



Revised
2013

Chapter Handbook

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Health Occupations Students of America, a 100 percent health care student organization, is committed to helping its members become the best they can be. And given the current acute shortage of qualified health care workers, HOSA has an even more critical mission: to attract career-minded, qualified students to the health care professions.

The group's mission statement sums up HOSA's mandate: "to enhance the delivery of compassionate, quality health care by providing opportunities for knowledge, skill and leadership development of all health occupations education students, therefore, helping the students to meet the needs of the health care industry."

Approximately 900,000 career-minded health-care students have been attracted to HOSA and its mission since 1976, experiencing HOSA's unique program of leadership development, motivation and recognition. There are over 2,000 HOSA chapters nationwide and students who have completed high school may continue their involvement in postsecondary chapters and through alumni division activities.

HOSA members are proud to belong to one of the 10 national career and technical student organizations recognized by the U.S. Department of Education and the only career and technical student organization endorsed by the Health Occupations Education Division of the Association for Career and Technical Education. We're proud of the many endorsements we've received from state and national organizations that work closely with HOSA members.

Membership in HOSA is open to secondary or postsecondary/collegiate students, who are (1) enrolled in a health science technology education program and/or (2) interested in planning to pursue, or are pursuing a career in the health professions. Health science education instructors serve as HOSA chapter advisors. Indeed, it should be hard to tell the difference between traditional classroom activities and HOSA-related activities. HOSA is not just a club or extracurricular activity, HOSA is a learning laboratory that helps members develop, practice and refine the skills that will prepare them for careers in health care. Just as laboratories in science classes allow students to put theory into practice, the HOSA laboratory lets members test their personal and leadership skills in real life.

Research studies have shown clearly that leadership experiences in high school and college predict later leadership in adult business and social activities. Leadership experiences in organizations such as HOSA relate more closely to adult success than does academic achievement.

Through those leadership experiences, HOSA provides students with opportunities to become the best they can be as they pursue rewarding and challenging careers in all vital health care professions!

Establishing an Effective HOSA Chapter

Please review the entire chapter affiliation process before you continue. If you have questions about any aspect of the process, please contact the National HOSA Headquarters at its toll-free number: (800) 321-HOSA.

To affiliate your Texas Health Science Education Program with HOSA, a secondary school must offer health science education courses approved by the Texas Education Agency. To affiliate a postsecondary/collegiate program, a health related program of study must be offered.

Step #1 Decide which method the school will use to organize one or more HOSA chapters.

- a) **Institution wide chapter.** A single chapter is formed for all students in a school regardless of the number of instructors. This is the preferred method for comprehensive high schools and postsecondary/collegiate instructors. If this method is adopted every effort must be made to get 100% active involvement by all students.
- b) **Instructor based chapter.** One instructor forms a chapter for all students enrolled in his/her classes. While chapter meetings with all students may be difficult to schedule, individual classes can form in-class committees to plan and organize projects and activities. Each class can elect a vice president (class representative) that serves on a HOSA Chapter Council, the steering committee for the chapter. See Texas rules for creation of a second chapter ([Texas Advisor Handbook](#), Section A – 12 at www.texashosa.org). From the home page, the advisor can click on HOSA, Texas HOSA, Advisor Handbook, and Section A.
- c) **Program based chapters.** A HOSA chapter is formed for each type of class. For example, an academy might offer a health science program in the morning and afternoon. The instructor could organize two chapters that will conduct their business meetings and activities independent of each other. For example, HOSA chapter #1 (morning) and HOSA chapter #2 (afternoon). Each chapter elects an officer team and develops its program of work. For large projects, chapters can collaborate; however, students must compete within the chapter of their membership affiliation. No switching of chapters is allowed after the membership affiliation has been submitted to National HOSA. Business meetings and leadership activities can be held during class time since HOSA is "curricular" and not "extracurricular." .

Step #2 For secondary programs, advisors must:

- a) Click on the “New Chapter Request” link on the Texas HOSA website www.texashosa.org.
- b) The Executive Director will assign a Texas chapter number to the advisor’s chapter and send this information to National HOSA.

- c) National HOSA will assign a charter number and password to the advisor's chapter and send this information back to the Texas Executive Director.
- d) The Executive Director will then relay both the National HOSA charter number and password and the Texas chapter number and Texas password to the advisor.

Step #3 Contact school officials (i.e. Activity Director, Dean of Student Activities) and make certain all information is properly submitted and on file. (Sample bylaws for a new HOSA chapter are available in the [National HOSA Handbook](#) at www.hosa.org. The advisor can click on Publications, National Handbook, Section B, Appendix B.)

Step #4 All Texas HOSA chapters are required to enter their chapter membership using the online affiliation process.

