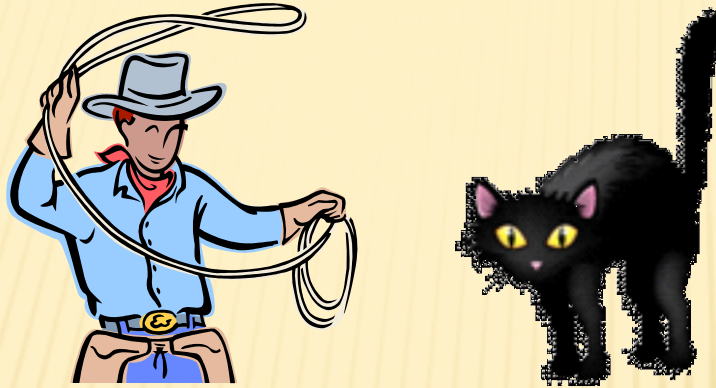




Col Mark Smith

September 1, 2017

# EFFECTIVELY LEADING IN A VOLUNTEER ENVIRONMENT

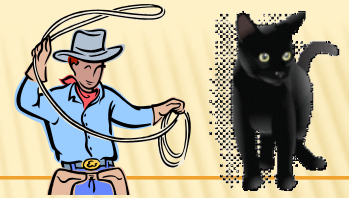


The real, but politically incorrect title:

[Video](#)

# HERDING CATS: HOW TO EFFECTIVELY LEAD CAP VOLUNTEERS

# OVERVIEW



- ✖ Squaring ourselves away first
  - + Or, intrapersonal leadership
- ✖ Interpersonal Leadership
  - + A quick primer on leadership styles
- ✖ Challenges to effective leadership in CAP
- ✖ Tips for Effective Leadership of Volunteers
  - + Keeping our volunteers engaged and on target
- ✖ Some Suggestions for a Reading List



# SQUARING OURSELVES AWAY FIRST

- ✘ Effective leadership starts with each of us on an individual level
- ✘ Starts with our heart
  - + “What’s my motivation?”
  - + “What’s my moral compass?”
  - + “What are my strengths, weaknesses?”
- ✘ What George refers to as our “True North”

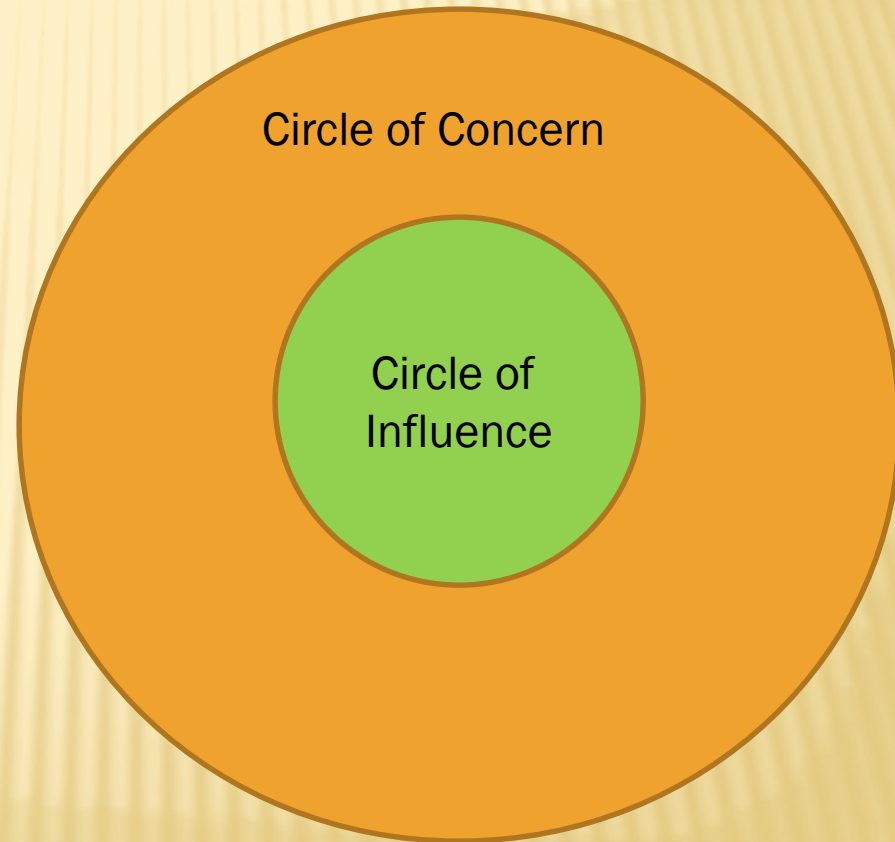


# SQUARING OURSELVES AWAY FIRST

## ✗ Covey's first three “habits”

### 1. Be proactive:

- ✗ We have a choice in how we respond
- ✗ Circle of influence versus circle of concern



