



U.S. MASTERS SWIMMING

Swimmers Serving as Organizational Leaders

Mastering the Challenges





How we will cover the topic

- ▶ **Introductory comments and activity**
- ▶ Trends and Issues in Volunteerism and member organizations
- ▶ **Creating and Sharing Volunteer Opportunities**
- ▶ **Uncovering the talents, motivations, interests of members and matching them to organizational needs**
- ▶ **Recruiting members to become volunteers**
- ▶ **Generational differences to the above.....**





After Break....

- ▶ **Building and Supporting Volunteer Leadership**
- ▶ **Key Skill in working with Volunteers: The Art of Delegation**
- ▶ **Effectively addressing problem situations if/when they arise**
- ▶ **Showing Appreciation to Volunteer Contributions**



Intro Activity/Ice Breaker...

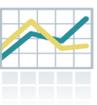
- ▶ Connect with someone you do not know
- ▶ Ask each other:
 - What method was FIRST used to recruit you to be a volunteer with USMS?
 - How long have you served as a volunteer?



Trends and Challenges in Volunteering and in Membership Organizations

Volunteer Trends...

- ▶ Short term – episodic (commitment aversion!)
- ▶ Discretionary time limitations
- ▶ Like Volunteering with groups/family
- ▶ Technology and social media impact
- ▶ Enhanced Risk Management
- ▶ Volunteers offering to share high-level skills
- ▶ Volunteers wanting to MAKE a Difference not just fill free time
- ▶ Generational differences (baby boomers, generation X...etc.)
- ▶ Challenge attracting leadership volunteers
- ▶ Volunteers more sophisticated...“What am I saying YES to?”




Membership Challenges

- ▶ Members come to “swim”(benefit)- not take on another volunteer job
- ▶ Member organizations with long history – slow to change, often very bureaucratic – not flexible enough for younger generations...
- ▶ Challenge to get members to contribute to the greater mission
- ▶ Membership organizations get stuck in keeping current leadership in place TOO long – then no one wants to follow
- ▶ Often do not gather info on members which could lead to encouraging them to become leaders



Membership Challenges



- ▶ Recruitment of leaders often uses the.....We are desperate approach.
- ▶ Leadership jobs are often too big for one person...and leadership benefits do NOT outweigh the problems to the volunteer
- ▶ Member volunteer opportunities often set in stone.....not creative in new ways to engage volunteers.
- ▶ Long term volunteers become clique thus hard for new volunteers to "break into the club"



Creating and Sharing Volunteer Opportunities

- ▶ Expanding ways members can volunteer - potentially serving on task force or service project initially 
- ▶ Sharing volunteer opportunities as a benefit to membership (possibly a YouTube/video that shares "fun" and leadership opportunities and ways to fulfill greater mission of USMS)
- ▶ Consider co-chairs of large positions
- ▶ Offer coaching from previous position holder



Creating and Sharing Volunteer Opportunities

- ▶ Leadership - not always "doership" roles 
- ▶ Clear on support, length of service commitment, training provided
- ▶ More visible action focused volunteer opportunities on web presence.
- ▶ List benefits of USMS as well as opportunities to further serve the mission



Uncovering talents, motivations, interests of members.....



- ▶ Include additional questions in your application
- ▶ Assign a mentor volunteer to new member



Uncovering talents, motivations, interests of members.....

- ▶ Welcome/Orientation/Interview new members –
 - What are their motivations to join?
 - Possible interest in supporting USMS
 - Motivated by affiliation? achievement? influence?
 - Share some opportunities to serve mission and support the organization
 - Establish a talent bank – Can we call to determine your potential interest in certain areas of support – no commitment (Borrow an Expert idea)



Recruiting From Your Membership 

- ▶ Current leadership be on the lookout for future leaders – acknowledge potential volunteer leaders
- ▶ Invite prospective volunteers to “try it out” or go with current volunteer to carry out position
- ▶ Share opportunities and ask for folks that are interested in exploring the position to talk with you. No commitments made on either side initially.
- ▶ Difference between advertising needs and asking people to consider a volunteer role...



Recruitment (continued)

- ▶ Describing Positions with honesty and clarity
- ▶ Always include benefits in the work.
- ▶ Don't overwhelm with too many how-to details in the recruitment phase
- ▶ Create a volunteer recruitment/development Task force -
 1. recruit, orient, ensure training and smooth transition takes place
 2. Include Tools, Task and Time for each position



Generational Response.....



- ▶ Silent Generation - born 1925-1945
- ▶ Baby Boomers - born 1946-1962
- ▶ Generation x - born 1963-1980
- ▶ Millenials - born 1981-2002



Answer these questions...

- ▶ What kinds of volunteer positions are most appealing to you?
- ▶ What is the best way to recruit you?
- ▶ How tech savvy are you?
- ▶ What are the key frustrations/challenges you experience as a volunteer with USMS?



