



Volunteer Motivation Through Inspired Leadership

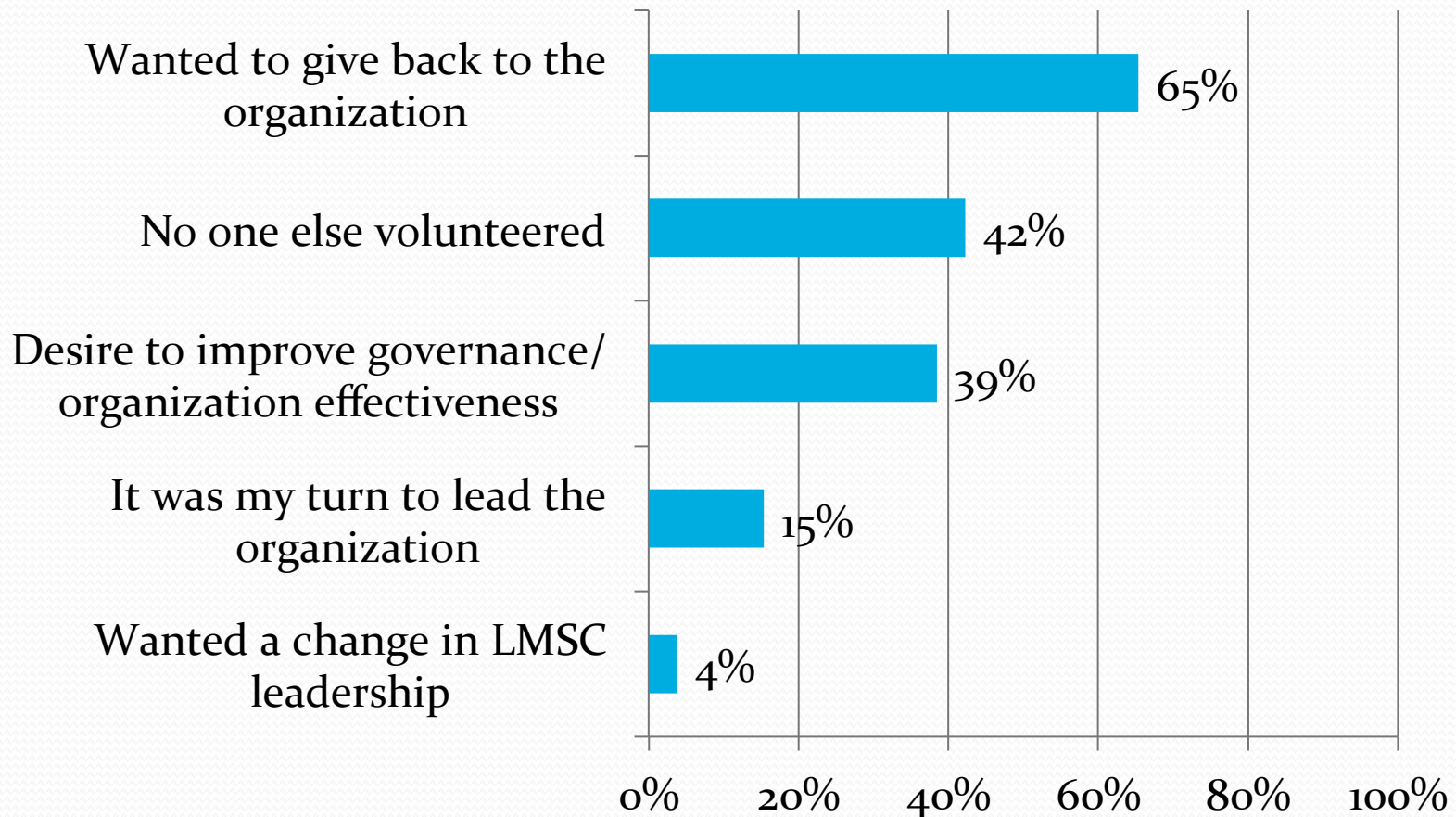
LMSC Leadership Summit

March 13-15, 2015

Phoenix, AZ

Our Audience

- Why are YOU the Chair?