- a) Once you have your chapter's password and national charter number go to the HOSA website at www.hosa.org. From here, click on [Advisor Services](#) and then [Chapter Affiliation](#). The first screen you see will ask you for your national charter number and password. Enter the information attained above and begin affiliation. If you used the internet to affiliate last year, your password will stay the same.
- b) The next screen will provide a link to a tutorial on using the internet affiliation system. Chapter affiliation can be reviewed before submission in an effort to reduce duplication of students.

Please give special attention to the following guideline

- Texas affiliation for all fall semester students must be received by National HOSA by the last business day in October of the membership year.
- Submit a supplemental application (online) for students who enroll after the initial Application.
- Students who do not affiliate by the appropriate date shall be ineligible to participate in the HOSA competitive events program, seek office, or apply for HOSA scholarships.
- ALL Texas members must be affiliated with State and National HOSA.
- Each chapter must have at least one dues paying advisor. List the chapter advisor as a professional member. If an advisor has two chapters, he/she affiliates only once and pays membership dues only once.
- Texas chapters pay their total fees by check or purchase order directly to National HOSA. Payment must be received by the stated deadlines for the chapter to remain in good standing.
- Affiliation fees for postsecondary/collegiate students who enroll in a program after January 1 must be received by HOSA on or before March 1. These students are

eligible to compete at the state conference and are members until August 31 of the same year.

Step #5 Review all of the member services provided by **National HOSA** at www.hosa.org and **Texas HOSA** at www.texashosa.org. Remember to go to the Texas web site for information and registration for all Texas HOSA activities (area fall and spring, state, and Texas national conference registrations).

- a) Founded in 1976, HOSA provides an array of services and support to its chartered states and affiliated chapters and members. The maintenance and expansion of the national organization provides opportunities for the preparation, recruitment and retention of health care providers. Greater visibility attracts attention and support for the organization (HOSA) and the health science instructional program area.
- b) The competitive events program should be used to motivate each health science student to prepare for competition at area, state and national conferences. HOSA does not provide competitive events for competition's sake. Rather, HOSA provides a national program as a means of recognizing those students who pursue excellence by preparing for competition and having the determination to attend a conference and demonstrate the knowledge and skills that are essential for success as a health care provider. The Competitive Events Committee is constantly reviewing the national events to provide members and advisors with the most comprehensive and relevant competition available to health science students.
- c) The National Leadership Conference is held annually in June to recognize outstanding performance in leadership knowledge and skills. While at the national conference, members and advisors are provided opportunities to learn about current health care issues. During the national conference, the leadership of HOSA, Inc. meets and elects new representatives and officers. The National Leadership Conference is not only the capstone of the year for the students and instructors in attendance; it is the spark for the new membership year. All HOSA members in good standing are eligible to attend the National Leadership Conference.
- d) The National HOSA Handbook Section B is the primary document needed for the Competitive Events Program. Section A and C help advisors to integrate HOSA into the health science classroom and to organize and develop an effective local chapter and state association. Other resources are available to state leaders and chapters, including the HOSA Magazine and HOSA Leaders' Update.
- e) Texas HOSA resources are available at www.texashosa.org including the current Advisor Handbook, Chapter Handbook, and Student Handbook to introduce HOSA to students.
- f) The HOSA Supply Service is available to members from Awards Unlimited. A current catalog of emblematic materials is available online at www.awardsunlimited.com.

- g) HOSA members are eligible for the Texas area scholarships, Texas state scholarships, National HOSA scholarships, Catherine B. Junge Scholarship. Additional sponsors are being sought to expand the scholarship program.

Step #6 Solicit membership fees from all HOSA students or hold a fund-raising project to pay the affiliation fees for all members and advisors. [Special recognition is given to 100% chapters at the National Leadership Conference \(NLC\) and in the NLC program.](#) If you are a 100% chapter you will receive a recognition certificate along with your membership cards.

Step #7 Submit the initial application promptly to avoid deadline conflicts. If you submit your membership by October 1 you will receive a certificate as a [HOSA-100 Club Chapter](#). HOSA-100 Club chapters are recognized in the spring issue of the HOSA MAGAZINE.

Please be aware that substitutions are not allowed. Membership cards cannot be transferred to other students.

Step #8 Elect chapter officers and get students actively involved in local, area, state and national activities through attendance at:

- Local chapter meetings.
- Local committee meetings.
- Area and state officer training
- Area Fall Leadership Conference
- Area Spring Leadership Conference
- State Leadership Conference
- National Leadership Conference

Step #9 Develop a meaningful program of work for the chapter. Include some of each of the following types of activities:

- Leadership development.
- Professional development
- Community service
- Social activities
- Fundraising

Step #10 Adopt a budget and identify financial resources and fundraising projects that can generate sufficient revenue to support the chapter program of work.

