

The background features a series of concentric, overlapping circles in shades of light blue, teal, and light green, creating a sense of depth and movement. The overall color palette transitions from a soft blue on the left to a gentle green on the right.

WELCOME

New Local Presidents!!



6 Questions

- Where do you securely keep your files?
- Where do you conduct Union Business?
- How do you preserve electronic documents?
- How do you transition the passing of information from one regime to the next?
- What preparation have you made for the unforeseen (death, resignation, crime, etc.)?
- Does your local owner a computer and a 3 in 1 printer?
- Table Talk: 5 Minutes



Need to Knows..



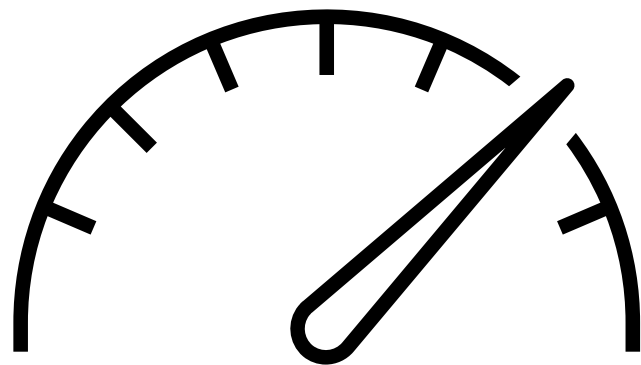


Introductions

Name

Local

??



Going from Zero to President: How to Make Your Hopes and Dreams a Reality

Kerry Broderick, Labor Relations Specialist, Tarrytown Regional Office



How did you get
here?

...the Presidency??

How did you assume your role?

I am the President because:

