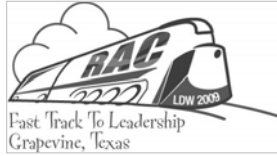


# President-Elect Training

## *Prepare for Excellence*



**RAC Leadership Development Workshop**  
June 17-19, 2009  
Grapevine, Texas

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## Handouts and Support Material

### Notebook Handouts

1. Presentation Overview
2. Leaders on Leadership
3. Obligations of Leadership
4. 5 Strategic Planning Questions
5. Volunteers: 12 Basic Needs
6. Principles of Consensus
7. Building a Knowledge-Based Culture

### Electronic Handouts

1. 12 Weeks to a Better Board
2. 10 Responsibilities of the Board
3. Board Member Self-Evaluation
4. Board Member Job Descriptions
5. Executive Director Job Description
6. Executive Director Review Form
7. Executive Director Review Form 2
8. Communication Preferences
9. Policy or Procedure
10. The Language of Associations
11. Documents Checklist

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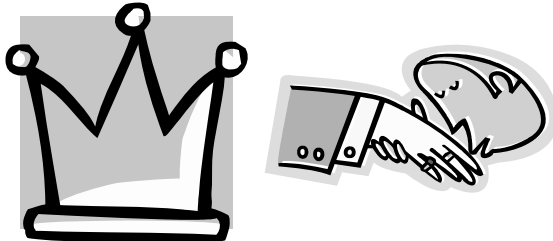
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## What is leadership?



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# What is leadership?



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## Leadership versus Management

- **Management is doing things right**
  - Planning and budgeting
  - Order and control
  - Consistency and reliability
- **Leadership is doing the right things**
  - Vision and direction
  - Motivation and inspiration

Peter Drucker

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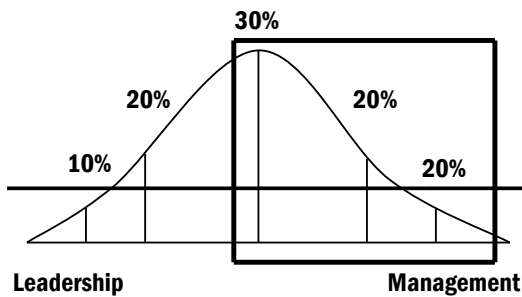
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## Leadership AND Management



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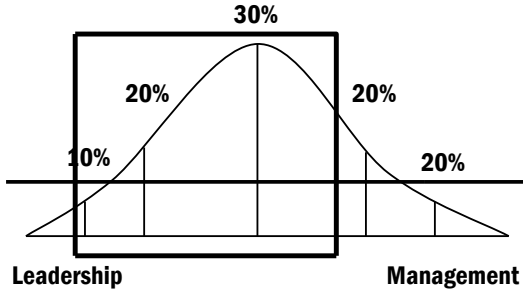
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## Leadership AND Management



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***Effective leadership  
“enables people to work  
more effectively together in a  
state of interdependence.”***  
Peter Drucker

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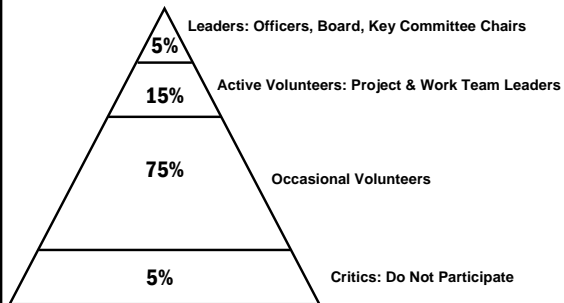
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## Volunteer Leadership



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## Effective Leadership *Behaviors*

- Integrity
- Courage
- Initiative
- Energy
- Optimism
- Perseverance
- Balance
- Ability to Handle Stress
- Self Awareness
- Situational Awareness

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*It's hard to lead a cavalry charge  
if you think you look funny on a  
horse.*

Adlai Stevenson

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## Successful Leadership

- Self Awareness
  - What are my strengths and weaknesses?
  - What is my impact on situations?
  - How do I change this if it seems necessary?

