

S T E A M

SEMINAR TO EDUCATE AND MOTIVATE

LEADERSHIP

MANUAL

ABATE OF WASHINGTON

ABATE of Washington
PO Box 8369
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WHOSE JOB IS IT?

This is a story about four people named Everybody, Somebody, Anybody, and Nobody.

There was an important job to be done and Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did it.

Somebody got angry about that, because it was Everybody's job. Everybody thought that Anybody could do it but Nobody realized that Everybody wouldn't do it.

It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done!!!

Which of these four people are you? This little story describes a situation we all have seen, at one time or another, and all too often. It is the way to achieve our goals and solve the problems that we face, now and in the future.

We are a team and we must work together as one. Nobody gets nothing done; Anybody can do it with just a little effort; Somebody will appreciate it; and Everybody will benefit from it.

JOIN THE TEAM!!!!

THE STATE OFFICE

It is our intent in this section to give you a brief explanation of how the State Office, the State Officers, and the State Coordinator can assist chapters and, what is also expected of the chapters to the state.

THE STATE OFFICE OPERATION:

The state office is housed in individual state officer's residences. State archives are stored at a rented storage facility. The official state office address is ABATE of Washington, P.O. Box 8369, Tacoma, WA 98419-0369. The official state phone number for the state coordinator is 253-475-4944.

WHAT CAN WE DO FOR YOU?

The State Coordinator, among other things, is available to assist the chapters in solving problems, answering questions regarding state by-laws and policies, providing general support, discussing a chapter's records, and a myriad of other help for your chapter. A chapter should never be hesitant to contact the State Coordinator if they have questions. Any member can freely call the State Coordinator directly when there are questions regarding any state committee or state officer.

The Deputy State Coordinators are specifically responsible to help members with questions in legislative affairs, motorcycle safety & education, membership recruitment, events, new chapters that are starting up, and answering any other questions a chapter might have that the Deputy Coordinator might be able to answer.

The State Secretary assists chapters in answering questions they may have on state meetings, meeting locations, meeting agendas, and etc. The State Secretary is available to help chapters organize meeting agendas and minutes, thus creating a flow of information at chapter meetings that will be beneficial to the chapter members.

The State Treasurer is available to assist the chapter in designing a financial system that fits both your chapter and the state requirements. Questions regarding the state financial can also be directed to the State Treasurer.

DEADLINES

Signed chapter meeting minutes are to be mailed to the State Office at the end of each and every month following approval. It is suggested that chapter flyers, special run information, and chapter newsletters also be sent. This will allow the State Office the ability to answer questions from other chapters as to what the chapter is doing.

Chapter financial reports are due quarterly and should be mailed to the State Office. Each quarterly financial report must include copies of the monthly bank reconciliation for the months identified in the report. Financial reports of events and activities occurring within the reportable quarter must be included. All intended profit generating events and activities must identify the appropriate levy percentage amount, owed to the State Office, and include a chapter check in that amount along with the report.

MEMBERSHIP RENEWALS

Before a chapter sends in a new or renewal application, make sure the application is filled out completely. The State Membership Secretary cannot process an application if it is not completed properly. It is crucial that the application be checked for completeness to avoid unnecessary delays in processing his/her membership request.

Send all membership applications and checks to the State Office: ABATE of Washington, PO Box 8369, WA 98419-0369. DO NOT SEND CASH through the mail.

OR E-mail the new and renewal applicant's information to the Membership Secretary and State Treasurer. Send check to the address above.

DO NOT delay a member's application; even if it is the only one you have on hand. Send it in as soon as you get it...the member is expecting to receive his/her membership card and newsletter in a reasonable amount of time.

STATE PRODUCTS

State ABATE products can be ordered from the Product Committee, see newsletter for contact information. Contact the Product Committee for availability, prices, and to place order.

Also State products can be purchased at all state-sponsored events and Board of Directors meetings. They may also be available at other events when requested by event hosts.

CONCLUSION

The ABATE of Washington State Office has been established, and is operated solely to assist the Chapters and thus the Members. Do not hesitate to use it...its YOURS!

The elected State Officers and the appointed State Chairpersons are here to serve the members. Members should use them as much as possible.

The State Office will continue to strive to serve its members professionally in every way. The State Office needs to hear suggestions from its members on how it can improve its member services.

BECOMING AWARE OF RESPONSIBILITIES FOR ASSUMPTION OF OFFICE

As the leader of an organization, you should assume full responsibility for the accomplishment of your organization goals. Your responsibilities go further than that, however, since you should try to accomplish those goals with the minimum cost in people, materials, and money. As noted previously, the key element in your organization, the element that will do the most toward accomplishing your goals, is your leadership and management of people. If you are an effective leader and efficient manager, you will lead, not drive, your people. You will make fair and firm decisions in their behalf and in the interest of good order, discipline, and the successful accomplishment of your goals.

You must understand the scope of your responsibilities and know what is expected of you in your new job. But before proceeding with an analysis of your job, you should first find out whether you are ready to accept the challenge of leadership.

To do this, ask yourself the following questions:

1. Are you willing to dedicate yourself to your organization?
2. Do you like to be with people? Can you live with their energy, their points of view, and the problems they create?
3. Are you willing to take the hard knocks that come from assuming responsibility for the failures of your members?
4. Are you able to do many things at one time? Can you manage a complex job?
5. Can you stand tough competition from similar organizations and still retain a spirit of cooperation and teamwork with them?
6. Can you carry out directions as well as give them?
7. Are you physically and emotionally fit to carry the load?
8. Do you have the courage to make tough decisions and stand by them?
9. Can you remain enthusiastic and cheerful when you are confronted with seemingly impossible tasks?
10. Are you willing to do your best with what seems inadequate means?
11. Do you really want to lead? Are you sure your motivation is more than simply having the glory of being "in charge"?
12. Are you flexible when dealing with changing situations? Are you willing to risk new ideas?
13. Are you willing to take reasonable risks to allow your members to grow and become more productive?
14. Are you willing to let your members be creative?
15. Are you accessible to your people? Does your manner invite communication?
16. Do you really listen? Can you withhold judgment until all the facts are in?

If you are truly honest with yourself, you will probably not answer yes to all the above questions. Only if you are completely honest in answering the questions, however, will they give you real insight into what lies ahead. Even with an insight into your responsibilities, you cannot expect to become a good leader unless you make some practical preparation for the day when you will assume office. Such preparation will enable you to make a favorable first impression with your organization.

CHECKLIST FOR BEGINNING OFFICE

You have probably worked long and hard for this chance to lead, and you want to take full advantage of the opportunities offered you in your new position. Take a look at what being a leader is all about. Above all, be yourself. Develop the best that is in you, and let this come to the forefront. Use the following checklist to help you.

Before the first meeting you must set aside a time to prepare yourself. Read this checklist. Preparing yourself in advance will help to give the organization a good “first impression.” The most important thing is to be you.

