

Welcome

I have added notes in the red boxes. I hope they help.

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Three Titles I Played With

Anyone can be a Boss,
Can You be a Leader?
Focusing and Inspiring Volunteers

Anyone can be a Boss,
Anyone can be a Leader!
Focusing and Inspiring Volunteers

Anyone can be a Boss,
Everyone can provide Leadership!
Focusing and Inspiring Volunteers

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Larry Ledgerwood

Sailing Stuff ...

US Sailing Training Committee

US Sailing National Faculty Online Committee

Chair of National Sailing Programs Symposium - NSPS

Keelboat Instructor at OCSC, San Francisco Bay

Keelboat Instructor at the United States Naval Academy

Business Stuff ...

“Why do we do what we do? and
Why don't we do more of what we know works?”

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Objectives

- to have you think about Leadership in a different way than you do right now
- particularly on how to focus and motivate volunteers
- to provide you with resources for further investigation

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What are we talking about?

- Boss - Leader
- Managing - Leading
- Management - Leadership
- Leader - Leadership

What do these terms mean to you? What are the differences and what are the similarities?

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What people say ...

Managers are people who do things right, and leaders are people who do the right things.

lots of people

The above represents commonly held views of Managers and Leaders. This session did not attempt to differentiate between the two. Rather we examined the idea of Leadership vs the position of being a leader.

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Leadership Agenda

- 10 year Project - Leadership Agenda
- Mid and upper level Scientist, Engineers
- Year long program - 10 days of meeting
- Leadership - not a positional *job*

The idea of developing leadership within the organization both teaching it and fostering it as a way to foster *focus* and *motivation* for the volunteers was the focus of this session.

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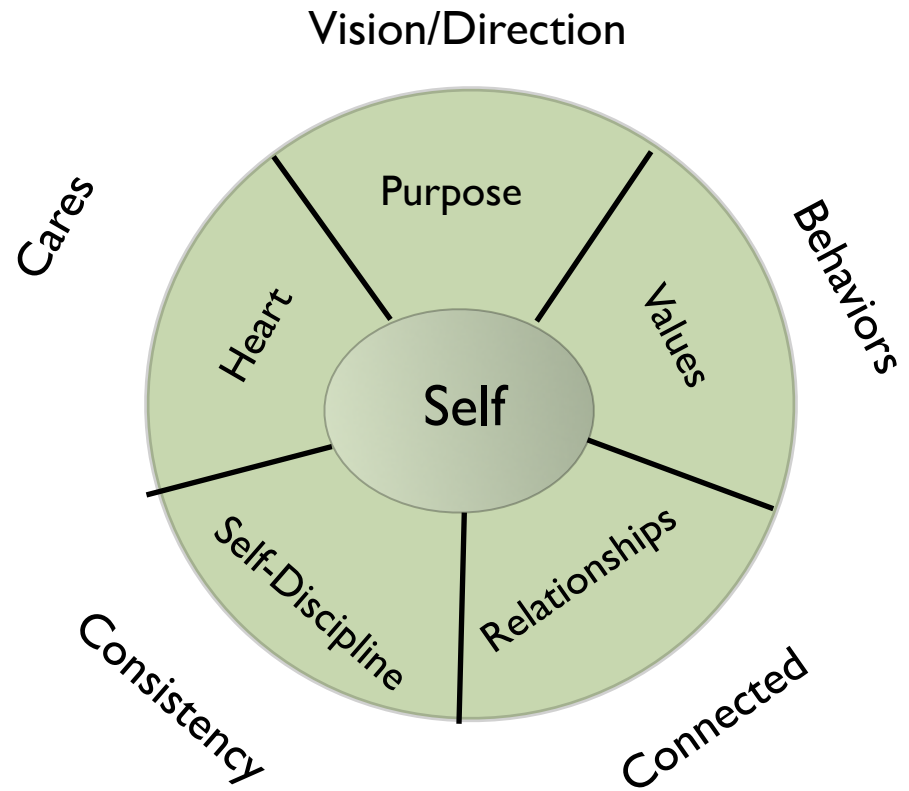
Our Model

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What I will Follow

Leader(s) who...
An Organization that...



