



Leading Strategically 2024

Vice Chair Discussion

Now What?

# Today's Session

- Reflect on the experience we bring to this role.
- Identify the unique role the group we will lead plays in APS.
- Review and reflect on the role of the incoming leader and how to effectively utilize this time.
- Touch upon the attributes of effective 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



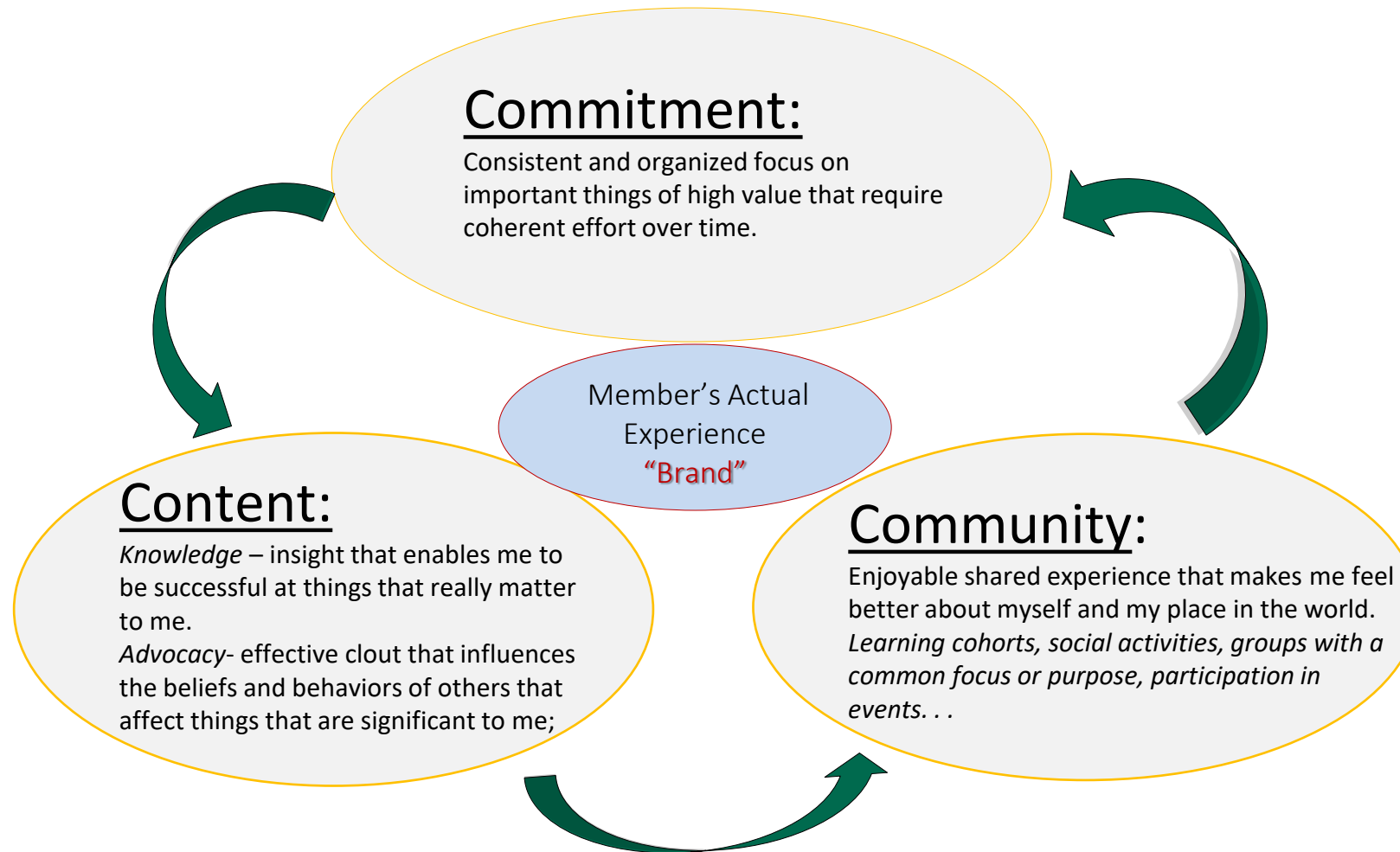
Get results / outcomes

“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.”

