



Global Leadership Team

DISTRICT

Resource Guide



Welcome to the Global Leadership Team of Lions Clubs International. By joining the GLT, you have accepted a position of great importance and one which can prove both exciting and rewarding.

This resource guide has been created to provide you with the information you will need to begin your new role. It contains not only information about the origins, structure and purpose of the GLT, but also ideas, tools and resources you can use as you develop new leaders, promote and support membership growth and service, and ultimately help your clubs and members be the best Lions they can be.

We encourage you to familiarize yourself with this guide now, and use it as a resource during your term.

If you have questions about the information and resources, or if you have any questions or comments about the GLT, please contact us at globalleadershipteam@lionsclubs.org.

Thank you for your dedication to quality leadership – we wish you much success!



GLT-D RESOURCE GUIDE

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GLOBAL LEADERSHIP TEAM

Introduction

Background

Leadership is critical to the overall success of any organization. An effective leadership team will provide the vision, guidance and motivation necessary for Lions Clubs International to continue to fulfill its mission of providing quality, relevant service to the global community.

For the past several years, the primary focus of the association has been increasing membership in existing clubs and creating new clubs. However, without a solid foundation based in effective leadership, this growth cannot be sustained and maximized.

The installation of the Global Membership Team (July 2008) directly addressed the primary challenges of previous annual membership growth initiatives by providing continuity with flexibility, international goals with specific area plans, a new structure based on a proven infrastructure, and a simple communication flow including the GMT, multiple districts, districts and clubs. This initiative has been considered a success as membership growth has been realized.

During 2009-2010, a new concept was developed to replace MERL, whereby the leadership development function (L) was separated from the functions responsible for membership growth in existing clubs (M), new club extension (E), and member retention (R). This structure was designed to allow for greater integration of local membership growth efforts and Global Membership Team (GMT) efforts, maximizing the opportunities for success.

A key component of this new concept is the Global Leadership Team (GLT), intended to operate as a parallel, mutually supportive specialized team with the GMT. The GLT provides for an enhanced focus on and support of leadership development, which is critical to the success of every LCI program and to the future vitality of the association as a whole.

The purpose of the Lions Clubs International Global Leadership Team is to establish a viable, long-term approach to enhancing Lions Clubs International's leadership pool, using a proven structure, which provides a stringent focus on the identification, education, development, motivation and engagement of Lions leaders.

GLT Overview

The new Global Leadership Team (GLT) provides the needed focus on active leadership development, affording Lions Clubs International a solid foundation upon which to build. The GLT encourages the identification and development of leaders at all levels of the association, while providing necessary information, guidance and motivation. The GLT structure, which encompasses representation at the multiple district and district levels and includes district governor teams, provides a comprehensive global platform for developing more qualified leaders from the club level up, while encouraging regional training and development approaches to address local needs. Consistent, ongoing consultation and collaboration with the GMT is critical to both teams' impact.

The GLT allows for a concentrated emphasis on functional, operational training and education of leaders, coupled with motivational development, identification and effective recruiting of qualified leaders. This will benefit the association as the ability for effective succession planning is enhanced and the pool of skilled Lions leaders is expanded.

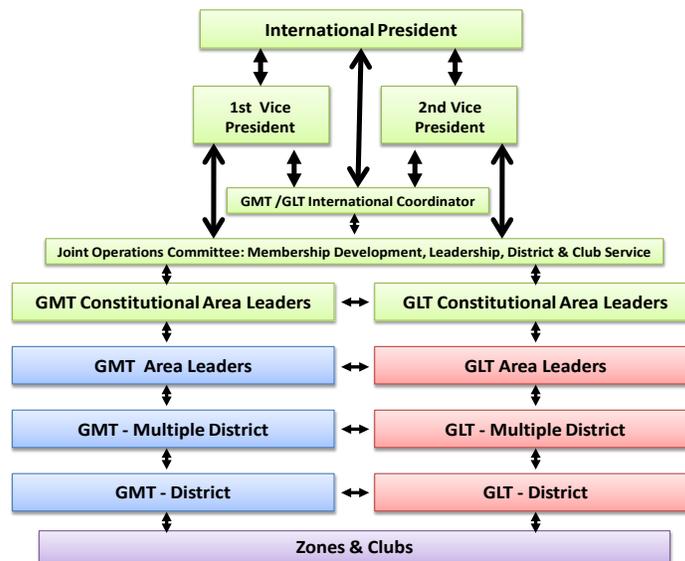
Support from Lions Clubs International Headquarters is key, however, experienced, qualified Lions leaders who are familiar with the needs of local areas along with LCI's leadership development opportunities, and who are capable communicators and motivators, will enhance the impact at the most critical level – the individual Lions club. Building awareness of the need for capable leadership, identifying skilled potential leaders and promoting opportunities for leadership development at all levels of the association will expand the quality of LCI's leadership base.



Structure

GLT/GMT Structure

The Global Membership Team and Global Leadership Team operate as parallel structures to enhance membership growth and leadership development. The two structures are connected and coordinated at the international level by an Executive Council. The GMT/GLT Executive Council is led by the LCI International President, with the International First and Second Vice Presidents overseeing and providing guidance to the GMT and GLT respectively. Both the GMT and GLT are further supported by an International Coordinator and a Joint Operations Committee comprised of the chairpersons of the Membership Development Committee, the Leadership Committee and the District and Club Service Committee of the International Board of Directors, and the respective constitutional area leaders.



The structure of the Global Leadership Team generally mirrors that of the Global Membership Team. This will allow for effective collaboration, thorough assessment of training and leadership development needs, and satisfaction of those needs for each specific area. In certain areas, however, one qualified Lion will serve as both the GLT and GMT representative.

GLT Structure

The Global Leadership Team consists of Lions leaders designated to serve specific constitutional or regional areas. GLT members are appointed for a three year term to allow for adequate analysis of area needs and development and implementation of appropriate programs. All GLT members are subject to annual review and confirmation of appointment or removal based on performance.

- **GLT Constitutional Area Leaders:** Up to 11 GLT Constitutional Area Leaders including one for the continent of Africa, up to two for the USA, and up to three for OSEAL given the large size and unique needs of these areas. GLT and GMT have the same number of leaders with the same assigned territories, allowing for coordination and collaboration for maximum impact. In specific areas, one qualified Lion may serve as both the GLT and GMT representative. GLT Constitutional Area Leaders are appointed by the International President, in consultation with the First and Second Vice Presidents and area leadership.
- **GLT Area Leaders:** Approximately 36 GLT Area Leaders worldwide. GLT has the same number of Area Leaders assigned to the same territory structure as their GMT counterparts. In specific areas, one qualified Lion may serve as both the GLT and GMT representative. Special Area Advisors may be added to support leadership efforts in remote or unique geographic regions. The Area Leaders representing both the GLT and GMT interact continuously to effectively address area needs. GLT Area Leaders are appointed by the International President, in consultation with the First and Second Vice Presidents and Constitutional Area Leaders.
- **GLT - Multiple District:** Each multiple district has a GLT, comprised of a Multiple District GLT Coordinator, the Council Chairperson, and additional leadership development-minded Lions (3 maximum). The GLT-MD will work in cooperation with the GMT-MD. GLT Multiple District Coordinators and other team members are appointed by Council of Governors, in consultation with the GLT Area Leader and Council Chairperson.
- **GLT - District:** Each district has a GLT, comprised of a District GLT Coordinator and the District Governor Team, with the Second Vice District Governor serving as liaison to the DG Team. Other qualified Lions may be added as necessary. The GLT-D will work in cooperation with the GMT-D (DG Teams are core members of both GLT and GMT at the district level). GLT District Coordinators and other team members are appointed by District Governor, in consultation with the GLT Area Leader, GLT Multiple District Coordinator (where applicable) and First and Second Vice District Governors.



Goals, Objectives and Responsibilities

While the GLT is comprised of several levels of leadership, the goals and objectives remain consistent throughout:

- Identify and develop new Lions leaders at all levels
- Improve the relevance and effectiveness of LCI training and development programs by assessing leadership development needs and identifying resources to meet those needs
- Expand training at all levels of the association
- Customize training and development opportunities to accommodate regional and local needs
- Share best practices among areas
- Encourage implementation of new training tools
- Enhance Lions' understanding of the critical value of quality leadership

Specific responsibilities for each GLT level include:

➤ **GLT Constitutional Area Leaders**

Responsibilities

- Supervises, supports and motivates GLT Area Leaders
- Ensures leadership training and development is emphasized at Area Forums
- Enhances awareness and understanding of the need for quality leadership at all levels of the association
- Assesses constitutional area needs based on input from GLT Area Leaders
- Advises Executive Council and Leadership Division on leadership development needs and progress
- Collaborates with GMT counterpart to identify needs and ensure suitability of training opportunities
- Identifies and encourages high potential leaders based on aptitude, experience and interest

➤ **GLT Area Leaders/Special Area Advisors**

Responsibilities

- Supervises, supports and motivates GLT-Multiple District or Single District
- Assesses area needs based on input from GLT multiple district teams
- Develops a training and leadership development plan to address the needs of the area with the goal of effectively identifying and developing Lions leaders, while supporting membership growth efforts
- Ensures leadership training and development is encouraged throughout area
- Enhances awareness and understanding of the need for quality leadership at all levels of the association
- Advises Constitutional Area Leader (or Area Leader if a Special Area Advisor) and Leadership Division on training and leadership development needs and progress
- Collaborates with GMT counterpart to identify needs and ensure suitability of training opportunities
- Identifies and encourages potential leaders based on aptitude, experience and interest; recommends qualified candidates for Lions Leadership Institutes and Faculty Development Institutes, encourages graduates' active involvement
- Monitors effectiveness of regional training programs
- Provides curriculum feedback to Leadership Division
- Supports DGE Seminar Group Leaders in pre-seminar preparation of DGEs; ensures timely and effective training of DGEs in all assigned multiple and single districts
- Present facilitator-lead and web-based training in coordination with Leadership Division

