Vice Chair Discussion

Leadership Institute 2023

Leading Strategically

The Role of the Vice-Chair

(or – I said yes so now what do I do?)

Observe

Six Competencies Exemplary Leaders Share
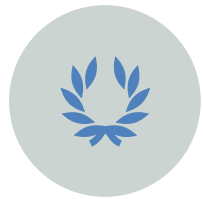
- Warren Bennis

Create a sense of common purpose - vision

Engage and Motivate Others

Build an adaptive and agile social structure

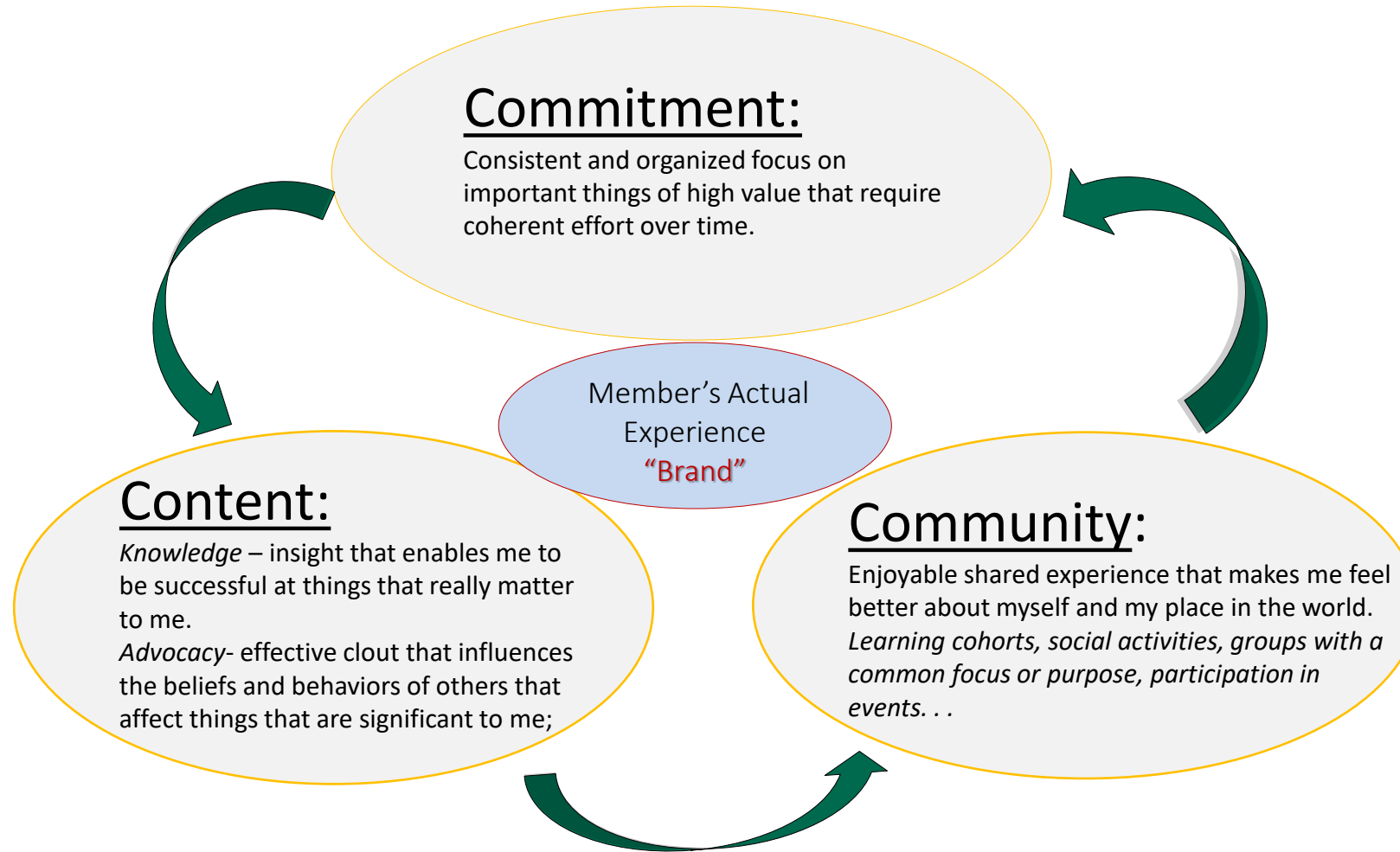Generate and sustain trust (culture of candor)

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."

