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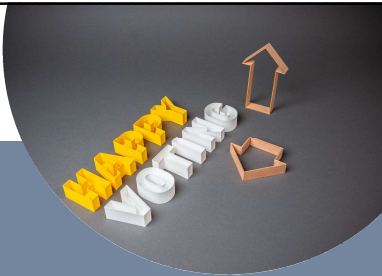

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**POLL**  
1. Which superhero best represents the role of a board member?

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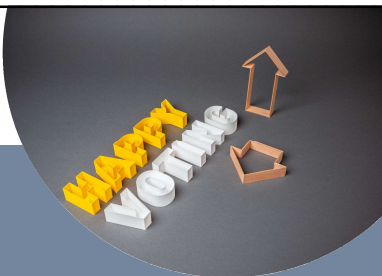

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**POLL**  
2. If a board member were an instrument in an orchestra, which one would they be?

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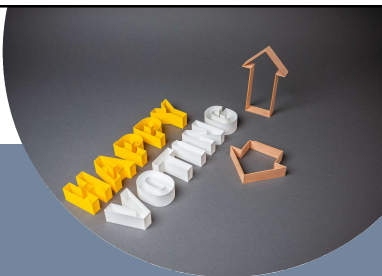

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**POLL**  
3. . Board meetings are most like which of these events?

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**01**

### Fiduciary Duty

Every decision you make should be in the best interest of the association. This means acting with the utmost honesty and integrity, ensuring that personal interests do not conflict with the organization's objectives.



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**02**

### Strategic Vision

Establish a long-term vision for the association, setting clear goals and objectives. Understand our current position and direct the association towards future success. Regularly review and adapt strategies to ensure we remain relevant and effective.



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**03**

### Policy Formulation

Design and implement policies that guide our association's functions. These policies ensure consistent behavior and decision-making across all levels of the organization.



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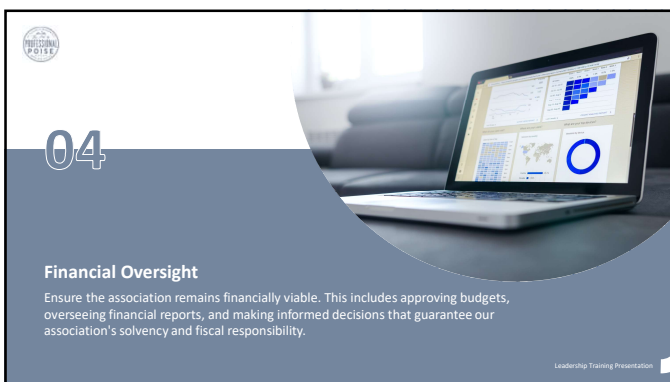
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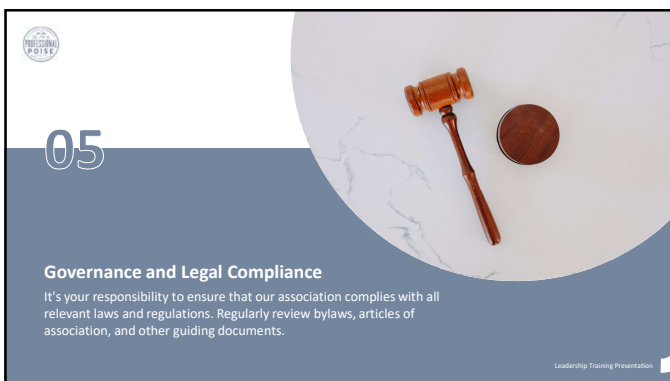
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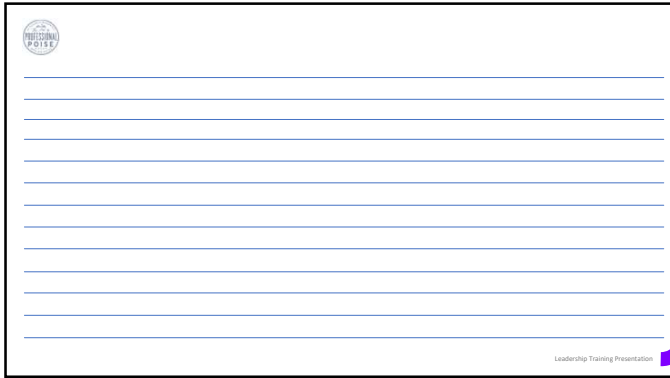
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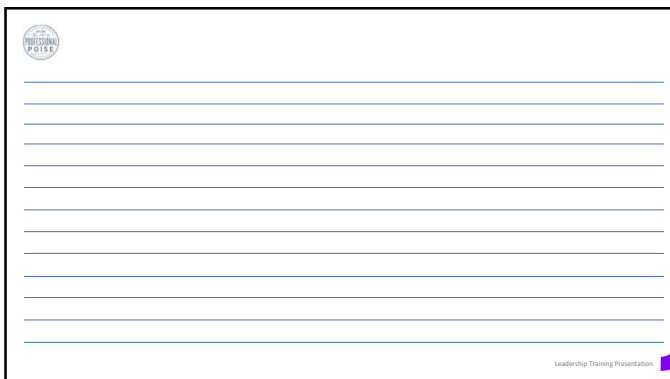
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09

### Support and Oversight of Executive Roles

While you may not be involved in the day-to-day operations, it's vital to support the executives leading those efforts. Provide guidance, constructive feedback, and oversight, ensuring they act in alignment with our association's goals and values.



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### Continuous Learning and Development

Stay updated with industry trends, best practices, and emerging challenges. Your commitment to professional growth not only benefits you individually but strengthens our association as a whole.

Remember, being a member of the board is a commitment to service and leadership. While the responsibility is immense, the rewards, both tangible and intangible, are even greater. Your dedication will shape the future of our association and, by extension, the real estate industry at large.



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11

### THE MOST IMPORTANT THING

#### Due Diligence and Responsibility to Act

If not you, then who will be the one to report and act on your fellow officers and members regarding behavior to maintain and uphold the integrity/reputation of the association.