# SQUARING OURSELVES AWAY FIRST

- ✗ Covey's first three "habits"

- 2. Begin with the end in mind

- ✗ Visualize the desired end state
    - ✗ Leadership: "What are the things I want to accomplish" => Vision





# SQUARING OURSELVES AWAY FIRST

## ✖ Covey's first three “habits”

### 3. Put first things first

- ✖ Focus on the important matters
- ✖ Learning to say “no” to nice but not important matters
- ✖ Effective delegation to your team frees up important time

## ✖ Examples of the really important things

- + Relationship building
- + Long-range planning
- + Preparation
- + Taking care of yourself
  - ✖ Physical
  - ✖ Cognitive
  - ✖ Emotional
  - ✖ Spiritual

# SQUARING OURSELVES AWAY FIRST



- ✗ “It’s Not About the Coffee” (Behar)
  - + Know who you are and be true to yourself
  - + Dare to dream (“Big, hairy, audacious goals”)
  - + Values matter
    - ✗ The ethical path that gets you from here to there



# SQUARING OURSELVES AWAY FIRST

- ✗ Okay, so let's talk about that moral compass
- ✗ Your personal one – shaped over the years



- ✗ CAP's core values:
  - + Integrity
  - + Volunteer Service
  - + Excellence
  - + Respect

# LEADERSHIP STYLES



Classical	Transactional	Visionary*	Organic
Autocratic leader	Leader consults with followers	Strong leader, charismatic	Distributed decision making
“My way or the highway”	Then makes “informed” decision	Communication of the vision	Group power, collaboration
Followers have little input	More power for followers	Consensus building	Significant input from membership

\* Transformational

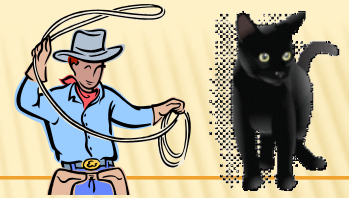
[Video](#)

← What leadership style is this?

*Leadership style is situation-dependent*

*Doesn't fit the normal mold: Servant Leadership*

# INTERPERSONAL LEADERSHIP



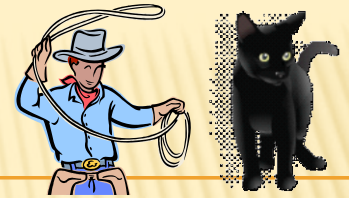
## Class exercise:

### What are some important characteristics of leadership?

- ✗ Communicate clearly
- ✗ Listen
- ✗ Be genuine
- ✗ Honest
- ✗ Learn what motivates people
- ✗ Willing to take input
- ✗ Be kind
- ✗ Be fair
- ✗ Be genuinely concerned
- ✗ Be approachable and open-minded
- ✗ Show them you care and its not about you
- ✗ Don't ask someone to do something you won't do yourself
- ✗ Find the talent and let them develop
- ✗ Thank your people (appreciation)
- ✗ Provide positive feedback
- ✗ Delegate
- ✗ Trust your people
- ✗ Be informed but don't micromanage
- ✗ Follow through
- ✗ Do take yourself too seriously