1. Before taking office, have a private talk with the incumbent who is leaving. Ask about:
 - a. Organization goals
 - History
 - Present set-up and achievements
 - Future plans
 - b. How does this organization fit into the parent organization (if any) and the big picture?
 - Relations with the state office
 - Relations with other chapters
 - c. Other officer’s strengths and weaknesses
 - d. Strengths and weaknesses of outside people with whom you will be doing business
 - e. Current policy matters in effect but not contained in official statements - the unwritten guidelines.
 - f. Organization’s strengths and weaknesses
 - Specific strengths and problem areas
 - Areas of training weaknesses
 - g. Status of organization’s resources
 - People
 - Materials
 - Dollars
2. After meeting, analyze what was discussed and make an inventory of what you have to work with. Remember what was discussed was the incumbent’s point of view and you may see some things differently. Decide what kind of leader you will be before starting; rather than letting events shape your “leader personality.”

RECIPE FOR LEADERSHIP

LEADERSHIP:

L - Stands for Loyalty - loyalty up and down the chain of command.

E - Stands for Equality - one's use of justice, fair play, and the golden rule.

A - Stands for Authority - our respect for those over us and its proper usage by those who possess it.

D - Stands for Dignity - the ability to act with calm demeanor, restrained tempers and proper language.

E - stands for Elasticity - the ability to give and take, roll with the punches, be able to bend.

R - Stands for Responsibility - inherent with job authority is job responsibility, a sense of mission, dedication to job accomplishment.

S - Stands for Sincerity - this means genuineness, working with unmixed motives, without hypocrisy.

H - Stands for Humility - a most difficult term to define, and a rather rare virtue. Be too **BIG** to be **LITTLE** Maintain a balance between self-confidence and a true appraisal of self.

I - Stands for Integrity - an old-fashioned word, and self-explanatory it denotes honest, dependability, and morality.

P - Stands for Personality - a somewhat intangible capability, but without it no one can successfully lead. It is the expression of one's true character; strong, positive, radiant and persuasive.

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THE PRINCIPLES OF LEADERSHIP

Ten principles of leadership are listed below. If you use these principles wisely, they should increase your ability to lead. Under each principle are questions designed to help you understand how to apply these principles. Check the list of questions to determine your effectiveness as a leader.

1. KNOW YOUR JOB. *DO YOU* -

- a. Understand your organizational goals?
- b. Frequently review the functions of your goals to be sure that a designated individual or group is performing each function?
- c. Know general directives governing your job and review them frequently for currency?
- d. Keep informed on the new developments in your specialty?

2. KNOW YOURSELF AND SEEK SELF-IMPROVEMENT. *HAVE YOU* -

- a. Identified the qualifications, which you need to meet the objectives and considered the areas for improvement?
- b. Kept abreast of current events and analyzed their implications?
- c. Established a self-improvement program?
- d. Started on the first step of that program?

3. KNOW YOUR PEOPLE AND LOOK OUT FOR THEM WELFARE. *DO YOU* -

- a. Show sincere interest in your subordinates and encourage them to discuss their problems with you?
- b. Give public recognition to members for superior performance?
- c. Censure in private?
- d. Avoid showing favoritism?
- e. Get the facts on "gripes"?
- f. Handle grievances promptly, but take time in handling emotionally charged issues?
- g. Permit people to explain their mistakes?
- h. See that advancement goes to the most deserving?

4. KEEP YOUR PEOPLE INFORMED. DO YOU -

- a. See that your people understand the situation and organizational goals?
- b. Explain policy and procedure changes to your people, giving reasons for them?
- c. Keep your people "in the know" on future plans?
- d. Judiciously use memoranda, conferences, talks, informational and educational materials, and bulletins to inform your people?
- e. Insure that the personnel affected know the schedules?
- f. Keep alert for false rumors and stop them by giving the facts to your people?
- g. Make sure that your key members inform the people?

5. SET THE EXAMPLE. DO YOU -

- a. Maintain self-control?
- b. Cooperate willingly with other organizations?
- c. Refrain from criticizing any person to another?
- d. Suppress gossip?
- e. Share hardship with your members?

6. BE SURE THAT THE TASK IS UNDERSTOOD, SUPERVISED, AND ACCOMPLISHED. DO YOU -

- a. Give clear, complete instructions, taking time to explain and answer questions when necessary?
- b. Avoid over directing?
- c. Check to see that work is progressing on schedule?
- d. Frequently visit your people on the job?
- e. Refuse to be satisfied with lower quality work than your people are capable of producing?
- f. Frequently review procedures looking for more efficient methods?

7. TRAIN YOUR PEOPLE AS A TEAM. DO YOU -

- a. Develop teamwork, showing how each person's job contributes to the total effort?
- b. Identify and begin training replacements for key personnel who will leave your organization?
- c. Give your key members authority to do their job and insist that they make decisions within their area of responsibility?
- d. Standardize procedures for routine jobs?
- e. Encourage and carefully consider members' suggestions?

8. MAKE SOUND AND TIMELY DECISIONS. DO YOU -

- a. Carefully and objectively consider available facts before making a decision?
- b. Analyze your decisions to determine why some were good, others bad?
- c. Give your members a decision as soon as possible so that they will have time to plan?
- d. Seek and consider advice of superiors, contemporaries, and members?

9. SEEK RESPONSIBILITY AND DEVELOP A SENSE OF RESPONSIBILITY AMONG MEMBERS. DO YOU -

- a. Look for ways to do the job efficiently instead of looking for reasons why you should not do it?
- b. Assign responsibility and delegate authority, supervise and intervene only when necessary?
- c. Provide opportunities for people with the potential to move into more responsible jobs?
- d. Correct errors in judgment in a way that members' initiative is encouraged?
- e. Accept responsibility for your members' mistakes?
- f. Insure satisfactory "housekeeping" of your areas?

Last: TAKE RESPONSIBILITY FOR YOUR ACTIONS. FOLLOW UP. DO YOU -

- a. Admit mistakes, analyze the cause, and make corrections gracefully?
- b. Make promises you can keep and keep promises you make?

SOME EXPECTATIONS OF YOU AS A LEADER

- Develop and maintain an effective work force.
- Make good decisions; don't wait for someone else to make them.
- Plan, organize, direct, coordinate and control the work.
- Know and apply organization policies and procedures.
- Know the rules and live within them.
- Handle grievances properly but try to prevent them.
- Improve methods and get members' acceptance of the changes.
- Maintain discipline. Don't let people get by with poor performance, unsafe acts or improper behavior.
- Build cooperation and morale.
- Be loyal.

Your Organization's most important resource is people. Don't ever forget it. Your main concern should be your relationship with your members and prospective members - they make or break the organization's goals.

PEOPLE RELATIONS

DO-----

- Remember names. Be pleasant and talk with everyone when the situation permits. Get out and show yourself.
- Emphasize teamwork. Communicate in as many possible ways and that includes **LISTENING**.
- Let members know and understand their specific jobs, and where they fit into the picture.
- Be tactful, courteous and fair.
- Develop a good awards program and publicize the recipients. Congratulatory notes and letters are excellent unofficial means of acknowledging outstanding performance.
- Keep a working "open door" policy. It's the best way to recognize and solve complaints.
- People respond to responsibility - give it to them. Let them make decisions concerning their specific jobs and let them participate in decisions that affect the whole organization. Remember they are part of the organization too.
- More than one opinion is usually needed in important decisions; let your members help. Listen especially to different viewpoints. If no one objects to an idea, it probably was not understood, or you have stifled the effective contribution of differing opinion.
- Be loyal and honest to everyone - don't let anyone down.
- Be sensitive to problems in morale, attitude, and esprit de corps. Be alert and look for the problems.
- Show compassion during difficult times.
- Keep your members informed as to what is happening. Let the truth come from you first.

