



Session 1

Leadership Institute

Leading Strategically

Leadership Institute 2023

Our approach to leadership development – Leadership Development 2.0

- Develop leaders
- Connect action to the APS Strategic Plan
- Facilitate smoother transitions in committee leadership
- Provide a platform through which committee chairs/vice chairs can collaborate
- Develop connections between groups focused on similar outcomes

Today's Session

- What is leadership and what informs my sense of leadership
- Leading within the unique context of a Professional Society
- Leading Teams

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.”

Leading - 4 Dimensions



Leading Strategically

Competencies

- External awareness
- Strategic thinking
- Vision
- Decisiveness
- Entrepreneurship
- Problem-solving



Leading People

Competencies

- Conflict management
- Diversity
- Integrity
- Accountability
- Credibility
- High-level communication
- Developing others
- Team building



Leading Change

Competencies

- Creativity
- Innovation
- Flexibility
- Resilience
- Initiative
- Self confidence
- Prudent risk-taking



Leading Collaboratively

Competencies

- Building coalitions
- Political savvy
- Influencing/negotiating
- Fostering relationships

Self Reflection

- The self-assessment modules sent in advance are designed to help you think about your leadership strengths and attributes. Ongoing self-reflection helps us as leaders understand our ability to influence, develop an authentic culture of candor, and build leadership partnerships.
- Take some time to review and reflect on where you are as a leader and how you interact with or understand the people you lead.

Your Model of Leadership Behavior?

- Where does your **mental model** for being **a leader** come from? (such as experience with another association, corporate, community organization, service organizations, academic institution, etc.)
- Where might there be major **differences** between the source(s) of your **mental model** and other organizations?
- What are the implications of those differences for your leadership?

Successful Leadership in Contemporary Organizations



Our society is

a group of people who **voluntarily** come together to solve **common** problems, meet **common** needs, and accomplish **common** goals.



Our Society's DNA



Voluntary, purpose driven organizations are unique because the same populations are:

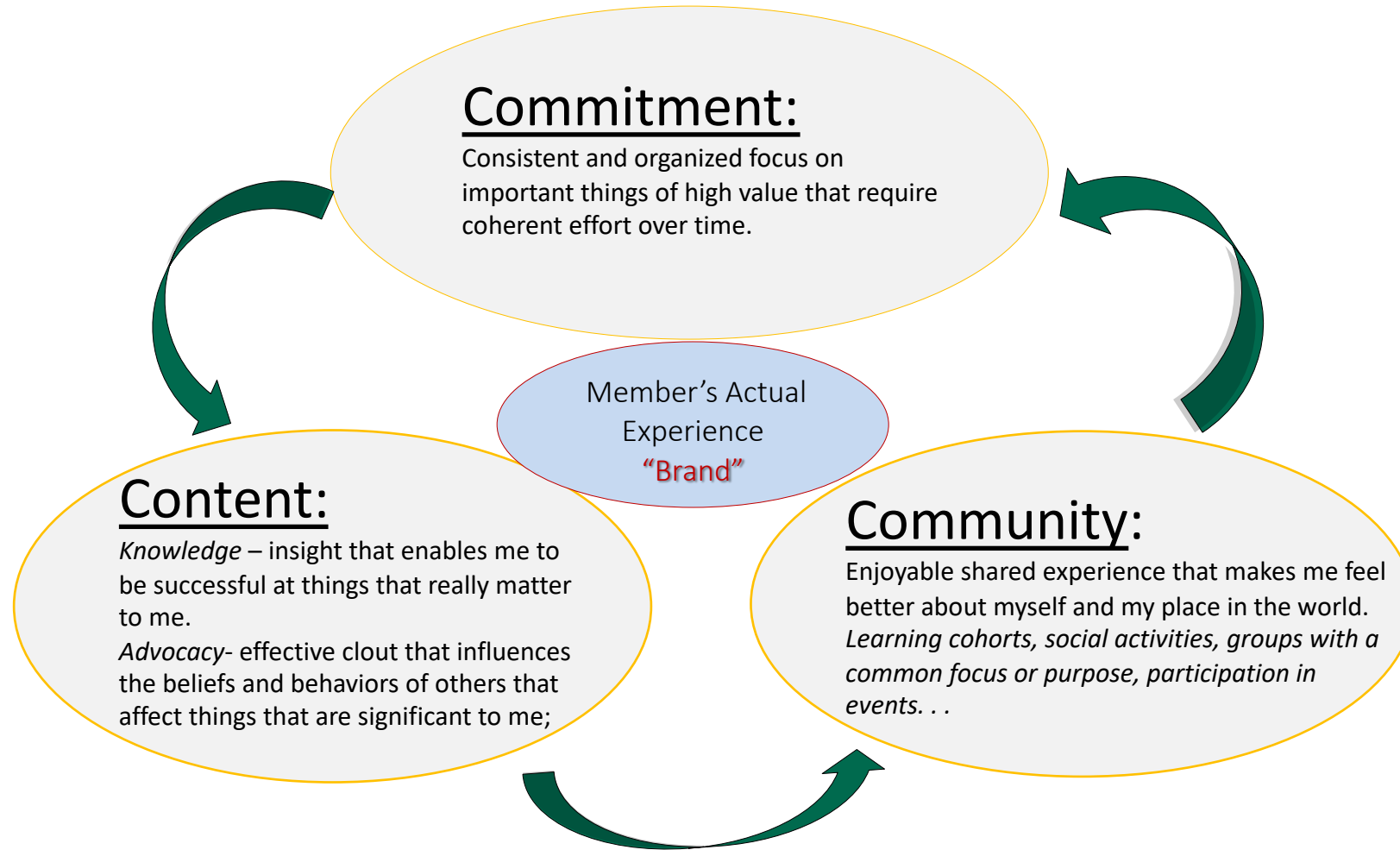
- the **owners**,
- the **customers**, and
- the **workforce** of the organization.

Key competitive advantages:

- 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*

The Distinguishing Value Proposition of the 21st Century Association



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?



Discussion

- What is the *unique* role of your group within APS?
- How does your group add to the APS member experience?

Council Responsibilities

1. Set organization direction
2. Ensure necessary resources
3. Provide oversight



Staff Responsibilities

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

Staff Responsibilities

2. Partner with volunteers

- Committee / Task Force
- Members bring understanding of needs / content expertise
- Staff brings process/implementation expertise



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

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

Common Purpose / Vision

- Committee charge that is connected to the organizational direction.
- ✓ Does our committee have a clear charge?

Core Purpose: Advancing the science of plant pathology



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

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



Reflection

- How is your group connected to the APS Strategic Plan?



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?

✓ 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?



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.
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- ✓ Do we have a clear communication strategy for our committee?
 - ✓ How often do they want information / reminders?
 - ✓ What is the preferred method of communication?



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.
- Demonstrating the work is making a positive difference.
- Providing an enjoyable opportunity for involvement.



A Framework for the first discussion 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 do we anticipate will be different for them when we are successful?
Or
- What outcomes are we committed to accomplishing on their behalf?
- What are the necessary steps we must take to deliver that success and when? How will we make that happen?

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.

Identifying your Next Leader

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A small, vibrant green plant with several leaves is growing out of a crack in a grey asphalt surface. The background is a blurred, bright sky with a warm, golden glow, suggesting a sunrise or sunset. The overall scene is a metaphor for overcoming adversity and achieving the impossible.

“It always seems impossible – until
its done”

- Nelson Mandela

Questions

Additional questions, comments or ideas?

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