



Session 3

Leadership Institute

Our Unique Role in APS

Today's Session

- Identify the unique role of your volunteer group within the APS Volunteer Structure.
- Staying connected to the strategic plan.
- Prioritizing Action

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 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*

More than 1300+ APS members volunteer to:

- Run the society's strategic governance
- Effect public policy
- Develop content
- Review manuscripts
- Conduct outreach activities
- Organize networking and development activities



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.



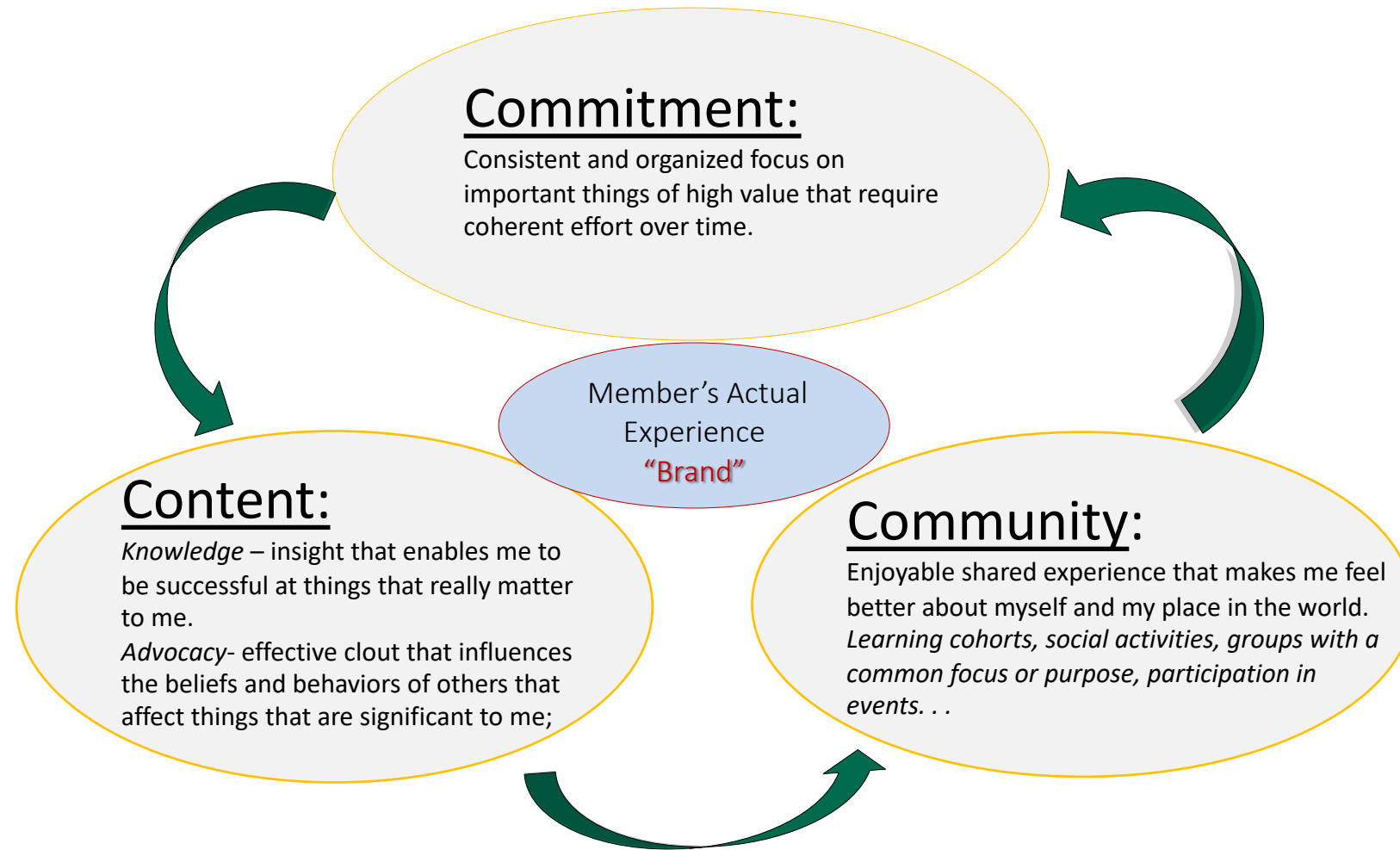
* Committees include all volunteer engagement groups

