

Madison Non-Profit Day 2015

Nes Gard Church
Lustrafjord, Norway

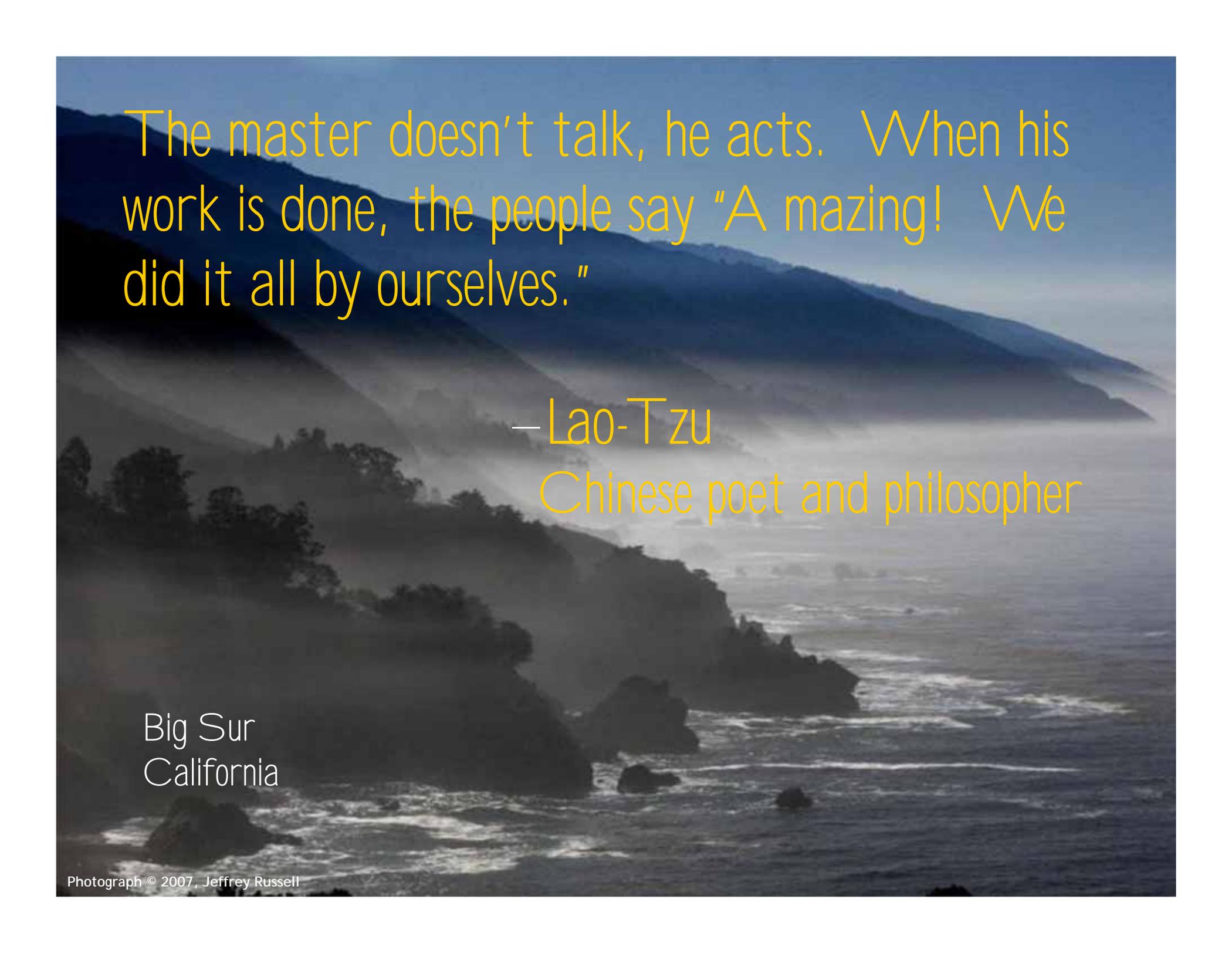
RESONANT LEADERSHIP FOR VOLUNTEER ENGAGEMENT

Strategies for Strengthening Volunteer
Engagement through Leadership Resonance



With Jeff Russell
Co-Director

© 2014, Photograph by Jeff Russell



The master doesn't talk, he acts. When his work is done, the people say "A mazing! We did it all by ourselves."