Remember, the history and brand of the REALTOR organization is your personal responsibility. At the absolute bare minimum, **DO NO HARM**. Sometimes it requires difficult actions and courage. Leave it better than you found it.



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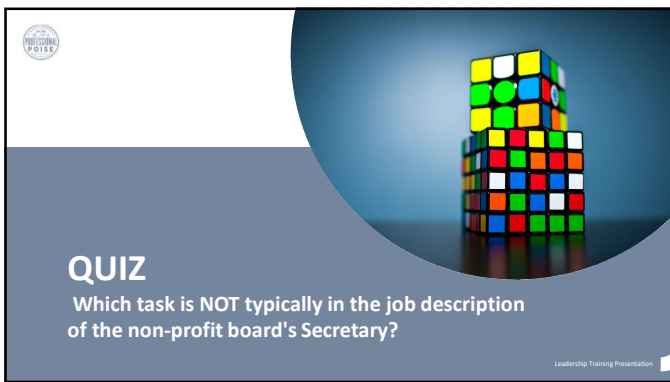
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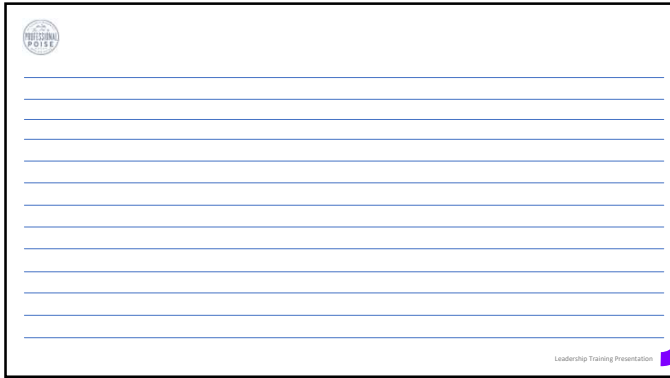
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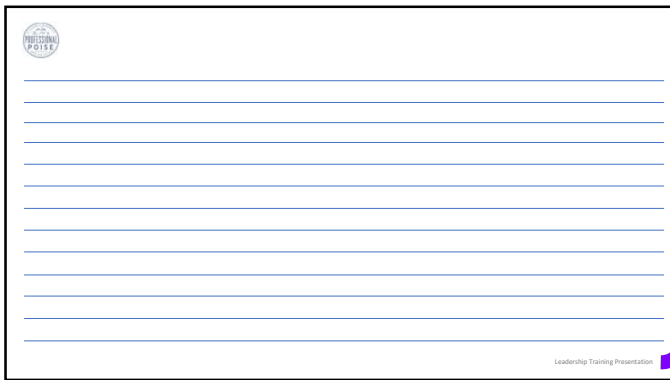
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**BOARD OF DIRECTORS RESPONSIBILITIES**

- Assist to recruit new director candidates
- Be willing to consider serving as an Officer of the Board of Directors
- Be informed – stay current on local, state and national REALTOR® issues and concerns

Promote unity of the Board of Directors and the Association Membership. The Board of Directors is always expected to be a united front. Remain cautious of expressing your individual opinion as members tend to accept your statements as official policy.

Respect confidentiality at all times. Professional Standards decisions and/or appeals as well as during Executive Sessions of meetings. Board of Directors meetings are not confidential, only during Executive Session. (Keep in mind the "united front.")

Display enthusiasm about Realtor® membership, be a good Realtor® role model.

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**PRESIDENT**  
Chairperson for Executive Committee/Leadership Team

Spokesperson of the Association (includes press, public meetings, letters and other general public correspondence)


Presides over meetings

Close contact with AE, staying advised on all Association business and/or concerns

May be a Co-signer on Association bank accounts

Guides team to reach goals

Regular contact with members to listen and address concerns and/or questions about the Association



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**PRESIDENT**  
NAR Mid-Year Meetings, Washington DC (May)

State Spring Meetings (April)


Annual Day at the Capitol (February)

Travel to state and national meetings is under Board discretion but may include up to

State Annual Convention and Business Meetings (October)

NAR National Meetings (November)

Any other meetings as requested by Board of Directors



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### PRESIDENT ELECT



- 01 Close Contact with President and AE
- 02 Substitute for President as needed and facilitate meetings in President's absence
- 03 Assist President to complete short term goals
- 04 Assist President to maintain progress toward long term goals
- 05 Co-signer for Association bank accounts

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Leadership Training Presentation

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### PRESIDENT ELECT



- 11 Travel to state and national meetings is under Board discretion but may include up to
- 12 Annual Day at the Capitol (February)
- 13 State Spring Meetings (April)
- 14 NAR Mid-Year Meetings, Washington DC (May)
- 15 NAR Leadership Summit (August)

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### PRESIDENT ELECT



- 16 State Annual Convention and Business Meetings (October)
- 17 NAR National Meetings (November)
- 18 Any other meetings as requested by Board of Directors

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### COMMITTEE CHAIRS

As Chairperson of your Committee, you carry several basic responsibilities.

It is necessary that you understand the structure and operation of the Board, and how your Committee is one of many important parts of the organization. You are responsible for knowing the Committee's previous activities, for completing unfinished projects and for meeting the goals for the year.



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 **COMMITTEE CHAIRS**  
You Are Responsible For:



- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
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Leadership Training Presentation

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**COMMITTEE CHAIRS**

You must keep your Committee's attention focused on its work. If your Committee discusses matters that bear on other committees in the Board, you are responsible for referring those issues to the appropriate committee.