APS Volunteer / Member Groups

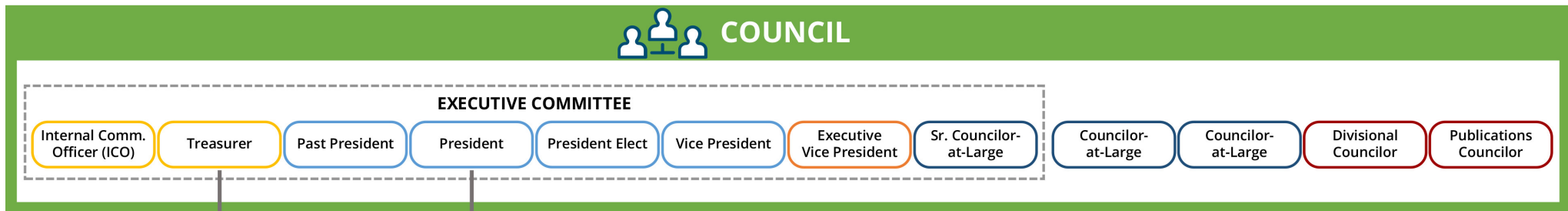
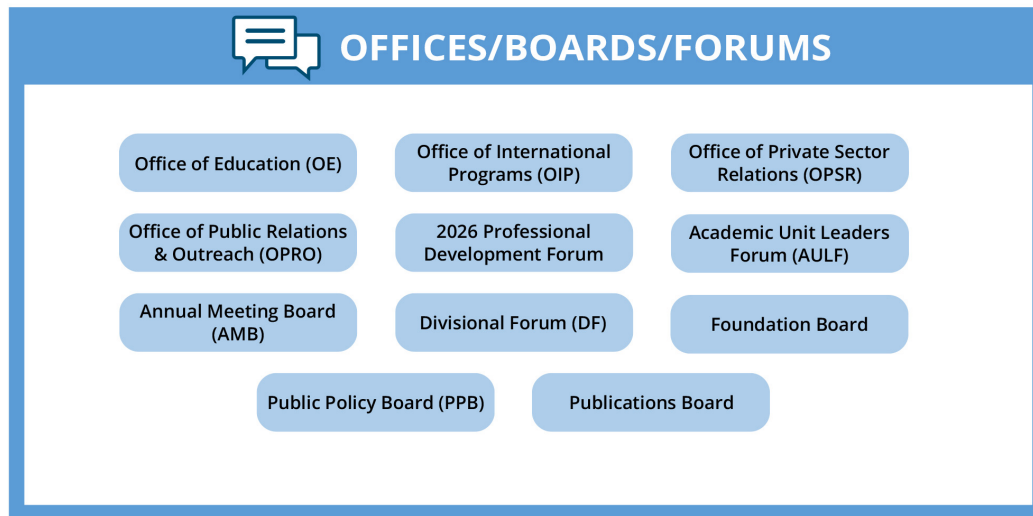
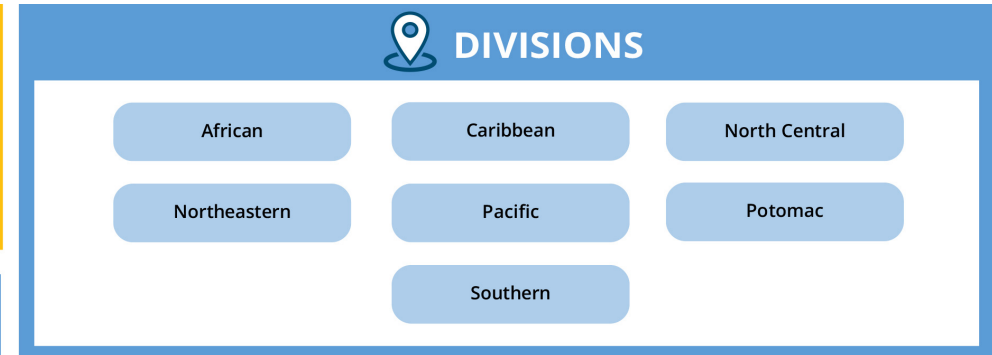
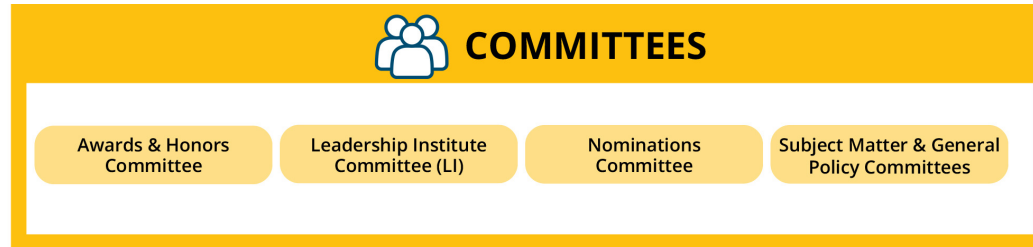