➤ **GLT- Multiple District: GLT Multiple District Coordinator**

Responsibilities

- Supports and motivates GLT-District
- Assesses training and leadership needs in multiple district; communicates needs to Area Leader
- Establishes training and development plan for multiple district with guidance from Area Leader
- Organizes and promotes training at multiple district conferences and conventions
- Collaborates with GMT counterpart to identify needs and ensure suitability of training opportunities
- Educates Lions in multiple district on and encourages use of LCI leadership development programs, tools and resources
- Organizes first and second vice district governor training
- Evaluates training and development programs in multiple district and provides feedback to Area Leader and Leadership Division
- Identifies and encourages potential leaders based on aptitude, experience and interest; recommends qualified candidates for Lions Leadership Institutes and Faculty Development Institutes, encourages graduates' active involvement
- Ensures leadership training and development is emphasized throughout the multiple district
- Enhances awareness and understanding of the need for quality leadership at all levels of the association

➤ **GLT-District: GLT District Coordinator**

Responsibilities

- Supports and motivates zone and club leadership
- Assesses training and leadership needs in district; communicates needs to GLT-Multiple District
- Establishes training and development plan for district with guidance from District
- Organizes and promotes training at district conferences and conventions
- Collaborates with GMT counterpart to identify needs and ensure suitability of training opportunities
- Educates Lions in district on and encourages use of LCI leadership development programs, tools and resources
- Organizes zone chairperson training and club officers training
- Organizes Certified Guiding Lion training; supports and advises CGLs
- Organizes Club Excellence Process workshops
- Ensures new member orientation is effectively implemented
- Evaluates training and development programs in multiple district and provides feedback to GLT-Multiple District and Leadership Division
- Identifies and encourages potential leaders based on aptitude, experience and interest; recommends qualified candidates for further development; encourages involvement with Lions Mentoring Program
- Identifies community leaders to join Lions – refers to GMT for follow up
- Ensures leadership training and development is emphasized throughout the district
- Enhances awareness and understanding of the need for quality leadership at all levels of the association



Collaboration: GMT & GLT

Membership growth is important if Lions Clubs International is to meet the ever increasing needs of our communities. An effective leadership team offers our members critical information, guidance and motivation to provide quality, relevant service.

Both membership growth and leadership are vitally important to our continued ability as Lions to provide needed community service in an effort to fulfill our mission, We Serve. This is the reason behind the establishment of the Global Membership Team (GMT) and the Global Leadership Team (GLT).

Together, these two teams have three basic goals:

- Continued membership growth
- Improved club success
- Enhanced leadership quality

While the GMT and GLT are two independent parallel teams, the positive impact of each will only be maximized through a collaborative effort.

Collaboration ensures more effective use of individual talents. No individual Lion possesses all of the knowledge, skills and experience required to increase our membership base and improve the quality of our leadership alone. By working together, the effectiveness of the GMT and GLT can be maximized as we take advantage of the special knowledge and skill set each represents.

Example: The GMT, using its knowledge of club and membership challenges and support programs available, identifies several clubs that want to enhance the membership experience. The GMT encourages them to participate in the Club Excellence Process (CEP) and informs the GLT of the clubs' interest. The GLT, with its expertise in training and interactive facilitation, plans and ensures effective delivery of the CEP workshop.

Collaboration is a source of stimulation and creativity. Open, consistent communication and sharing of challenges, opportunities and ideas can generate new insight or perspectives that an individual would not have discovered. The GMT and GLT can assist each other in developing the most effective plans to tackle challenges and address issues.

Example: The GMT identifies an immediate opportunity to establish new Lions clubs in an area. The GMT coordinator is concerned about supporting and nurturing this new club once it has been chartered, as the Guiding Lions in the area are relatively inexperienced. The GMT coordinator shares this concern with the GLT coordinator, who responds that the GLT has just conducted a Certified Guiding Lion training program in a neighboring district, where one of the facilitators was a very effective Certified Guiding Lion herself. Together, the GMT and GLT coordinators decide to pursue a mentoring relationship between the Certified Guiding Lion facilitator and the less experienced Guiding Lions.

Collaboration supports the achievement of goals in a more timely manner. By the GMT and GLT communicating their specific objectives to each other, each, while focusing on their own responsibilities, can supplement the efforts of the other. The result can be attainment of goals in a shorter time frame.

Example: One of the GLT's objectives is to identify new potential leaders. The GMT, in its interaction with zone chairpersons, is impressed with the enthusiasm and capabilities demonstrated by an individual, but, is unable to convince this Lion to participate in local training events, as the individual cannot attend due to time constraints. The GMT communicates this to the GLT, who follows up to provide guidance and encouragement to the zone chairperson, discussing options and recommending appropriate online training and development opportunities.

The GMT is responsible for membership development through new members and new clubs and encouraging club success to improve retention. The GLT seeks out potential new Lions leaders and encourages their development, while making efforts to enhance the quality of our leadership to maximize performance and our organization's success through the delivery of relevant training and development programs. Through effective collaboration, the overall impact of the two working together will be greater than the sum of its parts.

Individually, we are one drop. Together, we are an ocean.

Ryunosuke Satoro



Communication

Communication is not just important, it is necessary if the GLT is to succeed. With the emphasis on teamwork and collaboration, accomplishment of GLT goals requires interaction among a variety of Lions.

The most effective GLT members will exchange information related to goals, action plans and specific tasks including what is to be done, how it is to be done, who will do it, what resources are required, established timelines, etc. GLT efforts made without effective communication are likely to fall short of their objectives.

At the district level, GLT members, including the district governor, first vice district governor, second vice district governor, GLT-D Coordinator, and others who comprise the GLT-D, should communicate regularly to ensure all team members remain focused on the achievement of the GLT-D goals, which they collectively established, and are fully supportive and dedicated to carrying out the action plan they developed. Team discussions can occur in person, over the telephone, or online, as determined by team members. Whatever the method, this regular communication must take place for the benefit of the team and the district.

The GLT-D Coordinator communicates with the GLT-MD Coordinator, or, in the case of a single district, the GLT Area Leader. The method and frequency of this communication will be determined by your GLT-MD, GLT Area Leader or Special Area Advisor (an [Activity Report Form](#) is available if your Area Leader chooses to use it). This exchange of information is critical to maintaining a current knowledge of training and development priorities, tools and resources. The GLT-MD and/or Area Leader can provide guidance, help to sort out challenges and identify options for meeting those challenges, and share best practices successfully employed in other areas.

A wide range of topics should be addressed, some of which include:

- GLT-D goals, and in turn, GLT-MD district goals, (they should relate)
- GLT-D and GLT-MD action plans
- Progress reporting ([Activity Report Forms](#) are available for this purpose)
- Training and development program and resource information for use in districts
- Training and development program and resource information to encourage enhancement of GLT-D's skills
- Specific challenges and opportunities
- GLT best practices exchange
- Motivation and inspiration

Your GLT Area Leaders are responsible for reporting progress to your GLT Constitutional Area Leader and to LCI, so it is important to consistently share what the GLT is doing, what the impact is, and what obstacles you need to overcome. In this way, the GLT and LCI can collaborate to provide the tools and resources necessary to meet the needs of each area – all in an effort to improve the overall quality of Lions leadership so that we can continue to effectively provide needed service to our communities.

Of course, your communication must not be limited to just those reflected above. As collaboration with the GMT is critical, your GMT counterparts should be included in your communications circle. Other Lions including past leaders, current leaders and members at all levels can also share valuable input to assist your GLT efforts. Maintaining open communication will ensure you can take advantage of every opportunity to promote excellence in leadership – we never know from where the next great idea will come.



Identifying Leaders

There are many characteristics of effective Lions leadership. An extensive knowledge of Lionism, enthusiasm, commitment, team spirit, finely tuned delegation and dispute management skills, dedication to service, the list can go on and on. The following are five crucial factors that should be learned by anyone who wishes to become a great leader. Look for these key characteristics when making efforts to identify good potential Lion leaders during your various training seminars, workshops, meetings and other visits:

Empathy: an understanding and identification with another person's feelings, situation and goals. Showing empathy even in difficult situations will earn respect among followers. In the event of a conflict, a good leader will be able to empathize with both sides, while being able to negotiate an amicable solution. Teams work much more effectively when the leader shows some empathy.

Determination: a strong resolve, never wavering in spite of obstacles. Together with a positive attitude, this can turn around what might appear to be an impossible situation, enabling others to see the brighter picture and carry on with the task at hand, keeping the end result in mind.

Detachment: the ability to detach from a situation and analyze it without bias. The effective leader is calm and composed in the face of uncertainty. This stability provides a sense of character and offers some peace of mind to others who may be mindlessly caught up in that turmoil. It allows the team to move forward.

Excellent communication skills: an effective leader must be comfortable running meetings, facilitating productive discussions and making presentations. His or her presentation skills must be excellent and able to convey accurately the essence of the subject at hand and be able to address any ambiguities before they come up.

Resourceful: enough to find the information and support that are needed. Not every leader will have an intimate knowledge of every subject, but he/she will be able to turn to others who may know more and gather resources as required.

As members of the GLT, seek out Lions demonstrating these characteristics, and encourage their development. Once a potential leader has been identified, the [Lions Leadership Profile](#) tool can be of assistance in determining individual development needs and related action steps, and in tracking progress.