I have all the right stuff to be President

People asked me to run - no prior leadership

I have been part of succession planning

No way was incumbent getting another term

Part of a larger group plan to change the direction of local

No one else wanted it

Other

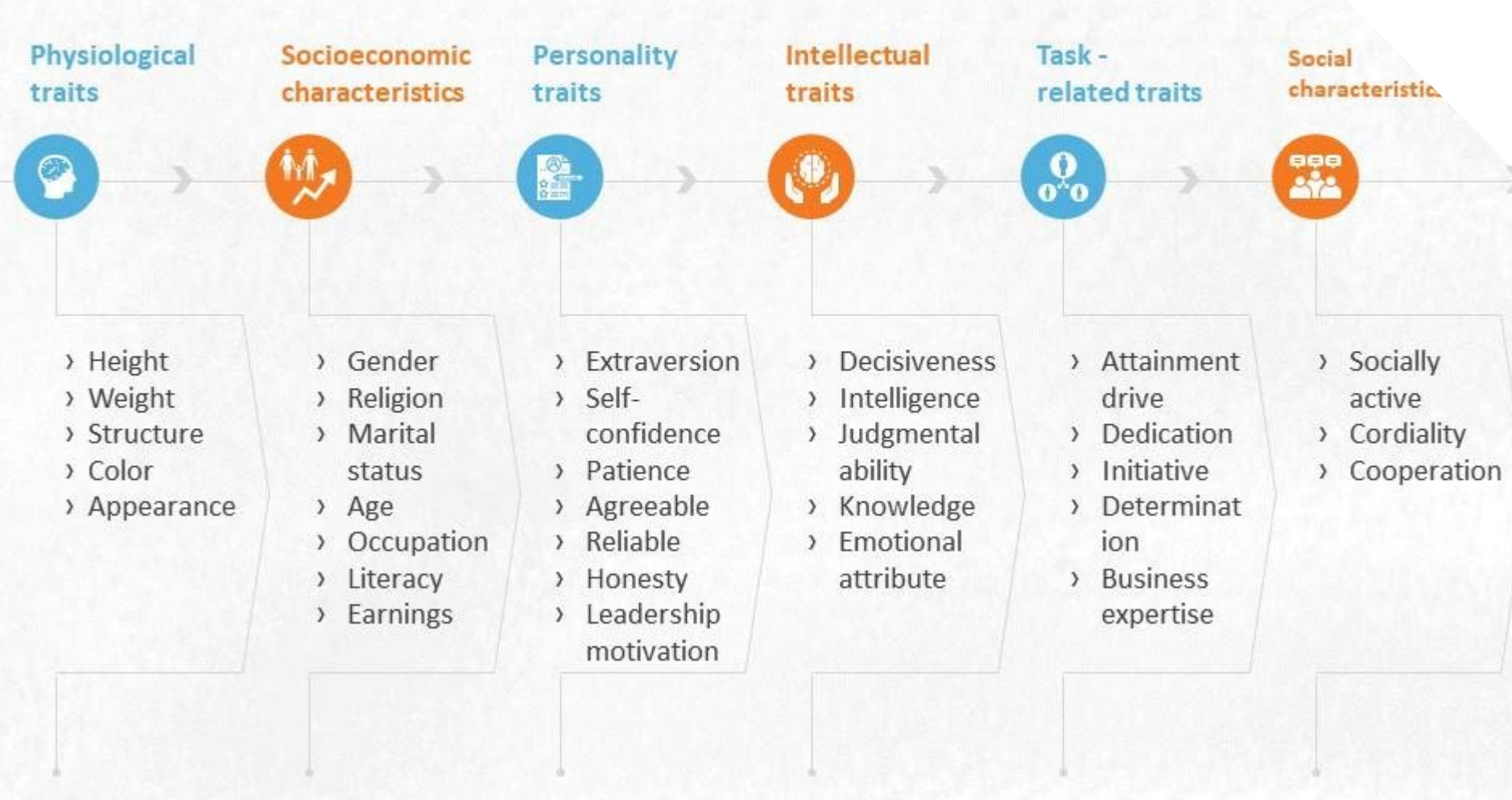
Trait Theory

- Leaders have an inherent trait, skill or ability that predisposes them to assume a leadership position.
- Think of a trait that might and include in [word cloud](#)



Trait Theory of Leadership

The purpose of this slide is to provide the trait theory of leadership to predict effective leadership.



Great Events Theory

- A crisis or important event may cause a person to rise to the occasion
- This can bring out extraordinary leadership qualities in an ordinary person.
- Can you think of any events now that have caused a person to rise unexpectedly?



Considered Choice

- An individual becomes a leader as a result of his/her calculated pursuit of a particular position or office
- Also known as transformational leadership
- Succession planning



Let's
Review....

Leadership Theory

Bass' theory of leadership states that there are three basic ways to explain how people become leaders. The first two explain the leadership development for a small number of people.

Trait Theory. Some personality traits may lead people naturally into leadership roles.

Great Events Theory. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person.

Transformational Leadership Theory. People can choose to become leaders and can learn leadership skills. It is the most widely accepted theory today.



- **However you got to the Presidency -**