- Focus for leadership in subject matter, content development, program execution, and policy.
- Crucial role in keeping APS a vibrant organization, connected to its grassroots.
- Help APS achieve strategic goals on behalf of plant pathology.
- Support members in achieving their professional goals.

The Distinguishing Value Proposition of the 21st Century Organization

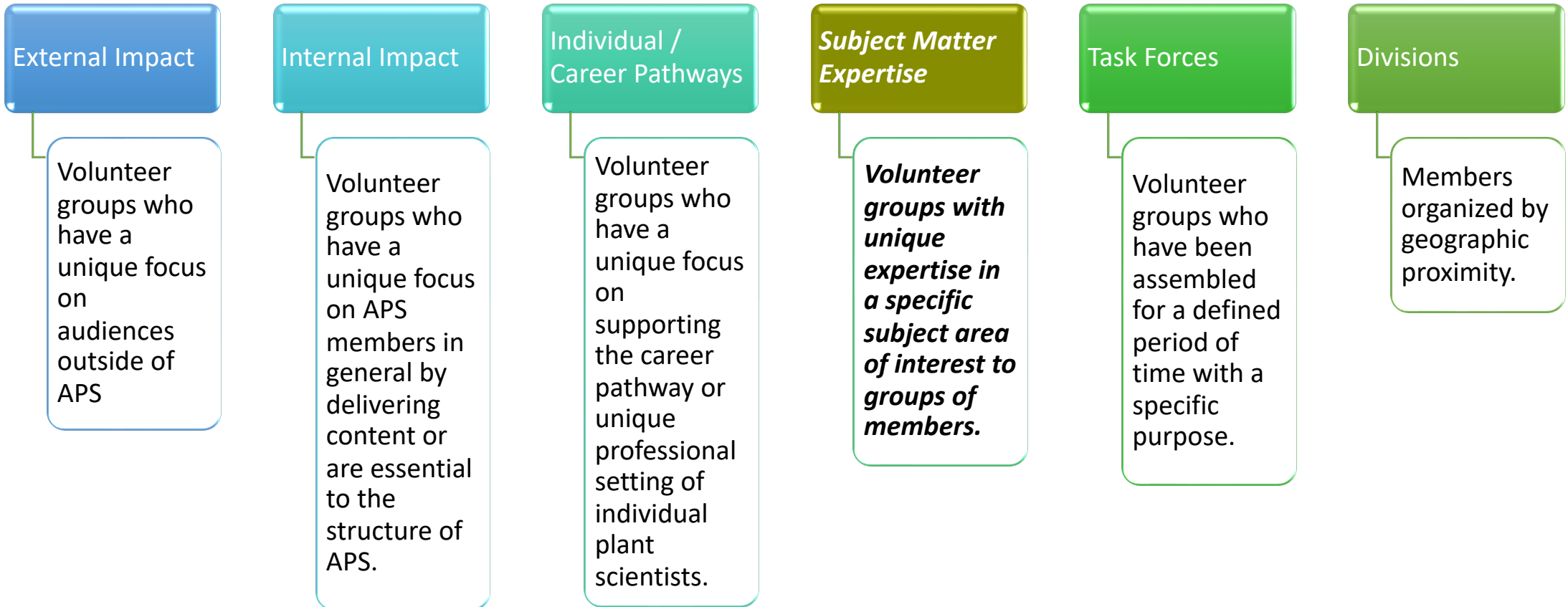


Previous Volunteer Structure

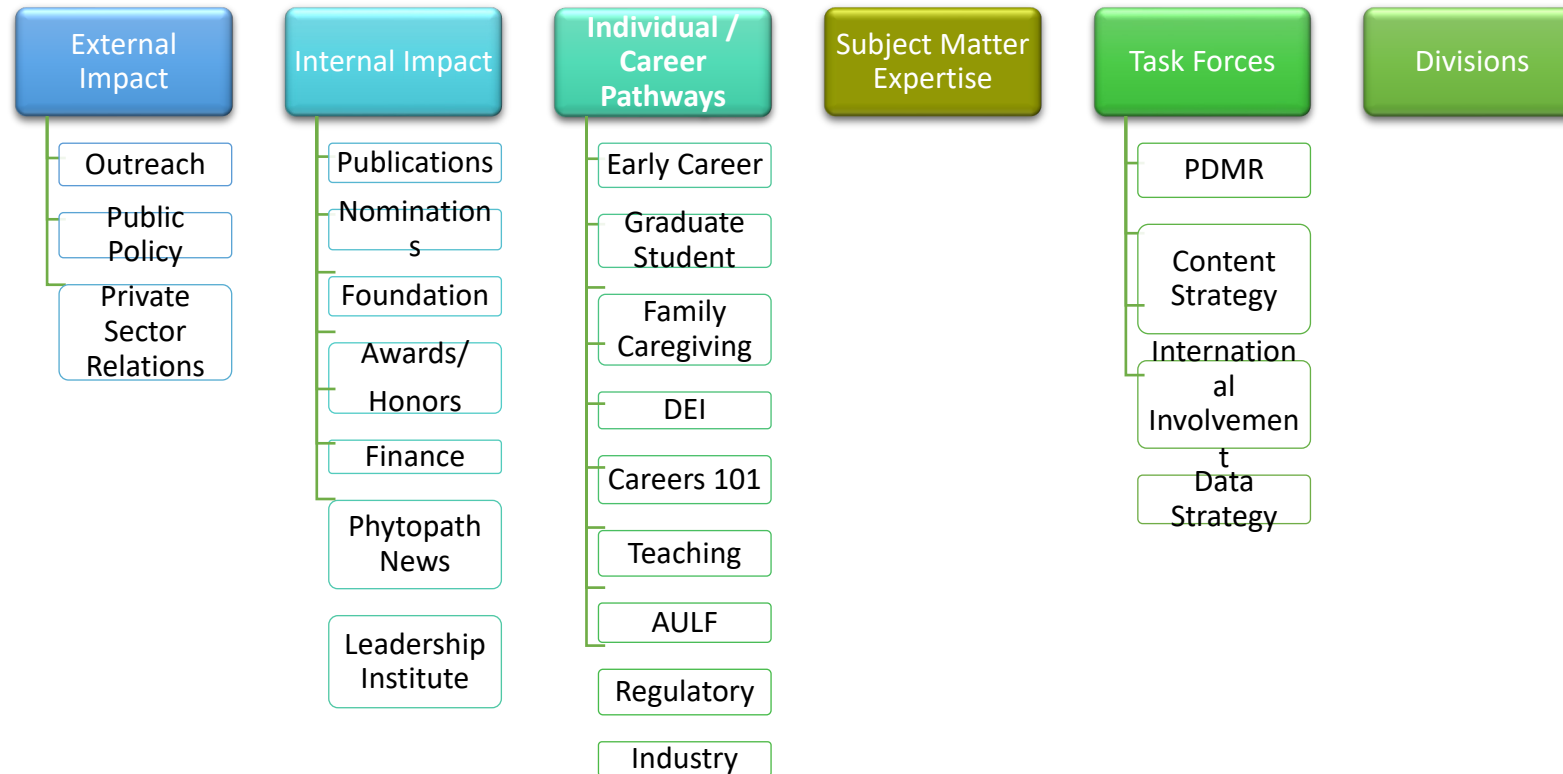


- Appointed Officers/Leaders
- Elected Officers
- Ex-officio Council Members
- Elected Councilors/Leaders
- Appointed Councilors
- Constitutional Structure

New APS Volunteer Structure



APS Volunteer Structure



Reflection / Discussion

- What is your group's *unique* role within APS?
- How does your group add to the APS member experience?
- Who should we partner or collaborate with?

APS Core Purpose

Advancing the science of plant
pathology

APS 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.