Increasing Influence Through Leadership

Leadership Practices

Leadership

- Make time to do the things that don't seem so immediately important
 - Creating/communicating LMSC vision
 - Annual goal setting
 - Budgeting
 - Resource the goals
 - Empower the volunteer with a budget
 - Evaluating
 - Recognizing efforts

Management

- Set regular meetings
- Use technology resources
- Do the prework for decisions
- Set deadlines
- Be responsive to requests for input/direction
- Be a respectful “nudge”

Being a leader takes skills in both categories
Leadership is not dictatorship

Taking the Journey


- Leadership 101 – John C. Maxwell
- 5 Levels of Leadership
 - Position – People follow because they have to
 - Permission – People follow because they want to
 - Production – People follow because of what you have done for the organization
 - People Development – People follow because of what you have done for them
 - Personhood – People follow because of who you are and what you represent

Level 1: Position

- People follow because they have to
- Job description of LMSC chair defines the boundaries of the influence
- USMS values and relies on the LMSC Chairs
 - Conduit for communication
 - Point person for LMSC-specific issues
- Characteristics
 - Know the organization and its history
 - Do more than is expected
 - Offer creative ideas for improvement

Level 2: Permission

- People follow because they want to
- Relationships with people!
- Skills and attitudes
 - Win-win!
 - “Seek First to Understand”
- How USMS leadership is working on developing Permission this weekend
 - Discussions on vision
 - Networking opportunities with other LMSC chairs and USMS leaders
 - Volunteer engagement training: motivation, recruiting, recognizing