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## Successful Leadership

- **Situational Awareness**
  - The group with which I work
  - The person or people to whom I am responsible
  - The organization(s) in which I work
  - The environment in which I operate
    - The marketplace
    - The 'legislative' framework
  - Available resources
    - Finances, knowledge, ideas, people

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***You do not lead by hitting people over the head- that's assault, not leadership.***

Dwight D. Eisenhower

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## Tenets of Association Leadership

1. The members *want* to belong to your association
2. By far, the majority of people who will contribute to your success are volunteers
3. Management structures and styles based on how you run your business are not applicable to successfully leading a regional
4. The higher up you are in leadership, the less you have in common with your members

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## Tenets of Association Leadership

5. **It is OK to set the bar high**
  - As long as your standards are understandable, well communicated and directly related to the mission of the regional
6. **Trust members and staff to do the right thing**
7. **Let the members drive - build consensus at the member level**
8. **Promotional products suppliers and distributors will exist without your regional association**
  - Your role is remove, not create barriers to success
  - There are other choices - including doing nothing

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## Tenets of Association Leadership

9. **The more members agree with and feel connected to your regional, the stronger your association becomes**
  - Agreement and connected are driven from the bottom up (not top down)
10. **Accept, preserve, and forward the give of leadership:**
  - You have leadership authority because members grant it to you
  - Your role is to create and nurture new volunteers and leaders

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*I start with the premise that the function of leadership is to produce more leaders, not more followers.*

Ralph Nader

*Leaders don't create followers, they create more leaders.*

Tom Peters

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## 2006 Interview Subjects

- 16 current regional presidents
- 3 immediate past presidents
- 2 past regional presidents
- 2 PPAI board chairs
- 5 Executive Directors

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## Primary Questions

- What do you know now that you wish you knew prior to becoming president?
  - Things that would have caused you to prepare differently
- What has been the biggest surprise during your term?
  - Things that you wouldn't have been able to prepare for even if you knew they were coming
- What one piece of advice would you give your regional's incoming president?
  - Assuming you like them and want them to succeed

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*I am most surprised by the level of responsibility and the real consequences of our decisions.*

Dana Zezzo  
TRASA

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*I was amazed at how smooth and easy it was to work with the other board members. They are good people. They are involved and they care.*

Dawn Lucchesi, MAS  
UMAPP

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***Run Away!***

Vytas Masalaitis, MAS

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### **Secondary Questions**

- Does your regional association have an up-to-date strategic plan? Do you use it?
- What is your (and your board's) relationship with your executive director?
- How will you judge your success as president?
- Work background: type, size, position, style

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***You can't do too much pre-planning for a meeting or an issue you want your board to deal with. Even though its regional , it is still political.***

Lew Heckman  
PPAW

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***Follow the strategic plan. Work within the framework.***

Drew Davis, CAS  
RMR

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***Know where to find everything.***

Hillary Dolphin, CAS  
PPAC

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*We've succeeded if we've given our members a more professional cache in the marketplace.*  
Lew Heckman  
PPAW

*Unfortunately, the success of my year will probably be determined by the success of our fall showcase.*  
Anonymous

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**Success Looked Like This**

1. Inspired Leadership
2. Active Strategic Plan
3. Competent Executive Director
4. Engaged Board & Volunteers
5. Active, Two-Way Communication
6. Consistent Decision Making Process

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**Success *Did Not* Look Like This**

- Lack of Defined Goals and Clarity
- Dictatorships
- Stale Leadership
- Annual President's Agenda
- Indecisiveness
- Apathy

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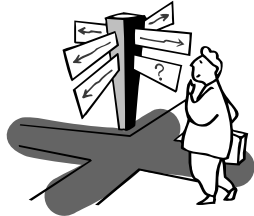
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# Why A Strategic Plan?



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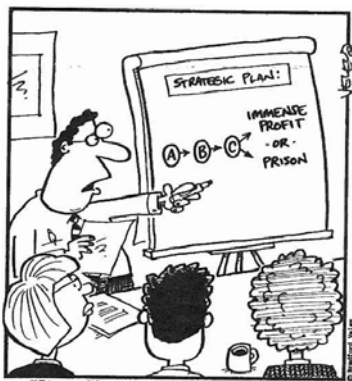
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"Stay with me now, people, because in step C, things get a bit delicate."

