

LEADERSHIP ESSENTIALS

FOR UAW LOCAL UNION LEADERS

PARTICIPANT WORKBOOK

Name: _____

Date: _____





LEADERSHIP ESSENTIALS

For UAW Local Union Leaders

WORKSHOP OBJECTIVES

1. Identify the leadership roles that we each play within our union
2. Recognize how we can use our leadership to build participation & activism among members
3. Redefine union leadership as leading members in their development as active contributors to a membership-driven organization
4. Develop a vision for how our local unions can become stronger
5. Set specific, attainable long-term & short-term goals to achieve that vision
6. Identify best practices for effective leaders, including communication and public speaking skills



What Makes for Effective Leadership?

Effective Leadership

Admirable Qualities in a Leader

Ineffective Leadership

Negative Qualities in a Leader

"Nobody else is going to do the job that must be done unless we in the American labor movement give leadership and directions in that struggle."

Walter Reuther

11th UAW-CIO Convention, Nov. 9, 1947

Define Your Leadership

Vision, Inspiration & Growth

A GREAT LEADER

- Leads with a compelling vision for organizational and individual growth.
- Builds support for a shared vision and articulates a defined pathway to its achievement.
- Inspires the best in others and creates opportunities for meaningful member participation.



Image Source: The Detroit News

**Meaningful Roles I Can Create
for Members at My Local Union:**

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Lead with Vision

Where do You See Yourself & Your Local Union in 15 Years?

**My Union's
Strengths:**

**My Union's
Weaknesses:**

My Vision for the Future:

- | <input checked="" type="checkbox"/> CHECKLIST |
|--|
| <input type="checkbox"/> Broad |
| <input type="checkbox"/> Inclusive |
| <input type="checkbox"/> Future-Oriented |
| <input type="checkbox"/> Member-Supported |
| <input type="checkbox"/> Fits within the UAW's broader mission |
| <input type="checkbox"/> Includes increasing member engagement |
| <input type="checkbox"/> Regularly reevaluated |

Set Goals

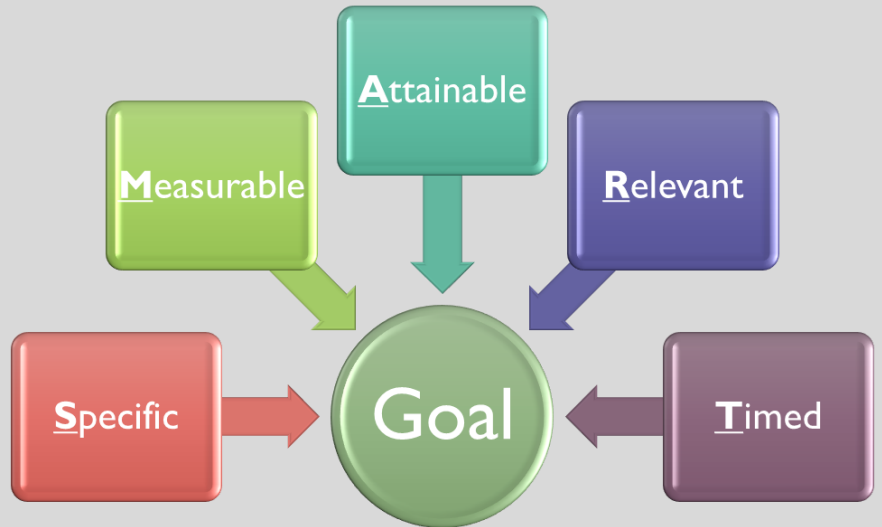
A “SMART” Pathway to Success

THE “SMART” RULE

GOAL-SETTING

Every local union is different, and each has its own strengths and weaknesses.

You should be setting goals that are relevant to your local union and its members, and you should consider how to play to your organization’s strengths while tackling your challenges!



PATHWAY TO SUCCESS



A PLAN TO WIN

A defined pathway to success requires long-term goals, short-term goals, & an immediate action plan—stepping stones to the achievement of your vision.

It is important to incorporate member participation into your plan each step of the way. Remember to consider diversity in recruitment!

