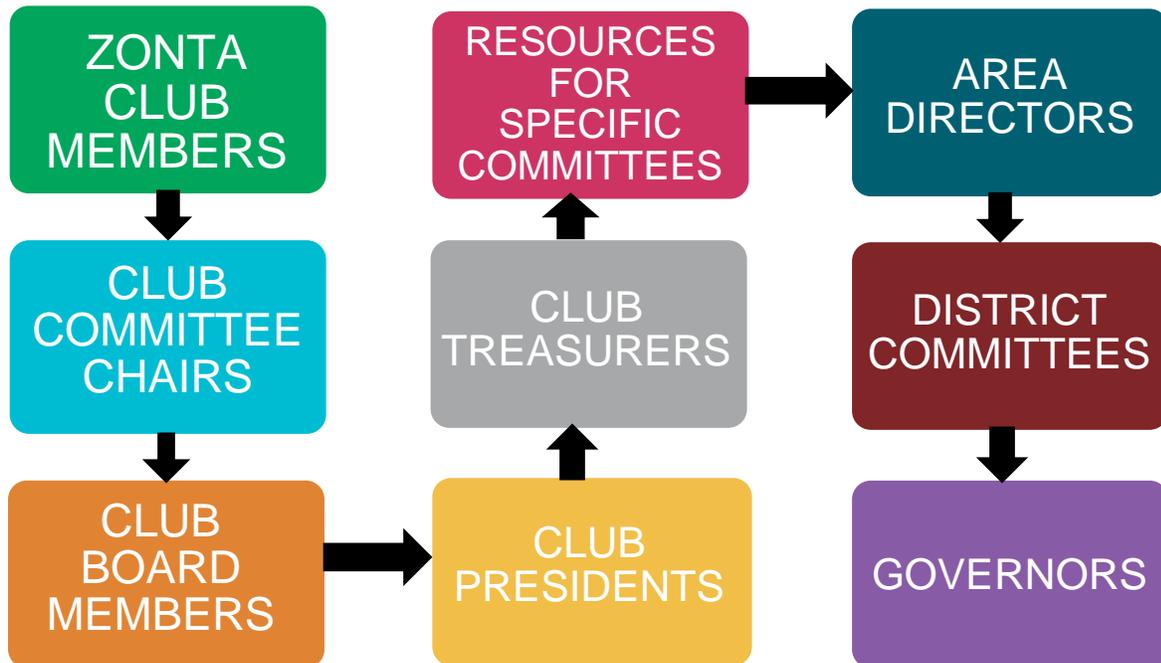


Core Competencies Development for Zonta Leadership

PROCESS MAP FOR DEVELOPING CORE COMPETENCIES FOR ZONTA LEADERSHIP



Please be sure to log-on to your zonta.org account in order to access to the resources

Stages of Zonta Leadership Development in the Process Map

As a current club president, area director or governor, developing your Zonta leadership core competencies began when you became a member of a Zonta club. So too, for the members of your club, area or district. This plan is for you, the Zonta leader, to help develop Zonta leadership core competencies in the members of your club, area or district.

Member pages are in **green**. Club committee chairmen pages are **blue**, club board member pages are **orange**, club president pages are **gold**. Club treasurer pages are **gray**, and resources for specific committees are in **pink**. Pages for area directors, district committees and governors are still in development.

Purpose of this Plan

This plan provides ways to use the Zonta leadership development resources to grow and enhance Zonta leadership core competencies—the skills and abilities to lead in Zonta—for you and for those whom you serve. It is designed to save you time and make it easier for you to develop outstanding Zonta leaders.

Core Competencies Development for Zonta Leadership

How to Develop Zonta Leadership Core Competencies

As leaders in our careers or professions, Zonta members bring many skills to our clubs. Zonta gives us the opportunity to continue to grow as leaders by developing a set of knowledge and skills that help us be effective in our specific and many Zonta roles. We call these **core competencies**. These **core competencies** are about what we do and how we act. They are driven by what we know about our Zonta organization.

Members in Zonta already have leadership skills. Zonta membership has the added value of providing opportunities to continue to grow and develop these skills, both for Zonta and for your life.

The listed **core competencies** are not meant to be all-inclusive. They are specific to our roles and responsibilities in our Zonta clubs. The **resources** provided are live links to tools and resources on the Zonta website.

