



Session 2

Leadership Institute

Reflections on Leading / Managing / Engaging Effective Teams

(The)role of the leader is the toughest, most-important role for the team's eventual success or failure

It has been said that the role of the leader is “like giving a brain to the scarecrow, a heart to the tin man, and courage to the cowardly lion.” Teams with good leaders can accomplish results even when it appears that the deck is stacked against them. (F.M. Furman)

Today's Session

- Unique challenges leading volunteers
- Insights / observations about your group's interactions.

Six Competencies Exemplary Leaders Share

- Warren Bennis



Create a sense of common purpose - vision



Engage and Motivate Others



Build an adaptive and agile social structure



Generate and sustain trust (culture of candor)



Develop Leaders



Get results / outcomes

“Perhaps the only unperishable characteristic at the base of all effective leadership is character. It is the human connection between the leaders, the led, and the organization.”

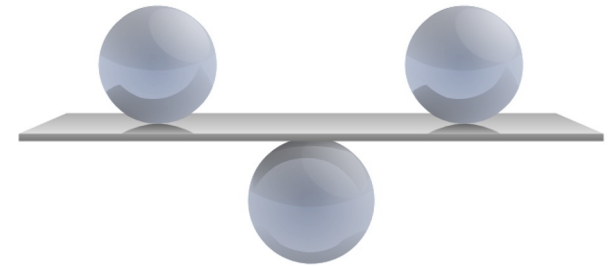
What Will Earn Engagement From Volunteers?

- Working on the things that matter to them.
- Demonstrating the work is making a positive difference.
- Providing an enjoyable opportunity for involvement.



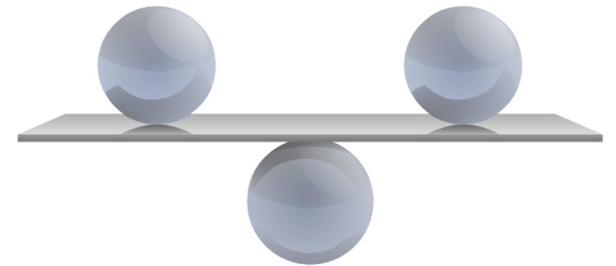
The Leadership Balancing Act

- Balancing the **aspirational** and the **actionable**
- Pursuing a **compelling vision of the future** while providing **relevant value today** consistent with that vision



Unique Challenges to Effective Engagement in Voluntary Organizations

- Episodic engagement
- Accountability
- Time, input, outcome expectations
- Outcome or reward expectations.



Attributes of Effective Teams



Common purpose / vision



Accountability



Support and resources to team members



Engaging and honest opportunities for self evaluation



Collaboration



Communication with clarity



Value and appreciate

Discussions to help engage your Group

- What progress are we making to achieve our goal(s)?
 - What are the barriers to progress?
 - What is accelerating progress?
- Are there adjustments required to our timeline?
- Do we need to engage other stakeholders?
- Are there other steps we must take to deliver success? How will we make that happen?
- THANK YOU! Seriously, thank you for the impact you will make for plant science.

Discussion

Reflect on your group's activities this year. Take a few minutes for each of you to discuss:

- What am I doing well to lead my committee?
- What will I work on developing?
- What resources or support might help my committee be even more effective?

Select one person to summarize *common themes* from the conversation and share with the full group.

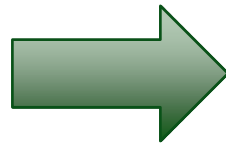
Identifying your Next Leader

- Recognize the qualities a person possesses that allow them to step into the role. *Not step-up but step-in.*
- Observe who:
 - Understands our common sense of purpose or vision?
 - Engages and motivates others
 - Understands and Reinforces an adaptive and agile structure?
 - Gains the trust of others through self-awareness and candor?
 - Positions others to lead when appropriate?
 - Gets results?



Culture Change

- Culture change follows behavior change
- Change the process and you can change the behavior
- Change behaviors and mind-set will follow



Diversity – what do we mean?

- Gender
- Race
- Ethnicity
- Location
- Age
- Experiences
- Perspectives
- Attributes
- ...



The Power of Three *



- One – can make a substantial contribution but cannot speak on behalf of all. Often viewed as a proxy.



- Two – can be more powerful than one but sometimes the binary creates an instinct to “disagree” and the opportunity to discount.



- Three or more – enhances the likelihood that perspectives and experiences become embedded. Leadership dynamics are substantially and measurably altered.

* - Adapted from *Gender Intelligence - Breakthrough Strategies for Increasing Diversity* by Barbara Annis & Keith Merron

Inclusion is a step toward belonging which unleashes the power of diversity *

Authentic inclusion is about how inclusion **looks** and **feels**.

It is rooted in the ongoing experiences of individuals. Individuals do not view programs as the only way to foster an inclusive culture. They want to see it demonstrated in the behaviors of their leaders and peers.

Building a culture of inclusion and belonging takes intentional, significant, and sustainable change.

Fundamental Question -

What are the real and perceived barriers to inclusion? How does inclusion become belonging?

A Culture of Inclusion/Belonging is built by:



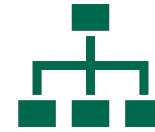
Leaders who authentically talk about the value of inclusion and how diversity will improve the work of the group. It is not an exercise, but an imperative.



Mindsets that positively shape change behaviors such as self awareness, curiosity, courage, vulnerability, and empathy. They do not push change but make it a desire by all.



A common sense of belonging grounded in our core purpose and core values that improves the ultimate outcomes.



Embedding inclusion into regular systems, processes and operations of the organization.



Representation / input / engagement that is focused on valuing diverse perspectives and attributes. Also understanding who we are missing and why they are not participating.

Questions

Additional questions, comments or ideas?

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