Step #11 **Receive** the chapter affiliation packet from HOSA headquarters that includes:

- Current membership cards
- 100% Affiliation Certificate (if qualified)
- HOSA-100 Club Certificate (if qualified)
- HOSA LEADERS' UPDATE (Fall issue)
- HOSA Charter (new chapters only)
- Assorted other materials

- Step #12** Prepare students to participate in their HOSA Area Leadership Conference and the Spring Leadership Conference. Access information and dates for these conferences from www.texashosa.org by clicking on HOSA, Texas HOSA, and conferences.
- Step #13** Develop, practice and refine leadership skills in meaningful HOSA chapter activities.

The Basics Rules of Parliamentary Procedure

The purpose of parliamentary procedure is to facilitate business, maintain order, ensure fairness, provide equal treatment for all members and help an organization achieve its goals.

1. The needs of the organization come before the needs of an individual.
2. All members have equal participation rights.
3. A minimum number of voting members (quorum) must be present before any business can be conducted.
4. The presiding officer is called "The Chair." The Chair is addressed as Mr./Madam President.
5. A member must "obtain the floor" by being recognized before speaking. Generally the member rises to speak and sits to yield the floor.
6. Three steps are needed to bring a motion to the floor:
 - A member makes a motion
 - The motion is seconded by another member
 - The chair states the motion
7. Only one main motion can be before the group at a time.
8. Sample forms of motions:
 - Amend
 - Refer to a Committee
 - Lay on the Table
 - Previous Question
 - Division of the Assembly
9. Debate on a topic must be allowed before voting occurs.
10. A topic, once decided, may not be presented again within the same meeting.
11. Majority vote decides most motions, except those involving member rights that require a 2/3 vote.
12. Those who do not discuss and vote give consent for others to make decisions.
Reference: Robert's Rules of Order, Newly Revised
13. Check out these web sites:
 - www.parliamentarians.org
 - www.robertsrules.com
 - www.osa.org/golocal/groupleaders/managing/parliament.cfm
14. Check out the Parliamentary Procedure Competitive Events Guidelines at www.hosa.org. Click on Publications, HOSA Handbook: Section B, Team Leadership Events.

DUTIES OF CHAPTER OFFICERS

President:

- Conduct meetings according to chapter bylaws and standing rules
- Take the leadership role when working with officers and members
- Develop Program of Work and coordinate activities with chapter advisor
- Keep chapter meetings and activities on task
- Appoint committees and serve as an ex-officio member

Vice President:

- Assist the president in all leadership functions
- Preside over chapter activities in the absence of the president
- Assume the duties of president should the office be vacated
- Coordinate all committee work

Secretary:

- Prepare the minutes of meetings and chapter correspondence
- Help develop meeting agendas with the president
- Record the roll at all chapter meetings
- Work with the treasurer in maintaining membership data
- Read minutes and communications at chapter meetings

Treasurer:

- Maintain efficient management and documentation of chapter funds
- Assist the advisor in collecting state and national HOSA membership fees
- Assure chapter membership affiliation fees are submitted to National HOSA
- Keep financial records neat and accurate
- Assist in preparing the chapter budget

Reporter:

- Maintain written records of chapter successes and achievements
- Submit articles to local newspapers, state & national HOSA
- Coordinate the publication of chapter newsletters
- Submit the best chapter newsletter for the National HOSA Chapter Newsletter event

Historian:

- Maintain a history of local HOSA chapter activities throughout the year
- Compile the local chapter's Outstanding HOSA Chapter book
- Present the Outstanding HOSA Chapter book at competition

RESPONSIBILITIES OF GROUP MEMBERS

BEFORE EACH MEETING

1. Reread the minutes of the previous meeting to see if you have completed all tasks assigned or requested.
2. Plan ahead so you get to the meeting ahead of time.
3. Be prepared with any discussion items. Be sure to submit your items for the agenda. Clearly state your ideas in writing.
4. If you must be absent, inform and prepare a proxy.

DURING THE MEETING



1. When you have an opinion or feeling, state it honestly. Grumbling after the meeting is not constructive.
2. Stay on the agenda item being discussed and help others stay on task.
3. When you do not understand something, ask for clarification.
4. Participate actively. When you have something to say, say it!
5. Listen attentively to others. Encourage feedback from silent members.
6. Avoid communications that disrupt the group (sarcasm, jokes, digs).
7. Keep notes on the meeting topics and the projects you agree to do.