Benefits of Developing Core Competencies

When we know what we are doing, we can do it with confidence and personal flair. We do not want uniformity in leadership. We do want unity of purpose and diversity of expression. We want to be powerful Zonta leaders with knowledge, skills and confidence. We want to be Zonta Leaders who are always in a process of growth and development. No matter how effective we are, we can always be more so. Celebrate yourself and your fellow Zontians. Keep on becoming the best that you can be!

Group Application of Zonta Resources

The Zonta Leadership Program, is found under “Tools/Leadership Development Tools” in the “My Zonta” portion of www.zonta.org. These e-learning sessions were ideally designed to be reviewed and discussed in a group so that knowledge and application could occur in a Zonta setting. We hope their impact is one that is part of a shared experience. Of course, they can be reviewed and reflected on individually, and that may be the case due to busy lives. Each category of Zonta leadership builds on the competencies and adds to the resources of those that came before.

The first set of e-learning sessions focus on the **Zonta Club** experience and are organized into six modules: 1) Governance, 2) Goal-Inspired Leadership, 3) People Leadership, 4) Financial Leadership, 5) Business Strategies and 6) Membership Engagement and Growth. The vision is to expand these sessions to include a focus on the individual member, the district and international. Each session can be used to encourage discussion and application within a club, a group of new members, a committee or the club board.

In addition to the Leadership Development Tools on www.zonta.org —which also include “Build a Better Club” topics and “How-To Tools” for specific skills—there is a wealth of additional resources to help us be better-informed Zontians. Let’s use all the tools available to us to be powerful agents of change in improving the lives of women.

Core Competencies Development for Zonta Leadership

CORE COMPETENCIES FOR ZONTA CLUB MEMBERS

1. Be actively engaged in Zonta club meetings and activities.

Resources	Suggested Uses	Action Items	Desired Outcomes
Zonta Club Manual, Section One (on zonta.org/myzonta/governance/manuals.)	President: Ask club members to read section 1 of the Zonta Club Manual before the next business meeting. Survey members at the meeting on what impressed them.	Name 3 important facts you found about Zonta.	Club members are reminded why they joined Zonta.

2. Describe mission, vision, goals and structure of Zonta.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 1—Governance—Session 1.1 Zonta Essentials	President: Open new member orientation with 1.1 Zonta Essentials , or use at the start of a business meeting to reinforce members' commitment to Zonta.	How does the Zonta membership gift of leadership development encourage your participation in Zonta?	New members are provided with basic information to build on and current members are reminded of basic information regarding Zonta.
Module 1. Governance, Session 1.2 Club Essentials	Presidents: Begin the new calendar year with 1.2 Club Essentials and ask members how they think the club measures up.	Create an assessment tool to use to evaluate club operation.	A review to remind ourselves how well we are doing; to identify areas we might improve.
Module 1. Governance, Session 1.3 Zonta's Governance Structure	President: Assign club members to review 1.3 Zonta's Governance Structure and report back to the club on key ideas.	What are Zonta's pillars of organization and/or policy?	Members will be aware of Zonta's policies, procedures and protocols to fully engage in the Zonta experience.

Core Competencies Development for Zonta Leadership

CORE COMPETENCIES FOR ALL ZONTA MEMBERS, continued.

3. Access and navigate the Zonta International website.

Resources	Suggested Uses	Action Items	Desired Outcomes
Job aid for zonta.org (to be created)	President or PR Chairman: Distribute job aid for zonta.org at club meeting and do a short demonstration on how to access and navigate zonta.org.	Where can you find the Amelia Earhart fellows? How do you access e-learning sessions?	Members know how to use www.zonta.org.

4. Promote Zonta advocacy and service projects.

Resources	Suggested Uses	Action Items	Desired Outcomes
Zonta.org/homepage/Our Causes and Our Programs	President: Ask advocacy and service chairmen to research Our Causes and Our Programs on zonta.org and report back to the club. Discuss how local advocacy and service relates to Zonta International's efforts.	How does our club empower women through access to education? What is our club doing to end child marriage locally?	Members actively engage in club's advocacy actions and hands-on service in alignment with ZI initiatives.

