



Leadership

Club & Society Committee Training

In this module we're going to cover

- Being a great leader
 - Leadership styles
 - Decision making
- Building a high performing team
 - Team characteristics
 - Getting the most out of your committee
- Communicating effectively
 - Effective communication
 - Communicating with your members
- Responsibilities to your members
 - Bullying and harassment
 - Inclusivity and diversity
- Building a supportive community

Being a great leader...

In this section we'll cover:

- Leadership styles
- Decision making

What is leadership?

“Leadership is the function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential.”

Peter Drucker

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

John Quincy Adams

“A leader is one who knows the way, goes the way and shows the way.”

John C Maxwell

“Leadership is about vision and responsibility, not power.”

Seth Berkley

- As the elected officer of your club or society, you are a community leader, responsible for developing, supporting and driving positive change for your members.
- Think about how these definitions could apply to your role as a community leader. Take a few minutes to **write down your answers**, or share your thoughts with another committee member.

Different Leadership Styles

Autocratic

An autocratic leader makes all decisions by themselves. They do not consult their team, or let them make decisions. Once a decision has been made, they expect it to be followed unquestioningly.

Democratic

A democratic leader takes an active role in the decision making process, but involves others. They carry the responsibility for seeing that the decisions made achieve the desired outcomes.

Laissez-Faire

A laissez-faire leader has very little involvement in decision making, mostly leaving everything up to their team. They may set a vague direction but they are basically hands off when it comes to making decisions.

Situational

A situational leader chooses different leadership styles depending on what their team needs, and adapts to different situations, contexts and audiences. For example, would you want to be democratic in a crisis situation such as a fire in the Rehearsal Room?

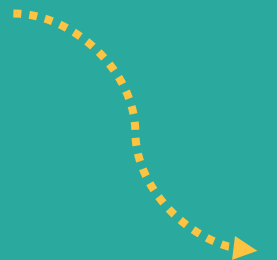
Leading your club or society

- Being a leader of a club or society is not about exercising power! it is about leading by example; taking on key responsibilities such as those outlined in your training; improving the quality of your activity; and improving the experience of your members.
- You may have a natural leadership style, but this doesn't mean you can't be adaptable!
- Whatever your natural style is, its important to involve your committee and consult your members about key decisions, facilitating discussions which allow everyone to get involved, and coming to decisions collectively rather than just 'making a call'.
- Remember that as a leader you will not be in office for ever, but the actions you take can leave a lasting legacy for future officers and members.
- Building relationships with stakeholders, following procedures, making financial decisions and more – the way you run your group, and the way you interact with your members may have an impact on your next committee and beyond.
- Think about the ways your leadership style could affect others' perception of your group.

Working with your committee...

So how can you apply this to the way you lead your committee and the rest of your members?

- Have **regular committee meetings** with clear minutes, notes and updates from different committee members – keeping a record of decisions is really useful if you need to revisit something.
- Schedule meetings at **a time most people can make it**, and use video conferencing software to make your meetings accessible. Remember every UCL student has access to Microsoft Teams.
- Set up a **WhatsApp group** or something similar to keep your committee up to date, and chat about important issues related to your club or society.



Working with your committee...

- You should aim to **make decisions by consensus**. This means facilitating a discussion that leads your team to come up with a collectively agreed way forward – if people feel part of the decision making process, they will own the decisions and stand behind them.
- If there is disagreement about a specific issue, try to **rely on a committee vote** rather than taking 'chair's action' and just making the call yourself – this way the committee is more likely to get behind the decision.
- If you do need to make an important decision independently, make sure you update your committee as soon as possible and explain the reason why you made that decision. Remember **you are accountable to your committee and your members**.
- Your committee is the inner circle of your group and **your main support network** – if you are working as a team you will deliver better results every time.

Building a high performance team...

In this section we'll cover:

- Team characteristics
- Getting the most out of your committee

Teamwork

“A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.”

- How can you apply this definition to your leadership style, and the team you will be working with?
- If your committee members are committed to a common purpose, goals and approach, and hold themselves accountable for their work – organisation of your activity will run more smoothly, and you'll make a greater positive impact.
- It's your role as a student leader to build a high performing team which will help you deliver your activities for the year.
- There are a variety of team “characteristics” which you can encourage and develop with your team to help improve teamwork.

