



The Zone Chairperson's Handbook

**Lions Clubs International
Multiple District 105 - 2008 v7.1**

ACKNOWLEDGEMENTS

There are many people I want to thank who are not listed here - I do thank all who have helped me. In particular:

- My wife, Lion Nicole for accepting that I spent the greater part of Christmas 2003 and the following New Year in Provence, typing the first draft of this Handbook.
- Lions Clubs International for its many excellent publications - some of which are used as extracts herein.
- PDG Lion John Wood, for the idea.

For support and advice:

- MD105 Leadership Development Committee and the District Leadership Development Officers 2003/04
- MD105 Council of Governors 2003/04
- MD105 Vice Governors 2003/04, and Lion George Bennett in particular.
- PCC Lion Alan Walker, as the only Lion to come up with corrections to the first edition (v3, 2004)

Lion Peter Crane

February 2004

February 2005 - v4

October 2005 - v5

February 2007 - v6

April 2007 - v6.1

April 2008 - v7 and v7.1

CONTENTS

INTRODUCTION	6
CHAPTER 1 - ZONE CHAIRPERSON MANUAL.....	9
ZONE CHAIRPERSON MANUAL – QUESTIONS.....	11
ZONE CHAIRPERSON MANUAL – ANSWERS.....	12
CHAPTER 2 - ORIENTATION GUIDE – ME13EN.....	17
Lions Clubs International Primer	18
International Association History	18
Lions Clubs International History Timeline.....	20
All about your club.....	21
ATTENDANCE REQUIREMENTS:.....	21
GUESTS AT MEETINGS:	21
DUES:	21
CLUB ACCOUNTS:.....	21
OFFICERS AND BOARD OF DIRECTORS:	21
Club Officers and Directors.....	23
ELECTIONS:	24
COMMITTEES:	24
CLUB CALENDAR:.....	25
CLUB COMMUNICATIONS:	25
AWARDS:	25
Your District, Multiple District and Country	26
DISTRICTS:	26
DISTRICT, REGION AND ZONE ORGANIZATION:..	26
MULTIPLE DISTRICTS:	28
The International Association	30
Your International Association	31
HOW THE ASSOCIATION IS ORGANIZED:.....	32
LIONS CLUBS INTERNATIONAL FOUNDATION (LCIF):	35
LEO CLUB PROGRAM:	35
YOUTH OUTREACH PROGRAM:.....	36
ADDITIONAL SERVICE ACTIVITIES:	36
ORIENTATION GUIDE - Questions	38
ORIENTATION GUIDE - Answers.....	39
CHAPTER 3 – MENTORING COURSE.....	41
LIONS MENTORING PROGRAM MENTORSHIP GUIDE – MTR-5.....	41
Welcome	42
1. All About Mentoring.....	43
Mentoring Lion.....	43
Protégé Lion.....	44
Mentorship: Five Ways to Succeed.....	45

2. Lions Mentoring Program	46
Objectives of the Program	47
The Four Levels	47
3. The Four Levels Up Close	51
Who Mentors at Each Level?.....	51
4. Getting Started.....	54
The Level Planners	54
5. Frequently Asked Questions.....	55
1. What is the purpose of the Lions Mentoring Program?	55
2. What is a Mentoring Lion?	55
3. What is a Protégé Lion?	55
4. What can Protégés typically expect from their Mentors?	55
.....	55
5. What can Mentors typically expect from their Protégés?	55
.....	55
6. Who appoints the Mentoring Lion?	56
8. How do the responsibilities of a Sponsor differ from	
those of a Mentoring Lion?	56
9. Can there be more than one Mentoring Lion in a club?	57
10. Can a Lion be a Mentor and a Protégé at the same time?	57
.....	57
11. How is progress reported?	57
12. If a problem develops during the program, who should	
be contacted?	57
13. Is there recognition for successful completion of the	
Lions Mentoring Program?	57
14. How do Mentoring Lions benefit from a mentoring	
connection?	57
15. How do Protégé Lions benefit from a mentoring	
connection?	58
16. How does the Lions Mentoring Program benefit Lions	
Clubs International?	58
LIONS MENTORING COURSE - QUESTIONS.....	60
LIONS MENTORING COURSE - ANSWERS.....	61
CHAPTER 4 - INTERNATIONAL CONSTITUTION.....	63
Contents of International Constitution.....	65
BY LAWS	65
International Constitution (July 2007) - Questions.....	68
International Constitution (July 2007) - Answers.....	70
CHAPTER 5 -STANDARD CLUB CONSTITUTION	79
BY LAWS.....	79
Standard Club Constitution (July 2007) - Questions.....	81
Standard Club Constitution (July 2007) - Answers.....	83
Robert's Rules of Order.....	91
CHAPTER 6 - CLUB OFFICERS MANUAL	93

CHAPTER 7 - LEADERSHIP AND TEAM-BUILDING.....	95
Leadership	95
Leadership Styles	95
Authoritarian style:	95
Democratic style:	95
Permissive style:	95
Conflict Resolution.....	97
Team-building games	99
Presentations	101
Basics.....	101
Finer Points	102
LEADERSHIP AND TEAMBUILDING - QUESTIONS.....	104
LEADERSHIP AND TEAMBUILDING - ANSWERS.....	105
CHAPTER 8 -CLUB TOOLKIT - PATHWAYS TO THE FUTURE	107
CHAPTER 9 - FREQUENTLY ASKED QUESTIONS	109
INDEX.....	113

INTRODUCTION

This handbook was developed and assembled by the Leadership Development Committee of Multiple District 105 during the Lionistic year 2003/04. We welcome comments and suggestions - please email the editor, Lion Peter at LionPeterCrane@aol.com.

Zone chairperson for the first time

If you are reading this for the first time, you are probably on the threshold of one of the most enjoyable and fulfilling years in your Lion's career.

It is also a year in which you have the opportunity to improve the quality of the Lionistic life of the Lions in your Zone: perhaps not as much as when you were Club President, but certainly greater than any other Officer.

A Vital Role

You are closer to the Lions of your Zone than any other District Officer and you will have benefited from your year as Club President. You have the opportunity to pass your experience on (tactfully!), and remember the things you wished you had done as Club President, but didn't somehow get round to doing.

We envy you and wish you as much enjoyment and fulfilment as we had in our year as Zone Chairmen!

Material for Zone Chairperson

During 2003 the MD Leadership Development Committee recognised the vital role of the Zone chairperson and also the lack of material specifically provided for this officer. We hope this Handbook answers that need.

Courses and Workshops

A Zone chairperson is a Lion and an experienced leader. They will be experienced in a Senior Club Officer's role before becoming Club President, and should have attended at least two full training days - one before becoming Club President at the District Incoming Officers' Day, and one before becoming Zone chairperson at a similar day.

Some Districts may arrange their training in a different manner, but they will have ensured sufficient time has been given to this important aspect of the role.

You would also benefit from attending a District Leadership Development Workshop and/or an MD Emerging Lions 4 day Institute.

Therefore much of the material in this Handbook will not be new to you, but the value is in the fact that it is all in the one place and contains a detailed index by subject/problem.

How to approach this Handbook

If you are short of time, it is recommended that you go to the Question and Answer Section at the end of each chapter before reading the chapter. If you are able to answer the Questions correctly, you can then decide whether or not it is worth reading that section.

The wide margins are there purposely to allow you space to make notes in the margins.

MD105 Resources CD

This CD is an essential tool for you - there is so much material on it that you will find useful throughout your Lionistic career. Please do obtain a copy as soon as possible. MDHQ will tell you how to do this.

Copyright

Most of the material is copyright Lions Clubs International. This means that you can use it in your Lionistic work, but for no other purpose. It also means that the spelling is American English - a minor inconvenience, the value and meaning is the same.

Each year, a new edition of this handbook will be produced. This is to incorporate changes to constitutions, new programmes and amendments to existing programmes. More importantly, it is to allow your corrections, comments, new suggested solutions to the problems and your new problems and suggested solutions to be incorporated. This will help those following you greatly.

We hope this publication helps you enrich the Lions of your Zone, and reinforce the message that our work in the community needs more Lions and more Lions clubs.

CHAPTER 1 - ZONE CHAIRPERSON MANUAL

By the time you receive this Handbook, you should already have received your Zone chairperson Manual, or perhaps you received them together.

Although it is only a slim manual, it contains invaluable information for your role as Zone chairperson. It is well worth reading through several times.

The section on District Organization is more fully covered in the chapter in this Handbook - Orientation Guide for New Members (it includes a lot of material for "old" members as well!).

Club Rebuilding

The section on the Club Rebuilding Program may well have been revised or deleted in later editions.

Now that we have the IMPACT program with each District having a MERL team (Membership, Extension, Retention and Leadership), **they** would lead such a program. However, they will actively involve you, and it is likely that you brought any situation to their attention (via the District Governor) in the first place.

Responsibilities

The list of the responsibilities of a Zone chairperson on page 3 of the Manual is worth repeating here. As you can see, it is an impressive list and reflects the importance of the position:

- To further the purposes and objectives of the International Association of Lions Clubs
- To work closely with all the district officers
- To attend all regularly scheduled meetings of the district as provided for in the district constitution *and called by the District Governor*
- To serve as chairman of the zone's District Governor's Advisory Committee and hold *at least* three meetings annually
- To visit regularly the meetings of each club in the zone within the first quarter* of the term in office and to report these visits to the region chairman (or vice district governor if there is no region chairman)
- To meet with the region chairman (or vice district governor if there is no region chairman) bi-monthly to review and discuss the status of the clubs in the zone

- To be informed about the activities and the well-being of all the clubs in the zone and to suggest and implement methods for assisting all the clubs within the zone, especially clubs on status quo, young clubs and clubs with problems
- To initiate the exchange of ideas on programs, projects, activities, and fund-raising methods in the clubs
- To create a good understanding within clubs about the district, multiple district, and international programs
- To make sure that every club within the zone respects its constitution and by-laws
- To promote club representation at international, multiple district and district conventions by the full quota of delegates to which clubs are entitled
- To represent any club in the zone which has a problem with the district, multiple district, or international headquarters
- To recommend qualified club presidents for the Club President Excellence Award and sign the application form
- To perform other functions and duties as required by the district constitution as well as the International Board of Directors and policies, which affect the success of the International Association of Lion Clubs within the district.

The italics are words I have added. For example, a District Governor may call extra meetings to those required by the constitution, or some zones find they need 4 meetings.

* There are economic or geographic regions where it is not practical to complete the club visits within the first three months - it just needs a bit of common sense. For example, in Cornwall and Devon, this is the height of the tourist season, so members are busy working long hours and roads are jammed with tourists, so club visits are often carried out in the second quarter.

ZONE CHAIRPERSON MANUAL - QUESTIONS

1. On which responsibilities does the zone chairperson report/meet with the vice district governor, and in what circumstances?
2. Give three characteristics, which may be exhibited by weak clubs.
3. What are the duties of the District Governor's Advisory Committee?
4. There are eight requirements for the Club President Excellence Award. List them.
5. Give 6 of the suggested guidelines for discussion at the First Advisory Committee Meeting (you may know this as the Zone Committee Meeting).
6. There is a checklist to help zone chairmen plan successful meetings. List the 5 points.
7. The manual describes the zone chairperson as a motivator, counsellor and communicator. What should they do in each of these roles?

ZONE CHAIRPERSON MANUAL - ANSWERS

1. ***Interaction with the vice district governor*** - *To report club visits and meet bi-monthly to review and discuss the status of clubs in the zone, where there is no region chairman.*
2. ***Weak clubs may exhibit the following characteristics:***
 - a. *The members of the club lack initiative, unity, and are indifferent to each other's needs*
 - b. *They have poor membership retention*
 - c. *They do not sponsor service activities to benefit the community*
 - d. *They have no new member orientation programs and the Lions do not attend functions sponsored by the district, region or zone*
 - e. *They are delinquent in paying their dues and receive numerous past-due account notices*
 - f. *They face the possibility of being placed on status quo*
3. ***The duties of the District Governor's Advisory Committee are:***
 - a. *To hold at least three business meetings during the fiscal year*
 - b. *To assist the zone chairperson in making sure that every club operates efficiently according to the guidelines set by the constitution and by-laws*
 - c. *To promote the attendance of club members at the annual district, multiple district and international conventions*
 - d. *To assist the zone chairperson in promoting club attendance during charter nights within the zone*
 - e. *To plan and discuss zone projects*
 - f. *To discuss ways of assisting weak clubs*
 - g. *To cooperate with the zone chairperson in promoting various functions for the clubs in the zone such as inter-club meetings, special functions observing district governor month, installation of club officers, induction of new members, and ceremonies honouring Key members and participating in sport tournaments, banquets and celebrations. The Advisory Committee Meeting presents the ideal occasion during which the zone chairperson can promote and encourage unity among clubs. It also provides*

an opportunity to exchange ideas about club operations and to solve problems, if any.

4. The Club President Excellence Award requires that the Club President fulfils the following:

- a. *The club shall comply with the association's constitution and by-laws as well as the policies of the International Board of Directors, and shall refrain from any action encouraging unauthorised uses of the name, goodwill, emblems, the marks "Lions", "Lions Club", "Lioness", "Leo", "Lions International", or "Lions Clubs International" and other insignias of this association.*
- b. *The club shall conduct at least one major service activity during the year inline with the international program.*
- c. *The club shall accomplish at least one of the following:*
 - (1) *A net increase in membership for the year (death and transfers not counted)*
 - (2) *Sponsorship of at least one Lions Club*
 - (3) *Qualifying for the Club Retention Award*
- d. *The club shall have no unpaid balances of over US\$50.00 owing to the international headquarters as of 31st March of the fiscal year.*
- e. *The club shall have submitted to international headquarters the following reports by the specified due dates:*
 - (1) *Monthly Membership Report, 20th of the following month*
 - (2) *Annual Activities Report, 30th June*
 - (3) *Annual Club Officers Report, 31st May*
- f. *The president shall attend the following Lions meetings during the year:*
 - (1) *At least 2 zone meetings*
 - (2) *Club officers' school*
 - (3) *District, multiple district, or international convention*
- g. *The president shall certify that all new members are properly indoctrinated and involved in service activities or committee work*

- h. The club shall conduct a club retreat during the year (this can be interpreted as a meeting such as the club handover, or a social event open to all members)*

The application form (DA-1 Form) for this award must be filled in, signed by the zone chairperson as well as the district governor, and sent to International Headquarters by 31 July of the following year after the club president's term is completed. Faxes are acceptable. The absolute time limit is 12 months after completion of the club president's term of office.

5. Suggested guidelines for discussion during the First Advisory Committee Meeting:

- a. The duties of the club presidents and secretaries*
- b. The clubs' objectives for the year, including those of the district governor and the zone chairperson*
- c. The association's international program*
- d. The leadership development programs*
- e. The sponsor's responsibilities towards the new member*
- f. New members induction and orientation*
- g. Plan of action needed to increase and retain members*
- h. Club finances*
- i. The rules of the Club President Excellence Award*
- j. The importance of the Monthly Membership Reports and their timely submission*

6. The following check list to help the zone chairperson in planning successful meetings:

- a. Select an evening when the majority of the clubs can be represented and mail notices well in advance*
- b. Appoint a reporting secretary, have a firm plan for the meeting, make check lists*
- c. Use name tags, visual aids, overhead projectors*
- d. Encourage participation from all those who attend*
- e. Following the meeting, mail copies of the minutes to all club presidents, plus a summary of the items discussed. Clubs may want to use this information for their bulletins.*

7. As a motivator a zone chairperson should:

- a. *Recognise the efforts of the club officers and offer them help*
- b. *Promote enthusiasm among Lions for their club's community service projects*
- c. *Encourage team spirit and unity among club members*
- d. *Point out the importance of each club to participate in district events, conferences, and training*
- e. *Encourage members to accept leadership challenges*

As a counsellor a zone chairperson should:

- a. *Offer direction and support to clubs*
- b. *Inform clubs of resources available from the association and the community*
- c. *Listen to the concerns of the clubs*
- d. *Offer amicable resolutions to misunderstandings and problems*
- e. *Provide guidance to weak clubs and those on status quo*
- f. *Encourage strong clubs to set higher goals*

As a communicator a zone chairperson should:

- a. *Inform clubs of district and multiple district events and training opportunities*
- b. *Provide suggestions on how clubs can participate in district events*
- c. *Report the club's activities to district officers*
- d. *Promote the objectives of the International Association of Lions Clubs*

CHAPTER 2 - ORIENTATION GUIDE - ME13EN

This guide is part of the Certified Guiding Lion Kit and the District MERL team is likely to carry a stock of them. You can also download the Guide from the International website.

This Chapter takes those extracts from the Guide, which, it feels, are most likely to be needed by a Zone chairperson. However, you are strongly recommended to obtain your own copy of the Guide. The page numbers refer to the Guide and not here.

INTERNATIONAL ASSOCIATION HISTORY

Pages 13 and 14

CLUB ORGANISATION

This will differ from Club to Club and from the outline in the Orientation Guide. However this is a good starting point - even if only to start a discussion!

