



ICMA

# Leadership is Everybody's Business

CAPACITY BUILDING

KYELA DISTRICT CHAPTER, TCCIA

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# Volunteer organizations are different

- ▶ You don't have to belong
- ▶ You don't have to pay dues
- ▶ You don't have to spend your time participating
- ▶ You get to chose what you do and when you do it
- ▶ So why belong

# Why people belong to volunteer organizations

- ▶ Equity/Rewards
  - ▶ It improves their business
  - ▶ It improves their profit
  - ▶ They get something tangible from joining
- ▶ Meaningfulness
  - ▶ They get personal satisfaction from participating
  - ▶ They feel like they are making a difference for themselves and others that they care about
- ▶ Brand/Image
  - ▶ They feel good about telling people they are a member
  - ▶ Their status in their community increases
  - ▶ Their friends are participating

# Everybody should be a leader

- ▶ You can lead from anywhere
- ▶ You can lead with a loud voice
- ▶ You can lead with quiet actions
- ▶ You can lead by knowing the answers
- ▶ You can lead by asking the questions
- ▶ You can lead by serving others
- ▶ You can lead by taking charge of something

# The difference between members and joiners

| Members   | Joiners                            |
|---|------------------------------------|
| Regularly participate                             | Participate when it interests them |
| Pay their dues                                    | Pay their dues                     |
| Volunteer for committees and projects             | Are reluctant to volunteer         |
| Are willing to put in the extra time              | Make only the minimal commitment   |
| Help lead the organization from wherever they are | Are not willing to lead            |

# Ways to make joiners become members

- ▶ Show them the value of participation
- ▶ Ignite their interest and passion in a project
- ▶ Find their strengths and play to them
- ▶ Give them a voice to be heard
- ▶ Don't wear them out
- ▶ Make them feel wanted in the organization

# Leaders

- ▶ Leaders are elected in the front
- ▶ Leaders are self appointed in the rear
- ▶ Leaders' job is to guide the organization not direct the organization
- ▶ A true leader is a servant leader
  - ▶ They see their job as doing the work of the group
  - ▶ Not having the group do their work
- ▶ All leaders need to stay in their lanes
  - ▶ Fulfill fully the roles and responsibility of the office held
  - ▶ Stay out of the lane of others, let them do their work