Team Characteristics

Clear direction

Defined roles

Positive approach
to change

Open and honest
communication

Encourage
difference in opinion

Mutually
accountable

Common goals

Collaboration

Team trust

- Write down either something you can do, or a system you can set up to foster each of these characteristics in your committee.

Developing your team...

Clear direction

- Collectively decide on team goals and desired outcomes first. Then you can set a clear direction for the team but leave your committee with flexibility to develop the best way to get there.
- Start at the end point: what is the outcome you want and why?

Open and honest communication

- The more freely you talk to your committee, the more comfortable your team will be sharing insights and ideas. Be honest about challenges faced by the group and facilitate discussions about how best to overcome them – let them know when something has gone wrong and ask for feedback.
- You could draw up a team code of conduct or values statement which sets out how you will operate.

Team trust

- Teams who don't trust each other, won't share great ideas, might end up holding back key information and ultimately be dysfunctional. To build trust you need to be honest all the time, not hold back information and be ready to answer any relevant questions.
- You might want to run committee socials as well as making clear from the outset that you will always give them the full picture of what is going on in your club or society.

Developing your team...

Encourage difference in opinion

- Having divergent opinions within a team is not a problem. Listening to lots of perspectives is really important when taking decisions. On rare occasions this can go too far so be ready to intervene if necessary to alleviate conflict between team members – but only do so in a supportive manner.
- If you need help dealing with members falling out or conflict developing, ask the Activities team for help and advice.

Collaboration

- The more you collaborate and the more you communicate, the better your teamwork. As a leader you should be supporting different committee members to work together on projects, events and activities.
- You can't be everywhere at once – make sure your committee are aware of key rules, regulations and procedures by cascading information from the Union.

Common goals

- A successful team will have members who place the common goal above individual interests. This means it's not just about the personal advancement of any individual, but the collective benefit to your membership. Having a common goal and agreement about what success looks like is a great place to start.
- Submit a Development Plan and we'll be able to help you with this.

Developing your team...

Positive approach to change

- Don't be afraid to take your group in a new direction if that's what is best for the members. Good teams support appropriate risk taking (within reason) and experimentation.
- If an idea doesn't work, treat first time mistakes as opportunities for learning.

Defined roles

- Don't try to do everything yourself – support others to take on different jobs but remember you can't just 'order' someone to do a task.
- You should utilise individual strengths, and not be afraid to say when someone is better equipped to complete a task than you are.

Mutually accountable

- When things go well you should celebrate as a team, and when they don't everyone should accept responsibility. Passing the blame or having a go at anyone who made a mistake is not helpful. You're not there to tell everyone what to do, but it is important you make everyone aware of their responsibilities.
- It's a good idea to ask for regular progress reports at committee meetings and collectively agree timelines for different tasks to be completed – remember everyone within your team is mutually accountable, including you.

Communicating effectively...

In this section we'll cover:

- Effective communication
- Communicating with your members

Effective Communication

- To be a good leader, support a great team and facilitate a vibrant members community, communication is key. Following the pandemic, being a great communicator is more important than ever.

Remember to:

- **Keep everyone up to date:** you must make sure you cascade any key information from the Union to your members, such as opportunities to run for elected positions.
- **Communication is two way:** it's important you listen to feedback from members, stakeholders and the Union alike and take this on board.
- **Use social media:** it's a great idea to set up social media accounts to share what your group is up to and chat about club or society matters with your members. Remember to call out any inappropriate behaviour in open and closed groups – every year this is one of the areas we have the most complaints about.
- **Use common sense:** make it clear that it's inappropriate to say something on social media or group chats, that you wouldn't say in person at a committee meeting or in a public forum.



**The 7 C's of
Good
Communication**

The 7 C's of Good Communication

Completeness

No key information is omitted (deliberately or by mistake) and it does not leave questions unanswered

Conciseness

To the point, in the least possible words and easy to comprehend

Consideration

Consider who the audience is (background, experiences, world view) and why they are receiving the communication

Clarity

Emphasise a specific message and highlight key take away points

Concreteness

Clear and direct rather than fuzzy and general – this avoids misinterpretation

Courtesy

Polite, reflective and unbiased message which considers how the reader might feel when they receive it

Correctness

No errors in your message and consideration of appropriate timing of communication

Responsibilities to your members...

