

members, may form a new association or negativism will set in. If the last two events happen, membership will decline and the organization will eventually die a natural death. Officers at all levels must make sure that the members' **PERSONAL NEEDS** are met. One must make sure that operations are periodically overhauled and modernized. While the overall goals and objectives of an organization rarely change basically, the ways in which they are implemented need continuous surveillance, improvement and up-dating.

Busy people don't want to take on time-consuming, lengthy commitments along with those they already have. Consequently, in many organizations, there develops a tendency to perpetuate the status quo and some members stand like a rock in the face of change. "What has been good is good and shall be good for evermore, amen," can describe an attitude very common to a great many people in all types of work settings and social groups. In the 1670's, Samuel Butler wrote:

He that complies against his will
Is of his own opinion still.

Thus, the president must guard very carefully against imposing new ideas upon others too quickly. New ideas are vital, so she must work very hard to overcome resistance to change.

D stands for **DELEGATION**. Successful leaders delegate as many duties as they possibly can. Being president, especially if a person has just assumed office, does take time. Don't forget, however, that a lot of the work can be delegated to members of the executive committee. Remember, too, that delegation provides for the growth and development of others. By providing learning experiences, the way is paved for others to follow into the presidency, smoothly and harmoniously. The mark of a good manager in the work setting is one who can go on vacation and not be missed, because all of the subordinates have been well trained to carry on efficiently in his or her absence. The president should be able to miss a single meeting and know that she has a competent assistant to carry on. It just takes clear instructions to the person to whom the work has been delegated. If others will be available for consultation, the assistant should be told in advance. Occasionally, it is wise to check up informally to make sure that all is going according to schedule. If the president practices the art of delegation, she will be surprised at how much extra help she will receive cheerfully and willingly when it is needed.

The final letter is **S** which represents **SOCIAL EFFECTIVENESS**. An office such as a presidency may bring with it a great deal of honor, glory or the admiration of others. However, the person who coasts along on prestige bestowed, will merely be a figurehead. She won't be an effective leader and she won't help the group she represents. The president should never forget that she is doing business on behalf of, and with, her group and she must also remember that any success or failure is chalked up for or against her.

Harry Truman, when he was president of the U.S., had a sign on his desk saying "the buck stops here". The buck does stop with the president because her prime objective should be to keep together a well-knit organization which works democratically for the good of all its members. Diplomacy and tact are essential characteristics for a new president to develop, if they don't come naturally to her. One of the first things to remember is

the need to practice requesting something of others, rather than demanding it of them.

Most people have, on one occasion or another, been infuriated because someone telephoned them out of the blue and demanded that, for example, they bake six pies or sell four books of raffle tickets. This action often annoys the receiver of the call so much that she offers all kinds of excuses as to why she can't carry out the request. Yet, had she been asked, if she could help and what would she like to contribute, the chances are fairly high that she would volunteer to bake the six pies! Thus, consideration of others is essential. Please don't be like the person who initially refuses to delegate tasks, tries to carry out the work of the entire committee single-handed, finds the load too heavy, begins to dictate what everyone is to do, then wonders why no one is willing to pitch in and help. Worse still, at this stage she blames everyone else for doing a poor job.

To become socially effective, the president must try to acquire a sense of poise; something the born leader has but something that can be learned by others. It is necessary to practice self-control at all times, to curb any desire to engage in mischief and, at least outwardly, try to remain calm. Graciousness is not always acquired easily. If the president can accept criticism, disappointment and, occasionally even defeat, then she will grow considerably in stature.

Some people refuse office because they are shy and are afraid they will make mistakes. Remember, everyone has an occasional failure, even hockey and baseball stars. No ball player gets a hit every time he's up. If the president takes the time to learn parliamentary procedure and the rules of etiquette, she will soon learn to do by doing; a time-proven maxim of the Women's Institutes. In this way, she will quickly gain self confidence. Better still, if she can laugh at her mistakes, yet learn by them, she is well on the road to success.

In summary, presidents and presidents-to-be should ensure the following:

Obtain good **PARTICIPATION** from the entire group.
Make certain that an air of **ENTHUSIASM** pervades the meeting.

ENCOURAGE members in order that their **NEEDS** are met.

Seek out and introduce new **IDEAS**.

Slowly, but effectively, overcome any **RESISTANCE** to **CHANGE**.

See that tasks are **DELEGATED** to others in order that they can gain experience and, in turn, be groomed for leadership roles.

If this is accomplished, then the president, herself, will be **SOCIALLY EFFECTIVE** and **TEAM DEVELOPMENT** will take place, allowing others to develop to their greatest potential.

Participation and team development, the words which come from the first and last letters of the word president, are important ones for success. Remember **PARTICIPATION** and **TEAM DEVELOPMENT**, as well as the words of the poet, John Donne, who wrote:

No man is an island entire to itself;
Every man is a piece of the continent,
A part of the maine.

The person who remembers these words is already on the way to becoming a successful president in FWIO.