

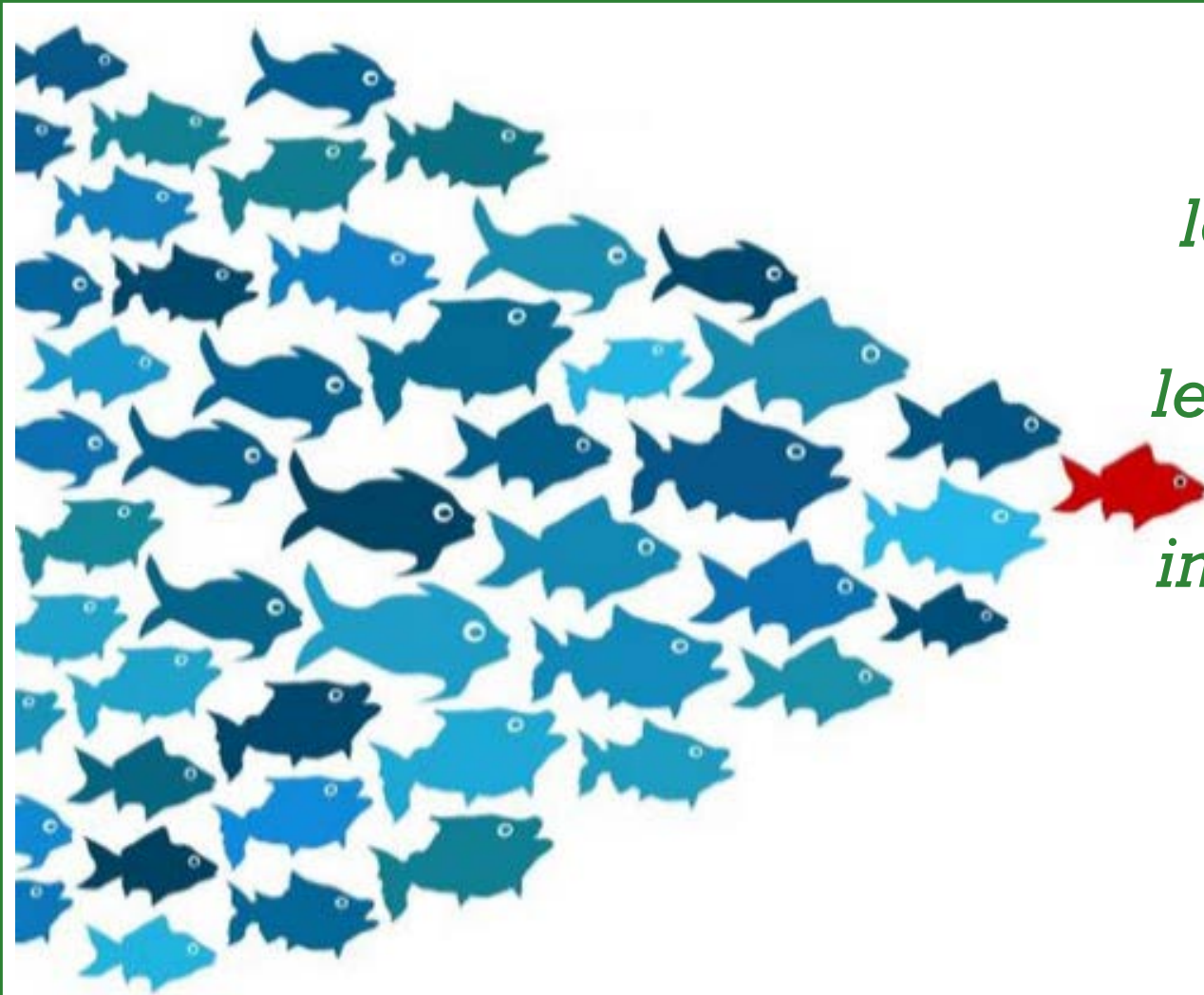


LEADERSHIP DEVELOPMENT

Building a Deeper Bench

UPPER MIDWEST REGIONAL RENDEZVOUS

MARCH 31, 2019



The quality of leadership and the depth of that leadership bench is one of the most important factors in predicting the success and sustainability of a TU chapter.

No Silver Bullet

While there is not one formula for building a diverse and robust chapter leadership, there are elements and processes that most effective chapter leaders have in common.



Traits of Boards with a Waitlist *(yes, really!)*



- A strategic approach to diversity and leadership recruitment
- Intentional structure, organization and ongoing support
- Thoughtful officer and director selection and composition
- Welcoming, inclusive communications and culture

Why are we doing this?