In this section we'll cover:

- Bullying and harassment
- Inclusivity and diversity

Responsibilities to your members...

- You are responsible for and accountable to the members who elected you. As a minimum you should:

Put your members health and safety first – you have a duty of care

Have varied and inclusive activity in line with your constitution

Regularly communicate with your members about what you have been up to

Create a social, friendly atmosphere free from any form of bullying or harassment

Always welcome new members from any background

Make regular opportunities for members to feedback through different platforms

Bullying and Harassment

- We will not tolerate any form of harassment whether in person or online, and as a leader of your group neither should you.
- If you witness any form of bullying, harassment or inappropriate behaviour at an event you should report it to one of our staff immediately.
- If you see inappropriate behaviour online, it is your job to intervene if safe to do so. If a group chat is becoming personal, stepping in early can diffuse the situation.
- We can support you to challenge harassment, and are always happy to help you tackle any issues – if you don't know what to do, get in contact and we can help you decide what approach to take.
- We take any cases of bullying and harassment very seriously and will consider taking disciplinary action as necessary, including reporting individuals to UCL for more severe action.
- You should recognise that what might not be seen as offensive to some individuals, can be very hurtful or distressing to others. Remember that you do not know the various different backgrounds of all your members and you should welcome any feedback, and make interventions as necessary to ensure all feel welcome.

Bullying and Harassment

- As a leader it is not enough to be passive when tackling inappropriate behaviour, you must be actively inclusive, lead by example, set a positive tone and call out people who do not act appropriately.
- Think about the following questions, and write down your answers:
 - What would you do if you noticed inappropriate language in a committee WhatsApp group?
 - What do you think you could do to set the tone for an inclusive online chat?
 - If a member came to you complaining they were being bullied by a committee member what would you do?
 - What things should you take into account when considering if an activity is accessible?
- If you'd like to discuss any of your ideas further, you can email us at su.activities@ucl.ac.uk, and we'll be able to provide further support.

Inclusivity & Diversity

A few rules you must know:

- You must not run any segregated events.
- You should try and cater for everyone with options for alcohol free socials.
- Make sure you choose accessible venues and consider online platforms for activities.
- Make sure you hold fair trials or auditions in line with our how-to-guides.
- Try to make activities financially viable. Don't price people out of activities; try and have low cost alternatives.
- No initiation ceremony is allowed of any kind, ever. No one should have to do anything other than get membership to be welcomed into your community.

Spend a few minutes thinking about the barriers for students feeling welcome in your group.
What could you do to address these?

Building a supportive community...

In this section we'll cover:

- Keeping communities connected

Keeping Communities Connected

- Following the pandemic, keeping in contact with your members and making them feel involved in a community is more important than ever.
- You can find specific guidance on running digital or hybrid events to help build a digital community for your group on the Students' Union website:
- <https://studentsunionucl.org/articles/guide-running-events-remotely>

Keeping communities connected is about supporting your members wellbeing, but remember to look after your own. Look out for each other, check how your members are doing but never hesitate to ask for our help.

Repurpose your events

- If you're struggling to run an event in-person or on campus, doesn't mean we can't help you do this virtually – talk to us early and we will help you make it happen. Remember to still put your events on our what's on calendar – that way we can help promote them.

Keeping Communities Connected

Keep your social media active

- Keep posting content - it doesn't always have to be club or society related but it reminds your members and the wider student population that you're still there. Share some photos or videos of past events, or talk about the amazing things you have planned.

Use technology to the full

- You can run big group meetings on Teams as every UCL student has it, but there are other platforms available too. Remember to check out the accessibility guides (on our website) and the online tutorials to get the most out of the software. Remember to think about time zones and what equipment your members have access to. Time meetings when everyone can make it.

Keep talking about what you love

- If your members share a love of dance, film, chess, cricket, rugby ... even if you can't meet in person, you can still keep the conversation going, play online games together, run Instagram sessions, put out some polls, start discussions in chats.

‘The greatness of a community is most accurately measured by the compassionate actions of its members.’

Coretta Scott King

Quiz!

Please complete the following quiz to register your completion of this training module.