The basis of good leadership is honorable character and selfless-service to your organization. Your leadership is everything you do that effects the organization's objectives and the well being of those that follow you. Respected leaders concentrate on what they are [be] (such as beliefs and character), what they [know] (such as job, tasks, and human nature), and what they [do] (such as implementing, motivating, and provide direction).

What makes a person want to follow a leader? People want to be guided by those they respect and who have a clear sense of direction. To gain respect, the leader must be ethical. A sense of direction is achieved by conveying a strong vision of the future.

What you cannot enforce, do not command.
— Sophocles

What are Best Practices?

- A *best practice* is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result

What are your “Desired Results”?

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Focus areas

- Communications
- Governance
- Collective Bargaining
- Leader Conduct

Communications:
Mechanism(s)

- 1:1
- Large Group
- Small Group
- Social Media
- Electronic
- Paper

Communications:
Frequency

- Daily
- Monthly
- Quarterly
- As-Needed

Communications: Purpose


- Identify the goal of the communication
- Ensure that the content satisfies the goal
- So..... if the goal is to share what happened at a meeting

Is the content:
a list of available member benefits?
Meeting Minutes?

Communications: Intent

- Inform
 - This is what happened....
 - This is what the law says....
- Inoculate
 - We expect the employer to.....
 - The Supreme Court will probably...
- Investigate
 - Let us know what you think about...
 - Share your ideas with us.....

What are your Communication Best Practices?

A large, empty rectangular box with a double blue border, intended for writing communication best practices. The box is centered below the question and occupies most of the lower half of the page.

