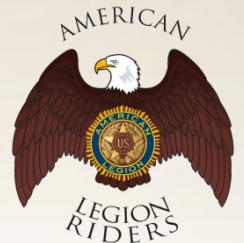


AMERICAN LEGION RIDERS

LEADERSHIP TRAINING

Joe Maltese



The Purpose of this Class

- Define Leadership and its Importance
- Discover the Qualities of a Great Leader
- Prepare participants for ALR Leadership
- Review The Structure of Leadership in Dept of Florida ALR



WHAT IS LEADERSHIP?

- _____
- _____
- _____
- _____

Let's see.....



WHAT IS LEADERSHIP?

- Leadership refers to **action** by an individual or team of individuals.
- The action of directing a group of people or an organization toward a clearly defined goal or result.
- Leadership is a process whereby an individual, or a team of individuals, influences a group of individuals to achieve a common goal.
- Leaders are agents of **change**: Persons whose acts affect other people's acts.
- **Managers** need to plan, measure, monitor, coordinate, solve. Are managers leaders? Maybe...



LEADERSHIP DEFINED BY OTHERS

- A leader is a person who has the ability to get other people to do what they don't want to do, and like it. *Harry Truman*
- Leadership is the accomplishment of goals through the direction of human assistants. *Harvard Business Review*
- Leadership is like moving a string across a table - you pull, not push. *Dwight Eisenhower*
- Leadership is a process of social influence, which maximizes the efforts of others, toward the achievement of a goal. *Kevin Kruse-Forbes*
- ...leaders will be those who empower others. *Bill Gates*
- ...a leader is someone who has followers. *Peter Drucker*
- Influence, inspire, and help others become their best selves, building their skills and achieving goals along the way. *Tony Robbins*



Why is Leadership Important?

- “We don’t know where we’re going, but we’re making good time.” *Yogi Berra*



Why is Leadership Important?

- Leadership is necessary to **establish the ultimate goal** or desired result.
- Leadership keeps the organization or team **focused** on the goal.
- Leadership assures that all actions are **related to the goal** and are moving the group forward toward the goal.
- Leadership imparts the **vision** – What is the ultimate gain of accomplishing the goal?
- Leadership keeps the **vision top-of-mind** within the organization or team.



Qualities of Leaders

- Able to communicate clearly
- Becomes a student of the organization and its policies and functions
- Has the skill and patience to identify excellent managers in the organization
- Humility - Is humble (Understands that there are specialists that will be superior to the leader in their knowledge of their specialty)
- Enthusiastic about the goal or end result of the process
- Exemplifies the qualities expected of the team members



Qualities of Leaders Con't...

- Leaders learn:
- *“Leadership and Learning are indispensable to each other.”* – John F. Kennedy
- Aside from being a student of the Legion, leaders must continue to learn about themselves and their charges and continually work to improve both. But how??
 - Read the latest leadership insights
 - Form peer learning groups with other leaders
 - Commit to continuous improvement and reflection



Remember:

The very best leaders always continue learning and honing their leadership skills by reflecting on their leadership experiences, learning from mistakes, and continuously refining their skills. *Niagara Institute*



Let's look at some Great Leaders...

“Wars may be fought with weapons, but they are won by men. It is the spirit of men who follow and of the man who leads that gains the victory.”

• ***– Gen. George S. Patton***

Gen. Patton had the utmost trust in his managers and employees to accomplish his audacious goals. Patton had unwavering willpower to pursue these goals and the fortitude to ignore those who believed it impossible.



Let's look at some Great Leaders...

- The greatest leader is not necessarily the one who does the greatest things. **He is the one who gets the people to do the greatest things.** -Ronald Reagan.
- President Ronald Reagan is thought by many to have been a charismatic leader. Charismatic leaders manage follower impressions by constantly demonstrating courage and conviction (Yukl, 2010; Fiol, 1999)
- Reagan was well known for demonstrating courage and conviction. He used his personal strength and conviction to impress his values on followers and persuade them that his vision was best for the nation.
- “Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out” - Ronald Reagan



Let's look at some Great Leaders...

Jesus Christ

- Putting religious and spiritual beliefs aside, no one in history has been discussed more, worshipped more, had more songs and books written about and inspired more artwork. He also created one of the world's most sustained organizations (the church). So, Jesus was certainly a leader from whom lessons can be learned and applied in today's world.



Let's look at some Great Leaders...