Group Exercise

Scenario #1

You are the Bargaining Committee Chairperson at a small local union that represents one facility: an independent parts supplier that builds automotive seat frames. You are the sole frame supplier for seats that go into multiple models for each of 4 major automakers: Ford, GM, Toyota & Nissan. Members have several safety concerns, and your current contract, which is set to expire in 2 years, has wages set \$2 below the industry average for your component. Your plant is located in a poor rural town in Northern Michigan where unemployment is high, & management regularly reminds your members that they are lucky to have jobs. At the same time, your company, which operates multiple facilities, is making record profits and pays better wages for the same work in other parts of the country. You strongly believe your bargaining power in the next round of negotiations rests on whether you can successfully prepare your membership for a strike, but you still have work to do to understand how effective that strike would be, and since many members live paycheck-to-paycheck, you think getting them on board will be difficult.

3-Year Goal: Ratify a contract that resolves health & safety concerns and brings wages above the industry average for your component, using a strike as a tool to win.

Scenario #2

You are the new Chairperson of the Community Services Committee at a 3,000-member local union in Virginia that represents workers for the Department of Motor Vehicles. Lately, members have been getting a bad rap in the public eye—a Republican candidate for Governor is publicly admonishing state employees for being the cause of long wait times & poor service at the DMV. This candidate wants to outsource some of your members' work to a contractor and "fire the lazy state parasites," which is how he refers to members in campaign materials. Public support for his message is growing—it's true that wait times are long, but your union argues that it is because of understaffing & mismanagement, not lazy workers. Regardless of who wins the election (which your union is actively working on), you believe the next Governor will try to manipulate public support to force concessions in bargaining in 3 years. You think getting your members more engaged in the community can help to turn the tide of public opinion. The biggest challenges: getting members to participate at all the different locations spread out around the state, & figuring out what activities to do. The only community engagement your local union has done before is a charity program around the winter holidays, so you don't know where to begin.

3-Year Goal: Use the Community Services committee to get public support on the side of your members. Set your members up to have better bargaining conditions with the state come contract time in 3 years.

Scenario #3

You are President of a local union that represents 1,000 members at a GM assembly plant. In the past 2 years, the makeup of your membership has changed dramatically. After a new product launch at your plant, 200 members transferred in from other GM locations, and another 200 members were newly-hired. Tensions are high among the ranks. Transfers are butting heads with the members who were there before, largely over misunderstandings about your local union's structure and local contract. New hires have even less of an understanding about how the union works. The other 600 members who have been at this plant the longest want leadership to do something to ease the tension on the floor, and some are saying that clearing up misunderstandings about union structure will help. You want to put both senior and new members through training about union basics, structure and bylaws, so they'll better understand how they can productively contribute to their union. But you're starting from scratch—there is currently no Education Committee at your local union. You're also not sure how you'll get all 1,000 members to show up for voluntary training.

3-Year Goal: Launch an Education Committee and train all senior members & transfers on UAW 101, and put all new members through New Member Orientation.

Group Exercise Worksheet

Directions

Given your group's assigned scenario, draft a 1-year goal and 2 immediate actions you need to accomplish in the next 3-months to stay on pace to achieve your 3-year goal.

Use the "SMART" rule to design strong goals, and note where you will create roles for members in your plan.

Be sure to discuss the four questions on page 9 to ensure your group is on track!

1-YEAR GOAL

IMMEDIATE ACTION PLAN

Task #1:

Roles for Members:

Task #2:

Roles for Members:



How did your group consider diversity in designing your plan? How will you encourage participation from women, people of color, immigrants, young & LGBTQ members?



Are your goal & action plan relevant & realistic to the current situation at this local union? Explain why members would support your plan.