# Reflection

- What leadership experience do I bring to this position (any past leadership positions inform our leadership “style”)?
- How has this influenced the way I lead?
- What are the leadership strengths that I bring to this role?
- What are the outcomes I hope to help guide my group to accomplishing?

# The Distinguishing Value Proposition of the 21st Century Association



# 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*



## 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.







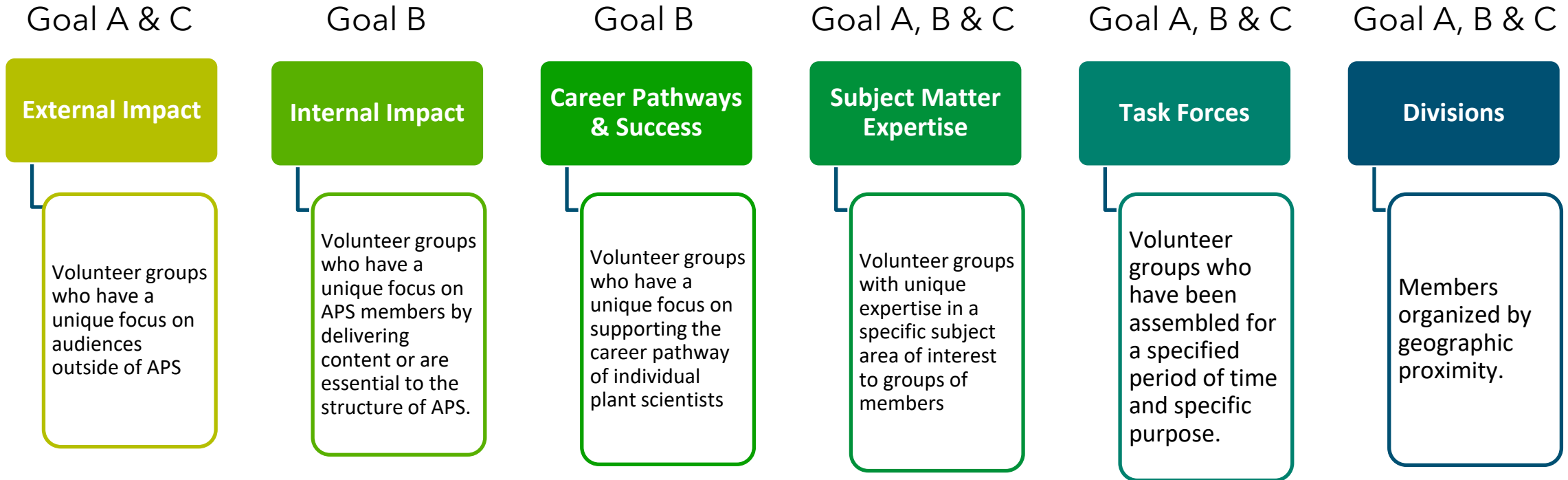
# 2022-2025 Strategic Goals

**Goal A:** Advancements 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.

# Committees & Strategic Goals



**Goal A:** Advancements 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.

# 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

# What Committees Do



Support and communicate the APS Vision and Mission



Provide community and networking



Opportunities for leadership and professional development



Identify research needs & opportunities that lead to development of educational offerings for members or external stakeholders

