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iLead

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Your Interactive Neighborhood Training Source



CULTIVATING NEW NEIGHBORHOOD LEADERSHIP

PREPARED BY

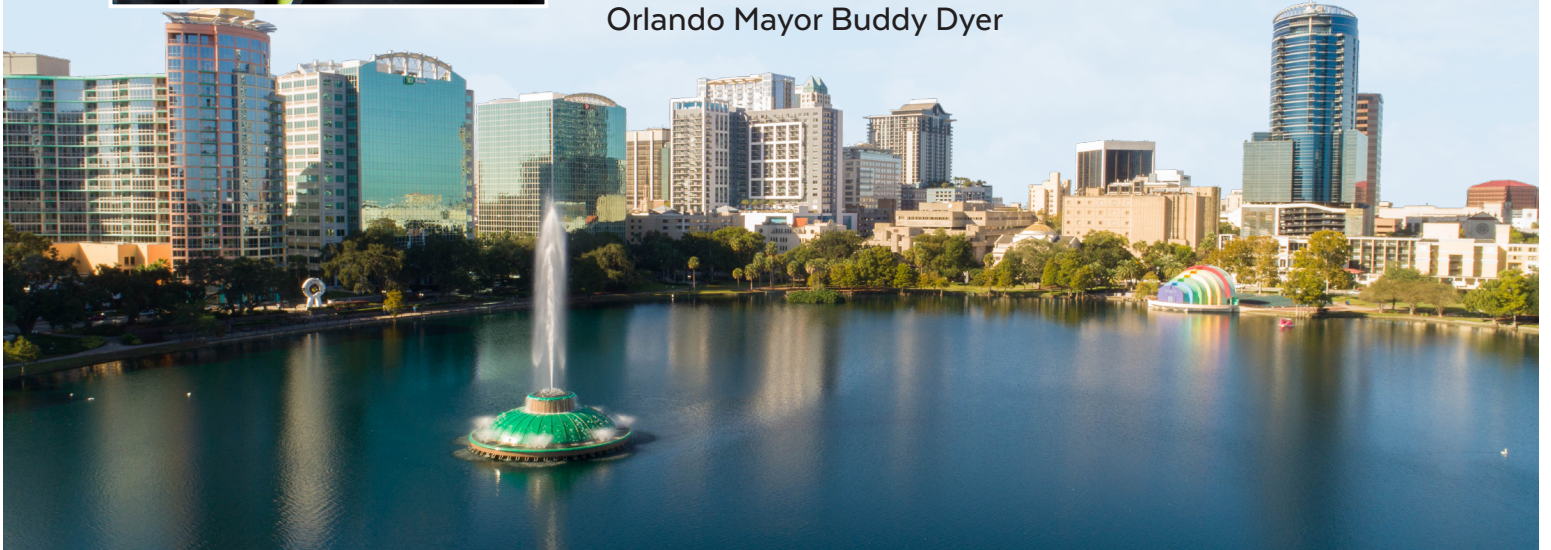


**CITY OF
ORLANDO**
COMMUNICATIONS AND
NEIGHBORHOOD RELATIONS



Our City strives to meet the needs of all residents who choose to call Orlando home. To do this, I have made it a priority for the Neighborhood Relations team to organize, support, mentor and guide residents and neighborhood organizations in their effort to keep Orlando a great place to live, work and play. In 2014, we launched iLead, a comprehensive neighborhood-training program that informs, connects and involves our neighborhood leaders through a series of interactive guides, videos, webinars and workshops. I encourage you to use the iLead program to build and sustain your successful neighborhood organization.

Orlando Mayor Buddy Dyer



iLead

Your Interactive Neighborhood Training Source

iLead is a comprehensive program that provides you with the tools to inform, connect and involve your neighbors through a series of guides, videos, webinars and workshops. These tools cover topics such as how to effectively hold meetings, how to utilize a variety of communication tools and how to engage the next generation of leaders. Whether you download a guide, view a video, participate in a webinar or attend a workshop, iLead is your one stop shop for online leadership training.

iLead offers more than 25 comprehensive guides, including:

- Board Orientation and Operations
- Communication Tools
- Effective Meetings
- Engaging the Next Generation of Leaders
- Event Planning
- Ice Breakers
- Leadership Skills
- Neighborhood Grants
- Parliamentary Procedures made Simple
- Writing Your Neighborhood History

View the full list of guides on a variety of topics relevant to neighborhood associations at orlando.gov/ilead.



