7 Traits of Amazing Leaders

Presented by Cathi Hight
Cathi Hight

- President of Hight Performance Group
- Developer of *The Member Retention Kit* and *A New Approach to Tiered Membership*
- National instructor for the U.S. Chamber *Institute for Organization Management* since 2004

Career Highlights:
- SVP of Growth Strategy & Investor Relations for the Austin Chamber
- VP of Operations for the Chamber of Commerce of Hawaii
- Regional Manager of Dole Foods and for Dean Foods
- National Manager, FastTrac Entrepreneurship Program for the Kauffman Foundation
- Motorola University instructor for continuous improvement

- A member of the:
  - Association of Chamber of Commerce Executives (ACCE)
  - American Society of Association Executives (ASAE)

7 Traits of Amazing Leaders
Questions to Frame This Session

- How do you attract and retain great leaders?
- What do the most effective leaders have in common?
- How do you drive results with a volunteer team?
Overview of Session

In this session, we’ll explore:

- Discover the three top motivators for volunteer service
- Understand member engagement influence retention
- Recognize the common challenges of volunteer leadership and why teams fail
- Explore the 7 imperatives of effective leaders
The Motivation to Volunteer

Why Do People Volunteer?
What Motivates Us to Volunteer?

- Achievement
- Affiliation
- Power
Achievement-Oriented Volunteers

Motivational Needs:
- Sense of accomplishment
- Strengthening their skills and learning new ones
- Using their talents or expertise
- Stimulating or challenging tasks
- Meeting professional and personal goals
- Interesting, exciting work

How to Meet Their Needs:
- Recognize specific accomplishments
- Plaques, trophies, certificates for individual contributions
- Letter of commendation
- Handwritten notes of appreciation
- Invitation for unique training
- Special assignments and task forces
Affiliation-Oriented Volunteers

Motivational Needs:
- Sense of belonging
- Being with others who have common goals, values and interests
- Meeting and connecting with others
- Contributing to a higher purpose, worthy cause
- Giving back to the community
- Helping others

How to Meet Their Needs:
- Recognition in presence of team, friends, family
- Team photo of members
- Award voted on by peers
- Plaques, trophies, certificates for team accomplishments
- Card signed by teammates
- Logo clothing (e.g., t-shirts, caps), badge, team ID
- Celebrations, recognition lunches, dinners and parties
Power-Oriented Volunteers

Motivational Needs:
- Sense of achievement
- Control of environment
- Authority or important position
- Influencing/ leading others
- Promotion or award
- Competition, winning
- Access to influencers
- Recognition by other leaders

How to Meet Their Needs:
- Authority, leadership role
- Introduction to other leaders
- Award voted on, presented by leader-peers or mentors
- Acknowledgment in front of a large group of members
- Letter from the President or Chairman-of-the-Board
- Public and community recognition for accomplishments
Member Experiences Matter

Engagement Influences Retention
Positive experiences develop loyalty to an organization.
Engagement Helps Develop Trust

A SENSE OF TRUST
Engagement Helps Us Feel Connected
Engagement Aligns with Purpose

A Sense of Purpose

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7 Traits of Amazing Leaders
The Challenges for Volunteer Leaders

Leading When No One is Paid
Top Challenges for Volunteer Leaders

- It’s not anyone’s “day job” (motivational paychecks)
- Conflicting priorities—Volunteer Role versus Real Job
- Holding others accountable
- Time constraints
- Volunteers may self-select opportunities to engage
- Full responsibility with limited authority
- Volunteers can’t be fired (true or false?)
- Recruiting people to volunteer
The 7 Traits of Amazing Leaders

WHAT DO GREAT LEADERS HAVE IN COMMON?
Attract Followers

- Understand others' motivations
- Listen to underlying messages
- Sell the purpose
- Get the right people on the bus

“Leadership is the art of mobilizing others to want to struggle for shared aspiration.” – Kouzes and Posner

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Create Alignment

- Recognize organizational links
- Set goals and timelines
- Communicate expectations

“Building a visionary company requires one percent vision and 99 percent alignment.” —Jim Collins and Jerry Porras, *Built to Last*
Get Things Done

- Create the Game Plan
- Offer shared leadership
- Collaborate and partner
- Delegate and hold others accountable

“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.” —Jack Welch
Celebrate the Wins

- Recognize performance
- Stop to smell the roses
- Share the credit

“Remember to celebrate milestones as you prepare for the road ahead.”
– Nelson Mandela
Navigate the Windshield

- Learn through the rearview mirror
- Are open to change
- Manage the change process

“The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic.” – Peter Drucker
Maintain Personal Balance

- Know their limitations and help others to do the same
- Model desired behaviors
- Plan for succession

“I start with the premise that the function of leadership is to produce more leaders, not more followers.” —Ralph Nader
Summary of Session

- People volunteer with different motivations
- Positive volunteer experiences influence retention
- Being a volunteer leader is challenging
- Successful leaders share vision, create alignment, execute effectively and help others succeed
- Great leaders evolve with experience
Plan of Action

WHAT ONE THING WILL YOU DO TO ENHANCE VOLUNTEER LEADERSHIP AT YOUR CHAPTER?
Cathi Hight

- Staff training and Board retreats
- Webinars and online resources
- Strategic planning
- Benchmarking and operational evaluations
- Membership development workbooks
- Conference presentations
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