

LEADERSHIP: Lovely or Lonely? How to do it well

ALDACON, Rochester, New York, September 2007
Lauren E. Storck,
ALDA International and ALDA-Maine

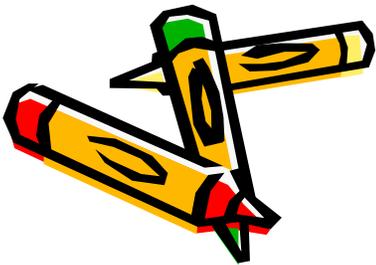
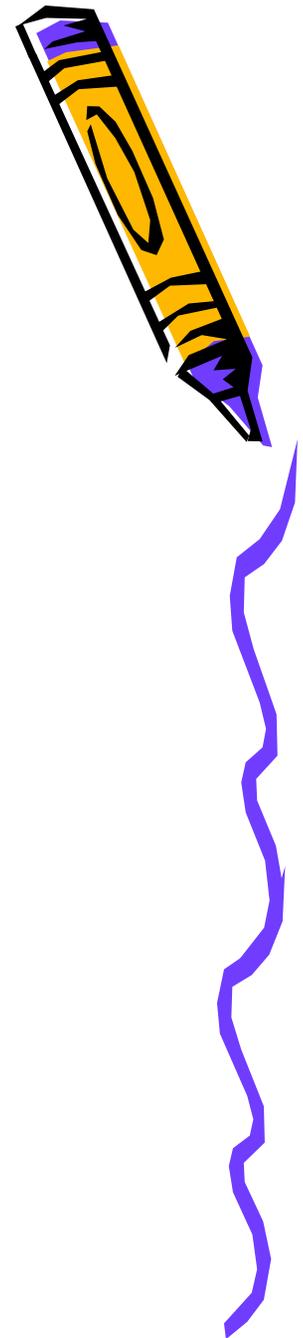
Email to Lauren@caregiving-online.com
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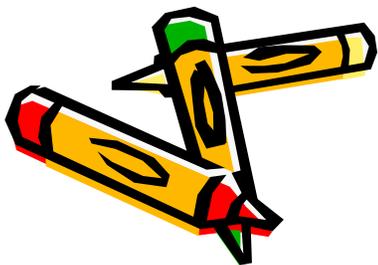
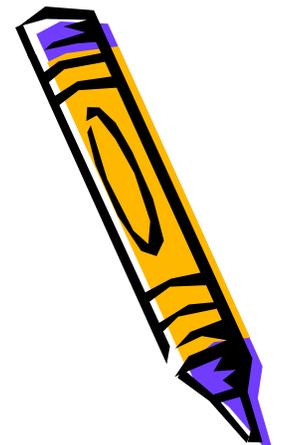
Can you see this? Is it you?



graphic facilitation by Brandy Agerbeck • Loosetooth.com



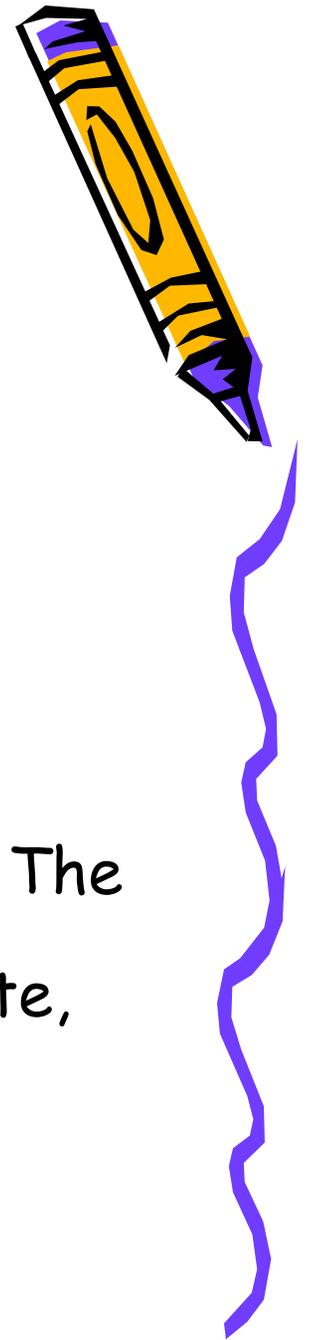
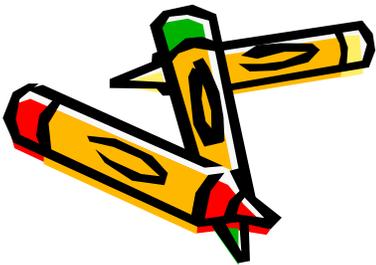
This one?