DO NOT -----

- Play favorites
- Criticize in public
- Be too busy for your members
- Keep people waiting if unnecessary
- Be a phony
- Let people down

Leadership Principles

*Many of the following paraphrased guidelines are taken from
"Leadership Secrets of Attila the Hun" by Wes Roberts, Ph.D. (Warner Books)*

Advice and Counsel

- A leader with subordinates who always agree with him reaps the counsel of mediocrity.
- A wise leader never berates those bearing bad news (don't shoot the messenger!). Rather, the wise leader removes those who fail to deliver bad news.
- A leader who asks the wrong questions always hears the wrong answers.
- A wise leader never asks a question for which he doesn't want to hear the answer.

Character

- The greatness of a leader is measured by the sacrifices he is willing to make for the good of the people.
- A leader should always rise above pettiness and cause his people to do the same.
- A leader cannot win if he loses his nerve. He should be self-confident and self-reliant, and even if he does not win, he will know he has done his best.
- A leader does not have to be brilliant to be successful, but he must have an insatiable hunger for victory, absolute belief in his cause, and an invincible courage that enables him to resist those who would otherwise discourage him.
- Seldom are self-centered, conceited and self-admiring individuals great leaders, but they are great idolizers of themselves.
- Great leaders never take themselves too seriously.
- A wise leader adapts - he doesn't compromise.
- Leaders who drink with their people become one with them and are no longer their leader.
- Weak leaders surround themselves with weak people.
- Strong leaders surround themselves with strong people.
- As a leader achieves greater success, the jealousy others feel for him intensifies.

Problems and Solutions

- People should be taught to focus on opportunities rather than on problems.
- Some people have solutions for which there are no problems.

Decision Making

- Every decision involves some risk.
- As a leader makes more decisions, his confidence grows.
- Time does not always improve a situation for a leader or the people.
- Quick decisions are not always the best decisions. On the other hand, unhurried decisions are not always the best decisions.
- Fundamental errors are inescapable when the unqualified are allowed to exercise judgment and make decisions.
- Leaders should never rush into confrontations. When victory will not be sweet, a leader must keep his people from war.
- It is unfortunate when final decisions are made by leaders who are removed from the issue, where they can only guess at conditions and potentialities known only to the leader at the front.
- The ability to make difficult decisions separates leaders from the people.

Delegation

- Wise leaders never place their people in situations where their weaknesses will prevail over their strengths.
- Good people normally achieve what their leader expects from them.
- A wise leader never expects his people to act beyond their wisdom and understanding.
- A wise leader always gives tough assignments to people who can rise to the occasion.
- Abdication is not delegation. Abdication is a sign of weakness. Delegation is a sign of strength.

Courage

- People must learn early that working through a hardship is an experience that influences them all the days of their lives.
- Successful people learn to deal with adversity and to overcome mistakes.
- A person can achieve anything for which he is willing to pay the price. Competition thins out at the top of the ranks.

Developing New Leaders

- Strong people have strong weaknesses. A leader's duty is to make a person's strengths prevail
- People learn less from success than they do from failure. Therefore, people learn much faster when faced with adversity.
- A good leader takes risks by delegating to an inexperienced person in order to strengthen his leadership abilities. The experience of people must be structured to allow them to broaden and deepen themselves to develop the character they will need when appointed a leader.
- People are best prepared to become leaders when given appropriate challenges at successively higher levels of responsibility. Without challenge, a person's potential is never realized.
- Two types of people gravitate to leadership - those who are motivated by principle, and those who are motivated by self-interest. A wise leader will put his efforts into developing people who are motivated by principle.
- Appropriate stress is essential in developing new leaders.

Diplomacy and Politics

- Conflict is a natural state.
- Leaders are often betrayed by those they trust most.
- People should engage only in wars they can win. Never take by force what can be gained by diplomacy.
- Leaders should remember that hospitality, warmth and courtesy will captivate even the most oppressive foe.
- Only make enemies on purpose.

Goals

- Superficial goals lead to superficial results. Leaders should always aim high, going after things that will make a difference rather than seeking the safe path of mediocrity.
- A person's conformance does not always result in desired performance.
- Critical to a person's success is a clear understanding of what their leader wants.
- As a group, we would achieve more if people behaved as though the group's goals were as important to them as personal goals.

Leaders and Leadership

- Leaders should always appoint their best people to positions of authority, no matter how much they are needed in their current positions. Never appoint acting leaders. Put the most capable person in charge, give him both responsibility and authority, then hold him accountable.
- A wise leader never depends on luck. Rather, he always trusts his future to hard work, stamina, tenacity and a positive attitude. Strong leaders stimulate and inspire the performance of their people.
- Being a leader is often a lonely job.
- A wise leader knows he is responsible for the welfare of the people and acts accordingly. Shared risk-taking will weld the relationship of a leader to his people.
- Once committed to action, leaders must press for victory, not for stalemate - and surely not for compromise.

Perceptions and Publicity

- A person who takes himself too seriously has lost his perspective.
- A person's perception is reality for him.
- In tough times, the people will call the meanest leader to the front.
- People who appear to be busy are not always working.
- It is best if your friends and foes speak well of you; however, it is better for them to speak poorly of you than not at all. When nothing can be said of a person, he has most likely not accomplished anything very well.
- Contrary to what most leaders think, you are not remembered by what you did in the past, but by what most people think you did.

Personal Achievement

- There is more nobility in being a good person than in being a poor leader.
- If all people were blind, a one-eyed warrior would be king.
- Great leaders accept failure at some things in order to excel in the most important ones.
- Every person is responsible for shaping his life's circumstances and experiences into success. No other person, and certainly no adversary, can do for a person what he neglects to do for himself.

Reward and Punishment

- If an incompetent leader is removed, seldom do we appoint his highest-ranking subordinate to his place.
- For when a leader has failed, so likewise have his subordinate leaders.
- If you tell a person he is doing a good job when he isn't, he will not listen long, and worse, will not believe praise when it is justified.

Tolerance

- Suffer long for mediocre but loyal people. Suffer not for competent but disloyal people.
- Every person has value, even if only to serve as a bad example.
- The error in appointing an incompetent leader is in leaving him in a position of authority over other people.
- To experience the strength of leaders we must tolerate some of their weaknesses.

Training

- Adequate training of people of people is essential to war and cannot be disregarded by leaders in more peaceful times.
- Teachable skills are for developing people. Learnable skills are reserved for leaders.
- The consequence for not adequately training your people is their failure to accomplish that which is expected of them.

HOW TO LEAD

WHAT IS A LEADER?