Remember, these characteristics can be learned by anyone, potential and current leaders, through ongoing effort and practice.

Leadership and learning are indispensable to each other.

John F. Kennedy



Assessing Needs & Developing Your Plan

We understand the global nature of Lionism, but we are also aware that each area faces different challenges and offers different opportunities. Whether we meet those challenges and take advantage of those opportunities largely rests on the strength of our leadership. No organization can mobilize its efforts effectively without leaders who can motivate and support, so it is crucial that we focus on leadership development that meets individual area needs.

An important element of the GLT structure is that it affords the opportunity for each district, multiple district, and constitutional area to approach leadership development in response to its own unique needs. The process of identifying those needs, and subsequently organizing and delivering training and resources to meet those needs, begins with the use of a leadership needs assessment.

A needs assessment is a critical analysis of the current situation to determine whether a gap exists between where we are and where we want to be. When properly implemented, a leadership needs assessment can be the basis for creating your leadership development plan with specific details for the use of current training resources and for the development of new resources necessary to ensure that our association continues to produce quality leaders.

As part of the GLT program, assessments are to be completed at the district and multiple district levels. Both are designed to determine the existence or absence and the frequency of specific leadership development initiatives, to quantify the number of clubs and individual members involved in leadership programs/conventions/forums, to identify qualified Lions trainers for current and future facilitation, and to verify the existence of a district or multiple district leadership development plan.

The [District Leadership Assessment](#) is to be completed by the District GLT Coordinator and should be discussed with GLT-D members, including the district governor team, in consultation with zone chairpersons. The completed District Leadership Assessment should be shared with the GLT-MD Coordinator, or GLT Area Leader, in the case of single districts.

At least one needs assessment should be completed in each district and multiple district annually. A [Leadership Needs Assessment](#) tool is available for your use.

Satisfying Needs

The intended outcome of the district and multiple district assessments is the development of a leadership development plan to ensure the continuation of effective programs currently in use and the introduction of additional programs that may be currently absent or lacking in effectiveness. This plan may be a combination of specific programs as well as a strategy to encourage self-development.

Your district leadership development plan might focus on:

- zone and club level training
- member orientation at all clubs
- Certified Guiding Lion training to ensure sufficient trained Lions to support new clubs promotion of the online Leadership Resource Center

All leadership development plans should include specific planning guidelines including topic, audience, and purpose.

An important thing to remember is that no two plans need be alike. All situations are unique, and it is the responsibility of the GLT to create a leadership development plan that satisfies the needs and builds on the opportunities of the Lions in your area.

To support your planning efforts, templates of a [District Leadership Development Plan](#) are available from LCI.

Good planning always costs less than good reacting.

Wayne Schmidt



Leadership Development Programs & Resources

Once you have developed your leadership plan, you will need to assemble the related resources. LCI offers a variety of programs and tools that can be helpful as you implement your plan. Many of the tools can be easily adapted to satisfy the specific needs of your area.

As GLT-D Coordinator, you should become familiar with other local training resources including multiple district, district and club initiatives. Expand your collection of leadership development resources by exchanging ideas with others, including fellow GLT members and GMT members. By doing so, you will be better prepared to address new training needs promptly.

Basic information related to key training and leadership development programs and tools can be found in the Appendix, while additional details can be found on the LCI website. These include:

- [Advanced \(Senior\) Lions Leadership Institute](#)
- [Faculty Development Institute](#)
- [Emerging Lions Leadership Institute](#)
- [Lions Learning Center Online Courses](#)
- [Club Officer Orientation Program Resources](#)
- [Member Orientation Resource](#)
- [Lions Mentoring Program](#)

Additional resources are available to support your training and development efforts. Please visit the Leadership Resource Center for detailed information and curriculum materials related to:

- [Zone Chairperson Training + Manual](#)
- [Club Officers Training + Manuals](#)

The responsibility of the GLT is to enhance the quality of Lions leaders at all levels of our association in an effort to promote healthy clubs, increase member satisfaction, and ultimately, expand our capacity to provide relevant, needed service in our communities. Lions leaders must work to support our clubs in order to accomplish this objective.

Basic information related to key club support tools can be found in the Appendix, while additional details are available on the LCI website. These include:

- [Club Excellence Process \(CEP\)](#)
- [Certified Guiding Lion](#)
- [Club Health Assessment](#)



Planning a Training Workshop

To ensure relevance, your training efforts should begin with a needs assessment. All training and development programs must be designed to meet the specific needs identified during that assessment.

Once you have determined a training workshop is required to satisfy a need or needs, it is time to plan the workshop including determining the workshop agenda (include topics from your needs assessment), determining the schedule and individual session durations, identifying an appropriate venue, and deciding on classroom arrangements, and breaks and meals. To maximize your success, secure only the most qualified faculty and don't forget to promote your workshop to your target audience well in advance.

Program Based on your assessment, plan your workshop content to include those topics and issues that will satisfy the identified needs. A variety of downloadable instructional materials including manuals, handouts and PowerPoint presentations are available online in the [Leadership Resource Center](#). You can easily modify these materials to suit your area.

Share your workshop topics with other members of the GLT and other Lions. They may have access to additional resources you could build your curriculum upon.

Duration Consider the duration of your workshop. Based on the topics you need to include, determine how long the workshop will last. Give consideration to refreshment breaks and meals along with the time your potential participants have available. It may be necessary to break your training into several components that could be delivered on different days.

For example, for Club Officer Training, you might plan for one full day of training devoted to each office (President, Secretary, Treasurer). Another approach could be to combine all of the training on one day, offering simultaneous training for each of the three offices with different instructors in different classrooms. Or, consider offering the training over three weekends, covering select topics on each weekend.

Date and time considerations should be compatible for all who need to attend. Consider work schedules and holidays before choosing the date.

Faculty Selection

Your selection of faculty will have significant impact on the overall effectiveness of your workshop. For more information, please refer to *Selecting a Training Facilitator* (pages 24 – 25).

Budget

Determine your total anticipated costs and sources of funding. Of primary consideration are:

- Participants – how many participants do you anticipate? What participant expenses will you pay? Will each participant be assessed a fee to attend?
- Faculty – how many faculty are required? What related expenses will you pay?
- Meeting rooms – what are the room charges for all necessary meeting rooms (will additional meeting rooms be necessary for breakout sessions?)?
- Sleeping rooms - will there be a need for overnight stay for any of the faculty and/or participants? Can they share a room? What is the charge per sleeping room?
- Food & beverage – will you provide refreshments during breaks and meals during the workshop? If so, what costs will be incurred (include gratuities)?
- Audio/Visual requirements – will you need to rent LCD projector(s), screen(s), computer(s), microphones/audio system(s), etc.? Is photocopying and scanning available onsite during your workshop for a charge?
- Materials and supplies needed – what costs will be related to needed flip charts, flip chart markers, pens/pencils, name tags, certificates, masking tape, handouts, binders, other office supply items, etc.?

It is advisable to discuss your needs with your GLT and with other Lions, as many may have access to needed equipment, refreshments, supplies, etc., at no charge.

Venue – Location of Training

Selection of an appropriate training facility is also very important. While your participants may not be aware of the effort put into making their room functional, comfortable, their meals tasty or the overall package conducive to training, they will remember the absence of some of these elements.

Contact various venues based on your requirements. Ask for gratis training rooms in schools, churches, civic or government buildings or college dormitories. Several aspects to consider include:

Venue – Location of Training, continued

- Central area – is the location of the venue easily accessible by participants?
- Meeting rooms - is there enough space to accommodate your training goals, number of participants, program content and visuals/instructional aids/materials?
- Technical needs – can the venue provide the computers, LCD projectors, screens, microphones, podiums, etc., that you require? Are there enough accessible electrical outlets for AV equipment?
- Food & beverage – are their onsite services to provide meals and

refreshments?

- Reputation - does the facility have a good reputation regarding cooperative staff and discount prices for service organizations?
- Environment - can items be posted or taped to the walls? Is the ventilation and lighting adequate for the size of the meeting room?
- Staffing – will a staff person be assigned to your workshop to provide prompt assistance?
- Special needs – can the venue accommodate faculty or participants with special needs?
- Cost – can the venue work within your budget?

Promotion

Don't ever assume that a routine notice of a workshop will draw a Lion to attend. Promoting a workshop should adhere to the same marketing principles that apply to any "product". Those principles include:

- Know your target participants -the more you know about your participants and their training needs, the more you can appeal to his/her reason and desire to attend your workshop.
- Know the benefits of what you are offering - the fact that your participants are Lions and your workshop is about Lionism are not compelling reasons alone for a Lion to invest his/her time to attend. Since you have completed a needs assessment, you know the benefits of your workshop and can share that information to promote attendance.
- Develop an effective promotional message - your invitation or promotion should include a compelling reason why a Lion should attend the workshop along with the workshop agenda and an overview of what a participant can expect.
- Disseminate your promotion – determine the best method of dissemination and distribute information about your workshop to your target audience at least three weeks prior to the event; if the invitation is sent too early, recipients may tend to forget about it; if it is sent too late, they may have already committed themselves to another function. A reminder one week prior to the workshop is also advised.

You may also want to promote your workshop to Lions leaders in the area, including your GMT counterparts.

Evaluations

No training event is complete without an evaluation and your workshop is no different. Participant and faculty feedback will provide valuable guidance as you develop additional training workshops. Specific areas of interest for your evaluation tools might include:

- What knowledge did the participants learn?
- How will participants use what they learned to help their club or district?
Did the participants find the materials helpful?
- Did participants feel the instructors were effective?
- What suggestions can participants offer to enhance future workshops?
- What suggestions can instructors offer to enhance future workshops?