# Six Styles of Leadership

D. Goleman (2000) Leadership That Gets Results





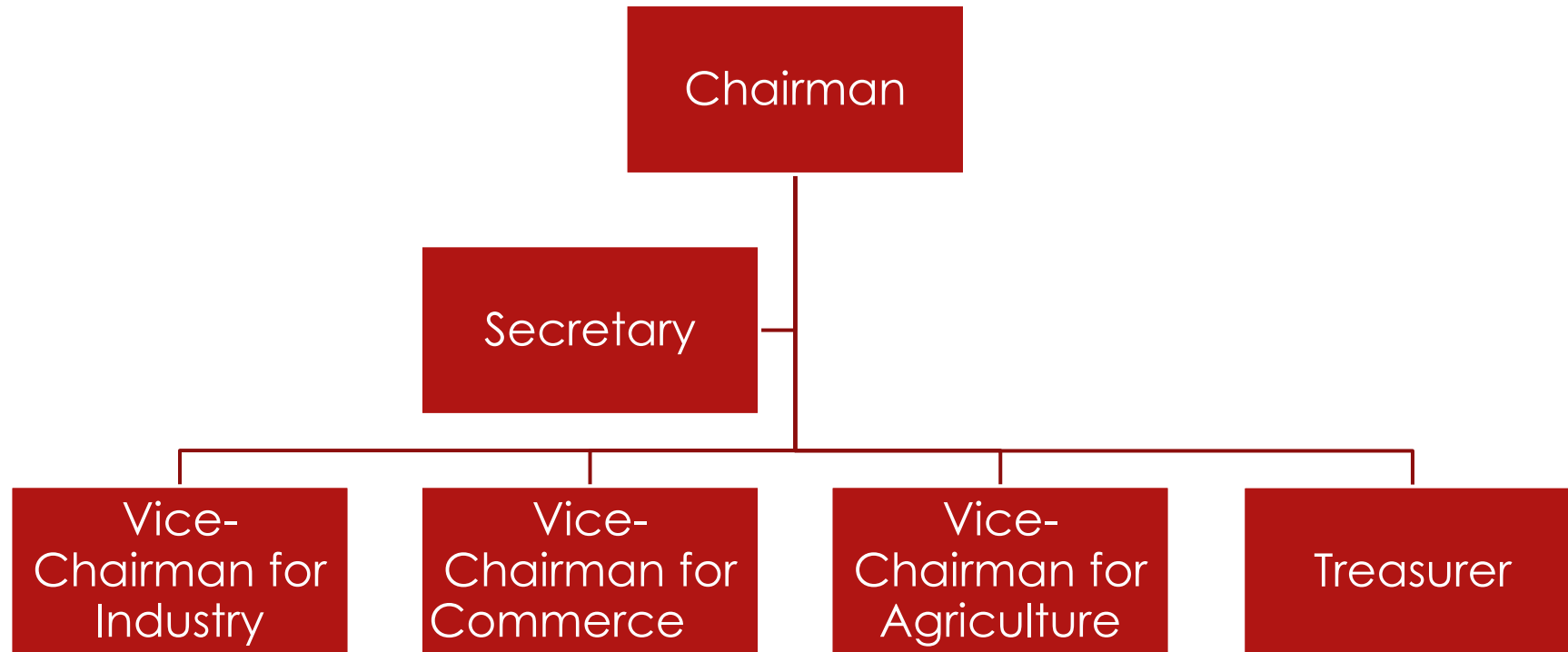
# Leading from within

- ▶ Provide feedback
- ▶ Be the welcoming committee
- ▶ Willingly take on projects you can do
- ▶ Help others