Additional Resources for Club Member Zonta Leadership Competencies

Zonta e-Newsletters—found on zonta.org/news&events/Newsletters.

The Zontian magazine— found on zonta.org/news&events/Newsletters.

Zonta History—zonta.org/about us; Club scrapbooks or archives.

Seasoned members of your club—ask about past club highlights and what the club was like when they joined.

Ask a member to record/write the local club anecdotal history from seasoned members. As these members leave, we lose many of our stories and our “why” becomes weakened through loss.

CORE COMPETENCIES FOR ZONTA CLUB COMMITTEE CHAIRMEN

1. Organize and run a meeting.

Resources	Suggested Uses	Action Items	Desired Outcomes
Zonta Club Manual, Section Three, Club Committee Chairmen	President: Ask committee chairmen to review Zonta Club Manual , Section Three.	Committee chairs share how they will apply this information in their committees.	Committee chairs learn to assess their responsibilities and guide the work of their committee.
E-learning Module 2. Goal-Inspired Leadership—Session 2.3 Effective Business Meetings in Person and Online <u>Virtual meeting platforms</u> (Zoom, Skype, MS Teams, Go-to-Meetings, WebEx, etc.)	President: Set aside a time to review with board members and committee chairs 2.3 Effective Business Meetings . Discuss merits and drawbacks of various virtual meeting platforms. Decide what to use for virtual club meetings if, and when, they are necessary.	Committee chairs share how they can apply the ideas in a virtual meeting, as well as an in-person. Pair skilled members to help hesitant members become comfortable using the chosen virtual meetings platform. President guides development of protocols to facilitate digital meeting formats.	President, board and committee members become skilled in conducting in-person and digital meetings. Members use virtual meeting protocol and etiquette to enhance meetings.

CORE COMPETENCIES FOR ZONTA COMMITTEE CHAIRMEN, continued.

2. Establish goals, build consensus and document actions.

Resources	Suggested Uses	Action Items	Desired Outcomes
<p><u>E-learning Module 3. People Leadership, Session 3.4 Effective Club Committees</u></p>	<p>President: Ask committee chairmen and members to review 3.4 Effective Club Committees.</p>	<p>Each committee chair discusses their goals and how they plan to achieve them.</p> <p>Ask members for input to strengthen goals.</p>	<p>Committee goals align with club strategy.</p> <p>Committee chairs develop a detailed plan that allows them to measure effectiveness.</p> <p>Club members are aware of committee goals and intentions.</p>
<p><u>E-Learning Module 3. People Leadership, Session 3.3 Volunteer Leadership</u></p>	<p>Area Director: Schedule an area or group meeting for all club and district committee chairmen to review together 3.3 Volunteer Leadership.</p>	<p>Provide opportunity for club committee chairs to meet in homogenous groups e.g., advocacy chairs with service chairs, etc.) to determine key points and how they will apply them with their club committees.</p>	<p>Area clubs have stronger functioning committees and chairmen develop relationships with other club chairs to support one another.</p>

CORE COMPETENCIES FOR ZONTA COMMITTEE CHAIRMEN, continued.

3. Set and monitor a budget.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 4. Financial Leadership, Session 4.3 Prepare and Monitor a Budget	President: Invite the club treasurer and finance chairman to explain the budgeting process to club members using 4.3 Prepare and Monitor a Budget .	Schedule a work date to help committee chairmen set their budgets and establish checkpoints.	President, board members and committee chairs unite in their pursuit of club goals within the parameters of an accepted budget.

4. Communicate effectively with committee and club (electronic or in person).

Resources	Suggested Uses	Discuss and Respond	Desired Outcomes
E-learning Module 3. People Leadership, Session 3.1 Build a Strong Zonta Team	Governor and presidents: Review 3.1 Build a Strong Zonta Team with their boards. Identify methods of respectful communication.	Governor and/or president will ask for actions to enhance club operations.	Teamwork will be ingrained as the way to operate in Zonta clubs and the district. Opportunities for collaboration will be identified to strengthen service and advocacy.

CORE COMPETENCIES FOR ZONTA COMMITTEE CHAIRMEN, continued.