While organizing a training workshop may at first appear to be very complicated, it is a very logical process. The time and effort you invest in defining your specific requirements and investigating options will result in an effective, well-planned, well attended workshop.



Effective Lions Training Facilitation

Truly effective training facilitators are not just experts on the topic they are exploring. They are also aware of certain factors that impact learning, and they know how to employ techniques to address these factors and maximize success. Among the things that all effective Lions facilitators must understand is that:

- Adult learners possess a set of characteristics that, if ignored, can have a negative effect on their training
- Learning is most effective and enjoyed when it is learner-focused rather than instructor-focused
- Lions will participate and learn more in a friendly, stress-free environment

Characteristics of Adult Learners

When working with adults in a training environment, keep these characteristics and suggestions in mind. Adult learners are:

- | | |
|--|--|
| Self-directed | <ul style="list-style-type: none">• Learn when they feel a need to learn• Motivation is usually not a problem when the information is perceived as important |
| Now-oriented | <ul style="list-style-type: none">• See the immediate payoff in the learning• Have little interest in knowledge or skills that may or may not be useful in the future |
| Learn by doing and participating | <ul style="list-style-type: none">• Prefer to be actively involved in our learning• Require realistic problem-solving and feedback |
| Seek out experts | <ul style="list-style-type: none">• Learn best when the instructor is seen as knowledgeable• Look to alternative sources of knowledge |
| Influenced by their own values and experiences | <ul style="list-style-type: none">• Bring their own experiences to the learning situation• Benefit from the experiences of others in the group |
| Learn best in an informal environment | <ul style="list-style-type: none">• Learn better when sharing with others• Succeed when the environment is casual and stress free |
| Want feedback | <ul style="list-style-type: none">• Are interested in results• Need to know when and how to modify performance |
| Learn at different rates | <ul style="list-style-type: none">• Background, experience, education, and age affect the rate of learning |
| Want to know what is expected of them | <ul style="list-style-type: none">• Want to know what is expected and how to get there |
| Have different learning styles | <ul style="list-style-type: none">• May require a variety of instructional strategies to achieve learning goals |

Interactivity

Lecture has a place in adult learning, and skills in presentation are very important for any facilitator. No less important is the ability to involve students actively in the learning process. Implementing group activity is a way to move the focus of training from the instructor to the learner. Some useful forms of group activity are:

Case studies	Narrative descriptions of real or simulated situations that can provide practice in a controlled setting
Panel discussions	Small group activities in which panel members interact and share opinions on a topic and consider a number of points of view
Brainstorming sessions	Involve groups generating as many ideas on a topic as quickly as possible without immediate regard to discussion or evaluation
Role plays	Involve participants acting out various scenarios related to the subject matter being studied and how to appropriately deal with the situations with which they are confronted
Learning Games	Participants are involved in a contest with a set of rules imposed, providing practice and evaluating progress in a way that can motivate and add interest
Small group discussion	An open exchange of ideas between members of a relatively small group on a specific topic to express, clarify and share their knowledge, opinions and feelings in a safer environment than the large group discussion

Ice Breakers & Energizers

Ice breakers are opening activities that allow participants to become acquainted with each other and comfortable working together. They can help create a group dynamic of teamwork and sharing.

Energizers are activities that can be used during the day to recharge the group after lunch or late in the afternoon when your learners' energy level is decreasing.

A variety of icebreakers and energizers you can use can be found in the [Leadership Resource Center](#).



Selecting a Training Facilitator

It is the responsibility of the GLT-MD coordinator, in collaboration with other members of the GLT-MD, to assess training and leadership needs, establish a training and development plan, and organize and promote training events. An important task in the organization of training is the selection of training facilitators.

While there are no rules for how to go about locating facilitators, and no perfect checklist for evaluating potential facilitators' skills, there are some suggestions and guidelines that might make the identification and selection process a little easier.

Where do I look?

Every situation is unique, but it is likely that your multiple district has a number of Lions who have been successful facilitators and also a number of dedicated Lions who would like to become facilitators. Here are some suggestions for implementing your own "facilitator search":

- Consider current and past Lions leaders. There may be a number of Lions in your district who are experienced leaders at the district, multiple district, or even international level. These Lions can bring a wealth of knowledge to training other Lions and many of them may have been involved in training in the past
- Look for Lions who have already facilitated Lions training. If you are able to review records or evaluations of past training, or if you communicate with Lions who have recently been involved in club or zone training, you may find Lions who are highly recommended
- Seek out Lions who have professional training experience. If you know of Lions who have delivered training in their careers, contact them to determine their interest in learning more about Lions training
- Look to graduates of the Lions Faculty Development Institute. There may be Lions in your district who have received formal training in facilitation skills through the FDI and are eager to be given the opportunity to use their skills

What do I look for?

Effective facilitators are more than lecturers who deliver knowledge to a passive audience. Facilitation involves actively involving people in their learning and giving them the opportunity to discuss, share, and practice. Some of the characteristics you might look for in a prospective facilitator (and discuss with if possible) include:

- Presentation skills – the ability to speak clearly and deliver a message in a way that is interesting and relevant to the audience
- Technical skills – Audio visual aids are useful tools in training at all levels. Look for facilitators who can create and use slide presentations and relevant and clear handouts
- Interactivity – A good facilitator welcomes questions and comments and engages learners in discussions, activities, and other group learning techniques
- Empathy – Good training is as much listening as it is speaking. Good facilitators listen to their audience to better understand and react to their needs
- Knowledge – There is no substitute for knowledge. Adults seek out experts, so your facilitators should understand their topics where they be membership programs, leadership skills, or club officer reporting requirements



Webinars

What is a Webinar?

A webinar is similar to a classroom-based training session; however, participants join in remotely via computer. Webinars typically last 45 to 60 minutes and include one or two facilitators who present material to the participants. Participants can interact by answering polling questions and typing in questions and answers, as well as contributing verbally via computer speakers and microphone.

A webinar's success not only depends on the facilitators, it also depends on the support people working behind the scenes. Typically a "host" schedules the webinar, introduces the facilitators and agenda, and wraps up the webinar at the end of the session. There may also be an assistant working to handle any technical difficulties and answer questions typed in by participants during the webinar.

When can/should a Webinar be used?

Webinars are effective for bringing Lions together with no travel expense or inconvenience. A webinar can be useful in establishing a connection with your target group and sharing information or exchanging ideas. It can be conducted at anytime and anywhere with participants in any geographic location because everyone participates at their own computer. As GLT-D Coordinator, you may be invited to participate in GLT-related webinars for communication with Zone Chairpersons or other leaders in the District.

Webinars allow facilitators to successfully reach a larger audience over a short period of time in order to provide necessary training. A webinar can be used when conducting an in person classroom training session is not possible or can be used as a component of classroom training. Conducting a webinar is an excellent way to introduce new topics/material, conduct refresher training, or follow up on previous training.

Necessary Equipment

Hosting a Webinar requires the use of a webinar vendor/provider. Two such providers are *GoToWebinar* and *WebEx*. This software allows hosts to schedule and organize webinars. In addition, both facilitators and participants need to have certain equipment, including a computer with an internet connection and audio capabilities.

Preparation/Planning

Once you have developed your objectives for the webinar, the next step is to determine dates and times that are convenient for most of your intended participants. Often, webinars are offered more than once to accommodate a variety of participants. Once these factors have been determined, your webinar can be scheduled using your provider's software.

Promotion/Invitations

Promoting the webinar is extremely important in gaining audience participation. This can be done via email, word of mouth, and even through social networking sites like Facebook. Once a webinar is scheduled, the host can send emails containing a link to register directly from the webinar provider.

Presentation Development

Even more important than the administrative tasks for scheduling a webinar is developing the content for the session. PowerPoint is an effective tool to use in order to present your training material and promote discussion. It is important to share the objectives for the webinar so participants know how they will benefit from participation.

Knowing your audience is valuable in designing your presentation because you can customize the content to suit your participants. Training material should be relevant to participants to fully engage them; they should see how the

material can have an immediate impact. By creating strong examples and thought provoking questions about the material, participants will grasp the content and be able to apply what they learned during the webinar.

Pre-Webinar Participant Resources

It is important to prepare participants for a webinar by communicating what the topic is, your objectives, and any documents they will need to participate. This is typically done via email. It may also be helpful to create a workbook or handout for participants to take notes during the webinar. In addition to sending these materials, it is wise to send webinar login instructions.

Visual Tips

Being a webinar facilitator allows you to share your computer screen with participants, thus showing the content and PowerPoint slides. Keep in mind that the text on your slides should be kept to a minimum, serving as a guide and a reinforcement of your main talking points. It is also a good idea to include visual elements such as pictures to ensure the presentation appeals to the varied participant learning styles.

Facilitation Tips

To be an effective webinar facilitator one needs to be very comfortable using the software, so investing your time into practice sessions prior to the webinar is key. Facilitators must be the topic experts and should prepare the same way they would for classroom training. During a webinar, besides ensuring he/she is in a quiet environment, each facilitator must speak at a good volume and convey their enthusiasm for the topic in their voice. The most effective webinar facilitators engage their participants by using stories to illustrate important ideas, asking participants to share examples, and using polling and discussion questions to increase audience participation. Just as you would for a classroom training session, practicing your delivery of the content is very important, and allows you to determine proper timing.

Evaluation

An important step in any training session is evaluating its effectiveness. Including a short survey at the end of the webinar allows participants to provide feedback on the session. This will be valuable to facilitators in planning future webinar content, organization and facilitation.

To learn more about webinars and how to participate, please visit the [Webinar](#) web page located on the Lions Clubs International web site.