Strong leadership gives a neighborhood organization confidence. For neighborhood organizations to flourish it is important to have solid leadership. Too often, we as individuals rarely think of ourselves as leaders. Part of your job as a neighborhood leader/board member is to continually **IDENTIFY** and **DEVELOP** leaders. The task of recruiting and developing leaders has to be an ongoing activity of your neighborhood organization. **A KEY IN BEING AN EFFECTIVE NEIGHBORHOOD LEADER IS RELATIONSHIPS** – the relationship between you as a leader and the organization’s members.

TO GROW THE POOL OF POTENTIAL LEADERS

for your neighborhood organization, it is important that the relationship between the leaders and members moves from “I do things for you” to “we do things together.” The bottom line is the neighborhood leadership needs to delegate work to members or committees. In the words of Benjamin Franklin, “Tell me and I forget. Teach me and I remember. Involve me and I learn.” People need to feel valued and appreciated by the organization before they start to invest their time, talent and knowledge in the neighborhood organization.

A hands-on experience working on organization projects and business is a great first step in cultivating future leaders for the organization. By being involved at the committee level or in a specific project, members have an opportunity to learn how the organization functions, get to know other members and experience the impact their role has on the organization.

If your association is not intentionally cultivating leaders, it may fall into the trap of the same members serving on the board or in officer positions for years. It is common, especially with voluntary neighborhood organizations, for a president to serve three, five or even ten years in a row. Why does this happen? Primarily because the association and its leadership don’t think about recruiting their replacements until election time and there is not a formal process in place to identify members that are interested in serving in an elected position.

STRONG LEADERSHIP GIVES AN ORGANIZATION:



- Cohesiveness
- Continuity year to year
- Guidance
- Motivation
- Stability
- Unity in purpose

So, the president or a board member will ask at a meeting or in an email for members to run for elected positions. Often times, nobody comes forward to run for the offices and through “default” the sitting officers and/or board members serve another term. Also in these situations, the board may eventually be perceived by the members as being elitist, entrenched, self-serving and out of touch with its members



It is healthy to **ROTATE THE LEADERSHIP** of the neighborhood organization. By rotating new members on the board and in officer roles, the association is giving more **MEMBERS A CHANCE TO PARTICIPATE** in setting policies and in the operation of the organization.

HOW LONG IS TOO LONG TO SERVE IN A SPECIFIC OFFICER OR BOARD POSITION?

There is not a simple answer to this question. The answer depends a lot on the needs and personalities of the association and its members. Some association bylaws limit the number of consecutive terms one member may serve. Too often a strong and/or popular president ends up serving for years until they are exhausted and decide to step down.

There are many opinions about how long is too long. A general rule of thumb for the length of time one person serves consecutively in the same leadership position is two to four years, with annual elections. Some neighborhood organizations have been successful with two-year officer terms and one to three year staggered board terms. When officer terms are for two years it allows the officer to spend the first year learning the officer role and gaining experience leading the organization, then gaining momentum in the second year of the term.

ARE TWO-YEAR TERMS GOOD FOR THE ASSOCIATION?

Again, the answer depends on the association and the leadership. The great thing about elections is the members have the opportunity to determine how long a member serves in a board or office position.

To grow as an association, it is very healthy to change the leadership. Often new board members and officers bring fresh ideas, new ways of looking at issues, different expertise and knowledge that broadens the leadership base of the association.



The following **TEN SUGGESTIONS** will help your organization cultivate a solid leadership pool. To be successful, your organization needs to be **STRATEGIC, INTENTIONAL AND CONSISTENT** in identifying, recruiting and training members to lead your organization. This is the best way to ensure the sustainability and success of your organization.



JOB DESCRIPTIONS

Have written job descriptions for all your officers, board of directors and committee chair positions.

RESOURCES FOR JOB DESCRIPTIONS:

- Your organization's bylaws and governing documents.
- "Roberts Rules of Order", Newly Revised 11th Edition, pages 432-451.
- Conduct Internet search for samples.

TIPS

- Be brief.
- Be realistic – you are all volunteers.
- Keep it simple.

