

Key Club International  
**Values Workbook**



CARING – OUR WAY OF LIFE

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## Introduction

Key Club International, through its strategic planning process, clarified and committed to four organizational core values—guiding principles that are central to our international organization:

- *Character building*
- *Leadership*
- *Inclusiveness*
- *Caring*

Key Club leaders wanted an educational resource to help advisors and leaders emphasize these values through club activities, articles, and discussions. This *Values Workbook* provides a variety of those activities, which can be led by adult volunteers and student leaders alike.

### How to Use This Resource

To begin, think about the needs of your own club members. Are they more reflective and enjoy completing worksheets on their own and then discussing their ideas with a few members? Do they learn best through interactive activities designed to get them thinking and talking about organizational values? Do they enjoy listening to guest speakers? Are they used to doing team activities or having values conversations at club meetings?

Prepare your club members if they're not used to doing activities at meetings. Help them understand the importance of a values-based leadership experience in Key Club. Remind them of the mission of Key Club and how values are crucial to our purpose. Get them ready for some good conversations.

Plan the pacing of the activities to the personality of your club. You should work as a team to decide how many activities from the *Values Workbook* you'd like to implement this year. Schedule a mixture of high-energy and more reflective activities. Be sure to keep the energy and interest high by mixing up an article one month with an interactive activity the next month.

Each of the four values in this *Values Workbook* has one article with specific discussion questions. These articles can be read as a group, and then a club member can use the discussion questions at the end to lead a group conversation. The article can be read individually and the discussion questions can be used as written reflection questions. You get to decide what activities you want to use and enhancements you'd like to add.



In addition to the article, each of the four values has four activities:

**1. Estimated Time**

This is the estimated time the activity will take out of your club meeting or retreat. The activities may take longer or they might be shorter depending on the energy and discussion habits of your club.

**2. Materials Needed**

Sometimes a worksheet will be provided for the activity. You will need to make copies for the members to use. Other items in this list could include audio/visual aids and other teaching materials. Be sure to read this list when planning your activities.

**3. Activity Leader Instructions**

Each interactive activity has instructions for the leader. This information is provided as a general outline for the activity leader to use. It gives instructions, an introductory script, estimated times for each activity segment, and discussion questions. You don't have to use the scripts word for word. The information provided for each activity is given to help you lead the activities on your own.

With the options available, club leaders can use the articles and activities for individual members, the executive board, or the whole club.

We hope you find this resource valuable to your club meetings, planning meetings, and team retreats. Thank you for your commitment to Key Club International, our mission, and our core values. You are providing a valuable service to all of our members and strengthening our clubs in the process!



# CHARACTER BUILDING

## Character Building Principle-based Leadership

Stephen R. Covey, the noted author whose works include *Seven Habits of Highly Effective People* and *Principle-Centered Leadership*, was one of the first to introduce “true north” values in effective leadership. In Key Club, specific Objects help shape our organizational values. This article is designed to help you foster a conversation in your own club about personal values.

Understanding one’s personal guiding principles—or true north values—is essential to self-awareness and the ability to lead with credibility. If you were to think of your own guiding principles, you probably would come up with the “usual suspects:” honesty, responsibility, respect, and trust. But this article is challenging you to really think about, and choose your values.

How can others follow you if they don’t know what you stand for? Sure, you could print up some great Key Club T-shirts espousing your personal and club values. But, you will be judged not on the cool design and the words on the shirt. People will watch your behaviors.

So, what’s important to you?

Accomplishment	Flexibility	Loyalty
Adventure	Friendship	Recognition
Belonging	Happiness	Respect
Caring	Health	Responsibility
Challenge	Honesty	Risk-taking
Citizenship	Inclusiveness	Security
Compassion	Independence	Service
Competition	Influence	Simplicity
Cooperation	Kindness	Spirituality
Creativity	Independence	Tradition
Fairness	Learning	Trust

Leading with integrity is paramount to your success as a leader and representative of Key Club International. Not only will you need to be a worthy leader to your followers, it’s even more important to please your toughest critic: you.

*(Resources: Covey, S. Principle-Centered Leadership. Simon & Schuster: New York, NY. 1991. Covey, S. Seven Habits of Highly Effective People. Simon & Schuster: New York, NY. 1991)*

### **Discussion Questions:**

- If you had to choose just five values as your core guiding principles, what would you choose and why?
- How are your values the same or different from other club members?
- How are your values the same or different from Key Club’s Objects?



## Character Building

### Teaching Responsibility: A Personal Code of Conduct

**Estimated Time:** 35-45 minutes  
**Materials Needed:** Blank paper, pens

#### Activity Leader Instructions:

##### 1. Activity Introduction

*The Key Club Objects help us to be purposeful with our club activities and in our personal lives. They're not exactly a to-do list but ways we can live up to our mission statement: an international, student-led organization providing its members with opportunities to perform service, build character, and develop leadership.*

*The purpose of a Personal Code of Conduct is similar to our Objects. A Code of Conduct can make your values explicit. It can tell a lot about you by:*

- *Communicating what is considered to be appropriate behavior;*
- *Stating what the group can expect from its members; and*
- *Prompting members to examine the values that guide their actions.*

##### 2. Writing Time

Let members know they will be developing their own personal Code of Conduct to be shared with others. Distribute blank sheets of paper and pens/pencils. Give everyone 15 minutes to write on their own. It might be helpful to get people thinking by giving prompts such as:

*I commit to...*

*I believe the following behaviors are important to a Key Club member...*

##### 3. Personal Sharing Time

After everyone has had time to write, invite members to share their Code of Conduct. Give them about 15 minutes. For small groups you can have everyone share. In larger clubs, gather people in smaller groups of five to six people for their sharing time.

##### 4. Large-Group Debriefing

After club members have shared, lead a short large-group discussion to bring closure to the activity.