APS Vision Statement

Healthy plants assure a sustainable future.

Strategic Goals

- **Goal A:** Advancement 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



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

Objective 1	Build upon the success of APS publications
Objective 2	Increase access to data across platforms
Objective 3	Increase access to shared research resources
Objective 4	Expand opportunities to promote innovation (through incubators)
Objective 5	Increase opportunities for interdisciplinary collaboration
Objective 6	Increase opportunities for academia, industry, government, and other stakeholders to collaborate

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

Objective 1	Increase availability of professional resources for scientists throughout their career.
Objective 2	Increase active engagement/recruitment and retention of diverse populations
Objective 3	Increase availability of shared undergrad/graduate curriculum focused on plant pathology.

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

Objective 1	Improve our collective ability to communicate the impact of our science
Objective 2	Increase the understanding of the impact of climate change.
Objective 3	Increase the impact of plant science on public policy decisions.
Objective 4	Increase the ability for critical audiences (growers, foresters, private sector, etc.) to make decisions based upon our knowledge.

Discussion

- Which goal(s) is our group positioned to most effectively support?
- Are our activities aligned with the goals and objectives identified in the APS strategic plan?

Discussion with your committee



STEP 1 – IDENTIFY THE CURRENT CONDITIONS IN OUR SUBJECT AREA



STEP 2 – IDENTIFY THE TRENDS OR CHANGES IN THE HIGH IMPACT CURRENT CONDITIONS.

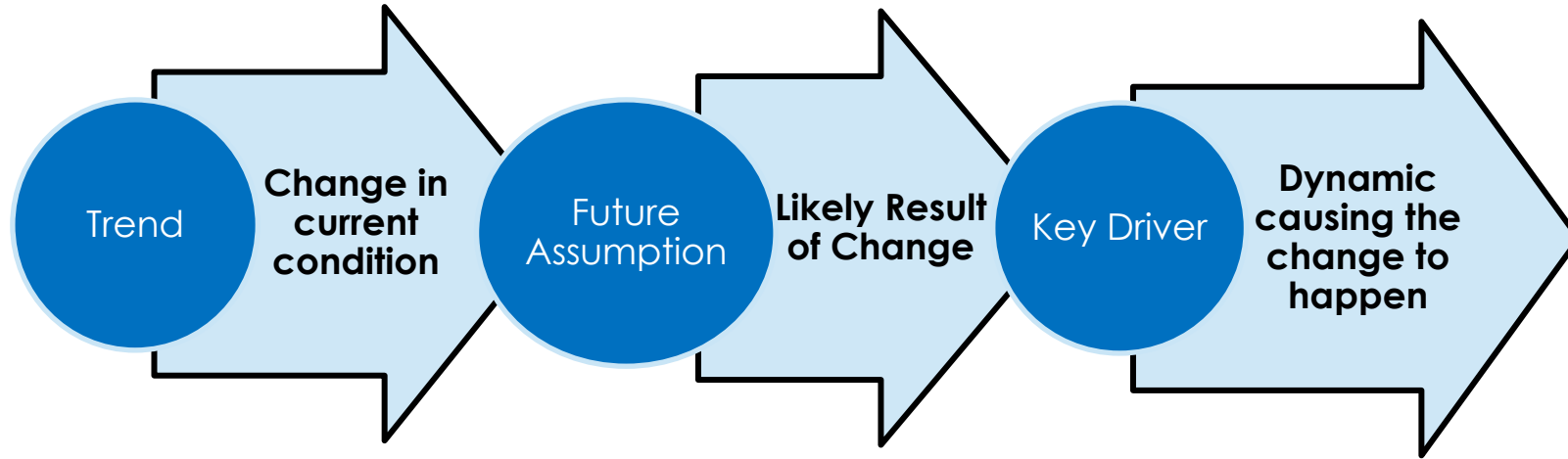


STEP 3 – MAKE SOME ASSUMPTIONS ABOUT THE FUTURE OF THOSE TRENDS (WHAT IS LIKELY TO OCCUR IN THE FUTURE)

WHICH HAVE THE MOST SIGNIFICANT IMPACT ON OUR SUBJECT AREA?

BASED UPON THIS DISCUSSION, IS THERE CONTENT THAT DOES NOT EXIST TODAY THAT WILL PROVIDE VALUE TO OUR MEMBERS?