Recommended DISTRICT Level Training

It is recommended that the GLT-District coordinator organize and/or facilitate training for club officers, zone chairpersons, and others. The training should adapt LCI materials to effectively suit local needs. Available resources include:

- **Club Officer Orientation** – A training resource package including an instructor guide, training materials and presentation slides to design your district training for club officers.
- **Zone Chairperson Training** – An independent module focused on the responsibilities, challenges and resources of the zone chairperson position.
- **Certified Guiding Lion** – Club Guiding Lions are encouraged to take the Certified Guiding Lion course to receive training in new club support. The course may be taken individually or facilitated by an instructor.
- **Lions Mentoring Program** – There are two levels of courses in the Lions Mentoring Program: the Lions Basic Mentoring level and the Lions Advanced Mentoring level. Each level is designed to assist in the sharing of information between the mentor and the mentee.
- **Leadership Skills** – There are a number of online e-learning courses located in our Lions Learning Center. Specific courses recommended for district level training include: Leadership, Setting Goals, Meeting Management, Creativity, Effective Public Speaking, Valuing Member Diversity, Delegation, Coaching, Conflict Resolution, Promoting Innovation, Providing Community Service, Public Relations, Decision Making, Managing Change, and Effective Teams.
- **Club Excellence Process** – The Club Excellence Process (CEP) is a program dedicated to club improvement. To begin the process, participating clubs are guided through a CEP Workshop by a CEP facilitator.

A variety of development opportunities for district-level training are available through district and multiple district convention programs, area forums, LCI targeted [webinars](#) and the [Regional Lions Leadership Institute](#) program. The [Advanced \(Senior\) Lions Leadership Institute](#) and [Emerging Lions Leadership Institute](#) offer a development opportunity for those members who have successfully completed a term as club president.

Additional district level reference resources can be found on the following LCI web pages:

[District Resource Center](#)

[e-District House](#)

[Leadership Resource Center](#)



Recommended CLUB Level Training

The GLT-D is responsible for delivering effective club level training. As the GLT-D Coordinator, ensure this training is being provided, as strong leadership at the club level is critical to our organization. To help the clubs build a solid leadership foundation, it is highly recommended that club members be encouraged to take advantage of the following resources.

- [New Member Orientation](#) – A course divided into 3 modules (Overview, Structure, Badges and Emblem) used to provide a basic orientation to the Lions Clubs organization.
- [Volunteer Leadership](#) – A 3-hour workshop that focused on leadership styles and motivating volunteers.
- [Leadership skills](#) – There are a number of online e-learning courses located in our Lions Learning Center. Specific courses recommended for club level training include: Leadership, Setting Goals, Member Motivation, Writing a Personal Mission Statement, Meeting Management, Valuing Member Diversity, Delegation, Public Relations, Conflict Resolution, Creativity and Providing community Service
- [Lions Mentoring Program](#) – This is a 2-part course (Basic and Advanced) that will enable members to learn from each other, reach individual goals, grow in leadership skills, build stronger relationships, and provide better service to communities.
- [Club Officer Independent Learning](#) – Online courses available for reviewing the roles and responsibilities of the club president, secretary and treasurer.

A variety of development opportunities for club members are available through district and multiple district conventions, area forums, LCI targeted [webinars](#) and the [Regional Lions Leadership Institute](#) program. In addition, [Advanced \(Senior\) Lions Leadership Institute](#) and [Emerging Lions Leadership Institute](#) offer a development opportunity for those members who have successfully completed a term as club president.

Additional club level reference resources can be found on the following LCI web pages:

[Leadership Resource Center](#)

[Club Resource Center](#)

[Managing a Club](#)



APPENDIX

ADVANCED (SENIOR) LIONS LEADERSHIP INSTITUTE

Program Summary:

The [Advanced \(Senior\) Lions Leadership Institute](#) provides an opportunity for Lions to come together for a four-day interactive session of personal growth in the context of enhancing leadership skills. The Advanced (Senior) Lions Leadership Institute focuses on developing the skills of Lions leaders to prepare them for leadership responsibilities at zone, region and district levels. Dates and locations are posted on the association's Web site

Frequently Asked Questions:

Who can attend an Advanced (Senior) Lions Leadership Institute?

Candidates must be Lions who have served successfully as club president, but have not yet attained the position of first vice district governor. Candidates do not have to hold a position currently. Lions who are currently serving as club president are considered on a space-available basis. Because of the high number of applications received, acceptance into the institute is not guaranteed.

When and where are the Advanced (Senior) Lions Leadership Institutes held?

Specific dates and locations for Advanced (Senior) Lions Leadership Institutes may be found by visiting the [Leadership Resource Center/Development Programs](#) section of the LCI website or by contacting institutes@lionsclubs.org

What topics are covered during the Advanced (Senior) Lions Leadership Institute?

The Advanced (Senior) Lions Leadership Institutes curriculum focuses on a variety of leadership skills and management concepts that collectively promote effective leadership. The institute topics include:

- Teamwork: Building Relationships
- Presentation Skills
- Leadership Fundamentals
- Project Management (requires pre-institute work with an assigned project team)
- Conflict Resolution
- Diversity
- LCI Programs and Resources
- Mentoring
- Lions Past, Present and Future
- LCIF

The curriculum is delivered in an interactive format, with ample timing for sharing successes and exchanging ideas and different approaches to common challenges. All participants must commit to attending each day of the institute, including group mealtime activities

What are the costs to attend an institute?

Lions Clubs International will pay for each participant's meals and lodging during the actual days of the institute. Additionally, upon approval to attend the institute, a non-refundable participation fee of US\$95.00 will be required to offset these costs. Participants are responsible to pay for their own transportation and related travel expenses to and from the institute. All participants must stay at the designated institute facility and must attend all institute sessions and organized meals.

LCI Contact:

Institutes & Seminars Department

Phone: 630-468-6924

E-mail: Institutes@lionsclubs.org

LIONS FACULTY DEVELOPMENT INSTITUTE

Program Summary:

The [Faculty Development Institute](#) is dedicated to the development and expansion of skilled Lions faculty. The curriculum focuses not only on presentation skills, but encompasses the skills and concepts that impact the quality of training delivery and effectiveness of Lions Clubs International's leadership development programs. Lions participating in this four-day course will be required to conduct a training event within 6 (six) months of the institute, in order to be considered a graduate of the FDI program. Instructors are Lions with finely tuned instructional skills and extensive experience as Lions facilitators. Dates and locations are posted with the applications on the association's Web site.

Frequently Asked Questions:

Who can attend a Faculty Development Institute and how are they chosen?

Participants are to be selected from those who apply and are supported by the District Governor, Global Leadership Team Multiple District Coordinator and Council Chairperson of the applicant's district in the constitutional area in which the institute is held.

Candidates are those Lions who have some experience serving as faculty at Lions training events, and who would benefit from this instructional skill refinement course (Lions with extensive experience as Lions faculty or as professional trainers are not recommended for this institute). Candidates must have demonstrated basic instructional skills during training seminars along with a keen interest to further develop those skills. Because of the high number of applications received, acceptance into the institute is not guaranteed.

When and where are the Faculty Development Institutes held?

Specific dates and locations for Faculty Development Institutes may be found by visiting the [Leadership Resource Center/Development Programs](#) section of the LCI website or by contacting institutes@lionsclubs.org

What topics are covered in the Faculty Development Institute?

The FDI curriculum focuses on a variety of skills and concepts that collectively promote effective classroom training. The institute topics include:

- Presentation Skills
- Visual Aids
- Adult Learner Characteristics
- Interactive Learning
- Lesson Design
- Training Session Management
- Evaluation

All participants must commit to attending each day of the institute, including group mealtime activities. All participants will have an opportunity to demonstrate their mastery of the institute content by conducting a 20-25 minute training lesson that encompasses the use of all of the skills and techniques examined.

What are the costs to attend an institute?

Lions Clubs International will pay for each participant's meals and lodging during the actual days of the institute. Additionally, upon approval to attend the institute, a non-refundable participation fee of US\$95.00 will be required to offset these costs. Participants are responsible to pay for their own transportation and related travel expenses to and from the institute. All participants must stay at the designated institute facility and must attend all institute sessions and organized meals.

LCI Contact:

Institutes & Seminars Department

Phone: 630-468-6924

E-mail: institutes@lionsclubs.org

EMERGING LIONS LEADERSHIP INSTITUTE

Program Summary:

The [Emerging Lions Leadership Institute](#) focuses on building the skills of Lions members for leadership opportunities at the club level, including the position of club president. Dates and locations are posted on the association's Web site.

Frequently Asked Questions:

Who can attend an Emerging Lions Leadership Institute?

Candidates must be Lions in good standing who have successfully served on a club committee and who have not yet attained the level of club president. Charter club presidents are also eligible for this institute. Graduates of this institute are expected to pursue leadership responsibilities at the club level. Because of the high number of applications received, acceptance into the institute is not guaranteed.

When and where are the Emerging Lions Leadership Institutes held?

Specific dates and locations for Emerging Lions Leadership Institutes may be found by visiting the [Leadership Resource Center/Development Programs](#) section of the LCI website or by contacting institutes@lionsclubs.org

What topics are covered during the Emerging Lions Leadership Institute?

The Emerging Lions Leadership Institute curriculum focuses on a variety of leadership skills and management concepts that collectively promote effective leadership. The institute topics include:

- Lions, Past, Present & Future
- Change Leadership
- Supporting Teams
- Communication
- Meeting Management
- Diversity
- Lions Mentoring Program
- Creative Thinking
- LCIF
- Ensuring Club Success

The Emerging Lions Leadership Institute curriculum is delivered in an interactive format, with ample timing for sharing successes and exchanging ideas and different approaches to common challenges. All participants must commit to attending each day of the institute, including group mealtime activities.

