

The Board thus became custodian and guarantor of good management of Al-Anon's World Service Office.
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Concept Nine

Good personal leadership at all service levels is a necessity. In the field of world service the Board of Trustees assumes the primary leadership.

No matter how carefully we design our service structure of principles and relationships, no matter how well we apportion authority and responsibility, the operating result of our structure can be no better than the personal performance of those who serve and make it work. Good leadership cannot function well in a poorly designed structure. Weak leadership can hardly function at all, even in the best of structures.

Good leadership can be here today and gone tomorrow. Furnishing our service structure with able and willing workers is a continuing activity. We must constantly find the right people for our many service tasks. Since our future effectiveness thus depends upon ever-new generations of leaders, it seems desirable that we now define what a good service leader should be; that we carefully indicate for each level of service (especially for our Board of Trustees) what special skills will be required; that we review our present methods of finding and choosing leadership.

First let's remember that our service structure depends on the dedication and ability of thousands of Group Representatives (GRs), District Representatives (DRs), and Delegates. These are the direct agents of the Al-Anon groups; these are the indispensable links between our fellowship and its World Service; these are the primary representatives of Al-Anon's group conscience.

When choosing GRs, Al-Anon groups should keep these facts in mind. It is only the GRs who, in district or Assembly meetings, can name DRs and finally name the Delegate. Hence, great care needs to be taken in choosing these representatives. Hit-or-miss methods should be avoided. Groups without GRs should be encouraged to elect them.

As the GRs meet in their Assemblies to name a Delegate, an even greater degree of care and dedication will be required. Personal

In 1994, the WSC agreed to the purchase of property, on a 15 year trial basis, to house the World Service Office. The motion required that the Board of Trustees establish an executive committee for the management of the real property to ensure that AFG not be diverted from its primary purpose. In 1995, the WSC passed a motion to create the Executive Committee for Real Property Management (ECRPM), also on a 15-year trial. After the completion of the trial periods, the By laws were amended in 2012, to include the ECRPM as a Committee of the Board of Trustees.

The Executive Committee for Real Property Management is composed of three at-Large Al Anon members who are not trustees, elected by the Board; the Business Manager (Director of Business Services); and the Chairperson of the Finance Committee. The Chairperson of the ECRPM is elected by the Board of Trustees from the three at-Large members. The Executive Director and the Chairperson of the Board of Trustees are not ex officio members of this Executive Committee and may not attend meetings unless invited to do so.

The Board of Trustees delegates to the Executive Committee for Real Property Management the oversight and the management of real property owned by Al Anon Family Group Headquarters, Inc.

It is within the authority of the Board of Trustees to establish other executive committees if deemed necessary.