# INTERPERSONAL LEADERSHIP



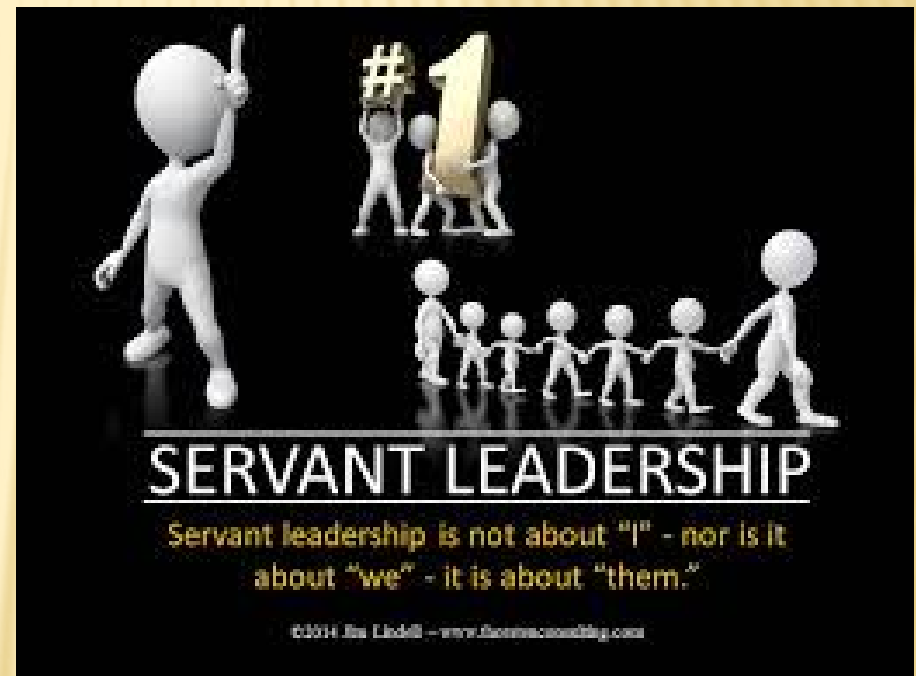
**Class exercise:**

**What are some important characteristics of leadership?**

- ✗ Reward your people
- ✗ Treat people the way you want to be treated
- ✗ Be patient with your people because they are not like you
- ✗ Be the example
- ✗ Make sure your people understand what they have to do and prepare them
- ✗ Don't waste your people or their time

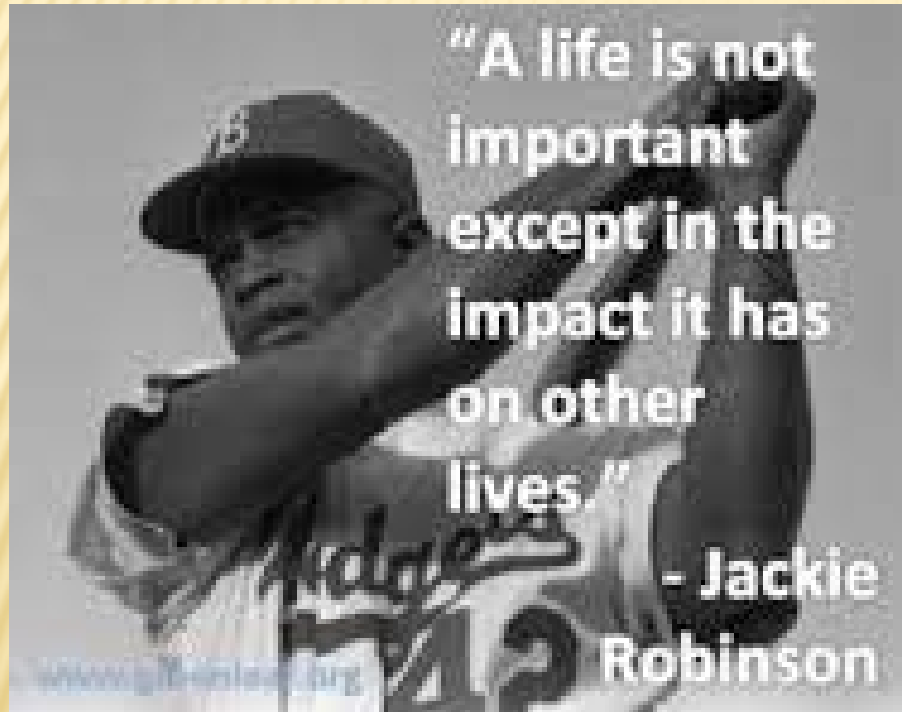
# SERVANT LEADERSHIP

- ✗ “It’s not about me”
  - + “Service before self”
- ✗ Focus on the people, all the people
- ✗ Empower your people
- ✗ Help your people to achieve their full potential



[Video](#)

# SERVANT LEADERSHIP



## ✕ Other characteristics:

- + Integrity
- + Empathy
- + Vision
- + Trust
- + Delegation
- + Appreciation of others
- + Organizational stewardship