Another Leader Image

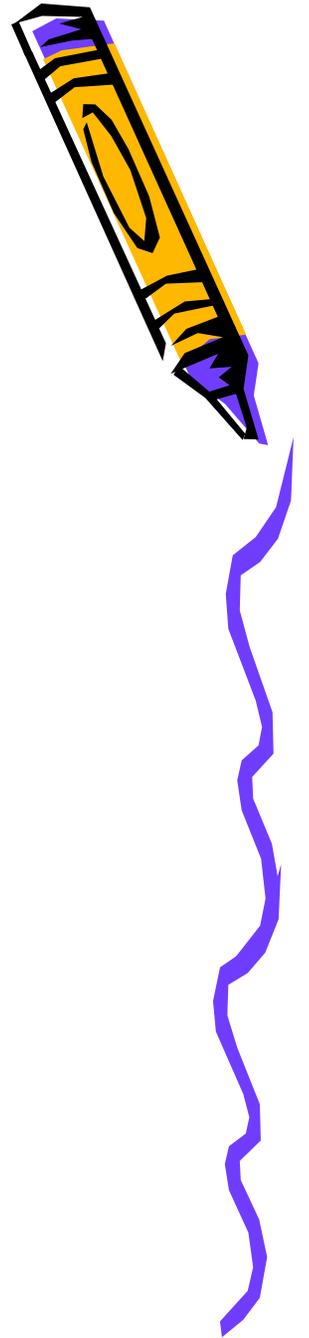
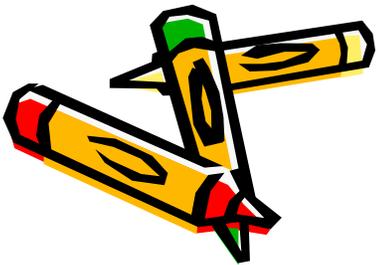


Built a long time ago, this sailing trawler called LEADER is now restored and living in England. The wind is in her sails, yet one never knows what tomorrow brings. Without a crew to collaborate, the captain is lost at sea.



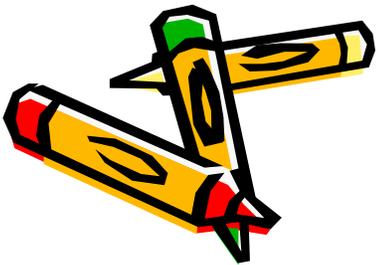
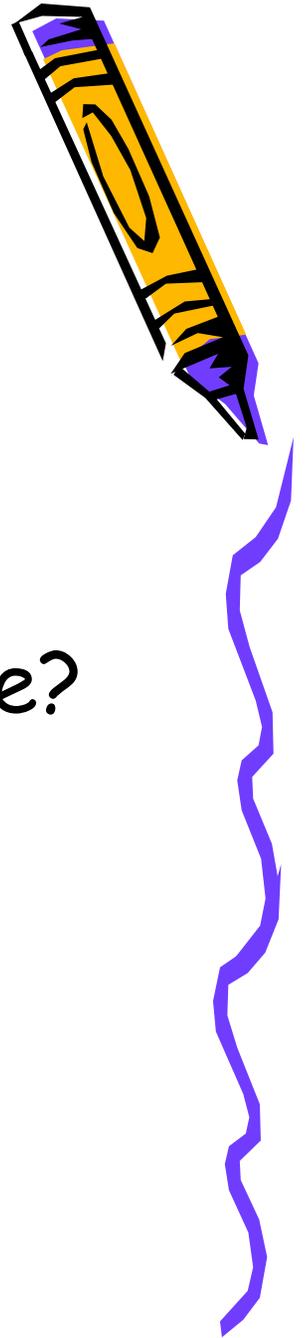
Who is a leader here?