- **Great leaders balance conviction with compassion.** Jesus held strong convictions and values while still showing tremendous compassion to others who did not share these same convictions. Likewise, today's great leaders are clear about their values and expectations while being sensitive to the person behind the employee. This balance engages people's heart and minds, and it motivates them to give their discretionary effort.
- (Inc. Magazine)



Leaders in Leadership

- An individual in a “Leadership Position” may or may not be a leader.
- Further, if he/she is a **good** leader, they may or may not be a **great** leader.
- **Great** leaders strive to identify other great leaders to succeed them.

Let's look at some leaders and decide if they are good leaders, great leaders, or not leaders at all.....



Cheryl

- Cheryl runs an Amazon® warehouse with over 400 employees.
- Cheryl has a lot of experience and has been with Amazon® since 1995, a year after the company started.
- Cheryl works hard to make sure all of the inventory is accounted for, all the warehouse equipment is in working order, and all shipments go out on time.
- Cheryl schedules all the shifts and assures that each shift is adequately staffed. She likes to have a friendly work environment.
- Cheryl submits timely reports to corporate headquarters.

What kind of leader is Cheryl?



1st Lieutenant Connor Johnson, USA

- Lt. Johnson is in command of Raptor Platoon. Raptor Platoon soldiers are Army Combat Engineers (MOS 12B). Under the past few commanders, the training for new platoon members has become fragmented and it has made it difficult to know which soldiers possess which skills when tackling an assignment.
- Lt. Johnson's goal for the platoon is to unify and standardize the training for all soldiers. He sees a bright future for the Raptors where all soldiers are well trained and can accomplish anything they are tasked with.



1st Lieutenant Connor Johnson, USA

- Lt. Johnson understands that his NCOs know what training is lacking and has Sergeant Lunk and Sergeant First Class Elliot draw up a training curriculum.
- Lt. Johnson has SFC Elliot track the training of each soldier and document and keep records of the skills they have mastered. He instructs SFC Elliot to give him regular reports of the soldiers' progress.
- Lt. Johnson keeps the soldiers in the platoon focused on having the best trained, most highly skilled Combat Engineers in the Army.
- Lt. Johnson has Sgt. Lunk identify and work with those soldiers requiring remedial training to bring them to the level expected.

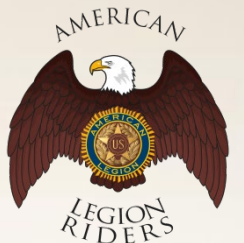
What Kind of Leader is Lt. Johnson?



Leaders in The American Legion & American Legion Riders

CHRIS HAMRICK, DEPARTMENT COMMANDER

JIM WINELAND, ALR CHAIR



THE POST COMMANDER

- Establishes goals/direction/culture
- Creates vision and keeps everyone focused
- Provides **Inspiration** (Key)
- Supervises (Leads) Officers
- May Appoint Committees (Officers)
- Controls Agenda
- Conducts Meetings



THE POST COMMANDER

- **Inspiration:** How do we inspire?
 - Instill pride of belonging to your post
 - Create optimism for the goals of the post
 - Establish a comfortable, respectful, & inclusive environment
 - Foster honesty and transparency throughout the post and its members – No drama or gossip
 - Demonstrate a “Never give up” attitude
 - Show appreciation always



TYPES OF POST COMMANDERS

- **The “Do it all” Commander**
 - Does Everything
 - The Only one willing to serve
 - Also runs the bar
 - His wife is the Unit President
 - Can’t get anyone interested in helping



TYPES OF POST COMMANDERS

- **The “We’re in this Together” Commander**

- Knows how to conduct meetings
- Uses an agenda
- Guides his/her officers and committee chairs
- **Trains his/her replacement** ← ← ←
- Participates in community and civic functions
- Ensures Legion programs are implemented





Structure of Florida ALR Leadership

Responsibilities and Job Descriptions of Various Positions



DEPARTMENT CHAIR

- a. Charged with the overall **supervision of the Committee and the American Legion Riders program in the Department of Florida**, reporting directly to the Department Commander and the Department Executive Committee.
- b. Sets the **agenda for three scheduled meetings** of the Committee.
- c. Monitors to ensure all Areas, District, and Chapters are following the rules and procedures as set forth by the Department.
- d. Monitors to ensure all **functions** participated in by the ALR Chapters are **within the guidelines set forth by the Department of Florida and the National Organization**.
- e. Monitors to ensure that the good name of The American Legion is not tarnished in any way by actions of American Legion Riders or Legion Rider Chapters that could be perceived as detrimental to our image in our community.
- f. Monitors to ensure the motto **"Legion Family First, Rider Second"** is instilled in every Chapter.
- g. Monitors to ensure all necessary reports to the Department Commander and Department Executive Committee are submitted promptly.



