



Strategic (“Executive”) Leadership

The SVCINC and VCINC are strategic leaders of the Order. “Strategic leadership is concerned with the long-term purpose and goals of an organization, movement, or institution. A strategic leader is vying to create a viable organization that will be capable of functioning in all circumstances, that is resilient and, even better, robust in the face of threats and obstacles.”¹

“By having a compelling vision and mission, a strategic leader will attract the right people to the organization, ones who are committed to its long-term goals and purpose, thus providing intrinsic motivation in the face of hardship and setbacks. This also provides a stimulating and challenging environment for people to grow, thereby liberating their talents and skills in the accomplishment of organizational goals.... Because they believe in the values and purpose of the organization, and they believe their leaders have their best interests at heart, they are willing to make sacrifices for the good of the institution. This also safeguards morale.”²



Model courtesy of Professor Eric John Adair

ROLES & RESPONSIBILITIES (DURING ANNUAL TERM OF OFFICE)

- ❑ Support the good of the Order, its effective governance and its decision-making processes
 - ❑ Be a team builder; promote respectful and collegial engagement in pursuit of the Order’s needs
 - ❑ Promote and support achievement of MOWW’s Strategic Plan and Chapter Action Plans (CAP)
 - ❑ Participate in EXCOM meetings, MOWW Conventions, region conferences, etc.
 - ❑ Prepare monthly email SITREPs for EXCOM members
 - ❑ Recommend new policies, processes and procedures to improve the Order
 - ❑ Carry out special assignments as assigned by the CINC, SVCINC, EXCOM and CS
- ❑ Promote the health and growth of the Military Order
 - ❑ Promote the establishment of new chapters, and the strengthening of existing chapters
 - ❑ Promote effective recruiting programs contributing to net membership growth, and greater Companions involvement and fulfillment
 - ❑ Provide leadership and followership development for assigned region commanders, General Staff Officers (GSO), committee chairs and others via mentoring, education, training and assignments
- ❑ Facilitate the vertical and horizontal flow of timely and accurate information
 - ❑ Use this checklist, the “Region & Department Commander Checklist,” the “Chapter Commander Checklist,” the MOWW Policy Manual and other materials on the MOWW website (www.moww.org) to facilitate regular conversations with each region commander, General Staff Officers (GSO) and MOWW committee chairs under your purview to assist them in being fully successful, and in problem-solving, for the good of the Order
 - ❑ Fight for respectful feedback, resolve issues at the lowest levels in harmonious ways and sponsor best practices. Mentor Companions to ensure courtesy and respectful communications are the norm in keeping with the Dignity of the Order
 - ❑ Regularly review the status of each chapter with the region commander (including reviewing their Chapter Action Plans), and ensure support is provided as needed
 - ❑ Discuss opportunities to establish new chapters with each region commander
 - ❑ Assign GSO responsibilities and assignments, and discuss them with the GSO
 - ❑ Discuss and plan actions needed to accomplish MOWW’s Strategic Goals
 - ❑ Ensure region commanders hold fall and spring region conferences attended by all chapters
 - ❑ Actively encourage all region, department and chapter commanders, and other Companions, to attend and participate in national convention
 - ❑ Ensure each chapter sends their newsletter to the Chair, Information & Publicity Committee
 - ❑ Ensure all required submit their End of Year Reports for the MOWW Convention Book to the Chief of Staff by 1 Jun



- Recognize excellence
 - Award Gold Patrick Henry Medal (authorized to present one). Provide recipient name and citation to Chief of Staff NLT 1 Jun annually
 - Award Silver Patrick Henry (authorized one per oversight Region)
 - Present Certificates of Appreciation, Coins of Excellence, etc., as appropriate
 - Ensure region chapters submit award nominations NLT 1 June
 - Recommend Companions for higher leadership positions to the SVCINC
- Visit regions and chapters
 - Attend all oversight region conferences
 - Develop list of chapters MOWW senior leadership has not visited for three years
 - Schedule chapter visits “for the good of the Order,” e.g., “Chapters in Crisis”
 - Deconflict your schedule with CINC/SVCINC visit schedules and recommend visits to CINC
 - Develop a “Visit Tool Kit,” which might include: MOWW Preamble, MOWW Installation/Induction Ceremony, MOWW Policy Manual, MOWW Flag Desk-Set, Coins of Excellence and Membership Applications

Be familiar with MOWW financial management requirements

- Ensure each region’s chapters have the requisite information needed to annually file with the IRS (IRS Form 990-N, “e-Postcard”) NLT 90 days before each chapter’s FY ends (i.e., chapter name, EIN, filer’s name and address, IRS User Name and IRS Password)**
- Ensure each region’s chapters have the requisite information needed to annually certify with the Treasurer General (online MOWW Form 9) NLT 90 before each chapter’s FY ends (i.e., MOWW User Name: “moww;” Password: “preamble1919”)**
- Use the Treasurer General’s online IRS Filing & TG Certification Spreadsheet to track region & chapter compliance**

PRIOR TO ANNUAL MOWW CONVENTION

- Submit an End of Year Report (Word.doc) for the Convention Book to CS (due NLT 1 Jun annually)
- Oversee compliance with EOY report submission timing for Convention Book from regions and committees (due NLT 1 Jun annually)
- Oversee compliance with EOY award submission timing from regions, chapters and committees (due NLT 1 Jun annually)

AT CONVENTION (END OF ANNUAL TERM OF OFFICE)

- Brief the successor VCINC on strengths, weaknesses, opportunities and threats (SWOT).

¹ Richard Martin, HLN Magazine (on-line), “Three Levels of Leadership,” 2011

² Martin, *op.cit.*