- A person who gets things done through other people...because they want to do it
- Possesses communication abilities
- Has problem-solving and decision-making abilities
- Has mental and emotional stability. Has control of himself or herself
- Has motivation. Works long hours and applies himself to the tasks at hand

THE ABATE LEADER AND THE MEMBERS

One of the most important qualities of an ABATE leader is his or her concern for the general membership. He knows that a vital part of his job is to be that of a coordinator; an assistant; and a coach to the members. He is proud of their involvement and improvement...and it reflects in the job he is doing for the organization.

An effective leader remembers that people like to be important to the organization; that they have a purpose. This is why it is vital to keep the membership informed, involved, and feeling important! You must communicate with your people!

Your other responsibility is to achieve the goals of ABATE, whether set down by the Board of Directors, the membership, the bylaws or state policy.

Your task, then, is to get your members involved in achieving the goals and objectives of the organization...state and local.

The leader...the elected officer... carries authority but is not its source. The source of this authority is the bylaws, the policies, and the Articles of Incorporation.

ORGANIZATION/CHAPTER TIPS

- Keep in mind that in addition to your chapter responsibilities, if you are a Chapter Coordinator you are to see to it that the State Coordinator and state office are kept up to date at all times on the activities and financial status of your chapter.
- Know the state and local chapter bylaws and policies
- Know your job and how it fits into the overall objectives of the organization
- Learn about the entire organization
- Be organized!

LEAD

In order to lead properly you will have to develop the attitude of a leader.

This is not to say that an ego trip is in order, or that you have to speak with a big fist, or make demands. One of the first things you need to do is develop your own style. This manual and other material on the subject of leadership is only to aid you in becoming a better leader than you are right now ... nothing more. Some of the suggestions that appear in this manual may not fit your style; if this be the case, don't use them.

When you're in a position of leadership, it's very hard to escape the surge of self-importance that comes with a step up. The greatest leaders are and have been very humble people. Leadership positions call for level-headedness, not big-headedness.

It's neither necessary nor desirable that you introduce all of "your" great ideas. Encourage suggestions from your people. Profit from other people and recognize them for their contributions. Accept criticisms, urge quiet people to participate, and accept challenges humbly.

Don't be afraid to make mistakes; always keep promises you make to your members; welcome new ideas; be reliable; be honest; show the initiative that you have; be sincere; be understanding; be responsible; and, be willing to work hard.

PROBLEMS

A leader will always be confronted with problems. How you handle them may determine your success or failure as a leader.

- Define the Problem: Why do you want to solve it? What will solving it mean? Who will it affect? What will solving it cost? What kind of problem is it?
- What Do We Want To Gain By Solving The Problem? What causes the problem? Facts usually point their way to a decision. Be sure to get all the facts.
- What Are The Possible Solutions? Here is a good place to enlist the support of others. Ask them for the solutions they would recommend.
- Which Solution Do You Recommend? Is the timing right for the decision? Will your decision result in action? Does your decision make the problem an opportunity? Be cautious on one very important point...be suspicious of the easy answer. Now, which solution do you recommend; make a decision.

Remember, the state office/officers are always available to assist you solving problems, so don't hesitate to call.

HOW TO DELEGATE

The fact that most people are usually anxious to assume new duties supports the fact that you should give them an opportunity to work on chapter projects, special events, or accept a chairmanship. Don't try to do everything yourself.

The right time to delegate is whenever you can. But there are those special occasions when you can delegate to your best advantage:

- When your workload is too heavy. Delegate those things that others can do.
- When you're going to be out of town on vacation, on a run for a period of days, or at a state meeting for the weekend, which takes you away from the chapter.

To help you delegate effectively, you might want to consider these suggestions:

DIVIDE YOUR WORK INTO TWO PARTS ----

- Important chores that demand your personal attention, and by the bylaws chores you must do yourself.
- Routine details that can be delegated to other members.

A good practice, if it fits your style, is to take the list of ALL your duties, large and small, and arrange them under two headings - Ones only you can do and Ones others can do.

Delegation implies control, and that calls for skill. The ABATE organization, as with others, must be kept on the beam, and the effort of all must be directed toward the common goal, yet your people need the latitude to do it their way. "Doing what comes naturally" is an important thing to foster in team spirit, for the person who does it his own way may do it better and faster than if he or she does it in a way that would only appeal to you:

PROPER FOLLOW-UP FEEDBACK

If you expect a job to get done that is your responsibility, don't expect that because you delegated it that it will automatically be completed. Follow up periodically to find out the progress on the job. Be diplomatic - but make certain that you find out when the task will be completed. Set deadlines, be sure they know exactly what it is that you expect; delegate responsibility AND authority; be sure they understand the reporting procedures; then, get out of their way and let them do the job.

INDIVIDUAL MOTIVATION

A good ABATE leader often wants to know...

- Why do people behave the way they do?
- How can I understand myself more fully?
- How can I get people to respond to me the way I want them to?
- Why don't people understand things that to me are simple and clear?
- Why do they sometimes act against their own interest; resisting changes that will benefit them?
- Why do people act, or react, the way they do?

From the many studies and theories on motivation, there seem to be five basic principles that stand out as being important in exploring why people behave as they do:

1. Behavior depends on both the person and his environment.
2. Each individual behaves in ways, which make sense to him.
3. An individual's previous experience influences his perception of a situation, which in turn influences his behavior.
4. An individual's view of himself influences what he does.
5. An individual's behavior is influenced by his needs, which vary from person to person and from time to time.

In dealing with others, as well as ourselves, we might remember the words of Ralph Waldo Emerson: "What lies behind us and what lies before us are tiny matters compared to what lies within us."

It's "what lies within" our members that we must tap if we are to realize our ABATE goals and objectives and the involvement of ALL our membership.

Lastly, it is obvious that the majority of our members joined the ABATE of Washington movement ... and continue to stay...because one big motivation factor exists...to fight for our freedom of the road. ABATE then has a responsibility on the state and local level to be sure we are working on the ABATE goals and objectives all the time.

The fear or concern, if you will, that he or she will have to wear a helmet or conform to other laws that effect his "ride" plays a big part in whether or not he is going to be an active member...or a member at all.

PLANNING

INTRODUCTION

Suppose, while you're reading this part of the manual, that in the next ten minutes one of us were to be led out and shot. You would most certainly be very concerned about which one of us would be selected. Yes, one of the most precious possessions you have is your future. We need, therefore, to plan for it...personally and for the chapter.

It is our hope in this section to help you when you get "bogged down;" help you recognize opportunity; and, guide you in developing and using your hidden talents.

We all have the abilities that we can develop, organize and use to help us get things done. As an ABATE of Washington leader, whether an officer or a chairman, we need to know how to plan, to organize, and to get things done. But it is a proven fact that planning tomorrow's activity is a useless routine until we form a habit of taking action TODAY on what we planned yesterday.

THE PROGRESS FORMULA

Step One: Determine Your Specific Objective!

Specific objective means exactly what you want to do. We have seen ABATE leaders come along, at probably no fault of their own, who has no specific objective for the chapter. Worse yet, if they do have an idea of what they want, they don't have a plan to achieve it. If you wanted to build a house you sure wouldn't tackle the job without a plan...or would you?

We, in ABATE, have some very specific goals and objectives noted in the state bylaws and Articles of Incorporation. Each chapter leader must, however, have an objective to meet these objectives.

Step Two: Determine The Requirements of Your Objective!

