Leadership Development: Mentoring Towards the Future

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“Leaders……should influence others……in such a way that it builds people up, encourages and edifies them so they can duplicate this attitude in others.”

Bob Goshen
“The mediocre leader tells. The good leader explains. The superior leader demonstrates. The great leader inspires.”

— Gary Patton
The 7 Things Only a Board of Directors Can Do

1. Define and Ensure Alignment with Organization’s Purpose
2. Articulate, Align, Nurture, and Preserve the Core Values
3. Develop and Maintain and Effective Governance Structure
4. Chart the Future Course
The 7 Things Only a Board of Directors Can Do

5. Ensure the Organization Stays on Track

6. Communicate, Clarify and Provide Context for the Vision, Purpose, Values to Stakeholders

7. Identify, Recruit, Mentor and Set Standards for Future Leaders
Focus on these two areas

Articulate, Align, Nurture, and Preserve the Core Values

Identify, Recruit, Mentor and Set Standards for Future Leaders
Articulate, Align, Nurture, and Preserve the Core Values

- Members or paid staff do not dictate Core Values – only the Board can set that direction
- The Board needs to ensure:
  - Clarity of your Affiliate’s core values
  - Core values and strategy are aligned
  - Core values are evaluated and frequently discussed
  - It should be obvious what your Affiliate’s core values are to your leaders and membership
Identify, Recruit, Mentor and Set Standards for Future Leaders

• Identifying future leaders is a BOARD responsibility
• It has to be a collective effort
• Standards must be:
  – Aligned with core values
  – Aligned with strategy
• Board should be a breeding ground for mentorship
21 Qualities of a Leader Volunteer

• The leader volunteer is a board/committee member who lifts his/her organization
• Enables organization to become *high performing* and *self-renewing*

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”

-- John Quincy Adams
21 Qualities of a Leader Volunteer

- Looks Forward/Thinks Strategically
- Creates conditions optimal for renewal, improvement and change
- Uncompromised integrity and goodwill
- Courage to make tough decisions
- Puts duty and greater good before self
- Decisions and actions based on bedrock values
- Focuses outward and on opportunities
21 Qualities of a Leader Volunteer

- Confronts and resolves conflicts
- Comfortable delegating power
- Holds self and others accountable
- Shares information, resources, praise and credit
- Views staff as partners critical to success of the organization
- Has enthusiastic followers; commands respect
- Self-aware
21 Qualities of a Leader Volunteer

- Views volunteer service as honor; possesses passion and conviction
- Values and embraces diversity
- Visible and available on the front line
- Mental toughness and resilience
- Understands commitment of position
- Enables open, candid and constructive debate/deliberation
- Focuses on and lives by principles and values
Today’s focus

• Looks Forward/Thinks Strategically
• Creates conditions optimal for renewal, improvement and change
• Decisions and actions based on bedrock values
• Views volunteer service as honor; possesses passion and conviction
Rapid Roundtables

Optimal Board Health
Developing a Leadership Culture for Long-term Success
Culture
+ Recruitment/Mentorship
+ Conflict Identification

Optimal Board Health
Affiliate Leadership Succession Checklist

Recommendation: Complete at the start of each board year

☐ Succession Friendly Board Structure

☐ Policy and Procedure Manual
  ☐ Organization Structure
  ☐ Leadership Succession Policy

☐ Board Able to Articulate Vision and Goals

☐ Clear Understanding of Member Perception of Culture

☐ Leader/Culture Marketing Plan

☐ Current and Future Gaps Identified

☐ Key Talent Assessment

☐ Mentor/Mentee Plan

☐ Engagement Plan of Potential Volunteers

☐ Timeline Developed

Names of Potential Future Leaders:

________________________________________

________________________________________

Structure+Knowledge Transfer+Culture = Leadership Succession
Culture

• Exude Excitement
• Exude Inclusiveness
  – Not the good ole’ boys/girls club
• Surround Your Board with Positive People
  – Naysayers are okay – but should not be the prominent culture
  – Small organizations cannot survive with a negative culture
• Culture Statement
Table Discussion – 15 Mins

• How would you characterize your current board culture?

• How does your affiliate provide mentorship to new board members or those who show leadership potential?

• What role do students play in the leadership process? How are students recruited?
Recruiting Leaders to Execute Strategy

- **Strategy**
  - Ensure BOD has an executable strategy
  - Focuses on short and long-term initiatives
  - Fluid and can be adjusted as BOD needs change
  - Includes leadership development

- **Recruitment**
  - Culture Focused
  - Driven by strategy needs
  - Individualized
  - Standardize questions to evaluate future leaders
Leader Recruitment/Mentorship

- Identify your needs
  - Culture
  - Strategic objectives
- Maintain consistent conversations
- Leadership succession is a standing BOD item of discussion
  - Not just when the need arises
- Improve Your Own Leadership Skills
- Be a Mentor/Have a Mentor
  - Consider student involvement
- Understand the Psychology of Volunteers
  - Inner desire to be a leader
  - Personal growth
  - Become an insider
  - Recognition/feedback
- Be a Role Model
  - Students/interns
Table Discussion – 15 Mins

- Does your association have a strategic plan? If yes, how many years does your strategic plan cover?
- What strategies have you used to ensure the strategic plan is being followed?
- How does the strategic plan impact your BOD decisions at the affiliate level?
- Does your BOD recruitment align with your strategic plan needs?
- Are interviews held of potential new BOD members to ensure culture and strategic objective needs are met?
Conflict of Interest

• “A situation in which a person is in a position to derive personal benefits from actions or decisions made in their official capacity”
• Can be real or perceived
  – “Perception is reality”
• Can impact business and personal relationships
Conflict of Interest Statement

• Each affiliate should have a COI statement

• The statement highlights what is considered a COI and how a COI should be handled

• The statement may prohibit individuals from participating in discussion or may even prevent participation on the BOD
Table Discussion – 15 Mins

- Discuss your current BOD’s conflict of interest (COI) statement. If you do not have one, discuss why.
- What is included in your COI statement?
- What challenges have you faced that required the use of the COI statement?
It Takes a Village

• A “Board Effort”
• Share Best Practices
• Align with Other Organizations to Find Volunteers
• Get Involved in AACVPR
  – Networking/Leadership Opportunities
How Can AACVPR Help?

Thank you

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