Identifying Key Drivers



Step 4 - Identify the dynamics causing the change to happening.

Once we understand *why* we can determine *how* to impact the driver of change with programs, services, critical content or advocacy priorities.

A Framework for discussions with your volunteer group.

- What is our specific charge (task we are asked to accomplish on behalf of APS)?
- Which APS goal/objective are we helping to achieve?
- Who are the key stakeholders impacted by our work?
- What are the key trends impacting our subject area?
- Is there content / material that will be critical for our members based upon those trends?
- Is there specific expertise we have which could help APS impact those trends?
- What outcomes are we committed to accomplishing on behalf of the stakeholders we serve?
- What are the necessary steps we must take to deliver that success and when? How will we make that happen?

Attributes of Effective Teams



Common purpose / vision



Accountability



Support and resources to team members



Engaging and honest opportunities for self evaluation



Collaboration



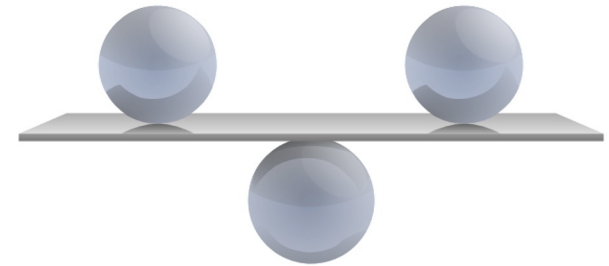
Communication with clarity



Value and appreciate

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.

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



Evaluate

Measure progress toward outcomes

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)

Measuring the Progress

The leadership uses a variety of sources to measure progress toward the goals:

- Indicators of progress toward the goals (metrics).
- Reputation and image.
- Satisfactory movement toward objectives.
- Staff and Committee reports on accomplishment of strategies (activities).



Discussion

- What are the implications of implementing this method of prioritizing?
- Questions / comments / observations?

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?



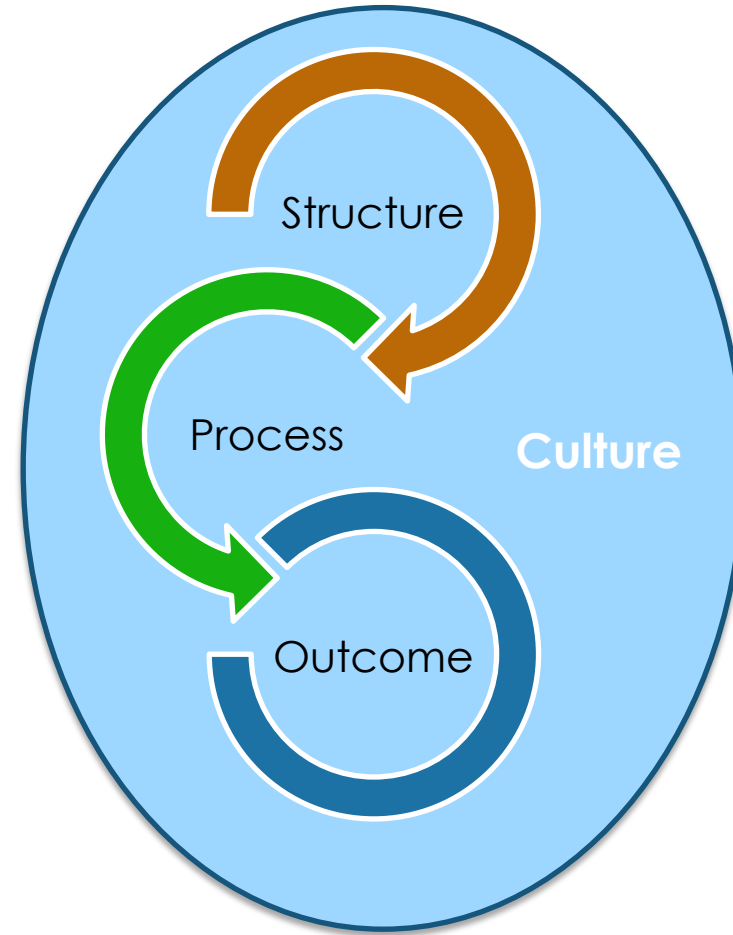
Association Structures and Related Processes

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?

Questions

Additional questions, comments or ideas?

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