Volunteer Motivation Through Inspired Leadership

LMSC Leadership Summit
March 13-15, 2015
Phoenix, AZ
Our Audience

- Why are YOU the Chair?
  - Wanted to give back to the organization: 65%
  - No one else volunteered: 42%
  - Desire to improve governance/organization effectiveness: 39%
  - It was my turn to lead the organization: 15%
  - Wanted a change in LMSC leadership: 4%
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 ≠ 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

- Position
- Permission
- Production
- People Development
- Personhood
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
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

- “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)