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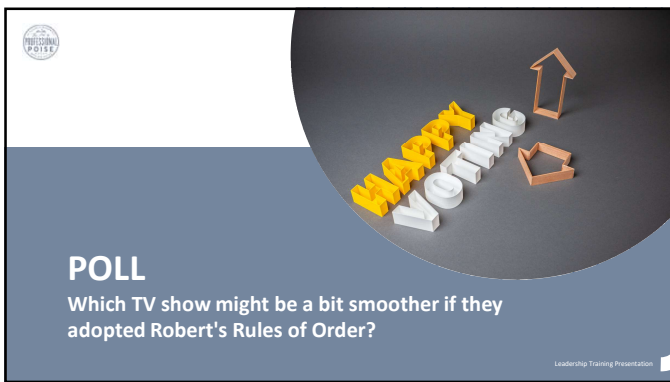
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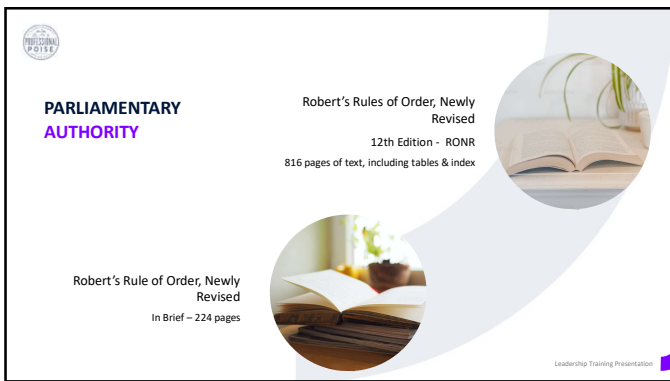
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**FUNDAMENTAL PRINCIPLE**

Carry out the will of the majority, while protecting the rights of the minority.

Rights of Each Member

- Attend
- Make Motions
- Debate
- Vote



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**MAIN MOTION**

A formal proposal by a member, in a meeting, that the group take certain action.

- Its introduction brings business before an assembly.
- Can be brought forth by a committee.



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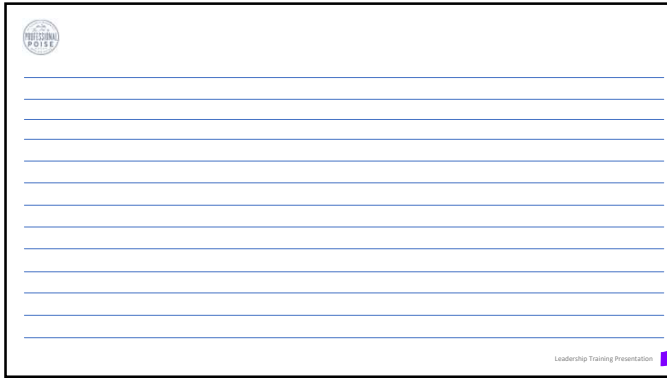
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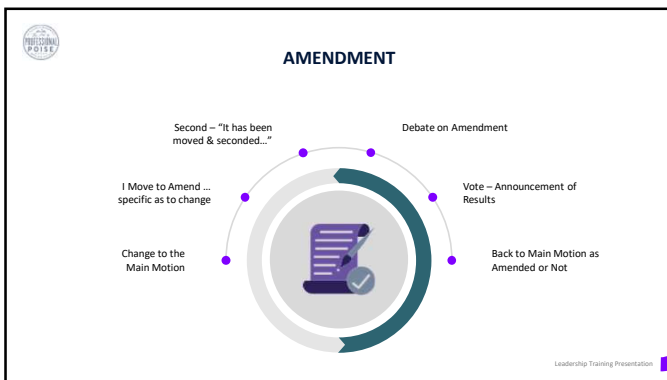
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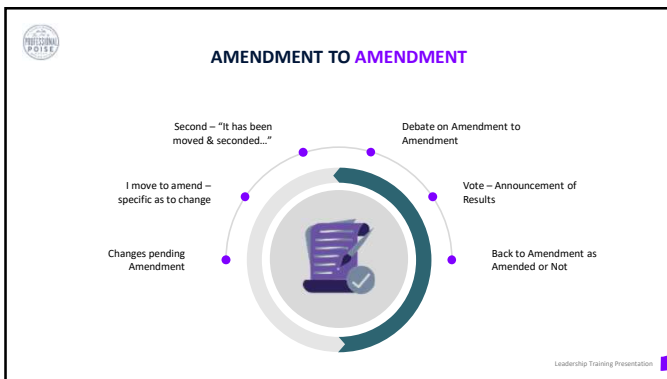
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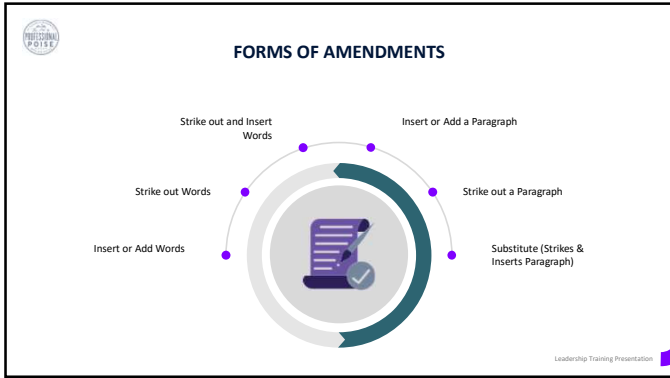
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**01**  
**AMEND BY STRIKING**  
 I move to amend the motion by striking "and seniors."

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02

**AMEND BY INSERTING**

I move to amend the motion by inserting after the word "city" the words "and suburban county."



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**SUBSIDIARY MOTIONS**



- Postpone Indefinitely
- Amend
- Commit or Refer
- Postpone to a Certain Time
- Lay on the Table
- Previous Question
- Limit or Extend Limits of Debate

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Leadership Training Presentation

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### INCIDENTAL MOTIONS

Point of Order



Division of the Assembly

Consideration by Paragraph or Seriatim

Division of a Question

Objection to Consideration of a Question

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Leadership Training Presentation

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**BRING A QUESTION AGAIN**

-  Take from the Table
-  Rescind/Amend Something Previously Adopted
-  Discharge a Committee
-  Reconsider

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**DEBATE**

-  **Preference in Recognition**  
Chair Recognizes
-  **Germane**  
Stick to the subject
-  **Speak to Issues**  
Not Personalities
-  **Formalities**  
Direct Remarks to Chair Avoid use of names of other members "**previous speaker**"