"Whether you think you can or think you can't, you are usually right." – HENRY FORD



SEEK SKILLS & ABILITIES

It is healthy to do a board assessment of skills, knowledge and abilities needed to operate the association at least five to six months prior to elections.

This assessment will help the current board identify the knowledge and expertise the association may need for the coming years. Identify members/neighbors that may have these skills, expertise and knowledge the board needs.

TIPS

- Outline the skills, abilities and knowledge on a one page sheet to use as a recruitment tool.
- Let members know what knowledge, skills and expertise the association needs in board and officer positions.
- Identify and recruit members that have the knowledge and expertise needed.



USE A COMMITTEE

Since we as individuals rarely think of ourselves as leaders, some of us will not volunteer in a group setting to run for an association office.

Why not consider creating a standing nominating committee consisting of three members, other than sitting board members and officers, which continually scout for potential board members and officers. This committee should know what skills, abilities and knowledge the board and association needs. The committee members can approach individuals personally to ask them to serve because they have the skills needed to help the organization. People are flattered and tend to consider serving when approached personally instead of in a crowd. This committee doesn't have the power to "elect," only to recruit members to run for a board or officer position. Mandatory associations need to make sure this type of committee will not violate their governing documents.

TIPS

- Use this committee all year to recruit and keep track of members that express an interest in serving in an elected position.
- This committee should not be used to run the elections or count votes since it is tasked to recruiting members to run for an elected position.
- Keep this committee small and staffed with members that are respected; past board members or officers may be good members.

“Good leaders make people feel that they’re at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centered and that gives their work meaning.”
– WARREN BENNIS



USE STEPPING STONES

Some members want to “ease” into becoming involved in the association instead of jumping right in and running for an elected position. Serving as a committee member and/or chairman may be a great roadmap to leadership in your organization.

Serving on a committee, helping organize an association event or working on a specific project or issue for the association is a great way to engage and cultivate members for larger roles in the association. Committee work will get members involved and give them the experience on how the association works. It also gives the officers and board an opportunity to see the member in action and learn the strengths the member has to offer the association.

TIPS

- Provide clear and concise instructions on the purpose, goals and expected outcome of the committee or project at the start; get committee buy-in on timelines and deadlines.
- Let go – DELEGATE -- allow the committee chair and members to do the job their way, as long as the expected outcome is achieved.
- Recognize and thank the committee members for their work and time...do it often and without delay in writing and verbally.



RECRUIT CONSTANTLY

Association board/officers need to constantly recruit members to serve on the board and committees. Recruiting person to person may be more effective than asking at an association meeting. Being approached or being asked to volunteer in a group setting may be intimidating for some people who are interested but don't want to express that interest in front of lots of people.

TIPS

- Make board and officer job descriptions accessible to members at all association meetings.
- Approach the member in person about serving because of their knowledge and expertise.
- Leave with them any forms they may need to complete to run for an officer or board position.
- Consider recruiting for a committee or project position if the individual is hesitant about serving on the board.

USE CO-CHAIRS

Select co-chairs and officer-elects where appropriate. The way to expand someone's comfort zone with a job is to give him/her an opportunity to watch someone else do the job, to practice parts of the job, and to get a feel for the overall activity.

By pairing an experienced chair with an inexperienced co-chair, the novice will have time to get up to speed on skills and processes needed to succeed. It takes the pressure off both leaders. And, it gives the neighborhood organization breathing space, knowing that the position is covered for two terms. Check your bylaws to determine if you need to amend them to reflect officer-elect positions.

TIPS

- Define the role and tasks of a co-chair or officer-elect in advance; it can become awkward and/or detrimental for committee and organization if the co-chair or officer-elect roles are not clearly defined.
- Be sure it is clear that the co-chair or officer-elect is expected to assume the chair or officer position the following year; touch base once or twice within the year to see if the co-chair or officer-elect is comfortable and feeling prepared to assume the leadership position.
- Be sure your bylaws and governing documents will allow the association to have officer-elects and co-chairs; these documents may need to be amended to reflect the change.
- The election process outlined in your bylaws or governing documents for officer elections state that when electing an "officer-elect" the members are voting for this person to serve two years.

"A leader, like an orchestra conductor derives his/her true power from his ability to make other people powerful." – FROM THE ART OF POSSIBILITY



DELEGATE

It takes time, experience, delegation and leadership to move a neighborhood organization from the president, officers or board members doing all the work to an organization where the detailed work is done by committees.