What are the costs to attend an institute?

Lions Clubs International will pay for each participant's meals and lodging during the actual days of the institute. Additionally, upon approval to attend the institute, a non-refundable participation fee of US\$95.00 will be required to offset these costs. Participants are responsible to pay for their own transportation and related travel expenses to and from the institute. All participants must stay at the designated institute facility and must attend all institute sessions and organized meals.

LCI Contact:

Institutes & Seminars Department

Phone: 630-468-6924

E-mail: institutes@lionsclubs.org

GLOBAL LEADERSHIP TEAM DISTRICT FUNDING SUPPORT PROGRAM

Program Summary:

This program offers limited funding to support the delivery of critical training and development programs to support clubs.

Eligible programs are:

- Certified Guiding Lion Training
- Club Excellence Process (CEP) Facilitator's Training
- Zone Chairperson Training.

Frequently Asked Questions:

Who is eligible to submit a Global Leadership Team District Funding Support Grant?

All GLT District coordinators on record with LCI receive information on this program annually and are eligible to submit a funding request.

What is the curriculum for the eligible programs?

All training must be based on the LCI board approved curriculum for these programs, available on the LCI website (www.lionsclubs.org).

What are the funding provisions?

Eligible expenses will be reimbursed on a matching funds basis, in an amount up to US\$300 per district per year. Funding must be applied for by the GLT District Coordinator with the approval of the District Governor, respective GLT Multiple District Coordinator and the GLT Area Leader. Funding must be approved by LCI in advance of the training to secure funds.

Eligible program expenses qualifying for reimbursement include meeting room rental, materials, audiovisual equipment rental, and meals and lodging expenses of the qualified participants and instructors.

What is the application process?

To apply for funding, application forms must be completed and submitted by the GLT District Coordinator in advance of the training. Applications may only be submitted by GLT District Coordinators. To qualify for funding consideration, all applications must be complete, including all required signatures (GLT District Coordinator, respective District Governor, GLT Multiple District Coordinator and GLT Area Leader). An individual completed application is required for each training program for which funding support is requested.

- The application requires district and program information, including a list of instructors' names, qualifications and the program schedule.
- Completed application forms must be submitted to the Leadership Administration Department in advance of the training
- Upon receipt, this information will be reviewed, and if approved, an acceptance letter will be sent to the GLT District Coordinator. **No funds will be dispersed without this pre-training approval.**

What steps must be taken after my district funding program has been completed?

The following items must be submitted to the Leadership Administration Department within 120 days of the completion of the training: *Participant Verification Form* along with an *Expense Claim Form* and corresponding receipts for eligible expenses incurred.

Upon receipt, this post-training information will be reviewed, and reimbursement in an amount up to 50% of the total of eligible expenses will be processed and dispersed. The total reimbursement per district per year is US\$300. All reimbursements will be made payable to the district.

LCI Contact:

Leadership Administration Department

Phone: 630-468-6703

Email: globalleadershipteam@lionsclub.org

Zone Chairperson Training

Program Summary:

In recognition of zone chairperson as a position critical to the achievement of club and district success, the Zone Chairperson Training Program is designed to effectively develop the skills of Lions serving in this position. To address regional training and development needs, two options for program implementation are available:

- Option A: Completion of the online Zone Chairperson Training only
- Option B: Completion of Phase 1, the online Zone Chairperson Training and assignment, followed by completion of Phase 2, the training workshop

Option B is the recommended format for this program.

The GLT district coordinator, in consultation with the district governor and GLT multiple district coordinator, is responsible for identifying the best option to meet local needs and for organizing the implementation of this program.

Frequently Asked Questions:

What is covered in the Zone Chairperson Online Training?

The online [Zone Chairperson Training](#) is located in the Leadership Resource Center on the LCI Web site, and is an independent study module focused on the responsibilities, challenges and resources of the zone chairperson position. Specifically, the module reviews the following topics:

- Job responsibilities
- Communication
- Goal setting
- Reports/resources
- Motivation
- Problem solving
- Coaching

Who can attend the Zone Chairperson Training Workshop?

The program is designed specifically for incoming and/or current zone chairpersons.

What topics are included in the Zone Chairperson Training Workshop?

LCI provides instructional plans and related participant materials and handouts for instructors to conduct four interactive sessions. Sessions include in depth analysis and a collaborative approach to the following topic areas:

- Role of the Zone Chairperson
- Facilitating Cross-Level Communication
- Club Coaching
- Goal Setting for Success

The location, date, timing, and content of the workshop is at the discretion of the GLT district coordinator in consultation with the district governor and GLT multiple district coordinator.

LCI Contact:

Leadership Administration Department

Phone: 630-468-6797

E-mail: leadership@lionsclubs.org

LIONS LEARNING CENTER ONLINE COURSES

Program Summary:

[Lions Learning Center](#) is a program of training designed for independent study that is available online on the Lions Clubs International website. These courses are focused on leadership and management topics that are presented in the context of Lions activities or use in Lions clubs volunteer positions. All of these courses include interactive features such as: matching activities, multiple choice quizzes, simulated conversations, realistic Lions scenarios, assessment activities, student notepad for notes during completion of course. Each course may take 30-40 minutes to complete, however some assignments will require work outside the course.

The overall purpose of these courses is to develop more effective Lions leaders, which will improve Lions Clubs International as an organization. It is also reported that one of the key reasons that individuals join volunteer organizations today is for personal and professional growth. As a result, through the Lions Learning Center we make our leadership development programs and resources accessible to as many leaders and potential leaders as possible.

Frequently Asked Questions:

How do I find the Lions Learning Center?

The Lions Learning Center is in the Leadership Resource Center (in the Leadership Development topic of the Members section of the LCI web site.)

How do I access these courses?

The course login process has been improved to allow Lions to create their own user account, using their Lions club member ID number, password of their choice, name and email address. Once you create a user account, you will use the ID number and password to login to any course. The new login process will enable each Lion to have a personal Lions Profile report of online courses that he/she has completed. By using the same login you can complete part of a course, exit the course and return to the spot where you stopped previously. If you make notes on the notepad within the course, they will also be there when you return.

What topics are included in the Lions Learning Center?

The following topics are currently online:

- **Coaching** – In this course you will learn the meaning of coaching and the benefits of coaching for Lions and the communities. Through examples and activities, you will see the common characteristics of effective coaches. The course provides a simple five-step coaching process for your use.
- **Conflict Resolution** – Conflict is a part of everyday life. In this course we look at the causes of conflict and at a variety of strategies that can be used to resolve conflict. We will learn our own basic style of conflict management and the situations where a different style may be more appropriate. Finally, we will study the collaborative approach to conflict resolution and be introduced to a seven-step process for resolving conflict where everyone is a winner in the end.
- **Creativity** – Everyone has creativity. Take this course to refresh your creative skills, practicing creativity through activities during the course. Learn by example how other Lions have used their creativity to plan new projects, support a new Lions club, create new ideas, and foster a positive club environment.
- **Decision Making** – Do you want to improve your decision making? This course presents the steps of decision-making, a range of decision making styles, and ways to increase group acceptance. In addition, several techniques are illustrated that you can use in making your decision, such as Pareto rule, force field analysis, decision tree, stepladder technique, and grid analysis comparison.
- **Delegation** – This course illustrates the definition of delegation and the benefits of delegation. After assessing your level of delegation, the steps of successful delegation are presented as well as the challenges. Course activities and practical worksheets will help you increase your use of delegation.
- **Effective Listening** – As a speaker, you expect your audience's undivided attention. As an audience member, do you give your undivided attention to the speaker? In this course you will learn to be an effective listener. Through engaging activities, you will learn about listening styles, the positive outcomes of listening effectively, and the skills needed to be an effective listener in everyday life.
- **Effective Teams** – This course will help you understand the characteristics of effective teams, the stages of team development, how leaders can support teams, and how to use good decision-making methods. You'll find assessment tools to evaluate your team, tips for team leaders, and interesting activities to motivate and energize your Lions teams.

- **Introduction to Lions Leadership** – This course defines leadership and shows varied leadership styles and how they can be used. You will assess your leadership style. Five practices of exemplary world leaders are explained and applied. Through matching activities and quizzes, you can check your learning and use it in Lions situations. You will create a personal leadership development plan.
- **Managing Change** – You will learn how to become a change leader by taking this course. Through activities, you will recognize the roles in the change implementation process and the way different people react to change and adopt change. You will use checklists to assess resistance and develop a plan to implement a change that is needed.
- **Managing Meetings** – As you follow Lion David on a series of club visits, this course presents the three phases of good meeting management, effective meeting preparation procedures, and meeting facilitation. You learn how to manage group behavior and how to follow-up between meetings. You will use practical worksheets and checklists to achieve effective meeting management in your club.
- **Member Motivation** – In this course, Professor Kazantis introduces you to theories of human motivation. Lion Michael explains how these theories relate to examples of meeting member needs and motivating club members. You will be challenged to use this information in your personal plan to motivate members.
- **Mentoring** – This course describes a mentor and a mentee, the characteristics of an effective mentoring relationship and the benefits of mentoring. The Lions Mentoring Program is emphasized in a detailed presentation of the Basic and Advanced program levels.
- **Promoting Innovation** – Sustainable growth and effective service require new ideas and actions. This course provides tips on stimulating creativity and creating an environment that supports innovation in your club.
- **Providing Community Service** – Lions have a strong commitment to the community, and each club strives to provide meaningful service. In this course you will find tools and techniques to help you assess community needs, select worthwhile projects, plan projects for success, and promote your club's service to the community.
- **Public Relations** – This course defines public relations and presents the benefits for Lions clubs. You'll learn what makes an event newsworthy and how to communicate key messages about Lions clubs. You will create an elevator speech and a public relations plan. You will discover the numerous public relations resources that you can use.
- **Public Speaking** – This course presents how to prepare a speech and how to deliver a speech effectively. Included in the course are practical tips and checklists, as well as examples. Depending on your experience, you can use this course to review or to learn a new leadership skill public speaking.
- **Setting Goals** – Many people do not achieve their goals because they do not establish effective goals. In this course, you will learn how to do just that. You will complete the process of defining goals, writing an action plan, and then managing your goals for the best results. By the end of the course you will be on the path to achievement.
- **Valuing Member Diversity** – To address the changing face of volunteerism, this course examines the concept of diversity as it applies to our association. It emphasizes how diversity benefits Lions clubs, explores how to recruit and retain diverse members, and challenges the learner to support a culture of pluralism.
- **Writing Your Personal Mission Statement** – Prepare to embark on a journey of self-discovery! Through a series of introspective activities, you will craft your personal mission statement and learn how to integrate it into your everyday life. You'll also be provided with a model for putting "first things first" and preventing less important tasks from consuming the majority of your time.