AREA CHAIR

- a. **Shall assume the duties of the ALR Chair in their absence** at the instruction of the Department Commander or Department Executive Committee.
- b. Shall make reports to the ALR Chairman before the Department Convention, Fall Conference, and ALR Summit. Reports should cover all aspects of Chapter membership, recruitment, social events, mileage, hours and funds expended in support of community events and programs, training and any other information for the good of the American Legion Riders. Monitors to ensure all necessary reports to the Department Commander and Department Executive Committee are submitted promptly.
- c. Monitor to ensure all Chapters are following the rules and procedures as set forth by the Department of Florida.
- d. Responsible for ensuring the administration, operation, safety of the Chapters and following guidelines set forth by the Department of Florida and the National Organization in their area.
- e. Visit ALR Chapters within their area regularly.
- f. Provide advice and assistance to Posts within their area that wish to start an ALR Chapter in conjunction with the Committee's New Chapter Development Officer.
- g. Represents Chapters within their Area at all Committee meetings.



DISTRICT CHAIR

- a. Shall make reports to the Area Chair before the Fall Conference, ALR Summit, and the Department Convention. Reports should cover all aspects of Chapter membership, recruitment, social events, mileage, hours and funds expended in support of community events and programs, training and any other Information for the good of The American Legion.
- b. Monitor to ensure all Chapters are following the rules and procedures as set forth by the Department of Florida.
- c. Ensure the administration, operation, and safety of the Chapters in their areas and following guidelines set forth by the Department of Florida and The National Organization
- d. **Visit Chapters within their District regularly.**
- e. Provide advice and assistance to Posts within their District that wish to start an ALR Chapter in conjunction with the Committee's New Chapter Development Officer.
- f. Represent Chapters within their District at all Committee meetings.



CHAPTER DIRECTOR

- a. Serves as Chief Administrative Officer of the Chapter and presides over all meetings.
- b. Serves as liaison to the Executive Committee of sponsoring Post.
- c. Supervises all affairs of the Chapter.
- d. Coordinates with other ALR Officers at the Chapter, District, Area, and Department levels.
- e. Submits reports as required by the sponsoring Post, District, and Department.



CHAPTER DIRECTOR

- Create the vision for the chapter
 - Example: Friendliest chapter, most involved chapter, safest chapter, etc.
- Assure communications among all officers
 - Road Captain, Safety Officers, Problem resolution “the buck stops here”
- Coordinate events with the District
- Disseminate information from the District
- Represent the Chapter to the Post, Community, District
- Help the Chapter grow
- CREATE FUN! Meetings are for the Chapter, not the Director
- Encourage/thank/reward



Let's Review

Leadership is defined as an ACTION

- The action of directing a group of people or an organization toward a clearly defined goal or result.
- Leadership is a process whereby an individual, or a team of individuals, influences a group of individuals to achieve a common goal.
- Leaders and Managers are not necessarily the same thing.
- A Leader must be able to recognize great managers and specialists and utilize their skills and talents and inspire their best use.
- Leaders manage expectations; Managers manage schedules & things.



Let's Review

- Leadership is necessary to **identify** the **goal** or end result.
- The leader must then **keep** all stakeholders **focused** on the goal.
- The leader must **assure** all **actions** performed are **related** to the goal.
- The leader inspires passion necessary to overcome obstacles and reach the goals
- A leader has the **vision** a.k.a. the ultimate GAIN of accomplishing the goal.
- The leader keeps the Vision top-of-mind.



Let's Review

- The Florida American Legion Riders has a hierarchy in which various leadership roles are accomplished. The **most important** of these leadership roles is **Chapter Director** since they interact directly with the Riders and provide all necessary communication to them.
- District Chairs help coordinate all the Chapters.
- The Area Chairs provide support to their Districts and may also serve in the absence of the Department Chair.
- The Department Chair represents the Riders to the Department Commander and Officers. He/She also supports the Areas and Districts.



A SUCCESSFUL ORGANIZATION

- The difference between a successful organization and one that is not, can usually be attributed to leadership.
- The individual capabilities of the people in any organizations are the same, whether in a military unit, business, volunteer organization, or anything else.
- What separates the good, the bad, and the ugly are attributes such as vision, culture, communications, goals, integrity, knowledge, training, and accountability.



ARE YOU READY FOR A LEADERSHIP ROLE??

- Do you **WANT** to lead?
- Do you have a vision you can move people to adopt?
- Are you able to establish incremental and long-range goals?
- Are you a student of the organization?
- Do you appreciate your followers and know they each possess unique and valuable abilities and talents?
- Are you committed to devoting the required time and work to help your followers reach realize the vison by accomplishing the necessary goals?
- Will you work diligently to identify and encourage your successor?

YOU ARE READY!!



QUESTIONS??