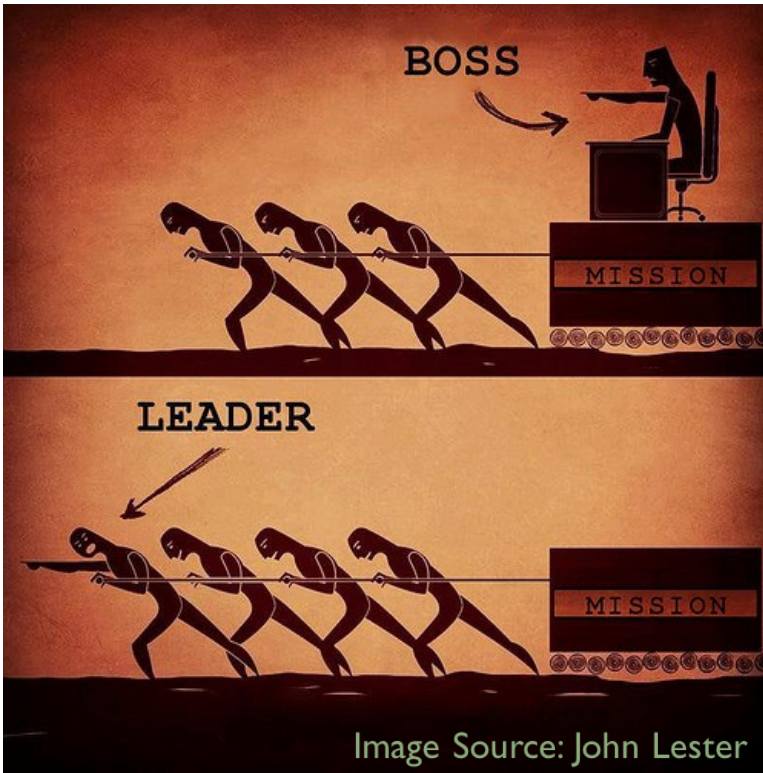
Are the roles you've created for members meaningful? How will members develop new skills or deepen their commitment to union activism by taking on these roles?



How does your plan keep you on pace to achieving your 3-year goal?

Lead by Example

You Are the Face of Our Union!



**Audiences I Face As
A Union Leader:**

How I Want to Be Seen As A Leader:

Communicate Effectively

Leadership Hinges on Strong Communication

Room to Improve

Mark the communication skills that you aim to improve in yourself, or use the space provided to draft your own!

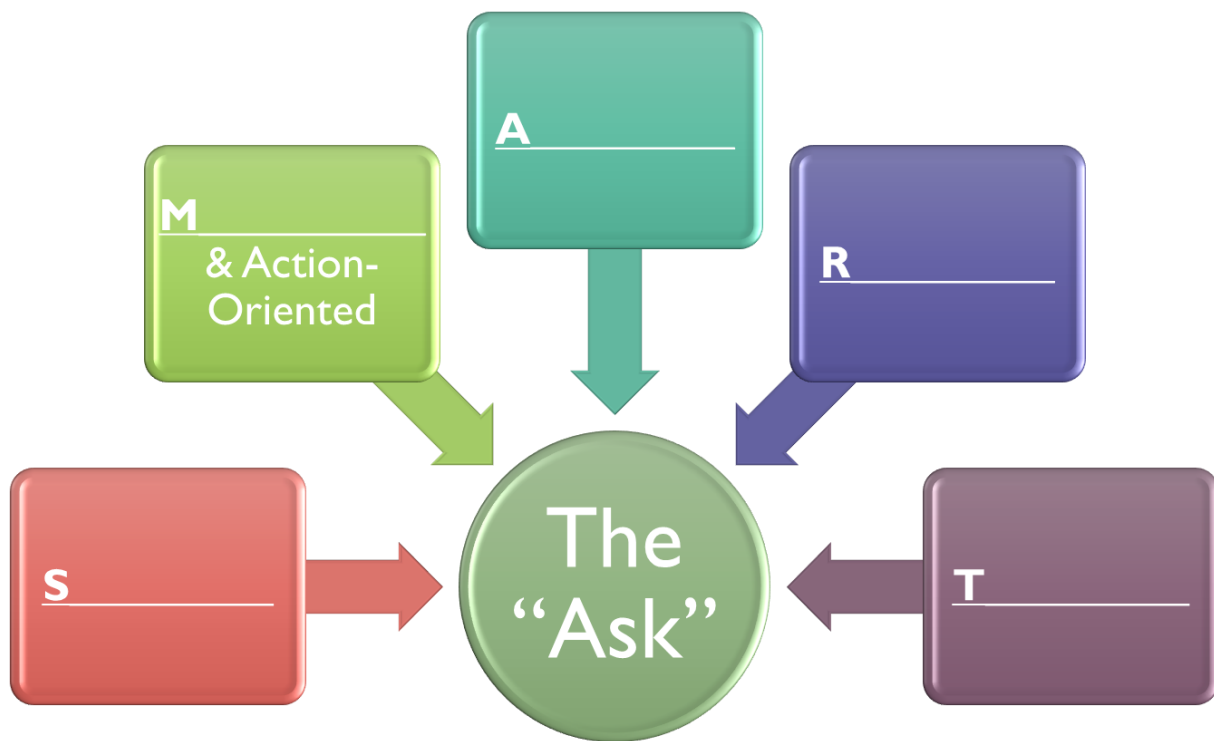


Make Clear “Asks”

Invite Action, Expect Results

The Art of the “Ask”

An **action-oriented** invitation for someone’s participation in a **results-oriented** initiative.