A very real and recurring question that keeps popping up within some or all of our chapter at one time or another is:

How does the chapter build a solid leadership succession and then retain these leaders within the chapter?



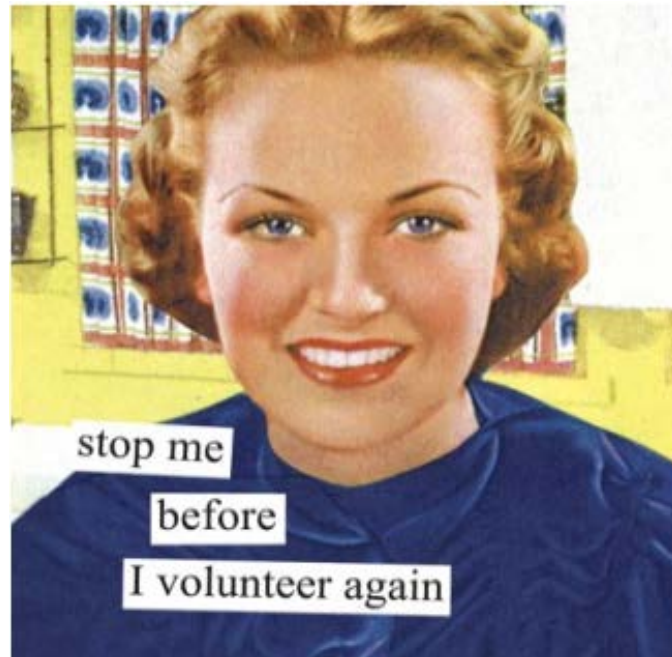
Today's Agenda

- **Common leadership problems**
- **Developing a Strategic Plan**
- **Identifying your new leaders**
- **Recruiting the new leaders**
- **Building your leadership**

What Stops TU Members from Accepting Leadership Roles?



- Fear of commitment.
- Doesn't sound exciting.
- Insecure about skills.
- 'Old guard' unfriendly to newcomers/
too exclusive.
- Lack of understanding of programs/
unclear, general goals.
- They have watched others before them burn-out/
don't know how much time it will
take/ not enough time.



Intentional structure, organization and ongoing support

Common problems faced with building leadership



- 🐟 Identification of potential leaders
- 🐟 Lack of understanding on the role – Fear of commitment
- 🐟 Insecurity with time commitment
- 🐟 Absence of or lack of support by board
- 🐟 Keeping your membership involved

Remove Barriers

- Create clearly defined and consistently practiced board roles & responsibilities
- Set expectations for board, committee and special event volunteers
- Explain time commitments
- Clarify what success looks like
- Hold volunteers accountable
- Make new volunteers comfortable. Designate a volunteer greeter at meetings.



Turning Members into Leaders

- 🐟 Strategic Planning
- 🐟 Committee Structure
- 🐟 Cultivate New Leaders
- 🐟 Celebrate Success and Repeat



California Members *(Total survey responses = 660)*

Are you interested in serving in a chapter leadership position?	Age: 18-35	Age: 36-55	Age: 56-65	Age: 66-75	Age: 76+
Yes	33.33%	15.71%	9.50%	11.73%	3.85%

Washington Members *(Total survey responses = 258)*

Are you interested in serving in a chapter leadership position?	Age: 18-35	Age: 36-55	Age: 56-65	Age: 66-75	Age: 76+
Yes	6.67%	20.75%	10.61%	16.67%	15.79%

Oregon Members *(Total survey responses = 306)*

Are you interested in serving in a chapter leadership position?	Age: 18-35	Age: 36-55	Age: 56-65	Age: 66-75	Age: 76+
Yes	30.77%	20.34%	18.52%	12.86%	0%

Strategic Plans



Strategic Planning



- ✎ Create a strategy at the BOD level
- ✎ Present to membership and ask for input
- ✎ Integrate input as necessary
- ✎ Launch the plan through the committees

Strategic Plan Committee Structure



- ✦ Leader(s) – Chair or Co-Chairs
- ✦ Majority of committee members from the grassroots
- ✦ Committees should do the heavy lifting – vet new ideas, plan programs & events
- ✦ 4 D's – Develop a committee, determine goals, develop plan, deliver

Who Are Our Target Audiences?