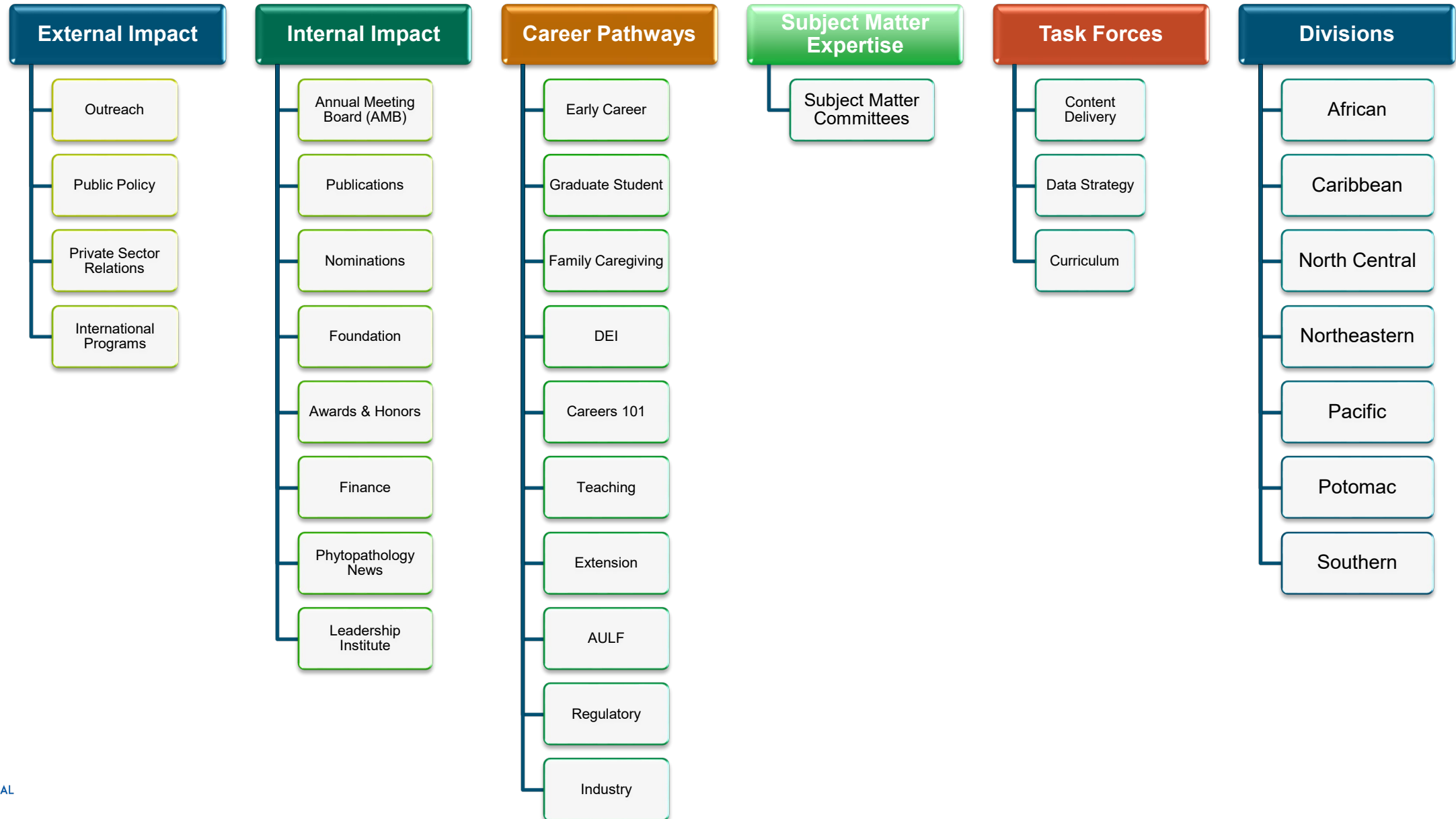


Support APS advocacy efforts



Drive priorities of APS in relation to your committee's area of focus

# APS Volunteer Structure



# Reflection

- What is the *unique* role of your group within APS?
- How does your group add to the APS member experience?
- If we are successful, what will be different for our key stakeholders in 5 years?

# The Role of the Vice-Chair

(or – I said yes so  
now what do I do?)



## Observe

- What is important to us (not just me)?
- What impact could we deliver?
- How are people engaging?
- Who are potential future leaders?



## Plan

- What is our long-term plan?
- What can we build upon in the future?
- Who will be the next Vice Chair?
- How will we organize discussions / programs next year?



## Support

- What can I do to support the current chair and the 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.







# 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 that we are uniquely positioned to deliver.



## **Evaluate**

Measure progress toward outcomes.

