

## **LEADERSHIP DEVELOPMENT**

The strength of our association lies in its foundation at the grassroots level, the Chapter. Each Chapter is challenged to execute the AFA mission while at the same time find and develop new leaders, who will continue our mission now and in the future. This section will provide guidelines and methods that can be used by the chapter to build a strong on-going Leadership Development (LD) Program. A successful LD Program can be divided into four distinct yet interrelated steps:

### **Step 1: Designate Leadership Development Responsibilities.**

- 1st , consider your Chapter Vice President
  - he or she will be familiar with the AFA mission and local members
- If someone other than the chapter Vice President is selected, insure:
  - they are also familiar with the AFA mission and the current chapter membership
- Whether your Chapter Vice President assumes LD responsibilities or you have someone dedicated to this role:
  - leadership development requires:
    - finding new leaders
    - getting them to accept a chapter assignment
    - working to keep them challenged, rewarded and promoted as appropriate

### **Step 2: Focus on identifying future AFA leaders.**

Volunteer leadership talent exists throughout our nation. Since we are a civilian organization, we should first realize that any American is a potential AFA member and leader. When looking for a AFA leader there are a few attributes you should look for that will help in finding such a person.

- First, the person should be someone who is motivated to support the AFA mission to Advocate, Educate and Support.
  - People will want to be leaders and support our mission for a variety of reasons. The best is simply a personal one. Perhaps:
    - They believe in the absolute essential need for a strong National Defense and understand the key part that Aerospace power plays in that defense.
    - Another motivation that reinforces the above is that the person's career or business is involved in Aerospace issues and he or she can see the value of learning more about these issues, through the AFA.
    - Another could be a retired USAF person who wants to help AFA since he or she observed what help AFA provided to their career in the form of advocacy for increased spending on pay, benefits, and many quality of life issues. These simply provide some focus for the kind of person you should be looking for. Suggested sources include:

- Aerospace Industrial Community
- Chamber of Commerce Military Affairs Committee
- ROTC, JROTC leaders and students
- Civil Air Patrol (CAP) members
- USAF (active, reserve, guard, enlisted, officer, civilian, etc.)
- USAF retired personnel
- Community Partners
- Teachers
- Spouses

You should look for a person who has demonstrated the ability or potential to lead, speak and organize. You need people who can be:

- self-starters
- and will easily find their place in our organization

In any event, it is important to remember that the person you are looking for must be interested in what we do, have the talent to lead and have a personal or career motive to get involved and help us execute the AFA mission.

### **Step 3: Get them to join the AFA team.**

The following are some key considerations in signing up a future leader.

- Personal Contact:
  - enough cannot be said about this approach.
  - mailings and telephone calls are too impersonal
  - you must show this future leader that you care enough to take your time to come talk with him/her.
- What to say:
  - tell them you need people with their talents.
  - don't say that you need a warm body to fill a square or that you are only talking to him/her because no one else wants the job.
  - tell them about the process you've gone through to select them for this important job and
  - let them know that you recognize their interests and talents
- Where to say it:
  - A professional setting is best. Meet at the person's office or at a mutually agreed to business setting.

- If your budget permits, take the future leader to lunch or dinner. This gives you plenty of time to sell AFA, its mission, and why you have selected him/her (talent, interest and motivation).
- Who should say it:
  - Take advantage of all AFA leaders in your Chapter's area.
    - If you have a State President, National Vice President, or National Director (active or emeritus) that the future leader knows or would respect, then enlist their help.
    - Two or more people's (Chapter President and other AFA leaders) enthusiasm will increase the probability of getting a new AFA leader in your Chapter.

#### **Step 4: Keep leaders for the long haul.**

The person you have signed up is talented, motivated and interested in our mission. He/she will want to contribute.

- Assign them to a committee or if they are ready at the time, appoint them to chair a committee or event.
- Invite them to the chapter executive council meeting and make sure they are introduced and recognized.
  - Mentoring and training the new leaders on their new responsibilities is also important.
    - When they are leading, let them do it their own way. As long as their activities are focused on the AFA mission, the methodology they use can and should be their own.
    - Their new ideas will only serve to strengthen the Chapter.
- When they perform well, reward them and promote them
  - Recognize their efforts
    - A simple "thank you" goes a long way
    - Consider chapter, state and national awards
    - Keep them challenged – promote them or support them for higher office

In summary, the leadership development process can be shown pictorially by:

## Leadership Development Process

### Find Them

What To Look For

- 1) Someone interested in Aerospace and National Defense
- 2) Demonstrated talent (Lead, Speak, Organize)
- 3) Motivation is there
  - Personal
  - Business
  - Career

### Recruit Them

How to Get Them To Sign Up

- 1) Personal contact
- 2) Professional setting (office/ lunch/dinner)
- 3) Two or more top AFA officials
- 4) Tell them we need people with their talents

### Keep Them

How to keep them for The long haul

- 1) Train and mentor
- 2) Give them a position of leadership
- 3) Let them execute mission in their own way - new programs, etc.
- 4) Reward them
- 5) Promote them

Implementing the above by taking the first step of appointing Leadership Development Responsibilities will help you build a strong and effective AFA Chapter.