— Lao-Tzu

Chinese poet and philosopher

Big Sur
California

Leadership Means . . .

“to go before or with; to show the way; to influence or induce.”

Lake Minocqua Sunset

The first responsibility of a leader is to define reality. The last is to say "Thank you!" In between, the leader is a servant.

— Max DePree, Author
Leadership is an Art

Resonant Leaders . . .



1. Have a vision of an ideal future.
2. Exhibit a passion for achieving that vision.
3. Inspire others in pursuit of the *shared vision*.
4. Are willing to challenge the status quo.
5. Have an enduring hunger for learning.

Resonant Leaders . . .



6. Display emotional intelligence in relationships with others. (includes integrity, trust, empathy, etc.)
7. Enable others' success.
8. Engage in critical reflection and demonstrate a high level of self-awareness.
9. Demonstrate technical proficiency – including systems thinking/pattern recognition.
10. Communicate effectively.

What is Resonance?

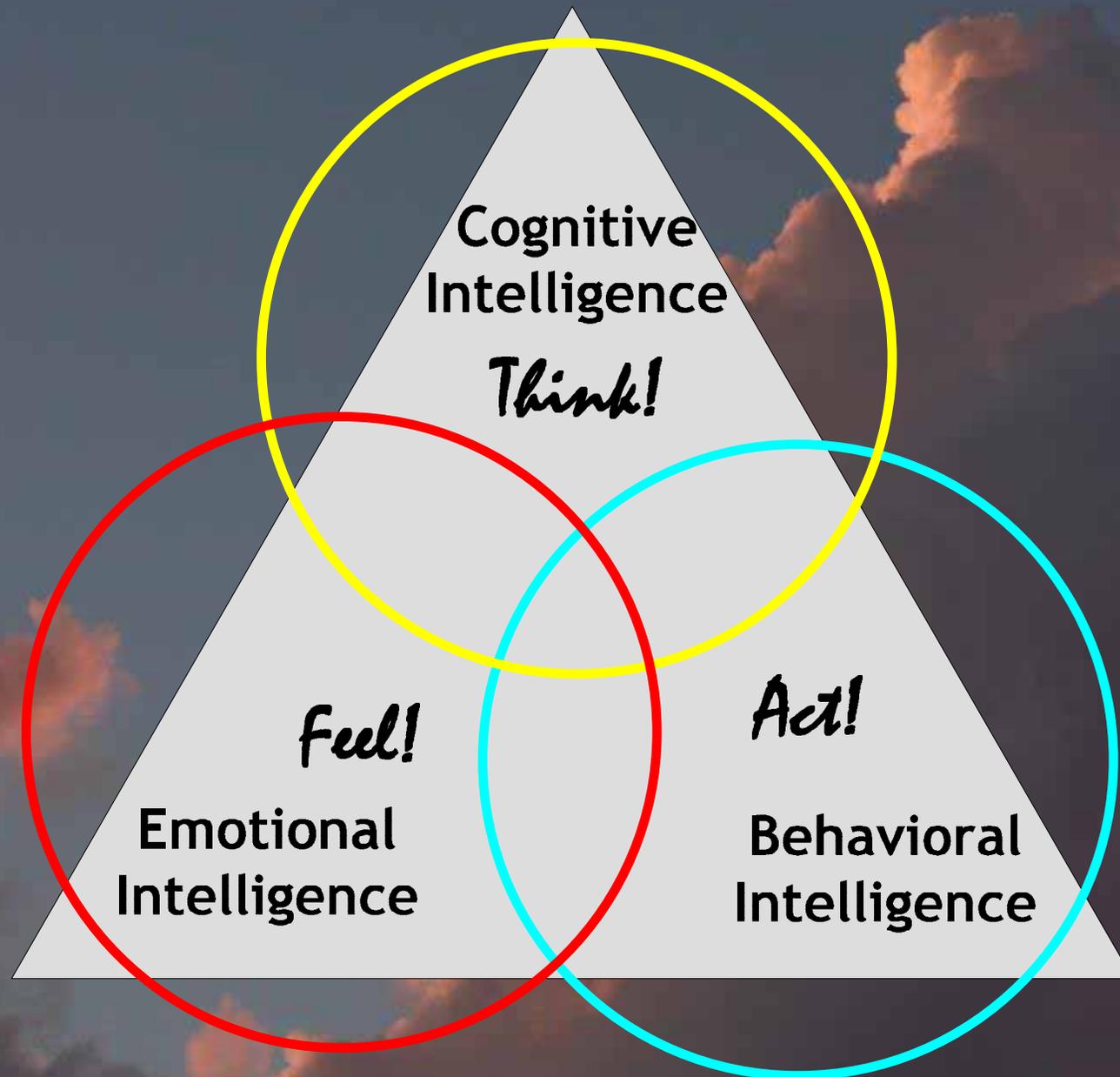
- *Resonance* – 'rezənəns, *noun*,
 - the quality of a sound that stays loud, clear, and deep for a long time
 - a quality that makes something personally meaningful or important to someone
 - a sound or vibration produced in one object that is caused by the sound or vibration produced in another
- *Dissonance* – the lack of agreement or harmony; out of sync