The Distinguishing Value Proposition of the 21st Century Association

Commitment:
Consistent and organized focus on important things of high value that require coherent effort over time.

Member's Actual Experience
"Brand"

Content:
Knowledge – insight that enables me to be successful at things that really matter to me.
Advocacy- effective clout that influences the beliefs and behaviors of others that affect things that are significant to me;

Community:
Enjoyable shared experience that makes me feel better about myself and my place in the world.
Learning cohorts, social activities, groups with a common focus or purpose, participation in events. . .

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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.

Role of Committees* in Voluntary Organizations

- **Thought Force** – a group with unique knowledge, experience, and/or perspective brought together to make recommendations on strategic directions or new policies, products or services.

- **Work Force** – a group with unique knowledge, experience, and/or perspective brought together to deliver a specific product or service that is aligned with the strategic goals of the organization.

* Committees include all volunteer engagement groups

APS Volunteer Groups

- Focus for leadership in subject matter, content development, program execution, and policy.

- Crucial role in keeping APS a vibrant organization, connected to its grassroots

- Help APS members achieve their goals

The Key competitive advantages

(of a not-for-profit, purpose-driven, voluntary organization:

✓ the aggregate intellectual capital of their membership

✓ their energy as communities with common purpose

✓ their credibility as voluntary institutions

✓ their ability to have impact for an entire profession or industry

- The Will to Govern Well, Tecker, Frankel, Meyer, Foundation of the ASAE

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APS Volunteer Structure

External Impact

Volunteer groups who have a unique focus on audiences outside of APS

Internal Impact

Volunteer groups who have a unique focus on APS members in general by delivering content or are essential to the structure of APS.

Individual / Career Pathways

Volunteer groups who have a unique focus on supporting the career pathway or unique professional setting of individual plant scientists.