Use the following discussion questions:

- *What was it like for you to draft your own Code of Conduct? Was it easy? Difficult?*
- *What similarities did you hear when others shared their code?*
- *What major differences did you hear?*
- *What did you learn about yourself? What did you learn about others?*
- *How will you use this Code of Conduct in our club?*



# CHARACTER BUILDING

## Character Building Knowing What to Do in Tough Situations

**Estimated Time:** 30-40 minutes  
**Materials Needed:** Pens  
Copy “Is It Ethical or Unethical?” handout

### Activity Leader Instructions:

#### 1. Introduction

*What will you do during times of controversy? How do you know when you’re making an ethical decision? This activity will give you and your members the opportunity to debate common ethical dilemmas. In addition to deciding if the situation is ethical or unethical, consider these questions provided by the Josephson Institute for Ethics/Framework for Ethical Decision-Making ([www.charactercounts.org](http://www.charactercounts.org)):*

- *What is the dilemma?*
- *What are the facts here?*
- *What values are apparent in the situation?*
- *Which values do I wish to advance here?*
- *What are the alternative actions/options?*
- *What are the consequences, risks, implications, of each option?*
- *What is my decision?*

#### 2. Case Studies

Divide the club into several small discussion groups of five to six people. Distribute the “Is It Ethical or Unethical?” handout for each member. Ask them to read through the scenarios and make their decision. Because the scenarios are only one or two sentences, ask them to focus less on the Josephson questions but rather whether they think the scenario is ethical or unethical.

#### 3. Case Study Discussion

Give the groups 10 to 15 minutes to discuss the cases. Then gather the club to discuss the cases in a large group.

#### 4. Large-Group Debriefing

Lead a short large group discussion to bring closure to the activity.

Use the following discussion questions:

- *Was this exercise easy or difficult? Why?*
- *Which case brought about the most disagreement? Why?*
- *Which cases seemed easy to agree upon? Why?*
- *What are the underlying values in the case (i.e. honesty, fairness, etc.)?*
- *What did you learn about yourself and others?*
- *What can we do as a club to make more ethical decisions so we can serve as positive role models?*

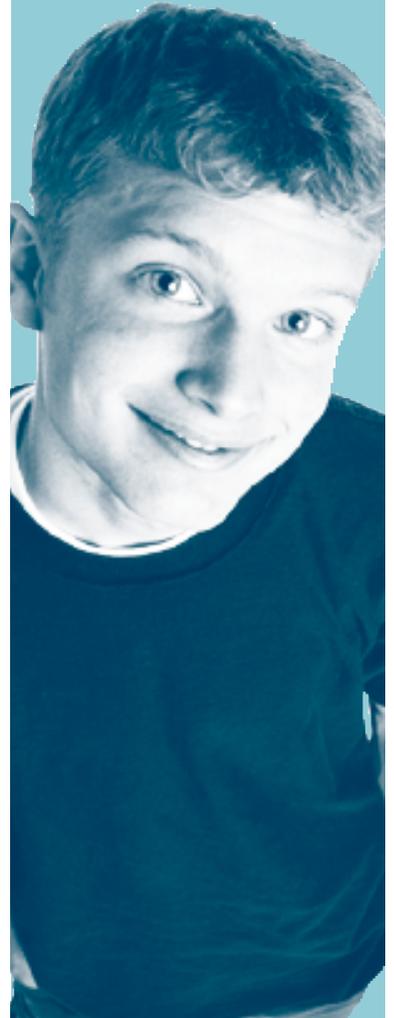


## Is it Ethical or Unethical?

Read the following scenarios and discuss whether you believe they are ethical or unethical.

Consider the Josephson Institute for Ethics/Framework for Ethical Decision-Making:

- *What is the dilemma?*
  - *What are the facts here?*
  - *What values are apparent in the situation?*
  - *Which values do I wish to advance here?*
  - *What are the alternative actions/options?*
  - *What are the consequences, risks, and implications of each option?*
  - *What is my decision?*
1. A student leader is having personal problems, and other members of the club cover his responsibilities until he can handle being removed from office.  
 Ethical     Unethical
  2. The Service Chair has been asked by a community organization to help out with a fundraiser. The fundraiser involves bidding for students to serve as “slaves” to others.  
 Ethical     Unethical
  3. A club meeting is going very badly, and the advisor takes over to get it back on track.  
 Ethical     Unethical
  4. Members regularly download music off of web sites without paying for it.  
 Ethical     Unethical
  5. While working on a service project, you overhear a few adult volunteers tell racist and sexist jokes.  
 Ethical     Unethical
  6. The International convention is a costly investment. Your club wants to send five members so you cram everyone into one hotel room and only pay the hotel for four people.  
 Ethical     Unethical
  7. Members wear T-shirts displaying obscene lyrics from their favorite artist/band.  
 Ethical     Unethical



# CHARACTER BUILDING

## Character Building

### What's OK?

**Estimated Time:** 25-30 minutes

**Materials Needed:** Create four posters, one for each of the following phrases: "Strongly Agree," "Agree," "Disagree," or "Strongly Disagree," and then tape one poster in each corner of the room.  
If desired, create a flipchart sheet with the content for "Why People Make Unethical Decisions."

### Activity Leader Instructions:

#### 1. Introduction

*Understanding what is right and wrong sounds pretty easy. As children, we're told not to hit, be nice, play fair, don't hurt anyone. As author Robert Fulghum asserts, we learned the basics of ethics in kindergarten. But, ethical decision-making isn't always easy. Sometimes we have conflicting values. Sometimes our relationships affect our ethical decisions. Sometimes we test our own boundaries. This exercise is designed to make us think about what we believe is acceptable or unacceptable.*

*I will read a series of statements beginning with 'It's OK.' Please go to the corner of the room that indicates your opinion, and I'll call on some people occasionally to hear your thoughts.*

#### 2. It's OK

Read one statement and allow just one minute for everyone to go to their respective corners. After each statement is read, ask members to see who agrees with them, and who disagrees with them. Feel free to call on a few people from each corner after a few statements are read. This can easily become an argument, so be assertive and let everyone know you only will call on a few people who raise their hands and you'll call on different people so everyone can hear from each other—not just the dominant few.

#### It's OK...

- *To pay your dues late.*
- *To skip class for a special occasion (i.e. senior skip day).*
- *To delegate club projects to the same people over and over again because you know they will follow through.*
- *To vote your friends into office just because you have a good relationship with them.*
- *To have a party at your house while your family is away.*
- *To smoke cigarettes.*
- *To tell your friends that their boy/girlfriends are cheating on them.*
- *To use curse words as a member of Key Club.*
- *To show up to just the fun Key Club events.*

Note: Feel free to add statements which are specific to your club.