4. Communicate effectively with committee and club (electronic or in person).

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 5. Business Strategies, session 5.3 Web Tools for Clubs	President: Ask public relations and communications (PR&C) committee to review 5.3 Web Tools for Clubs . Review current web presence and discuss additional exposure.	PR&C committee invites input from members to create a strategy for internal and external communications. PR&C committee reports on suggested improvements to communication within the club and among committee members.	The club benefits from a strategic PR&C focus with planned scheduled messages.
Leadership Development Tools: How-To Tools: “Communicate Effectively through Email” pdf	President: Ask committee chairmen to read the Effective Email pdf as a reminder of basic writing standards. Ask them to review their Zonta email and identify any needed changes.	Poll members to determine preferred communication method—text, phone, email, personal or business, etc. Review confidentiality of Zonta messages and email addresses.	Members can identify their preferred method of communication. Members are reminded of the confidentiality of Zonta messages and member contact information.
Leadership Development Tools/Build a Better Club: “Effective Club Communications” You Tube	President: Remind club committees of this recorded webinar and ask them to review it and discuss how it impacts their meetings.	Poll members to identify effective ways club can manage differences.	Club benefits from discussing how to handle differences before they occur.

CORE COMPETENCIES FOR ZONTA COMMITTEE CHAIRMEN, continued.

5. Use effective social media skills.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 5. Business Strategies, Session 5.5 Social Media Best Practices	President: Invite PR&C committee to review 5.5 Social Media Best Practices with the club and share new approaches that will provide social media visibility.	Develop a club social media strategy to be part of PR&C committee's outreach. Seek club member input on how to best reach out to community as well as members.	Club is more visible because of a strategic approach to social media posts.

6. Demonstrate expertise in the area of assigned committee responsibility.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 5. Business Strategies, Session 5.1 Zonta's Brand Identity Guidelines Zonta Branding Guidelines	President: Ask club secretary and PR&C Committee to review 5.1 Zonta's Brand Identity Guidelines with the club and update all club promotional materials.	Review club communications for compliance with ZI standards. Guide club to see need for PR and marketing standardization.	Club benefits from strategic approach to branding.

Additional Resources for Committee Chairmen. See also pink section, pages 23-24

- a. Event Planning—[Zonta Protocol Manual](#)
- b. Fundraising—[Fundraising Ideas](#)
- c. Advocacy issues and actions—Zonta Talks: [“Global to Local”](#)
- d. Membership goals and strategies—Zonta Talks: [Retaining Members: What Works](#)
- e. International and local service programs and projects—[Mission in Action](#)

CORE COMPETENCIES FOR CLUB BOARD MEMBERS

1. Use Zonta's governing documents and parliamentary procedure.

Resources	Suggested Uses	Action Items	Desired Outcomes
Zonta Club Manual, Section Two, The Club Board	President: Ask board members to read Section Two of the Zonta Club Manual before the first board meeting. Invite all members to give a summary of their responsibilities.	Conduct internal audit of board members' knowledge and use of the Zonta Club Manual.	Board increases knowledge of ZI policies and procedures. Board is able to develop local club documents that align with ZI. Club benefits from alignment of club with ZI protocols.
E-learning Module 2. Goal-Inspired Leadership, Session 2.2 Club Board Orientation	President: Begin the first board meeting by reviewing together 2.2 Club Board Orientation . Share how the board will work together.	Pair seasoned and less experienced Zontians to assure understanding and growth.	Board members are empowered in their leadership of the club goals.
E-learning Module 1. Governance, Session 1.4 Fundamentals of Zonta's Bylaws	President: Review 1.4 Fundamentals of Zonta's Bylaws with the board. Discuss how Zonta clubs operate in alignment with Zonta International and the district.	Discuss the necessary alignment of local club bylaws and operating procedure with ZI documents. Review local club's unwritten rules and traditions to assure alignment with ZI.	Board members are better equipped to draft and align local club documents to ZI.

CLUB BOARD MEMBERS CORE COMPETENCIES, continued.

