

A Leadership Model for Effective Volunteer Engagement

2014 Centennial Meeting
New York Hilton Midtown
November 10, 2014



Objectives

- Learn the Best Leadership Model for Chairpersons
- How the Model Translates to Effective Collaboration and Communication
- Learn Traits of a Trust Culture
- Q & A



The Best of Both Worlds

Task-oriented Leaders

- Excellent at the nuts and bolts.
- Results-oriented – they get things done!
- Produces order and consistency.
- More managing than leading.

People-oriented Leaders

- Visionaries and motivators.
- Keep the emotional side of the team going strong.
- Communicates goals and seek commitment.
- More leading than managing.



Manager vs. Leader

- The manager maintains and administers—the leader develops and innovates.
- The manager focuses on systems and structure—the leader focuses on people and emotions.
- The manager relies on control—the leader inspires trust.
- The manager has a short-range view—the leader has a long-range perspective.

~ Warren Bennis “On Becoming a Leader”



Types of Leadership Models

1. The Laissez-faire Leader
2. The Bureaucratic Leader
3. The Autocratic Leader
4. The Situational Leader
5. The Servant Leader

Note: Leadership is not a "one size fits all" thing.
Choose the right approach for the situation.

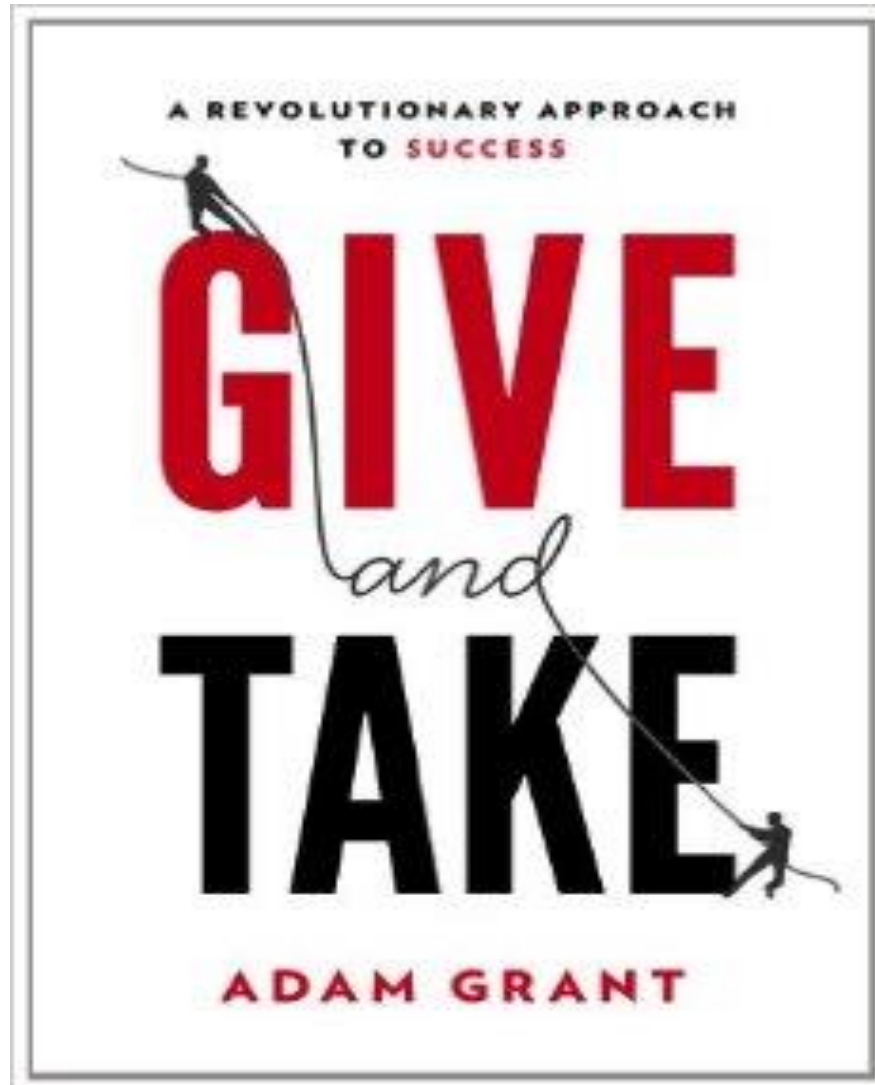


The Servant Leader

A servant-leader focuses primarily on the growth and well-being of people to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” the servant-leader shares power, puts the needs of others first, regularly reminds team members of the purpose of their work, and helps their people develop and perform as highly as possible.