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***How do you eat an elephant?***

***One bite at a time.***

Drew Davis, CAS  
RMR

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## PPAI 1992/93 Strategic Plan

- Reflected a change in PPAI's governance from:
  - board-managed
  - member-driven, board-directed and staff-managed
- As a result, the chairman's program was replaced by a multiyear initiative: the strategic plan.
  - Covered six years
  - Two industry issues noticeably absent:
    - technology and Internet
    - foreign manufacturing

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## The PPAI Strategic Plan

- **Vision Statement:** To be the preeminent membership organization...
- **Mission Statement:** PPAI leads the industry by expanding...
- **Purpose Statement:** *To facilitate the increased use of promotional products and services to achieve buyers' objectives.*

**"We Serve Our Members Best  
By Serving Our Industry First."**

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## 2008/09 Strategic Plan Goals

1. Establish industry membership structures that encompass diverse business models and embrace relationships with companies and individuals.
2. Provide education, products and services that enable industry practitioners to succeed in an evolving and competitive marketplace.
3. Strategically align the industry's nonprofit associations to assume a collective leadership role, ensuring choice and alternatives in the marketplace.
4. Increase industry sales by educating and motivating end buyers, educators and media on the value, benefits and applications of promotional products as a preferred medium.
5. Ensure an increasing level of financial and operational resources to advance the Association's strategic goals.
6. Position PPAI as the global leader and voice of Promotional Product safety and responsible manufacturing

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## S.M.A.R.T. Strategic Goals

- The plan is the roadmap for the organization and the goals are the routes on the roadmap that lead to destinations and desired outcomes
  - **Specific** (clearly communicated)
  - **Measurable**
  - **Attainable**
  - **Relevant**
  - **Timely**

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***Think long term.***

James Tobin

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## Strategic Plan

- The position of president and board member is larger and much more important than the people who occupy the seats
- Built from the outside in
- Your associations promise to the members
- Focus – success measurement
- Eliminates personal agendas

Specific - Measurable - Attainable - Relevant - Timely

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***Strategy only delivers promises. People and process deliver results.***

Deloitte Consulting

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## **Your Board & Other Volunteer Leaders**

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## **What We Envision**



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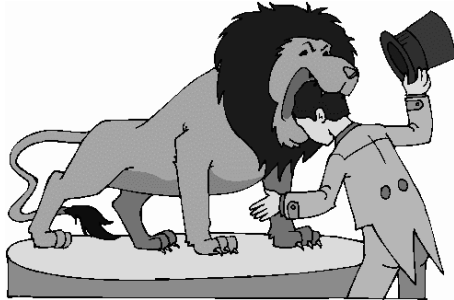
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## The Reality



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***I am a LION tamer.***

Pat Payer-Kane, MAS  
PPAF

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## Volunteer Recruitment

1. Know why your organization wants volunteers
2. Design valuable volunteer assignments
3. Develop and implement your recruitment plan

- *Do not wait for members to volunteer - YOU CHOOSE the best person for the job*
- *Recruit volunteers one-to-one*
  - *In person, on the phone, written communication*

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## **Volunteer Recruitment**

- 1. Prepare yourself to answer questions about what is involved and be specific.**
- 2. Make jobs less demanding through task forces vs. standing committees. Ask members to commit short blocks of time.**
- 3. Consider asking one person to tackle a task or issue rather than a group.**
- 4. Take time to ask “How can we do it better?”**

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## **Rewarding Volunteers**

- 1. Say “thank you” often, loudly and publicly**
- 2. Say “thank you” right away. Don’t wait for the annual dinner**
- 3. Say “thank you” to bosses and spouses who have given up time with their volunteers**

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## **Create Job Descriptions**

- Your regional association should have written and updated job descriptions for each of your key leadership roles.**
- The RAC website has job descriptions posted for RAC President, board and delegate positions.**

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**What do you do when a volunteer doesn't perform?**



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### **Volunteer Management**

- 1. Volunteers don't always work out. As the volunteer leader it is your responsibility to address the issue so others and the project don't suffer**
- 2. Volunteer leader rather than staff should address the nonperformance**
- 3. Yes, you may fire a volunteer**
- 4. See #2**

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### **What Do We Do With Past Leaders?**