AFTER THE MEETING

1. Carry out your assignments and commitments in a timely manner.
2. Communicate with those who have selected you for the leadership role. They have the right to know decisions, projects, etc. decided in the meeting.
3. Keep confidential anything said or done that violates the right to privacy.
4. Refrain from complaining about a decision that the group agreed upon. When the group vote is affirmative then everyone must accept and become an activist for that decision.
5. The group is a powerful tool for accomplishing tasks...if everyone assumes their share of the responsibility. **DO YOUR PART!**

HOSA Meeting Agenda

Date: _____ Time: _____
 Location: _____
 Presiding _____ Officer: _____
 Secretary: _____

Start  _____ Stop  _____

Order of Business

- Call to Order
- Roll Call/Minutes
- Officers' Reports
- Committee Reports
- Unfinished Business
- New Business
- Announcements
- Adjournment

Members Attending

1.	7.
2.	8.
3.	9.
4.	10.
5.	11.
6.	12.

Discussion Items

1.	
2.	
3.	
4.	
5.	
6.	

Follow-up / Assignments

Person Responsible

Date

1.		
2.		
3.		
4.		
5.		
6.		



MEETING CEREMONY

- President Before you is the HOSA emblem. It symbolizes our organization, its mission and purpose.
- The emblem itself has meaning. The circle represents the continuity of health care.
- Madame/Mister Vice President, what does the triangle represent?
- Vice President The triangle represents the three aspects of humankind well being: physical and mental.
- Madame/Mister Secretary, what does the triangle represent?
- Secretary The hands represent the caring of each HOSA member.
- Madame/Mister Historian, what do the colors represent?
- Historian Medical white represents purity of purpose.
Navy blue represents loyalty to the health care profession.
Maroon represents the compassion of HOSA members.
- Reporter All together the emblem symbolizes the mission of HOSA and the dedication of excellence of all HOSA members.
- President Mr./Madam Vice-President, how shall we prepare ourselves to meet the challenges of the future?
- Vice President First we must seek the light of knowledge. (Light the big candle) Let knowledge light the way so that we may see not only where we are, but in what direction we are moving.
- President Mr./Madam Secretary, what further preparation is needed?
- Secretary Let our hands be useful, as we are here not to dream or drift, but by learning the skill of our profession we may achieve true happiness and satisfaction.
- President Mr./Madam Historian, what is MOST important of all?
- Historian An understanding heart is MOST important of all, for without this our skills and knowledge will have no meaning.

President These three symbols: the heart, hands and light represent the hope that we can impart to all people through our knowledge, skills and service. Our association was founded to assist students enrolled in Health Science Technology Education programs to develop leadership abilities, promote growth and further our training in a health profession.

Reporter The **HOSA Creed** was adopted at the third HOSA National Leadership Conference in 1980 as submitted by South Carolina. Please stand and recite the creed with _____ (Historian):

I believe in the Health Care Profession.

I believe in the profession for which I am being trained and in the opportunities that my training offers.

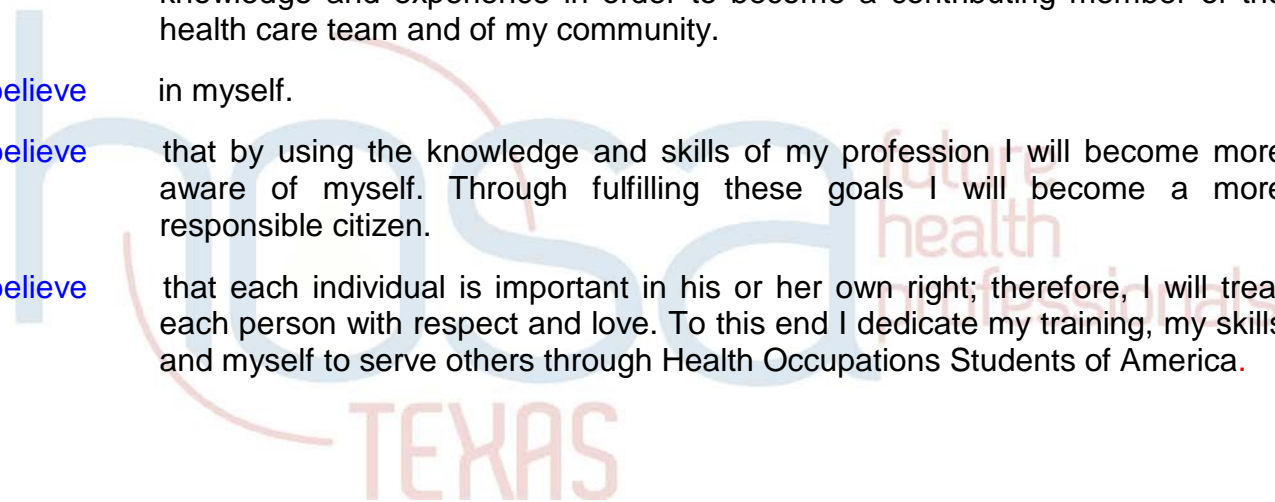
I believe in education.