Measuring the Impact of Servant Leadership



7 Key Practices of Servant Leadership

- Self-awareness
- Listening
- Changing the pyramid
- Developing your colleagues
- Coaching not controlling
- Unleashing the energy and intelligence of others
- Foresight

Kent Keith, author of *The Case for Servant Leadership*

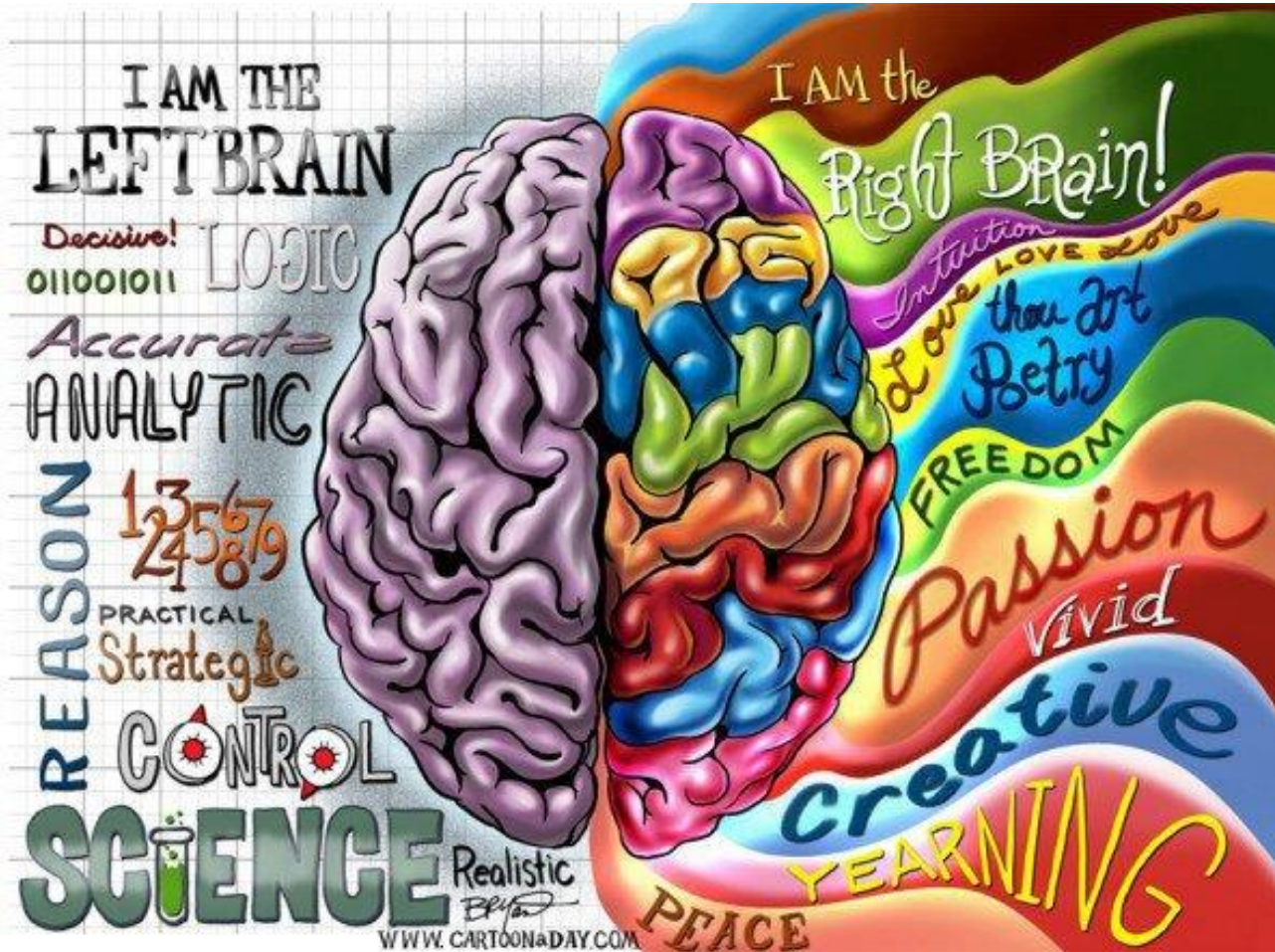


Servant Leader in Action

1. Create an inspiring vision for the committee.
2. Motivate committee volunteers to buy into and deliver the vision.
3. Manage delivery of projects that fulfill the vision.