Pages 18 to 21

DISTRICT AND MULTIPLE DISTRICT ORGANISATION

Pages 22 to 24

THE INTERNATIONAL ASSOCIATION

Pages 25 to 27

LION MAGAZINE AND WEB SITE

Page 29

LCIF/LEO/OUTREACH

Page 30

ADDITIONAL SERVICE ACTIVITIES

Page 31

Lions Clubs International Primer

International Association History

Lions Clubs International began as the dream of Chicago insurance man Melvin Jones. He believed that local business clubs should expand their horizons from purely professional concerns to the betterment of their communities and the world at large.

Jones' own group, the Business Circle of Chicago, agreed. After contacting similar groups around the country, an organizational meeting was held on June 7, 1917, at the LaSalle Hotel in Chicago. The new group took the name of one of the groups invited, the "Association of Lions Clubs," and a national convention was held in Dallas, Texas, USA in October of that year. Thirty-six delegates representing 22 clubs from nine states were in attendance. The convention began to define what the association was to become. A constitution, by-laws, objects and code of ethics were approved. Among the official objects adopted in these early years was one, which read, "No club shall hold out the financial betterment of its members as its object." The object has remained one of the association's main tenets ever since.

First President

Dr. W. P. Woods, of Evansville, Indiana, USA was elected as the first president. Guiding force and founder, Jones, was named acting secretary, thus beginning his relationship with Lions that ended only with his death in 1961.

International

Just three years after its formation, the organization became international when the first club in Windsor, Ontario, Canada was established in 1920. Clubs were later organized in Mexico, China and Cuba. By 1927, membership stood at 60,000 in 1,183 clubs.

In 1935, Panama became home to the first Central American club; the first club in South America was organized in Colombia the following year. Sweden, then France, brought Europe into the association in 1948. In 1950, the London (Host) Club was formed, the start of our MD105 of Great Britain and Ireland. Japan had clubs by 1952, and the so-called "Eastern Bloc" was unblocked in 1989 with the formation of clubs in Hungary, Poland and Estonia. In 1990, a club was chartered in Moscow and today over 100 Lions clubs are demonstrating the value of service in countries once closed to voluntary action.

Helen Keller and Sight projects

Perhaps the single event having the greatest impact on the association's service commitment occurred in 1925 when Helen Keller addressed the Lions at the international convention in Cedar Point, Ohio, USA. It was there that she challenged Lions to become "knights of the blind in the crusade against darkness."

In 1990 Lions launched their most aggressive sight preservation effort to date, SightFirst II. The more than US\$140 million-plus program strives to rid the world of preventable and reversible blindness by closing the gap between existing health care services and those that remain desperately needed.

United Nations

Broadening its role in international understanding, the association helped the United Nations form the Non-Governmental Organizations section in 1945, and continues to hold consultative status today. Each year, during the Lions Day with the United Nations ceremonies, an award is presented to the grand prizewinner of the Lions International Peace Poster Contest, itself a significant program, which draws over 350,000 entries annually.

Another significant event in the association's history occurred in 1987, when Lions Clubs International became the first major service club organization to admit women as members.

Since those first years, the association has grown to include nearly 1.4 million men and women in more than 45,000 clubs located in 192 countries and geographical areas.

At a Glance

Lions Clubs International History Timeline

1917: Association founded in Chicago, Illinois, USA on June 7 by businessman Melvin Jones.

1920: Association became international with the formation of the first club in Canada.

1925: Helen Keller challenges the Lions to become her "knights of the blind in the crusade against blindness."

1931: First club in Latin America chartered.

1945: Association helps form the Non-Governmental Organizations section of the United Nations.

1947: First club in Australia chartered.

1948: First club in Europe chartered.

1950: First club in Great Britain and Ireland chartered.

1953: First clubs in Asia and Africa chartered.

1987: Lions Clubs International becomes the first service club to admit women as members.

1990: SightFirst, a major blindness prevention initiative, is launched.

1998: International Convention held in Birmingham, England.

2005: SightFirstII launched to continue the crusade against blindness.

All about your club**ATTENDANCE REQUIREMENTS:**

Clubs should meet regularly and it is recommended at least twice each month. All active members are strongly encouraged to attend meetings regularly. Members who maintain perfect attendance during the fiscal year may be given an annual 100% perfect attendance award. If a member misses a meeting, he or she has the opportunity to make up the meeting by attending a club board meeting, a region or zone meeting, the meeting of another club or a club committee meeting. The club secretary has complete details regarding your club's make-up policies.

GUESTS AT MEETINGS:

Meals for guests at meetings are generally paid for by the Lion who extends the invitation, unless previously agreed upon by the club to absorb the expense, which frequently happens in the case of a speaker or a prospective new member. It is appropriate for a Lion member to introduce the guest at the time of the general introductions.

DUES:

Each club assesses an entrance fee and annual dues. Lions clubs use their entrance fees and membership dues for administrative purposes and to pay international and district dues.

Dues can be collected from the individual member on a semi-annual basis. Dues statements should be mailed by clubs to their members on or near January 1st and July 1st of each year.

The club annually pays to Lions Clubs International a "per capita and convention fund tax" for each member. The club is billed semi-annually on January 1st and July 1st.

CLUB ACCOUNTS:

Clubs maintain two separate accounts: activities and administrative. The activities funds of a Lions club, consisting of funds raised from the public through club projects, may only be expended to satisfy a community or public need. The administrative budget is what finances club operations. Its income comes mostly from club dues.

OFFICERS AND BOARD OF DIRECTORS:

A Lions club is governed by a Board of Directors, normally consisting of a president as chief executive officer, the immediate past president, three vice presidents, a secretary, a treasurer, a Lion tamer, a tail twister, four or more directors, a membership director and a branch coordinator (if applicable).

Officers are elected annually for a term coinciding with the association's fiscal year (July 1 - June 30). Directors are elected for two-year terms. Meetings of the board are usually held once each month.

President:

The president serves as the club's chief executive officer and presides at all meetings of the club and the Board of Directors. The president issues the call for regular and special meetings in accordance with the club's by-laws or procedures, plans the agenda and ensures that the status of each committee activity is reported. It is also the responsibility of the president to see that regular elections are duly called, noticed and held, The president cooperates with, and is an active member of, the district governor's advisory committee of the zone in which the club is located.

Immediate Past President:

The immediate past president, along with other past presidents, serves as an official greeter of members and their guests at club meetings and represents the club in welcoming new people into the community served by the club. *(This is the suggestion from Oakbrook, I know many clubs have different, but equally valid, methods of welcoming guest and new members)*

Vice Presidents:

In the event that the president should be unable to perform the duties of office for any reason, the vice president next in rank occupies the position and performs the duties with the same authority as the president. Each vice president, under the direction of the president, oversees the functioning of various committees of the club.

Secretary:

Under the supervision and direction of the president and Board of Directors, the secretary acts as a liaison officer between the club and both the district, multiple district and International Headquarters. Responsibilities of the secretary include submitting reports, maintaining club records and issuing financial statements to club members.

Treasurer:

The Treasurer is responsible for all club financial matters. Duties include receiving all monies and paying club obligations, maintaining financial records, preparing financial statements and submitting financial reports.

Lion Tamer:

The Lion Tamer serves as custodian of club property. Duties include being responsible for club property (such as flags, banners, gavels, etc.), serving as a sergeant at arms during meetings and distributing materials at meetings.

Tail Twister:

The Tail Twister serves to promote harmony, good fellowship and enthusiasm at club meetings through the judicious imposition of fines on members. The Tail Twister may not be fined except by the unanimous vote of all members present. Any funds collected by the Tail Twister are immediately turned over to the treasurer.

Membership Director:

The membership director serves as the chairman of the membership committee. Responsibilities of the membership director include development of membership growth programs, implementation of recruitment and retention programs and preparation of orientation sessions.

Branch Coordinator:

The branch coordinator is the chief officer of the club branch's executive committee.

At a Glance**Club Officers and Directors**

The club's Board of Directors is composed of:

- Club President
- Immediate Past President
- Vice Presidents
- Secretary
- Treasurer
- Lion Tamer
- Tail Twister
- Membership Director
- Branch Coordinator (if applicable)
- Elected Directors

ELECTIONS:

All officers of the club are elected annually. Directors, however, are elected every other year. The process begins with the nomination of club officers and directors in March. The president appoints a nominating committee. The committee proposes the names of candidates for each club office to the members at a nominating committee. At this meeting nominations for all officers can be made from the floor. Elections are held in April of each year. Terms of office begin on July 1st.

To ensure continuity of the club's membership efforts, the election of membership committee members is handled a little differently than other committees. Each club elects a three-person membership committee. The committee includes a member, a vice chairman and a chairman who automatically becomes a director on the board. After the first year, only the membership chairman/director moves off the committee. The vice chairman moves up to become the membership chairman/director. The remaining committee member becomes the vice chairman and a new Lion is elected to fill the vacancy.

COMMITTEES:

Club projects and activities are originated and led by club committees under the direction of a committee chairman. The president generally appoints the chairman and committee members. There are two general classifications of club committees: administrative and activities-based.

Examples of administrative committees include: attendance, constitution and by-laws, convention, finance, information technology, leadership development, Lions information, membership, program, public relations-bulletin editor and greeter. Activities committees are set up to address specific community needs as well as to provide support for international services. Activity committees include youth outreach, diabetes awareness, sight conservation and work with the blind, hearing and speech action and work with the deaf, environmental services, Leo Club Program, youth exchange program, Lioness club program and international relations program. Clubs may also appoint committees for various other activities, such as citizenship, educational or health services and international youth camps.

The chairmen of each committee will call periodic meetings of their members, and are frequently asked to attend board meetings to report their progress to the officers and directors.

Vice presidents also communicate these activities to the general membership.

CLUB CALENDAR:

The program committee is responsible for maintaining a calendar of events. This calendar helps remind members of pertinent club dates.

CLUB COMMUNICATIONS:

The club newsletter is a vital communications tool. Many clubs also have Web sites. Members are encouraged to read each issue of the club's newsletter and visit the Web site regularly to keep abreast of club news.

AWARDS:

There are many awards available to members at the club level for service activity and membership initiatives. They include:

Extension Award: Given for outstanding efforts in formation of new Lions clubs.

Year-Round Growth Award: for recruiting three or more members in one year.

Membership Keys: Awarded for recruiting quality members.

100% Attendance: Recognizes perfect attendance.

Chevrons: Awarded for length of membership.

Many clubs also have their own awards programs to recognize the outstanding achievements of their members, as do districts and multiple districts.

Additionally, club leaders are eligible for a variety of awards to acknowledge superior efforts, such as the Club President Excellence Award.

Your District, Multiple District and Country

DISTRICTS:

Most Lions clubs are part of a district, which is comprised of at least 35 clubs that have a combined total of at least 1,250 members.

District Governor:

The district governor serves as the chief administrative officer for the district. He or she is elected to serve a one-year term at the district convention. The new governor takes office at the close of the international convention.

The district governor's responsibilities include representing the association in the district, supervising district officers, furthering the Objects and Ethics of the association, promoting the goals of the International Program, supervising the organization of new Lions clubs and presiding over district meetings.

Vice District Governor:

The vice district governor serves as chief administrative assistant to the district governor. The vice district governor's specific responsibilities are to further the Objects and Ethics of Lions Clubs International, become familiar with the duties of the district governor so that in the event of a vacancy in the office of district governor, perform administrative duties assigned by the district governor, participate in district meetings, help prepare the district budget, supervise district committees at the request of the district governor, help review clubs, engage in all matters to be continued during the next year and serves as chairman of the district MERL team.

Cabinet Secretary and Treasurer or Secretary/Treasurer:

Each one acts under the supervision of the district governor. The duties of each are to further the Ethics and Objects of Lions Clubs International and perform other functions and acts required through the cabinet secretary-treasurer manual and other directives.

DISTRICT, REGION AND ZONE ORGANIZATION:

Normally, a district or sub-district is divided into regions (comprised of no more than 16 and no less than 10 clubs), each headed by a region chairman. In turn, each region is broken down into zones (with no more than eight clubs and no less than four), presided over by a zone chairperson. Region and zone chairmen work under the leadership of the district governor.

Region Chairman:

This position is optional. The region chairmen are members of the district governor's cabinet. They are usually appointed by the governor; however, in some districts they are elected. The region chairman, subject to the supervision and direction of the district governor, is the chief administrative officer in the region. Duties include supervising the zone chairmen in the region, supervising district committees as assigned by the district governor, organizing new clubs and strengthening weak clubs.

District Chairmen:

Lions Clubs International officially recognizes twenty district chairmen:

- Convention
- Diabetes Awareness
- Environmental
- Extension
- Hearing & Speech Action and work with the Deaf
- Honorary
- International, Understanding and Cooperation
- Leadership Development
- Cultural and Community Activities
- Information Technology
- Leo Club
- Lions Clubs International Foundation (LCIF)
- Membership
- Lions International Peace Poster Contest
- Public Relations and Lions Information
- SightFirst II
- Youth Exchange
- Youth Outreach
- Retention
- Youth (Lions Opportunity for Youth)

The district committee chairmen assist the district governor, region chairmen and zone chairmen in the work with their clubs. A district governor may add other district chairmen, as he or she deems necessary.

Zone chairperson:

The zone chairperson is the chief administrative officer in the zone and is given direction and supervision by the district governor and/or region chairman. The zone chairperson is responsible for serving as chairman of the district governor's zone advisory committee, taking an active role in organizing new clubs and reports on the activities and well being on all the clubs in their zone.

The zone chairperson is a member of the district governor's cabinet. Usually, the governor appoints them; however in some districts they are elected.

District Conferences:

The district conference is held for the purpose of conducting training seminars for club officers. These conferences are attended by club officers and committee chairmen, as well as by district cabinet members. They are called a **Forum** in some districts.

District Conventions:

The annual district convention, sometimes held as part of a multiple district convention, is the chief deliberative Board of Directors of the district. District conventions are held to conduct general district business, take action on district matters, adopt resolutions, elect the district governor and other district-elected officers, vote on convention sites, conduct seminars, sponsor events important to the district and develop fellowship among the Lions of the district.

District Contest and Awards:

District contests, conducted over a period of several months, are very effective in stimulating interest among the clubs. These contests are based on a point system for various categories according to district needs. They normally are: prompt submittal of reports, membership increases, attendance, etc. Appropriate prizes are regularly awarded.

MULTIPLE DISTRICTS:

When a district becomes too large, it is often sub-divided along geopolitical lines to form two or more sub-districts. Each sub-district is identified by its own letter and/or number. When there is more than one sub-district in a defined area, such districts form a "multiple district." Each multiple district has its own constitution, based upon a standard form provided by Lions Clubs International. These constitutions may be amended by a vote of the delegates to the multiple district convention, provided that such amendments do not run counter to the provisions of the International Constitution or policies of the International Board of Directors.

Subject to the association provisions, each multiple district supervises the administration of its own affairs, and may choose officers, hold meetings, administer funds, authorize expenditures and exercise other administrative powers as provided in its respective multiple district constitution and by-laws.

Council of Governors

According to the International Constitution, the governors within a multiple district constitute a council of governors for each multiple district. The district council may include one or more immediate past district governors, provided that the total number of immediate past district governors does not exceed one-half the number of district governors. Each member has one vote on each question requiring action of the council. A district council may also include past and present international presidents, vice presidents and past and present directors of the association as advisory, but non-voting members.

The International Association

THE ASSOCIATION'S NAME:

The official name of the association is "The International Association of Lions Clubs" or simply "Lions Clubs International." The name Lions was chosen because of the symbolism of what a lion animal represents - courage, strength, activity and fidelity.

MISSION STATEMENT:

To create and foster a spirit of understanding among all people for humanitarian needs by providing voluntary services through community involvement and international cooperation.

MOTTO:

The Lions motto is "We Serve." It was adopted at the 1954 International Convention, after being selected from more than 6,000 suggestions from members worldwide.

SLOGAN:

Liberty, Intelligence, Our Nation's Safety. It was adopted at the 1919 International Convention.

OFFICIAL COLORS:

Purple and gold were chosen when the association was founded in 1917. The purple represents loyalty to country, friends, to one's self and to the integrity of mind and heart. It is the colour of strength, courage and dedication to a cause.

Gold symbolizes sincerity of purpose, liberality in judgment, purity in life and generosity in mind, heart and commitment to mankind. Often, a dark blue is used in place of the purple.

OFFICIAL EMBLEM:

The current Lion emblem (or logo) was adopted at the 1919 convention. Today, Lions worldwide are recognized by it. It consists of a gold letter "L" on a circular purple (or blue) field. Bordering this is a circular gold area with two profiles facing away from the centre. The Lions face both past and future - showing both pride of heritage and confidence in the future. The word "Lions" appears at the top and "International" at the bottom.

Always wear your Lions emblem pin proudly. And remember, since it is a registered trademark in most countries, it may never be used for commercial or fundraising purposes without prior permission from the Legal Division at International Headquarters.