LCI Contact:

Electronic Learning Department

Phone: 630-468-7003

E-mail: leadership@lionsclubs.org

CLUB OFFICER ORIENTATION PROGRAM RESOURCE

Program Summary:

Providing thorough [Club Officer Orientation](#) is essential to having healthy clubs, which can have a direct impact on member recruitment and retention. Training for these key club officers should include club officer responsibilities and typical activities during the year, as well as information about district and LCI programs, member involvement, setting goals, public relations, and meeting management.

Training sessions should be based on the needs of your club officers, planned and promoted in advance, scheduled at convenient times and locations and delivered by experienced trainers. Materials are available in the Leadership Resource Center on the LCI web site to guide you in planning your district club officer orientation training program. These resources are also available on CD upon request.

Frequently Asked Questions:

What resources are available?

1. A trainer guide that presents a suggested curriculum, characteristics of adult learners and lists Lions clubs resources related to each curriculum topic.
2. Resource files for training, needs assessment, planning training sessions, training evaluation, and registration.
3. PowerPoint presentations on time management, club officer duties, leadership, and membership reports.
4. PowerPoint modules for independent learning focused on club president, secretary and treasurer responsibilities.

Who may request the Club Officer Orientation Materials?

An email is sent to the Global Leadership Team District Coordinator on record informing him/her of the availability of these materials. The mailing further explains that these files are available on the LCI web site in the Training Material/Resources section of the Leadership Resource Center.

Can a district receive more than one set of club officer materials on CD?

Due to shipping costs, only one copy can be sent to a district. Files may be copied for any Lion who is assisting with officer training.

LCI Contact:

Facilitated Learning Department

Phone: 630-468-6762

E-mail: leadership@lionsclubs.org

MEMBER ORIENTATION RESOURCE

Program Summary:

The importance of a proper, thorough new member orientation cannot be emphasized enough. Imagine belonging to an organization and having only a vague idea of its goals, the responsibilities of membership, its programs, history or traditions. Would you feel like you belonged? Would you be motivated and committed to help the organization reach its goals? Of course not! You'd likely be wondering why you joined the organization at all.

The information provided during orientation provides a foundation for members. It helps them understand how the club functions, what their role will be and also gives them the big picture of the association. When new members are properly informed, they are more likely to feel comfortable with the club and become actively involved in club activities right away. A properly instructed member is also one who is most likely to remain in Lions through the years.

Consider inviting your seasoned members to attend new member orientation as a refresher. It can help review their enthusiasm.

Frequently Asked Questions:

What makes orientation effective?

Successful orientations do more than simply impart information; they also inspire and motivate new members to be the best Lions they can be. While there are different methods for conducting an orientation, there are several elements common to all effective orientations:

- Conduct the orientation promptly
- Present a manageable amount of information
- Limit the length of each session
- Keep the pace lively and interesting
- Allow plenty of time for questions and answers
- Give participants a new member packet
- New Member Kit - From the Club Supplies Department at LCI NM - 10, it comes with a Welcome Book. This publication provides excellent general information about the history, organization and programs of Lions Clubs International.
- A copy of the LION Magazine
- A recent issue of your club's newsletter
- A club directory
- Your club's brochure or fact sheet
- District fact sheet, if available

Is orientation a part of a club's new membership growth plan or retaining members?

The orientation process has a place in each area. As a part of new membership growth it expands the new member's knowledge of the club, district and the International Headquarters. A prompt orientation enables the new members to participate more fully in their club's operation, activities and projects.

As a member retention tool, a sound orientation will lay a solid foundation for a member to grow and develop in their Lions career; serve as a club officer or possibly aspire to serve in an office at the international level.

Is orientation only for new members?

Orientation sessions should be open to all Lions. Even our seasoned Lions will find an orientation session refreshing and reinvigorating. It is precisely for that reason the orientation refresher courses have been designed. You may use the orientation refresher courses as a part of a club meeting. Please refer to publications ME 13b through ME 13f for more detailed information.

How do you suggest that a club provide an orientation?

We ask that club officers review the orientation materials below (ME-13 and ME-13b-f) and "teach" each member—either through PowerPoint, DVD or other method—the orientation information.

Materials Available:

- | | |
|--------|---|
| ME 13 | <i>Orientation Guide</i> |
| ME 13b | <i>Orientation Refresher Course - Our Illustrious History</i> |

ME 13c *Orientation Refresher Course – Objects, Ethics and You*
ME 13d *Orientation Refresher Course – Your Club, Your District*
ME 13e *Orientation Refresher Course – Your International Association*
ME 13f *Orientation Refresher Course – Membership Development, Extension and Leadership*

The ME13 and ME13b-f can be found online by typing in “Member Orientation” in the search box located on each page of the LCI Web site. An Orientation PowerPoint is available by request. E-mail the Membership Operations Department at memberops@lionsclubs.org for more information.

DVDs showcasing Lions work can be ordered through the Public Relations Department. Access the DVD order form online by typing “Audio Visual Presentations” into the search box locate don each page of the LCI website, www.lionsclubs.org

LCI Contact:

Membership Operations Department
Email: memberops@lionsclubs.org
Phone: 630-468-6857

LIONS MENTORING PROGRAM

Program Summary:

The revised Lions Mentoring Program is divided into two levels, the Lions Basic Mentoring and Lions Advanced Mentoring, each with specific goals to be attained within a defined period. At each level, the mentee Lion is challenged to increase his/her knowledge, level of commitment and leadership skills under the guidance of an appropriate, experienced mentor.

The Lions Basic Mentoring Level – The goal of the Basic Mentoring level is to gain responsibility and to build relationships. In the responsibility section, the mentor must ensure that the mentee receives an orientation within the first three months of the mentee's membership. In the relationship section, the mentor should encourage the mentee to interact with other Lions. The mentor should guide the mentee to this higher level of involvement within 6 months of the mentee's membership. The Lions Basic Mentoring level can be considered a stepping stone to a leadership role at the club level.

The Lions Advanced Mentoring Level – The goal of the Lions Advanced Mentoring level is to see results and to provide replication. In the results section, a mentor should encourage the mentee's increased involvement with club leadership. They should encourage the mentee to chair a committee and to sponsor new members. In the replication section, the mentee is expected hold a club office, obtain an Advanced Membership Key and participate in club extension activities. The Lions Advanced Mentoring level may take one to two years to complete and may qualify a Lion to attend a Regional or Senior Lions Leadership Institute.

Each mentoring level is described further in an accompanying booklet (MTR 11 &12). The Lions Basic Mentoring Program is explained in the booklet MTR-11. The Lions Advanced Mentoring Program is explained in booklet MTR-12. Each booklet outlines strategies for successfully completing either the Basic or Advanced program

Frequently Asked Questions:

How can I participate in the Lions Mentoring Program as either a mentor or mentee?

You can become a mentor or mentee in your club. Here's how:

1. Contact your club president to express interest in the program. He or she will help you find a mentor or mentee. A sponsor may serve as a mentor.
2. Request the Lions Basic Mentoring Guide (MTR-11) or the Lions Advanced Mentoring Guide (MTR-12) from the Membership Operations Department at Lions Clubs International or download the guides from the LCI Web site.
3. Complete the level of your choosing, gaining new knowledge and skills along the way.
4. Receive acknowledgement of accomplishment.
5. Gain new knowledge and skill to move to a leadership role within the club or district.

Are there awards associated with the Lions Mentoring Program? Lions can choose to participate in the Basic Mentoring Program level, the Advanced Mentoring Program level or both program levels by being mentors or mentees. Upon completion of basic level, each Lion will receive a certificate of completion. Upon completion of the Advanced level, each Lion will receive a lapel pin.