Governance: Documents

- Constitution
- By-Laws
- Policies

- ? Reflective of practice?
- ? Relevant to members?
- ? Understandable?
- ? Available

Governance: Positions

- Necessary
- Filled
- Trained
- Empowered

What are your Governance Best Practices?

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Collective
Bargaining:
Proposal
Development

- Level of Membership Input
- Culling Proposals
- Team Decisions

Collective
Bargaining:
Research

- Regional office
- Committees
- Anecdotal
- Focus Groups

Collective Bargaining: Transparency

- Sharing proposals
 - Ours
 - Theirs
- Focus Groups
- Bargaining Status
- Crisis Level

Collective
Bargaining:
Expectations

- Setting Goals
- Sharing Goals
- Norms
- Level of Sacrifice

What are your
collective bargaining best practices?

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CONDUCT

- Every local should have clear, consistent expectations about how leaders will conduct themselves in the administration of union business.
- What are yours?

Leader Conduct

- Availability
 - defined if limited
 - chain of command
 - Accountability
 - follow-through
 - communicate
 - accurate reporting
-
- Integrity
 - discretion
 - confidentiality
 - honesty
 - direct answers
 - Humility
 - receive criticism without anger
 - acknowledge imperfection

Leader Code of Conduct

- International Association of Fire Fighters Manual of Common Procedures
- *<https://fairfaxfirefighters.org/files/50/.../IAFF-Manual-of-Common-Procedure.pdf>*
- NYSUT Code of Ethics Frameworks (page 12 of binder)
- Written Expectations
- Accountability Standards

Other best practices

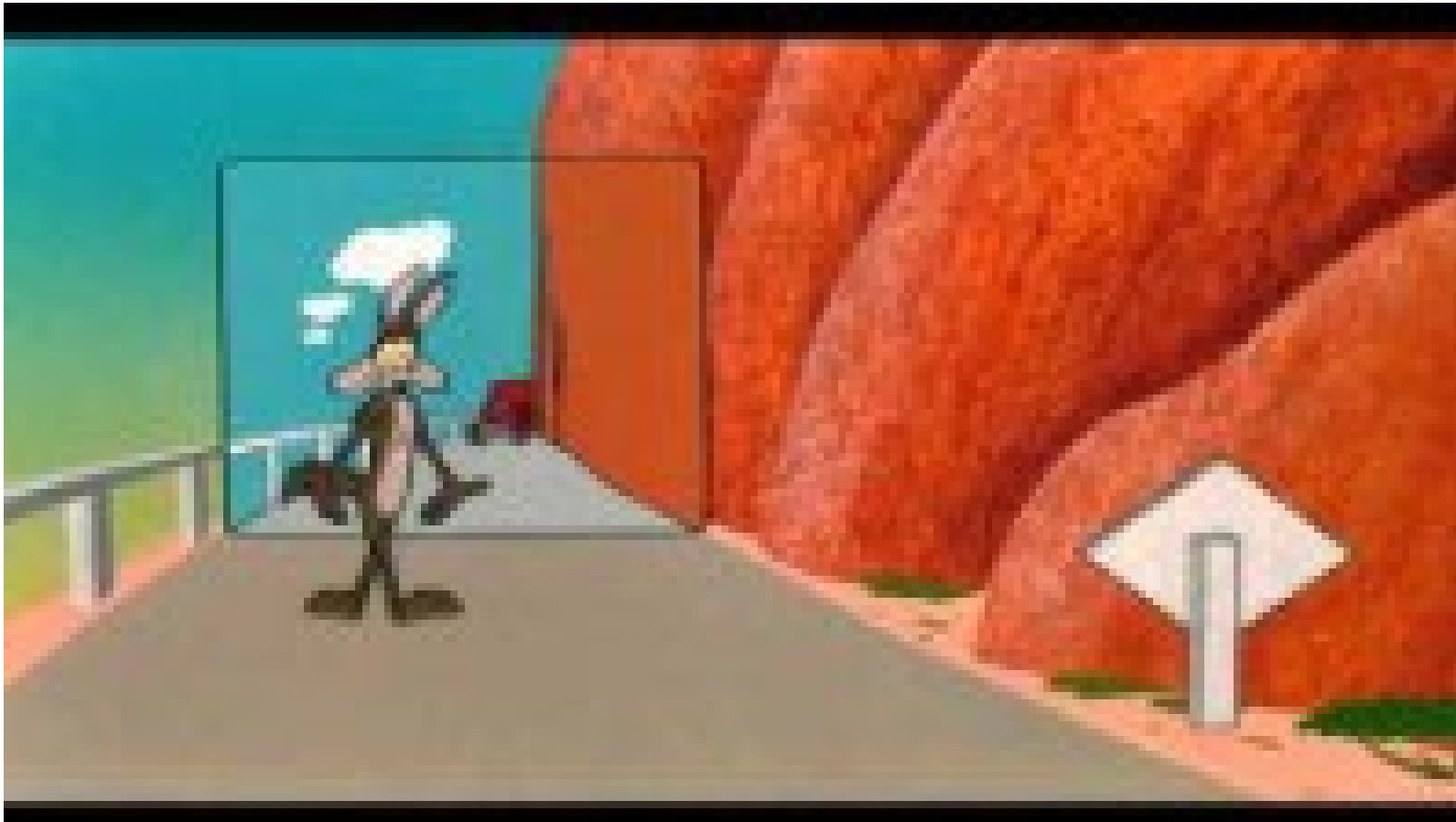
- Use your LRS
- Open your mail
- Talk to your LRS
- Answer promptly
 - acknowledge vs. respond
- Do not gossip
- Share information with your LRS
- Schedule wisely
- Delegate appropriately
- Consider the advice of your LRS
- Honor your commitments