INTERNATIONAL FELLOWSHIP AND UNDERSTANDING:

It may appear that the language barrier would make international understanding almost impossible. But international understanding and friendship (or fellowship) is a matter of spirit rather than language. Lions throughout the world communicate with one another through club activities that create and foster a spirit of understanding among the peoples of the world.

At a Glance**Your International Association**

Founded:	1917 in Chicago, Illinois, USA.
Founder:	Melvin Jones.
Motto:	We Serve.
Official Colours:	Purple and Gold.
Slogan:	Liberty, Intelligence, Our Nation's Safety.
Primary Activity:	Blindness Prevention and Sight Conservation.
Membership:	Nearly 1.4 million men and women in approximately 192 countries and areas worldwide.

HOW THE ASSOCIATION IS ORGANIZED:

The individual Lions club is the most important unit of your association. As an individual, you belong to the club. It is the club that belongs to the association. This means that when it comes time to elect international officers and directors, or to amend or change the International Constitution and by-laws it is the club that casts the necessary votes through its authorized delegates.

Every Lions club in good standing is entitled to send at least one delegate and one alternate to vote at the International Convention, regardless of the number of members it has. Most clubs are entitled to more than one vote, since the rule provides for one delegate or alternate for each 25 members or major fraction thereof. Delegates can be appointed by club's Board of Directors, or elected by the membership.

At the International Convention, the delegates elect the international officers and directors who will act for them during the coming fiscal year (July 1-June 30). Officers elected include the international president and first and second vice president. Constitutionally, a contest exists only for the office of second vice president with the other officers advancing one step each year until elected international president. The immediate past international president is also an officer of the association and serves as chairman of the LCIF Board of Trustees. Since the close of the 1997 International Convention the officers of the International Association of Lions Clubs include the president, immediate past-president, first vice president, second vice president and 32 directors representing various areas of the world. International directors serve two-year terms, with approximately one-half being elected each year.

INTERNATIONAL HEADQUARTERS:

The International Headquarters, with a staff of approximately 290 full-time employees, is located in Oak Brook, Illinois, USA. Although branch offices exist worldwide, the International Headquarters serves as the association's central administrative and information source.

Many services are provided to Lions through this office, including issuing charters to new clubs, providing brochures, activity guides and newsletters to members and maintaining all association records.

The staff is led by an executive administrator, who oversees all headquarters operations and works to carry out the policy decisions made by the International Board of Directors. Assisting the executive administrator is the association's treasurer.

Eleven operating divisions divide the administrative responsibilities of International Headquarters. They are Club Supplies and Distribution, Convention, Information Technology, District and Club Administration, Executive Services, Extension and Membership, Finance, International Activities and Program Development, Leadership, Legal, Public Relations and Production.

THE LION Magazine:

The official magazine of Lions Clubs International, THE LION Magazine, was established in November 1918. It is sent regularly to every member of the association. The annual subscription price is included in the international dues.

THE LION is published in English, Chinese, Danish, Dutch, Finnish, Flemish-French, French, German, Greek, Hindi, Icelandic, Italian, Japanese, Korean, Norwegian, Portuguese, Spanish, Swedish, Thai and Turkish.

THE LION Magazine has four major functions:

- To inform the members of official notices.
- To serve as a central reference point for service and fundraising ideas and the best methods to employ in order to ensure their success.
- To supply information about countries and areas in which Lions are active, enabling all members to better understand and support international program objectives and to promote worldwide peace and understanding.

- To present the story of Lions Clubs International in the best possible manner so that not only Lions, but the casual reader as well, will receive a favourable impression of the association.

Lions Clubs International Web site:

The official Lions Clubs International Web site, located at www.lionsclubs.org, contains a wealth of information about the association and its programs. There are also downloadable materials, online Club Supply sales, a club directory and online report filing. Additionally, the site has various newsletters, an online version of THE LION Magazine, message boards and online training courses. The site is updated monthly. Lions are encouraged to visit often to learn the latest news and updates.

Just as important for us is our MD105 website: www.lions.org.uk

LIONS CLUBS INTERNATIONAL FOUNDATION (LCIF):

Lions Clubs International Foundation is the charitable arm of Lions Clubs International. The foundation was chartered in 1968 to support the efforts of Lions clubs around the world in serving their local communities and the world community through humanitarian major disaster relief and vocational assistance programs.

SightFirst II

The SightFirstII program, the aggressive global service initiative that mobilizes Lions resources at all levels, responds to worldwide needs for the prevention of blindness. LCIF SightFirstII grants are supporting projects that meet critical needs in both developing and developed countries. The SightFirstII program has already provided over one million cataract surgeries, initiated eye health awareness programs, supported eye disease treatment plans, constructed hospitals and funded training for ophthalmic personnel.

Core 4

The newest LCIF grant program, "Core 4," provides grants of up to US\$200,000 for high impact Lions service projects. The Core 4 program addresses the larger humanitarian needs in the communities where Lions serve. LCIF Core 4 grants are limited to a list of specific types of projects consistent with the top four humanitarian concerns of Lions: preserving eyesight, combating disability, promoting health and serving youth.

Donations to LCIF support grants in these categories: LCIF SightFirst, Core 4, Standard, International Assistance Grants (IAG), Emergency, Major Catastrophe and Major International Service Program.

Melvin Jones Fellowship

LCIF honours donors with a variety of awards and forms of recognition. The highest form of recognition is the Melvin Jones Fellowship. Other recognitions include Honour Roll and Contributing Membership.

LEO CLUB PROGRAM:

A Leo club is an activity sponsored by a Lions club. Leo clubs provide young men and women with an opportunity to serve others in their community - and around the world. Leo clubs can be school affiliated or community based.

Leo club activities include meetings, organizing and conducting community service and social functions. The Leo motto -

Leadership, Experience, Opportunity - is fulfilled as members work together to respond to the needs of others. Participating in Leo activities and projects helps young people prepare for the future by developing organization and social skills. Through their service efforts, Leos develop a positive self-image and personal growth as they meet new challenges and responsibilities.

YOUTH OUTREACH PROGRAM:

The mission of the Lions Youth Outreach, "Changing Tomorrow Today," is to help and challenge youth to learn, to achieve and to serve. Emphasis is placed on the many opportunities available for young people to volunteer in their communities in order to help them gain responsible citizenship skills. A video program is available to help Lions clubs implement a youth outreach program in their community.

The Lions Youth Outreach program also emphasizes drug awareness prevention through education. Alcohol, tobacco and other drug abuse threaten the lives and futures of young people everywhere. To counter these negative influences, Lions sponsor educational programs in thousands of schools. The Lions-Quest Skills for Growing (Grades K-5), Skills for Adolescence (Grades 6-8) and Skills for Action (high school) teach youth how to make healthy decisions and to say "no" to drug abuse and other negative behaviour. All three Lions-Quest programs also include community service and violence prevention/conflict resolution components.

ADDITIONAL SERVICE ACTIVITIES:

There are probably as many different humanitarian services performed by Lions clubs worldwide as there are clubs. Each club is in tune with the needs of its local community and responds appropriately with projects that will improve the lives of those less fortunate. However, there are several programs that are commonly supported by a great many clubs around the globe. They include:

- Lions Youth Outreach
- Leo Club Program
- Used Eyeglasses Collection (Including Lions Recycle For Sight and the Lions/LensCrafters Gift of Sight initiatives)
- Lions International Peace Poster Contest
- Lions Culture Program
- Environmental Projects
- International Youth Camps

- International Youth Exchange
- Diabetes Awareness
- Work with the Deaf and Hearing Impaired
- Eye Banks
- Guide Dogs
- World Sight Day

More information about these and other programs is available on the Lions Clubs International Web site, in THE LION Magazine and from the appropriate department at International Headquarters.

ORIENTATION GUIDE - Questions

1. What is the association's motto?
2. How many International Vice Presidents are there?
3. Who founded the Association?
4. What did Helen Keller challenge the Lions to become, and who was she?
5. What is the primary service activity of Lions Clubs Worldwide?
6. In how many Countries and geographical areas do we have Lions Clubs?
7. Where was the association founded?
8. What does LCIF stand for?
9. What is the Address of the Lions Club International Web Site?
10. What elections take place at the annual International Convention?
11. Who is the current International President?
12. Where is the International Headquarters located?
13. How many International Directors are there?
14. Apart from the Club President, name three other members of the club's Board of Directors
15. How many clubs can there be in a Zone (minimum and maximum)?
16. Who is chairman of the district governor's zone advisory committee?
17. What is the least number of clubs and Lions that constitute a District?
18. Apart from Club Administration costs, what must a Lion's subscription cover?
19. What is the role of a club's Lion Tamer?
20. What is the purpose of the District Conference (sometimes referred to as Forum)?

ORIENTATION GUIDE - Answers

1. *We Serve.*
2. *Two - first vice president and second vice president.*
3. *Melvin Jones*
4. *"knights of the blind in the crusade against darkness". She was both deaf and blind, and overcame tremendous odds to communicate and open the way for others, similarly affected, to communicate.*
5. *Blindness Prevention and Sight Conservation.*
6. *192.*
7. *Chicago, Illinois, U.S.A.*
8. *Lions Clubs International Foundation.*
9. *www.lionsclubs.org*
10. *International President, Vice Presidents and 17 International Directors.*
11. *Mahandra Amarasuriya*
12. *Oak Brook, Illinois, U.S.A.*
13. *33*
14. *Secretary, Treasurer, immediate past president, vice presidents, Lion tamer, tail twister, four or more directors and a membership director (not all compulsory).*
15. *4 and 8*
16. *The Zone chairperson.*
17. *35 clubs and 1,250 members in good standing. The International Constitution requires these numbers on formation of a District, but does not state that these numbers have to be maintained.*
18. *International and District dues. District covers Multiple District.*
19. *Custodian of club property, serving as sergeant at arms during meetings and distributing material during meetings.*
20. *The District Conference (as opposed to District Convention), also called District Forum, is held for*

the purpose of conducting training seminars for club officers.

CHAPTER 3 - MENTORING COURSE

LIONS MENTORING PROGRAM MENTORSHIP GUIDE - MTR-5

This programme was developed by the Extension and Membership Division at International Headquarters. It is an excellent and very worthwhile idea. In MD 105, our biggest membership problem is the loss of Lions with less than 5 years service. They leave for a variety of reasons, but it is doubtful if as many would leave if they had been involved in this program; holding their interest and developing their roles in our organisation in a structured way.

The whole programme can be downloaded from the International Website. However, do not be put off by the American way it is organised - we do not have to blindly follow their system of awards/ rewards at every turn - let us take from it what is best (and there is plenty of that) and use it in our own way.

Pages 4 to 16 from the Guide are reproduced below.

It is recommended that you download the 4 Planners for the 4 levels (as well as the guide - MTR-5 and the Orientation Guide - ME 13 EN):

Level One	-	Responsibility	-	MTR1
Level Two	-	Relationships	-	MTR 2
Level Three	-	Results	-	MTR 3
Level Four	-	Reflection	-	MTR 4

With your District MERL Team, set up a Mentoring Programme for your Zone. Identify Mentors, particularly for levels 1 to 3 and strongly encourage all new Lions in your Zone to follow the programme.

Welcome

The word "welcome" may seem a somewhat unusual way to begin a user's guide. We chose the word deliberately to suggest the open, helpmate connection that the two of you - Mentoring Lion and Protégé Lion - are about to make. You will learn more about your roles as Mentoring Lion and Protégé Lion later in this Guide. For now, think of one of you as the path maker (Mentor) and one as follower (Protégé). You are both embarking on a journey into the world of Lionism that will make you better individuals, better Lions. This Guide is written for both of you.

Over the next several pages, the Guide will explain what mentoring is, the roles each of you play, the benefits to each of you, and how the Lions Mentoring Program is organized into four progressive levels of accomplishment. Much of what you see and absorb here comes to us from the rapidly growing, worldwide field of professional mentoring (an International Mentoring Association already exists). Credit will be given as appropriate.

A special thank you goes to Sid L. Scruggs, III, Lions International Director 2000-2002, whose interest, leadership, and perseverance gave rise to the Lions Mentoring Program as it stands today. In the process, he mentored many to achieve his vision.

Extension and Membership Division

Lions Clubs International

1. All About Mentoring

It's probably easy for you to recall someone who has had a significant impact on your life. A teacher who gave you the skills to solve mathematical problems or to write an essay - a coach who corrected your swimming stroke or cheered when you finished a race and inspired your lifelong love of sport. It is this type of relationship that is the essence of mentoring. The term mentoring encompasses the idea of apprenticeship strengthened by a relationship between a teacher and a student. The process of learning from such a mentor is known as *mentoring*.

The word "mentor" is taken from *The Odyssey*, written by the Greek poet Homer. The story tells us that Odysseus (also known as Ulysses in the Latin translation) is planning to go to battle in the Trojan War. As he makes his preparations, however, Odysseus realizes that his heir, Telemachus, is not trained to act in the role of King during his absence. Odysseus turns to Mentor, a wise and trusted family friend, who agrees to tutor Telemachus while Odysseus is away.

Selecting Mentor, known to be wise and compassionate, for the job of training Telemachus was an appropriate and well-considered choice. Odysseus recognized how important these qualities, wisdom and compassion, would be in the important task of preparing his heir for the challenges of kingship.

"Mentoring" - as the word has come down to us through the ages - epitomizes relationships that provide for the exchange of information and knowledge - and which are built on a foundation of trust, truth, and compassion.

Mentoring Lion

Just as Mentor prepared Telemachus for the role of King, a Mentoring Lion is a trusted counselor, a guide, a coach and catalyst who interacts directly with a Protégé Lion and helps him or her learn skills, gain knowledge and grow in competency.

A mentor passes on wisdom of experience to prepare another for service. This transfer of knowledge helps the one being tutored to learn things he or she may not have learned as quickly on their own or not learned at all. Mentoring also provides for preserving tradition and building a legacy. A mentor must be willing to walk alongside that person and help him or her as long as that person is willing to learn and grow.

An effective Mentoring Lion has the following traits:

- Possesses valuable Lion's knowledge and experience and is willing to share it.
- Is dedicated to and enthusiastic about Lions Clubs International and its goals.
- Is a respected and ethical leader and role model.
- Communicates skilfully by actively listening, requesting clarification and elaboration, and providing positive and constructive feedback.
- Creates with the Protégé Lion a relationship of trust, openness, honesty, sensitivity, confidentiality and mutual respect.
- Allows the Protégé Lion visibility, autonomy and challenges, and also holds him/her accountable for his/her actions and decisions.
- Holds broad and flexible ideas on individual and organizational development.
- Encourages shared responsibility and partnership in the mentoring process.

Protégé Lion

A Protégé Lion is any member - entirely new or already part of the association - who seeks training and development with the objective of growing in skills and responsibility as a Lion. Under the guidance and instruction of a Mentoring Lion, a Protégé Lion advances in skills and confidence and is committed to taking action in response to what is learned.

One organization with extensive experience in mentoring, the U.S. Coast Guard, suggests that good candidates for becoming a successful protégé are:

- Competent
- Credible
- Ambitious
- Eager to Learn
- Loyal
- Candid
- Positive
- Good Listeners
- Team Players
- Able to Keep Confidences
- Responsible

Applying the U.S. Coast Guard mentoring principles to the Lion model, that organization might suggest that in order to have a successful and satisfying relationship with a Mentoring Lion, the Protégé Lion should:

- Have a strong desire to be a part of a Mentoring Lion-Protégé Lion partnership.
- Understand and be able to communicate goals and objectives with the Mentoring Lion.
- Take responsibility for meeting goals.
- Be willing to accept both positive feedback and constructive criticism and make adjustments where needed.
- Be open to trying new things and taking chances.
- Periodically review and assess the progress of the mentoring relationship and make appropriate adjustments where needed.

Mentorship: Five Ways to Succeed

Since the Mentoring Lion and the Protégé Lion have an enormous impact on the resulting partnership, each mentoring partnership will evolve in its own unique way. However, there are some common characteristics to be found in successful mentor-protégé partnerships. Chief among the characteristics for a successful and satisfying mentor-protégé relationship is the dedication and enthusiasm of each partner. In addition, the following have been found to be essential to successful mentoring relationships:

- **Mutual Respect:** Both parties in a mentoring partnership must show respect for themselves and for their partner. The Protégé Lion should acknowledge and accept the knowledge and abilities the Mentoring Lion possesses from years of experience. Simultaneously, the Mentoring Lion must recognize and appreciate the Protégé Lion's desire to develop his or her commitment to the association. To help foster this mutual respect, both partners should recognize and celebrate their successes on the mentoring journey.
- **Trust:** Trust is essential between the Mentoring Lion and Protégé Lion. Those working together with the benefit of open and honest communication, reliability, consistency and a sense of loyalty will experience the greatest degree of success.
- **Relationship Building:** The mentoring process is a journey of knowledge and growth, and as such, there may be some obstacles

along the way. In order to minimize these obstacles, both the Mentoring Lion and the Protégé Lion must communicate clearly and frequently to develop a firm, reliable comprehension of goals and expectations. As problems arise, they should be addressed immediately and handled appropriately. The partnership's decision-making should be thoughtfully considered before proceeding.