This was the guiding model of Leadership that we developed for the leadership program described above.

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What Leaders Manage ...

- Attention
- Meaning
- Trust
- Oneself

Attention and Meaning are two components that impact what people will focus on. High levels of Trust are related with high levels of positive *Motivation*.

Warren G. Bennis

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Leadership

“Becoming a leader is synonymous with becoming yourself.

It is precisely that simple, and it is also that difficult.”

Warren Bennis

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Leadership is not a singular act ...

“A leader without followers
is just someone out for a walk.”

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Enlisting Others

Our Vision + Their Reasons = Alignment

This is a new expression of an idea that came to me as I prepared this presentation. Alignment is one result of *Focus* and *Motivation*.

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Arlene's Vision

Our Vision + Their Reasons = Alignment

I used an edited version of Arlene Samens' TEDx talk to illustrate the power of articulating a clear vision. What I showed were the first 90 seconds or so and the last 2.5 minutes.

Having spent time with her and the people in her organization, One-Heart World-Wide, I know that the clarity of that vision permeates everything they do.

It provides Focus for both her staff and the volunteers throughout the world.

Her entire 8 minutes talk, *Dying to Give Birth*, can be seen [here](#).

And because I support her efforts here is the link to [One-Heart World-Wide's](#) website.

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His Vision Their Reasons

Our Vision + Their Reasons = Alignment

I showed a clip from the movie Gettysburg when Colonel Joshua Chamberlin gives a talk to 120 Union Army deserters that he “inherited” just as he was moving into place for the battle at Gettysburg. These were his “six guys sitting at the bar”, that is, a group that was not exactly helping his cause along. These represent the “resisters” in our organizations.

The talk serves as an example of how he engaged them in his clearly articulated vision and acknowledged that they would join for their own reasons.

In reality Chamberlin got 118 of the 120 men to join him which is widely believed to be *the* turning point in the war. His success in (re)enlisting these men means the United States exists today. The clip on is [here](#).

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Enlisting Others

Our Vision + Their Reasons = Alignment

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What Leaders Manage ...

- Attention
- Meaning
- Trust
- Oneself

Warren G. Bennis

We discussed managing the context or culture of an organization as a way to manage the meaning of individual's behaviors. I referenced the section in Malcolm Gladwell's book *Blink* where he discusses the power of context. In particular I referenced the experiment on The Parable of the Good Samaritan as an example of how context influences behavior.

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Managing Trust

We all have a *starting* point for our trust of others.

We started our discussion on managing Trust by looking at the idea that we all have a starting point for how much we trust people. And they are different starting points!

When we deal with others whose starting points are different we each can misinterpret the other's behaviors through our own filters.