### 3. Large Group Debriefing

Lead a short large-group lecturette using the following points to bring closure to the activity.

#### Why People Make Unethical Decisions

- A belief that the activity is not “really” illegal or immoral.
- A belief that the activity is in the individual’s or the organization’s best interests.
- A belief that the activity is “safe” because it will never be found out or publicized.
- A belief that because the activity helps someone, it’s OK.

Close with the following quote or other inspirational quote related to character and/or ethics: “Character is much easier kept than recovered.” - Thomas Paine



# CHARACTER BUILDING

## Character Building Your Role Models

**Estimated Time:** 20-30 minutes

**Materials Needed:** Scratch paper for each member and a pen/pencil

### Activity Leader Instructions:

#### 1. Introduction

*Role models are important to our lives. They help us look for positive qualities in others and hold them up as worthy individuals and leaders.*

Lead a large group discussion on “What is a role model?” using the following questions:

- Is a role model the same as a hero?
- Who are your role models and why?
- What are her/his accomplishments?
- Does a role model have to be famous to be a role model?
- Does the person have a good moral reputation?
- What has he/she done to contribute back to society?
- Is your role model directed toward helping others?
- Do you know of any role models that have overcome a great deal of adversity to become successful? (A physical handicap, discrimination, a lack of money, etc.)
- What do you think is the most important quality for a role model?
- Who are your community role models?
- What have they done to be considered a role model?
- Do you know what career you want to have? Do you have a role model in that career?  
*(Verbatim from [www.rolemodel.net](http://www.rolemodel.net))*

#### 2. Identifying Our Role Models

Give everyone a sheet of scratch paper and ask them to write down the names of individuals they believe are their personal role models. After about 5 minutes of writing time, ask everyone to pair up with another person to share who their role models are and why they chose those individuals.

#### 3. Closure

*We all have different role models – young, old, male, female, famous and familiar. How many of these people do you think know they are a role model to you? It would be a nice surprise for them to receive a note from you telling them so.*

*We should also be reminded that we, as Key Club members, are also role models for others. We have a responsibility to try to live up to our own high expectations of ourselves.*



## Leadership

### Do You Have to Be an Officer to be a Leader?

If you typed the word leadership into an Internet search engine, you would find more than 14,200,000 sites! Defining leadership has been the work of researchers, authors, management gurus, students, volunteers, and civic leaders alike.

Anybody can lead. No one needs the title of president or treasurer to be a leader. All Key Clubs around the world could make a master list of leadership characteristics they believe are important to leading a club. The list would be overwhelming! Defining leadership itself is a difficult task.

A national organization based in Champaign, Illinois is focused on leadership development for college-age adults. Many of our Circle K family members have attended the LeaderShape Institute and have learned how to lead with integrity – the core purpose of LeaderShape, Inc.

Our LeaderShape colleagues offer us the following definition of leadership for this article's purpose: "Leadership involves living in a state of possibility, making a commitment to a vision, developing relationships to move the vision into action, and sustaining a high level of integrity. Effective leadership takes place in a context of a supportive community and results in positive change."

LeaderShape asserts that leaders are "possibility thinkers." They constantly ask, "What if....?" They are constantly thinking of ways to improve. They make a commitment to a picture of an ideal future. They don't wallow in the challenges and frustrations of today, they think about the exciting future they can and will have. These are action-oriented leaders who, when setting club goals, don't just want to improve by 10 or 15 percent—they want to make radical changes which fit their ideal future picture.

The only way things are accomplished in organizations is through relationships. Sure people act out of responsibility, but your club wouldn't have any members, projects, programs, or fund-raisers if people didn't care about each other.

The final and most important aspect of this definition of leadership is acting with integrity. Without consistent word, deed, and thought, leaders can easily lose credibility. Without integrity, there can be no true sense of leadership in an individual.

(For more information about LeaderShape, Inc. visit [www.leadershape.org](http://www.leadershape.org))

### Discussion Questions:

- How would you define leadership? How does that definition resonate with others in your club?
- What could your club accomplish if everyone considered each other a leader?
- What would the club be like if everyone thought of him/herself as a leader?

## **Leadership Accomplishment & Continued Achievement**

**Estimated Time:** 30-40 minutes  
**Materials Needed:** Flip chart or butcher block paper, markers, masking tape

### **Activity Leader Instructions:**

#### **1. Introduction**

*Accomplishing great things together is one of the best rewards in Key Club! We're going to take this opportunity to think about the good things we have done together this term/year.*

Tape several sheets of flip chart paper or butcher block paper to two walls. Give everyone a marker. Ask them to write down the areas of excellence for the club (service projects, fundraisers, scholarship programming, leadership in the school, recruitment, etc.) on one wall. These should be areas in which the club truly excels.

#### **2. Launching Goals from our Past Successes**

After everyone has had about 15 minutes to write down areas of excellence, tell the members it's important to continually improve upon their successes. While there is much to be proud of, there still is a need to set aggressive, yet achievable goals.

*Goals are broadly defined objectives that serve as 'success indicators' for the club.*

Introduce the concept of SMART Goals. They are goals with specific components:

1. Specific
2. Measurable
3. Achievable
4. Realistic
5. Time-specific

This is an opportunity for members to take a hard look at the weaker areas of the club and set some goals around them. Ask everyone to think goals which would make a tremendous difference in the success of the club (i.e. service hours per member, funds raised for a community organization, increased membership, etc.) and write those on the second wall.

Give them 15 minutes to write and share their goals with others. At the end of 15 minutes, ask everyone to stand back from the wall and choose four or five goals they believe they can accomplish as a club and circle those on the butcher-block paper.

#### **3. Closure**

Discuss the importance of updating and revising goals. Ask, What can the club do to keep these goals on their minds throughout the year?



## Leadership Helping Others Succeed Through Delegation

**Estimated Time:** 25-35 minutes  
**Materials Needed:** Flip chart paper, markers  
"Seven Steps to Effective Delegation" handout

### Activity Leader Instructions:

#### 1. Introduction

*George Patton is quoted as saying, "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity." Delegation is an important skill of a leader. Knowing how to delegate effectively will not only show that you have trust in other members, it will help building your leadership skills.*

#### 2. Steps to Effective Delegation

Ask members what they believe are steps to effective delegating. Write their comments on flip chart paper.