- Do you have a FORMAL plan for addressing the contributions and needs of past leaders?**
- 1. Mentor and Trainer**
  - 2. Past Presidents Council**
  - 3. Former Board Member Group**
  - 4. New member welcoming committee**

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***Find their one thing  
and then tap into it.***

Dana Zezzo  
TRASA

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***The president may have ideas for  
their term but it is critical that the  
board creates and buys-in to the  
agenda and the strategic plan.***

Ray Decker  
PMANC

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## **Building Consensus**

- **Ideal Consensus:**
  - Unanimity - the group is of one mind
- **Practical Consensus:**
  - The minority is willing to go with the majority view because they recognize that the decision meets the needs of the majority and those to whom they are accountable

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## Practical Consensus

- **Practical Consensus exists when the following conditions have been met:**
  - All members of the group have been heard fully, frankly and respectfully
  - All members have been honest in their views and feelings
  - All views have been considered without prejudice
  - All relevant information has been shared equally among the group

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## Practical Consensus

- **Practical Consensus exists when the following conditions have been met:**
  - The majority has made every possible effort to mitigate disadvantage to the minority
  - Group members are willing to sacrifice their personal position for the sake of the whole group and those it is accountable to
  - Members act as if the decision were their own

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## The Executive Director

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**The  
Conductor?**



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**Or The Sound  
Engineer?**

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**Success Looked Like This**

1. Inspired Leadership
2. Active Strategic Plan
- 3. Competent Executive Director**
4. Engaged Board & Volunteers
5. Active, Two-Way Communication
6. Consistent Decision Making Process

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## Executive Director

1. Hiring and managing an executive director is one of the most important functions of the governing board
2. Key in the shared authority, responsibility and participatory governance between staff and volunteer leaders
3. Bridge the difference in association vs. business culture
4. Management values of staff executive must be understood and compatible with the culture of the association
5. Their tenure is likely to exceed the tenure of any current board member - future groups with different needs

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## Know Your Executive Director

1. Term
2. Full- or part-time
3. Shared or exclusive services
4. Reporting structure
5. Evaluation process
6. Up-to-date job description
7. Expectations

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***Just know that they  
(executive directors) are  
aware that YOU are the  
dynamic element in the  
relationship.***

Drew Davis, CAS  
RMR

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## **Professional Association Executive**

1. To reduce professional conflicts of interest
2. To preserve objectivity
3. To eliminate 'identity crisis'
4. To conscientiously fulfill board responsibilities
5. To maintain appropriate board and member relationships.

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***Delegate. Delegate. Delegate.***

***Watch. Watch. Watch.***

Pat Payer-Kane, MAS  
PPAF

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## **Skills and Experiences**

1. Not-for-profit tax issues & legal issues
2. Financial management
3. Generation of non-dues income
4. Long-range and strategic planning
5. Association organization and operations
6. Adult continuing education & program development
7. Governance and board structure
8. Member recruitment, retention and satisfaction
9. Marketing, communication and public relations
10. Meetings and expositions management

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***You've got to trust your staff.  
Then double-check.***

**Hillary Dolphin, CAS  
PPAC**

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### **Performance Reviews**

- 1. Quality of Work**
- 2. Quantity of Work**
- 3. Knowledge of Job**
- 4. Communication**
- 5. Initiative/Resourcefulness**
- 6. Assertiveness/Motivation**
- 7. Cooperation**
- 8. Attendance**
- 9. Planning/Organization**

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### **They Want WHAT From Me?**

- 1. Don't sweat the small stuff. Most of it is small stuff.**
- 2. Have passion and pride for the industry.**
- 3. Be known for your integrity.**
- 4. Focus on the WHY and WHAT of the strategic plan.  
Delegate the HOW.**
- 5. Being a good writer is great. Being a good communicator is better.**
- 6. Know what a good leader looks like. Choose only them for your committee chairs.**
- 7. Be good at publicly and privately recognizing the work of your board, chairs and volunteers.**

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## They Want WHAT From Me?