Subject Matter Expertise

Volunteer groups with unique expertise in a specific subject area of interest to groups of members.
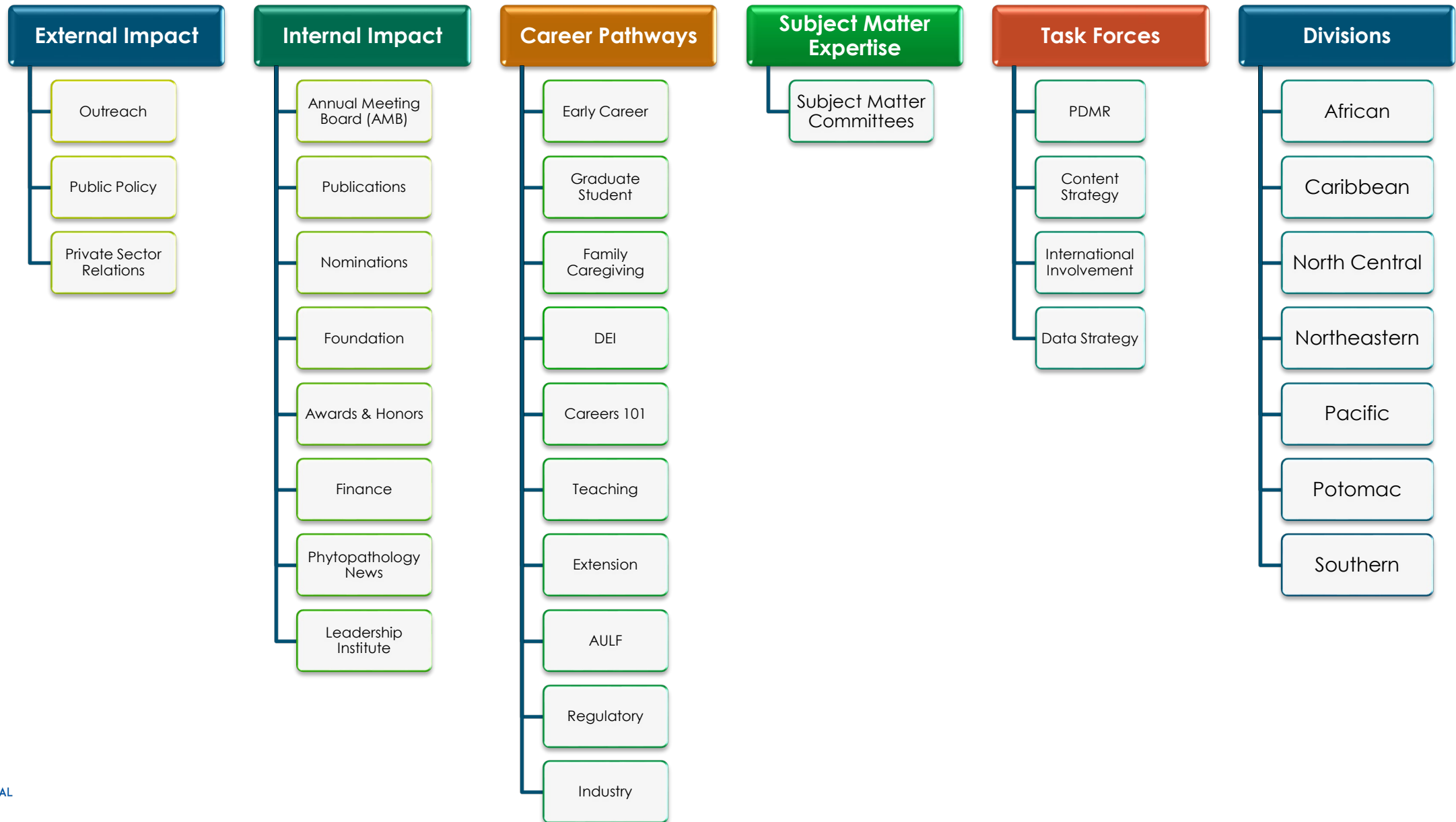
Task Forces

Volunteer groups who have been assembled for a defined period of time with a specific purpose.

Divisions

Members organized by geographic proximity.

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APS Volunteer Structure

External Impact
- Outreach
- Public Policy
- Private Sector Relations

Internal Impact
- Annual Meeting Board (AMB)
- Publications
- Nominations
- Foundation
- Awards & Honors
- Finance
- Phytopathology News
- Leadership Institute

Career Pathways
- Early Career
- Graduate Student
- Family Caregiving
- DEI
- Careers 101
- Teaching
- Extension
- AULF
- Regulatory
- Industry

Subject Matter Expertise
- Subject Matter Committees

Task Forces
- PDMR
- Content Strategy
- International Involvement
- Data Strategy

Divisions
- African
- Caribbean
- North Central
- Northeastern
- Pacific
- Potomac
- Southern

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Reflection (leadership team and committee)

- What is the *unique* role of your group within APS?

- How does your group add to the APS member experience?

- If we are successful, what will be different for our key stakeholders in 5 years?

Unique Challenges to Effective Engagement in Voluntary Organizations

- Episodic engagement

- Accountability

- Time, input, outcome expectations

- Outcome or reward expectations.

Unique leadership challenge

In a setting focused on collaboration with colleagues, where we value everyone's ideas (and all ideas are essentially good ideas), how do we focus on those actions that will delivery high-impact outcomes (and not upset those invested in ideas that will diffuse attention and resources by doing too much)?