- **Realistic Self-Assessment:** Realistic assessment of abilities and expectations of the relationship are other keys to success in a mentoring connection. The Mentoring Lion should encourage the Protégé Lion to make an honest analysis of his or her current capabilities, the amount of time and energy he or she expects the Mentoring Lion to commit to the partnership and what the Protégé must contribute to further his or her own development. In turn, the Mentoring Lion should provide honest, constructive feedback to the protégé's analysis. At the conclusion of this step, both the mentor and protégé will have a firm understanding of the boundaries and requirements of the relationship.

- **Time:** A successful mentoring partnership requires time and attention. It is essential to schedule a regular, uninterrupted block of time for meetings, conversations or e-mails. It is also an excellent idea for both partners to "check in" informally between scheduled meetings or conversations.

2. Lions Mentoring Program

Now that you are more familiar with the concept of mentoring, we'll turn directly to our own Lions Mentoring Program.

The Lions Mentoring Program has been created to help every member worldwide achieve the goal of better serving his or her community.

It is also geared toward helping members realize the potential that their unique skills and knowledge offer, and toward gaining the confidence and abilities to assume leadership roles within their clubs and the association.

What value is knowledge - gained through hard work and experience - if it is not passed along to others?

As Lion members seek to serve their communities and contribute toward a spirit of understanding among all people, each could benefit from the wisdom of experience of others who are following the same path or who have trod it before them.

The Lions Mentoring Program establishes a framework that will enable members to learn from each other, reach individual goals, grow in leadership skills, build stronger relationships, and contribute toward more vibrant clubs that succeed in reaching the ultimate objective: helping others.

Objectives of the Program

It would not be surprising if mentoring were already taking place on an informal basis within your club. Members with common goals or interests are likely to make contacts and form friendships that allow for an exchange of information and support.

The Lions Mentoring Program formalizes this process, outlines and illuminates the steps of successful mentoring, offers ideas and ways to build on these already significant relationships and rewards participants.

The results are seen in stronger relationships and in stronger clubs. History confirms that associations, organizations, and businesses that take the step of establishing mentoring programs benefit by developing members who are prepared - just as Telemachus was trained - to become effective leaders.

The Four Levels

Any journey benefits from a map or signposts along the way that show travelers how far they have come and reminds them of where they are going.

The Lions Mentoring Program provides four Levels of mentoring - each with specific tasks and goals and a defined time during which they are to be reached.

Both Protégé Lion and Mentoring Lion agree and understand that they are working toward the common goal of increasing the Protégé's competency and ensuring that the Protégé will be ready to assume ever-increasing roles of responsibility and leadership. These Levels require Protégé Lions to achieve observable, measurable goals.

Four Levels of mentoring are utilized in the Lions Mentoring Program. The Levels are:

One: "Responsibility"

Two: "Relationships"

Three: "Results"

Four: "Replication"

These Levels are tailored after those developed by author John C. Maxwell in his authoritative book, *Developing the Leader Within You*. The four Levels provided by the Lions Mentoring Program are summarized here in ascending order of competency:

- **Level One: *Responsibility*** - Level One is devoted to developing an understanding of who the Lions are, their vision of humanitarian service, the traditions, the organizational structure and the responsibility of being a Lion member. This initial level of the Lions Mentoring Program is directed by the new member's sponsor. This phase will include the new member's orientation and should be completed in the first three months of membership. The orientation conveys the association's history to participating Lions along with knowledge about programs and services offered by the association.

- **Level Two: *Relationships*** - The requirements at this mentoring phase are to develop relationships and organizational skills in preparation for leadership at the club level. Emphasis is placed on teamwork. During Level Two the new member's sponsor plays a proactive role with the sponsored Lion (Protégé Lion) by way of the Proud Lion/Proud Sponsor Program. The sponsor (or designated Mentoring Lion who has previously been a Proud Sponsor and/or holds a Membership Key) will guide these first two Levels. Level Two should be completed within six months of the Protégé Lion's join date.

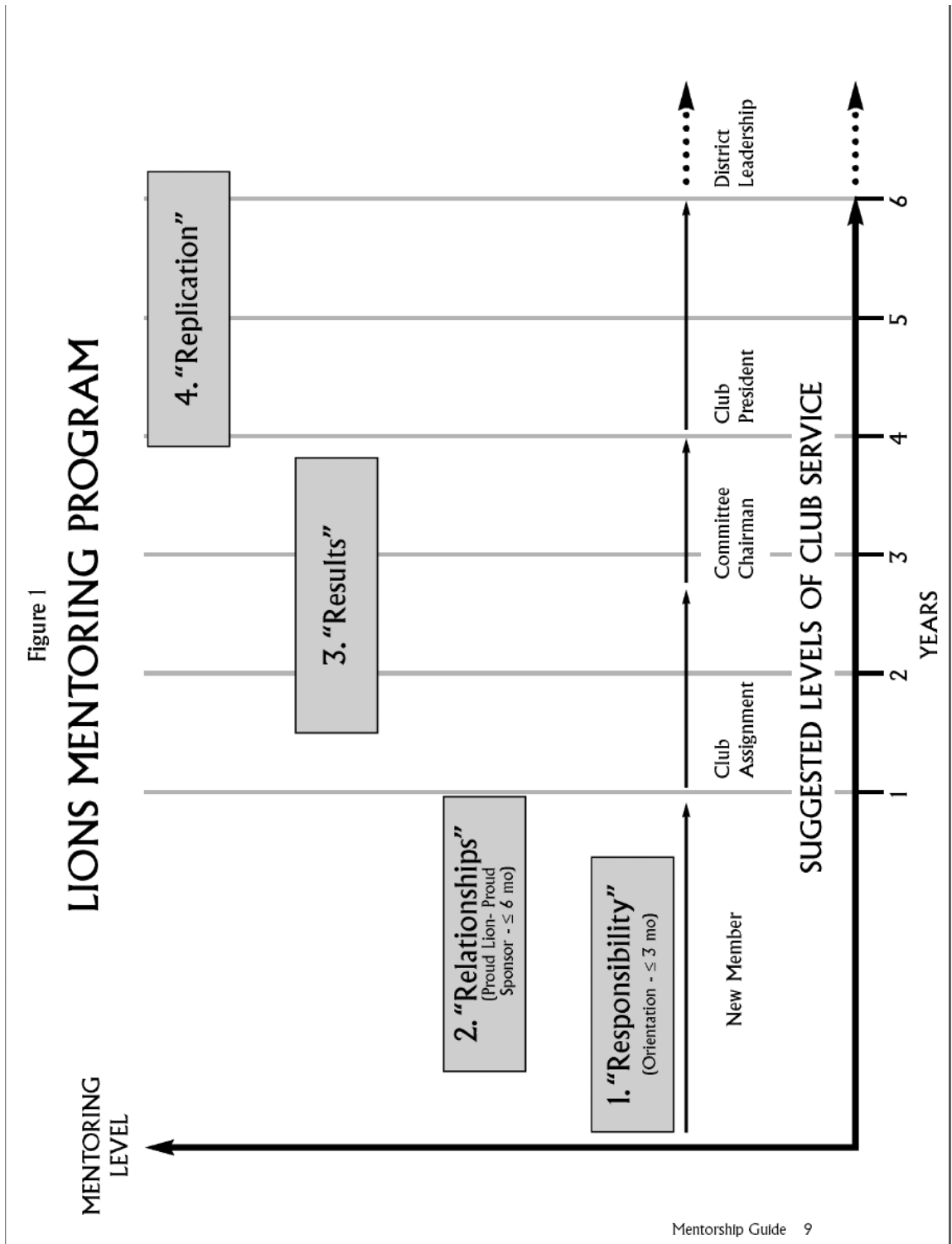
- **Level Three: *Results*** - The third Level concentrates on leader-manager skills. Failure to produce results in completing a task usually is because individuals do not know what they are supposed to do, they do not know how to do the task, or they do not know why they should do the task. This phase will demonstrate not only what and how, but why. The "*Results*" Level will focus on community projects and programs that provide useful and needed humanitarian service. Completion of Level Three will provide a stepping-stone for the Emerging Lions Leadership Institute and for accepting a leadership role within the club.

The designated Mentoring Lion for Level Three must meet the same requirements as for Levels One and Two, plus the added experience of having successfully chaired a club committee or held a club office, or completed the Certified Guiding Lion Program. The emphasis of Level Three is upon developing accountability for results.

- **Level Four: *Replication*** - This is the final Level of the Lions Mentoring Program and will concentrate on the Protégé Lion's role in developing others. This phase of mentoring is based on a commitment to develop leaders who will provide ongoing growth for the association and for humanitarian service. Level Four ensures long-range growth and can serve as a basis for leadership within the district structure and for participation in the Senior Lions Leadership Institute. This phase can be augmented with additional training at district level and at area forums. The designated Mentoring Lion at this Level must meet all of the requirements for Level Three, and must be an advanced Key member or recipient of an Extension Award, have been a past club president, a past district officer and an attendee at an area Leadership Forum, or Lions Leadership Institute and an International Convention. The emphasis at this Level is to develop and expose key leaders to growth opportunities and advanced leadership positions.

All four Levels are positioned in the Lions Mentoring Program framework by Figure 1 on the next page. Here, the diagram will show the general relationship between each Level, time required, and progression of activity.

Normally, a new member would progress through each Level in sequential order (Level One, Level Two, etc). Existing members, who have been Lions for a year or more, may begin mentoring at Level Three providing they are able to claim equivalent knowledge and experience as specified for Level One ("*Responsibility*") and Level Two ("*Relationships*").



3. The Four Levels Up Close

As the Mentorship Guide pointed out earlier, each Level requires the Protégé Lion to achieve observable, measurable goals under the guidance of the Mentoring Lion. These goals were carefully selected in concert with Lions worldwide to be relevant and beneficial to the competencies and development of you, the Protégé Lion.

Take a close look at Figure 2, on the next page, which details accomplishment goals for each Level along with completion times, and recognition awards. Each Mentoring Lion and Protégé Lion should both become equally knowledgeable about the goals and timing for the specific Level they are working on.

Who Mentors at Each Level?

Not surprisingly, abilities and skills needed by the Mentoring Lion will change with each Level. In addition to general traits required for conducting oneself as an effective mentor, the Lions Mentoring Program prescribes Lions with these qualifications at each Level:

- **Level One: *Responsibility*** - Normally the Protégé's sponsor takes on the role of Mentoring Lion. If this is not possible, the club president appoints a designated Mentor. Completion of Level One should occur within three (3) months of the Protégé's join date.
- **Level Two: *Relationships*** - This is the Level designed around the Proud Lion/Proud Sponsor program. Here, too, the Protégé's sponsor may take on the role of Mentoring Lion. If the sponsor is unable to mentor, the club president appoints a Mentoring Lion who, ideally, has been a Proud Sponsor awardee before and who holds a Membership Key. Completion of Level Two should be within six (6) months of the Protégé Lion's join date.
- **Level Three: *Results*** - Again, the sponsor may fill the role of Mentoring Lion, if qualified. This means having met the requirements for Levels One and Two plus the added experience of having successfully chaired a club committee or held a club office, or completed the Certified Guiding Lion program. The designated Mentoring Lion is appointed by the club president with advice from the Club Membership Chairman. The rate of completion is determined by Mentor and Protégé. Goal attainment for Level Three may require one to three years.

Figure 2

LIONS MENTORING PROGRAM

Levels: Accomplishment Goals

Level One RESPONSIBILITY	Level Two RELATIONSHIPS - PROUD LION/PROUD SPONSOR	Level Three RESULTS	Level Four REPLICATION
1. Orientation <ul style="list-style-type: none"> - Club - District - LCI 	1. Attend club board meeting. 2. Involvement in club service or fund-raising activity. 3. Introduce a prospective new member to the club. 4. Make one visitation to another club; secure a visitation slip. 5. Attend either a Zone, Region, Sub-District, Multiple District meeting, or International Convention and report back to the club.	1. Assume active role in at least two service activities. 2. Chair a club committee for at least one year. 3. Conduct a community needs assessment. 4. Develop a club service project, or review and give a written assessment of an existing club service project. Present to club's leadership. 5. Attend a club board meeting. 6. Attend a Zone or Region meeting and a District Cabinet meeting. 7. Attend Sub-District, Multiple District or International Convention. 8. Sponsor at least one new member.	1. Hold office of club president. 2. Obtain an advanced Membership Key. 3. Give an orientation briefing to new club members. 4. Participate in club extension by forming (or assist in forming) one of: (a) a new club (b) a Club Branch (c) a New Century Lions Club (d) a Campus Club (e) a Leo Club (f) other club type as may be developed by LCI at later date 5. Attend constitutional area Leadership Forum or Lions Leadership Institute and an International Convention.
Complete within three (3) months from join date	Complete within six (6) months from join date.	Completion of Level 3 (approximately 1-3 years) will provide a stepping-stone for a Protégé Lion to participate in Emerging Lions Leadership Institute.	Completion of Level 4 (approximately 2-4 years) will provide a stepping stone for a Protégé Lion to participate in Senior Lions Leadership Institute.
	PROUD LION/PROUD SPONSOR pins awarded to Mentor and Protégé upon completion.	Level Three LMP certificates awarded to Mentor and Protégé upon completion.	Level Four LMP certificates and Level Four LMP pins awarded to Mentor and Protégé upon completion.

- **Level Four: *Replication*** - In this phase, the Protégé Lion may seek a Mentor from within his or her own club, or from another club within the member's zone if necessary. The Mentoring Lion in this case, in addition to meeting the qualifications for prior Levels, should have been a Guiding Lion or Rebuilding Lion, hold an advanced Membership Key or an extension award, and have been a club president and a district officer as well. Also, the Mentoring Lion must have attended a Constitutional Area Leadership Forum or Lions Leadership Institute and an International Convention. Completion rate is determined by Mentor and Protégé. Goal attainment for Level Four may require two to four years.

More often than not, because of the Mentoring Lion requirements and qualifications at each Level the Protégé Lion should expect to connect with several Mentors during your progression from Level One through Level Four. This should be seen as an opportunity to broaden knowledge as well as exposure to Lions in leadership positions.

Reporting and Recognition

A job well done brings its own rewards, but it is also nice to be officially recognized for our accomplishments. Here, briefly, is a description of Lions Mentoring Program recognition for each Level (see Level One Planner, Level Two Planner, etc. for more detail).

- **Level One: *Responsibility*** - The mentoring partners record progress on the Level One Achievement Form and submit it to the club secretary. At the next meeting, their accomplishments are recognized publicly.

- **Level Two: *Relationships*** - Upon completion (within six months of join date) of Level Two, both Protégé Lion and Mentoring Lion are recognized for their achievements. The Protégé receives a Proud Lion lapel pin, the Mentor a Proud Sponsor lapel pin. The Protégé must record his or her progress on the Level Two Proud Lion completion card. Lapel pins will be forwarded from Membership Operations Department upon club request. In addition, Proud Lion/Proud Sponsor vest pins are available for purchase when earned.

- **Level Three: *Results*** - This is the first of the two final Levels where the Protégé Lion's club must submit a signed (by Mentoring Lion and club president) completion form to the Membership Operations Department. The information on the form will be

entered into the Lions Mentoring Program database. Both Protégé and Mentor receive personalized certificates.

• **Level Four: *Replication*** - Here, too, the Protégé Lion's club is requested to submit a signed completion form. Information, as with Level Three, will be entered into the Lions Mentoring Program database. Owing to the significance of completing this advanced Level, clubs are encouraged to present both the Level Four Mentoring Lion Pin and Level Four Protégé Lion Pin at a district-level ceremony. The two pins will be forwarded to the Protégé's club by the Membership Operations Department along with notification to the appropriate district governor.

4. Getting Started

Plainly put, the journey starts with you, the Protégé Lion. You must have the hunger to learn, the interest and desire to challenge a Level and master its goals.

The Level Planners

Companions to this Mentorship Guide are Planner booklets for every Level in the Lions Mentoring Program. There is a Level One Planner, Level Two Planner, and so forth. Each Planner covers Level requirements and completion suggestions.

On your own, you as the Protégé Lion should approach your sponsor (or club president, if your sponsor is unavailable) and express your interest in participating in the Lions Mentoring Program and in being paired with a suitable Mentoring Lion.

Once your Mentoring Lion has been designated (and is acceptable to you), you can move ahead quickly:

1. Set up a meeting, preferably face-to-face, where both of you can voice expectations, decide how long and how frequently you will meet, and how you will communicate regularly (telephone, e-mail, face-to-face).
2. Request your Mentoring Lion to obtain one copy of this Mentorship Guide (MTR-5) as well as two Level Planners appropriate for the Level you are considering (see opening page of this chapter for a listing of Planners).
3. Work with your Mentoring Lion to devise a plan to accomplish each individual goal. Put your plan in writing, using the Planning Form included in each Lions Mentoring Program Planner, or an alternate format you deem suitable. It is important to have a

written plan, so that you and your Mentor are clear on how to proceed and can track your progress together.