4. Build trust-based relationships with volunteers, Board Members and officers (if in your line of sight).



Left Brain vs. Right Brain



Leadership development starts with understanding your strengths and limitations in how both sides of your brain work.



Working Both Sides of Your Brain

Chairpersons that develop and master.....

Build and Manage Great Committees

- Clear goals
- Clear measures of performance
- Clear job roles

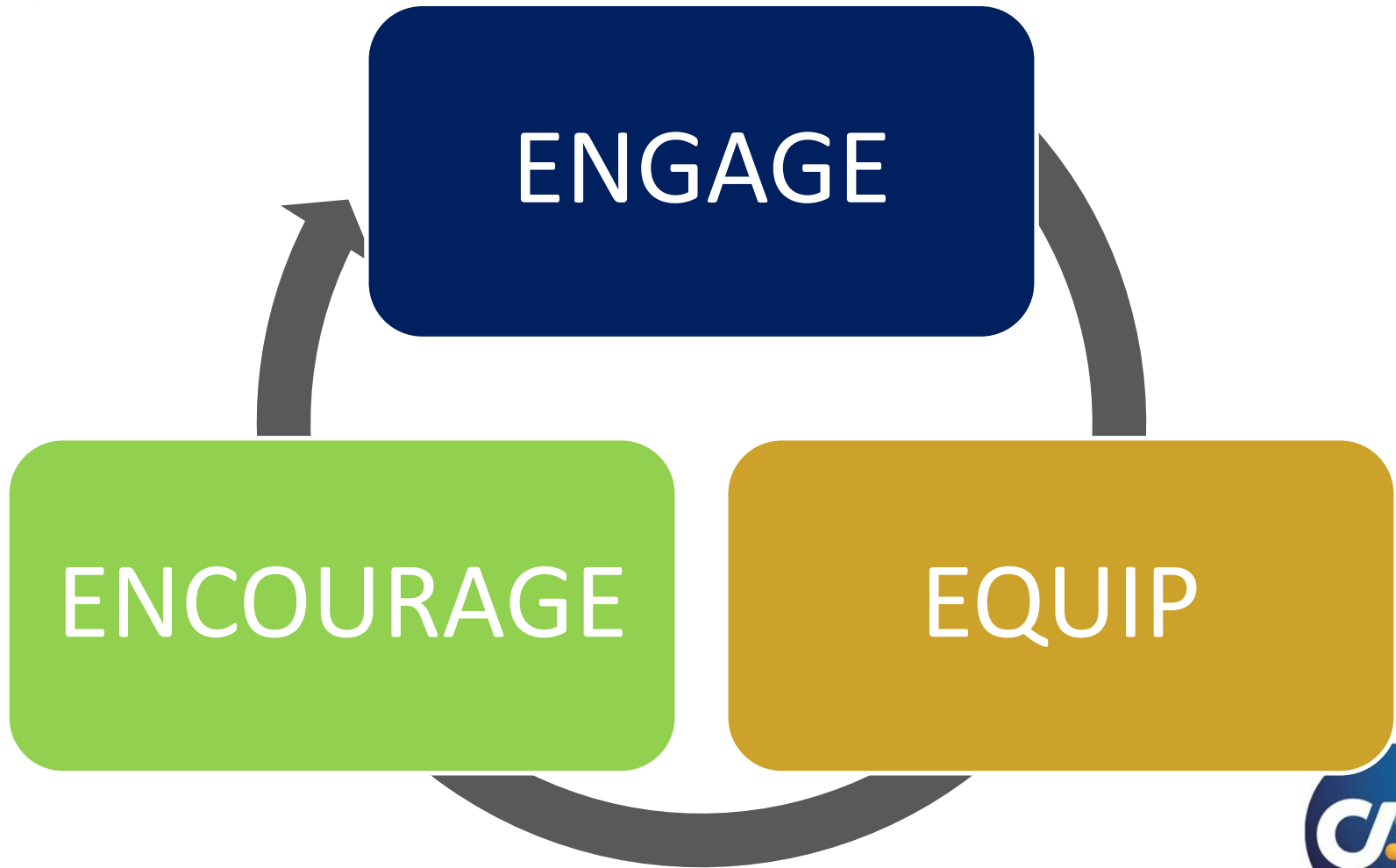
- Encourage Actions that Support Mission
- Foster collaboration and engagement
- Open communication
- Shared decision making