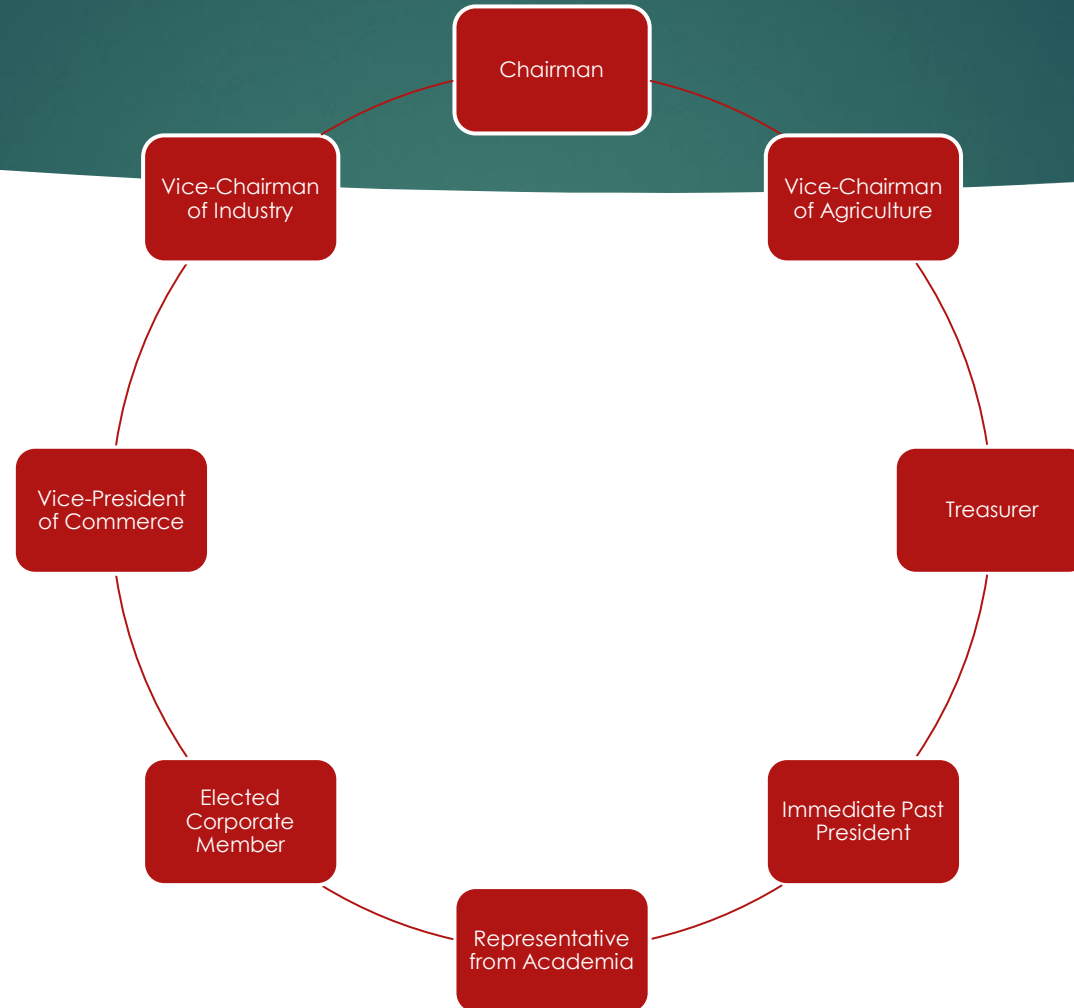
# Best Volunteer Leadership Traits

- ▶ Active Listening to the needs and desires of others
- ▶ Mentoring – Helping other gain the skills and confidence to lead on their own someday
- ▶ Public Dialogue – talk to the stakeholders about their needs and the direction they want the organization to go
- ▶ Feedback and Evaluation – Seek feedback from others and periodically do an self and organizational review to see if you are on track

# Elected Officers



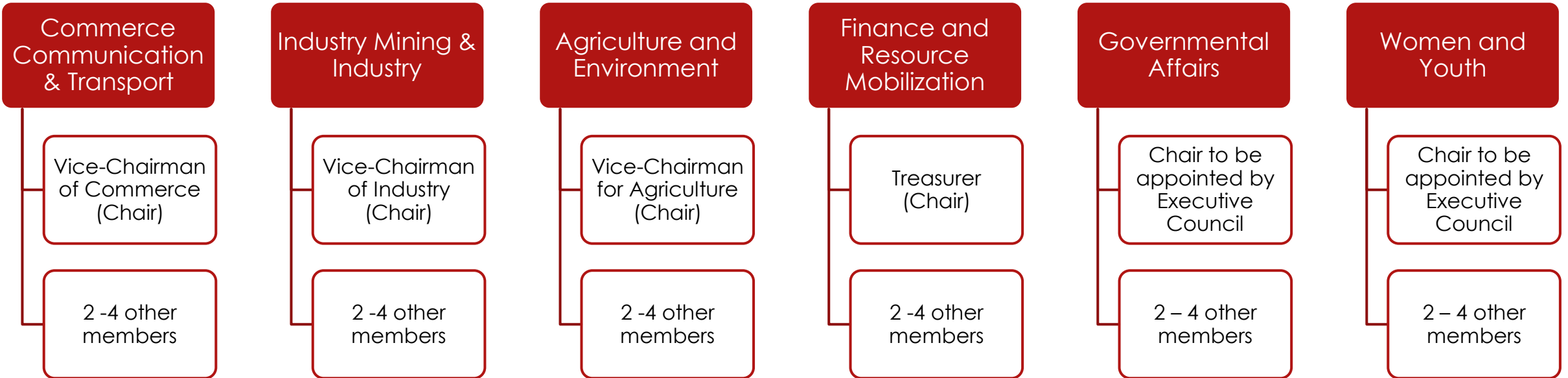
# Executive Council – Meets 4 times a year



# Management Committee – meets 6 times per year

- ▶ Without sub-branches, It appears that the management Committee would be the same as the Executive Council.
- ▶ If sub-branches would ever be used, this would change but for now – they are the same people.