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Managing Trust

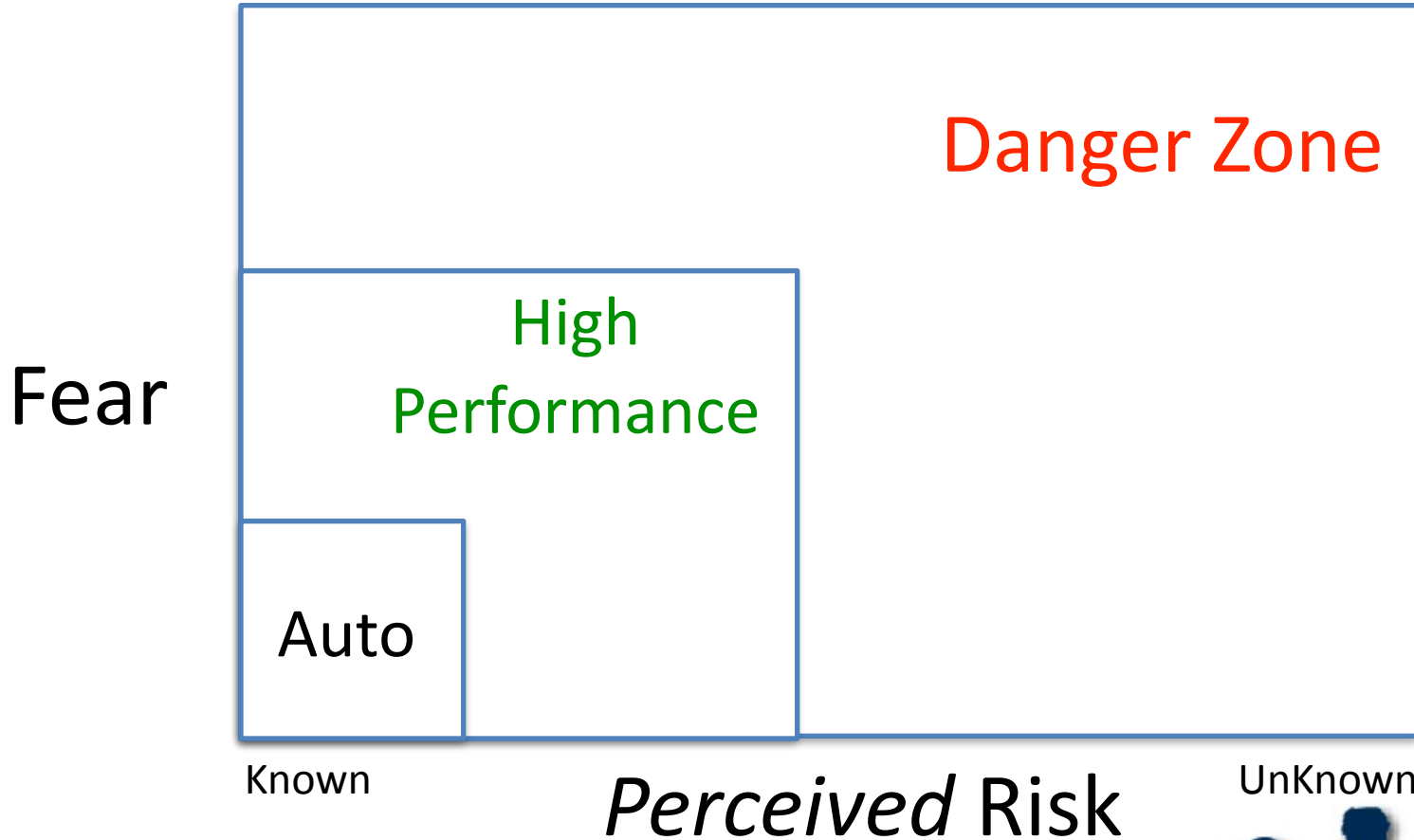
$$\text{Trust} = \frac{\text{Credibility} \times \text{Intimacy}}{\text{Perceived Risk}}$$

adapted from Synectics Inc.

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Fear and Risk



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Our fear of Mistakes

“We learn from mistakes.”

“There is a important difference between
above the water line mistakes
and below the water line mistakes.”

We discussed the role of perceived risk and the management of that risk in building a climate of Trust in our organizations and its impact on peoples performance and engagement.

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What Leaders Manage ...

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Warren G. Bennis

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Motivating

I introduced two resources to be able to understand motivation. The first was the work of Douglas McGregor who introduced the idea that our only area of influence over people in our organizations is when what we are asking them to do (Organizational Needs) helps them accomplish something they desire (Individual Needs).