Evolving into a member driven organization is one of the most effective ways to sustain your neighborhood organization and foster future leaders. Delegating tends to be a hard task for officers in neighborhood organizations. Too often the elected leadership: doesn't take the time in the beginning to clearly and concisely outline the purpose, goals and outcome for the committee or members handling the tasks; decides it is easier to do the work or tasks themselves; has the attitude that the only way it will be done right is to do it yourself, and; "hijacks" or goes around the committee assignment or project by handling the tasks before the committee has the chance.

Working on a committee or on an individual assignment or project is a great way for members to be more engaged in the association. It gives the members a chance to demonstrate their skills and knowledge, learn new skills, provides them with experience and may motivate them to become more involved in the association through an elected position.

TIPS

- Spend time outlining in writing the assignment or task that you or the board needs done; include deadlines, budgets and resources needed to handle the assignment; be sure the board is in agreement with the tasks prior to making the assignment.
- Identify the right committee and members to complete the assignment; be sure the members are interested in handling the assignment versus "forced" to complete the assignment or task.
- Make sure the committee members understand the assignment, deadline and outcomes from the start.
- Let the committee handle the assignment their way — be supportive without dictating or demanding your way — unless they are way off course.



BE A CHEERLEADER

Act positive about your leadership position. Your members assess the value and complexity of your elected position by your actions, attitude and words. If you are positive and enthusiastic about serving, others will be interested in serving on the board or as an officer.

TIPS

- Officers and board members are role models for their positions; members are watching your actions and listening to your words – stay positive about your position.
- Avoid sabotaging your recruitment efforts by complaining to members about the challenges and difficulties of serving as an officer or board member for the association.

“Leadership is practiced not so much in words as in attitude and actions. The best way to inspire people to superior performance is to convince them by everything you do and by your everyday attitude that you are wholeheartedly supporting them.” – HAROLD S. GENEEN, AUTHOR



TRAIN POTENTIAL LEADERS

Knowledge is power. Through leadership development, members can build the skills and knowledge they need to perform effectively in their neighborhood organization. The City of Orlando Office of Communications and Neighborhood Relations (407.246.2169) and the Orange County Neighborhood Preservation and Revitalization Division (407.836.5606) offer free training to neighborhood organizations.

The City and County also co-sponsor the Community Connections workshop series, held the second Saturday of each month (ocfl.net/communityconnections). The free Community Connection workshops engage, inform and educate neighborhood leaders and volunteers about city and county services, leadership development, best practices for operating successful associations and engaging neighbors to ensure the livability of a neighborhood.

Training programs connect participants to resources and helps them build relationships inside and outside of their community. iLead is your interactive neighborhood training source. It is a series of guides, videos, webinars and workshops for neighborhood leaders.

In addition, both the City and County conduct annual neighborhoods conferences. Orlando Mayor Buddy Dyer's Neighborhood & Community Summit is held in the spring of each year and Orange County's Community Conference is held in the summer of each year. Both conferences are one day with a series of workshops and exhibitors relevant to neighborhood organizations.

These conferences are also great opportunities for networking and making friends with other neighborhood leaders and volunteers. The Florida Neighborhoods Conference, FNC (floridaneighborhoodconference.org) is held in the summer which brings together neighborhood leaders and volunteers from all over Florida; the Neighborhoods USA, NUSA (nusa.org) conference is national.



TIPS

- Conduct briefings on how your association operates.
- Engage members in setting the annual goals for the association.
- Take advantage of the training offered by your local government; City and County staff will attend your meetings or help you organize a briefing or workshop just for your members interested in leadership position with your association. Call our office for a schedule of workshops or to discuss customized training for your association.
- Encourage members to attend the annual neighborhood conferences held by the City and County; consider budgeting to send members at the expense of the association.



PROMOTE THE BENEFITS OF ELECTED POSITIONS

Members are more likely to volunteer their time if they see value in their participation. Most people are involved in their association because they want to protect their home and neighborhood. Others join to get to know their neighbors. No matter what the motivation is to be involved in the neighborhood organization, members will stay connected and engaged when they value their participation. To encourage members to serve in a leadership role, play up the benefits of serving.