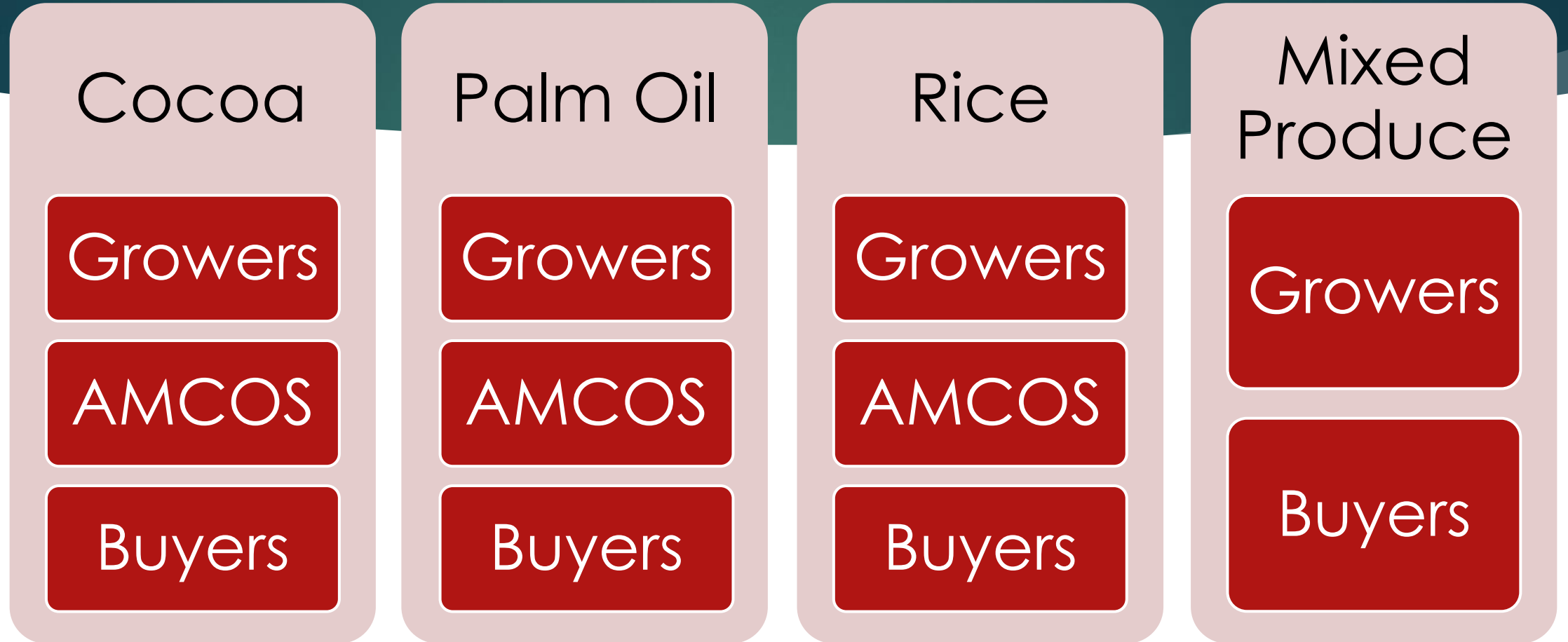
# Committee Structure



# Recommended Committee

- ▶ Membership Recruitment
  - ▶ Chair to be appointed by the Executive Council
  - ▶ 2 – 4 members
- ▶ Communications
  - ▶ Chair to be appointed by the Executive Council
  - ▶ 2 -4 members

# Platforms



My recommendation is that in the Agriculture Committee, the chairman of each platform be a member of the Agriculture committee



# So now we know the structure, what's next

- ▶ Members are needed to fill each of these slots
- ▶ By recruiting a number of people, everyone shares the load
- ▶ So how do you recruit?
  - ▶ The number 1 way to recruit is by personal appeal
  - ▶ Advertise – promote a Facebook page, WhatsApp page or Instagram account
  - ▶ Put up signs. where you can, advertising a meeting
  - ▶ Hold an information session about a critical topic and invite everyone interested to come, and then pitch membership before, during and after
- ▶ When new members join – make them feel welcome!

# Running a meeting

- ▶ Fix a date
- ▶ Fix a place
- ▶ Know what you are going to talk about
- ▶ Follow that agenda
- ▶ Have specific agreed upon actions that come from the meeting
- ▶ At the end of the meeting, have individuals agree on what they committed to doing
- ▶ Provide time before, after, and if a long meeting, during for socialization. Remember Social connections is a key reason for joining

# After the meeting

- ▶ Write up the meetings minutes
- ▶ Distribute the minutes
- ▶ Know what steps are required to implement before the next meeting
- ▶ Leaders should check in from time to time on how assignments are coming
- ▶ Always show your members you are making progress on the goals that they want to achieve.