Nearly everything we will do in ABATE to meet our overall objective is associated with some requirement.

If, for example, you want your chapter to sponsor a motorcycle safety education program in your local high schools, you will probably find that you will need materials, films, speakers, demonstrations, facilities, publicity, and maybe even motorcycles.

Regardless of what your objective might be, step two of this procedure is to determine exactly what your requirements are.

Step Three: Determine Specific Problems!

People usually have at least two reasons for not doing things they should do. One is the reason they tell their friends and the other is the real reason. We need to honestly analyze the real reasons for not getting something done, and also, analyze what problems honestly stand in the way of you meeting your objective.

Is it money in the chapter; is it adequate manpower or interest; is it public support; procrastination; lack of time; or what? A careful analysis of what the problems are and a study of the best method of eliminating them will be of benefit to you.

One of two things will be accomplished at this point - either you will find a method of controlling the problem(s) or you will reach a conclusion that the problem(s) is of such magnitude as to make your objective too costly to attain.

Step Four: Determine Possible Actions to Eliminate Problem!

Many people faced with a problem see only one thing to do or they recognize only one possible action. If the solution they recognize appears to be uncontrollable they generally give up trying to solve the problem.

Remember, there is always more than one possible action to take on any problem if we weigh all the facts.

Step Four will help you to weigh all the facts and determine what possible actions you can take to eliminate your problem(s).

Remember too, that it is always a good idea to solicit ideas from other chapter members; two heads, or more, are better than one.

Step Five: Develop a Plan!

A plan is a piece of mental machinery which enables you: (1) to accomplish your objective easier; (2) to get better results from your efforts; (3) to save you time; and (4) to assure that you attain your objective.

A written plan is merely "thinking ahead" on paper. A written plan will serve as a road map to guide you through detours and keep you on the road to your objective.

Your achievement can be no greater than the soundness of your plans.

People don't PLAN TO FAIL, they just FAIL TO PLAN!

Step Six: Take Action!

Anyone of us can wish for the things we want to accomplish in ABATE, in our chapter, or even in our life. Unfortunately, some of us do nothing but wish.

It has been proven that a sound, definite plan, plus specific action on that plan are the only dependable means of reaching your objective.

We cannot afford, in ABATE, to "wait for the right time." The time is never better than RIGHT NOW. You must make a start. So why not start TODAY. Take Action NOW!

In addition to the suggested procedures noted above, we are going to offer other management/leadership ideas for you on the next few pages.

Like all tools we may read about, we offer these to you as only a means of making you more effective as a leader. Whether you choose to use them is up to you.

ORGANIZING

DEFINITION

The organizational structure we use in ABATE is the tool that makes it possible for a group ...state or local... to work together much more effective than they might work alone.

Organizing is vital to the management of the ABATE chapter. So too is planning, controlling, motivating, and communicating. Organizing is involved with and related to all these.

WHY ORGANIZE?

We organize for one purpose only and that is to accomplish a result; to reach an objective. This implies, and rightfully so, that we must be goal oriented.

We have talked about planning. Without a plan, we have no way to reach our objective. If no objective, then there is no reason to organize to reach it, since we don't know where it is we want to go. Planning and organizing work hand in hand and are the basic elements to success.

THE ABATE ORGANIZATION - FORMAL AND INFORMAL

All organization, including ABATE, have two general types of organizations: the formal and the informal

The "formal" organization represents the lines of authority, the reporting system, and the accountability in the chapter. It is the way the chapter is formally structured...the officers, the chairman, who reports to whom, and the formal jobs of each leader.

The "formal" organization is obvious when we are attending a chapter membership meeting. There is a presiding officer, we have to be recognized in order to speak, everything is written down, and there is a formal agenda of items to be discussed.

The "informal" organization in the chapter is the social world members live in. It's what takes place before and after meetings. It is the exchanging of ideas, the seeking of advice, and full and free discussions.

The "informal" organization has no one presiding over any of the conversations; the talk is free-flowing and sociable. Anyone is able to speak whenever they wish. Nothing is recorded. The only so called agenda is what ever is being discussed at the time.

The wise leader learns how to use both the "formal and the "informal" organizations. That is, he or she is proficient in the conducting of chapter business in the formal setting, but is also aware that the informal organization can be of benefit too. Informal settings allow us to ask questions of the members freely; it allows a member to give you a frank opinion without being criticized; you can learn what's going on sometimes easier in a tavern than you can in a meeting; and, you can actively recruit support for an issue that you would like to see passed at the formal meeting.

A PERSONAL COMMITMENT

If we accept the definition that we get things done through others, then we must practice this principle. I mean, when we delegate a task to someone else you must also give him the authority to carry it out. Once you have done this, and established the reporting procedure, get out of his way and let him do it AND don't go around him.

NEED VS "PEOPLE AVAILABLE"

No matter how long you are in ABATE, you will always be faced with having only a certain amount of people to work with...those who are willing to do more than just pay their dues. When developing a chapter organization chart or when organizing a particular project, you need to consider the "need" for the objective first but you must also fit it into the "people available" to do the job.

Nothing is more frustrating for a chairman or committee person than thinking there is enough manpower available for a Toy Run, etc. only to find out that there are only a handful that will actually help.

THE ACTIVITY ANALYSIS

The first stage in organizing is to prepare an activity analysis. This is accomplished in five steps.

1. List all the individual activities/steps you believe will be needed to meet your objective (public relations, finances, a run route, security, tickets, refreshments, printed materials, ticket sales, etc.).
2. List all the minor steps under each of the major steps that is required of each activity/each person who will help.
3. Develop a budget which, to the best of your knowledge, will be needed ... expenditures and income.
4. Develop an organizational chart of each position; no matter how major or minor, which shows you the manpower you will need to successfully pull off the project.
5. These steps will serve to give you a pretty good idea just what it will take to put this project on. It is extremely important for the chapter to fill each one of these positions prior to the project being conducted AND if you can't, maybe you should drop the idea. If five people end up trying to do the job that should take fifteen people, you are taking a chance of blowing it all together and burning people out.

COMMITTEES

ABATE could not live without committees. Whether they be a standing committee (legislative affairs, public relations, etc.) or project committees (toy run, dart throw or chapter social) a committee is a useful and positive feature of an organized chapter.

1. The committee must have a reason for existing. A committee should not be a decision making body however unless under unusual circumstances where the chapter Board or membership has given it power to make decisions without coming back to the membership.
2. Its aim should be to provide a comprehensive view of a given problem or a detailed plan of how to complete a run.
3. Its use is usually advisor - a means of working out all the details and recommending certain action back to the members for approval or rejection. On matters concerning policy, committees should only recommend.
4. Its purpose is to generate a result.

Committee meetings should be planned, organized, and have definite reasons for existing.