Resonant Leadership

Resonant leaders inspire through:

- Instilling **hope** and vision
- Being **mindful**
- Displaying **empathy** and **compassion**
- Being **emotionally intelligent**

The Three Essential Life Competencies



Emotional Intelligence

Emotional intelligence is the ability to understand one's emotional make-up and the emotional make-up of others and to use insight from this knowledge to effectively manage and regulate one's own emotions to make good decisions and to act effectively in relation to others.

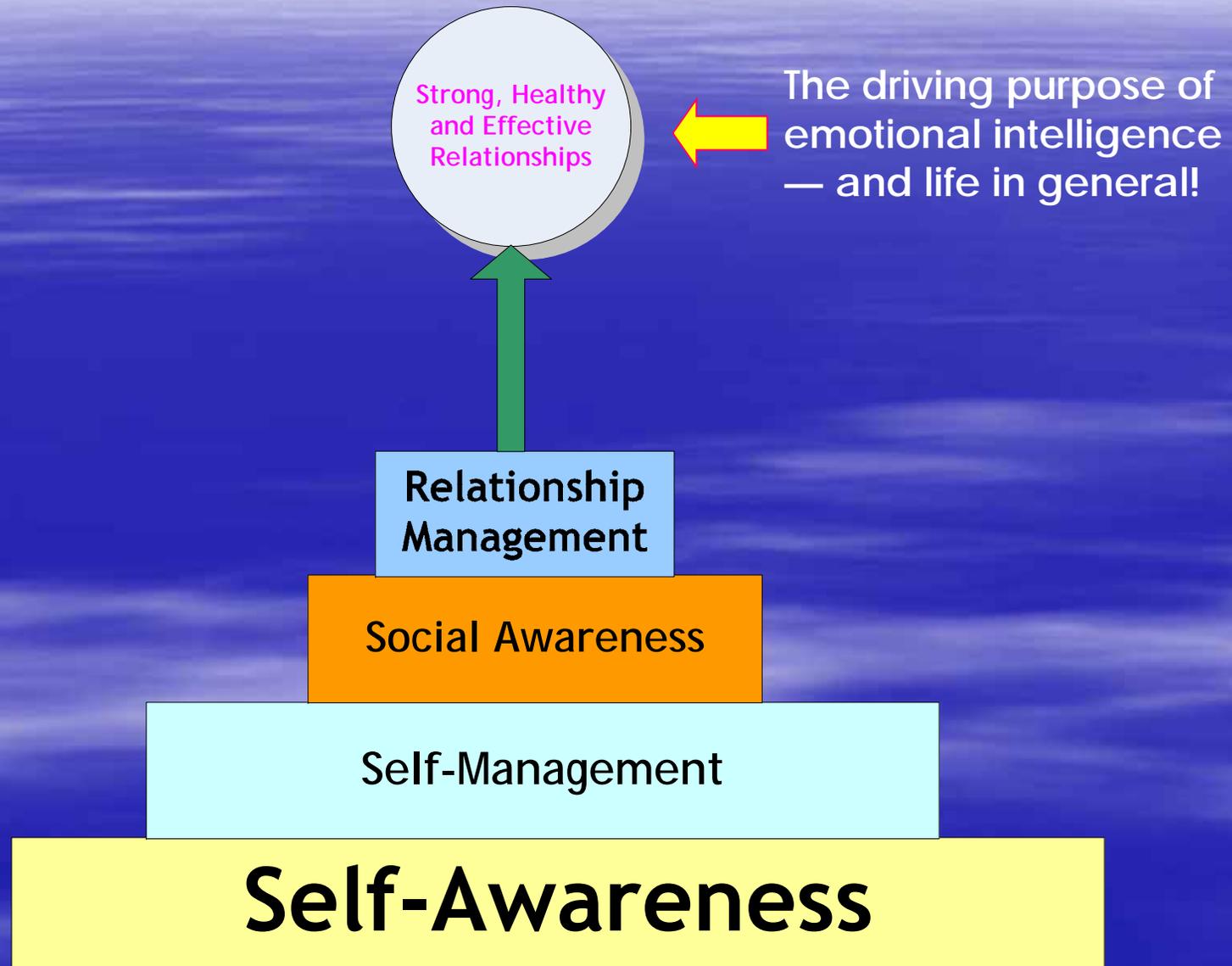
Why It Matters . . .