I believe that through education I will be able to make the greatest use of my skills, knowledge and experience in order to become a contributing member of the health care team and of my community.

I believe in myself.

I believe that by using the knowledge and skills of my profession I will become more aware of myself. Through fulfilling these goals I will become a more responsible citizen.

I believe that each individual is important in his or her own right; therefore, I will treat each person with respect and love. To this end I dedicate my training, my skills and myself to serve others through Health Occupations Students of America.



CANDY BAR OFFICER INSTALLATION

(Just for fun!)

- Social Chairman** Please accept this **MOUNDS CANDY BAR** which represents the “Mounds of FUN” activities you will plan and carry out this year.
- Historian** Please accept this **HERSHEYS CANDY BAR** which represents the “candy bar” that has been around a long, long time and will help you preserve the past and record the present so our chapter will be around a long, long time.
- Reporter** Please accept this **PAYDAY CANDY BAR** which represents all the bills that must be paid from chapter funds.
- Secretary** Please accept this box of **DOTS** to remind you to “cross your T’s and dot your “I”s” while taking accurate minutes of the meetings.
- Vice President** Please accept this **CRUNCH CANDY BAR** to remind you that you must be willing to stand in and be ready to take over for the President when he/she is in a “crunch”.
- President** Please accept this **POWER BAR** to represent the responsibility you have to help our chapter succeed while you are serving as President.



Health Occupations Students of America

SAMPLE MINUTES

The regular monthly meeting of HOSA High School was held on Tuesday, September 12, 2003 at the HOSA Civic Center in HOSA town, the president being the chair and the secretary being present. The minutes of the last meeting were approved as read.

The treasurer's report was presented and filed for audit.

Nelda, reporting on behalf of the membership committee, reported that the Texas HOSA membership increased for the tenth straight year.

The report of the program committee was received and placed on file.

John moved that we participate in the national service project and sponsor a fundraising project for the Juvenile Diabetes Association. The motion carried. The president asked the fundraising committee to consider fundraising options and bring recommendations to the next meeting.

The president introduced the guest speaker, James Long, whose topic was "Leadership for the New Millennium".

The meeting adjourned at 7:30 P.M.

Ken Hernandez
Secretary

Program of Work

HOSA Chapter _____

Year _____

Goals:

Activities and Tentative Dates

Leadership

Professional

Community Service

Social

Fundraising

Competitive Events



Chapter Activities

LEADERSHIP DEVELOPMENT: opportunities for developing leadership skills

- Chapter officer positions
- Committee membership
- Fall Leadership Conferences
- Communication skills
- Teaming skills

PROFESSIONAL ACTIVITIES: opportunities for career exploration and networking.

- Field trips
- Guest speakers
- Career fairs
- Employer/Mentor/Alumni functions

COMMUNITY SERVICE ACTIVITIES: serving others, giving back to the community

- Blood drives
- HOSA National Service Project
- Adopt-a-Grandparent
- Food baskets for needy
- Supplies for homeless shelters
- Hospital or clinic volunteer

SOCIAL ACTIVITIES: getting to know other members and develop social skills

- Get acquainted picnic
- Officer installation reception
- Monthly birthday celebrations
- Chapter t-shirts
- Graduation reception

FUNDRAISING: generating income to carry out the goals/objectives of HOSA

- Community/Industry sponsorships
- Sales projects (candy, trinkets, fruit, first aid kits)
- Car washes/ garage sales
- Dinners
- Walk-a-thon

COMPETITIVE EVENTS: developing essential knowledge and skills to be successful

Fundraising

Purpose

- Support team building skills
- Develop leadership skills including: goal setting, problem solving, decision making
- Enhance interpersonal skills
- Support community involvement

Strategy

- Establish purpose for HOSA and need for fundraising activities
- Determine appropriate projects and timelines
- Concentrate on a few large projects rather than several small projects
- Write a script, rehearse and practice selling
- Establish a clear process for handling money (eliminate theft opportunities)
- Define due dates
- Keep good records and complete a financial report for each project
- Involve partners: school, family, booster clubs, community, business/industry
- Avoid problems by research and planning
- Obtain permission from administrators as necessary

Ideas

- Dinner shows, breakfast at school
- Classroom snacks (cookies, candy, popcorn, suckers), snack bar
- Foods (pasta, fruit)
- Accessories (candles, Tupperware, Pampered Chef)
- Health care related items (first aid kits, CPR masks)
- Seasonal (Christmas wreaths, Valentine cards/candy/balloons/flowers, pumpkins, haunted house)
- T-shirts, jackets, etc
- Environmental "items," recyclable collections, clean up community sites
- Movie night
- Las Vegas casino night, talent show
- Book fairs, cook books
- Gift baskets, craft fairs
- Raffles, penny drive, yard sales
- Bowling/skating events
- Store inventory