# Setting the next year's workplan

- ▶ What we have done here is just a framework
- ▶ Once the new officers are installed, the working document should be reviewed, expanded and revised to meet the needs of the members
- ▶ Remember to build your house on a firm foundation

Getting involved outside the District

Seeking Financial Stability

Creating innovative Programs

Service Delivery

Fundraising

Solid Organization Structure

# MEMBERSHIP

The Kyela Chapter had a large and growing membership roster with an active recruiting campaign that attracts members for all places within the district. It is the organization to belong to for prominent businesspeople and community leaders. The chapter continually works to recruit members from all walks of life, inclusive of the youth, women and people with disabilities who are in the business sector. Members have a positive vision of the value of the chamber and communicates that regularly through a variety of opportunities including community wide forums, mass media, social media, and direct outreach to non-members

**Objective:** By March 31, have 30+ members who have paid their dues for the year 2020

| Action Item  | Assigned to      | Due Date       | Deliverable                        | Completed | Notes |
|--|------------------|----------------|------------------------------------|-----------|-------|
| Those who have participated ensure they are active members         | All Participants | March 20, 2020 | Collected membership form and fees |           |       |
| Each member to invite 4 members between now and the annual meeting | All Participants | March 31, 2020 | Collected membership form and fees |           |       |

**Objective:** Increase the membership to over 100 active members by the end of 2020

| Action Item   | Assigned to       | Due Date | Deliverable | Completed | Notes |
|---|-------------------|----------|-------------|-----------|-------|
| Create an incentive for existing members who bring new members to joining                           | Finance Committee |          |             |           |       |
| Approve a policy for inactive members to rejoin without paying an new entry fee of subscriptions in | Executive Council |          |             |           |       |

**Objective:** Maintain 90% of those members in 2021 and increase to another 100 during 2021

**Objective:** Recruit at least 20 women during 2020

**Objective:** Recruit at least 20 youth during 2020

**Objective:** Recruit at least 20 men during 2020

**Objective:** Recruit at least 10 strong corporate members during 2020

**Objective:** Recruit individuals with disabilities for memberships

**Objective:** Hold a recruitment where members can provide testimonials about the benefits of Chamber

**Objective:** Collaborate with the LGA and other district partners to assist in member recruitment

| Action Item   | Assigned to           | Due Date | Deliverable          | Completed | Notes |
|---|-----------------------|----------|----------------------|-----------|-------|
| Form a membership recruitment task force with new officers and members              | Executive Council     |          | Committee is formed  |           |       |
| Create a Facebook page for communications and recruitment                           | Recruitment Committee |          | Facebook page exists |           |       |
| newsletter about the activities and value of membership in both English and Swahili |                       |          | Newsletters          |           |       |

# LEADERSHIP

Visionary, capable, and strong leaders fill all required positions within the Kyela District chapter of TCCIA. There is a balance in the leadership of all segments of the business community, including women, youth, and those with disabilities. There is active leadership throughout the organization and every constitutionally required position is filled. There is active recruitment to fill leadership positions so that leadership is sustained well into the future.

**Objective:** There are elections as prescribed by the TCCIA Constitution

| Action Item   | Assigned to       | Due Date  | Deliverable                      | Completed | Notes |
|---|-------------------|-----------|----------------------------------|-----------|-------|
| Elect new officers at the March xx meeting, each with the commitment to work together to revitalize the Chapter | All new members   | 31-Mar-20 | Minutes showing election results |           |       |
| Fill the positions on both the Executive and Business Council   | New officers      |           |                                  |           |       |
| Recruit members to sit on the required and desired committees   | Executive Council |           |                                  |           |       |
| Hold at least 2 general meeting   | Chairman          | 31-Dec-20 |                                  |           |       |
| Hold at least 6 Executive Council meeting   | Chairman          | 31-Dec-20 |                                  |           |       |
| Develop a plan to continue to involve new members   | Executive Council |           |                                  |           |       |

**Objective:** A general orientation will be held for all new officers

**Objective:** All leaders will remain active and involved or failing the ability to do so, assist in finding a

**Objective:** Leaders will regularly call and/or attend meetings

**Objective:** The leaders will be responsible for keeping positive energy into supporting the Kyela District

**Objective:** There is a strong transition plan when officers change

| Action Item   | Assigned to                    | Due Date | Deliverable | Completed | Notes |
|---|--------------------------------|----------|-------------|-----------|-------|
| Training is done for all new officers                             | Chairman/<br>Regional Director |          |             |           |       |
| Specific Training is completed for the Chairman and the Treasurer | Chairman/<br>Regional Director |          |             |           |       |