Holding Successful Meetings

1. Meeting Preparation
2. Meeting Conduct
3. Wrap-Up

Meeting Preparation

- Set a personnel goal for the meeting.
- Collect and prepare materials and handouts.
- Develop and write down agenda
- Be informed

Meeting Conduct

- Start on time
- Outline what you want to cover
- Recognize visitors
- Follow your agenda
- Maintain order

Rules & Guidelines for Effective Meetings

1. Never allow a meeting to last over 1 1/2 hours.
2. Ask for ideas, and then offer yours.
3. Use "Robert's Rules of Order" (see attached outline) or some modified version, whatever you and others are comfortable with.
4. In forming an agenda, try to stay with a logical progression, such as past, present, future.
5. Have someone take notes (Secretary).
6. Start your meeting by reading or summarizing the minutes from the last meeting.
7. When a controversial subject comes up, take time to assure everyone that they will have their turn to speak, one at a time. Let everyone express their opinions twice. If there are no changes and you see no middle ground or compromise, and then move on.
8. If you cannot answer a question, write it down and follow up on it after the meeting.

What Works

- Professionalism
- Knowledge of the subject matter
- Projecting your voice
- Brainstorming
- Involving you audience
- Making eye contact
- Assuming a non-defensive posture
- Q & A
- Committees

What Doesn't Work

- "I vs. We"
- "Finger Pointing" Code-of-Arms
- Not involving new members
- Not knowing your subject matter
- Handling difficult people improperly

Handling Difficult People

- **Know-It-All** - Turn the comments made by the know-it-all over to the peers for their opinions. Building the groups' confidence level into a team atmosphere will prevent them from allowing such imposition of views.
- **Argumentative** - Always "keep your cool" Don't lose the respect of the whole group just to stop one member. Use questions to draw out the individual and use the group to generate a discussion. The shift of the argument develops between the individual and the group - NOT YOU! In that case, it doesn't matter who is right and wrong. It generates a good discussion and you come out a winner either way.
- **Shy** - Draw these people into the conversation by calling them by name and asking simple questions. Once they have answered correctly, praise them. Use many open-ended questions and ask them how they feel about others answers.
- **Obstinate** - A closed minded individual who has decided not to learn needs to win your friendship. Tell this person you will help him or her "get through" this session with a minimum of effort. When this person disagrees or voices discontent, quickly get a majority opinion on this person's statement. Spotlight and applaud any positive comments that person might inadvertently make.

- **Grudge Bearing** - Try to avoid the area of the person's "Pet Peeve. “ Set the groundwork for the class by explaining that any issues to be discussed through case studies, role-plays or examples are for the benefit of the majority and not platforms for personal complaints. If there is a rivalry between two group participants, try to keep them apart.
- **Talkative** - Do not call on them and avoid eye contact. If they get control, tactfully interrupt and ask others to comment. Ask others for opinions. It may be necessary to ask the talkative person to politely refrain and give others a chance.
- **Disinterested** - A good method to use is to circulate around in the group before you begin with your agenda items or during the introductions to find out individual motives for being there. These people will tell you quickly if they are there against their will or if they are not interested. Once armed with that information, you may get them involved by asking their advice or by asking them direct questions about themselves. Find out about their interests and try to relate the meeting to them.
- **Indecisive** - These people like to debate issues endlessly. They will always cause the discussion to run longer than necessary. They constantly try to get your opinion as a leader. To force a decision, refer the question back to the group and then to the individual for their opinion.
- **Resentful** - These people resent other people's opinions, especially when it relates to how they perform their job. This person may feel that they do their task best. Get them to contribute to the others in the group and keep them involved without letting them dominate. They may then feel they are demonstrating their experience and may be more cooperative.

Twenty-Two Deadly Sins

1. Appearing unprepared
2. Starting late
3. Handling questions improperly
4. Apologizing for yourself or the organization
5. Being unfamiliar with knowable information
6. Using audio visuals unprofessionally
7. Seeming to be off schedule

8. Not involving participants
9. Not establishing personal rapport
10. Ending late
11. Appearing disorganized
12. Not establishing a positive image
13. Not covering the promised objectives
14. Not scheduling and honoring breaks
15. Practicing bad habits
16. Not checking the environment
17. Not updating material
18. Not admitting mistakes
19. Using inappropriate humor
20. Using inappropriate language
21. Coming on as an expert, a know-it-all
22. Using poor grammar, pronunciation, and enunciation

Wrap-Up

- Ask if you have forgotten anything
- Restate any decisions or plans made
- Make sure anyone who has taken a job or responsibility knows what it is

HOW TO IMPROVE MEETING ATTENDANCE

1. Conduct meetings that are both informative and fun.
2. Hold your meeting at a time and a place that is most attractive to your members.
3. Schedule an interesting guest speaker such as legislators, the media, etc.
4. Use phone trees to notify members of meeting times and the topics to be covered.
5. Periodically send out meeting notices to members on bright colored postcards.
6. Post meeting notices at motorcycle shops and dealerships, bars, etc.
7. Advertise your meeting (with a contact phone number) in the local newspaper.
8. Hold "letter writing" meetings.
9. Schedule a group ride immediately following the meeting.
10. Have food available at your meeting for a fair price (chili, hot dogs, etc.).

Guidelines for Using Robert's Rules of Order

Duties of the Chairperson

- To acquire a working knowledge of parliamentary law and procedure and a thorough understanding of the constitution, by-laws, and standing rules of the organization
- To preside and maintain order
- To explain and decide all questions of order
- To entertain only one main motion at a time and state all motions properly
- To permit none to debate motions before they are stated and seconded; to encourage debate and assign the floor to those properly entitled to it. (No member may speak twice on the same questions if there are others who wish to claim the floor.)
- To stand while stating the question and taking the vote
- To remain seated while discussion is taking place or reports are being given
- To enforce the rules of decorum and discipline
- To talk no more than necessary when presiding
- To be absolutely fair and impartial
- To extend every courtesy to the opponents of a motion even though the motion is one that the presiding officer favors
- To perform such other duties as are prescribed in the by-laws
- The Chairperson should be careful to **ABSTAIN** from the appearance of partisanship, but he has the right to call another member to the chair while he addresses the assembly on a question.
- Don't allow members to deal in **PERSONALITIES** while debating

Duties of the Members

- To obtain the floor before speaking
- To stand when speaking, & to identify yourself before speaking
- To avoid speaking upon any matter until it is properly brought before the assembly by a motion.
- To stay on the question then pending
- To yield the floor to calls for order (Points of Order)
- To abstain from all personalities in debate
- To avoid disturbing, in any way, speakers of the assembly

Rights of the Members

- To offer any motion that is germane to the organization
- To explain or discuss that motion, or any matter properly before the meeting
- To call to order, if necessary (A point of order can interrupt a speaker. It is raised to ensure orderly procedures, particularly when there is a breach or violation of rules or by-laws, or when a member is not speaking on the motion before the assembly.)
- To hold the floor, when legally obtained, until through speaking
- It is also the right of every member, who notices a breach of a rule, to insist upon its enforcement.

A GUIDE TO PARLIAMENTARY LAW

THE NUMBER ONE RULE

The Chapter Coordinator, or even a committee chairman, should be prepared to run the meeting.

1. Have an agenda.
2. Know in advance what to expect from committee reports, and be sure those giving the reports are well prepared.
3. Be sure the meeting place is adequate.