SAMPLE FUNDRAISING CHECKLIST

Task	Start Date	Completion Date	Person Responsible
1. Organize a committee			
2. Brainstorm projects			
3. Make final decision			
4. List possible dates			
5. Develop a plan			
6. Get project approval			
7. Check on facility availability			
8. Finalize dates			
9. Make final arrangements			
10. Set up plan of action			
11. Recruit and assign personnel			
12. List needed supplies			
13. Place orders for materials			
14. Evaluate progress/reorganize			
15. Make necessary charts & signs			
16. Hold training session			
17. Perform final checks			
18. Conduct project			
19. Clean up and return supplies			
20. Written report			
21. Thank you notes			

What is the Value of One Member?

Ten little members standing in a line.

One disliked the president, then there were nine.

Nine ambitious members offered to work late.

One forgot his promise, then there were eight.

Eight creative members had ideas good as heaven.

One lost enthusiasm, then there were seven.

Seven loyal members got into a fix.

They quarreled over programs, and then there were six.

Six members remained with spirit and drive.

One moved away, then there were five.

Five steadfast members wished there were more.

One became indifferent, then there were four.

Four cheerful members who never disagree - -
'til one complained of meetings; then there were three.

Three eager members! What do they do?

One got discouraged, then there were two.

Two lonely members said "This isn't much fun."

One joined the chess club, then there was one.

One faithful member was feeling rather blue - -

Met with a classmate, then there were two.

Two earnest members each found one more - -

Doubling their number and then there were four.

Four determined members just couldn't wait - -

'til each recruited another and then there were eight.

Eight excited members signed up sixteen more.

In another six verses, there'll be a thousand and twenty-four!

DO YOU JUST BELONG?

Are you an active member
The kind that would be missed,
Or are you just content
That your name is on the list?

Do you attend the meeting
And mingle with the crowd,
Or do you stay at home
And crab both long and loud?

Do you take an active part
To help society along
Or are you satisfied to be
The kind to just belong?

There is quite a program scheduled
That means success, if done,
And it can be accomplished
With the help of everyone.

So attend the meetings regularly
And help both hand and heart,
Don't just be a member
But take an active part.

Think this over, member,
Are we right or wrong,
Are you an *active* member,
Or – do you just belong?

Understanding the Competitive Events Program

- **HOSA's origins are in the curriculum**

When HOSA was created as an integral part of the curriculum it was designed to support and reinforce classroom learning outcomes — not the other way around.

- **HOSA's purpose is learning**

What HOSA does is motivate students to learn. HOSA conferences, events and partnerships all motivate health occupations students to do more than would be reasonable within the classroom walls.

- **HOSA's learning value reaches program content and beyond**

HOSA members learn health science education competencies and they learn them well. They also learn about leadership, responsibility, teamwork, communication and other “real world” skills.

Guiding Thoughts

- The priority is to offer the best learning experience possible through health science education. HOSA is a part of that process.
- The value of competitive events happens before the competition. It is the learning that takes place in the days, weeks, and months before the competition.
- The competitive events program is designed to be comprehensive, challenging and efficient with minimal duplication of effort.

Misguided Thoughts

- But that's the way we've always done it...
- Since I'm right and you disagree with me you must be wrong!
- We should reward everyone!

***The medals are NOT the goal—
they are the tools we use to motivate students
to achieve their goals.***

LEADERSHIP

I. INTRODUCTION

Leaders are made, not born and made more by themselves than by any external means. They have a common guiding purpose, a vision. Along with this vision is the compelling desire to implement the vision.

II. MASTERING THE CONTEXT

Leaders serve as symbols of the moral unity of society, express the values that hold society together and conceive and articulate goals that lift people out, carry them above and unite them in pursuit of objectives worthy of their best efforts.

There are four basic reasons why leaders are important: they are responsible for the effectiveness of organizations, they provide the guiding purpose, they provide and maintain momentum, and finally they provide integrity.

Too many Americans believe that the bottom line isn't everything, it's the only thing and America is strangling on that lack of vision. The societal disease of our time is short-term thinking and the demand for instant gratification.

It's not enough for a leader to do things right, he/she must do the right thing.

III. UNDERSTANDING THE BASICS

The first basic ingredient of leadership is a guiding VISION. The leader has a clear idea of what he/she wants to do professionally and personally and the strength to persist in the face of setbacks, even failures.

The second ingredient is PASSION for the promises of life combined with a very particular passion for a career. The leader loves what he/she does and loves doing it.