- In reality there is no “best” way to do anything (except, maybe, CPR). Your job as a leader is to identify the smart way to handle the many facets of your work.



- Tips:
 - identify “idle opportunities” and take advantage of them
 - break loose from convention
 - challenge assumptions
 - identify and acknowledge potential vulnerabilities

What kind of a leader will you be?



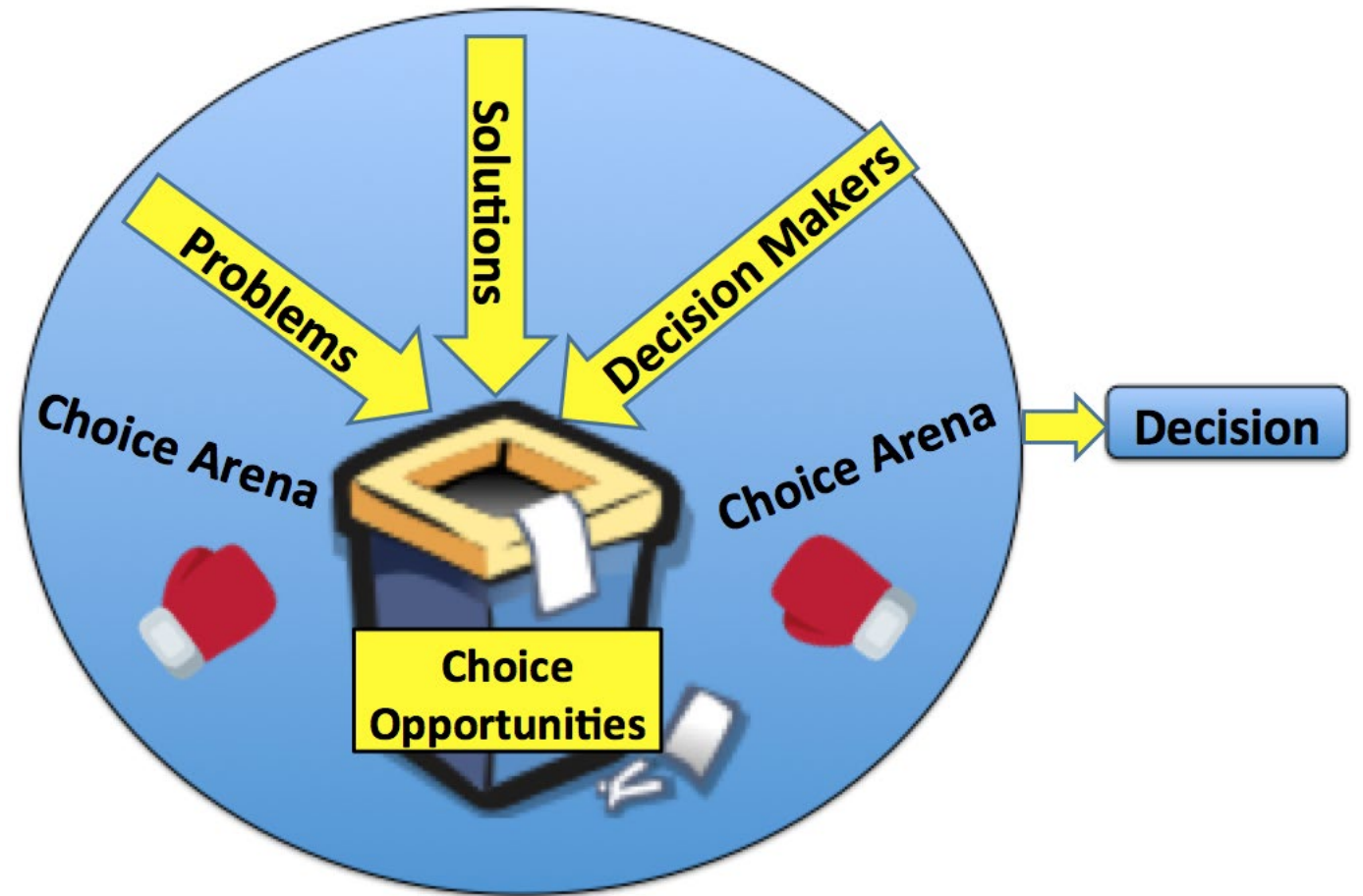
Activity

- Read the article *Are you a Road Runner Leader? OR a Wile E Coyote Boss?*
 - List the characteristics of a Road runner leader
 - Then go back and list the matching characteristic of the Wile E. Coyote Boss?
- Post on the wall.

Let's see how this may impact you with members, management?



- You will also be presented with “issues” daily... How will you “pick your battles??



LRS/ADMINISTRATION/EXEC BD/ MEMBERSHIP

Focus Questions:

- ✓ What is the importance of this relationship?
- ✓ What is the current state of this relationship? Why
- ✓ What do you want the relationship to be? Why
- ✓ How can you make it different or improve it?
- ✓ What, if any, balance or boundaries do you think should be maintained with this relationship?
- ✓ Can you share a successful interaction you experienced with this relationship? Why was it successful?
- ✓ Can you share a lesson learned “the hard way” with this relationship?

DISCUSSION HIGHLIGHTS....

Tips to Choose Your Battles

1)
Evaluate
the
problem

Is this problem really important?
Do I need to deal with it?
Can my time be better spent elsewhere?

2) Do a
cost-
benefit
analysis

Do the costs outweigh the benefits? If the answer is "yes," it's generally better to let go and move on.
What are the odds of success? If the odds of success are very low, then it may be better to just move on as well.

Tips to Choose Your Battles

3) Go for win-win, not win-lose

Should you decide to pick the battle, work towards a win-win situation where both of you will emerge victorious.



4) Have an open discussion

Heart-to-heart talk

Can you have a closed door, off the record conversation?



5) Ground yourself in high consciousness
(Don't get angry)

The enemy here is the conflict at hand, not the other person.