Review the content of the "Seven Steps to Effective Delegation" handout:

1. Explain why he or she was selected to lead.  
Choose the most appropriate person by considering his or her time, interest, and abilities.
2. Explain his or her responsibility and role.
3. Explain what is expected of him or her and the task group.  
Depending on readiness level, explain what outcome is needed from him or her.  
Explain what authority he or she has.
4. Discuss the task.  
Discuss ideas and set possible goals and objectives. When possible, give him or her and the task group a voice in the decision-making process.
5. Supply resources—people, materials, examples.  
Provide information, historical files, and give the names of recommended people to support the leader.
6. Set mutual target dates for getting the task completed.  
Together, decide on the completion date for the task.
7. Express your confidence and support of the leader and the group.  
Give honest and accurate feedback. People want to know how they're doing and they deserve to know. This is both an opportunity for giving feedback and encouraging growth. Allow the leader the opportunity for risk taking and mistakes.



# LEADERSHIP

### 3. Role-Play

Ask everyone to pair up with another member. Keeping the “Seven Steps to An Effective Delegation” in mind, ask them to practice delegating a specific task related to the club. Ask one person to be volunteer A, the second in the pair will be volunteer B. Ask A to go first, role-playing the delegation. Give them three minutes to do so. At the end of three minutes, stop the role-play.

Ask the group, *What did your partner do or say that made his or her delegation effective?* Call on a number of people so members get positive feedback.

Continue the role play with volunteer B role-playing the delegation. Repeat the feedback process.



### Seven Steps to Effective Delegation

1. Explain why he or she was selected to lead.  
Choose the most appropriate person by considering his or her time, interest, and abilities.
2. Explain his or her responsibility and role.
3. Explain what is expected of him or her and the task group.  
Depending on readiness level, explain what outcome is needed from him or her. Explain what authority he or she has.
4. Discuss the task.  
Discuss ideas and set possible goals and objectives. When possible, give him or her and the task group a voice in the decision-making process.
5. Supply resources—people, materials, examples.  
Provide information, historical files, and give the names of recommended people to support the leader.
6. Set mutual target dates for getting the task completed.  
Together, decide on the completion date for the task.
7. Express your confidence and support of the leader and the group.  
Give honest and accurate feedback. People want to know how they're doing and they deserve to know. This is both an opportunity for giving feedback and encouraging growth. Allow the leader the opportunity for risk taking and mistakes.



## **Leadership The Initiative Assessment**

**Estimated Time:** 15-20 minutes  
**Materials Needed:** The Initiative Assessment  
Flip chart paper, marker

### **Activity Leader Instructions:**

#### **1. Introduction**

*Personal initiative is a prized but difficult leadership characteristic to measure. We all know individuals, in our club, our other activities, and our families who display high personal initiative.*

*Today, we're going to take a quick personal assessment to help us learn more about ourselves and others.*

#### **2. The Initiative Assessment**

Distribute the assessment to each member and ask that they complete the worksheet according to the instructions. Tell members that there is no good or bad score. This quick assessment merely gives us a "snapshot" of the level of personal initiative people feel comfortable with in our club. It just helps us look at our leadership behaviors.

Give everyone five to ten minutes to complete the worksheet.

#### **3. How Does the Club Rank?**

Ask everyone how they scored: low, medium, or high. Divide a sheet of flip chart paper into thirds with lines. Ask members to raise their hand if they scored low and write the number of raised hands on a sheet of flip chart paper. Do the same for medium and high. Note: There is no need to write down names.

#### **4. Large-Group Conversation**

After the numbers of members are tallied, ask a few discussion questions:

- Looking at the number in each category, what do we need to keep in mind when we ask for volunteers?
- What should we think about when we delegate to others?
- How can we help members increase their initiative score?
- What did you learn about yourself by taking this assessment?
- What did you learn about the make-up of our club?
- How can we apply this information to our club?
- If you had to set a personal goal after this quick assessment, what would you want to do to become a more effective contributor to our club?



### The Initiative Assessment

Read through each of the statements carefully. If you believe the statement is true to your nature, make a checkmark.

- Looks for opportunities to lead.
- Acts quickly when asked to volunteer.
- Looks for different ways to do things.
- Is a self-motivator.
- Visionary and involves others.
- Seeks excellence.
- Persuades others with ease.
- Readily volunteers for activities involving both fun and work.
- Is assertive when stating needs and desires.
- Looks for new ways to improve.
- Is a self-starter.
- Is comfortable working with "first annual" events.
- Creates opportunities to contribute to a group.
- Seeks change and moving away from the status quo.
- Has high energy and easily leads a group.

### SCORING

Total your score above and using the key below to identify your Initiative Score.

#### Low Initiative (if your score is 0-5)

Don't worry! You have opportunities to improve your score simply by stepping up to the plate and volunteering your talents and time. Your score easily can improve by using some of the statements as personal goals.

#### Mid-level Initiative (if your score is 6-10)

You are a go-getter and are developing your confidence in taking the initiative more often. You are probably a good "worker bee" and often allow others to take the lead.

#### High Initiative (if your score is 11+)

You're a great role model for raising your hand often and taking the initiative. People look to you to start and accomplish tasks and activities.

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## Leadership Motivating Others

**Estimated Time:** 15-20 minutes  
**Materials Needed:** Mixed bag of small candy bars (at least three different kinds)

### Activity Leader Instructions:

#### 1. Introduction

*It's normal for every club and organization to have down periods. It's almost impossible to perform at a high-energy, high-motivation level every day, every week, and every year. At some point, every organization must deal with apathy.*

*An important skill of leaders is genuinely knowing how to give positive feedback to others. Today's activity will give everyone a chance to give that kind of feedback.*

#### 2. Sweet Treats

Invite everyone to sit in a circle. Give each person one small candy bar. Assign tasks to each type of candy (i.e. Snickers=you must tell the person on your left the best quality you believe he or she has; Milky Way=you must tell what you appreciate most about your Key Club, etc.). Have each person share for about one minute.

#### 3. Brainstorming for New Ideas

If time allows, assign a team the task of recognizing members at each meeting, or coordinate some type of motivational activity. The team may use some of these ideas to get started.