The third ingredient is INTEGRITY. Leaders truly know their strengths and weaknesses, know what they want to do and why they want to do it. There must be honesty in thought and action and a steadfast devotion to principles.

Leaders are curious and daring. They wonder about everything, want to learn as much as possible and are willing to take risks, experiment and try new things.

IV. KNOWING YOURSELF

Leaders think of what they want, examine the possibilities and figure out a way to accomplish it. There are four lessons of self-knowledge:

1. Assume responsibility for yourself, you are your own best teacher.
2. Accept responsibility for your actions. Learn from every situation.
3. See the world as it is, understand what you see and act on that understanding.
4. Reflect on your experiences and gain true understanding from the experience.

V. KNOWING THE WORLD

Leaders are made as much by their experiences and their understanding and application of their experiences as by any knowledge and skills. Leaders develop a love of learning by:

1. Being active, imaginative and curious
2. Listening to and understanding others, developing friendships that are strong
3. Participating and shaping events
4. Traveling, developing rich personal lives
5. Playing music, sports and developing hobbies
6. Taking risks; seizing opportunities to do and try things not commonly done

VI. OPERATING ON INSTINCTS: STRIKE HARD, TRY EVERYTHING

Taking time to reflect on past experiences helps you learn from the past and keep things in perspective.

1. Know what you want, know your abilities and capacities, and recognize the difference between the two
2. Know what drives you and what gives you satisfaction
3. Know your values and priorities, the values and priorities of your organizations

VII. MOVING THROUGH CHAOS

Leaders learn by doing. "The world can only be grasped by action, not by contemplation ... leaders love to do what they do well and having done it well, they love to do it better.

There are risks in being at the head of the pack. You can get shot in the back. People try to trip you. People want you to fail. And at some point or another, every leader falls off the pedestal. They are either pulled down, shot down or they get off balance and just fall off.

To be an effective leader, you not only have to get the group of followers on the right path but you must be able to convince them that whatever obstacle stands in the way, you're going to get them around it.

VIII. GETTING PEOPLE ON YOUR SIDE

You can't force people to do very much. They have to want to, and most times it has to do with spirit and team atmosphere. If they respect the leader, they will follow. There are four ingredients leaders have that generate and sustain trust:

1. **CONSTANCY**: no surprises for the group
2. **CONGRUITY**: no gap between what the leader says and does
3. **RELIABILITY**: leaders must be there
4. **INTEGRITY**: leaders honor their commitments and promises

LEADERSHIP TRAITS

THE ESSENTIALS FOR SURVIVAL

1. **CREDIBILITY** Personal credibility is the single most important element of leadership and followers must be able to trust the leader.
2. **VISION** Vision is the ability to imagine and communicate a different and improved future and then motivate others to get there.
3. **ENDURANCE** Endurance is essential for leaders so they have the stamina to move faster than others and anticipate change.
4. **MAVERICKS** Mavericks think "outside the box" and try new and different ways of accomplishing goals.
5. **VALUES** Leaders must protect cultural elements such as ethics, integrity, character, quality, honesty.
6. **COMPASSION** Leaders demonstrate human sensitivity and truly care about their followers.
7. **BALANCE** Leaders know that teamwork and empowerment are critical for progress and success to occur.
8. **DELEGATION** Leaders must give followers goals, accountability, responsibility, authority and results.
9. **COMPETENCE** Leaders must have a true mastery of the task or project at hand.
10. **TACT** Leaders do and say the most appropriate thing at the most appropriate time.

LEADERSHIP ASSESSMENT

This self assessment is designed to identify important personal strengths as well as areas where improvement is needed. Please evaluate **your** satisfaction level in the 30 areas below. Check one answer per question.

	Very Satisfied	Satisfied	Neutral	Dissatisfied
1. Create an atmosphere of mutual trust.	_____	_____	_____	_____
2. Demonstrate honest, ethical behavior in all transactions.	_____	_____	_____	_____
3. Lead by example, as in doing what I ask others to do.	_____	_____	_____	_____
4. Demonstrate courage in all transactions.	_____	_____	_____	_____
5. Communicate a clear vision with recognizable goals.	_____	_____	_____	_____
6. State expectations clearly and confirm understanding.	_____	_____	_____	_____
7. Expect people to be accountable and offer support.	_____	_____	_____	_____
8. Translate organizational goals practically and meaningfully.	_____	_____	_____	_____
9. Make and communicate decisions promptly.	_____	_____	_____	_____
10. Resolve conflicts with a "win-win" approach.	_____	_____	_____	_____
11. Communicate with charisma and effectiveness.	_____	_____	_____	_____
12. Take responsibility for decisions without finger pointing.	_____	_____	_____	_____
13. Involve others in planning strategies.	_____	_____	_____	_____
14. Praise others for work well done.	_____	_____	_____	_____
15. Delegate so others are encouraged to have full ownership.	_____	_____	_____	_____
16. Provide authority to others to make decisions.	_____	_____	_____	_____
17. Believe in and provide training for leadership & teamwork.	_____	_____	_____	_____
18. Implement strategies to improve performance.	_____	_____	_____	_____
19. Demonstrate no tolerance for organizational turf battles.	_____	_____	_____	_____
20. Create forums to celebrate organizational success.	_____	_____	_____	_____