ORDER OF BUSINESS

Below is a sample of an agenda that can be used for meetings:

1. Call to order
2. Introductions of special guests
3. Reading & approval of previous meeting minutes
4. Reports of committees
5. Unfinished business
6. New business
7. Announcements
8. Adjournment

CONDUCTING THE MEETING

Start the meeting on time! If the meeting is supposed to start at 8:00 PM, start it at 8:00 PM!

Be sure a quorum is present (your chapter bylaws will indicate what it takes to have a quorum) in order for the chapter to conduct official business and make decisions. If your chapter bylaws do not specify the quorum percentage needed, a simple 51% majority can be used.

SPEAKING

To speak at a meeting the person who wishes to speak should be recognized by the chairperson of the meeting, rise and address the chairperson.

On issues or motions on the floor

1. The maker of the motion is always first to speak in order that he may explain the motion.
2. No one gets a second chance to speak until everyone has had a chance to speak once.
3. The chairperson should try to alternate speakers between both sides of an issue.

Speaking is not usually in order until the presiding officer has indicated who is entitled to speak; follows the making of a motion; is limited - - to give everyone an opportunity. Use Roberts Rules of Order as Revised for your guide.

THE MOTION

The motion is the means whereby the group takes action. It is a statement of what is to be done and how it will be accomplished. It should be carefully worded to prevent misunderstandings.

The motion is made by stating, "Mr. Chairperson, I move that..." The chair does not have to recognize a motion that begins, "I motion..."

Depending on the type of motion that's being stated, it usually requires a second. This means the seconding party believes the motion is important enough to be discussed by the members. The seconding party simply states, "I second the Motion." He may do so without rising.

Parliamentary law is designed to insure that the group considers only the motion on the floor and only one motion at a time. It also allows or assists the chairman in maintaining order and to help get through business quickly and orderly.

Confusion in the meeting will not occur if the presiding officer understands the basis of parliamentary law AND always keeps the group well informed on what is happening on the floor, and what will happen next.

MOTION AMENDMENTS

Amendments are not always necessary, but if someone wishes to change a motion, yet not totally do away with it, he/she may move the adoption of an amendment. This can be done at any time during the discussion on a motion.

A member, after being recognized by the chair, states, "I move we amend the motion To..." The amendment is seconded.

EXAMPLE:

"Mr. Chairperson, I move that the Forks ABATE Chapter hold its next regular membership meeting on the second Tuesday of the month at 7:30 PM."

"Mr. Chairperson, I second the motion." (discussion of the main motion)

"Mr. Chairperson, I move we amend the motion to change the time to 8:00 PM." "Mr. Chairperson, I second the amendment."

(discussion on the amendment only follows; then voting on the amendment only; if the amendment passes then the presiding officer must inform the group that they are now discussing the MAIN motion as amended; this is followed by a vote on the main motion as amended)

The Chairperson must state whether the motion passed or failed.

USING THE LAW

As stated earlier, parliamentary laws are vital to orderly and successfully conduct meetings. You don't have to be a whiz in the use of the law, but a general knowledge will be very helpful. It would be helpful if the chapter had a copy of Roberts Rules of Order to refer to should the presiding officer find it difficult to deal with a piece of business.

To present and dispose of a motion:

1. Member rises and addresses the chair
2. Member receives recognition by chair
3. Another member seconds the motion
4. Group discusses the motion
5. Chair calls for a vote on the motion
6. Chair announces results of vote
7. This simple procedure can alone make your meeting run smoother.

PURPOSE OF MOTIONS

- **MAIN MOTION** -brings question before the group for their consideration.
- **SUBSIDIARY MOTION** -for the purpose of modifying or the disposing of the main motion under discussion.
- **PRIVILEGED MOTIONS** -have no connection with the main motion but are of importance to demand consideration.
- **INCIDENTAL MOTIONS** -miscellaneous motions, which cannot be placed in any of the groups listed above.

RANK OF MOTIONS

Following is a chart, in order of importance, for you to follow. You will note that a main motion cannot be preceded by any other. Also, two main motions cannot be on the floor at the same time. An incidental motion has no order of precedence among them, and anyone of them may be proposed when a situation arises that requires it.

On the following pages you will find a chart to use that shows you the various motions and how they are to be handled. This guide may be used if your chapter does not have a Roberts Rules of Order guide, or can be used until such time that you purchase one. This guide IS a basic Roberts Rules of Order guide, and is legal to use in any of your meetings.

We should caution you to use this guide only as needed to help you in your meetings. Many members, who are not use to having to be recognized to speak or use to using any part of parliamentary law, are apt to be uncomfortable with it. We recommend if you have never used the law, or used it sparingly in the past, that you let your members know that you are going to start using it AND WHY Be patient! The members will soon learn that the law can be fun to use and they will eventually see that it is helpful to have quicker, more efficient meetings.

Lastly, parliamentary law is used for chapter records. That is, your chapter meeting minutes are a permanent record of history of what the chapter has done, you can refer back and you will, to the past minutes to see exactly what was done by a particular motion. It is also a record of what the membership instructed you or the chapter to do, and if there is ever any confusion, you can simply refer back to the past meeting minutes.

A GUIDE TO PARLIAMENTARY LAW

(Roberts Rules of Order as Revised)

OR

HOW TO AVOID MUDDLED MEETINGS

CHART OF MOTIONS (CODES)

- INSP** – may interrupt a speaker
- NSR** – no second required
- ND** – not debatable
- LD** – limited debate
- OMQ** – opens main motion to debate
- 2/3** - requires a 2/3 vote, according to standard parliamentary law, to pass or adopt

PRIVILEGED MOTIONS

- To fix time at which to adjourn the meeting LD
- To adjourn (unqualified) LD
- To take a recess LD
- To rise to a question of privilege INSP
NSR
ND
- To call for the orders of the day ND

SUBSIDIARY MOTIONS

- To lay on the table ND
- To call for the previous questions ND
2/3
- To limit or extend limits of debate LD
2/3
- To postpone definitely LD
- To refer to a committee LD
- To amend LD
- To postpone indefinitely OMQ

MAIN MOTIONS (general & specific)

To take from the table	ND
To reconsider.....	INSP
	OMQ
To reconsider and have entered into the minutes	INSP
	OMQ
To rescind.....	OMQ
	2/3
To expunge.....	OMQ
	2/3
To adjourn (qualified)	ND
	2/3
To adopt resolution or amend	2/3

INCIDENTAL MOTIONS

To suspend the rule	ND
	2/3
To withdraw a motion	NSR
	ND
To read papers (letters, etc.).....	ND
To object to consideration	INSP
	NSR
	ND
	2/3
To rise to a point of order.....	INSP
	NSR
	ND
To rise to a parliamentary inquiry	INSP
	ND
To appeal from the decision of the chair.....	INSP
	LD
To call for a division of the assembly	NSR
	INSP
	LD
To call for a division of a question	ND

BRIEF CHAPTER OFFICER DESCRIPTIONS

CHAPTER COORDINATOR

A Chapter Coordinator is elected by the members of his/her chapter to coordinate and manage the activities of the chapter, keep the Board of Directors and State Coordinator informed of what the chapter is doing, and is the Presiding Officer (chair) for all regular, special and officer meetings of the chapter.