THE BENEFITS INCLUDE:

- Meet new people in and around the neighborhood and community.
- Meet and work with your City or County Commissioner.
- Expand your knowledge and access to government resources and services to help your neighborhood.
- Stretch your limits (many of them self-imposed).
- Learn how to sell your ideas to others.
- Master the art of working as a part of the team.
- Learn and practice developing and implementing solutions to neighborhood issues and concerns.
- Discover the secret of getting people to work with you.
- Improve your public speaking skills.
- Experience new things you've never done.
- Unleash your creativity.
- Show your children you're into learning and volunteering.
- Expand the circle you count on as friends.
- Interact with people who are as invested in your neighborhood as you.
- Be a mentor or a role model for others less experienced than you.
- Feel good about doing something for others and making a difference in your neighborhood.

TIPS

- Include the benefits with the job descriptions.
- Outline the benefits on all nominating forms used by the association.

“What separates those who achieve from those who do not is in direct proportion to one’s ability to ask for help.”
– DONALD KEOUGH, FORMER PRESIDENT OF COCA-COLA





SAMPLE OFFICER DESCRIPTIONS

PRESIDENT OR CHAIRPERSON

The president serves as the chief executive officer of the association. The president serves at the will of the board of directors and can be removed with or without cause at any time by a majority of vote by the board of directors or as outlined in your association bylaws.

Examples of the duties and responsibilities of the president are:

- Presides at all meetings of the association, including helping the secretary prepare the meeting agenda, and to begin and close the meeting. ALWAYS introduce yourself at the beginning of the meeting. Don't assume everyone in the meeting knows who you are.
- Appoint a chairperson to all committees and task forces. Serve as an ex-officio member of all committees, except nominating committee. Serving as ex officio does not mean the president has to attend the committee meetings. The president should not serve as a committee chairperson.
- Has the authority to authorize specific actions in promoting the board's policies.
- To lead orderly discussions by tactfully and politely enforcing rules that offer every member a chance to speak for or against a motion.
- To determine whether or not enough members (a quorum) are present to conduct business.
- To inform people as to how the meeting will proceed. Review the agenda and explain each motion before it is voted upon.
- Voting to break a tie.
- Serves as spokesperson for the board of directors in most matters relating to general association business.

VICE PRESIDENT

The vice president of the association is responsible for performing the duties of the president in the absence of the president. The vice president could become the president and therefore could be in training for that job.

Examples of the duties the vice president may perform are:

- Coordinates committee chairperson and report status to the board.
- Assumes duties as defined or assigned by the president and/or board of directors.

TREASURER

The treasurer is the custodian of the association's funds and financial records.

Examples of the type of duties and responsibilities the treasurer performs are:

- Coordinate the development of the proposed annual budget for the association.
- Keep account of all revenues and expenditures, usually signs all checks or vouchers.
- Pay all the expenses of the association, upon authorization of the board.
- Present a written report each month to the board of directors and/ or association of the month's disbursements and the balance on hand.
- Prepare all financial reports in accordance with applicable Florida law and IRS Codes.



SECRETARY

The secretary is responsible for maintaining the records of the association, preparing the notice for all board and membership meetings, and authenticating the records of the association.

Examples of duties and responsibilities the secretary may have are:

- Manages the meeting sign in and informs president about the number in attendance for the president to determine quorum.
- Takes the minutes of meetings and keep a permanent, accurate record of what has taken place in meetings.
- Prepares written minutes for the board of directors reads the minutes at every meeting.
- Is familiar with previous minutes in order to provide needed information to the president.
- Receives and handles all correspondence addressed to the association.
- Prepares notices of all association meetings.
- Keeps an accurate list of members' names, addresses and telephone numbers.
- Secretary is the custodian of all the association records. For example, the Florida Division of Corporations Annual Report.

WHAT ARE YOUR IDEAS FOR A SUCCESSION PLAN FOR YOUR ASSOCIATION?

Here are some questions to consider when creating your association's leadership succession plan:

1. How will your association identify and recruit potential leaders?
2. How will your association promote leadership opportunities?
3. When will your association start promoting board/officer elections?
4. What association committees and/or board positions would be helpful for someone to serve in prior to serving as your association president?
5. What training do you feel association officers and board members need to have?

NOTES

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STAY INFORMED, CONNECTED AND INVOLVED

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