Building Leaders

- ▶ We can't do it all ourselves and....we won't be here forever! Organizations need new blood.. 
- ▶ Remember the best doers do not necessarily become the best leaders (opposite skill set!) 
- ▶ Important question.... "Why are we having difficulty finding new leaders....?" 



Difficulty Building Leadership

- ▶ When term limits are not honored
- ▶ When leadership position creates more stress than benefits to volunteer
- ▶ When new leaders are not offered training/support in their role
- ▶ When the wrong person volunteers to lead
- ▶ No succession planning or past leaders not serving as coaches to new leaders 



Selecting new leaders... (The IDEAL)

- ▶ Have **completion factor** ✓
- ▶ Have **peer respect** – not everyone may like ✓
- ▶ Past **positive experience** as a leader ✓
- ▶ Being **constructively discontent** ✓
- ▶ Enjoys a challenge ✓



Selecting new leaders 

- ▶ Good listener (Must be silent to listen...(Note that silent and listen have the same letters in them!) ✓
- ▶ Eager to continue learning skills of leadership ✓
- ▶ Empowers others – good delegator ✓



Delegation: Key Skill of Leadership

- ▶ Why is it so difficult to do well?
- ▶ Why is it so critical to do well?



4 ways to get the job done...

- Doing ✓
- Directing ✓
- Dumping ✓
- Delegation ✓



Definition of Delegation

1. Assigning mutually agreed upon results
2. An appropriate means of authority and support to get those results.
3. A follow-up system which allows you to inspect what you expect...



Cardinal Rules of Delegation



1. Mutual understanding of expectations.
2. Give on-going resources to be successful
(Ask: What can I do to support you in this role/ assignment, etc.?)
3. Define the level of control/authority the volunteer has in this role.



Levels of Authority/Control

1. No authority for making unilateral decisions (self assignments) - (This is direction, not delegation)
2. The authority to **recommend** action/ self assignment
(First level of delegation)
3. The authority for unilateral decisions (self assignment) provided regular progress reports are received (Second level of delegation)
4. The authority for making unilateral decisions provided you alert supervisor to any major issue/problem (Highest level of delegation)



Cardinal Rules of Delegation

- 4. Check on progress
- 5. Watch out for Reverse Delegation



Who's got the monkey???



Effectively dealing with problem situations when they arise:

Gaps between what is needed/expected from a volunteer and/or USMS and what is actually occurring.



Think About....

Do you think anyone has ever considered YOU a problem volunteer/staff person?




Discussion:



Why is it difficult to give negative/corrective feedback to a volunteer?

Why must problem situations be dealt with timely and effectively?



Examples of potential challenging volunteer behavior at 

- ▶ Out of bounds ✓
- ▶ Poor judgment ✓
- ▶ Late on written reports/ignore time lines ✓
- ▶ Not following policies/rules, etc. ✓
- ▶ Overwhelmed ✓
- ▶ Breach of confidentiality ✓
- ▶ Quality of work declining ✓
- ▶ Negative attitude ✓
- ▶ Very dependent/ Lack of initiative ✓
- ▶ Misses important meetings or late for them ✓
- ▶ Losing motivation ✓
- ▶ Forgetful ✓
- ▶ ?????

Focus on:

1. DEGREE OF EACH 2. Is it NORMAL/ABNORMAL Behavior? 3. IMPACT?



Reminder Rules of Confrontation

- ▶ Be Specific, not general
- ▶ Be descriptive, not evaluative
- ▶ Approach when you are calm and rational
- ▶ Use "I" not "you" when describing behavior or expectations to avoid defensiveness
- ▶ Describe in terms of "more" of "less" - avoid absolutes
- ▶ Check that communication was clear -they may not be auditory
- ▶ Explore alternatives and options for change - not ONE way




Activity



Think of a time when a volunteer did not come through for you or is causing problems due to his/her behavior/attitude... Is there anything **you/USMS** might have done that could have averted this disappointment?



Thanking/Appreciating Volunteers

- **Placing in the right position** for them (Highest form of recognition!)
- **Personal** Recognition is the BEST
- **Plentiful** and creative
- **Powerful**




Recognition: Thoughts on each....

- ▶ Formal 
- ▶ Informal 



Table activity

- ▶ Most creative ways to thank volunteers



Summary of our time.... 

- ▶ Trends and Issues In volunteerism and member organizations
- ▶ Creating and Sharing Volunteer Opportunities
- ▶ Uncovering the talents, motivations, interests of members and matching them to organizational needs
- ▶ Recruiting members to become volunteers
- ▶ Generational differences
- ▶ Leadership development
- ▶ Leadership skills: Delegation, Effective problem resolution, Recognition