LCI Contact:

Membership Operations Department
Email: memberops@lionsclubs.org
Phone: 630-468-6857

Club Excellence Process Facilitator Information

As a CEP facilitator, you have three main responsibilities:

- to familiarize yourself with the CEP materials and with the skills and techniques of interactive facilitation
- to conduct an interactive and effective workshop
- to provide follow up information that can be used as a basis for program improvement and for mentoring and monitoring club involvement after the workshop

Preparation

There are a variety of ways to prepare for your role as a CEP facilitator. Hopefully, you have completed or are scheduled to complete a facilitators' training in your MD or district. This training might be face-to-face at a scheduled event or by way of a webinar. In most cases, the training will be conducted by a GLT representative and may include:

- An overview of the three responsibilities:
 - Preparation
 - Implementation
 - Follow Up
- An examination of each resource used at the workshop including:
 - Community Needs Assessment (Step 1) including debrief of results
 - "How Are Your Ratings?" (Step 2)
 - Service, Communication, Membership Growth, Club Development, and Leadership and Club
 - Operations resources available
- A review of the concept of Action Planning, including a discussion of action plans as the guiding documents for clubs as they complete the program
- A look at the evaluation process and follow up tasks required of the facilitator
- A review of adult learner characteristics to ensure you are meeting the needs of your audience In addition to the formal training, any facilitator, new to the program or experienced, can utilize a number of resources and tools to better prepare for his/her role. The resources below can help ensure a successful workshop:

1. CEP Facilitator Guide – Steps 1 – 4. These sections of the guide provide a suggested script for each of the sessions to go along with the PowerPoint presentation that drives the delivery of the workshop. They include the sequence of all presentations and activities.

2. CEP Participant Workbook. The workbook is a key component of the CEP. It allows each individual Lion to fully participate in the CEP. Your familiarity with the workbook allows you to support the Lions throughout the sessions.

3. Membership and Leadership Development Resource Information.

This information lists a number of resources available from LCI. It is especially valuable to clubs that have completed their surveys and are developing action plans to meet their newly defined goals. Your knowledge of these resources is key to supporting CEP participants. The resource information is available on the LCI website at the following location:

[Membership and Leadership Resource Development Information](#)

4. Online Leadership Resource Center. The Leadership Resource Center on the LCI Web site contains online courses, presentations and tips, and in some case webinars on a variety of topics that can enhance the skills of a facilitator. These include concepts like: motivation, coaching, meeting management, public speaking, goal setting and action planning, conflict resolution, mentoring, and how to create and use PowerPoint in a presentation.

5. Institutes & Seminars. Those Lions making a long-term commitment to training other Lions can benefit from attending a Lions Leadership Institute, where skills in the design and delivery of training is practiced. Dates and locations of institutes are available on the LCI Web site.

Implementation

As a facilitator, you will not only be presenting information, but you will also be engaging your group in examining and discussing their needs, coaching them in determining solutions and goals and developing action plans, and supporting them as they find ways to achieve excellence as a club.

Follow Up

Your role as facilitator does not end with the completion of Step 4. You are asked to complete an evaluation of the program and also to provide and collect an evaluation from each of your participants. The program evaluation you complete is structured to provide input on workshop content, materials effectiveness, and on overall focus of the program. We hope that you will give LCI an honest assessment of the workshop as you see it.

The evaluation that is filled out by each participant rates both the workshop content and your performance as facilitator. It also contains a section asking club members to comment on the tools and resources they were provided and also the level of confidence they have that their club will complete the program and achieve its goals.

Through evaluation we are able to determine if our workshop is organized and presented in such a way that the clubs attending have the tools and direction they need to achieve club excellence. It is through this feedback that we are best able to maintain and improve programs to meet the quality standards to which we strive.

Further, these evaluations will help guide the GMT representative who will mentor and support the club in achievement of their action plans after the workshop. We hope that you will study both evaluations carefully. Upon completion, and your review, please forward all goals statements, action plans and evaluations to the appropriate GLT representative. He/she will review the feedback and forward the forms to his/her GMT counterpart.

LCI Contact:

Leadership Administration

Phone: 630-468-6703

Email: leadership@lionsclubs.org

CLUB EXCELLENCE PROCESS (CEP)

Program Summary:

The Club Excellence Process (CEP) is a program dedicated to club improvement. The process begins with a CEP workshop, during which participating clubs are guided trained facilitator through four steps of approximately one hour each. A participating club will look at their community's needs, take a survey on their membership experience, use resources and develop action plans.

Here is a quick look at what a participating Lion will accomplish during the four steps of the initial CEP workshop.

CEP Workshop Content:

<p><u>STEP 1</u></p> <p>Why Are We Here?</p> <p>(45-60 minutes)</p>	<p>Discover community needs and complete a <i>Community Needs Assessment</i></p> <p>Discuss how Lions make a difference</p> <p>Recognize what Lions have accomplished</p> <p>Brainstorm what Lions could accomplish the future</p>
<p><u>STEP 2</u></p> <p>What Makes an Excellent Club?</p> <p>(75-90 minutes)</p>	<p>Determine the characteristics of an excellent club</p> <p>Identify the stumbling blocks that prevent us from excellence</p> <p>Analyze ways to improve club effectiveness</p> <p>Complete the <i>How Are Your Ratings?</i> Survey</p>
<p><u>STEP 3</u></p> <p>How Can We Determine Our Needs?</p> <p>(45-60 minutes)</p>	<p>Review the <i>Community Needs Assessment</i></p> <p>Review the <i>How Are Your Ratings?</i> results</p> <p>Locate resources available to improve excellence</p>
<p><u>STEP 4</u></p> <p>What Can We Do Next?</p> <p>(45-60 minutes)</p>	<p>Set goals</p> <p>Create action plans</p> <p>Program review</p>

Frequently Asked Questions:

How can my club participate in the CEP?

Clubs interested in participating in the CEP should contact their district governor. The district governor (or other person he or she designates) will select clubs to participate in the program. Your club will work with the district governor (or other person he or she designates) to determine the dates you would be available for the initial CEP workshop. Your club may wish to conduct a CEP workshop during the club meetings or a club retreat. Your club will work with the district governor (or other person he or she designates) to determine the dates you

would be available for the initial CEP workshop. Your club may wish to conduct a CEP workshop during the club meetings or a club retreat. Please complete a CEP Request for Resources for found on the LCI website.

If my club participates, what will I do on a CEP workshop?

Each Lion attending a CEP workshop will be completing several assignments under the guidance of a facilitator. Two of these assignments are the Community Needs Assessment and the How are Your Ratings? Survey. Clubs may be asked by their facilitator to complete these assignments before, during, or after the workshop. The workshop can be delivered in one session or two sessions as opposed to four. Each workshop session can be held at a club meeting, club retreat or other gathering. Clubs interested in participating in a CEP workshop should contact their district governor.

If my club is selected to participate in the CEP, how can I make sure it is beneficial to my club?

If your club is selected to participate in the CEP, there are things you can do to ensure CEP success. Be open to identifying improvement areas and creating action plans with the guidance of your facilitator. Have fun. Take part in a group activities and look for resources you can use to improve your Lions club.

Are there awards for clubs that complete a CEP workshop?

Upon completion of the workshop, each Lion will receive a letter of completion from the international president.

Materials available:

CEP-2 which is the CEP participant workbook.

LCI Contact:

Membership and New Club Development Department

Email: clubexcellenceprocess@lionsclubs.org

Phone: 630-468-6857

CERTIFIED GUIDING LIONS

Program Summary:

The Certified Guiding Lion Program was designed to support the growth and development of new clubs during the clubs' first two years. It helps the participant understand the roles and responsibilities of a Guiding Lion, helps the individual develop a two year plan to assist the new club, and provides the tools to help the officers manage the club.

The initial course was released over 10 years ago, the new course (released December 2010) was expanded to include online training, the district resource center and a newly designed Mentor Team.

The course can be taken at your own pace as a correspondence course or in a group. Presenting the course in a group setting is preferred because it allows for lively and valued interaction and the opportunity to learn from others.

Course Sections:

1. Skills of a Successful Guiding Lion – a Self Assessment of Leadership Skills.
2. Get off to a Good Start – This section helps prepare for the role as Guiding Lion by leading participants through the programs and materials available to support the new club.
3. Develop a Club Officer Mentor Team – This section helps build a practical and job specific mentor team to support each new officer.
4. Design Club Officer Training – This section provides an outline for delivering area specific club officer training.
5. Guiding Lion Resources – Reports and data to measure the health of the developing club.

October 2010 Policy Change:

Two policy changes were approved during the October 2010 Board meeting that impact Guiding Lions:

1. A Guiding Lion can be assigned to no more than two clubs at any point in time.
2. To maintain certification, a Certified Guiding Lion must retake the Certified Guiding Lion Course every three years.

Materials Available:

To access the course materials, go to www.lionsclubs.org and type Certified Guiding Lion into the search engine or you can request course packets, the instructor's manual and the training PowerPoint presentation by contacting District and Club Administration Division 630-468-6828 or districtadministration@lionsclubs.org

LCI Contact:

District and Club Administration Division
Email: districtadministration@lionsclubs.org
Phone: 630-468-6828

CLUB HEALTH ASSESSMENT

Program Summary:

The Club Health Assessment Report

The report includes club specific information such as the club's status, membership growth statistics, reporting history, financial status and the LCIF donations made by members of the club. When a membership is unusually low or reporting and payments are late the number appears in red. When membership is unusually low or reporting and payments are late the number appears in red. When a club is unusually successful in recruiting members the membership number appears in green. District teams are encouraged to contact the club officers to either offer assistance to improve areas of concern or to commend the club for its success.

A recent revision can be found under reports entitled "President Rotation". This column indicates the number of terms that a current president has served. If the club president does not change regularly this could indicate the club has leadership challenges. The report also indicates if the club has participated in CEP.

At the end of the report there is a summary that measures the health of the district.

District team members who have an active email account will receive the report for their area. A copy is also sent to the Council Chairperson.

The District Health Assessment

This report is sent to the Council Chairperson and other Lion leaders the second week of each month. It includes a summary of the Club Health Assessment and also indicates the number of zone chairpersons that have been reported and any district team vacancies that exist.

LCI Contact:

District and Club Administration Division
Email: districtadministration@lionsclubs.org
Phone: 630-468-6828



***The task of leadership
is not to put greatness into humanity,
but to elicit it,
for the greatness is already there.***

John Buchan, author