4. Agree on a regular time and place to report progress. Initially, it is beneficial to meet as often as once a week at the start.

5. Choose your first goal and take action!

5. Frequently Asked Questions

1. What is the purpose of the Lions Mentoring Program?

The purpose of the Lions Mentoring Program is to have an experienced Lion mentor another club member to develop the club member's knowledge and competence by completing specific tasks. The goal of mentoring should be to prepare and provide quality Lions for participation at the club level and beyond.

2. What is a Mentoring Lion?

A mentor is best defined as one who helps another learn. Mentoring is the act of passing knowledge to another person who would otherwise have learned an activity or skill less well, more slowly, or not at all without the mentor's help, experience and knowledge. The Mentoring Lion acts as a mentor to help develop a Lions club member into a quality, effective Lion.

3. What is a Protégé Lion?

A Protégé Lion is any member - entirely new or already part of the association - who seeks training and development with the objective of growing in skills and responsibility as a Lion. Under the guidance and instruction of a Mentoring Lion, a Protégé Lion advances in skills and confidence and is committed to taking action in response to what is learned.

4. What can Protégés typically expect from their Mentors?

Generally, mentors provide some or all of the following: encouragement, support, honest opinions, candid information and advice, guidance, suggestions, assistance in making good choices, information on opportunities available, help in defining and reaching goals, help in developing a network, idea stimulation and insight into Lionistic career paths.

5. What can Mentors typically expect from their Protégés?

Protégés need to demonstrate a desire to learn, steady effort to gain skills and knowledge and abilities, flexibility, open-mindedness, focus on goals, open communication, responsibility for their own development, ability to receive feedback and look

at situations from other perspectives, willingness to try new things and sincere interest in developing as a Lion.

6. Who appoints the Mentoring Lion?

A Mentoring Lion should be designated whenever a member wants to further his or her career as a Lion. At the first Level of the Lions Mentoring Program, the pairing is made with the Lion sponsor. If the sponsoring Lion is not able, the club president may assign a mentor from among experienced and willing members of the club, so long as the recommended Lion meets the qualifications for the Level of mentoring to be accomplished. At higher Levels, a Lion may seek out his or her own Mentoring Lion.

7. Must a Mentoring Lion be a member of the Protégé Lion's club?

It is preferable for the Mentor and the Protégé to be members of the same Lions club. It is mandatory that the Mentor be available to coach, assist and support the Protégé. Each Level of development must be addressed in terms of observable goals to build competence and commitment. By defining measurable goals, the Mentoring Lion will be able to praise progress and build self-assuredness while maintaining the Protégé Lion's interest and enthusiasm.

8. How do the responsibilities of a Sponsor differ from those of a Mentoring Lion?

Before extending an invitation to join a Lions club, the Sponsor of any new Lion attests that the candidate is morally, socially, and financially responsible and, in his or her estimation, will become an active member and will support the Lions' Objects and Ethics. The Sponsor also pledges personal interest in this Lion's development and involvement with the principles of Lions Clubs International. Every Lion should be actively recruiting quality members. However, not every Lion may have the experience to mentor another Lion beyond the early Levels of the program.

A Mentor shall be selected as an experienced and dedicated Lion who has served in various capacities as a Lion. The Mentor must be willing and capable of developing another Lion club member's competence and commitment by providing experiential direction, coaching and support to prepare that member to accept various roles in the organization at the club level and beyond.

It is understood that competence is a function of knowledge and skills, which can be gained from education, training and experience. Commitment is a combination of confidence and

motivation, which can be developed through proper coaching and support.

Realizing that people are instructed by reason, but inspired by *passion*, it is crucial for the Mentoring Lion to demonstrate passion, spirit and enthusiasm as well as knowledge to develop a member to his or her fullest potential. The Mentoring Lion is responsible for development beyond that provided by the sponsor.

9. Can there be more than one Mentoring Lion in a club?

Yes, as long as each meets the requirements for the appropriate Level of the Lions Mentoring Program.

10. Can a Lion be a Mentor and a Protégé at the same time?

Yes. Lions at different experience Levels have different developmental needs and interests. For example, a Lion may be a Level One or Level Two Mentor, guiding a new member through orientation and the Proud Lion/Proud Sponsor program. At the same time, this Lion can be another Lion's Protégé, being mentoring at Level Four.

11. How is progress reported?

The Mentoring Lion and Protégé Lion submit completion forms as required for each Level of the Lions Mentoring Program.

12. If a problem develops during the program, who should be contacted?

The problem should be discussed with another mentor or the club president, district governor, or, if needed, the Membership Operations Department of Lions Clubs International.

13. Is there recognition for successful completion of the Lions Mentoring Program?

Yes. Recognition and awards increase with each Level completed in the program.

14. How do Mentoring Lions benefit from a mentoring connection?

Personal satisfaction - Mentors feel a sense of pride by helping Protégé Lions progress. They feel they are giving back some of what Lions Clubs International has given to them.

Sharpened leadership and interpersonal skills - Mentors sharpen their own skills as they coach and challenge their Protégés.

Recognition - In addition to earning awards, good Lion Mentors are well respected at all Levels.

Information - Often, Mentors receive feedback and fresh ideas from their Protégés. Protégés offer insight about how the association is perceived.

Leadership advancement - Assigning Lion Protégés to projects can build the Mentor's reputation for getting things done, and developing others to follow the Mentor's example can help the Lion Mentor advance into leadership positions.

Legacy - Mentors gain satisfaction from passing their experience and insights on to the next generation of Lion leaders.

15. How do Protégé Lions benefit from a mentoring connection?

Motivation - Protégés feel more motivated since a superior and the association are both interested in their development and success, and are willing to invest in them.

Knowledge and new skills - Protégés learn from the experiences of Lions leaders.

Accelerated advancement - Protégés participate in customized training, which leads to personal development and Lionistic leadership opportunities.

Networking - Protégés cultivate valuable contacts within and outside their Lions clubs.

Feedback - Mentors provide constructive feedback on actions, behaviours, and decisions.

Support - Help with setting and achieving Protégé goals is readily available.

16. How does the Lions Mentoring Program benefit Lions Clubs International?

Retention - Mentoring improves retention and builds loyalty among Lions Clubs International members.

Legacy - Mentoring preserves and perpetuates the traditions and creates a legacy for future leaders.

Leadership Pool - Mentoring identifies and trains the next generation of leaders.

Quality - Mentoring raises a Lion's skill level with a shorter learning curve.

Diversity - Mentoring promotes a variety of leaders, work styles, and thinking patterns.

Productivity - Mentoring increases individual and association productivity and communication flow.

Involvement - Mentoring encourages and motivates capable Lions to step forward, utilize their mentoring and interpersonal skills, and be highlighted as committed Lions.

LIONS MENTORING COURSE - QUESTIONS

1. Who are the two participants in this program?
2. Where does the word Mentor come from?
3. Give three traits of an effective Mentoring Lion?
4. At what stage in a Lion's career should they tackle Level 1 Responsibility: and Level 2 Relationships, as a Protégé
5. Who would normally take the role of Mentor for Stages 1 and 2?
6. List three activities that should be covered in level Two: Relationships.
7. Level 3: Results takes place over what period of time?
8. Must a mentoring Lion be a member of the Protégé's Lions Club?
9. How do the responsibilities of a sponsor differ from those of a Mentoring Lion?
10. How do you obtain the Mentoring Guide and the Four Planners?

LIONS MENTORING COURSE - ANSWERS

1. *Protégé and Mentor.*
2. *From The Odyssey - a Greek story - it is the name of a wise and trusted friend of Odysseus left to coach his heir in the role of king.*
3. *An effective Mentoring Lion has the following traits:*
 - (1) *Possesses valuable Lion's knowledge and experience and is willing to share it.*
 - (2) *Is dedicated to and enthusiastic about Lions Clubs International and its goals.*
 - (3) *Is a respected and ethical leader and role model.*
 - (4) *Communicates skilfully by actively listening, requesting clarification and elaboration, and providing positive and constructive feedback.*
 - (5) *Creates with the Protégé Lion a relationship of trust, openness, honesty, sensitivity, confidentiality and mutual respect.*
 - (6) *Allows the Protégé Lion visibility, autonomy and challenges, and also holds him/her accountable for his/her actions and decisions.*
 - (7) *Holds broad and flexible ideas on individual and organizational development.*
 - (8) *Encourages shared responsibility and partnership in the mentoring process.*
4. *In the first 3 months and in the first 6 months.*
5. *The sponsor of the protégé.*
6. *Involve in the following activities:*
 - a. *Attend club board meeting*
 - b. *Involvement in club service or fund-raising activity*
 - c. *Introduce a prospective new member to the club*
 - d. *Make one visitation to another club; secure a visitation slip*
 - e. *Attend either a Zone, Region, Sub-District, Multiple District Meeting, or International Convention and report back to the club.*
7. *May require 1 to 3 years.*

8. *Not necessarily.*
9. *Before extending an invitation to join a Lions club, the Sponsor of any new Lion attests that the candidate is morally, socially, and financially responsible and, in his or her estimation, will become an active member and will support the Lions' Objects and Ethics. The Sponsor also pledges personal interest in this Lion's development and involvement with the principles of Lions Clubs International. Every Lion should be actively recruiting quality members. However, not every Lion may have the experience to mentor another Lion beyond the early Levels of the program.*

A Mentor shall be selected as an experienced and dedicated Lion who has served in various capacities as a Lion. The Mentor must be willing and capable of developing another Lion club member's competence and commitment by providing experiential direction, coaching and support to prepare that member to accept various roles in the organization at the club level and beyond.

It is understood that competence is a function of knowledge and skills, which can be gained from education, training and experience. Commitment is a combination of confidence and motivation, which can be developed through proper coaching and support.

Realizing that people are instructed by reason, but inspired by passion, it is crucial for the Mentoring Lion to demonstrate passion, spirit and enthusiasm as well as knowledge to develop a member to his or her fullest potential. The Mentoring Lion is responsible for development beyond that provided by the sponsor.

10. *They can be downloaded from www.lionsclubs.org and their references are Orientation Guide - ME 13 EN, Mentoring Guide - MTR -5, and the 4 levels - MTR1 to MTR4.*

CHAPTER 4 - INTERNATIONAL CONSTITUTION

This lays down the framework within which all Lions clubs operate. All clubs are autonomous, but must follow these guidelines. Constitutions cascade down from the International Constitution.

Subsidiary Constitutions

Each Multiple District will also have a Constitution, which covers such things as elections of its officers and conduct of its annual Convention. Similarly each District will have its own Constitution covering similar points. Neither can contain rules, which contradict the rules in the International Constitution. There are standard District and Multiple District Constitutions, which apply where a local constitution has not been adopted.

Finally there is the Club Constitution. The club may draft its own constitution but it must not contradict any rules in the District, Multiple District or International Constitutions. There is also a Standard Club Constitution, which is relevant to all Clubs, as any points covered in this, but not in the Club's own Constitution, shall apply.

Resolutions

It is worth noting that the only resolutions that can be put to the International Convention must emanate from the International Board of Directors. So a resolution put by a club to its District and Multiple District Conventions, if passed, would then be considered by the Board for putting forward at International Convention.

Amendments

Most years there are amendments to the International and Standard Club Constitutions (those changes from the previous year are shaded in grey). The versions following in this Handbook are for the year in which you received the Handbook. Therefore you will need to download the versions for the year in which you take office from the International Website.

The amendments are approved at the International Convention each July and the amended version is usually available on the website by September. It is still worth getting to know your way around the versions here as the format and most of the content is unlikely to change from year to year.

If a Club has its own Constitution this means updating this each year in line with the rules for changing its constitutions. In most

cases it is more practical to adopt the Standard Club Constitution "as amended from time to time".

Parliamentary Procedures

Rules of procedure not covered in the International and Standard Club Constitutions are covered by Robert's Rules of Order Newly Revised.

Some club constitutions state that local rules of parliamentary procedure be followed rather than Robert's Rules. This may be patriotic, but is likely to be quite impractical especially in the case of the UK where we do not have a standard text such as Robert's Rules.

Contents of International Constitution

This description is based on the 2007 version. This starts with the Name, Slogan, Motto and Purposes. It goes on to state that the membership consists of Clubs and that new clubs can only be chartered by the International Board of Directors. Membership shall be by invitation only and only persons of legal majority and of good moral character and good reputation in their community may be granted membership.

The next section - **Articles IV, V and VI** cover the International Board of Directors, their meetings and International Conventions. It is interesting to note that a quorum at an International Convention shall consist of the certified delegates present i.e. there is not a minimum number for qualification. Proxy voting is strictly prohibited in club, district and association affairs (i.e. at all levels), Article VI Section 2 explains the delegate entitlement of each club at the International Convention.

Article VII states that Lions Clubs shall be divided into Districts and **Article VIII** deals with International dues and interest on overdue balances.

Article IX deals with the Emergency Reserve Fund. In outline it is there to ensure that there are reserve of at least 60% of the previous year's expenditure.

Article X deals with the association colours and emblem and restrictions on the use of the name and emblem, by merely referring you to the By-laws.

The final **Article, XI**, deals with the procedure and notice for amending the Constitution. This requires two thirds of the voting. However many of the rules are in the following By-laws which only require a simple majority.

BY LAWS

The **first Article** is very important and is called Membership. It covers clubs' obligations and membership categories.

Article II covers the District and its Cabinet meetings and conventions.

Article III covers the election procedures for International Presidents, International Directors, District Governors and Vice District Governors. It also covers the qualifications they need in order to stand.

Article IV covers the Annual International Convention and **Article V** covers not only the meetings of the International Directors but also the requirement of Multiple Districts and Districts to hold an Annual Convention. It also gives the formula for calculating how many delegates a club can send to its District and Multiple District Conventions. It is interesting to note that delegate entitlement at International Convention is covered in the Constitution whilst District and Multiple Districts entitlement is relegated to the By-laws. The effect being that it is more difficult to change the formula for delegate entitlements at International Conventions, as this requires a two-thirds majority instead of a pure majority vote.

By the way, the way in which majority is defined in these notes, is not wholly accurate. What the constitution says is:

'an affirmative vote of two thirds of the certified delegates voting at such meeting'

or

'the affirmative vote of the majority of the certified delegates voting at such meeting'

Article VI lists the Officers of the association and their duties at International level, Multiple District level and District level.

At District level these are:

- District Governor
- Vice District Governor
- Required Chairperson (if appointed) as this is optional
- Zone Chairperson
- Cabinet Secretary and Cabinet Treasurer
- Other District Cabinet Members

At Cabinet Meetings (Article II, Section 7 of the By Law), the voting privilege covers all the above except 'other District Cabinet Members' unless the District Constitution extends it to those members, which it designates.

Article VII deals with the Committees of the International Board of Directors

Article VIII explains the amending procedure of the By-Laws and notice required

The final section, **Article IX** covers:

- Name, emblem and other logos of the association - restriction on use
- Audit of Accounts - when
- Blocked Funds - the procedure to adopt where countries may freeze Lions Clubs International assets.
- Effective date of Constitution and By-laws
- Rules of Order and Procedure - where not amended by the respective constitution and by-laws, Roberts Rules of Order Newly Revised shall apply

Exhibit A - Membership Categories - besides the tables in By-Laws Article 1 pages 21 and 22, a definition is given here of each category of membership taken from the Board Policy manual.

International Constitution (July 2007) - Questions

1. What is our Mission Statement?
2. What are the purposes of the association?
3. Who are the members of the International Association of Lions Clubs?
4. Who are eligible for membership of a Lions Club?
5. Who are the officers of the association?
6. Who are the executive officers of the association, and what is the executive Board of Directors of the association (they are different)?
7. How many International Directors are there?
8. How many International Directors are elected from Europe in total?
9. What is the voting right of each chartered club at the annual International Convention?
10. What is the Lion that represents this voting right called?
11. What constitutes a quorum at the International Convention?
12. What is the procedure for voting by proxy in any Lions affairs?
13. Each club pays an amount to Oakbrook each half-year. It is made up of 3 or more items - what are they?
14. What is the purpose of the Emergency Reserve Fund?
15. Is there any restriction on where new clubs may be organised and chartered?
16. Is there any restriction on the name of a new club?
17. What are the obligations of a club to the association?
18. Are there minimum requirements for a District, in terms of number of clubs and members, and if so what are they?
19. Who are the members of the Council of Governors of a Multiple District?
20. Who has voting rights in a District Cabinet?
21. What are the candidacy requirements for District Governor?
22. As there is normally only one candidate for District Governor, is there any need for a vote, and if so, why?

23. What are the candidacy requirements for Vice District Governor?
24. What is the voting right of each chartered club at the annual District Convention, and are there any restrictions for newly chartered clubs?
25. What are the specific responsibilities of the zone chairperson?