**BANNERS AND SIGNS:** Use computer graphics to make nice banners for their school lockers to say thanks. Always recognize them in public.

**SECRET BUDDIES:** Pick secret buddies and use them throughout the term. Use a theme week for each gift.

**T-SHIRT DESIGNS:** Buy some plain T-shirts and have a shirt signing party. This will help everyone recognize one another and build a team.

**INSPIRATION BOOKS:** Put together handouts on inspiration, stories, poems, and comics.

**APPRECIATION AGENDA ITEMS:** Put it on your agenda and take time at regular club meetings to recognize those members who have done a great job that week or month.

**SUNSHINE JAR:** At every meeting have everyone write something good that has happened to them that week, or just a personal note time. Have someone different read all of them at the end of each meeting.



## **Inclusiveness**

### **Creating a Sense of Belonging**

Psychologist Abraham Maslow developed the now-famous “Hierarchy of Needs” introduced in the late 1960’s. According to Maslow, there are general types of needs (physiological, safety, love, and esteem) that must be met before a person can act for others.

The love needs are just above the basic “rungs” of the hierarchy ladder. The basic needs such as food, sleep, security, peace, and clean surroundings must be met before love needs can be addressed.

Key Club offers an opportunity to develop the value of caring—for others in the community as well as others in our clubs. We need to feel loved and cared for by others, to be accepted by others. We need to know that we are valued for our talents and our efforts are appreciated.

The camaraderie we enjoy in Key Club is one of the best side-benefits of belonging to such a club. Not only do we get to help others in need, we get to develop friendships with others who care about some of the same things we do.

So, what’s being done to nurture that sense of belonging in your club? Is everyone a vital, contributing member? Do members count other members as friends? Are members proud to be a part of the club and willingly and regularly invite non-members to club meetings?

Or, are there tight, impenetrable cliques in your club? Do people talk about each other behind their backs instead of talking to people directly about their disagreements? Do individuals feel like outsiders, even though they are members?

Each member has the responsibility for creating an inclusive environment in Key Club—not just the officers. We all have the responsibility of making people feel and know they are valued as individuals—and not just for their task completion or ability to raise money for fundraisers. We have a chance to help people fit in and know they have an important place in our schools, Key Club, and the world.

**Acknowledgements:** A. H. Maslow *The Farther Reaches of Human Nature*, Esalen Books, Viking Press. Abraham H. Maslow *Toward a Psychology of Being*, D. Van Nostrand Company, 1968 Library of Congress Catalog Card Number 68-30757

### **Discussion Questions:**

- How well has our club contributed to your personal belonging needs?
- What can the club do to promote inclusive leadership?
- What have you done as an individual to make another person feel valued and appreciated?
- What are the signs of exclusion in our club?
- What is evidence of an inclusive club environment?

# INCLUSIVENESS

## **Inclusiveness** **My Layers of Difference**

**Estimated Time:** 20-30 minutes  
**Materials Needed:** Flip chart paper, markers, masking tape

### **Activity Leader Instructions:**

#### **1. Introduction**

*Each of us is a multi-faceted individual. We have likes and dislikes different from others. Our gender gives us a point of reference. We have a cultural background that shapes our view of the world and ourselves. There are many layers to our personalities shaped by different social groupings. Many educators believe we have different social identities based on our gender, race, sexual orientation, age, socio-economic class, nationality, religion/spirituality, ethnicity/culture, size/appearance, and use of English. (Write these categories on flip chart paper as a visual aid.)*

#### **2. Setting Ground Rules**

*We're going to talk about all of those identities within ourselves with each other. Sometimes people feel uncomfortable talking about issues of difference and inclusion. In order to facilitate a healthy and honest conversation with each other, let's develop a list of expectations and ground rules for this activity.*

Solicit input and write all ground rules verbatim on a flipchart sheet for all to see.

#### **3. Personal Reflection**

Ask the members to reflect on the questions provided and be prepared to share with at least two other club members to the level at which they are comfortable. Show the following questions on flipchart paper.

- I have the most experience talking about my membership in \_\_\_\_\_ group.
- I have the least experience talking about my membership in \_\_\_\_\_ group.
- How do these layers influence my perspective?

#### **4. Triad Sharing**

Invite members to get in triads to discuss the three questions. Remind them of the ground rules set at the beginning of this activity. They should not ask probing questions, just listen without judgment as each person speaks. Once a member is finished, simply move on to the next person in the triad.

#### **5. Large-Group Debriefing**

Lead a short large-group lecturette to bring closure to the activity.

- What were your feelings about this activity?
- How can you continue to learn more about inclusive leadership?



## Inclusiveness

### Meeting the Needs of Different Members

**Estimated Time:** 30-40 minutes  
**Materials Needed:** "Consensus Agreement" handout for each member

#### Activity Leader Instructions:

##### 1. Introduction

*Key Club leaders believe participation in our clubs is crucial to our collective success as an International organization. Meeting the needs of our members begins by determining what is most important to them in their Key Club.*

*This activity will get all of us to think about what's most important to us in our own Key Club experience. Then we will have a chance to agree—and disagree—about what our club should do and be.*

##### 2. Individual Prioritization

Distribute the "Consensus Agreement" handout for each member. Give the members about five minutes to complete this on their own.

##### 3. Group Decision Making

After members have completed their individual "Consensus Agreement" handout, ask them to gather in small groups of 10 to 12 people. They should discuss their personal priorities and then arrive at a group order by consensus for the next 20 minutes. Do not let them simply vote with the majority ruling or merely counting up votes with raised hands. They should come to consensus—meaning each person can at least live with the final group decision, even though not totally agreeing with the group.

##### 4. Tally the Top

Tally the top five to seven priorities of the group after 20 minutes. If there are several groups, carefully document each small group's answers and create a master list.

##### 5. Large-Group Debriefing

Lead a short large group lecturette to close the activity.

- What do you make of our master list?
- Any surprises?

#### Group Development Questions:

- How did people in your group come to agreement? Was it easy?
- On what did you disagree most?

#### Action Questions:

- What can we do to ensure that we meet our club's priorities?
- What can we do at each meeting?
- What can we do each month to work this priorities into our club habits?