Task Side

People Side



Three E's of High Level Servant Leadership



Engagement: A Definition

An "engaged volunteer committee member" is one who is fully absorbed by and enthusiastic about their taskforce/committee work and so takes positive action to further the CAS mission, and committee's reputation and interests.

Engagement, in this context, is the emotional commitment the volunteer committee member has to his/her committee, CAS mission, and its goals.





Building an Engaged Committee of Motivated Volunteers

Gallup Organization's Study (Q12)

1. Measure Core Elements of a Great Work Environment
2. Modified: 12 Questions Every Chairperson Needs to Ask (Survey and Breakout)



Stop and Debrief



Which areas did I score high and should continue to develop as a strength?

Which areas am I neglecting?

What needs to happen now?

What is the ONE thing I need to do to get the ball rolling?



Why Your Volunteers May Be Disinterested and Disengaged

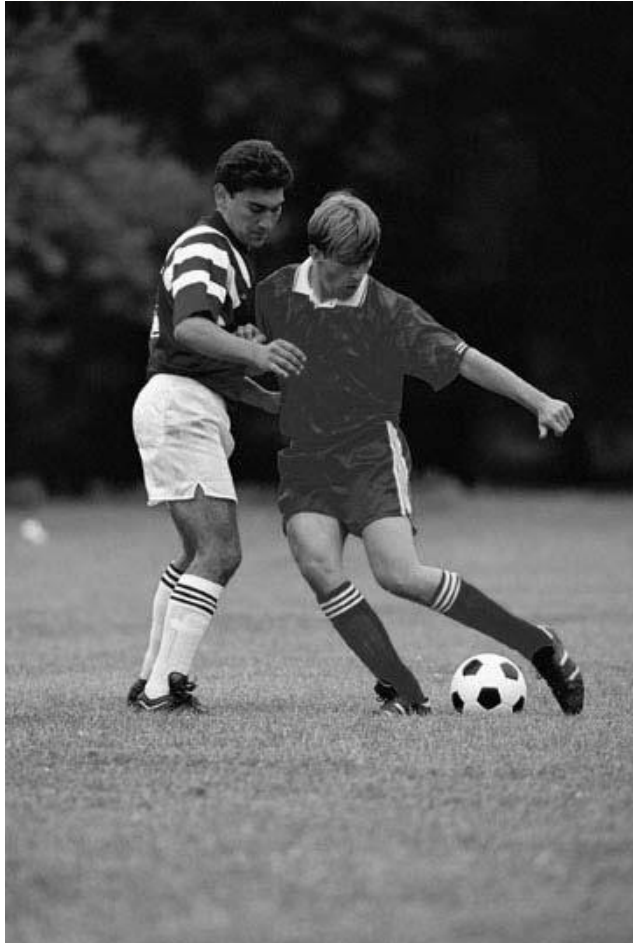
The majority of the time, employees don't understand their employer's vision, business goals, strategy, and key initiatives.