21. Demonstrate balance between family & leadership responsibilities.

22. Demonstrate efficient management of personal stress.

23. Strive to maintain a positive environment.

24. Manage inevitable change efficiently.

25. Follow through on every commitment.

26. Use time constructively and efficiently.

27. Effectively practice listening skills without pre-judging.

28. Create shared responsibilities among team members.

29. Use brainstorming & collaboration to solve problems.

30. Support goals in thoughts, words, and actions.

Total #'s

_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____



LEADERSHIP STYLES

Listed below are descriptions of five different leadership "styles." A leader is not locked into any one style all the time.

STYLE #1

You make the decision without discussing the situation with anyone and rely entirely on personal knowledge or information available in written documents. In this style, the leader TELLS the decision.

STYLE #2

You seek additional information from one or more group members to arrive at a decision. You solicit information only, not solutions or suggestions. In this case, the leader SELLS the decision.

STYLE #3

You share the problem with selected individuals. You gather additional information and seek their advice about possible solutions to the problem. Still, you make the decision. In this style, the leader TALKS the decision.

STYLE #4

You meet with team members and discuss the possible alternatives, essentially using them as consultants. You use their opinions as additional input, but you retain the final decision power. In this style, the leader CONSULTS regarding the decision.

STYLE #5

Here you give the group full participation in the decision-making process. You may define the problem, provide relevant information, and participate in the discussion as any other member, but you do not use your position as leader to influence the team. The team is the decision maker, and you accept not only their decision, but also the responsibility for it. Your description to others will be, "We decided to..." In this style, the leader JOINS the decision.

Remember, no single leadership style is always the appropriate style to use. As the situation changes and as the task or goals change, the style may change. Leaders should be aware of these various styles and seek to use the appropriate style in the proper situation.

Motivating HOSA members to be more productive can be challenging. But motivation is simply a matter of investing time and energy into connecting with each student. The following five secrets will help any HOSA chapter achieve its goals.

Secret 1: Create and share your vision. First, create and communicate a clear vision of where you intend to lead your HOSA chapter over the next 12 months. By sharing this vision, you provide each student with a sense of purpose, clarity, meaning and security - critical to maximizing involvement. It strengthens each student's ability to work through difficult times with a "hero's mindset." As you create your vision of the future, you need to get creative and innovative to catch your student's attention.

One year a chapter gave each member a folder entitled "The 2002 HOSA Journey" with 12 tabs clearly marking each month of the year. The folder included a letter describing the chapter's vision and the commitment to achieving it by year-end. The letter also explained that they would receive a new chapter each month to help them implement the needed steps to achieve their goals. This simple idea created an awesome sense of unity. Every student felt part of the journey. They knew exactly where they were going and what they needed to do to get there; each member anxiously awaited the next chapter of their journey!

Secret 2: Speak to your students in their language, not yours. If you speak to students and talk about their personal goals, you will increase their involvement. Take the time to understand what motivates them and what communication and feedback impacts them. Students do things for their reasons, not yours. Discover why your students are participating. Ask them: What do you want to achieve in your personal life? What are your career goals? Help them see that their participation and involvement in HOSA is the vehicle to achieving their dreams.

Secret 3: Teach your students how to fish. The best advisors develop their students into self-sufficient, high-achieving professionals. By taking them to their next level of potential and by teaching them new skill sets, you release an internal source of pride and confidence. This instills a high level of productivity and efficiency because you have invested the time to teaching them how to do things right.

Secret 4: Tell your students what you expect. Knowing what is expected gives them the motivation to start in right away to accomplish the desired end result. Once you give clear direction, set benchmarks for them to report progress. This allows you time to give them praise and further direction if needed. When problems arise, critique them positively and then help them use critical-thinking skills to solve the problems.

Secret 5: Create a culture of no fear. To create a culture of "no fear," students need to feel that they can freely express themselves. A "no fear" culture combats two big problems: lack of communication and time management issues. It encourages students to communicate their ideas and ask needed questions. When students can be themselves, when their ideas, recommendations and solutions are heard you release potential. This environment creates synergy, creativity and higher productivity!