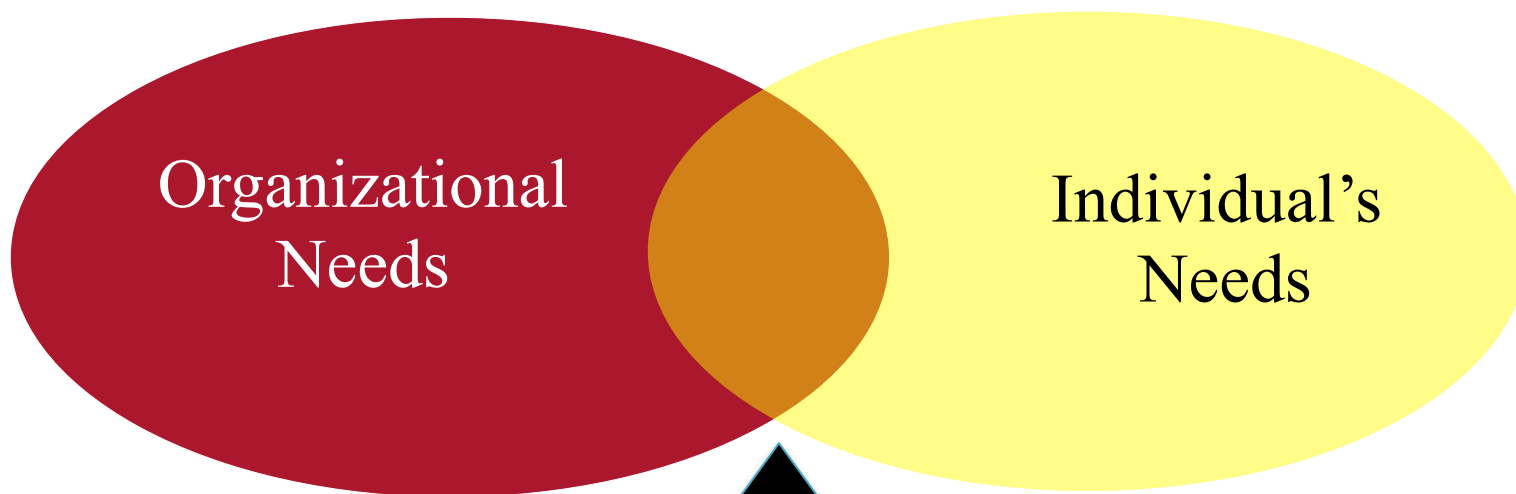
The more we understand about what is important to them the greater our opportunity to make the connection between the two sets of needs.

A good read on McGregor is *Douglas McGregor Revisited: Managing the Human Side of Enterprise* by Heil, Bennis and Stephens.

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Our Ability to Influence is Limited



Our Zone of Influence

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Daniel Pink on Motivation

- Mastery
- Autonomy
- Purpose

The other resource I introduced was Daniel Pink's work on motivation. *Drive* is his book that deals directly with motivation. *Selling is Human* is his latest and it deals with how to influence people when we don't have (or want to use) positional power.

For a short very engaging and fun introduction to his work on Motivation check out this [link](#).

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Learning Their Needs

Connecting on Multiple Levels:

- **Vision** - *What do you want your life to look like?*
- **Objectives** - *How will you know you are getting there?*
- **Knowledge and Skills** - *What do you need to take you there?*
- **Plan** - *What is your plan?*
- **Values** - *What is important to you?*

This is a list that we use in corporate coaching where we recommend that the coach knows the person they are coaching on all these levels.

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Lollipop Moments

And my favorite find as I was preparing this session. This TEDx talk should be required daily viewing for anyone that deals with people. Leaders, managers, parents, teachers, students

Drew Dudley talks for six minutes on [Everyday Leadership](#) and delivers a host of messages that would serve us well to observe.

Watch this talk!

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Teaching as acts of Leadership

- Recognizing teachable moments
- Believing that it is when they are ready to learn, not when we are ready to teach that creates the moment
- Remembering that they are willing volunteers
- Understanding that they do it for their reasons, not ours

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Please Remember ...

“Knowing is the Enemy of Learning.”

Stay Curious!

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Thank You!

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