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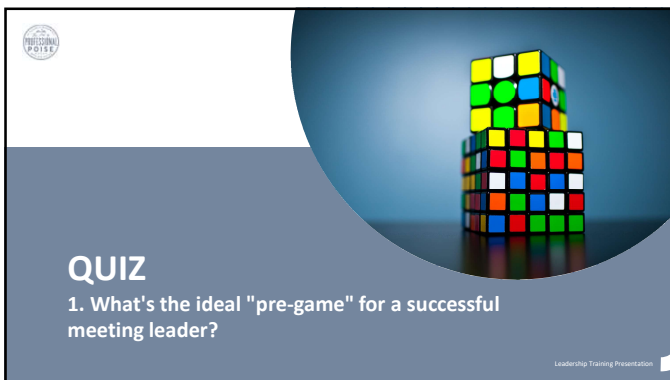
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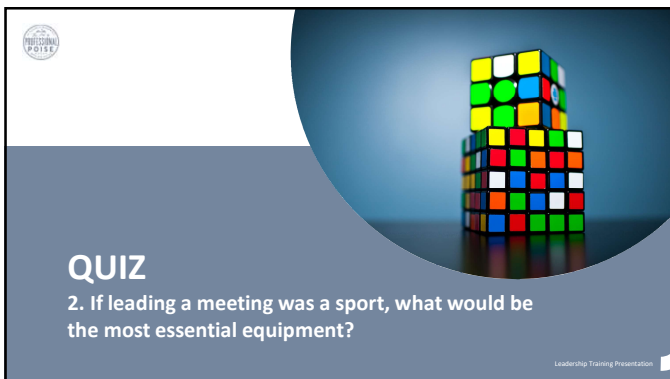
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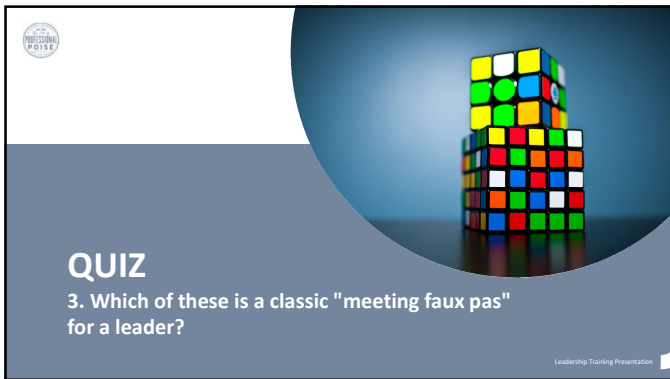
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**QUIZ**  
3. Which of these is a classic "meeting faux pas" for a leader?

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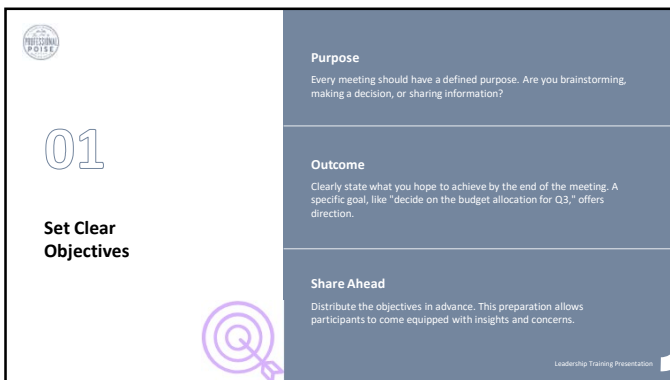
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**01**  
**Set Clear Objectives**

**Purpose**  
Every meeting should have a defined purpose. Are you brainstorming, making a decision, or sharing information?

**Outcome**  
Clearly state what you hope to achieve by the end of the meeting. A specific goal, like "decide on the budget allocation for Q3," offers direction.

**Share Ahead**  
Distribute the objectives in advance. This preparation allows participants to come equipped with insights and concerns.

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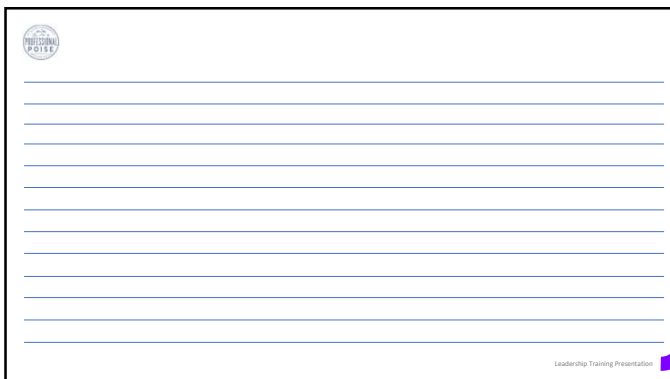
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03

### Create an Inclusive Environment



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**Ground Rules**

Set respectful communication standards. This might include active listening, not speaking over others, and being open to diverse opinions.

**Neutral Facilitation**

Appoint an impartial facilitator, if possible, to guide the discussion.

**Accessibility**

Ensure meeting locations and materials are accessible to everyone, including those with disabilities.

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04

### Maintain Transparency



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**Information Sharing**

Ensure all pre-reads, reports, and data are shared in advance.

**Open Questions**

Encourage members to ask clarifying questions throughout the meeting.

**Reasoning**

When decisions are made, provide context and reasons, so the process remains transparent.