Separate the Person from the Position

Tips to Choose Your Battles

6) Have an exit point

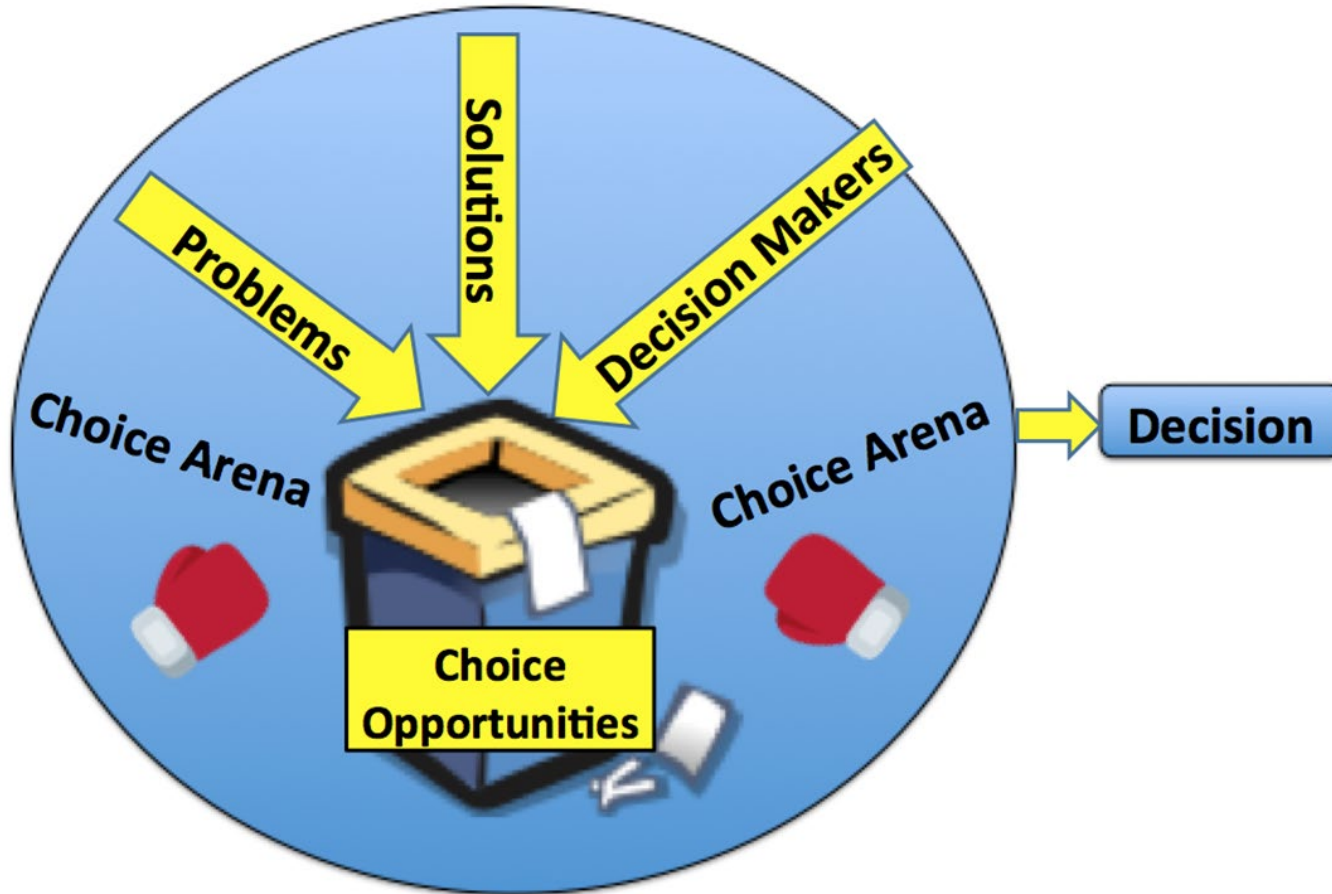
Have a cut-loss point that tells you, "Okay, that's it. Time to cut my losses and move on."



7) Let go of unresolved problems

While tip #6 is about knowing when to exit when things don't go your way, this tip #7 is about letting go

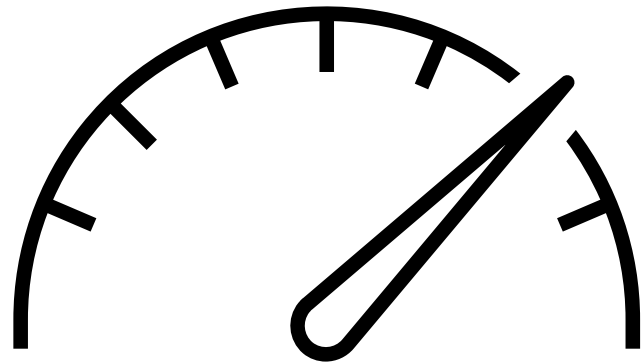
Let go of it mentally.



Seek out
input from
others...but
who??

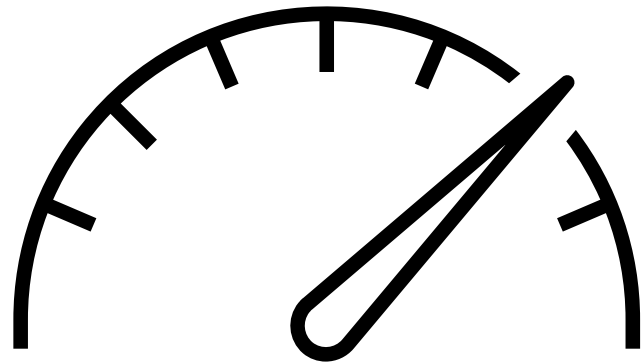
Who will be
your
BAROMETER
?





