

Madison Non-Profit Day 2015

Resonant Leadership Skills for Volunteer Engagement

**Strategies for Strengthening Your
Volunteer Engagement**



Helping Build and Sustain GREAT Organizations!

Jeffrey L. Russell



Jeff Russell, co-director of **Russell Consulting, Inc. (RCI)** with his wife Linda, specializes in helping leaders build productive, supportive, and motivating work environments. *RCI* helps companies develop their leadership and strengthen team performance to achieve their great performance goals and outcomes. By guiding the exploration of key values held in

common by organizational members and developing strategies and actions to express these values-in-action, *RCI* helps organizations achieve their strategic vision.

Through processes that include "visioning" retreats, Future Search conferences, process redesigns, improving decision making processes, implementing quality improvement strategies, and providing a variety of skill-building seminars, *RCI* enhances long-term organizational effectiveness and performance.

Consulting Expertise

Jeff consults with companies in the areas of:

- Visioning and strategic planning
- Leadership development
- Leading and implementing change
- Performance management systems
- Employee engagement assessment
- Customer and employee focus groups
- Team assessment and intervention
- training needs assessment
- Organizational design
- Self-managed teams
- Problem solving and decision making

Training Expertise

Jeff conducts an array of leadership and team development seminars on such topics as:

- Surviving difficult conversations
- Fearless performance reviews
- Leadership and strategic thinking/planning
- Leading fearless change
- Communication skills
- Dealing with difficult people
- DiSC Behavioral Profiles

- 360 leadership assessment and development
- Effective meeting management
- Decision making and problem solving
- Managing conflict and win/win negotiations
- Performance management and coaching skills
- Team building fundamentals
- Team leadership and facilitation skills
- Customer service

Professional Background

Jeff serves as an adjunct faculty member at University of Wisconsin-Madison and UW-Milwaukee. He also teaches for the UW-Madison, UW-Eau Claire, and UW-La Crosse Small Business Development Centers.

Jeff has a bachelor's in Humanism and Cultural Change and a Masters of Science degree in Industrial Relations from UW-Madison.

Before forming *RCI*, Jeff served as human resource coordinator for the Wisconsin Department of Administration (DOA). At DOA, Jeff developed and coordinated their employee assistance, leadership and employee development, and equal employment opportunity/affirmative action programs.

Conference Presenter and Author

Jeff is a sought-after speaker at state, national and international conferences. Recent presentations include:

- ♦ ASTD International Conferences — 2001 through 2011
- ♦ Jamaica Employer's Federation Conference, Ocho Rios, Jamaica, 2004, 2006, 2007, and 2009
- ♦ 2005 Minnesota Quality Conference
- ♦ Minnesota Project Management Institute, PDD 2007, 2008, 2009, 2011, 2012, and 2013
- ♦ Wisconsin SHRM Annual Conference, 2004 through 2007, 2010, 2011, 2012, and 2013
- ♦ Wisconsin Child Welfare Annual Conference, 2012
- ♦ *Leading Change*, Shanghai, China
- ♦ *Emotional Intelligence in Action*, Kuala Lumpur, Malaysia, 2012

Jeff and his business/life partner Linda have co-authored nine management books including ***Leading Change Training, Strategic Planning Training, Change Basics, Strategic Planning 101, Ultimate Performance Management***, and ***Fearless Performance Reviews*** (McGraw-Hill, 2014).

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Influential Leaders . . .

(1) Think of a person who provided leadership to you at some point in your life and who **brought out the best in you** — someone who had a significant and positive influence upon the kind of person you are today; someone who was exciting to work for. Make a list of what this person did to cause this positive reaction.

(2) Now, think of a specific person in a supervisory/management/leadership role in your life who **did not bring out the best in you** but instead had a negative impact on you; someone you wanted to avoid working with. Make a list of what this person did or did not do that caused this negative reaction in you.

Positive Leader Who Brought Out Your Best	Negative Leader Who Didn't Bring Out Best

Listening to and Discussing Your Leadership Examples

As you listen to each other's leadership examples . . .

- What qualities did these influential positive and negative leaders bring into their relationships?
- How did they demonstrate their positive or negative leadership?
- What was their lasting legacy on us as workers/people?

As a group, identify the key **characteristics, qualities, actions,** and **behaviors** that these influential people used to enable or undermine our success . . .

Characteristics that Brought Out Our Best	Characteristics that <u>Didn't</u> Bring Out Our Best

The Qualities of Resonant/Inspiring Leaders

Extensive research into the qualities of resonant and inspiring leaders suggests that those who are most capable of leading others (especially volunteers) . . .