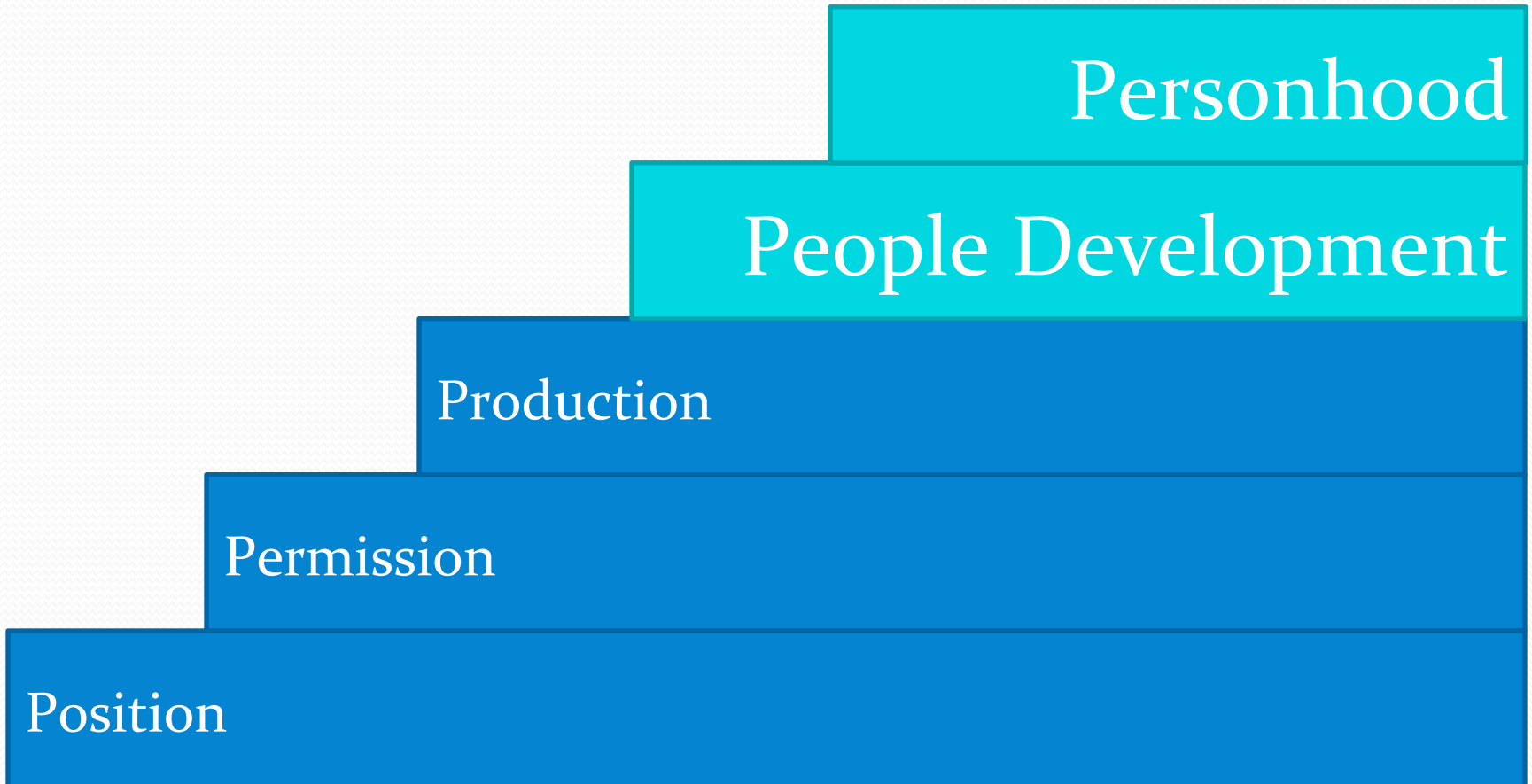


Leadership
begins with the
heart, not with
the head.
-John Maxwell

Level 3: Production

- People follow you because of what you have done for the organization
- Results!
 - Leadership \neq Do-ership
 - Spread the opportunity to contribute to success of the organization
 - Develop a culture of accountability for results
- Create/communicate vision
- Effect positive change from within

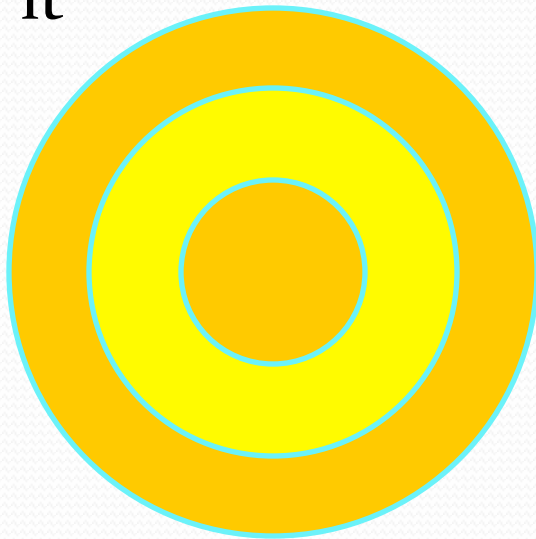
Levels 4 & 5



Inspired Leadership



- “How Great Leaders Inspire Action”
 - Simon Sinek, TEDx 2010
 - <https://www.youtube.com/watch?v=IPYeClTXpxw>
- “People don’t buy what you do, they buy why you do it”



- Start with WHY

The Golden
Circle

Activity: Create a “Start With Why”

- Groups of 4-5 people - 15 minutes
- **Why** do we (USMS and its LMSCs) exist?
 - “We believe...” focus on feelings and values
- **How** do we differentiate ourselves?
 - What’s our “value proposition”?
- **What** do we make, build, offer members and volunteers?
- Output: “Start with Why” message on poster paper

Using the Message Back Home

- Create a “Start with Why” message specific to the LMSC
- Launch from it into identifying and resourcing goals
- Motivate volunteers
 - Recruit
 - Retain
 - Rearrange
- Refer back to it when Recognizing volunteers

Motivating Volunteers

Motivation

- Appreciating different motivational styles can lead to more effective
 - volunteer placement
 - supervision
 - recognition

Motivational Theory

- David McClelland and John Atkinson
- The McClelland Theory is based on the premise that there are three primary motivators of human behavior:
 - Achievement
 - Affiliation
 - Power/Influence

Achievers...