Guides

Students

Accountants

Fundraisers/
Event
organizers

Educators

Stream
restoration
specialists

Lawyers

Retirees

Biologists

Veterans

Thoughtful selection and composition

Appoint a Nominating Committee



XYZ CHAPTER BOARD PROSPECT MATRIX				
DESIRED SKILLS SETS				
	CONFIRMED COMMITTEE MEMBERS	POTENTIAL FUTURE COMMITTEE MEMBERS	Member ID	E-Mail
<u>GOVERNANCE/ FINANCE</u>				
Non-Profit Management		Jonnie Doe		
Visionary/Strategic Thinking	Jane Smith; Joe Smith			
Accounting/Finance				
<u>DEVELOPMENT/ MARKETING</u>				
Marketing	Joe Smith			
Communications				
Events Coordination		Jannie Doe		
Fundraising: Corporate	Joe Smith			
Fundraising: Foundation Grants		Jannie Doe		
Fundraising: Donor Relations/ Individual	Jane Smith			
<u>PROGRAM</u>				
Chapter Historical Perspective				
Collaboration/Partnerships		Jannie Doe		
Advocacy				
Biologist/ Ichthyologist		Jannie Doe		
Fish and Game Agency Rep	Joe Smith			
Educator	Jane Smith			
<u>UNDER REPRESENTED DEMOGRAPHICS</u>				
Women				
Under 40				
People of Color				
Veteran				

Recruit the Right Leaders:



- 1. Screen***
- 2. Interview***
- 3. Match***



Thoughtful selection and composition

Externally Focused Events

Conservation

- Citizen science
- River clean ups
- Lobby days
- Willow planting
- Rock rolling

Community

- F3T
- Member socials
- Family friendly events
- Youth programs
- Local fairs, festivals, and school programs

Fishing

- Fishing outings for members
- Casting lessons
- Fly tying demonstrations or lessons
- Kids fishing days
- Orvis 101 & 201

Welcoming, inclusive communications and culture

Delegate & Invest Time

- Invite a volunteer sit on a committee or ask a committee member to chair that committee.
- Set up a support system within the chapter for mentoring new leaders.
- Consider taking an item from your to-do list today and finding a capable volunteer to take it over.
- Provide recognition and feedback.

Purposefully Create Culture



Build orientation and training into your culture

Build work hard/ play hard into your culture

Build a respect for people's time and holding people accountable into your culture

Build a welcoming and inclusive atmosphere into your culture

Build planning – and working a plan – a part of your culture

Welcoming, inclusive communications and culture

Run a Productive Meeting



- Inclusion/Atmosphere
- Bylaws Adherence/ Robert's Rules of Order
- Decision-Making
- An Agenda/ Preparation
- Facilitation
- Time/Attendance
- Constructive Conflict

Tips for Running Effective Meetings

Email an agenda 24 hours in advance.	Arrive 5 minutes early	Start and end on time. 
Come prepared.	No smartphones. 	
Share all relevant data. 	Stay on topic.	No interrupting. 
Be brief and concise. 		Silence = agreement
No side conversations or comments	Disagree without being disagreeable	Challenge ideas rather than people.
Everyone participates. 		
Follow-up by email within 24 hours. 		

Welcoming, inclusive communications and culture

The Importance of Committees

Promising volunteers are asked to participate in committees that allow for engagement, evaluation and a leadership resource pool

**Officers/
Directors**

Promising volunteers are chosen to assume responsibility as a chapter director or director