International Constitution (July 2007) - Answers

1. *Inside front cover - after Purposes*

- a. *To create and foster a spirit of understanding among all people for humanitarian needs by providing voluntary services through community involvement and international cooperation.*

2. *Page 9 ARTICLE II*

The purposes of this association shall be:

- a. *To organize, charter and supervise service clubs to be known as Lions clubs.*
- b. *To coordinate the activities and standardize the administration of Lions clubs.*
- c. *To create and foster a spirit of understanding among the peoples of the world.*
- d. *To promote the principles of good government and good citizenship.*
- e. *To take an active interest in the civic, cultural, social and moral welfare of the community.*
- f. *To unite the clubs in the bonds of friendship, good fellowship and mutual understanding.*
- g. *To provide a forum for the open discussion of all matters of public interest; provided, however, that partisan politics and sectarian religion shall not be debated by club members.*
- h. *To encourage service-minded people to serve their community without personal financial reward, and to encourage efficiency and promote high ethical standards in commerce, industry, professions, public works and private endeavours.*

The Purposes used to be called the "Objects"..

3. *Page 9 ARTICLE III*

Section 1. Membership consists of clubs.

- a. *The membership of this association shall consist of Lions clubs, duly organized and chartered under the provisions hereof.*

4. Page 10 ARTICLE III

Section 3. Eligibility for club membership

- a. *Only persons of legal majority and of good moral character and good reputation in his/her community may be granted membership in any duly authorized Lions club. Membership shall be by invitation only.*

5. Page 10 ARTICLE IV Section 1 - Officers

The officers of this association shall be the president, immediate past president, first vice president, second vice president (who constitute the executive officers), international directors, district governors, executive administrator, treasurer, secretary (the executive administrator, treasurer and secretary shall constitute the administrative officers) and such other officers as may be designated by the International Board of Directors.

6. Page 10 ARTICLE IV Section 1 - Officers

The executive officers are as stated above: "the president, immediate past president, first vice president, second vice president (who constitute the executive officers)"

Page 14 ARTICLE V Section 1 - Board Powers

The corporate powers of this association, expressed and implied, shall be vested in the International Board of Directors, which shall constitute the executive Board of Directors of this association.

7. Page 13 ARTICLE IV Section 4 - Composition and election of International Board

There are 34 International Directors, 17 elected in even-numbered years and 17 in odd-numbered years.

8. Page 13 ARTICLE IV Section 4 - Composition and election of International Board

There are 6 International Directors from Europe.

9. Page 14 ARTICLE VI International Conventions

Section 2 - Delegate entitlement

Each chartered club in good standing shall be entitled, in any convention of this association, to one (1) delegate and one (1) alternate for every twenty five (25), or major fraction thereof, of its members shown by the records of the international office on the first day of the month last

preceding that month during which the convention is held, PROVIDED, however, that each such club shall be entitled to at least one (1) delegate and one (1) alternate. The major fraction referred to in this section shall be thirteen (13) or more members.

**10. Page 14 ARTICLE VI International Conventions
Section 2 - Delegate entitlement**

"Delegate" as detailed above.

**11. Page 16 ARTICLE VI International Conventions
Section 4 - Quorum**

The certified delegates present in person at any session shall constitute a quorum. (A certified delegate is a properly appointed delegate who has registered).

**12. Page 16 ARTICLE VI International Conventions
Section 5 - Proxy Voting**

Proxy voting is strictly prohibited in club, district (single, sub-and multiple) and association affairs.

**13. Page 16 ARTICLE VIII Fees and Dues
Section 2 - Semi-Annual per Capita Tax**

- a. The semi-annual per capita tax of sixteen dollars and eighty-seven and one-half cents (US\$16.875) or its equivalent in the respective national currency shall be levied on each club member and shall be paid in advance by each club on July 21 and January 21 of each year, except as provided in sub-section (f) and (g) herein.*
- b. The semi-annual per capita tax shall be based upon the membership of each club as shown by its membership report of June and December, respectively, and shall be paid to the international office not later than July 21 and January 21, respectively in each year, except as provided in sub-section (f) and (g) herein.*
- c. A special semi-annual convention fund tax of twenty five cents (US\$.25) or its equivalent in the respective national currency shall be levied upon each club member, and shall be paid in advance by each club on July 21 and January 21 of each year. except as provided in sub-section (f) and (g) herein. The fund so raised shall be used exclusively to defray the expense in connection with the international conventions of this association.*

- d. *An official magazine shall be published and the annual subscription price thereof shall be four dollars and seventy-five cents (US\$4.75) or its equivalent in the respective national currency and shall be levied and collected on a semi-annual basis with dues, except as provided in sub-section (f) and (g) herein.*
- e. *An annual levy of such amount, equal or graduated, as the International Board of Directors shall deem proper shall be paid by each Lions club sponsored by it, at such time as said board shall determine.*
- f. *For family membership programs as adopted by the International Board of Directors, the following dues shall apply:*
- (1) *The first family member shall pay a semi-annual per capita tax, a special semi-annual convention fund tax, and the annual subscription price for the official magazine, as provided in sub-sections (a), (c) and (d) above, respectively.*
- (2) *Subsequent qualifying family members, not to exceed four additional qualifying members per household, shall pay a semi-annual per capita tax equal to one-half (1/2) of the total amount paid by the first family member as described in sub-section (f)(1) above.*
- g. *For student membership programs as adopted by the International Board of Directors, eligible student members shall pay a semi-annual per capita tax equal to one-half (1/2) of the total amount of dues as provided in sub-sections (a), (c) and (d) above.*

14. Page 18 ARTICLE IX Emergency Reserve Fund

This is a prudent measure, to reserve funds (but not out of annual per capita dues collected from members) equivalent to at least 60% of their previous year's total expenditure. It is not dissimilar to the recommendations of the Charity Commissioners in England and Wales for registered charities.

**15. Page 20 - BY-LAWS - ARTICLE I - Membership
Section 1 - Club Organization**

Lions clubs may be organized or chartered in any defined geographical area, including those in which an established club, or clubs, may exist, with the consent of the district governor and/or the approval of the International Board of Directors.

The area within which a club or clubs are to be chartered shall be defined and subject to change as above provided.

16. Page 20 - BY-LAWS - ARTICLE I - Membership
Section 2 - Club Name

Each club shall be known by the name of the defined geographical area in which it is located. In any such geographical having more than one club, each club shall add a distinguishing designation to such name.

17. Page 23 - BY-LAWS - ARTICLE I - Membership
Section 4 - Obligations of a Club

Each club to remain in good standing shall:

- a. Collect from each member, except as otherwise provided herein, minimum annual dues to cover international and district (single, sub- and multiple) dues and such other expenses as are necessary for club administration.*
- b. Submit such regular reports to the association's office as may be called for by the International Board of Directors.*
- c. Abide by the constitution, by-laws, and the policy of the International Board of Directors.*
- d. Attempt to resolve all disputes arising at the club level according to the Club Dispute Procedure set out, from time to time, in the policy of the International Board of Directors.*

18. Page 24 - BY-LAWS - ARTICLE II - District Organization

Section 2 - Minimum District Requirements

On formation, a district shall consist of thirty-five (35) clubs in good standing and a total membership of at least one thousand two hundred and fifty (1,250) Lions clubs members in good standing, unless otherwise approved by a 2/3 vote of the International Board of Directors.

(The first two words - "On formation" - are important)

19. Page 25 - BY-LAWS - ARTICLE II - District Organization

Section 4 - Council of Governors

The governors of districts, except as herein provided, shall in each multiple district, constitute a council of governors. The council of governors shall also include one past district

governor who shall serve as council chairperson and, at the option of the multiple district constitution and by-laws, may include one or more immediate past district governors provided that the total number of past district governors, including the council chairperson, shall not exceed one half (1/2) the number of district governors. Each member of the council of governors, including the council chairperson, shall have one (1) vote on each question requiring action of the council of governors. A council of governors may also include past and present international presidents, international vice-presidents, and past and present international directors of the association as advisory, but non-voting members. The council chairperson, selected or elected as provided in the respective multiple district constitution and by-laws, shall be a past district governor when he/she takes office. The council chairperson shall serve for a one-year term only and cannot serve in that capacity again.

(The purpose of this section is to offer a way to overcome the perennial problem of continuity faced by Councils of Governors).

20. Page 26 - BY-LAWS - ARTICLE II - District Organization

Section 7 - Cabinet Meetings

Meetings of the district cabinets shall be held under such rules as the respective constitution shall provide. In all such meetings, the voting privilege shall extend to the district governor, the immediate past district governor, the vice district governor, the region chairpersons, if the position is utilised during the district governor's term, the zone chairpersons the cabinet secretary and cabinet treasurer (or secretary-treasurer) and may be extended to such of the other members of the respective district cabinet as the respective district (single, sub- and multiple) constitution and by-laws shall designate.

(So, unless your District Constitution specifically says so, specialist District officers do not have a vote in Cabinet meetings)

21. Page 29 - BY-LAWS - ARTICLE III - Elections

Section 4 - Candidacy Requirements for District Governor

A candidate for the office of district governor shall:

- a. *Be an active member in good standing of a chartered Lions club in good standing in his/her single or sub-district.*
- b. *Secure the endorsement of his/her club or a majority of the clubs in his/her single or sub-district.*
- c. *Currently be serving as the vice district governor within the district from which he/she is to be elected.*

22. Page 32 - BY-LAWS - ARTICLE III - Elections
Section 9 (a)- District Governor Election Procedures

The district governor election shall be conducted by a secret written ballot, with the district governor candidate required to secure a majority of the votes cast by the delegates present and voting in order to be declared elected; for purposes of such election, a majority is defined as a number more than one half of the total valid votes cast excluding blanks and abstentions.

(So, except where the vice district governor stands down, there will always be only one candidate for district governor, but the members can vote against his/her election.)

23. Page 33 - BY-LAWS - ARTICLE III - Elections
Section 9 (b)- Vice District Governor Election Procedures

Paragraph 2:

A candidate for the office of vice district governor shall:

- a. *Be an Active Member in good standing of a chartered Lions club in good standing in his/her single or sub-district.*
- b. *Secure the endorsement of his/her club or a majority of the clubs in his/her single or sub-district.*
- c. *Have served or will have served at the time he/she takes office as vice district governor:*
 - (1) *As president of a Lions club for a full term or a major portion thereof, and a member of the Board of Directors of a Lions club for no less than two (2) additional years; and*
 - (2) *As zone chairperson or region chairperson or cabinet secretary and/or treasurer for a full term or major portion thereof.*
 - (3) *With none of the above being accomplished concurrently.*

24. Page 38 - BY-LAWS - ARTICLE V - Meetings

Section 8 - Club Delegate Formula

- a. *Each chartered club in good standing in the association and its district (single sub- and multiple shall be entitled in each annual convention of its district (single, sub- and multiple to one (1) delegate and one (1) alternate for each ten (10) members who have been enrolled for at least one year and a day in the club, or major fraction thereof, of said club as shown by the records of the international office of the first day of the month last preceding that month during which the convention is held, PROVIDED, however, that each such club shall be entitled to at least one (1) delegate and one (1) alternate and FURTHER PROVIDED, that each district (single, sub- and multiple) may, by express provision in its respective constitution and bylaws, grant full delegate status to each past district governor who is a member of a club in such district independent of the club delegates quotas herein-above specified.....*
- b. *The major fraction referred to in this Section shall be five (5) or more members.*
- c. *Any club which is newly chartered, and any other club which takes in new members prior to the convening of any such convention, shall have its delegate quota determined on the basis of members who have been enrolled in the club for at least one year and a day as shown on such record date in the records of the international office.*

25. Page 42 - BY-LAWS - ARTICLE VI - Duties of

International Officers and Others

Section 5 - District Officers

Sub-section (d) Zone Chairperson

- a. *The zone chairperson, subject to the supervision and direction of the district governor and/or region chairperson, shall be the chief administrative officer in his/her zone. His/her specific responsibilities shall be to:*
- (1) *Further the purposes of this association*
- (2) *Serve as chairperson of the district governor's advisory committee in his/her zone and as such chairperson to call regular meetings of said committee.*

- (3) Play an active role in membership development including extension of new clubs.*
- (4) Play an active role in leadership development at the club level.*
- (5) Perform such other functions and acts as may be required by the International Board of Directors through the district officers manual and other directives.*

CHAPTER 5 -STANDARD CLUB CONSTITUTION

This description is based on the 2007 version. This starts with the Name, Slogan, Motto and Purposes. It goes on to explain eligibility for club, membership, membership invitation and forfeiture of membership.

Article V has been changed this year for the better - it now reads " A Lions club shall strive to maintain 20 members....."

Article VI sets out the Club Branch program. **Article VII** defines who the officers of the club are and how they can be removed. **Article VIII** is about the Board of Directors; it defines the members, a quorum and its duties and powers.

Article IX defines the delegate entitlement for clubs to International, Multiple District and District Conventions.

Article X lays down the procedure for resolving disputes within a club.

The last **Article, XI**, as would be expected sets out the procedure for amending the constitution and the notice required.

Much of the "meat" is in the Bylaws. This is to assist clubs in moving with the times and making necessary changes to meet the needs of our new members. Amending the constitution requires two-thirds of the members voting to be in favour of the motion, whilst amending the bylaws only requires a simple majority. This helps overcome the problem often faced of the "old guard" resisting change, where they constitute at least one-third of the membership but less than half.

BY LAWS

Article I of the Bylaws gives detailed definitions of all categories of membership, dual membership, resignations, reinstatements, transfers, failure to pay and attendance.

Article II sets out the duties of each of the club officers and eligibility for office. It also states that only the secretary can receive compensation for performing his duties, and then only when fixed by the board of directors.

Article III gives details of club meetings; regular, special, charter anniversary and annual, as well as Board of Directors regular and special meetings. The definition of a quorum is given and applies to any meetings. There is also the definition of a member in good standing (important as these are the only members allowed to vote in club meetings).

Article IV sets out the procedures for elections and filling vacancies, and **Article V** details Entrance Fees and Annual Dues.

Article VI covers Club Branch administration. **Article VII** sets out various committees, their composition and reporting procedure.

Articles VIII to X are various miscellaneous provisions, such as parliamentary procedure that applies, definition of emblem and colours, fiscal year, amending procedure and notice requirements.

Finally Exhibit A is a Chart of Membership Categories in two parts: the first showing obligations of each category and the second the rights and privileges.

Standard Club Constitution (July 2007) - Questions

1. Oakbrook issues a standard form of Club Constitution, which it updates annually. Incidentally it is on the website (www.lionsclubs.org) and can be downloaded by you if you have access to the Internet.

However, your club introduced its own Constitution some years ago. Therefore can the standard form from Oakbrook have any relevance for the operation of your club?

2. Once a club is chartered is it totally independent, or does Oakbrook have any control?
3. Do we have a slogan, and if so, what is it?
4. How many classes of membership are there, what are they, and how do they differ?
5. If you don't have your own club constitution, which lays down the procedure for introducing new members, what is the laid down procedure?
6. What is a Club Branch and how is it operated?
7. Is there a minimum annual subscription, and if so what?
8. What are the President's duties and responsibilities?
9. What are the Secretary's duties and responsibilities?
10. What are the Treasurer's duties and responsibilities?
11. What constitutes a "Quorum" for Board of Directors?
12. Club elections - when shall the nominations meeting be held, and what notice must be given?
13. Have the members of the club the right to call a special meeting of the club?
14. An annual meeting of the club shall be held each July. For what purpose?
15. What constitutes a "Quorum" for general Business meetings?
16. How is a member in "good standing" defined?
17. Can the club fire the president and if so, how?
18. What is the procedure required to amend the Constitution?
19. What is the main restriction on amending the Club Constitution?
20. How many Constitutions affect the members of your Club?

21. When, in a club vote, can a member vote by proxy or use a postal vote?

22. What is the last item in our Code of Ethics?

Standard Club Constitution (July 2007) - Answers

1. Page 1 - last paragraph

- a. *The International Board of Directors shall and hereby does declare as policy that with respect to any matter of club operations which is consistent with the International Constitution and By-Laws and is not covered by the constitution and by-laws of the respective club and is covered by the Standard Form Lions Club Constitution and By-Laws that the provisions of the latter shall govern and control.*

2. Page 3 ARTICLE I section 1

- a. *The name of this organization shall be the Lions Club of chartered by, and under the jurisdiction of Lions Clubs International.*

3. Page 3 ARTICLE I Section 2

- a. *Its slogan shall be: Liberty, Intelligence, Our Nation's Safety.*

4. Pages 9 to 11 - By-Laws ARTICLE I Membership, Section 1 - Membership Categories

There are 7 classes of membership. They are:

a. **ACTIVE**

All rights to voting and office and pays all dues

b. **MEMBER-AT-LARGE**

(1) Has moved from the community, or

(2) Because of health or other legitimate reason

(3) Is unable to regularly attend club meetings and desires to retain membership in this club, and the Board of Directors desires to confer this status.