- No one?
- Everyone?
- Why are you here?



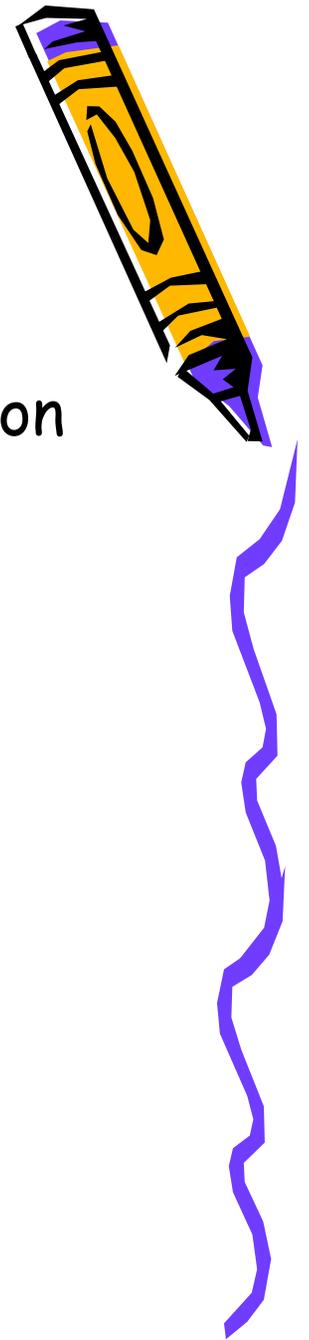
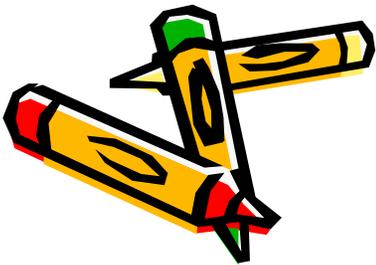
SAYING HELLO

- Welcome to all here!
- Why do we need leaders at all?
- Why do we care about other people?
- We need each other!
- Let's all say hello now....



LEADERSHIP OF WHAT?

- Huge amount of information about leadership on Internet, in Business Schools, in Politics, and everywhere, however...
- We are ALDA
- A Non Profit Association
- We are all Volunteers
- Special challenges
- Who is a leader in ALDA now?
- Who wants to become a leader?
- What does 'lead' or 'leader' mean?

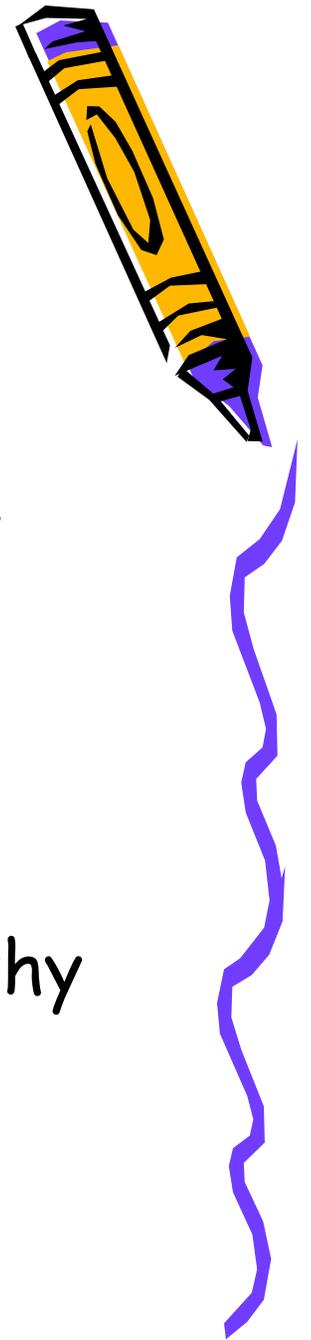
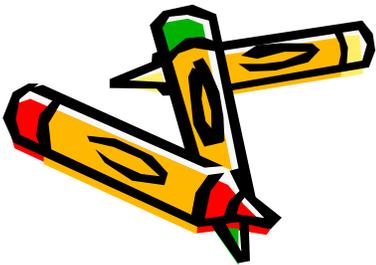