# Finances

Kyela District of the Mbeya Region of TCCIA has adequate funds in the bank to provide for all of the services, meetings, and budgeted expenses for the coming year. Active fundraising and membership drives keep this balance at a comfortable level for the Chapter to be provide the services its members desire.

|  |   |           |                  |           |       |
|--|---|-----------|------------------|-----------|-------|
| Objective:   | An annual balanced budget will be approved at the Annual meeting by the membership                  |           |                  |           |       |
| Action Item  | Assigned to   | Due Date  | Deliverable      | Completed | Notes |
| Approve a balanced budget within the first 2 months of 2020                        | Finance Committee/<br>Executive Council   |           |                  |           |       |
| Objective:   | Financial Management practices shall be implemented per TCCIA guidelines                            |           |                  |           |       |
| Action Item  | Assigned to   | Due Date  | Deliverable      | Completed | Notes |
| Record all transactions from the payment of membership entry and subscription fees | Treasurer   | Daily     | A general ledger |           |       |
| Set up a set of books to record income and expenses within the first               | Treasurer   | 30-Jun-20 | A general ledger |           |       |
| Establish an assets register within 2 weeks  | Treasurer   | 15-Apr-20 | Asset register   |           |       |
| Objective:   | There will be a regular accounting of the accounts presented to each Executive Council meeting      |           |                  |           |       |
| Objective:   | Plans for fundraising will be presented on an on-going basis  |           |                  |           |       |
| Objective:   | An annual audit shall be conducted within 90 days following the end of the fiscal year              |           |                  |           |       |
| Action Item  | Assigned to   | Due Date  | Deliverable      | Completed | Notes |
| Appoint Auditors at the annual meeting   | Chairman  | 31-Mar    |                  |           |       |
| Present audit  | Elected Auditors  |           |                  |           |       |
| Objective:   | There shall be a strong Saccos to serve both members and non-members                                |           |                  |           |       |
| Objective:   | The TCCIA district chapter shall strive to invest in agricultural lands for investment purposes and |           |                  |           |       |

# Service Delivery

TCCIA's Kyela District Chapter provides all of the services expected by its members. It meets regularly with the membership to create social connections and business linkages. It is respected by the government officials who initiated its establishment and recognize the chapter's responsibility to speak for the businesses within the community. The Chamber regularly takes the lead on community and business issues that need to be resolved. Technical advice and support are provided to its members as requested. Services for non-members are charged a premium for services delivered.

|   |   |               |                         |           |       |
|---|---|---------------|-------------------------|-----------|-------|
| Objective:  | Education and Training Forums are held regularly  |               |                         |           |       |
| Action Item   | Assigned to   | Due Date      | Deliverable             | Completed | Notes |
| There will be 4 business forums on topics of general business concerns  | Business Council  | 1 per quarter | Forums                  |           |       |
| Objective:  | Commodity platforms exist to assist members in the value chain to improve their operations and income |               |                         |           |       |
| Action Item   | Assigned to   | Due Date      | Deliverable             | Completed | Notes |
| There will be 4 commodity platform meetings convened  | Vice-Chairman of Agriculture  |               | Minutes of the meetings |           |       |
| Objective:  | There is on-going public-private dialogue with officials regarding taxes, exporting, waste            |               |                         |           |       |
| Action Item   | Assigned to   | Due Date      | Deliverable             | Completed | Notes |
| There will be 2 Business Council meetings with appropriate members of the District Government and the LGA                               | Chairman  | 30-Jun-20     | Minutes of the meetings |           |       |
| Objective:  | There is an office where members can connect to receive assistance with their private business        |               |                         |           |       |
| Action Item   | Assigned to   | Due Date      | Deliverable             | Completed | Notes |
| The District offices will have at least a temporary office for the storage of chapter records and holding meetings with business people | Chairman/<br>Secretary  | 30-Jun-20     | an office               |           |       |

# This is not the end...This is the beginning!

- ▶ This work plan document is yours
- ▶ Use it, adapt it, make it yours.
- ▶ I will send this to everyone who wants it
- ▶ I have it both in Excel format and PDF
- ▶ In excel format, it can be sorted by who and when or left with the objectives.
- ▶ It will take more steps than are on here to get where you want to go.
- ▶ But the first step is the most important



And the first step is  
GET STARTED!