



The Many Facets of Leadership

OCTOBER 2025

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Editor's Note:

We thank President Sonya for the recent articles on Leadership that she has written for QuickBytes. The one in the last issue on Nominating Committees brought to mind the times that as your Leadership Chair (and in other offices) have been asked about how to encourage members who have held an office for a long time to move on and allow our up-and-coming leaders to hone their skills by taking positions of responsibility. This must be handled with great care as many of these members have given the majority of their lives to our Federation and we gratefully accept their service and contributions to the success of our organization. We do not want them to feel that they are no longer needed. We definitely need them to share their knowledge, experiences and sense of dedication with our newer leaders.

The following is a compilation of ideas that may help clubs who find they have members who are hesitant to move on from comfortable positions of power.

Guiding Leadership Transitions Gracefully

Convincing leaders to step aside gracefully can be delicate, especially when they're deeply invested in their roles. Here's a strategic and respectful approach that balances empathy with persuasion:

Understand Their Resistance

Before making your case, try to grasp *why* they're reluctant:

- **Identity & Legacy:** They may feel their role defines them.
- **Fear of Irrelevance:** Stepping down might feel like fading away.
- **Lack of Trust:** They may doubt successors' readiness or commitment.

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Frame the Conversation Thoughtfully

Use language that honors their contributions while opening the door to transition:

- **Celebrate their impact:** “Your leadership has shaped this organization in lasting ways.”
- **Appeal to mentorship:** “Imagine how powerful it would be for others to learn directly from you.”
- **Position stepping down as a legacy move:** “Creating space for new leaders is one of the most enduring gifts you can give.”

Offer Practical Solutions

Make the transition feel purposeful, not like a loss:

- **Create an emeritus or advisory role:** They stay involved without holding the reins.
- **Design a mentorship program:** They guide successors, reinforcing their influence.
- **Set a timeline together:** A phased transition feels less abrupt.

Use Stories & Analogies

Sometimes metaphors speak louder than logic:

- “Even the best gardeners know when to step back and let new seeds grow.”
- “Great leaders aren’t just remembered for what they built—but for who they empowered.”

Involve Others Strategically

- If appropriate, gather support from respected peers or stakeholders who can reinforce the message. A chorus of voices can soften resistance.

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

John C. Maxwell

True leaders don’t create followers; they create more leaders.”

Tom Peters

“Volunteering is the ultimate exercise in democracy. You vote in elections once a year, but when you volunteer, you vote every day about the kind of community you want to live in.”

Unknown



10 WAYS TO SHIFT FROM “ONE-SIZE-FITS-ALL” TO “WHAT-DO-YOU-NEED?” LEADERSHIP

1. Ask Instead of Assume

Don't guess what your team needs, ask directly.

❖ Support starts with listening, not projecting.

2. Flex Communication Styles

Some people want detail, others want headlines.

❖ Adapting how you share information builds clarity and trust.

3. Redefine “Flexibility” Individually

Not everyone values the same perks, flexibility could mean time, location, or even workflow.

❖ Personalized flexibility is retention fuel.

4. Align Feedback to Growth Goals

Generic “good job” helps no one. Tie feedback to where the person wants to grow.

❖ Feedback should feel like a ladder, not a judgment.

5. Adapt Recognition to Preferences

Some want public praise, others prefer private acknowledgment.

❖ Recognition that matches personality lands deeper.



6. Check Capacity, Not Just Deadlines

Don't just assign, ask what's realistic given current workload and bandwidth.

❖ Respecting limits shows respect for the person.

7. Invest in Personalized Development

Not everyone wants promotion, some want mastery or lateral moves.

❖ Career growth has more than one path.

8. Support Well-Being in Different Ways

Some need mental health days, others need workload balance, others need mentorship.

❖ Well-being is personal, not one-size-fits-all.

9. Create Space for Different Work Styles

Some thrive in collaboration, others in focus time.

❖ Respecting work styles increases output and reduces friction.

10. Regularly Revisit Needs

People's situations evolve, so should your leadership.

❖ A personalized approach isn't “set it and forget it.” It's continuous.



KEY LEADERSHIP TRAITS

TOXIC

EFFECTIVE

Belittle & Humiliate

Use ridicule or sarcasm to undermine team members' confidence.

Vs.

Inspire & Support

Motivate through positive and constructive feedback.

Micromanage Team

Control every aspect of the team's work, leaving no room for autonomy.

Vs.

Empower Autonomy

Delegate tasks and trust team members to perform.

Create a Culture of Fear

Use threats or intimidation to maintain control over the team.

Vs.

Cultivate a Positive Culture

Build an environment where openness, and mutual respect flourish.

Resist Change and Innovation

Refuse to adapt to new ideas or methods, preferring the status quo.

Vs.

Encourage Innovation

Create a safe space for creativity and new ideas.

Take Credit for Others' Work

Claim all achievements as their own to enhance personal reputation.

Vs.

Share Credit Generously

Recognize and publicly appreciate team achievements.

Avoid Accountability

Blame others for mistakes and never admit fault.

Vs.

Admit Mistakes

Admit when wrong and focus on solutions.

Neglect Transparency

Hide information and make decisions in secrecy to maintain power.

Vs.

Maintain Open Communication

Ensure transparent communication, sharing successes and challenges.

Prioritize Personal Gain

Focus on personal advancement at the expense of the team.

Vs.

Celebrate Team Successes

Regularly express appreciation for the hard work and dedication.

Disregard Team Well-being

Ignore signs of burnout, stress, or dissatisfaction in team members.

Vs.

Promote Work-Life Balance

Support employees in maintaining balance and well-being.

Maintain Unclear Expectations

Keep goals and expectations vague to shift blame later.

Vs.

Inspire Through Vision

Provide a clear and compelling vision that motivates the team.



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