1. Use Zonta’s governing documents and parliamentary procedure, continued.

Resources	Suggested Uses	Action Items	Desired Outcomes
<p>Zonta International Policies and Guidelines</p> <p>(zonta.org/myzonta/governance/policies and guidelines) and Club Policies and Procedures.</p>	<p>President: With the board, review Zonta’s Policies and Guidelines. Compare them with club <u>policies</u>. Decide whether club policies need updating.</p>	<p>Conduct internal review of local operating documents.</p> <p>Identify any local practices or traditions that need to be reformatted to align with ZI.</p>	<p>Sharing club operating documents strengthens members’ understanding of club’s operation and alignment with ZI.</p>
<p>Zonta Club Manual, Appendix A Parliamentary Procedure</p>	<p>President: Briefly review with the board Appendix A Parliamentary Procedures. Ask the club parliamentarian to explain why Zonta uses parliamentary procedure and remind club members how to use the most common ones.</p>	<p>Present a club program on basic parliamentary procedure using role plays and demonstrations.</p>	<p>Club members will understand the importance of parliamentary procedure in club operations.</p>
<p>Robert’s Rules of Order Newly Revised 12th edition, and “The a-b-c’s of Parliamentary Procedure” booklet. (www.channing-bete.com, item # PS18259)</p>	<p>President: Show club board members a copy of the latest Robert’s Rules and give each one a copy of the booklet, if you can. Tell them these resources will assist the democratic operation of the board and club.</p>	<p>Include RRONR in a club program on parliamentary procedure.</p> <p>Use the A-B-C’s booklet to give members a handy reference on parliamentary procedure.</p>	<p>Club members benefit from having a resource to encourage correct use of parliamentary procedure.</p>

CLUB BOARD MEMBERS CORE COMPETENCIES, continued.

1. Use Zonta’s governing documents and parliamentary procedure, continued.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 3. People Leadership, Session 3.6 Club Training and Retreats	President: Ask the club directors to review 3.6 Club Training and Retreats and plan a retreat to set the club’s goals for the biennium and update the strategic plan.	Conduct a board retreat to encourage growth and cooperation among board members. Share results of strategic planning with club and secure their buy-in.	Club involvement in training and retreats will strengthen members’ commitment and help identify potential new leaders.

2. Support club’s goals and objectives.

Resources	Suggested Uses	Action Items	Desired Outcomes
Biennial Goals (found on zonta.org/myzonta/governance/biennialgoals)	President: Ask board members to review the current Biennial Goals and highlight items that the club can apply locally.	Discuss with board how club should align with ZI biennial goals. Discuss goals and alignment with club membership.	Club recognizes how biennial goals guide the work of ZI, districts, areas, and each club.
E-learning Module 2. Goal-Inspired Leadership, Session 2.5 Measuring Club Performance	President: Have the board review 2.5 Measuring Club Performance together and decide how the club is doing.	Create a measurement tool to evaluate progress on each strategic goal. Review quarterly.	What matters gets measured. Club sets goals and knows status of achievement.
E-learning Module 2. Goal Inspired Leadership, Session 2.1 Strategic Planning and Long Range Vision and Goals	President: Review as a club board 2.1 Strategic Planning and Long Range and Goals . Decide if the club’s strategic plan includes the necessary elements.	Form ad-hoc committee to review latest strategic plan and recommend new strategic planning session if needed.	Club members provide input to strategic planning for the club.

CLUB BOARD MEMBERS CORE COMPETENCIES, continued.

3. Follow club operating documents.

Resources	Suggested Uses	Action Items	Desired Outcomes
Zonta International Foundation Bylaws, Article International and ZXIV Clubs Club Bylaws	President: Ask club secretary to form a committee to review and compare Club Bylaws with International . Report to board on any needed updates.	Discuss needed changes and updates at board level. Revise documents as needed and present to club.	Local club will be in alignment with ZI.
Your Club Policies and Procedures	President: Invite the vice president to review current club policies and report to board on any needed updates or changes.	Discuss needed changes and updates at board level. Revise documents as needed and present to club.	Board and club members will be aware of operating procedures.

4. Work well with others.

Resources	Suggested Uses	Action Item	Desired Outcomes
E-learning Module 3. People Leadership, Session 3.7 Resolving Conflict	President: Ask board members to review 3.7 Resolving Conflict and discuss how to introduce win-win outcomes to the club.	Schedule program on conflict management in a volunteer setting. Involve members with professional skills in this area.	Members gain increased awareness of conflict and constructive ways to address it.

CLUB BOARD MEMBERS CORE COMPETENCIES, continued.