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**06**

**Keep Track of Time**



**Agenda Breakdown**  
Allocate specific durations for each item, and stick to it.

**Timed Segments**  
Use timers or alarms to indicate when it's time to move to the next point.

**Parking Lot**  
Create a "parking lot" for off-topic but important issues to address later.

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**08**

**Document Decisions and Actions**



**Minutes**  
Appoint someone to take detailed minutes and distribute them post-meeting.

**Action Items**  
Clearly list out tasks, assignees, and deadlines.

**Transparency Tools**  
Utilize tools like shared online documents where progress can be tracked.

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**09**

**Reflect and Adjust**

**Feedback Forms**  
Consider post-meeting feedback forms to gather insights.

**Regular Check-ins**  
Periodically assess the effectiveness of meetings and adapt accordingly.

**Continuous Learning**  
Stay updated with the latest best practices in effective meeting management.

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**COMING SOON**

BY ELIZABETH MENDENHALL  
*The Art of*  
**NAVIGATING**  
CONFLICT RESOLUTION  
WITH RON PHIPPS

JANUARY 24, 2024  
WEDNESDAY  
1-3pm CST  
theartofleadership.org

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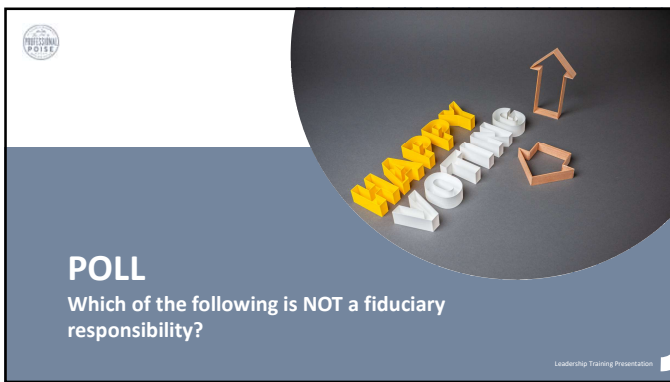
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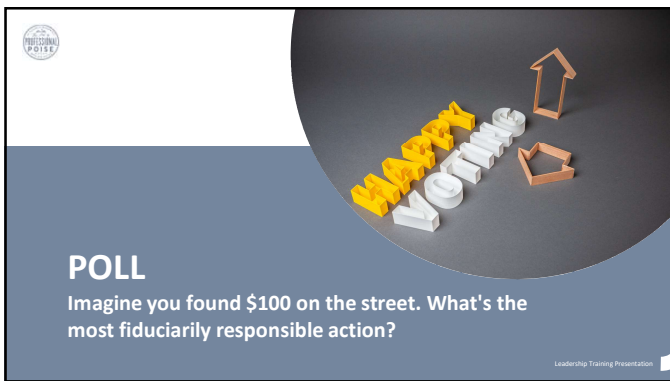
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**POLL**  
 You're a leader of an association and an investment opportunity promises to double your association's money in a year. What do you do?

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<p><b>Duty of Care</b>          Act with prudence and diligence, as you would in your own personal matters.</p>	<p>01</p> <p><b>Understand Your Fiduciary Duty</b></p> <p><small>Leadership Training Presentation</small></p>
<p><b>Duty of Loyalty</b>          Place the association's interests above personal or external interests.</p>	
<p><b>Duty of Obedience</b>          Ensure actions align with the association's mission and comply with laws and regulations.</p>	

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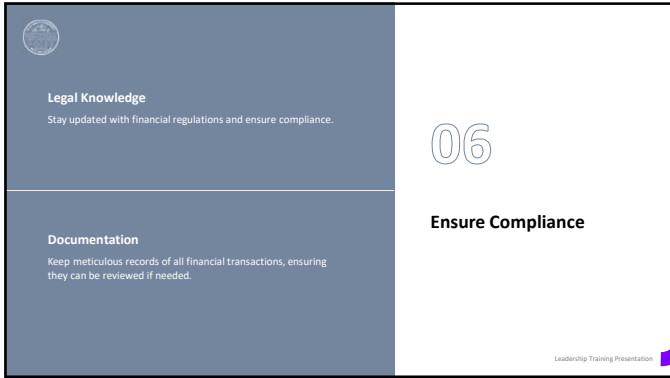
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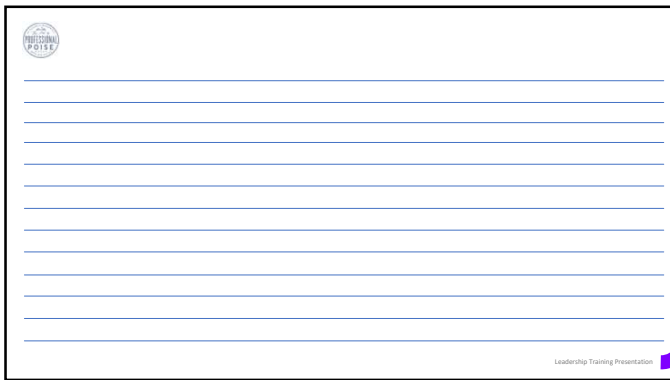
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Slide 08 features a white background with a dark blue header area at the top left. The header area is divided into two sections: 'Training' with the text 'Attend training sessions, workshops, or conferences related to financial management.' and 'Resources' with the text 'Invest in resources and tools that improve financial literacy and capability.' The main body of the slide is filled with horizontal blue lines for writing. A small logo is in the top left corner, and 'Leadership Training Presentation' is in the bottom right corner.

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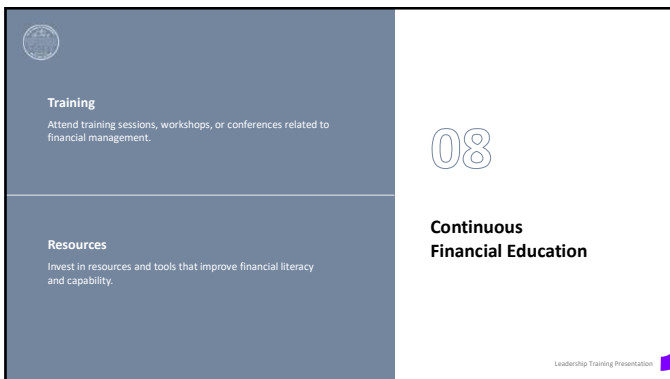
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Slide 08 features a dark blue background on the left and a white background on the right. The left side is divided into two sections: 'Training' with the text 'Attend training sessions, workshops, or conferences related to financial management.' and 'Resources' with the text 'Invest in resources and tools that improve financial literacy and capability.' The right side displays the number '08' in a large, light blue font, followed by the title 'Continuous Financial Education' in bold black text. A small logo is in the top left corner, and 'Leadership Training Presentation' is in the bottom right corner.