8. Know how to manage a meeting.
9. Have a confident manner of leadership.
10. Make people feel welcomed and valued (empathy).
11. Be accessible to all constituents.
12. Have realistic approaches to handling challenges.
13. Be a bit of a risk taker. Trust others.
14. Grow and nurture your directors and volunteer leaders.
15. Have a sense of humor (find one prior to taking office).
16. Have a thick skin—not personal unless you make it so.
17. Leave a legacy and be a great past president.

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## Communication



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***Communicate. With the board,  
the members, the staff.  
Communicate twice as much as  
you think you need to—then a  
little bit more.***

**Carl Gerlach, MAS  
PPAI Board Chair**

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## Communication Basics

<ul style="list-style-type: none"> <li>• Executive Director</li> <li>• Board</li> <li>• Volunteer Leaders</li> <li>• Members</li> </ul>	<ul style="list-style-type: none"> <li>• Who</li> <li>• What and Why</li> <li>• Where and How</li> <li>• When</li> </ul>
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## Communication Basics

- In the absence of clear communication, people will simply make up what they want to hear, what is most convenient or most exciting:
  - More is better than less
  - Communication is two ways
  - Set expectations and desired results
  - Firm and clear
  - Confirm understanding
  - Put it in writing (do not blind copy)
  - Follow up: praise and improvement

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***You need to be a professional diplomat.***

Wendy Franklin  
PPAM

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# Decision Making: Knowledge-Based Governance



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*Good boards...  
spend their time using  
information, not collecting it.  
  
Have information collected  
before the discussion and  
decision.*

Glenn Tecker  
*Building a Knowledge-Based Culture*

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## In a Knowledge-Based Organization:

***Who* makes decisions**  
is not nearly as important as the  
**quality of information**  
on which decisions are made

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## Decision Processes Have Changed

- More compressed
- More outcome-oriented
- More market directed

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## Knowledge-Based Governance

### Four Steps:

1. Provision of sufficient information by the proposing party
2. Dialogue *before* deliberation
3. Deliberation
4. Policy Governance

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## Step 1: Information

Proposing party answers four questions, *relevant to desired decision*.

1. What is known about member/stakeholder needs and wants?
2. What is known about capacity and strategic position of the organization?
3. What is known about current realities and evolving dynamics of our industry?
4. What are ethical implications of these choices?

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## Step 2: Dialogue

- Board and senior staff talk together as equal partners
- Personal observations and perspectives shared
- Occurs with no expectations about shaping or changing the opinions of others
- Provides *only* perspective on why people believe as they do

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## Step 2: Dialogue

- Purposefully uses open dialogue to illuminate issue
- A process of inquiry is used to:
  - Understand the bases of opinions
  - Clarify choices
  - Examine advantages and disadvantages
  - Consider risks and consequences

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## Step 3: Deliberation

- Decision-making discussion
- Participants attempt to influence, advocate, and create consensus for a particular point of view
- Boards typically use this mode in their deliberations

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## Step 4: Decision

- Ensuing motion (if any) should be constructed to focus on the strategic level of *what* not *how*
  - Helps board articulate decisions in way that promotes distinction between:
  - Policy (what)
  - Management (how)

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***“Boards should not manage so much as provide a focus: to guide the long-term goals of the organization.”***

**John Carver**  
*Boards that Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*

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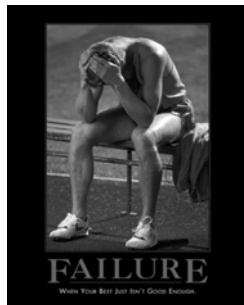
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## How Will You Judge Your Success?



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*I will judge my success by looking from the outside in. Ultimately, the members determine our success. Do they feel more engaged than last year and the year before. (survey)*

Donna Horton  
CAAMP

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### **What will Success Look Like?**

1. Did you work the plan and move it forward?
2. If you didn't have a plan, did you create a plan?
3. Did you develop a stronger, more productive staff/volunteer relationship ?
4. Did you nurture and develop future leaders?

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### **What will Success Look Like?**

5. Did you implement and use a consistent, knowledge-based decision making process?
6. Did you build consensus?
7. Did you make sure the associations policies, procedures and documents are in order?

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***It will be successful if  
we're all speaking at the  
end.***

Dana Zezzo  
TRASA

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***Thank you for your  
incredible commitment!***

Paul Bellantone  
PPAI

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