# Discussion

- What are the challenges to effective engagement you have observed?
- Are there tools or techniques you have found to be effective in increasing engagement (or things that have not worked)?

# Discussion with your committee

## Environmental Scan to provide focus



Step 1– identify the current conditions in our area of focus



Step 2 – identify the trends or changes in the high impact current conditions (why is this happening).



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 area?

Is there an urgency to action or providing information?

Based upon this discussion, is there content that does not exist today that will provide value to our members?

# 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)

# Framework for 1<sup>st</sup> discussion with your committee



What is our specific charge (task that we are asked to accomplish on behalf of APS?)



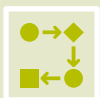
Which APS goal/objective are we helping to achieve?



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?

# Discussions with your Committee

## A guide to your first meeting

- What is our specific charge (task we are asked to accomplish on behalf of APS)?
- Which goal 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 over the next few years?
- What are the necessary steps we must take to deliver that success and when? How will we make that happen?



# 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 will I focus on in the coming year?

Are there additional resources that might help me, and my group succeed?

# 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?



# 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.
- 
- ✓ 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?

# 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.

A small, vibrant green plant with several leaves is growing out of a crack in a grey asphalt surface. The background is a bright, hazy sky with a soft orange 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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# Councilors-at-Large

2024-2025



**Nicole Donofrio**  
Sr. Councilor-at-Large



**Jerry Weiland**  
Councilor-at-Large



**Femi Alabi**  
Councilor-at-Large

# CALs Committee Liaisons

<b>Nicole Donofrio (2022-25)</b>	<b>Jerry Weiland (2023-26)</b>	<b>Olufemi Alabi (2024-27)</b>
<b>Early Career Professionals</b>	<b>Collections &amp; Germplasm</b>	<b>Extension</b>
<b>Industry</b>	<b>Graduate Student</b>	<b>Regulatory Plant Pathology</b>
<b>Bacteriology</b>	<b>Bioengineering Applications</b>	<b>Committee for Diversity, Equity, Inclusion</b>
<b>Biological Control</b>	<b>Evolutionary Genetics &amp; Genomics</b>	<b>Teaching</b>
<b>Chemical Control</b>	<b>Molecular &amp; Cellular Phytopathology</b>	<b>Diagnosticians</b>
<b>Crop Loss Assessment &amp; Risk Evaluation (CLARE)</b>	<b>Nematology</b>	<b>Forest Pathology</b>
<b>Emerging Diseases &amp; Pathogens</b>	<b>Pathogen Resistance</b>	<b>Family &amp; Caregiver Support</b>
<b>Epidemiology</b>	<b>Postharvest Pathology</b>	<b>Integrated Plant Disease Management</b>
<b>Host Resistance</b>	<b>Seed Pathology</b>	<b>Disease Surveillance and Pathogen Detection Methods</b>
<b>Mycology</b>	<b>Tropical Plant Pathology</b>	<b>Soil Microbiology &amp; Root Diseases</b>
<b>Mycotoxicology</b>	<b>Vector-Pathogen Complexes</b>	<b>Turfgrass Pathology</b>
<b>Phyllosphere Microbiology</b>	<b>Diseases of Ornamental Plants</b>	<b>Virology</b>



# Key Contacts for Committees

## 2024-25 APS Councilors-at-Large

- Nicole Donofrio [ndonof@udel.edu](mailto:ndonof@udel.edu)
- Jerry Weiland [jerry.weiland@usda.gov](mailto:jerry.weiland@usda.gov)
- Olufemi Alabi [alabi@tamu.edu](mailto:alabi@tamu.edu)

## APS Staff Liaisons

- Linda Schmitt (leadership training, governance, annual committee reports, awards/nominations, foundation funding)  
[lschmitt@scisoc.org](mailto:lschmitt@scisoc.org)
- Dominika Kuzlak-Swanson (Committee Connections, Zoom Committee Meeting scheduling, Shared Drive requests, APS Community, webinars)  
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- Cindy Scheller (committee appointments, rosters)  
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- Melanie Bristor (continuing education)  
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