# CHALLENGES TO EFFECTIVE LEADERSHIP IN CAP

- ✗ Frequently cited reason for people leaving CAP:  
*poor leadership*



- ✗ De-motivators:
  - + Wasting people's time
  - + No voice in the organization
  - + Ambiguous roles and responsibilities in the organization
  - + Leads to burnout and the volunteer leaves

[Video](#)

# CHALLENGES TO EFFECTIVE LEADERSHIP IN CAP

## ✗ Dealing with our members:

- + Theory of Conservation of Resources
  - ✗ aka “emotional bank account”, “warm fuzzies”, etc.
- + People strive to work for and store up what they value
- + When stressors occur, a person’s reserves are diminished
- + If reserves aren’t replenished (recognition, re etc.), the tanks run dry
- + Results – disillusionment, burnout, quit



# CHALLENGES TO EFFECTIVE LEADERSHIP IN CAP

*“People need fulfillment, and organizations need engagement and creativity”* (Behar)

A balancing act



Better yet --

Complimentary

Synergistic



# CHALLENGES TO EFFECTIVE LEADERSHIP IN CAP

- ✗ A given we must work with: CAP is a rules-based organization
- ✗ Lots of reasons
  - + Auxiliary of the Air Force/Total Force
  - + Public trust
  - + Safety
  - + Correcting from people's acts of buffoonery
- ✗ With that said, how do we interact with our members?
  - + Repressive? Or ...
  - + Progressive?



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# CHALLENGES TO EFFECTIVE LEADERSHIP IN CAP

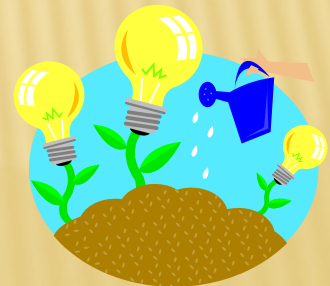
## ✗ Other givens:

- + We must hold our members accountable
- + Reward the good stuff
- + Deal with the bad stuff

## ✗ How we serve as leaders can make a difference and:

- + Minimize the bad stuff
- + Optimize the good stuff
- + Keep our members more engaged and productive
- + Capitalize on members' creativity?

*So, let's talk about “progressive” things we can do*



# TIPS FOR EFFECTIVE LEADERSHIP OF VOLUNTEERS

- ✗ Dealing with our members
  - + Leadership is a privilege, and an obligation
  - + “It’s about the people, all the people”
  - + “Care like you mean it”
    - ✗ Genuineness (Authentic Leadership)
    - ✗ Servant leadership





# TIPS FOR EFFECTIVE LEADERSHIP OF VOLUNTEERS

## ✖ Communication

- + It's a journey...
- + Listening: “Ears open, eyes open, mouth not flapping” (Behar)
  - ✖ Listen for the truth
- + “Seek first to understand, then to be understood” (Covey)
- + Always – transparently, honestly, frequently
  - ✖ Includes vision, goals, objectives
- + Make it safe, be responsive



*Lots of talking. Focus? Team?  
Vision? Is anyone listening?*

*Is this effective communication? =>*

Video

# TIPS FOR EFFECTIVE LEADERSHIP OF VOLUNTEERS

- ✘ Build trust
  - + “Care like you mean it”
  - + Start with yourself
    - ✘ Appreciate and take pleasure in your accomplishments
    - ✘ Invite feedback
  - + Appreciate others
    - ✘ Acknowledge contributions
    - ✘ Honest feedback, given in a positive manner
  - + Do the right thing – always
    - ✘ Pass the praise, take the blame
  - + Be responsive to everybody



# TIPS FOR EFFECTIVE LEADERSHIP OF VOLUNTEERS



***This doesn't work!***

## ✗ Be accountable

- + Not just to those above you, but to your people and your stakeholders
- + Big mistake: withholding the truth about an “oops” and not holding yourself accountable to your people
- + Communicate clearly and honestly when there is an issue