# INCLUSIVENESS

## Consensus Agreement

We all have different needs of our Key Club. In order to build a more inclusive club environment, we're going to go through an exercise to help us discuss what is most important to each individual.

Take about five minutes to rank order the following factors in order of importance. Then arrive at a group order by consensus for the next 20 minutes. You may not vote or use some artificial decision making technique.

My Order	Group Order	Factors
_____	_____	Fun activities.
_____	_____	Hands-on service activities.
_____	_____	Fund-raising activities for a good cause.
_____	_____	Developing personal leadership skills.
_____	_____	Conflict managed carefully within the club.
_____	_____	Cooperation with group goals.
_____	_____	An ethnically diverse membership.
_____	_____	Gender balance in our membership.
_____	_____	Organizational commitment to club values.
_____	_____	A motivating club environment.
_____	_____	Opportunities for learning about other members different from me.
_____	_____	Leaders who make others feel like they belong.
_____	_____	Personal integrity.
_____	_____	Sensitivity to others.
_____	_____	Members who help people feel valued.



## Inclusiveness

### Who Surrounds You?

<b>Estimated Time:</b>	30-40 minutes
<b>Materials Needed:</b>	Small paper plates Colored beads, available at craft stores

#### Activity Leader Instructions:

##### 1. Introduction

*If I were to ask how much racial diversity you have in your life, many of you would say ‘a great deal.’ We would think of age, religion, gender, region, sexual orientation, etc. Let’s focus just on the racial diversity from our past and our present to examine the diversity (or lack of diversity) in our personal lives.*

*We want you to begin noticing trends in your environment and then take a hard look at our Key Club to see if it’s as inclusive as we want it to be.*

##### 2. Activity Set Up

Ask everyone to gather in groups of 10 and sit in a circle. Give everyone a paper plate and put the colored beads in the middle of the circle. Give people the following color key (can be written on flip chart paper or chalkboard):

- White – Caucasians, Anglo-Americans
- Black – African-Americans
- Yellow – Asian
- Red- Latino/Hispanic
- Blue – Biracial, multi-ethnic
- Green – International, foreign-born

##### 3. Who Surrounds You?

Tell the members you will read a series of statements. After you read it, they should take a bead that represents that racial identity and put it on their plate.

- Think back to grade school, what was the racial identity of:  
Your first grade teacher? Your best friend (just one friend)?  
Second grade? Best friend? (continue through their year in high school, listing just four to five class instructors, i.e. Math, English, etc.)
- What are the racial identities of your current sports team coaches (list)?
- What is the racial identity of your pastor/church leader?
- Your three closest friends?
- Your next door neighbors (just 2 beads, one for each side)?
- Your school’s class president and vice-president?
- The officers of our club?
- Our club advisor?
- Our Lieutenant Governor?
- Our Governor?



# INCLUSIVENESS

#### 4. Large-Group Debriefing

Lead a short large group lecturette to bring closure to the activity.

- Based on your bead mixture, what are you noticing about the people who surround you?
- Who has the greatest/least diversity in their lives?
- What meaning do you make of the diversity in your life?
- If we want to promote inclusive leadership, how can our Key Club become more ethnically diverse?



## **Inclusiveness**

### **Our Ideal Member**

**Estimated Time:** 30-40 minutes  
**Materials Needed:** Flip chart paper, markers, masking tape

#### **Activity Leader Instructions:**

##### **1. Introduction**

*What are the qualities we're looking for in a Key Club member? We think about this fairly often, especially when we're involved in membership recruitment. But most of the time, we just take those qualities for granted.*

*This exercise not only will give us a chance to talk about qualities we're looking for in our membership, we're also going to look at qualities we believe are important to the Kiwanis family.*

##### **2. Small-Group Work**

Divide the club in half. Distribute flip chart paper and writing utensils. As a group, one half should brainstorm a list of 10 qualities they believe are important to good Key Club members. The other half should brainstorm a list of 10 qualities they believe are important to good members of Kiwanis. (If desired, you can also make several smaller groups – one for K-Kids, Circle K, etc.)

##### **3. Large-Group Reporting and Discussion**

After about 10 minutes of writing time, ask groups to read and post their lists.

Post the lists side by side so people can see the differences and similarities. Use the following discussion questions to facilitate a conversation.

#### **Activity Debrief:**

- What are the overlaps?
- What qualities are NOT listed on the others? Why?

#### **Key Club Debrief:**

- Are these the same qualities we keep in mind during membership recruitment? Is that sometimes forgotten?
- Do our current members live up to these characteristics? If not, how can we nurture those qualities?

#### **Tying it all together:**

- Do we have different expectations of Kiwanis-family members because of age? Why or why not?
- How can we use this information for membership recruitment?
- If these are important to us, how can we keep them in mind throughout the year?



# CARING

## **Caring**

### **The Core of Our Purpose**

Key Club International has a very clear “reason for being.” When an organization acts consistently with its purpose or mission, it stays on track and can measure its success against its purpose. “Key Club is an international, student-led organization providing its members with opportunities to perform service, build character, and develop leadership.”

The objects of Key Club are:

To develop initiative and leadership.  
To provide experience in living and working together.  
To serve the school and community.  
To cooperate with the school principal.  
To prepare for useful citizenship.  
To accept and promote the following ideals:

- To give primacy to the human and spiritual, rather than to the material values of life.
- To encourage the daily living of the Golden Rule in all human relationships.
- To promote the adoption and application of higher standards in scholarship, sportsmanship, and social contacts.
- To develop, by precept and example, a more intelligent, aggressive, and serviceable citizenship.
- To provide a practical means to form enduring friendships, to render unselfish service, and to build better communities.
- To cooperate in creating and maintaining that sound public opinion and high idealism which make possible the increase of righteousness, justice, patriotism, and goodwill.

The value of caring is the core of our mission and objects. Because we care about others, our members are dedicated to serving the children of the world. Our service initiatives unite us as an International organization committed to helping others and, specifically, children. We make the world a better place because we care.

“We don’t always know whose lives we touched and made better for having cared because actions can sometimes have unforeseen ramifications. What is important is that you do care and you act.” – Charlotte Lunsford

### **Discussion Questions:**

- Just based on a simple list of our service initiatives, what would a non-member say we care about?
- How often do we talk about the mission of Key Club (informally or during meetings)?
- Why is acting consistently with our mission important to our club’s success?



