auxiliary  
National Report and Award Cover Sheet**

**PLEASE BE AWARE THE AWARDS AND REPORTING PROCESSES HAVE CHANGED. READ THE FOLLOWING INFORMATION CLOSELY TO ENSURE THAT YOU HAVE SUPPLIED ALL NEEDED INFORMATION.**

**Member:** The National Report and Award Cover Sheet should be attached if you are reporting. Submission may make you or your unit/department eligible for a national award.

**Department Chairman and Unit Chairman:** This cover sheet should be attached to each narrative submitted as a year-end report or if you are applying for a department or unit national award.

- Send all award entries/year-end narrative reports to the appropriate program's division chairman unless otherwise noted in the Annual Supplement to the Programs Action Plan.
- All year-end narratives will be judged as award entries.
- Award winners are announced in the respective committee "pre-con" meeting prior to the start of ALA National Convention. All awards will be mailed to the winners' department headquarters at the close of ALA National Convention.

**To all submitting this form:**

Submissions become property of the American Legion Auxiliary National Headquarters. Through submission of reports and award entries, the submitter grants nonexclusive reproduction and publication rights to the materials submitted, and agrees to have their names and submission published for ALA use or commercial use without additional compensation or permission.



Please fill out the information as completely and accurately as possible. Award certificates will be completed using the information given on this sheet, so please be sure to complete the form in its entirety. For your convenience, a fillable version of this form is available online at [www.ALAforVeterans.org](http://www.ALAforVeterans.org).

For the award for which you wish to be considered, please refer to the 2017-2022 Programs Action Plan at [www.ALAforVeterans.org](http://www.ALAforVeterans.org) for the specific criteria such as photographs, narrative length, submission deadline, and point of contact. Please include all required documentation along with your submission of the National Report and Award Cover Sheet. All awards will be mailed to the department office after ALA National Convention. Department presidents may wish to recognize award recipients by presenting them with the award at a department function.



**AMERICAN LEGION AUXILIARY  
NATIONAL PRESIDENT’S AWARD FOR EXCELLENCE**

<b>Total Qty</b>	<b>Recipient</b>	<b>Submitted By</b>	<b>Deadline Date</b>
5 Unit Awards (1 per division)	Unit	Unit President (Collaboration with unit members and chairmen)	
5 Department Award (1 per division)	Department	Department President (Collaboration with department chairmen)	
Hard Copy Submitted To:		American Legion Auxiliary NHQ Attn: NPAE 3450 Founders Road Indianapolis, IN 46268-1334	
Electronic Entry Submitted To:		<a href="mailto:natlpres@ALAforVeterans.org">natlpres@ALAforVeterans.org</a>	

**Criteria & Details**

Your unit or department can win this award simply by sharing how you demonstrated efforts to support National President Nicole’s centennial area of emphasis: Health and Well-Being of our Veterans, Military, and Their Families!

One National President’s Award for Excellence Unit and Department winners will be chosen from five division winners.

Form: ALA National Award and Report Cover Sheet – this standardized award/report entry sheet can be used for all member, unit, and department awards. Please note the three different sections on

the form (members, unit, and department) and **use only the unit or department section** when applying for the National President's Award for Excellence.

Tips to Win:

- Tell us your story with words AND photos. Winning submissions have two things in common – a fantastic narrative and great photos!
- Highlight how your unit/department incorporated the national president's focus into your mission outreach work.
- Correctly complete the ALA National Award and Report Cover Sheet.

#### **Award Description**

- The National President's Award for Excellence will be presented during the ALA National Convention with a spotlight on each winning entry.
- All winners will be featured in ALA national media.