5. Recognize Board’s fiduciary and legal responsibilities.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 4. Financial Leadership, Session 4.2 Financial Management for Club Leaders/Treasurers	President: Review and discuss 4.2 Financial Management with the board. Clarify any confusion about board’s fiduciary responsibility.	Create survey to measure board’s understanding of fiduciary responsibility. Use results as basis for board training.	Board’s understanding of their fiduciary role enables them to address club issues more completely.

6. Apply Zonta decision-making and risk-analysis strategies.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 4. Financial Leadership, Session 4.7 Risk Management	President: Ask club officers to review 4.7 Risk Management and report to board and club on what risks are and how the club manages them.	Hold club program on elements of risk management faced by not-for-profit/volunteer organizations.	Creates awareness among club members for need to address risk management issues.
Zonta Club Manual, Appendix F Risk Management, and Appendix G Financial Management	President: Ask board to review Appendix F and G before club discussion of risk management. Define terms for club members.	Ensure board is knowledgeable of risk management.	Empower board members to evaluate needs for risk management.

CORE COMPETENCIES FOR CLUB PRESIDENTS

Overall function of club president.

Resources	Suggested Uses	Action Items	Desired Outcomes
Leadership Development Tools/ Build a Better Club: President's Companion	President: Download and print a copy of the <i>President's Companion</i> and use as preparation for the role and as an ongoing resource.	President will evaluate personal leadership strengths and weaknesses. Choose committee persons who will complement your skills and support overall leadership of club.	President is energized and prepared to assume leadership of club.
Leadership Development Tools/ Build a Better Club: Club President Orientation, session 1 and 2	President: If you have not participated in one of these webinar orientations, please review one of the recorded sessions.	Share with your leadership mentor and board what is most meaningful for you as your club's president.	President and board members bond as they begin working together.

CORE COMPETENCIES FOR CLUB PRESIDENTS, continued.

1. Describe local club's relationship to district and international.

Resources	Suggested Uses	Action Items	Desired Outcomes
<p><u>Leadership Development Tools/How-To Tools: Club Officers' Training Template</u></p>	<p>Area Directors: Use Club Officers Training Template to design and conduct club officer training at the start of a new biennium. Have presidents work together to identify areas of strength and where they may need help.</p>	<p>Guide club officers to discuss together their mutual challenges and opportunities.</p> <p>Create a safe atmosphere for presidents to share comfortably.</p>	<p>Club officers benefit from learning and sharing with peers.</p>
<p><u>E-learning Module 1. Governance, all 5 sessions</u></p>	<p>Area Directors: If it has been a while since presidents reviewed these sessions, ask them to review Module 1. Governance to prepare for their role.</p>	<p>Hold a discussion during area leadership training with presidents. Pair seasoned leaders with newer leaders as possible.</p>	<p>Presidents are affirmed and gain confidence to lead their clubs.</p>

CORE COMPETENCIES FOR CLUB PRESIDENTS continued.

2. Organize and lead an effective meeting.

Resources	Suggested Uses	Action Items	Desired Outcomes
Zonta Club Manual, Section Four, Running the Club	Area Directors: Assign a different heading to each president and invite each to share key points for all to know.	Create a learning and sharing opportunity for attendees.	Presidents gain insights from sharing with each other.
Leadership Development Tools/ Build a Better Club: Presiding with Presence	Presidents: Review Presiding with Presence in presidents training. Discuss how it can help them.	Practice one-minute presentation on their primary goal as club president and receive feedback on strengths and areas to improve.	Presidents increase their confidence and skill by practicing public speaking.

3. Motivate and inspire members.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 3. Goal-Inspired Leadership, Session 3.2 Speak with Power and Conviction	Area Directors: Use 3.2 Speak with Power and Conviction to provide opportunities to practice speaking skills in a non-threatening environment.	Practice responding to a difficult question on a Zonta issue you are passionate about.	Presidents gain confidence in public speaking.
E-learning Module 6. Membership Engagement and Growth, Session 6.1 Creatively Engaging and Motivating Members	Presidents: Review 6.1 Creatively Engaging and Motivating Members and highlight ideas to use in your club.	Invite club members to choose a Zonta issue and work in pairs of seasoned/newer members to identify ways to motivate action.	President, board, and members are actively engaged in a Zonta effort.

CORE COMPETENCIES FOR CLUB PRESIDENTS continued.