## Caring

### How Well Do You Show You Care?

**Estimated Time:** 20-25 minutes  
**Materials Needed:** "How Do I Rate?" questionnaire  
1" by 3" slips of paper, container

#### Activity Leader Instructions:

##### 1. Introduction

*Our attitudes are everything. Our club environment is a mirror of our collective attitude. If we don't like the environment, we change it by changing our attitude. Do not let someone else's unhappiness make you unhappy. Sometimes people feel unhappy because they believe others don't care about them.*

*Other important points:*

- 1. The deepest craving of human beings is to feel important and to be appreciated. When you treat every person you meet as the most important person in the world, both of you will benefit.*
- 2. It is our positive attitude that will bring about our success as a group.*
- 3. Our attitude toward others depends on our attitude of care, the success we achieve in life will depend largely on how well we relate to others.*

##### 2. "How Do I Rate?" Questionnaire

*The following questionnaire asks several questions about our actions toward others in our club. When people feel important and valued, they are motivated to do and be more.*

Distribute the questionnaire and ask everyone to complete it on their own for about five minutes.

##### 3. Large-Group Discussion

After five minutes, or when everyone has completed the questionnaire, lead the group in a discussion using the following questions:

- What did you learn about yourself?
- What surprised you?
- How do you excel in motivating others already?
- What is one tactic you can work on right away?

##### 4. Personal Goal Setting

After about 10 minutes of large group discussion, give everyone a chance to set one or two personal goals they would like to work on to become a stronger motivator in the club. Distribute the slips of paper, ask everyone to write their name on the paper and just one goal. If they want to set two goals, give them two slips of paper. Ask everyone to turn them in and collect them in a small basket, jar, or container. At every club meeting, pull out four to five of the goal slips and ask the person how well they think they are doing on their personal goal.



# CARING

## How Do I Rate?

1. When was the last time you personally thanked a member?
2. When was the last time you made a conscious effort to recognize another member by name?
3. When did you last ask a volunteer how he or she was or how he or she was enjoying their work?
4. When did you last update everyone on current developments in your club?
5. When did you last have a party to honor your volunteers (or hold a special event in their honor)?
6. When was the last time you had your advisor talk to your members?
7. When was the last time you said “We missed you” to a volunteer who was out sick?
8. When was the last time you mentioned a member in your newsletter or in the press?
9. When was the last time you gave a member a special thank you such as a phone call, flowers, or personal letter?
10. When was the last time you conducted a meeting on a topic of special interest to your members?
11. When was the last time you asked a member for advice on an important decision (especially one affecting him or her)?
12. When was the last time you honestly confronted a member about a problem you’re having with him or her?
13. When was the last time you had an informal review to find out what changes non-positional leaders would like in your organization?
14. When was the last time you asked a volunteer for input about their leadership responsibilities?
15. When did you last have an exit interview with a member/senior and say thank-you?

(original source unknown)



## Caring Care-Based Leadership

**Estimated Time:** 40-50 minutes

**Materials Needed:** Flip chart paper, masking tape, colored markers  
Sticker "dots" of the same color available at office supply stores

### Activity Leader Instructions:

#### 1. Introduction

*Key Club members are concerned for others. The various service projects of all of our clubs represent that care for others. Today we're going to forget about our annual events and programs and work from the foundation of care for our projects.*

#### 2. I Care About...

*Everyone cares about issues and problems affecting others. Sometimes it's easy to get caught up with what we've done before. Many times we forget to think about the communities, issues, and problems we'd like to address through our service projects.*

Ask everyone to take out a sheet of scratch paper. Ask them to write down all of the things they care about and want to see a difference made in that area of their community (young children with long-term health issues, the environment, elderly, Special Olympics, mentoring, tutoring, etc.).

After about five minutes of writing time, ask members to gather in small groups of five to six people. Give each small group a sheet of flip chart paper to make a master list of the things they care about. After the small groups have made their lists, ask everyone to report their list and create one master list of all the issues.

#### 3. Prioritizing Our Care List

After the single master list is finished, give each member two to three sticker dots. Tell everyone to look at the list of all the issues people in the club care about and, in order to get a prioritized list, vote with their sticker. They can only vote for the two or three issues they care about most on the list. Give everyone about 10 minutes to cast their votes.

#### 4. Vision for the Future

Now a much shorter list of issues should be prioritized through the dot voting. Take the issues which have the most dots (about four or five issues maximum) and then ask for one volunteer to facilitate a small group conversation per issue. This is a good time to ask non-officers to lead the conversation.

In the small groups the group leader should ask, "If you could have it any way you wanted, what would our community look like if we eliminated the issue of \_\_\_\_\_." They will be creating an ideal future picture of their community, for example, without homelessness, without hunger, without illiteracy, etc. Give the small groups 10 to 15 minutes to talk on their own and write their responses on the flip chart paper.



# CARING

## **5. Now What?**

After the groups have had some time to dream about a positive future focusing on their single issue, ask them to brainstorm possible projects that the club would find meaningful—and vision focused.

Give the small groups 15 to 20 minutes to talk and then have each group report their list to the entire club.

## **6. Small-Group Reporting**

Ask each group to report their list. If there is time, ask members what projects are most exciting to them—projects they would be willing to spend time working on.

## **7. Follow-up**

The club may choose to wait until the next meeting to decide on projects. This exercise is a good way to get people thinking differently and creatively. If desired, ask discussion leaders if they want to lead the project coordination.



## Caring

### Pass It On: Random Acts of Kindness

**Estimated Time:** 15-20 minutes  
**Materials Needed:** Scratch paper or flipchart paper and markers

#### Activity Leader Instructions:

##### 1. Introduction

*There are community leadership organizations across the country full of neighborhood leaders, politicians, businesspersons, people in education, etc. Most of these groups are associated with their Chambers of Commerce. Like Key Club, they always are looking for ways to give back to the community and put others ahead of themselves.*

*This activity will help us creatively think of quick and simple service activities benefiting others.*

##### 2. Random Acts of Kindness

*A few years ago a movie and book dubbed 'Pay it Forward' was popular. At its core was the idea that if people paid another a kindness without expecting anything in return, the resulting benefits would multiply. People would be uplifted and want to pay it forward by offering their help to another person, and so on.*

*One challenge for our club might be '30 Activities in 30 Days.' To participate in this project, the club members should brainstorm 30 simple things they could do to help individuals over the next 30 days. They don't need to spend any money!*

For example:

- Pay parking meters in the downtown area
- Collect old T-shirts and sweatshirts and give them to a shelter
- Collect one canned food item for a food bank every day for 30 days

Give everyone about 15 minutes to think of simple, inexpensive, and quick activities they can do starting immediately and for the next 30 days. They can do this in small groups, with a thinking partner, or individually.