- Think about:
 - Achieving goals
 - Solving problems
 - Strong performance and success
- Strengths:
 - Well-organized
 - Innovative
 - Good planners, and problem solvers
 - Strong initiative
- Struggles and Weaknesses:
 - Delegation to others
 - Process (they can be impatient)
 - Valuing relationships and team
 - Sensitivity to feelings/needs of others
 - Perfectionism
 - Calculated risk taking

Achievers...

- Needs:

- Feedback (they don't like to fail)
- Challenges and opportunity to grow
- High standards, unique accomplishments
- Deadlines
- Responsibility
- Checklists (and crossing them off!)

- Best Types of Roles:

- Fundraising
- Administration
- Training
- Financial
- Data gathering
- Board of Directors

Affiliators...

- Think about:
 - Interpersonal relationships
 - Feelings (theirs and others)
 - How they can help
- Strengths:
 - Good barometer of “climate”
 - Team players
 - Sensitivity
 - Good listeners
 - Persuaders
- Struggles and Weaknesses:
 - Over-sensitive
 - Dealing with conflict
 - Unaware of time
 - Need lots of affirmation
 - Can over-react

Affiliators...

- Needs:
 - To help and be needed
 - To be with friendly people
 - To feel included, liked
 - To be supervised by a “leader-friend”
 - Personal recognition
 - Opportunities to express feelings
- Best Types of Roles:
 - Direct client services
 - Public relations
 - Support activities
 - Planning and/or giving recognition to others

Power/Influence People...

- Think about:
 - Impact, influence on behalf of others (social power)
 - What's in it for me? Keeping the power I have (personal power)
 - Leadership, prestige and job status (social and personal power)
- Strengths:
 - Door openers
 - Strategic thinkers
 - Fundraising from individuals
 - Teachers, trainers
 - Work through hierarchy
- Struggles and Weaknesses:
 - Dominating
 - Argumentative and outspoken
 - Possibly intimidating to Affiliators

Power/Influence

- Needs:
 - Position of leadership and influence
 - Public recognition
 - Prestige and job status
- Best Types of Roles:
 - Advocacy
 - Policymaking
 - Fundraising
 - Political action
 - Speaker, trainer
 - Media representative
 - Board Chair or chair of powerful task force or committee

Activity: What's your style?

- Use the motivational style assessment to find your dominant motivator
- Find like-motivated colleagues and discuss:
 1. Your needs.
 2. Your favorite jobs.
 3. Your preferred work atmosphere.
 4. How you like to be supervised.
 5. How you like to be recognized.
- Find commonalities to share with the whole group

Determining Others' Motivation

- To determine motivational style, ask non-directive questions such as:
 - What jobs have you enjoyed most? least?
 - Describe a perfect supervisor.
 - *Affiliators want a buddy.*
 - *Achievers want a partner to offer parameters and checkpoints.*
 - *Power People want to know the goal and be given a great deal of freedom in reaching it.*

Key Points

- Organizations need people with a variety of motivational styles to achieve their mission.
- It's easy to get people to do what they love to do!
- Honor what motivates a person to volunteer in exchange for that person's service to the organization.
- Recognize that some conflict can arise between people with different motivational styles.
- Get creative in adapting to these styles.

Resources

- “Leadership 101” – John C. Maxwell, 2002.
ISBN 13:978-0-7852-6419-4
- “How Great Leaders Inspire Action” – Simon Sinek, TEDx Puget Sound 2010. <https://www.youtube.com/watch?v=qpoHIF3Sfl4>
- “Volunteer Motivation” – Training Busy Staff to Succeed with Volunteers: The 55-minute Training Series – Betty S. Stallings, 2007
(contact lmscdevelopment@usms.org for a copy)