- Technical proficiency and intellectual ability contribute **little** to working productively with others.
- EI **twice** as important as technical skills.
- **90% of difference** between “Star” and average performers is due to emotional intelligence.
- Effective leaders demonstrate **EI behaviors 2 to 7 times more often** than those passed over . . .

Emotional Intelligence Behaviors	Number of Times this Competency was Displayed as Compared to Those Who Were Passed Over for Key Leadership Positions
Self-control	7 times more often than those passed over
Empathy	3 times more often
Self-confidence	2 times more often
Achievement orientation	2 times more often

The Four EI Dimensions



What's the Best Way to Motivate Volunteers?

Answer: You can't motivate others. Motivation is an internal act. People can only motivate themselves. The best we can do as a leader is to create an environment that enables volunteers to find their inner drive.

Baileys Harbor Sunrise
Door County, Wisconsin

Far Beyond Carrots and Sticks!

- **The Leader's Responsibility:** Creating an environment for volunteers where their energy, creativity, and passion are unleashed. THIS is what motivation is all about.
- Carrots (rewards) and sticks (punishments) represent 19th century thinking on motivation . . . That you need to incentivize people to do the right thing. But the research says that this doesn't work in the 21st century (if it ever did).

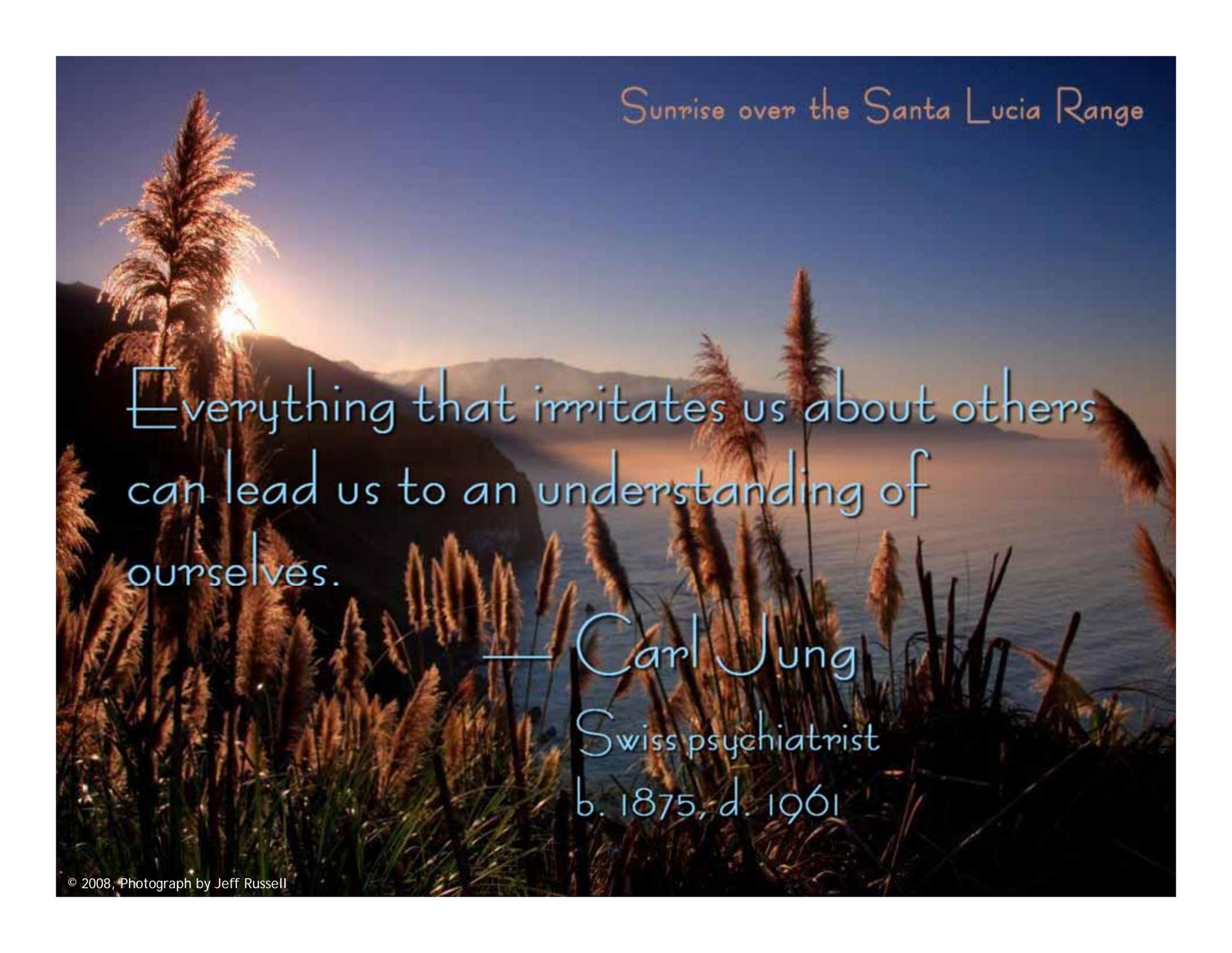
Drive! Tapping the Source of People's Passion

Daniel Pink argues that motivation research identify three key components of an environment that brings out the best in others:

- **Autonomy** – the desire to direct our own life and work.
- **Mastery** – the urge to make progress and get better at something that matters.
- **Purpose** – the yearning to do what we do in the service of something larger than ourselves.