These Unique Challenges Require Us to:

Listen
Input / brainstorm.

Prioritize
Activities that deliver high impact and help APS achieve the strategic goals.

Act
Focus on High Impact and urgent actions that we are uniquely positioned to deliver.

Evaluate
Measure progress toward outcomes.

Discussion with your committee
Environmental Scan to provide focus

Step 1– identify the current conditions in our area of focus

Step 2 – identify the trends or changes in the high impact current conditions (why is this happening).

Step 3 – make some assumptions about the future of those trends (what is likely to occur in the future)

Which have the most significant impact on our area?

Is there an urgency to action or providing information?

Based upon this discussion, is there content that does not exist today that will provide value to our members?

Prioritizing based upon Impact and Urgency

- **Impact** - the capacity to deliver significant and scalable change to many.

- **Urgency** – there is an immediate need, opportunity, or action is a first step to additional opportunities.

After a brainstorming discussion, discuss the following:

Which ideas have the capacity to delivery the most significant impact? (identify a few or rank)

Which ideas are the most urgent? (Identify as Short term, medium term, longer term)

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Discussions with your Committee

A guide to your first meeting

- What is our specific charge (task we are asked to accomplish on behalf of APS)?

- Which goal are we helping to achieve?

- Who are the key stakeholders impacted by our work?

- What do we anticipate will be different for them when we are successful?
    Or
- What outcomes are we committed to accomplishing on their behalf over the next few years?

- What are the necessary steps we must take to deliver that success and when? How will we make that happen?

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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?

Council Responsibilities

1. Set organization direction
2. Ensure necessary resources
   - *Ensure effective and efficient volunteer engagement.*
3. Provide oversight

Staff Responsibilities

1. Develop Strategies, options, timelines and assessment of resources necessary to achieve goals
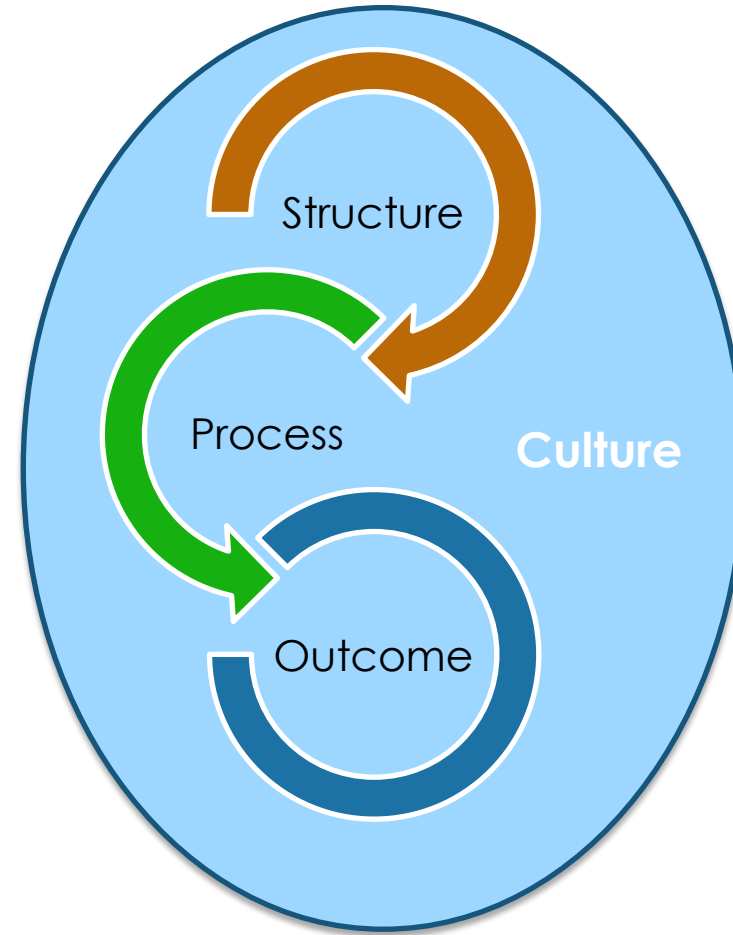2. *Partner with volunteers*
3. Implement