The Formula

- ✓ “Will you (_____) so we can (_____)?”
- ✓ “Can we count on you to (_____) so we can achieve our goal to (_____)?”

Public Speaking

How will you be heard?

Good Habits:

Bad Habits:

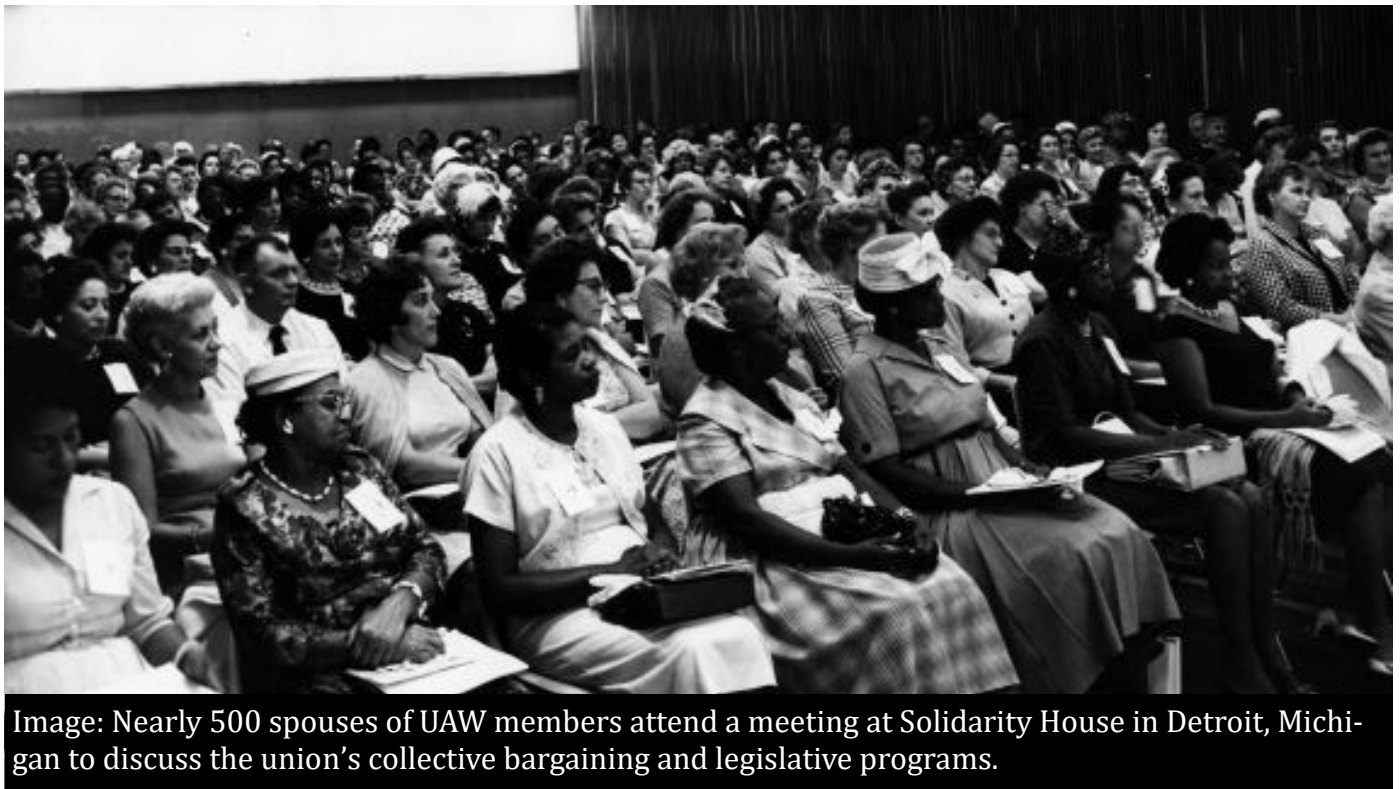
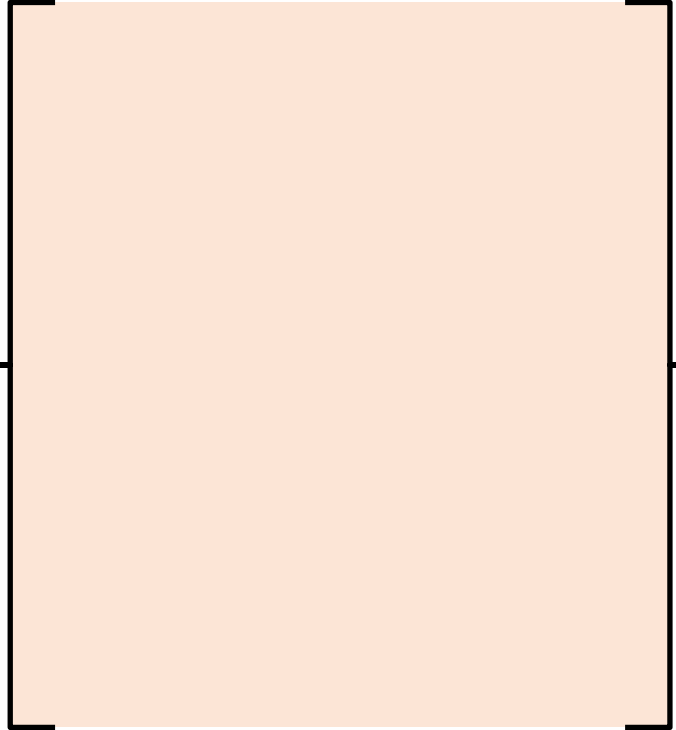
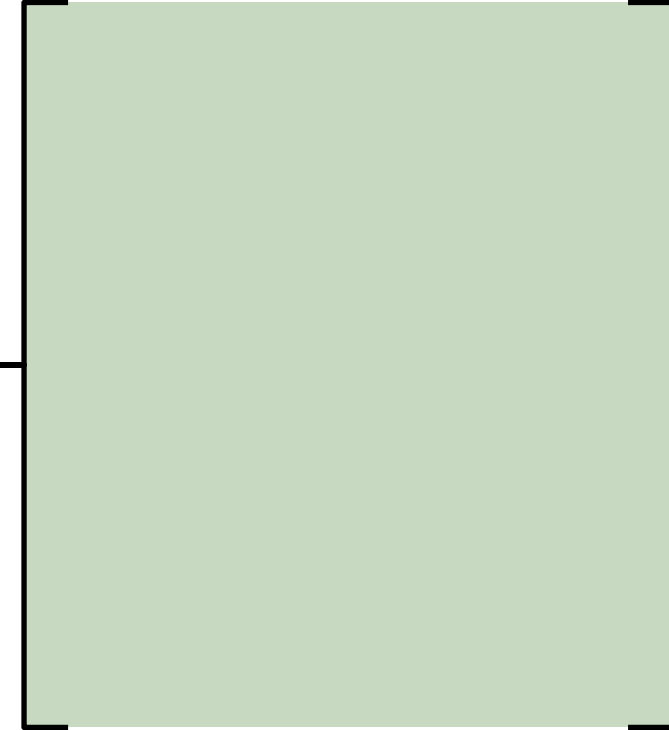


