



# The Many Facets of Leadership

## February 2026



Vicki Holden, CFWC Leadership Chair, Editor

**Editor's Note:** *It's the season for our clubs/districts and State to select nominees for the upcoming club/district/state administrations. elections How do we do that and how do we select qualified candidates? How do we insure a strong line of succession of our officers to maintain the quality and success of our organization? Perhaps the following will help.*

### Duties of a Nominating Committee

#### A. Review All Leadership Positions

- Identify positions to be filled (officers, directors, chairs).

- Review job descriptions and qualifications from your bylaws.

#### B. Establish Criteria for Candidates

The committee should agree on shared standards, such as:

- Leadership ability

- Reliability and attendance

- Teamwork and communication

- Experience in relevant roles

- Commitment to the club's mission

- Positive attitude and professionalism

#### C. Seek and Evaluate Candidates

- Invite members to express interest.

- Ask officers and chairs for recommendations.

- Quietly observe members' work ethic, follow-through, and ability to collaborate.

#### D. Interview or Meet with Potential Candidates

- Short conversations help determine:

- Willingness to serve

- Understanding of responsibilities

- Ability to devote time

- Compatibility with current board dynamics

#### E. Create a Slate of Officers

The slate should:

- Follow bylaws

- Balance experience with fresh perspectives

- Avoid conflicts of interest

- Represent the club's diversity and membership

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#### **F. Present the Slate to Membership**

Follow your bylaws' timeline for announcing the slate.

The chair communicates clearly, neutrally, and respectfully.

#### **G. Ensure Confidentiality**

Committee discussions **must remain private** to protect the integrity of the process and the dignity of every member considered.

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### **How to Select Qualified Members for the Nominating Committee**

The strength of the nominating process depends on who serves. The ideal members are:

#### **A. Respected, Neutral Members**

Choose individuals who:

- Are trusted by the membership
- Are known to be fair
- Do not dominate discussions
- Can set aside personal friendships or biases

#### **B. Experienced but Open-Minded**

Members should understand:

- Club structure and bylaws
- The demands of each position
- Leadership qualities needed ...but also be willing to consider newer members who show promise.

#### **C. Good Listeners & Communicators**

A strong committee member should:

- Ask thoughtful questions
- Listen more than they speak
- Consider multiple viewpoints

#### **D. Members with Integrity**

They should:

- Respect confidentiality
- Be honest and courageous
- Put the club's welfare above personal preference

#### **E. Balanced Representation**

Try to include:

- Members from different committees or departments
- A mix of newer and long-term members
- Diversity in age, background, and experiences



## **F. Individuals Without Conflicts of Interest**

Avoid selecting:

- Those likely to be nominated for an officer role
- Members currently involved in interpersonal conflicts
- Anyone seen as part of a “faction”

### **4. Practical Tips for the Club President & Parliamentarian**

- Announce the committee formation early and transparently.
- Review the bylaws to determine how members are nominated or elected.
- Provide the committee with:
  - Position descriptions
  - Bylaws and standing rules
  - A list of current officers and eligibility requirements
- Encourage the committee to meet early and often rather than rushing at the end.

### **5. Characteristics of an Excellent Nominating Committee**

- The best committees are:
  - Calm and logical
  - Ethical and confidential
  - Focused on the *future needs* of the club
  - Willing to say “no” to an unsuitable candidate
  - Willing to consider new faces and fresh talent

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As we are talking about the nomination process, perhaps it would also help to review the duties of the delegates sent to convention to elect those who are nominated to office, to vote on resolutions and bylaws and other business before the assembly. Many thanks to Cathie Petithomme of San Joaquin Valley District for doing some research and sending the following to our District Leadership Chairs:

### ***Responsibilities of a Convention Delegate***

Serving as a delegate to a GFWC (General Federation of Women's Clubs) or CFWC (California Federation of Women's Clubs) convention is both an honor and a responsibility. Delegates represent their club or district, carry its voice, and help shape the direction of the Federation.

#### **1. Representation**

- Serve as the official representative of your club, district, or area.
- Ensure that your club's views and interests are presented in discussions and decisions.

#### **2. Participation**

- Attend all convention sessions, including general meetings, workshops, and business sessions.
- Be present at voting sessions where resolutions, bylaws, and policies are considered.
- Participate in caucuses, committee meetings, and forums as assigned.

#### **3. Voting**

- Vote on bylaw amendments, resolutions, elections, budgets, and other official business.
- Cast votes in line with your club's/district's wishes—or, if allowed, exercise judgment in the best interest of the Federation.
- Ensure votes are cast in person, as proxy voting is generally not permitted.

#### **4. Communication**

- Take careful notes during sessions and workshops.
- Bring back reports to your club/district about decisions made, new programs introduced, and resources shared.
- Share highlights of convention speakers, training, and networking opportunities to encourage future participation.

#### **5. Advocacy & Leadership**

- Serve as a link between Federation leadership and grassroots membership.
- Encourage your home club/district to follow through on new initiatives, projects, or campaigns adopted at convention.
- Model involvement and enthusiasm, showing the value of convention participation to other members.

#### **6. Financial & Ethical Responsibility**

- Use club or district funds (if reimbursed for registration/travel) responsibly.
- Conduct yourself in a way that reflects the standards, mission, and values of GFWC/CFWC.

**In summary:** A delegate is not just an attendee—they are a voice, voter, and messenger for their club or district. Delegates help guide the Federation's future while ensuring that important information flows back home so all members benefit.

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Comments and suggestions for future topics may be sent to [cfwcleadership@gmail.com](mailto:cfwcleadership@gmail.com)