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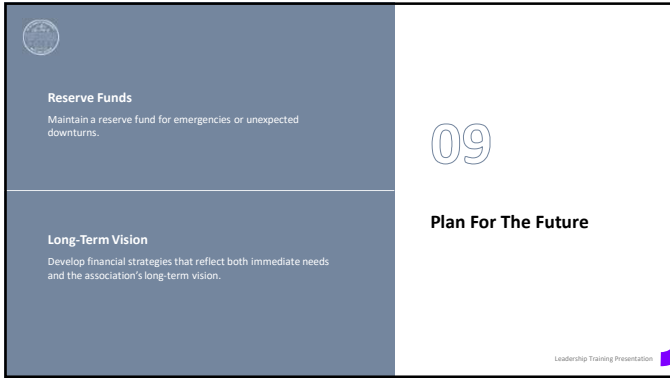
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Slide 85 content: A presentation slide with a dark blue background on the left and white on the right. The left side contains two sections: 'Reserve Funds' with the text 'Maintain a reserve fund for emergencies or unexpected downturns.' and 'Long-Term Vision' with the text 'Develop financial strategies that reflect both immediate needs and the association's long-term vision.' The right side features the number '09' in a large, thin font, followed by the title 'Plan For The Future'. A small logo is in the top left, and 'Leadership Training Presentation' is in the bottom right.

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Slide 86 content: A presentation slide with a white background. It features a small logo in the top left corner and a series of horizontal blue lines for writing. The text 'Leadership Training Presentation' is visible in the bottom right corner.

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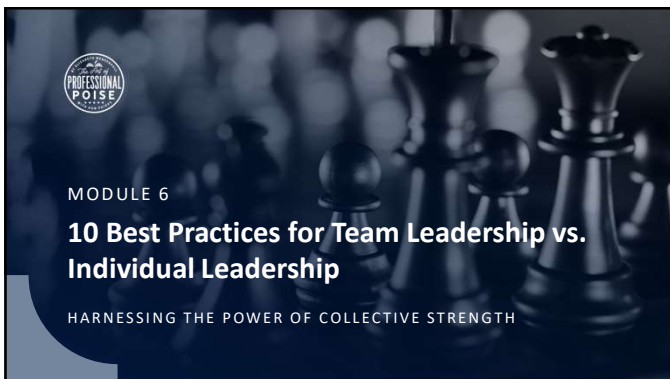
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Slide 87 content: A presentation slide with a dark blue background featuring a chessboard. The text includes 'MODULE 6', '10 Best Practices for Team Leadership vs. Individual Leadership', and 'HARNESSING THE POWER OF COLLECTIVE STRENGTH'. A logo is in the top left, and 'Leadership Training Presentation' is in the bottom right.

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**THE FOUNDATIONAL DISTINCTION**

Individual Leadership  
I LEAD

Team Leadership  
WE LEAD TOGETHER

Individual commitment to a group effort – that's what makes a team work.  
- Vince Lombardi

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 Best Practice 1  
**SHARED VISION**



**Benefit**  
Creates a united front and collective purpose.

**Tip**  
Conduct vision-setting workshops and ensure each team member contributes.

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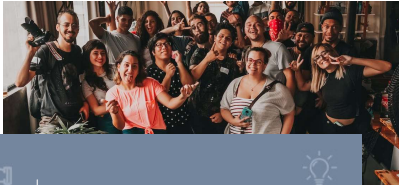
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 Best Practice 2  
**ENCOURAGE DIVERSE VOICES**



**Benefit**  
Diversity of thought drives innovation.

**Tip**  
Cultivate an environment where all feel comfortable sharing, irrespective of rank or experience.

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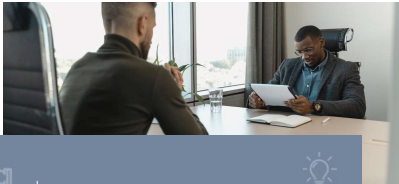
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 Best Practice 3  
**OPEN FEEDBACK CHANNELS**



**Benefit**  
Continuous improvement and adaptability.

**Tip**  
Implement regular feedback sessions where every team member has a voice.

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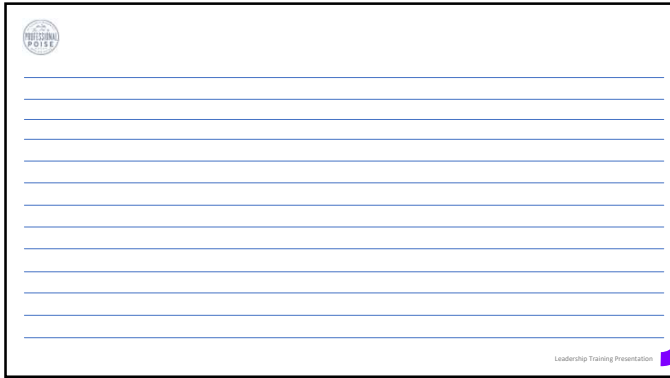
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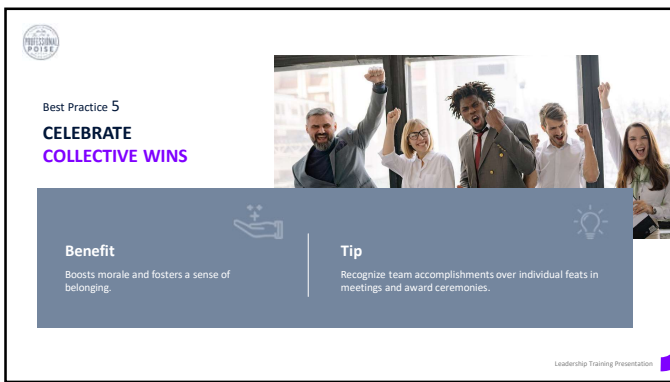
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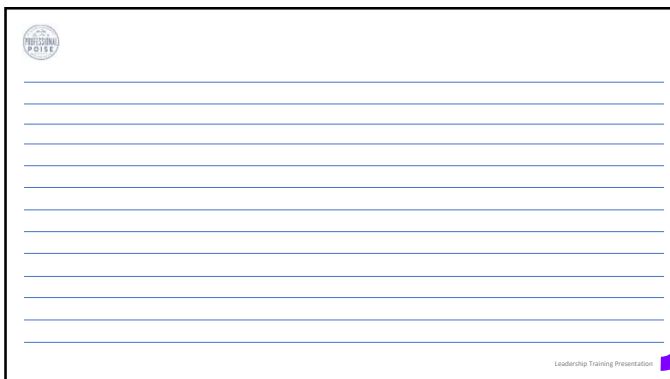
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Best Practice 7  
**SHARED RESPONSIBILITY**