1. Have a _____ of an ideal future.
2. Exhibit a _____ for achieving that vision.
3. Inspire _____ in pursuit of the *shared* vision.
4. Are willing to _____ the status quo.
5. Have an enduring _____ for learning.
6. Display _____ intelligence in relationships with others.
7. Enable others' _____.
8. Engage in critical _____ and demonstrate a high level of self-_____.
9. Demonstrate _____ proficiency — including being a good systems thinker and having an ability to recognize patterns.
10. _____ effectively.



[Based upon RCI's integration of leadership research conducted by Richard Boyatzis, Warren Bennis, James Kouzes and Barry Posner, John Kotter, Howard Gardner, Gary Wills, Margaret Wheatley, Peter Senge, and Chris Argyris.]

Resonance and Emotional Intelligence

A resonant leader is someone who is “in tune with” others — developing a deep sense of connectedness with others such that the leader understands the needs, hopes, and aspirations of others and then uses this insight to engage and inspire others.

Resonant leaders inspire through:

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

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.

Research suggests that emotional intelligence explains about 90% of leadership effectiveness.

EI is comprised of four elements:

1. **Self-Awareness:** The ability to accurately perceive one's own emotions and stay aware of them as they occur, as well as understanding the impact of one's emotions on specific situations and people.
2. **Self-Management:** The ability to use awareness of one's emotions to stay flexible and positively direct behavior - managing emotional reactions to specific situations and people.
3. **Social Awareness:** The ability to accurately pick up on emotions in other people and get what is really going on. This means understanding what other people are thinking and feeling even when it conflicts with one's own feelings.
4. **Relationship Management:** The ability to use awareness of one's own emotions and the emotions of others to manage interactions successfully. This includes clear communication and effectiveness in handling conflict.

Adapted from *Primal Leadership*, by Daniel Goleman, Richard Boyatzis, and Annie McKee

Motivating Volunteers: Bringing Out their Best

From *Drive: the Surprising Truth About What Motivates Us*
Daniel Pink

For any volunteer responsibility that requires thought, creativity or problem-solving, Pink doesn't recommend a focus on concrete rewards and punishments. Instead, he argues that the research on motivation says that there are three elements we must provide to workers and volunteers in this category:

- (1) **Autonomy** — the desire to direct our own life and work. **What might this look like when structuring a volunteer experience?**

- (2) **Mastery** — the urge to make progress and get better at something that matters. **What might this look like when structuring a volunteer experience?**

- (3) **Purpose** — the yearning to do what we do in the service of something larger than ourselves. **What might this look like when structuring a volunteer experience?**

If, however, **the volunteer assignment neither inspires deep passion nor requires deep thinking**, carrots (rewards) won't hurt and might help. And you'll increase your chances of success by supplementing...with three important practices:"

- (1) Offer a rationale for why the task is necessary.
- (2) Acknowledge that the task might be boring.
- (3) Allow volunteers to complete the task their own way.

Develop the Right Mindset when Working with Volunteers

What is a Mindset? A mindset is a way of thinking and seeing yourself, others, and the world in general that, in turn, influences how you interpret and respond to others and the world. It is a fixed mental attitude or disposition that predetermines a person's interpretations of and responses to different situations.

A Mindset Continuum

My-Way Mindset

I am right, you are wrong.

I'm in charge, you're not.

My version of the truth is the right one.

I need to win, you need to lose.



Collaborative Mindset

I have something to learn.

People are doing their best.

I only know part of the story.