##### 3. Kindness Kitty

Collect all the ideas and type them on a sheet of paper. Cut out each idea, fold it, and put in a jar (kitty). The kitty will be full of simple activities members can do for others. If desired, put all of the ideas in paper bags with the interest areas written on them. At every club meeting, draw an idea from the kitty and implement it.



# CARING

## Caring Quantifying Our Positive Change

**Estimated Time:** 20-30 minutes  
**Materials Needed:** Time Chart Worksheet

### Activity Leader Instructions:

#### 1. Introduction

Note: Before beginning this activity, record the total of service hours rendered and dollars collected by the club in the past year. These totals will be helpful for comparisons and goal setting.

*In Key Club, we know we're making a difference in the lives of others. But, how do we measure that? Many clubs tally their service hours and dollars raised at the end of the year. This activity will give us an opportunity to see the balance of those two important elements of community leadership—volunteer hours and philanthropy (fund-raising).*

#### 2. Large-Group Discussion

Ask the following questions for a large group discussion:

- How does hands-on service support the mission of Key Club?
- What are the organizational benefits of serving others?
- What are the personal benefits of serving others?
- How does fund-raising support our mission?
- Which do you personally prefer—fund-raising or service? Why?

#### 3. Time Chart Worksheet

Distribute the worksheet to all members. Ask them to consider how they prefer spending their time and how they believe the club actually spends its time. Give them about five to seven minutes to complete the worksheet.

#### 4. National Trends

Independent Sector is a diverse collection of more than one million charitable, educational, religious, health, and social welfare organizations. It is these groups that create, nurture and sustain the values that frame American life and strengthen democracy. ([www.independentsector.org](http://www.independentsector.org))

*Independent sector provides research on the giving habits of Americans. Their most recent research found:*

- 55.5 percent of American adults volunteer annually (83.9 million volunteers).
- American adults volunteer 3.6 hours per week.
- 89.5 percent of people who volunteer do so when asked.
- 70 percent of American households contribute to charitable organizations.
- The average gift of contributing households is \$1075 or 2.1 percent of their income.

([www.independentsector.org/programs/research/volunteer\\_time.html](http://www.independentsector.org/programs/research/volunteer_time.html))



*While these statistics are for American adults, we know Key Club helps form strong giving and volunteering habits in its members.*

### **5. Goal Setting**

Share the club service summary and compare to the members' pie charts. Ask the following discussion questions to get the group thinking:

- What is the difference between your desired pie chart and others'?
- What is the difference between the pie chart of how you believe we spend our time and dollars and our actual year-end totals?
- How do you think we should spend our time?
- What service goals do you have based on this information?
- What fund-raising goals do you have?

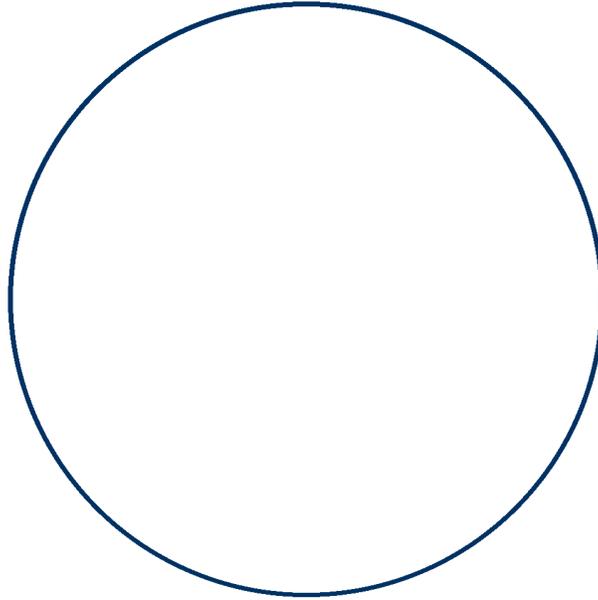
Use the discussion as an opportunity to discuss fund-raising goals and plans for service activities. This can be done now or at the next meeting.



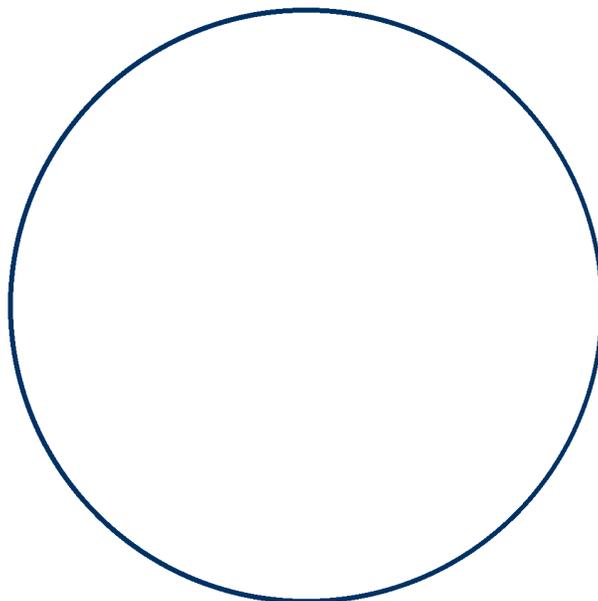
## Time Chart Worksheet

Here are two pie charts. On the top chart, illustrate how you would like to spend your time with Key Club. Be sure to divide time among: fun, social activities in the club; club meetings/planning meetings; service activities; fund-raising projects; etc.

**HOW I'D LIKE TO SPEND MY TIME:**



**HOW I BELIEVE OUR CLUB SPENDS ITS TIME:**







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