Association Structures and Related Processes

Key Structures

- **Membership**
- **Governance**
- **Program**
- **Workforce**
- **Financial**
- **Technology**

Key Processes

- **Input, Research, Data, & Analytics**
- **Strategy**
- **Policy**
- **Resource Allocation**
- **Engagement**

Culture:

- **Assumptions**
- **Beliefs**
- **Values**
- **Behavior**

- Do your structures allow your processes to work effectively and efficiently to deliver high value outcomes?
- Is your culture an accelerator or barrier?
- What needs to change and how?

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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

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Core Purpose: Advancing the science of plant pathology

Core Values

- We are curious which drives our passion for science.
- We are a diverse group of people and professions; we value everyone's engagement, and we celebrate achievement.
- Sustainability is a foundation that brings us together.
- We share knowledge.
- We value relevant, high impact and quality science.

Mission: Discover, disseminate, and apply new knowledge of plant health worldwide to promote the development and adoption of economically and environmentally sustainable practices.

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APS Vision Statement

Healthy plants assure a sustainable future.

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Strategic Goals

- **Goal A**: Advancements in plant health science are accelerated through professional collaboration and data sharing.

- **Goal B:** A growing workforce has the skills necessary to ensure sustainable plant health.

- **Goal C:** Our science impacts decisions leading to a sustainable future

Common Purpose / Vision

- Committee charge that is connected to the organizational direction.

✓ Does our committee have a clear charge?

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Accountability

- Accountability requires clear, common goals and methods of evaluating progress toward those goals.

- Identifying barriers or accelerators to progress is a more constructive (less critical) way to hold people accountable – especially volunteer committee members.

✓ Does our committee have clear shorter-term goals to achieve our purpose?

✓ Do we have a method of identifying progress or barriers that is a positive recognition of reality? (Rather than are we falling behind)

Support and resources to team members

- Requires a reasonable assessment of the level of staff, organizational, other support necessary to achieve the identified task.

- ✓ Do we take the time to assess the required resources to reasonably achieve the task committee members commit to?

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Engaging and honest opportunities for self evaluation

- Leaders who would like to see their teams emerge as effective teams will engage in the challenging and introspective work of self-evaluation as they set an authentic model for being an effective team member.

- This sets a standard for self reflection that promotes accountability and an honest assessment of resource needs, etc.

✓Am I setting a model of self reflection?

✓Do I give my team the space to reflect?

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Communication with clarity

- Clear plans focused on clear goals improves communication.

- Clarity often means fewer words with more deliberate intent.

- The periodic interaction of volunteer members and the pacing of action in voluntary organizations requires shorter updates and reminders at regular intervals.

✓ Do we have a clear communication strategy for our committee?

✓ How often do they want information / reminders?

✓ What is the preferred method of communication?

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Value and appreciate

- Honest and thoughtful. Not platitudes or plaques.

- Recognize the engagement and the potential impact of their work.

- Honesty and true engagement demonstrates value.

- Recognition demonstrates appreciation.

- ✓ Do you have a strategy to value and appreciate committee members?

Collaboration

- None of us is as smart as all of us. - The hero never really works alone. And on and on . . .

- Competition rarely works within the team / committee setting.

- Collaboration helps provide support and with accountability.

- ✓ Do we promote working together as teams within our committee?

What Will Earn Engagement From Volunteers?

- Working on the things that matter to them.

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Discussion

Reflect on (or look back at) the attributes of effective teams. 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.

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"It always seems impossible – until its done"

- Nelson Mandela

Questions

Additional questions, comments or ideas?

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