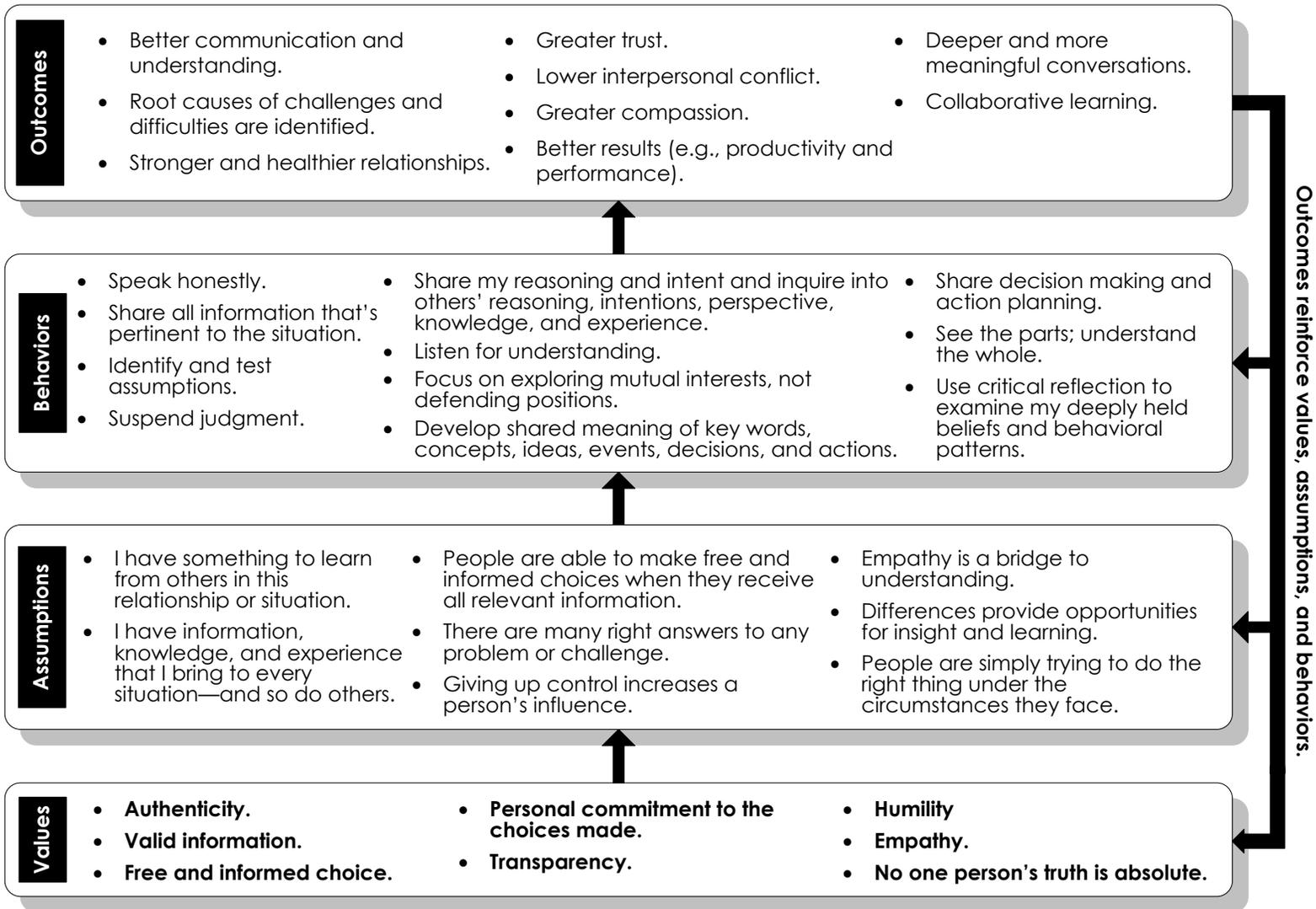
We both can win.

In every situation and in every relationship you always choose a position on this Mindset Continuum.

**Where are you now in every one of your volunteer relationships?
And where might your volunteers be in their relationship with you?**

From **Fearless Performance Reviews**, Jeff and Linda Russell, McGraw-Hill, 2014.

Collaborative Mindset — A Winning Approach with Volunteers



From **Fearless Performance Reviews**, Jeff and Linda Russell, McGraw-Hill, 2014.
Adapted from the work of Chris Argyris, Donald Schön, William Isaacs, Susan Scott, and Roger Schwarz

Next Steps for Developing Volunteer Leadership

Simple steps for becoming an effective, emotionally intelligent, and resonant leader:

1. **Be authentic.** Be true to yourself.
2. **Be present for your volunteers.** When talking to your volunteers, be fully present for them. Give them your full attention. Pocket your smartphone, turn off your e-mail alerts, etc. and focus on understanding.
3. **Listen without judgment.** Be open to contrary perspectives. Be genuinely curious!
4. **Appreciate difference and diversity.** Value the strength that comes from diversity.
5. **Build community.** Invest in efforts to bring your team of volunteers together through formal and informal gatherings. Celebrate successes! Honor each volunteer's contributions.
6. **Dream big.** Set a compelling vision as a leader. Give volunteers something to strive for. Invite volunteers to share their hopes and aspirations for the future.
7. **Share power.** The more power you give away to volunteers, the greater your influence. The more power you hold on to, the *less* influential you become.
8. **Develop people.** You can't get there all by yourself. Help others see their potential in contributing to their own future as well as that of the non-profit organization.