Integrating Principles of Leadership

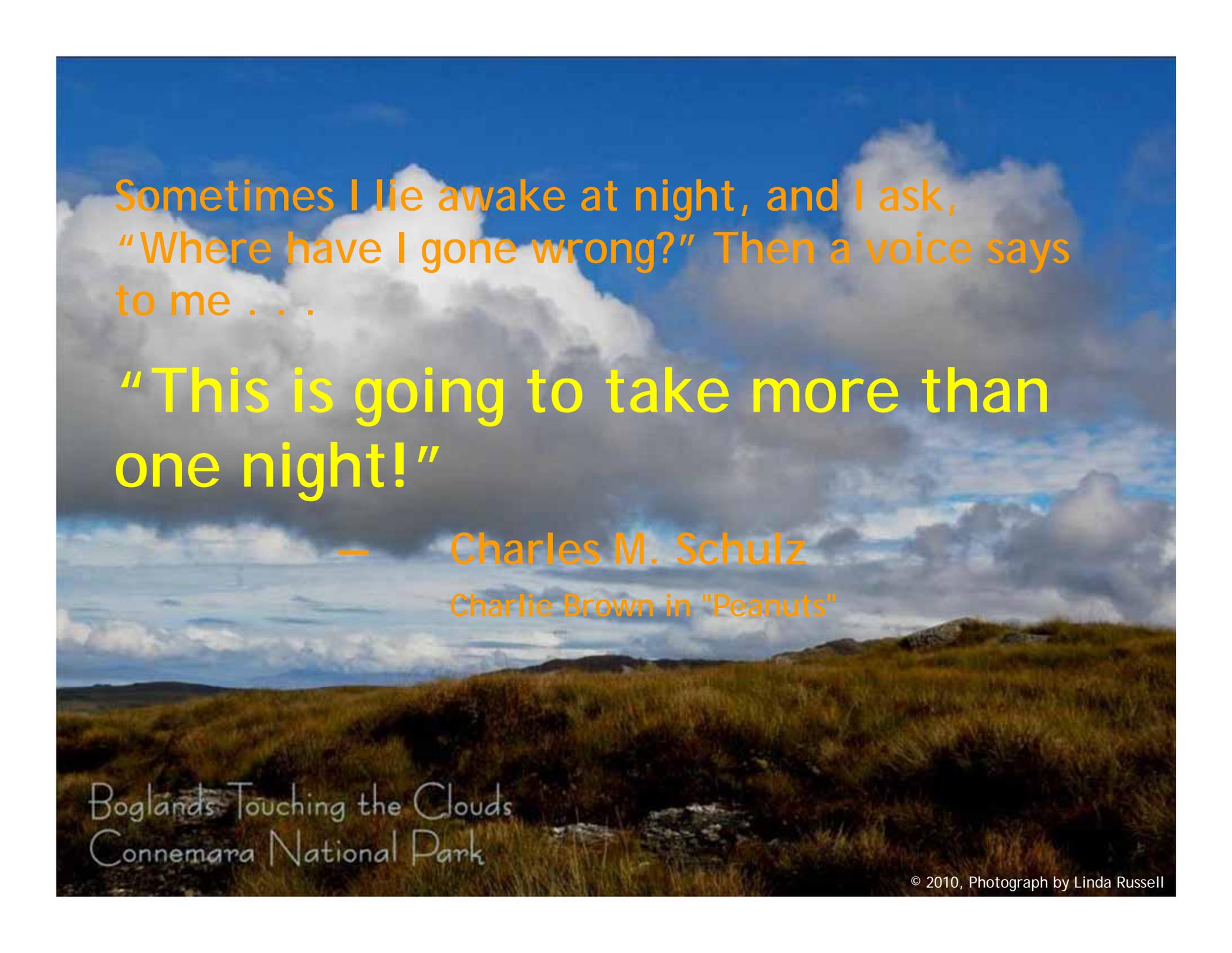
1. Be authentic.
2. Be present for your volunteers
3. Listen without judgment.
4. Appreciate difference and diversity.
5. Build community (Focus on creating meaning and connecting people)
6. Dream big.
7. Share power (focus on influence, not control).
8. Develop people.

A photograph of a sunrise over the Santa Lucia Range. The sun is low on the horizon, partially obscured by a mountain peak, creating a warm, golden glow. In the foreground, tall, feathery grasses are silhouetted against the bright sky. The background shows a range of mountains and a body of water under a clear blue sky.

Sunrise over the Santa Lucia Range

Everything that irritates us about others
can lead us to an understanding of
ourselves.

— Carl Jung
Swiss psychiatrist
b. 1875, d. 1961



Sometimes I lie awake at night, and I ask,
“Where have I gone wrong?” Then a voice says
to me

“This is going to take more than
one night!”

— Charles M. Schulz
Charlie Brown in "Peanuts"

Boglands Touching the Clouds
Connemara National Park

Thank you!



Good luck in becoming a resonant leader for your volunteers!

Give me your B-card if you want to subscribe to our newsletter.

Lustrafjord Sunrise
Luster, Norway