**Benefit**  
Distributes pressure and fosters ownership.



**Tip**  
Ensure that tasks and responsibilities are clearly defined but shared among the team.



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Best Practice 8  
**EMBRACE COLLECTIVE LEARNING**



**Benefit**  
Elevates the entire team's skillset and knowledge.



**Tip**  
Organize group training sessions, workshops, and brainstorming sessions.



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**Best Practice 10**  
**UNDERSTAND**  
**INDIVIDUAL**  
**STRENGTHS**



**Benefit**  
 Maximizes the potential of the team.

**Tip**  
 Regularly assess and utilize each team member's unique skills and strengths.

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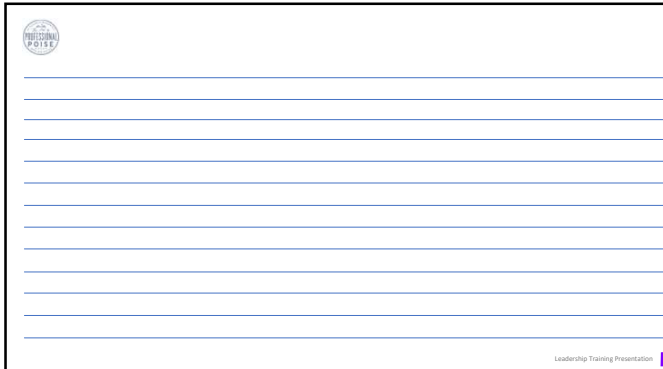
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**EMBRACE THE POWER OF "WE"**

While a strong leader sets the direction, it's the united strength of the team that propels forward movement.

Nurture, empower, and lead together for a brighter, collective future.

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**QUIZ**  
Which scenario sounds like a smoother sail on the Leadership Sea?

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**QUIZ**  
Which of the following reasons best explains why team leadership might be more effective than individual leadership?

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**Together, We Lead**

Remember, leadership is not about being in charge. It's about taking care of those in your charge.  
- Simon Sinek

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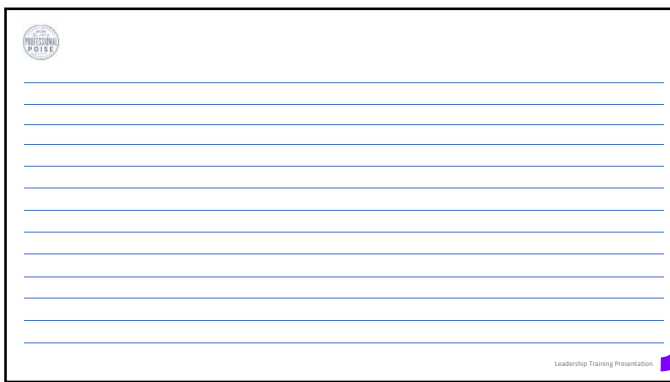
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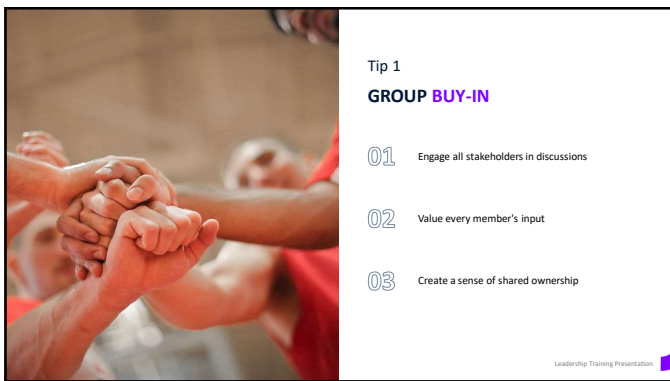
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Tip 2  
**THINK BIG**

- 01 Envision a grand future for the association
- 02 Challenge the status quo
- 03 Aim for growth, not just maintenance

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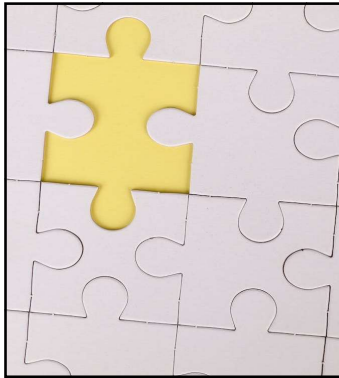
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Tip 5  
**ALLOCATE RESOURCES WISELY**

- 01 Budget for each strategic initiative
- 02 Ensure financial sustainability
- 03 Optimize utilization of manpower and assets

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Tip 6  
**CONTINUOUS COMMUNICATION**

- 01 Keep all stakeholders informed
- 02 Celebrate small wins
- 03 Address concerns promptly

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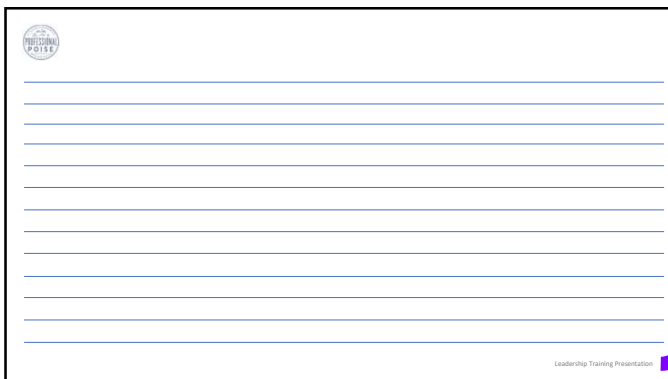
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Tip 8  
**FOSTER COLLABORATIVE SPIRIT**