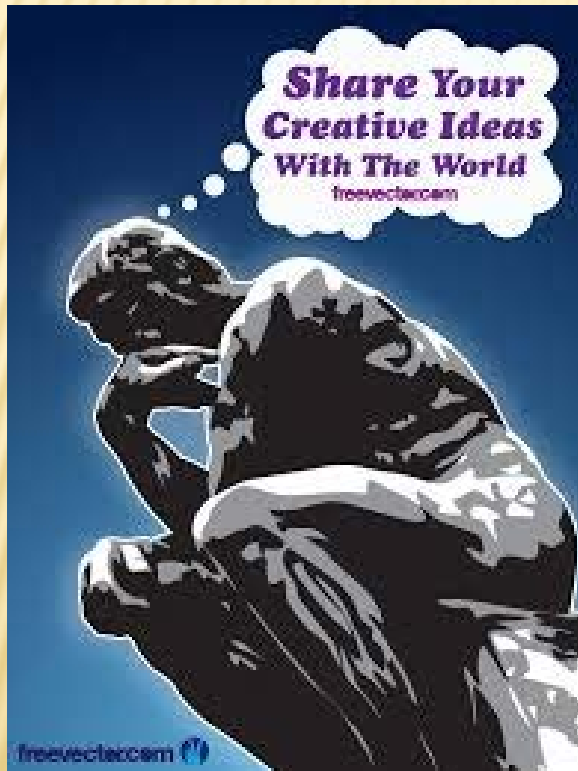
# TIPS FOR EFFECTIVE LEADERSHIP OF VOLUNTEERS

- ✗ Be a person of action
  - + Organizations don't stay static; they're either growing or diminishing
  - + Tap into the wealth of your people's creativity
    - ✗ More on that in a bit
  - + Be persistent, but at the right point be willing to let go of Plan A
    - ✗ Have Plan B ready to go



# TIPS FOR EFFECTIVE LEADERSHIP OF VOLUNTEERS

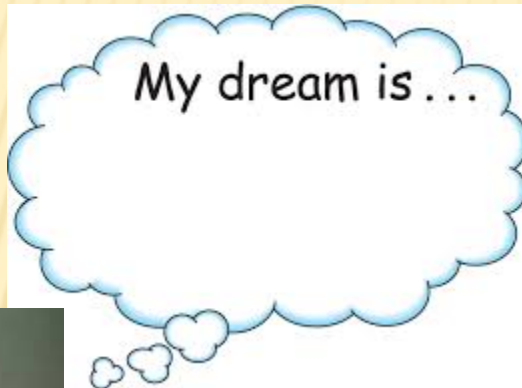
- ✗ Think independently



- ✗ Honor independent thinking
  - + Not necessarily easy in our rules-based CAP
- ✗ Empower your people, set expectations, be amazed at what they can do
- ✗ Ideas will bubble up
- ✗ Don't get hung up on who gets credit

# TIPS FOR EFFECTIVE LEADERSHIP OF VOLUNTEERS

- ✗ Dare to dream, and to help others dream



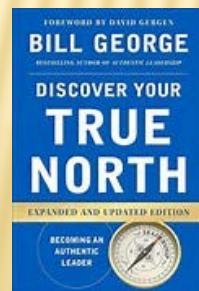
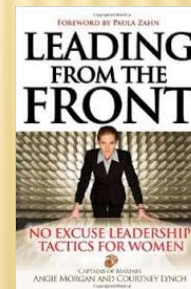
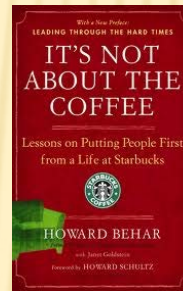
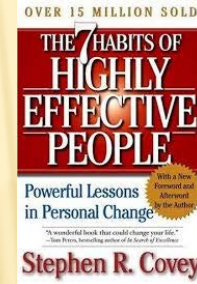
- ✗ “Say ‘yes’, the most powerful word in the world” (Behar)
  - + Affirm your people, give them resources, your trust, and a clear purpose
- ✗ Saying “yes” is a leap of faith, believing in your people

[Video](#)

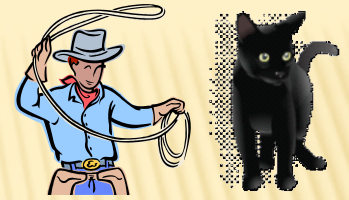


# SUGGESTIONS FOR A READING LIST

- ✖ Resources on CAP University website
  - + Read to Learn
  - + ACTIV<sup>2</sup>E Leadership Model
  - + Lots more!
- ✖ The 7 Habits of Highly Effective Leaders
  - + Covey
- ✖ It's Not About the Coffee
  - + Behar
- ✖ Leading From the Front
  - + Morgan and Lynch
- ✖ True North
  - + George



# WRAP UP



- ✘ Squaring ourselves away first
  - + Or, intrapersonal leadership
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*Questions? Comments?*