(4) The status shall be reviewed each 6 months by Board of Directors

(5) Cannot hold office, or vote at District and International meetings and pays all dues

c. **HONORARY**

(1) An individual, not a member of this club, having performed outstanding service for the community or

this Lions club, upon who the club desires to confer special distinction.

(2) The club pays all dues, but the member is not entitled to vote or hold office

d. PRIVILEGED

(1) A member of this club who has been a Lion 15 or more years, who because of illness, infirmities, advanced age or other legitimate reason as determined by Board of Directors, must relinquish his/her active status.

(2) May vote but cannot hold office and does pay all dues.

e. LIFE MEMBER

(1) Any member of this club (including former Lionesses who are Active members of their Lions Clubs before 30 June 2007 and have the necessary service requirements including their Lioness service) who has maintained Active membership as a Lion for 20 or more years and has rendered outstanding service to this club, his/her community, or this Association; or any member who is critically ill; or any member of this club who has maintained such active membership for 15 or more years and is at least 70 years of age, may be granted Life Membership in this club upon:

(2) Recommendation of this club to the association

(3) Payment of US\$500 to the association

(4) Approval by the International Board of Directors

(5) Club can charge local dues, but Life member has all other rights of active membership

(6) On relocation, and if he/she receives invitation to join another Lions club, he/she shall automatically become a Life member of that club.

f. ASSOCIATE MEMBER

(1) A member who holds his/her primary membership in another Lions club but maintains residence or is employed in the community served by this club.

(2) The status may be conferred by the invitation of the Board of Directors and will be reviewed annually.

(3) Can vote in club meetings if present, but cannot hold office through this club. Only pays club dues.

g. AFFILIATE MEMBER

(1) A quality member of the community who currently is not able to fully participate as an Active member of the club but desires to support the club and its community service initiatives

(2) May vote at club meetings, cannot hold office or vote at District or International meetings and pays all dues

5. Page 3 ARTICLE III Section 2 - membership by invitation

- a. Membership in this Lions Club shall be acquired by invitation only*
- b. Nominations shall be on the forms provided by the international office*
- c. Signed by a member in good standing who shall act as sponsor*
- d. Submitted to the membership chairman or club secretary, who after investigation by the membership committee, shall submit the same to the Board of Directors. If approved by a majority of said Board, the prospect may then be invited to become a member of this club.*
- e. A properly filled out membership form duly signed, as well as the entrance fee and dues must be in the hands of the secretary before the member is reported to and officially recognised by the association as a Lion member*

6. Page 4 ARTICLE VI Club Branch program

- a. Clubs may form branches to permit expansion of Lionism into locations where and when circumstances do not support the formation of a charter club.*
- b. The branch shall meet as a committee of the parent club and shall conduct service activities in its community.*
- c. The members of the branch shall be granted membership in the parent club and the branch by membership invitation issued by the Board of Directors of the parent club.*
- d. Membership shall be in one of the categories listed in Article 1 of the By-Laws.*
- e. Activity or public welfare monies raised by the branch by asking for public support shall be held in a fund established to record such purpose. They shall be*

distributed in the branch community unless otherwise specified.

- f. The Board of directors of the parent club may authorise the branch coordinator to countersign cheques and vouchers authorised for payment by the parent club's board of directors.*
- g. The branch may be disbanded by a two-thirds vote of the entire board of directors of the parent club.*
- h. Also Page 19 By-Laws ARTICLE VI - Branch Club Administration:*
 - i. The members comprising the branch shall elect a coordinator and vice coordinator.*
 - j. The coordinator shall also be a member of the parent club's Board of Directors and :*
 - (1) Be encouraged to attend general and/or board meetings of the parent club.*
 - (2) To provide branch records and a report of planned branch activities, a monthly financial report, and*
 - (3) Co-ordinate efforts to encourage open discussion and effective communication between the branch and parent club.*
- k. Members of the branch are encouraged to attend scheduled meetings of the parent club.*
- l. The parent club shall designate a member of the parent club to oversee the progress of the branch and provide assistance to the branch, when necessary. The member serving in this capacity shall also serve as the third officer of the branch.*
- m. The members of the branch may vote on activities of the branch and are voting members of the parent club when in attendance at meetings of the parent club. Branch members shall be calculated in parent club meeting quorum requirements only when present in person at the parent club meeting.*
- n. Attendance at branch meetings fulfils regular club attendance requirements.*

7. Page 18 By-Laws ARTICLE V Section 2 Annual dues

- a. *Each member of this club shall pay the following indicated regular annual dues which dues shall include an amount to cover current international and district (single or sub- and multiple) dues and shall be paid in advance at such times as the board of directors shall determine. The club shall insert its own subscription rates after this paragraph.*

8. Page 12 By-Laws ARTICLE II Section 1 DUTIES a.

a. President:

- (1) he/she shall be the chief executive officer of the club*
- (2) Preside at all meetings of the Board of Directors and this club*
- (3) Issue the call for special and regular meetings of the Board of Directors and the club*
- (4) Appoint the standing and special committees of this club and cooperate with chairmen thereof to effect regular functioning and reporting of such committees*
- (5) See that regular elections are duly called, noticed and held*
- (6) Cooperate with and be an active member of the district governor's advisory committee of the zone in which this club is located.*

9. Page 12 By-Laws ARTICLE II Section 1 DUTIES d.

a. Secretary:

- (1) He/she shall be under the supervision and direction of the president and the Board of Directors and shall act as the liaison officer between the club and the district and the association.*
- (2) Submit regular monthly and other reports to the international office of the association on blanks provided by it containing such information as may be called for by the board if directors of this association.*
- (3) Submit to the district officer's cabinet such reports as it may require including copies of regular membership and activities reports*

- (4) *Cooperate with and be an active member of the district officer's advisory committee of the zone*
- (5) *Have custody and keep and maintain records of the club including records of minutes of club and board meetings, attendance, committee appointments, elections, addresses and telephone numbers of members, members club accounts*
- (6) *Arrange for issuance, in cooperation of the treasurer, quarterly or semi-annual statements to each member for dues and other financial obligations owed to the club, collect and turn the same over to the club treasurer and obtain a receipt*
- (7) *Give bond for the faithful discharge of his/her office in such sum and with such surety as determined by Board of Directors*

10. Page 13 By-Laws ARTICLE II Section 1 DUTIES e.

a. Treasurer:

- (1) *Receive all monies from the secretary or otherwise, deposit the same in a bank or banks recommended by the finance committee and approved by the Board of Directors*
- (2) *Pay out monies in payment of club obligations only on authority given by the Board of Directors. All cheques and vouchers shall be signed by the treasurer and countersigned by one other officer, determined by the Board of Directors*
- (3) *Have custody and keep and maintain general records of club receipts and disbursements*
- (4) *Prepare and submit monthly and semi-annual financial reports to the international office of the association and the board of directors of this club*
- (5) *Give bond for the faithful discharge of his/her office in such sum and with such surety as determined by Board of Directors*

11. Page 5 ARTICLE VIII Board of Directors Section 2 Quorum

- a. *The presence in person of a majority of the directors shall constitute a quorum at any meeting of the Board of Directors.*

12. Page 16 By-Laws ARTICLE IV Elections and Filling Vacancies Section 1

- a. *A nomination meeting shall be held in March.....notice mailed to each member of this club at least 14 calendar days prior to the date of the meeting*

13. Page 15 By-Laws ARTICLE III Meetings AND Quorum Requirements Section 2

- a. *Special meetings may be called by the president, in his/her discretion and shall be called by the president when requested by the Board of Directors.*

14. Page 15 By-Laws ARTICLE III Meetings AND Quorum Requirements Section 4

- a. *An annual meeting of this club shall be held in conjunction with the close of each Lions' year at a time and place determined by the Board of Directors, at which meeting the final reports of the retiring officers shall be read and newly elected officers shall be installed.*

15. Page 15 By-Laws ARTICLE III Meetings AND Quorum Requirements Section 5

- a. *The presence in person of a majority of the members in good standing shall be necessary for a quorum at any meeting of this club.*

16. Page 15 By-Laws ARTICLE III Meetings AND Quorum Requirements Section 6

- a. *Any member who fails to pay any indebtedness due to this club within 60 days after receipt from the secretary of written notice thereof shall thereon forfeit his/her good standing and shall so remain until such indebtedness is paid in full. Only members in good standing may exercise the voting privilege and hold office in this club.*

17. Page 4 ARTICLE VII Officers Section 2 Removal

- a. *Any officer of this club may be removed from office for good cause by 2/3rds vote of the entire club membership.*

18. Page 8 ARTICLE XI Amendments

- a. *This constitution may be amended at any regular or special meeting of this club, at which a quorum is present, by the affirmative vote of 2/3rds of the members present in*

person and voting, provided the board has previously considered the merits of the amendments. Written notice of at least 2 weeks has to be given by the secretary prior to the meeting to all members.

- b. Page 21 By-Laws Article X Section 1 states that the By-Laws can be amended following the same procedure as above except that only a simple majority is required, but it still needs 14 days written notice to be given.*

19. Page 1 last paragraph

- a. The International Board of Directors shall and hereby does declare as policy that with respect to any matter of club operations which is consistent with the International Constitution and By-Laws and is not covered by the constitution and by-laws of the respective club and is covered by the Standard Form Lions Club Constitution and By-Laws that the provisions of the latter shall govern and control.*

20. 4 - Club, District, Multiple District and International

21. International Constitution Page 16 Article VI Section 5

- a. Never - all voting has to be in person by those members present and in good standing.*

22. TO BE CAREFUL with my criticism and liberal with my praise; to build up and not destroy - the one the writer breaks too often!

Robert's Rules of Order

General Henry Marylyn Robert was a sparely built but gregarious and determined US Army Engineer Officer of Huguenot descent born 2nd May 1837. Led to the study of parliamentary law over a number of years by experience in civic and church organisations, he published the first edition of Roberts Rules of Order on 19th February 1876. Roberts Rules of Order Newly Revised was first published in 1970 as the seventh edition and was a greatly enlarged version of the previous editions and made self-explanatory. The Tenth edition was published in 2000.

Roberts Rules covers matters that cannot be decided from the information in the International Constitution and the Standard Multiple District, District and Club Constitutions. It also covers local editions of the last 3 where they have not specifically stated that another set of Parliamentary Rules shall apply.

The current edition is some 700 pages long - don't be daunted! It is well laid-out and easy to get to the section you need. There are 14 sections, as follows:

1. The deliberative assembly - its types and their rules
2. The conduct of business in a deliberative assembly
3. Description of motions in all classifications
4. Meeting and Session
5. The main motion
6. Subsidiary motions
7. Privileged motions
8. Incidental motions
9. Motions that bring a question before the assembly
10. Renewal of motions; dilatory and improper motions
11. Quorum; order of business and related concepts
12. Assignment of the floor; debate
13. Voting
14. Nominations and elections

CHAPTER 6 - CLUB OFFICERS MANUAL

If you were a recent Club President, you would have received a copy of the Club Officers Manual - Publication LA-15, or if a President some years ago, The Club President Manual - Publication LA-19. The new manual covers all Club Officers, so it keeps our administration costs down, and therefore, our International dues. However, the old manuals are worth getting hold of, as they contain a great deal of useful information in running a club. Ask your club secretary if they have a copy, and take a photocopy.

CHAPTER 7 - LEADERSHIP AND TEAM-BUILDING

Leadership

On the Lions Clubs International website (www.Lionsclubs.org), the Learning Centre has been greatly expanded, and there is an excellent Leadership programme. I strongly advise you to go through that.

Much of the material in this section and the rest of chapter is taken from the Leadership Development Manual - Publication LDSP-250 500. It is a very useful manual and can be obtained from Oakbrook for US\$6 plus carriage. It would be advantageous if the District bought copies for all Zone Chairmen, to save carriage.

Leadership Styles

This is a huge subject and there are many ways of analysing leadership styles. We will concentrate on the method in the Leadership Development Manual, and it is a popular and sensible method.

Leadership styles can be categorised into 3 broad types:

- **Authoritarian**
- **Democratic**
- **Permissive**

Let us take the example of a Council Chairman at a Council meeting.

Authoritarian style:

- Determine all policies
- Plan the major activities for the Multiple District
- Decide alone which Lions will receive awards

Democratic style:

- "Lions, let's find out what we want to talk about"
- "Then if we list our problems and discuss possible solutions"

Permissive style:

- "You DG's decide how you want this to happen"
- "I've got to leave early, but I'm happy for you to continue and make decisions when I've left"

When to use what style:

Authoritarian

- The task is very important, complex and could be very difficult
- The consequences of failure will be severe
- Your Lion group does not have much experience
- You have no outside resources for help
- There isn't much time to complete the work

Democratic

- The task or project is very important, somewhat complex, and somewhat difficult
- The consequences of failure are significant but not severe
- Your Lion group has little experience
- You have some outside resources available for help
- There is a reasonable amount of time to complete the work

Permissive

- The task is fairly important, somewhat complex, but not overly difficult
- Your Lions group has some experience
- You have a way of frequently finding out if the group is doing its work correctly
- There is a reasonable amount of time to complete the work
- You don't have time to direct the group's work because you must do several other important things which only you can do

So you can see, they are all best in different situations. Your skill is in recognizing when to use which style.

Conflict Resolution

We will look at the grudges, the feuds, the impasses and other explosive relationships between two or more Lions which impede Lionism and which the leader has a responsibility to resolve.

Unfortunately conflicts do not usually resolve themselves - someone has to take action, and often, the earlier the better.

The golden rule is to allow the people in conflict to come up with their own final solutions - no imposed solution will ever be as successful.

Not all conflicts between Lions are bad or should be avoided. When handled constructively, some conflicts can actually make a meeting more effective. They can often be between Lions who are committed and passionate about their Lionism, and enable each to honestly express their views.

They can, when handled skilfully:

- Encourage the exchange of valuable opinions
- Stimulate interest in activities
- Bring problems out in the open
- Resolve tensions
- Increase motivation

So let us now look at the destructive conflicts. What can be the causes, or the settings?

- Large groups with a variety of goals and values
- Too little or too much information for the group to act upon
- A group together for the first time which is under pressure to accomplish its tasks
- A group with a few members who are always hostile, anxious, aggressive or close-minded.

Some steps to help you:

- Perhaps the most effective way to resolve a conflict is to first find something that both parties want, something for which both have been striving.
- If the differences can be broken down, get them to discuss those points on which they are closest, and get agreements on these before going further.

- Don't let them sidetrack you; keep them focused on the task in hand.
- Always meet on neutral ground, and it goes without saying that you are not only neutral, but seen to be neutral
- When necessary, remind them of our Objects and Ethics, and the welfare of the club or unit - selfishness can be a major factor, often unconsciously.

Team-building games

One of our tenets is **FUN**. It is not a light-hearted ingredient.

Happy people are creative, positive and constructive. A happy club grows and progresses faster than an unhappy club. You say that is obvious, but how much effort do we put into constructively transforming our clubs into happier places?

There are some excellent books on team-building games that can be obtained from the Internet Bookshop, Amazon. They are written for businesses, so you have to amend them to suit our Club environment - it is not difficult.

Let us take some examples:

"So Much in Common"

If you have a group who feel they have little in common, this is a worthwhile exercise.

Prepare a sheet of A4 paper - 3 columns, each headed by "Name" and 15 rows down the page. Each member has to discuss with three other members of the group, in turn, what things they have in common and list them down the page (i.e. a column for each person). Maximum 3 minutes with each other member, so 9 minutes in total.

After, discuss the following questions:

- How many of you found more than 15 things in common/
- What were some of the unusual items you discovered?
- How did you uncover these areas of commonality?
- Is it likely that in most situations, we may find similar results, i.e. we have much more in common than we otherwise might think?
- What implications does this have for us as a team?

"Thank You"

Do we show our appreciation for the efforts of others in our club enough? Being British, it is unlikely, as we are wary of showing our true feelings. So, does it matter? You will find that this game shows that it does.

Split into groups of 8 and give each person 7 pieces of paper, each a quarter sheet of A4. They must write a compliment on each sheet of paper. One compliment on each sheet, and a different compliment for each of the other members of the

group. If you know the member you are writing about, it might be deep, such as a personality point, or for someone else something light, such as their appearance. It is important that they write a compliment for each of the 7.

When they have finished, ask them to distribute the sheets of paper to the members they represent.

After, ask them how they felt when they were writing the compliments, and then ask them how they felt when reading the compliments they had received.

"Yes, But - or - Yes, And"

Get the group to split into pairs. They are playing at being a pair of friends that have always been on holiday together, and they are discussing their holiday plans. Say, the taller one, is the one who has had the job of organising the holiday this year and is putting his suggestions to the other. Each point he puts forward, is answered by "Yes, but" followed by an objection. For example, "I thought of us going to the Canaries this year in April", Yes, but doesn't it always rain then?"

Let them carry on like this for 2 to 3 minutes. Now get them to change roles. This time the answer is "Yes, and" followed by a positive, enthusiastic comment, such as in the above example, "Yes, and aren't all the spring flowers and blossoms out in April?" Let them carry on like this for 2 to 3 minutes.