- 01 Encourage teamwork and partnerships
- 02 Value diverse skill sets
- 03 Empower committees to take ownership

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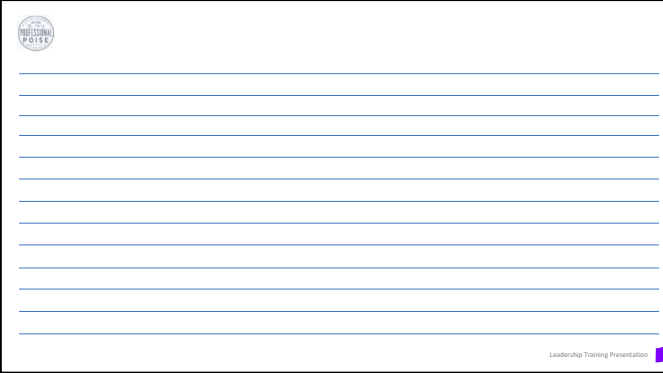
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Tip 10  
**CELEBRATE SUCCESS**

- 01 Recognize and reward efforts
- 02 Share success stories
- 03 Instill a sense of pride and accomplishment

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**QUIZ**  
When rolling out a strategic plan, it's essential to...

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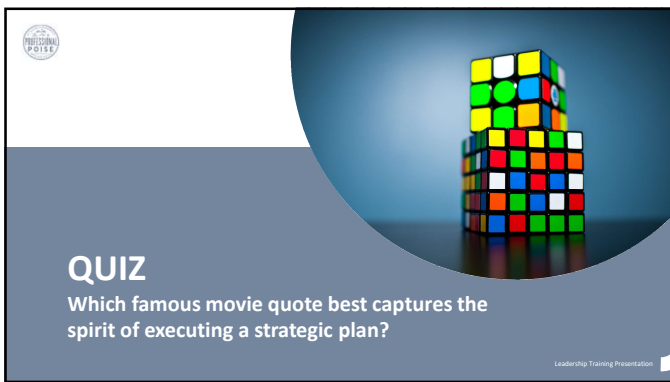
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**QUIZ**  
Which famous movie quote best captures the spirit of executing a strategic plan?

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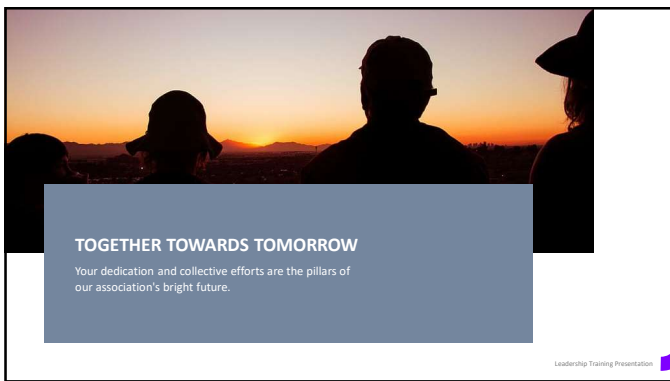
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**TOGETHER TOWARDS TOMORROW**  
Your dedication and collective efforts are the pillars of our association's bright future.

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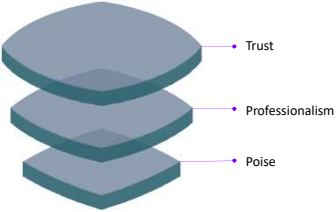
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**THE FOUNDATION OF LEADERSHIP**  
Leadership does not rest on authority or skills alone; it's anchored deeply in values.



- Trust
- Professionalism
- Poise

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**THE POWER OF TRUST**  
Trust is the glue of life. It's the foundational principle that holds all relationships.  
- Stephen R. Covey

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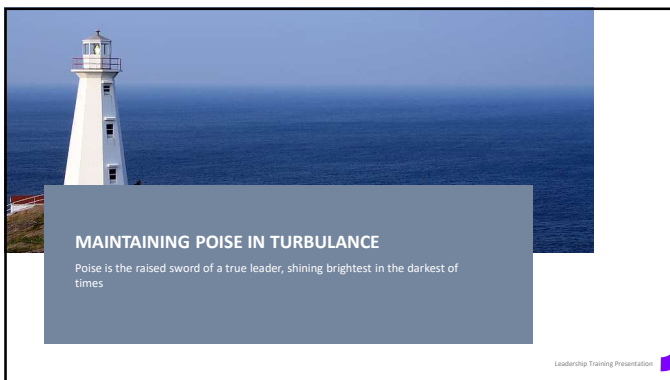
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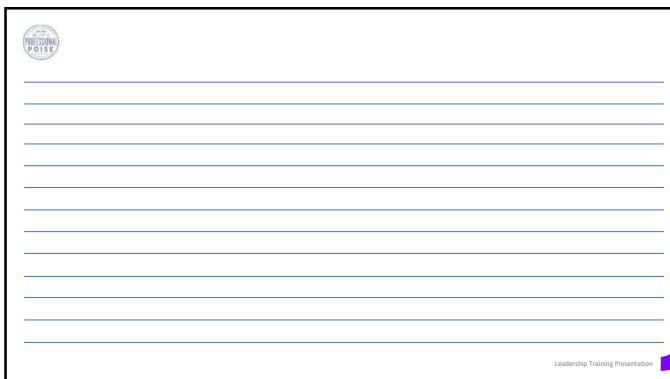
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BY ELIZABETH MENDENHALL  
*The Art of*  
**NAVIGATING**  
CONFLICT RESOLUTION  
\*\*\*\*\*  
WITH RON PHIPPS

**COMING SOON**

JANUARY 24, 2024  
WEDNESDAY  
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**THANK YOU FOR YOUR COMMITMENT!**  
FOR FURTHER GUIDANCE, FEEL FREE TO REACH OUT

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