3. Train club board.

Resources	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 2. Goal-Inspired Leadership, Session 2.2 Zonta Board Orientation	Presidents: Review 2.2 Zonta Board Orientation at first board meeting and discuss implications with members.	Ask board members to help plan board orientation.	Board is prepared to assume leadership when they are properly trained.
Zonta Club Manual, Section Two, The Club Board	Presidents: Assign Zonta Club Manual, Section Two , to board members as homework reading before the first meeting. Share insights. Ask each member to commit to a specific activity to enhance their role on the board.	Board members identify potentially difficult situations in Zonta clubs and consider how they might be handled.	Board members bond while addressing challenges and are better prepared to lead the club.

4. Set goals.

Resource	Suggested Uses	Action Items	Desired Outcomes
Biennial Goals (found on zonta.org/myzonta/governance/biennialgoals .)	Area Director: Review Biennial Goals as part of president/club officer training. President: Share biennial goals with the club.	Ask each club to share their biennial goals during officer training. Guide group in setting achievable, measurable goals.	Presidents and other leaders benefit from hearing goals of other clubs and are motivated to create effective goals for their own clubs.

CORE COMPETENCIES FOR CLUB PRESIDENTS continued.

4. Set goals, continued.

Resources	Suggested Used	Action Item	Desired Outcome
E-learning Module 2. Goal-Inspired Leadership, Session 2.1 Strategic and Long-Range Planning and Vision	Area Director: Refer presidents to 2.1 Strategic Planning and have them share key elements of their club's strategic plan with other area presidents.	Ask a seasoned Zonta leader to discuss strategic planning to ensure presidents understand the process.	Presidents are prepared to introduce strategic planning process to their boards and clubs.

5. Measure performance.

Resource	Suggested Uses	Action Items	Desired Outcomes
E-learning Module 2. Goal-Inspired Leadership, Session 2.5 Measuring Club Performance	President: Review 2.5 Measuring Club Performance with the board and discuss ways to have club measure its success and celebrate its accomplishments at the end of each year.	Suggest presidents form a "3-P Committee" - president, president-elect, and vice president - to plan, review, and measure club operation.	The "3-P Committee" provides support to current president and training for the incoming presidents to strengthen the club's leadership continuity.
Zonta Club Manual, Appendix B Performing a SWOT Analysis	President: Invite a Zonta leader to lead the club in doing a SWOT Analysis at a club training or retreat.	Pre-arrange the seating of seasoned/new Zontians to facilitate this process.	Club members develop buy-in to club goals when they participate in the analysis.

CORE COMPETENCIES FOR CLUB PRESIDENTS continued.

6. Communicate effectively with others.

Resource	Suggested Uses	Action Items	Desired Outcomes
<u>Leadership Development Tools/ Build a Better Club: “Having Difficult Conversations” You Tube</u>	Area Director: Use this video to prompt discussion among club presidents on how to best handle problems in their clubs.	Engage a seasoned leader to facilitate this discussion in a training session. Give presidents opportunities to role-play managing a difficult conversation.	Presidents gain skills and confidence in handling difficult situations.
<u>E-learning Module 6. Membership Engagement and Growth, session 6.4 Mentoring and Coaching Members</u>	President: Review 6.4 Mentoring and Coaching Members with club membership committee. Discuss how to mentor and coach newer club members.	Examine the possibility of forming a club mentoring program. Create an informal support system within the club to support new members and engage seasoned members.	Club is stronger because seasoned Zontians are involved in coaching newer members in all aspects of Zonta.
<u>Leadership Development Tools/ How-To, “Engage People Through Their Emotions”</u>	Area Director: Invite any member who has to give a speech to review Engage People and apply the ideas.	Identify Zontian with public speaking ability to guide discussion at area training.	As Zontians gain confidence in public speaking, clubs and district will benefit from a higher level of communication.

CLUB TREASURER

1. Use generally accepted accounting principles (GAAP).

Resource	Suggested Uses	Action Items	Desired Outcomes
Generally Accepted Accounting Principles vary by country.	District Treasurer: Review with club treasurers the necessary accounting principles used by your district.	Share difficult situations Zonta treasurers encounter and how to resolve them by using the accepted principles of accounting.	Club treasurers are better equipped to manage club finances and provide financial leadership to club.
<u>Membership Dues Tools</u> (found on zonta.org/myzonta/tools/)	District Treasurer: Remind club treasurers to review the <i>Membership Dues Tools</i> .	Survey district clubs on challenges and opportunities for handling membership dues.	Clubs have greater success in recruitment when dues structure is clear and appropriate.