The Chapter Coordinator is also the elected representative of the chapter members at the Board of Directors. As such, the Chapter Coordinator (or the Deputy Coordinator or designated Chapter member in the Chapter Coordinator's absence) is a Director of the Corporation and a voting member of the State Board of Directors of the Corporation.

He/she usually has the authority to appoint chairpersons, establish committees, and other necessary appointments or positions of assistance he/she may deem necessary to perform his/her duties and meet the goals of the chapter. He/she is the official voice and spokesman of his/her chapter but may delegate his right when deemed appropriate.

He/she is entrusted with the chapter flag and records of the chapter, assures security for all chapter funds, is responsible for the projected image of the chapter and will exercise his/her authority to protect that image, enforces the By-laws and policies, and has the authority to take corrective action against offenders who bring embarrassment on the chapter.

NOTE: See the ABATE of Washington By-laws for additional duties each Chapter Coordinator has to the Corporation.

DEPUTY CHAPTER COORDINATOR

Each chapter of ABATE of Washington shall elect a Deputy Chapter Coordinator. He/she shall assist the Chapter Coordinator and act in the place of the Chapter Coordinator in his absence and with the same authority granted the Coordinator.

The Deputy Chapter Coordinator is a voting member at all officer meetings.

Normally, the Chapter Coordinator will delegate certain day-to-day responsibilities of managing the chapter to the Deputy Coordinator, such as chairman, runs, special committees, etc.

CHAPTER SECRETARY

Keep accurate minutes of all chapter meetings, forward copies of all minutes to the State Secretary and is responsible to inform the State Secretary of regular meeting places, times and dates.

He/she maintains all chapter records, files and all correspondence under the direction of the Chapter Coordinator. He/she has voting powers at officer meetings.

CHAPTER TREASURER

The Chapter Treasurer maintains accurate and complete financial records and transactions of the chapter, reports financial condition of the chapter at all meetings, forwards all membership and levy monies to the State Treasurer, and shall submit quarterly financial reports to the State Treasurer.

1)



STATE OF WASHINGTON | DEPARTMENT OF STATE

I, BRUCE K. CHAPMAN, Secretary of State of the State of Washington and custodian of its seal, hereby certify that according to the records on file in my office A B A T E OF WASHINGTON, a Washington non-profit corporation, was incorporated March 21, 1979; and I further certify that the above named corporation is in good standing on the records of this office, having complied with the filing requirements of the non-profit statute.

In witness whereof I have signed and have affixed the seal of the State of Washington to this certificate at Olympia, the State Capitol

September 26, 1979

A handwritten signature in cursive script, reading "Bruce K. Chapman", written over a horizontal line.

MAR 21 1979

Secretary of the
State of Washington

Articles of Incorporation

of

A B A T E of WASHINGTON

The undersigned person, acting as the incorporator of a corporation under the provisions of the Washington Nonprofit Corporation Act (Revised Code of Washington 24.03), adopt the following articles of incorporation for such corporation:

ARTICLE I.

The name of the corporation shall be ~~ABATE~~ **ABATE** OF WASHINGTON.

ARTICLE II.

The Period of duration of the corporation shall be perpetual.

ARTICLE III.

The purposes and objects for which the corporation is organized are:

(1) To promote motorcycle safety education programs, motorcycle awareness programs, and motorcycle rider training programs;

(2) To promote fair motorcycle legislation, to prevent enactment or work to repeal existing unfair motorcycle legislation.

(3) The corporation may exercise all rights, powers, and privileges that are now or hereafter may be conferred by law upon nonprofit corporations, including specifically the powers enumerated by Section 24.03.035 of the Revised Code of Washington.

ARTICLE IV.

The address of the initial registered office of the corporation shall be 13059 S.W. 103rd Street, City

of Renton, County of King, Washington. The name of the initial registered agent of the corporation at such address shall be Jerry D.C. Westfall.

ARTICLE V.

The number of directors constituting the initial board of directors of the corporation shall be sixteen (16) directors. The name and addresses of the persons who are to serve as the initial directors of the corporation are as follows:

Name	Address
Jerry D.C. Westfall	13059 S.E. 103rd St. Renton, WA 98055
Merle Jornlin	4219-14th Ave. S.E. Olympia, WA 98501
Gordie Hodson	9308 Vandermark Rd.E. Sumner, WA 98390
Joe Sullivan	405 N, Milray Olympia, WA 98502
Warren Edinger Jr.	P.O. Box 124 Union, WA 98592
Richard Roe	3818 E. Howe St. Tacoma, WA 98404
Walt Land	III 9th St. S.E. Auburn, WA 98002
Bob Campbell	1606 W. 7th Kennewick, WA 99336
Fred Thompson	2132-F Eagle Circle Oak Harbor, WA 98277
Brian Coons	712 Wendel Way Sedro Woolley, WA 98284

Jerry Church	520 South 5th St. Montesano, WA 98563
Cheryl A. Hemmert	3313 "L" St. Vancouver, WA 98660
Ralph Sweeney	9504 Lowell River Rd. Snohomish, WA 98290
Rich Birk	3711 Cooks Hill Rd. Centralia, WA 98531
Mike Dugger	19 0 4 W. 28th St. Vancouver, WA 98660
James Stevenson	2102 E. 11th St. Bremerton, WA 98310

ARTICLE VI.

The name and address of the incorporator of the corporation is as follows:

Richard Birk	3711 Cooks Hill Rd. Centralia, WA 98531
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ARTICLE VII.

This corporation is not organized for the purpose of carrying on any business, trade, vocation or profession for profit, and to that end; (a) no part of the income or assets of this corporation shall at any time inure directly or indirectly to the benefit of any director, officer, or trustee, or be distributable to any such person by any means whatsoever. Upon the winding up and dissolution of this corporation, after paying or adequately providing for the debts and obligations of the organization, the remaining assets shall be distributed to a nonprofit

fund, foundation, or corporation which has as its 2)
general purposes the purposes of this corporation.

(b) This corporation shall not at anytime make any
loans to any of its officers, directors, or employees
of the corporation. Any director who votes for or
consents to the making of a loan to any such person
or any officer who participates in the making of such
loans shall be jointly and severly liable to the
corporation for the full amount of any such loan
until the repayment thereof.

Richard H. Birk
Incorporator

STATE OF WASHINGTON)
 : ss
COUNTY OF Lewis)

RICHARD BIRK, being first duly sworn on oath deposes and states that
he is the incorporator of ABATE of WASHINGTON, that he has read the
foregoing Articles of Incorporation, knows the contents thereof and believes
the same to be true.

Richard H. Birk
Incorporator
Richard Birk

SUBSCRIBED AND SWORN to before me this 21 day of March, 1979.

[Signature]
Notary Public in and for the
State of Washington, residing
at Chehalis

Committee Charter

Date of Charter:

Committee Chair:

Committee Members:

Committee Purpose:

Committee Timeframe: Standing: ____ Ad Hoc: _____ Completion Date

Responsibilities:

Expected Outcomes:

Resources Required:

Resources Required:

Decision Making Authority:

Reporting Requirements:

Recommendation Actions (include date of member vote, if applicable)

Motion Sheet

Chapter:

Date:

Motion made by:

Seconded by:

Motion:

Amendment:

Passed

Failed