Harris Interactive Study: Only 37 % of employees had a clear understanding of what their organization was aiming to achieve.

(N=23,000)



Stephen Covey in The 8th Habit



“If, say, a soccer team had these same scores, only 4 of the 11 players on the field would know which goalpost is theirs. Only 2 of the 11 would know what position they play and know exactly what they are supposed to do. And all but 2 players would be competing against their own team rather than the opponent.”



A QUESTION FOR CHAIRPERSONS

How much do your volunteer members know about things like committee goals, its most important initiatives, how CAS mission and strategy works in alignment with those goals, and how the pieces fit together?



WHAT IF IT WERE A POLL SENT OUT TO COMMITTEE VOLUNTEERS....

How much do you know about things like committee goals, its most important initiatives, how CAS mission and strategy works in alignment with those goals, and how the pieces fit together?



I am always well informed.
My Chairperson communicates
openly about those things.

A

I am sometimes informed.
My Chairperson communicates when
needed about those things.

B

I am rarely informed. My Chairperson
hardly communicates about those things,
unless there's a crisis.

C

I have no idea. My Chairperson is never
available or around.

D



Key Changes to Make for Great Engagement and Collaboration

- Be authentic – communicate openly and often, and leave the door open for feedback and input.
- Know the skills, talents and personality traits of committee members. Then inspire them to work to their potential.
- Get out of the way – trust committees and empower volunteers with accountability.



SERVANT LEADERSHIP AND ENGAGEMENT



Measuring Trust



"Trust is a function of two things: Character and competence. Character includes your integrity, your motive, your intent with people. Competence includes your capabilities, your skills, your results, your track record. And both are vital."

-- Stephen Covey in *The Speed of Trust*



The Trust Meter*

Trust Behaviors	Rating	Description
Talk Straight	—	Be honest
	—	Let people know where you stand
	—	Don't spin the truth
Demonstrate Respect	—	Show you care
	—	Respect every person's dignity
	—	Show kindness in the little things
Create Transparency	—	Be open and authentic
	—	Don't hide information
	—	No hidden agendas
Right Wrongs	—	Admit mistakes
	—	Don't cover things up
	—	Take action to recover
Show Loyalty	—	Give credit freely
	—	Don't bad mouth people not present
	—	Don't disclose private information
Deliver Results	—	Get the right things done
	—	Don't overpromise and under deliver
	—	No excuses for lack of results

Questions for Action Planning

1. What actions, behaviors, habits, etc. **INCREASE** your level of trust with others?
2. What actions, behaviors, habits, etc. **DECREASE** your level of trust with others?
3. What **ONE** thing could you, as Chairperson, do to increase trust with others?



Resources

- *The Case for Servant Leadership*, 2nd Edition, Kent M. Keith
- *The Servant as Leader*, Robert K. Greenleaf
- *Seven Pillars of Servant Leadership: Practicing the Wisdom of Leading by Serving*, James W. Sipe, Don M. Frick
- *Start with Humility: Lessons from America's Quiet CEOs on How to Build Trust and Inspire Followers*, Merwyn A. Hayes and Michael D. Comer
- *Practicing Servant Leadership: Succeeding Through Trust, Bravery and Forgiveness*, Larry C. Spears and Michael Lawrence



Resources

- *Max De Pree, Leadership is an Art (East Lansing, MI: Michigan State University Press, 1987)*
- *Adam Grant, Give and Take: A Revolutionary Approach to Success (New York: Viking Press, 2013)*
- *C. William Pollard, The Soul of the Firm (New York: Harper Business and Grand Rapids, MI: Zonderman Publishing House, 1996)*



Questions and Discussion





- Executive Coaching
- Leadership Training
- Team Development

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