



American Paint Horse Association
Directors' Guide Book

National Directors embody the strength of APHA. Service as an APHA Director is both a privilege and a unique responsibility. Each plays a significant role in maintaining the integrity of APHA, its productivity as an organization and enhancing the loyalty of its members. Similarly, APHA directors should strive to support the organization in what they say and do and encourage Paint Horse ownership and participation in their respective regions. At its roots, taking care of members is what directorship is all about. We call it, MemberCare.

The duties of directors rest on these seven MemberCare tenets:

1. We never end our quest to find better ways.
2. We concern ourselves with what's right rather than who's right.
3. We encourage the success of others.
4. We know Members don't expect perfection; they expect us to solve their problems.
5. We know that every contact with a member determines if he or she will return.
6. We give members more than what they expect.
7. We value the fact that enthusiasm is contagious and we spread it.

We want to help you practice these MemberCare tenets as a way to grow APHA's reputation for the greatest service in the equine industry. The only way we can do that is if APHA staff, Directors and Executive Committee work to this end.

Developing membership by caring
for members

Outstanding APHA Directors are always looking for better ways to accomplish the goals of APHA. Each new director will receive a copy of the APHA strategic plan. This plan is our road map to the future. One of your duties as a director is to help execute the strategic plan by working with staff and Executive Committee through your assignments to one of APHA's standing committees. The most talented APHA directors know and understand the rules of registration, how members can go about modifying existing rules and how they can most fully participate in APHA governance. Directors should answer questions that members have or directly assist them in finding answers through APHA staff or through other members. This helps create a productive and open atmosphere for members who need to know that they have a knowledgeable advocate in their region.

Directors should know a significant cross section of members in their respective regions. They should also seek to know members who show Paint Horses in APHA shows, open shows, race and those who ride Paint Horses recreationally. It's critical for directors to represent the full spectrum of Paint Horse ownership. Nothing is more ineffective than a director who has a single agenda and is unaware of the needs of all of his or her members. Great directors encourage Paint Horse

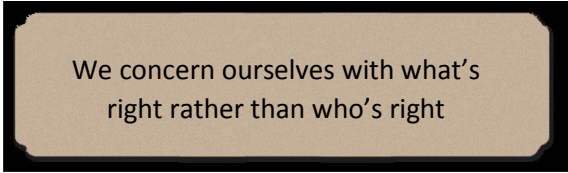
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better ways

Owners to get involved in organized Paint Horse activities by introducing new members to other members who represent various Paint Horse disciplines.

It's awfully easy to focus on the "who" and not on the "what". Outstanding directors treat all of their constituents equally and strive for what's right rather than to worry too much about who is right.

Leaders emerge in part because they are admired by those they serve. They make and keep promises. If you don't have the answer for one of your members, then make it your responsibility to find the answer and communicate it back; or, turn it over to the staff and make sure they followed through with an answer.

The best APHA directors are servant leaders who maintain close associations with Paint Horse owners in their states and around the world. They mentor other leaders and support initiatives that improve the Paint Horse world as a whole, regardless of whether it fundamentally improve their personal opportunities with Paint Horses. When they talk about Paint Horses, they do so with passion and promote all of the disciplines to which Paint Horses have become outstanding ambassadors in the horse world.

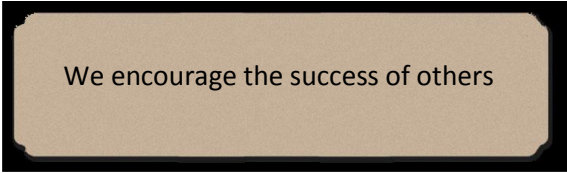


We concern ourselves with what's right rather than who's right

The best directors are honest and promote other members and horses. They are the first to stop rumors and the first to build up those who are discouraged by the thoughtless comments of others. Moreover, the most outstanding APHA directors are loyal. They seek to improve APHA programs rather than jumping to other organizations when they are discouraged. They create loyalty among other members by being involved and visible at shows, races, trail rides where Paint Horse owners may congregate. They become known as Paint Horse owners by those who don't own Paint Horses.

Events are the best way to network with other Paint Horse owners. It's also a great way to learn about the needs, concerns and hopes that members express. It's also one of the best ways for directors to develop new ideas and new ways of looking at how the ever changing Paint Horse industry is evolving. They spot concerns and issues and relay them to APHA's staff and Executive Committee while they are still small and easily resolved.

Making members feel welcome and encouraging their success is another way for directors to influence APHA membership. That can be as simple as a pat on the back during an APHA show, a kind note of encouragement or a referral to an APHA trainer when they become aware of someone who is looking

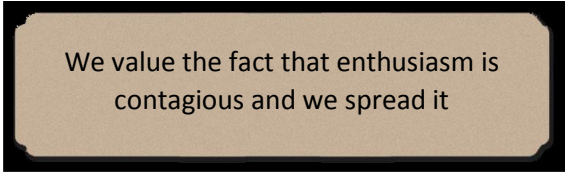


We encourage the success of others

for help in the show ring. The best APHA directors listen to their constituents and effectively communicate with APHA staff and Executive Committee as partners in developing the Paint Horse. Directors represent the association's eyes and ears in the field and they are able to consider the views of others rather than merely what personally impacts them. They listen rather than argue and respect other APHA members who develop opinions contrary to their own.

To keep this flow of encouraging communication between directors, staff and Executive Committee, directors must ensure that APHA always has an up-to-date address, phone numbers and email addresses. It is particularly important that APHA have a working email address for each director. This is the least expensive and fastest way to communicate between staff and directors. Truly adventurous directors spend time on social media spaces communicating the virtues of their Paint Horse lifestyle in a positive and constructive way.

Social media like Facebook and Twitter help promote the Paint Horse breed in ways that the central office can't. In addition, directors can also identify and positively respond to social media communication that might inaccurately reflect the Paint Horse world or an APHA policy or rule. APHA directors are not perfect, but the best directors focus their attention on solving problems. That can be through



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communications with the Executive Committee or with APHA staff. One of the best ways to help solve member problems is to have a detailed understanding of APHA and regulations. A serious director's enthusiasm can infect others in numbers that we can hardly imagine. Pretty soon it becomes an epidemic.

The most outstanding directors consider the impact of their enthusiasm on those around them. Encouraging and enthusiastic people draw crowds. They attract people who want to be infected by the same bug. Praise APHA members publicly and privately help those who haven't yet caught the enthusiasm bug. And don't forget you have an enthusiastic and able staff to help you out any time.

Familiarize yourself with the official responsibilities of directors as outlined in the APHA Official Rule Book. Article III specifically covers the election of the Board of Directors as to how the election is conducted. To help you even more, please reference the directors' page on our website. There you will find a "Directors' Resource Guide", which tells you everything from the purpose of the standing committees, the mission statement of APHA, the history of the breed and so on. It even gives you some talking points about the Association's position on certain "hot button" issues about which you may be asked.

Sharing your knowledge and experience with new and prospective members is important, as is sharing who you know. The best directors also share contact information about possible donor or corporate partner prospects with APHA staff. We are always exploring relationships that will give members reasons to keep their memberships current and make membership more valuable.



Finally

So there you have it -- an opportunity to serve the second largest equine association in the world and a chance to help others learn about the American Paint Horse and its member association. Congratulations on your election. Here's to the next 50 years.