Image: Nearly 500 spouses of UAW members attend a meeting at Solidarity House in Detroit, Michigan to discuss the union's collective bargaining and legislative programs.

The “Elevator Speech”

What Is An “Elevator Speech?”

A 30-second explanation of who you are and what you stand for, concluding with an “ask” for someone’s participation in your vision.

The amount of time you’d have to pitch someone on an elevator.

The Formula

Hello, my name is **(name)** and I am **(title)**.

At our local union, I lead by **(leadership role)**.

I aspire to see our local union **(vision)**.

To fulfill that vision, I’m working with fellow members to **(short-term goal)**.

We are **(immediate action plan)** on **(date)**.

Will you **(action)** so that we can **(result)**?

Your Speech:

Personal Reflection

How Do You Define Your Role As A Leader within the UAW?

1-Year Goal to Activate More Members of Your Local Union

Immediate 3-Month Action

“Ask”

Notes

Notes

Resource Guide

UAW EDUCATION DEPARTMENT WORKSHOPS

This curriculum can be shared with members who have completed Education Committee training, or an Education Representative may be able to conduct a workshop at your local. Courses signified with a red asterisk * must be facilitated by an International Education Representative.

To obtain curriculum or host a workshop, please have your Local Union President contact your International Servicing Representative. If you are interested in a topic that is not listed here, communicate your training needs through your International Servicing Representative and the UAW Education Department can pull workshop materials for you—or create a custom workshop that meets your needs!

| | |
|---|---|
| A DAY'S WORK | MULTICULTURAL AWARENESS* |
| BUILDING A MEMBER-TO-MEMBER NETWORK | NEW MEMBER ORIENTATION |
| COLLECTIVE BARGAINING | ORGANIZING 101* |
| COMMUNITY SERVICE COMMITTEE TRAINING | OUR UNION: INSIDE AND OUT* |
| DUTY OF FAIR REPRESENTATION | ROLES OF THE OFFICERS |
| EDUCATION COMMITTEE TRAINING* | RUNAWAY INEQUALITY |
| EFFECTIVE COMMUNICATION* | RUNNING AN EFFECTIVE STANDING COMMITTEE |
| GLOBAL EVENTS TIMELINE | SISTA IN THE BROTHERHOOD* |
| GLOBALIZATION 101 | STANDING WITH OUR SISTERS* |
| GRIEVANCE HANDLING | STRENGTHENING YOUR UNION |
| HOW TO RUN AN EFFECTIVE UNION MEETING / ROBERT'S RULES OF ORDER | THE ETHICAL CONSUMER |
| LABOR HISTORY | UAW 101 |
| LEADERSHIP ESSENTIALS | VALUE OF THE VOTE |

OTHER UAW RESOURCES

UAW New Member Kit

UAW Leader Kit

These low-cost kits can be ordered through the UAW Purchasing Department. Email uaw.supply@uaw.net to order kits for you and your members!

UAW Standing Committees

Boosting Standing Committee activity is one of the best ways to increase member participation at any local union! For more information, visit: <https://uaw.org/standing-committees/>

UNIVERSITY-AFFILIATED PROGRAMS

ILR School, Cornell University

Cornell's ILR School offers a variety of certificate programs, including Labor Studies, Arbitration, Advanced Collective Bargaining, Diversity & Inclusion, Labor Leadership Skills, and many more! The ILR School is especially accessible to union activists, with course options available online or on campus in Ithaca, NY. For the leader looking to build skills but through a less extensive program, the ILR School also offers a variety of professional workshops, ranging in time from 2 hours to several days.

<https://www.ilr.cornell.edu/>

The Murphy Institute, City University of New York (CUNY) School of Professional Studies

The Murphy Institute offers higher education programs for working adults and union members, including certificate programs in Labor Studies. Courses are primarily offered on campus in New York, NY, but some are also available online.

<https://sps.cuny.edu/academics/jsmi>

Labor School, Wayne State University

The Labor School is a certificate program dedicated to strengthening leadership skills and providing a forum for workers to share ideas and innovate strategy for the future of their workplaces and unions. Courses are available online or on campus in Detroit, MI.

<https://labor.wayne.edu/>

Center for Labor and Community Studies, University of Michigan-Dearborn

The University of Michigan hosts several conferences throughout the year, including Young Workers, Women Workers, Latino/a Workers, and Black Men in Unions. The UAW Education Department often partners with this program as many UAW members attend the offerings.

<http://clcs.umd.umich.edu/>

Labor & Education Resource Center, University of Oregon

Oregon offers a variety of labor conferences and workshops throughout the year, along with credit and non-credit course offerings geared toward union members.

<https://lerc.uoregon.edu/>

UNION-AFFILIATED PROGRAMS

AFL-CIO

Next Up Young Workers Program

Organizing Institute

Women's Global Leadership

...& more! <https://aflcio.org/about/programs>

BOOKS & MORE

How to Win Friends & Influence People by: Dale Carnegie

In addition to the book, Dale Carnegie Training on leadership and public speaking is offered at locations across the country: <https://www.dalecarnegie.com/>

Leadership and Self-Deception: Getting Out of the Box by: The Arbinger Institute

The EQ Leader: Instilling Passion, Creating Shared Goals, and Building Meaningful Organizations through Emotional Intelligence by: Steven J. Stein



LEADERS

**BECOME GREAT NOT BECAUSE OF THEIR POWER,
BUT BECAUSE OF THEIR ABILITY TO
EMPOWER OTHERS.**

JOHN MAXWELL



EDUCATION DEPARTMENT