2. Follow Zonta rules and regulations, and local/national legal requirements.

Resource	Suggested Uses	Action Items	Desired Outcomes
<u>E-learning Module 4. Financial Leadership, Session 4.1. Role and Responsibilities of Club Treasurer.</u>	District Treasurer: Ask club treasurers to review <i>4.1 Role of the Club Treasurer</i> . Identify concerns and where to get help.	District treasurer holds video conference calls (or Zoom meetings) with local treasurers. Invite member of accounting firm to participate to field technical questions.	Club treasurers are aware of their responsibilities and how to best serve their clubs.
<u>E-learning Module 4. Session 4.2 Financial Management for Club Leaders</u>	Area Director: Invite club treasurers to review this session with their clubs.	Devote portion of club board meeting to financial management discussion.	Club board benefits from awareness of financial management.

FOR TREASURERS OF U.S. CLUBS

File appropriate tax forms.

Resource	Suggested Uses	Questions & Responses	Desired Outcomes
<p>Leadership Development Tools/How-To Tools: “501c3 Organizations” webinar</p> <p>“Tax Status for U.S. Clubs” webinar</p> <p>“Form 990” webinar</p>	<p>District Treasurers of US clubs: Remind club treasurers to follow the guidelines for 501c 3 Organizations and filing Form 990.</p>	<p>Create follow-up communication with club presidents and treasurers to assure compliance.</p>	<p>Clubs will be in compliance with tax status and will file Form 990.</p>

RESOURCES FOR SPECIFIC COMMITTEES:

Committee	Resources
Advocacy	<ul style="list-style-type: none"> • zonta.org/Our Causes, • zonta.org/myzonta/tools/ Advocacy Tools • Council of Europe Tools • E-learning Module 3. People Leadership—Sessions: <ul style="list-style-type: none"> ✓ 3.2 Speak with Power and Conviction ✓ 3.5 How to Get What You Want (Negotiating Skills) • E-learning Session 6.2 Engaging Members through Meaningful Service and Advocacy
Membership Committee	<ul style="list-style-type: none"> • Marian de Forest Membership Manual • Membership Tools on zonta.org • E-learning Module 6. Membership Engagement and Growth—Sessions: <ul style="list-style-type: none"> ✓ 6.1 Creatively Engaging & Motivating Your Members ✓ 6.4 Mentoring and Coaching Members ✓ 6.5 Targeted Recruitment Planning and Execution
Service Committee	<ul style="list-style-type: none"> • zonta.org/Our Programs • zonta.org/myzonta/Tools/Service Tools • E-learning Module 6 review Sessions: <ul style="list-style-type: none"> ✓ 6.1 Creatively Engaging Your Members ✓ 6.2 Engaging Members through Meaningful Service and Advocacy

Committees	Resources
PRC Committee	<ul style="list-style-type: none"> • zonta.org/myzonta/Tools/PR Tools and Logos • Leadership Development Tools/ E-learning Module 5 Business Strategies, all sessions
Scholarship Committees	<ul style="list-style-type: none"> • zonta.org/Our Programs • zonta.org/myzonta/Tools/Awards/ Scholarship and Fellowship Tools • Leadership Development Tools/ E-learning Module 6 Membership Engagement and Growth Sessions: <ul style="list-style-type: none"> ✓ 6.3.1 Amelia Earhart Fellowship ✓ 6.3.2 Young Women in Public Affairs Award ✓ 6.3.3 Jane Klausman Scholarship ✓ 6.3.4 Women in Technology Scholarship
UN Committee	<ul style="list-style-type: none"> • zonta.org/Our Causes • zonta.org/My Zonta/Tools/ UN Tools
Fundraising Committee	<ul style="list-style-type: none"> • zonta.org/myzonta/ Foundation Tools/ Fundraising Ideas—Full Presentation and detailed info on various ideas • E-Learning Module 6. Membership Engagement and Growth—Session 6.6 Raising Money for Zonta