Going from Zero to President: How to Make Your Hopes and Dreams a Reality

- **Let's Summarize:**
- How did you get here?
- What type of leader are you? Will you be?
- How will you “pick your battles”?
- How will you seek input from others?



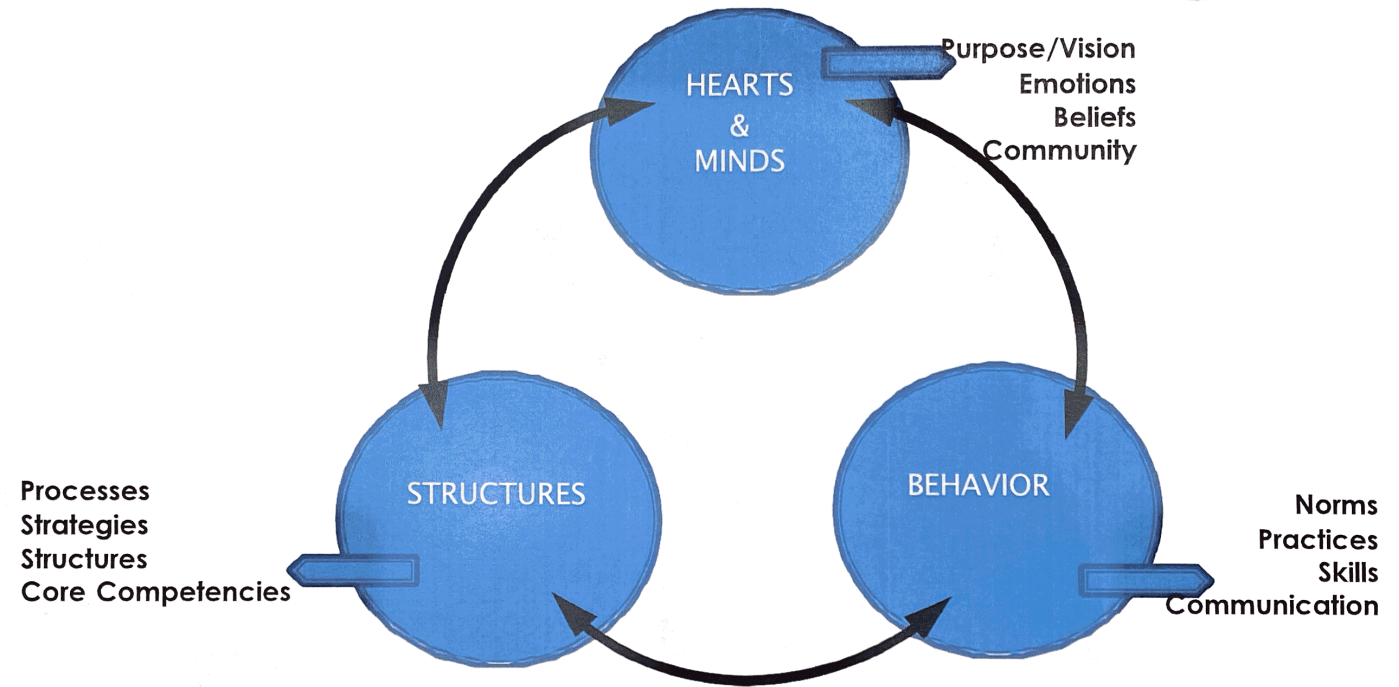
In Going from Zero to President: There are Realities of Leadership

- Leadership is easier in times of prosperity
- Leadership is easier when external factors favor your position
- Leadership is easier when issues are not controversial
- Leadership is easier without the internet and technology

Going from Zero
to President:
How to Make
Your Hopes and
Dreams a Reality

New York State AFL-CIO/ Cornell Union Leadership Institute

The Wheel of Change



LRS/ADMINISTRATION/EXEC BD/ MEMBERSHIP

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DISCUSSION HIGHLIGHTS....

Questions?



- Thank you!