**Committee
Members**

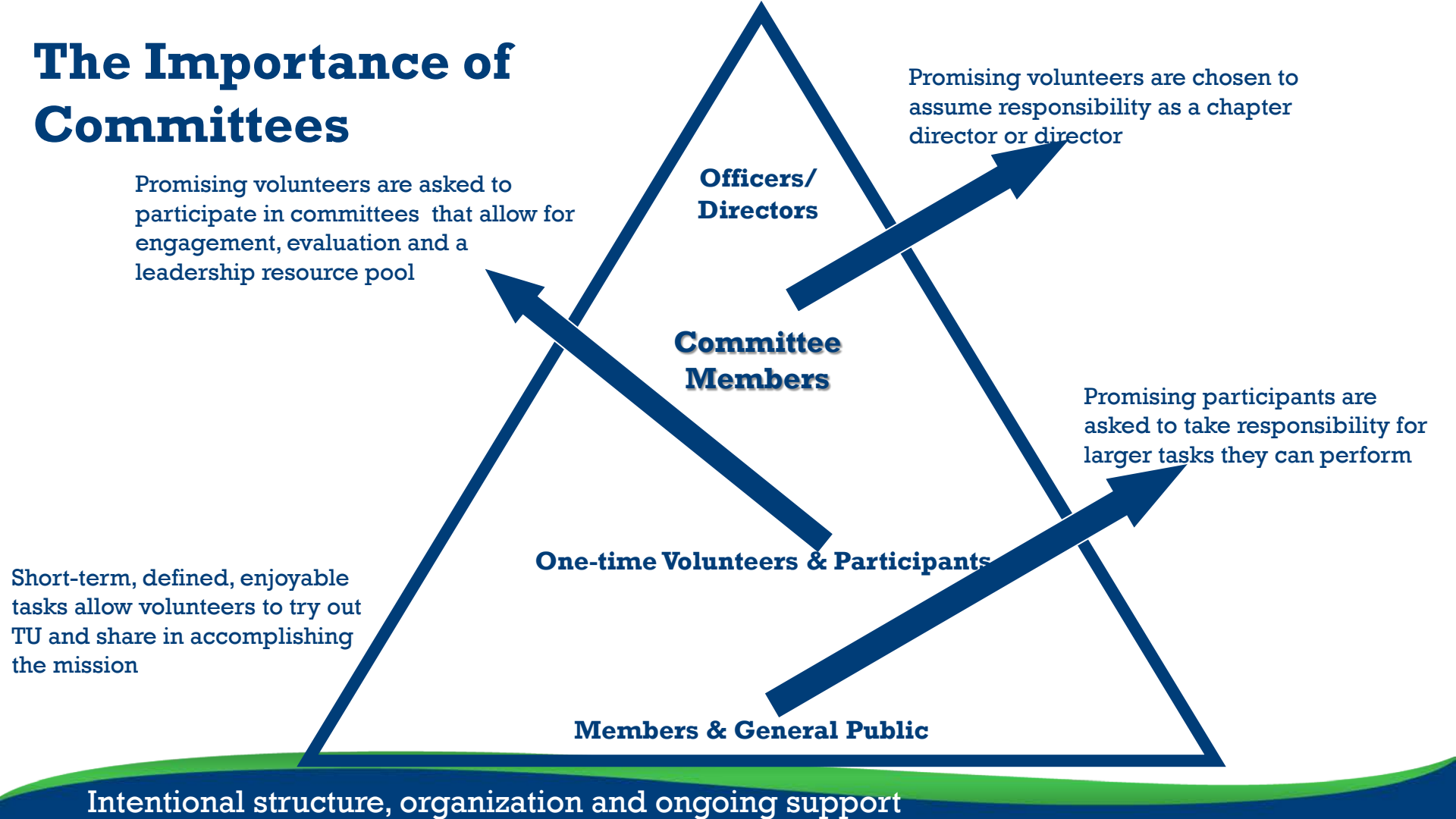
Promising participants are asked to take responsibility for larger tasks they can perform

One-time Volunteers & Participants

Short-term, defined, enjoyable tasks allow volunteers to try out TU and share in accomplishing the mission

Members & General Public

Intentional structure, organization and ongoing support



Be Tactical: Define and Outline Specific Tasks



- Have a plan. Don't let someone slip away because at the time they offered to help, you did not have something for them to do. Keep a list of things that people can always do.
- Keep it simple at first. And provide opportunities with varying levels of responsibility.
- People are more likely to say "yes" when they understand the potential rewards.
- Create volunteer leader job descriptions (see examples in TU's Leadership Manual.)

Intentional structure, organization and ongoing support

Cultivate New Leaders



- ✍ Identify potential leaders
- ✍ Discuss future roles within the chapter
- ✍ Determine a timeline and plan for a smooth transition
- ✍ Assign a Mentor
- ✍ When the time comes... let them run with their ideas!

Board Succession Planning



The Role of Board Leadership -> Develop your replacement as your first task in the job

The Role of Officers -> If your VP isn't intending to step into the role of President, get a new VP

Role of Nominating Committee -> Keep a list of skills and diversity needed to make a well-rounded board

Electing Officers -> Take this process seriously, be open and transparent

Term Limits -> Adhere to them as they help avoid stagnation, undue concentration of power, or continuous inadequate leadership

Thoughtful selection and composition

Your Currency as a Volunteer Leader is Appreciation



Welcoming, inclusive communications and culture

Celebrate Success, Repeat



- ✎ **Set term limits to keep leaders fresh – “old” leaders become “new” mentors**
- ✎ **Climb the leadership ladder – Comm. member, Comm. Chair, BOD member, Chapter Officer**
- ✎ **Effective Committees are the key to a successful Board of Directors**
- ✎ **MAKE IT FUN FOR EVERYONE!!!!**

Questions?