Now discuss how they felt in the first case starting with the holiday planner, and how they felt as the time went on, and then follow this with the other three roles in the same way. In general you will find lots of negative feelings in the first case - frustration, depression, even anger, difficulty of keep coming up with ideas. In the second case, usually the holiday develops apace with lots of interest and adventure.

The lesson? Negative thoughts inhibit our creative force. Positive thoughts release our creative force.

Presentations

By this time, you should be quite used to making presentations - you will have made quite a few as Club President and will have covered the basics of Public Speaking and Presentations in your Incoming Officers Day before you became President.

In case you missed that session, or would like a refresher, let us first go back to basics, and then look at some of the finer points.

Basics

How long should a speech be?

Apart from the very few gifted orators, it is interesting that those Lions who like to talk a lot, argue that 10 to 20 minutes is fine. They don't accept the fact that after 3 minutes, the listener's concentration starts to reduce and after 5 minutes, only 25% of what the speaker says is retained, if you are lucky! So, too often, the only reason for talking after that first 5 minutes is so they can enjoy the sound of their own voices.

If you use a computer, an A4 sheet double-spaced with a large font, say 14 point, gives you about 1 minute of speaking. If you handwrite it first, a wide-ruled A4 sheet filled is about the same as above when typed.

How to Prepare a Speech?

There are many ways of preparing a speech and you need to find the way that suits you. Some find it best to get everything out of their mind, down onto paper, regardless of order, grammar, etc. If they use a computer, they can then edit with cut and paste, without spending a lot of time rewriting.

- You need a punchy start, so that your audience are in no doubt about your subject
- You need a descriptive middle - if you want humour, make sure it is relevant
- You need a definite conclusion, recalling your main point, and leaving your audience with a clear message - - hopefully the message you intended.

What form should it take?

- You can put the speech onto A4 paper double-spaced in large print
- You can put the speech on cards

- You can put key points on cards
- Or you can speak from memory, ad-libbing the words but keeping to your plan BUT don't learn your speech off by heart and try to recite it - it does not work!

How do you deliver your speech?

Let us look at the physical preparation first:

- 3 pints or half a bottle of wine is not the ideal physical preparation - You may feel good, but the result will be disaster. So your ration is one drink before you speak!
- The butterflies in your stomach are a good sign - don't suppress them. With adrenalin running, you're more likely to get some feeling into what you say, some conviction, some passion!
- When you stand up to speak, get your weight spread evenly on your feet, about 12 to 18 inches (30 to 50 cms) apart
- Press your feet firmly into the ground with your weight over the whole foot.
- Take three long slow deep breaths and away you go.

The actual delivery

Don't worry about reading from your script - you will have read it many times already so will have practised when to pause - at these points, look at your audience.

Where do you look?

The middle of your audience, if you are nervous; but as you gain confidence, look directly at people throughout the audience.

Allow time for clapping, and laughs. Don't be in a hurry - you have all the time in the world.

Finer Points

When a fine orator walks into the room, what is the first thing you notice?

It's their presence, isn't it? Almost an aura. They command the room, they appear relaxed, and they take their time.

They create an air of expectancy, and they have the talent not to disappoint that expectancy.

Their words uplift you, motivate you, make you want to get up and get on with the job in hand.

How do they do it?

Yes, part of it undoubtedly is talent, but in most cases 95% is preparation, practice and experience, and invariably they are good listeners. They profoundly believe they can always do better and welcome criticism from those they respect.

Their confidence comes from the hours of practice and research into the subject AND their audience. They are therefore confident that they have prepared for most eventualities - they know they cannot foresee all, but their experience carries them through the unknowns.

They test any equipment themselves, well before it is needed and in time to replace it if it is not working (how often do we see fine presentations ruined because the PowerPoint projector was not working at the start?)

I said they appear relaxed - they are not relaxed, the adrenalin is definitely running and they are attuned to the mood of their audience. If they have to change tack, or cut, they take it in their stride and you, the audience know nothing about it.

They take their time - they know exactly how long to make pauses, for expectation, for emphasis or for humour. The length of pauses is infinitely variable depending on the circumstances.

Their presentation may have taken 6 months to prepare - not unusual - but rarely less than one hour for each minute of the presentation. The words will have been honed, and honed again. They will have taped the speech, put it aside and listened to it a week later. They will have practiced it on their nearest and dearest; they may even have practiced in front of a full-length mirror nude, as one very accomplished presenter does. He says it stops him being pompous or egotistical! Every word will have been examined time and again - is it the best word for this phrase? Do we need this phrase?

They will also have listened to, and watched, many other fine speakers and taken notes over the years.

They treat it like a professional actor with a lead role on the stage, and that is why they give you a performance that can mesmerise you, or uplift you, or both.

LEADERSHIP AND TEAMBUILDING - QUESTIONS

1. Why is it important to know about different leadership styles?
2. The Lions Leadership Development Manual identifies three leadership styles - what are they?
3. Are there good and bad styles?
4. Do you know when to use which leadership style?
5. Do you know which is your predominant style?
6. What is the golden rule in conflict resolution?
7. Why are teambuilding games useful?
8. List some of the benefits of "fun" to a Lions club?
9. What sets the fine orator apart from us mere mortals?

LEADERSHIP AND TEAMBUILDING - ANSWERS

1. *So that a President uses the right style for the right situation/task allowing for the experience of the Lions involved.*
2. *Authoritarian, Democratic and Permissive.*
3. *No, definitely not, but using the wrong one can have disastrous consequences.*
4. *The last part of that section gives you examples of when to use which.*
5. *Only you can answer this one! It is important that you do know.*
6. *The golden rule is to allow the people in conflict to come up with their own final solution/s - no imposed solution will ever be successful.*
7. *Playing is one of the most effective ways of learning, and ideas and theories can be reinforced in a more interesting way than by lecture or by book.*
8. *Happy people are creative, positive and constructive. A happy club grows and progresses faster than an unhappy club.*
9. *It can be put into two words - Presence and Motivation, but for more detail look at the last section, before the questions, headed "Finer Points".*

CHAPTER 8 -CLUB TOOLKIT - PATHWAYS TO THE FUTURE

This was developed in 2000 by the MD105 Leadership Development Committee with help from others at MD. It is a very practical loose-leaf manual, and was intended to be dynamic - updated by feedback from Lions throughout the MD. It is still as relevant today as when it was written.

It has not been successful in that most copies are probably sitting in the attics of the Club Presidents of the year in which it was issued. This is a great pity because it is excellent and should be in use in all clubs. Do try to encourage your clubs to find their copies and set aside a session at a Zone meeting to go through the manual explaining to Clubs how they could use it. We will look at some of these ideas in this section.

Firstly, what is in the Club Toolkit?

- SECTION A Why we need a Toolkit and how it can help
- SECTION B Club Membership Questionnaire
- SECTION C Public Questionnaire
- SECTION D Multiple District Survey Results
- SECTION E Action Plan Sheet
- SECTION F Attracting New Lions
- SECTION G Caring about Lions
- SECTION H Service, Fund-raising and Social
- SECTION J Club PR and Image Building
- SECTION L Managing Meetings
- SECTION M Leadership
- SECTION N Club Extension

So how can Clubs use it?

A Health Check of a club at intervals of say 3 to 5 years is an excellent way of making sure the Club doesn't stand still, but meets the changing needs of its members. Section B includes a Questionnaire, which each club member completes and the results are summarised by a small committee. The results are then discussed by the club and a plan developed to implement the necessary changes to meet the members' needs expressed by the questionnaire. Do not necessarily use the questionnaire as it stands in the manual; every club is different, so do not be afraid to amend the questionnaire to suit a particular club.

Section C provides a Questionnaire to be completed by the public to help you recruit new members. You can also use this Questionnaire to attune your service to the public, by amending the questions to suit - very useful.

Section D hasn't been kept updated through lack of feedback from clubs. The rest of the sections are clearly explained by their titles.

Do encourage Clubs to use it - it is an excellent and practical resource.

CHAPTER 9 - FREQUENTLY ASKED QUESTIONS

This section will develop over time as Zone Chairmen submit details of problems they have faced and how they have overcome them.

Q1. In our Zone, Lions have been told that only Club Presidents and Club Secretaries should attend Zone Meetings. Is this correct?

A1. Zone Meetings are not only open to all Lions, but it is important that as many Lions attend as possible. This helps disseminate information more quickly and accurately and enables Lions from different clubs to share ideas in the informal part of the meeting (as well as the information gleaned from listening to, and reading, club reports of the other clubs).

The misunderstanding may have arisen as the District Governor's Advisory Committee in each Zone, chaired by the Zone chairperson, comprises the Club Presidents and Club Secretaries (and Club Treasurers where appropriate), but this should not deter other Lions from attending, for the reasons stated above.

Q2. Some clubs in our Zone refuse to host zone meetings because of the cost - how can I overcome this?

A2. If the cost refers to room hire, either try to find a cost-free venue, or ask the clubs in the Zone if they are prepared to share the cost - it is unlikely to amount to very much per club.

If the cost refers to refreshments, you have a choice:

- *Don't provide refreshments*
- *Make a small charge to cover the cost*
- *Run a raffle to cover the cost*

Some districts provide a budget for each zone from district funds, so this can be used to help with meeting costs

Do try to ensure that all clubs in the Zone have an opportunity to host Zone meetings (unlikely to be in one year, but spread over two consecutive years), as it encourages members from the host club to attend who would not normally travel to another club.

Q3. I am a relatively new Lion and some of the clubs I will visit as Zone chairperson consist of Lions who have all served much longer than I have. What can I say to them?

A3. You will be invited to speak at your official Club visits - usually near the end of the meeting. However, it does not have to be a sermon - in fact it shouldn't be! Use it as an opportunity for discussion to get views on a relevant topic such as a Zone welfare project or a Zone social.

Q4. I am a male Lion Zone chairperson and my wife is also a Lion. Some clubs in the zone have told me that it would be unwise for her to accompany me on my official Club visit to them. How do I handle this?

A4. Let us make it clear at the start - there is no one definitive answer to this - what may work in one circumstance will cause a major incident in another. You should certainly talk to your District Governor before going any further and ask for his advice. What is clear is that there is a serious problem in a club that cannot cope with a female Lion visitor - they will have to do so when you have a female Zone chairperson.

Q5. I have been asked to respond to the toast to Lions Clubs International at the Charter Dinner of one of the Clubs in my Zone. Any tips?

A5. If you have a Past District Governor in your Club (or Zone) who made good speeches, ask for an evening of his/her time - it will be invaluable. If not, talk to your District Governor and ask their advice - they will set out for you what you must cover. Also talk to the Club Secretary - besides asking for details of the club's achievements over the last year, get a potted history of the President, Vice President and any major "characters" in the Club. In that way, you can introduce a personal element into your speech.

Ensure that the club president is aware that he should be addressing the objectives/achievements of Lions Clubs International, as he is proposing the toast to LCI; you will be addressing the objectives/achievements of the club.

Two final points:

- *If you are not a joke teller, leave out the jokes.*

- *Three minutes is better than five minutes, and longer than five minutes is to benefit your own ego, not for the benefit of your audience.*

Q6. There has not been an occasion made of the Zone handover in our Zone in the past, and I would like to do so at the end of my year. Two questions - is it my handover or my successor's, and what format should it take?

A6. *On your first point, there are two schools of thought - those that say it should be a celebration of the year past by the Incoming Zone chairperson, and those say that it should be the outgoing Zone chairperson welcoming the incoming one and giving him/her a boost to start his/her year. However, as you have not had a Zone handover before, it is up to you to set the precedent.*

You can choose whatever format you like. A social occasion seems to go down well, and this can be anything from a buffet to a dinner-dance. What is important is that you choose a format that will ensure the maximum attendees and that you and your successor feel comfortable with.

Q7. Near the start of my year, I had a phone call from one of the club presidents in my zone. She was a relatively new Lion, very dedicated, been on all the courses, but was having trouble with some of the longer-serving Lions, one a past District Governor some 20 years or so ago. They have told her that she is merely the chairman of meetings and it is not for her to suggest new ideas and try to lead the club - she is merely a figurehead to represent them at public functions. The Committees do all the work and put forward any new ideas.

How do I deal with this?

A7. *There are many ways of dealing with this.*

One way is to discuss this with your District MERL Committee Chairman and District Leadership Development Chairman. The idea is to get them invited to a Club meeting by the President to discuss, in open Club, the role of the Club President. The longer-serving members are then having to argue with other Lions of equal experience and perhaps more relevant specialised knowledge. This will, hopefully, bring any problems into the open and clear up misunderstandings on both sides. At the end of a session, an agreed Club President's role can be set out.

A word of caution - the president needs to ask herself if the members think she is being autocratic - it is important to carry the members with you; do not impose your will.

INDEX

- alternate*.....32, 54, 71, 77
 annual dues21, 74, 87
attendance.....12, 18, 21, 24, 25, 28,
 79, 86, 88
Authoritarian.....95, 96, 105
 awards.....25, 35, 41, 51, 57, 95
 Belbin.....104, 105
 Board of Directors10, 13, 21, 22,
 23, 28, 32, 33, 38, 65, 66, 68,
 71, 73, 74, 76, 78, 79, 81, 83,
 84, 85, 86, 87, 88, 89, 90
 branch coordinator21, 23
 budget.....21, 26
 budgets21
 by-laws10, 12, 13, 18, 22, 24, 28,
 32, 67, 74, 75, 83, 90
BY-LAWS.....73, 74, 75, 76, 77
 Certified Guiding Lion Kit.....17
 Club Constitution.63, 64, 81, 83, 90
 Club President Excellence Award10,
 11, 13, 25
 Club Toolkit.....107
 communicator11, 15
 constitution9, 10, 12, 13, 18, 24, 28,
 63, 66, 67, 74, 75, 77, 79, 81,
 83, 89, 90
 council of governors.....29, 74
 Council of Governors....2, 29, 68, 74
 counsellor.....11, 15
delegate...32, 65, 66, 71, 72, 77, 79
Democratic.....95, 96, 105
 district...9, 10, 11, 12, 13, 14, 15, 21,
 22, 26, 27, 28, 29, 38, 49, 53,
 54, 57, 65, 71, 72, 73, 74, 75,
 76, 77, 87, 88
 District Cabinet66, 68
 District Conference38, 39
 district governor26, 27, 28, 54
 District Governor...9, 10, 11, 12, 26,
 66, 68, 69, 75, 76, 109, 110, 111
 District Governor's Advisory
 Committee9, 11, 12, 109
 Dr. W. P. Woods.....18
 entrance fee.....21, 85
Forum.....28, 38, 39, 49, 53
 good standing32, 39, 71, 74, 76,
 77, 79, 81, 85, 89, 90
 guests21, 22
 Helen Keller19, 20, 38
 International Constitution.....28, 29,
 32, 39, 63, 65, 68, 70, 83, 90,
 91
 International Convention30, 32, 38,
 49, 53, 61, 63, 65, 66, 68
 International directors.....32
International Directors..38, 39, 65,
 66, 68, 71
 Leadership Styles95
 Lions Clubs International
 Foundation.....27, 35, 39
 Lions Mentoring Program.....42, 46,
 47, 48, 49, 51, 53, 54, 55, 56,
 57, 58
 Melvin Jones.....18, 20, 31, 35, 39
 membership committee23, 24
 Mentor....42, 43, 51, 53, 54, 55, 56,
 57, 58, 60, 61, 62
 Mentoring Lion....42, 43, 44, 45, 46,
 47, 48, 49, 51, 53, 54, 55, 56,
 57, 60, 61, 62
 Mentors41, 51, 53, 55, 57, 58
 MERL9, 17, 26, 41, 111
 motivator11, 14
 multiple district convention.....28
 Orientation Guide9, 17, 62
 Orientation Guide for New
 Members.....9
Permissive95, 96
president..13, 14, 18, 21, 22, 24, 32,
 39, 49, 51, 53, 54, 56, 57, 71,
 76, 81, 87, 89
 Protégé...42, 43, 44, 45, 46, 47, 48,
 49, 51, 53, 54, 55, 56, 57, 58,
 60, 61
 Protégé Lion.42, 43, 44, 45, 46, 47,
 48, 49, 51, 53, 54, 55, 56, 57, 61
quorum....65, 68, 72, 79, 86, 88, 89
 responsibilities of a Zone Chairman
9
 Robert's Rules.....64, 91
secretary.14, 18, 21, 22, 26, 53, 71,
 75, 76, 79, 85, 88, 89, 90, 93
 SightFirst19, 20, 27, 35
 speech.....24, 101, 102, 103, 110
 Standard Club Constitution.....63
THE LION Magazine.....33, 34, 37
 treasurer21, 23, 26, 33, 71, 75, 76,
 88

United Nations.....	19, 20	zone chairman..	11, 12, 14, 15, 26, 27
<i>Weak clubs</i>	12	Zone Chairman Manual.....	9
weak clubs.....	11, 27	zone chairperson	69, 76, 77