

Zonta Leaders Leading Change: Case Study One

You are an Area Director or other Zonta leadership mentor attending a Zonta Club meeting at the request of the club president, who is experiencing some frustration at running meetings. The president seems highly organized and has a detailed annual calendar. You take a seat near the back to observe. When the business of the meeting begins, the president makes all the announcements. A few people seem to be chiming in and running everything. Most other members never said a word. You look around the room and see a few people talking quietly in the back, feeling marginalized, you believe. The three or four highly outspoken members up front raise an issue and a few people in the back disagree strongly. One of the most outspoken members up front calls for a vote and the majority outcome leaves a few members feeling railroaded or highly dissatisfied. At the end of the meeting, the club president approaches you, wondering why her membership is dwindling. What will you say? What would you recommend?

Does this sound familiar? What's going on?

How would you apply Principles of Relational Leadership?

Purposeful – clear goals; own way or compromise with others?

Inclusive – understanding your own motivations and those of others; easy or hard to accommodate different views from your own?

Empowering – building on own strengths and those of others; easy or hard to share authority?

Ethical – acting with integrity; identifying the values and principles that guide your actions; trusting or distrusting of others?

Process-oriented – knowing the approaches you tend to prefer to facilitate change or accomplish goals; collaboration or competition; civil even during disagreement?

Zonta Leaders Leading Change: Case Study Two

A Zonta Club in your District has invited you to participate in a community service project of which they are very proud. When you arrive, you are surprised to see the project is wholly unrelated to advancing the status of women through either service or advocacy. The press is there and you are concerned about messaging, and the impact of media attention for Zonta. You quietly speak with the club president and ask *why* the project is an authorized club activity, when it clearly doesn't represent the mission of Zonta International. The president seems puzzled by this question and replies, "Two reasons. First, we've done this project annually since our club began, and second, it was voted on and was selected unanimously by our members as a service project." To you, there is no alignment between the internal values of the local club and its sanctioned ties to the external values of the international organization. How can you begin to align internal and external values and activities without losing this club?

Does this sound familiar? What do you think has happened for this to occur?

How would *you* apply Kotter's Eight-Stage Process to Leading Change?

- 1. Establish a sense of urgency**
- 2. Create a guiding coalition**
- 3. Develop a vision & strategy**
- 4. Communicate the change vision**
- 5. Empower broad-based action**
- 6. Generate short-term wins**
- 7. Consolidate gains and produce more change**
- 8. Anchor new approaches in the organizational culture**