"To lead"

- My current favorite definition is this:
*to guide, especially by going in advance**

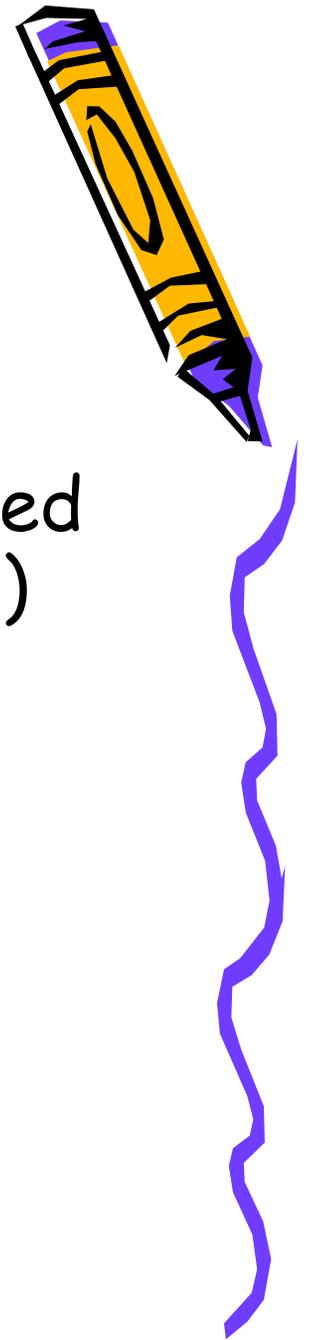
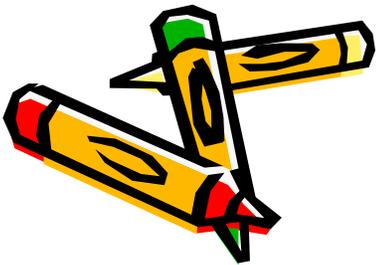
Your definitions?

* guiding and going in advance takes healthy energy 😊



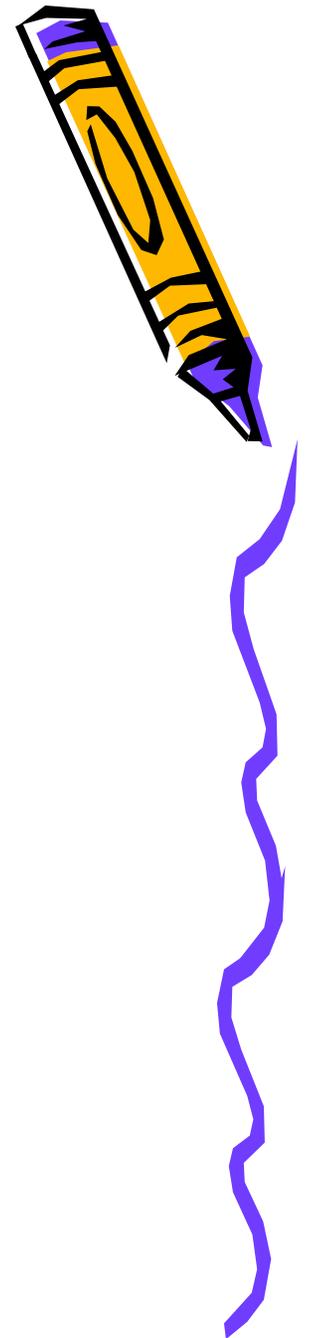
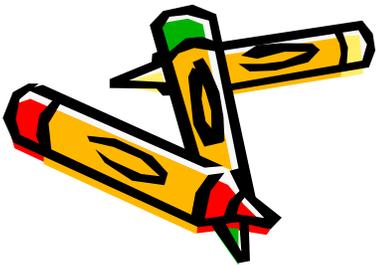
Leader =

- "A person who *inspires confidence and support* among the people who are needed to achieve organizational goals" (Dubrin)
- *Influential, persuasive*
- *Substantial, confident, dedicated*
- Knows the Goals
- Many styles of leadership
- Trusts the Group



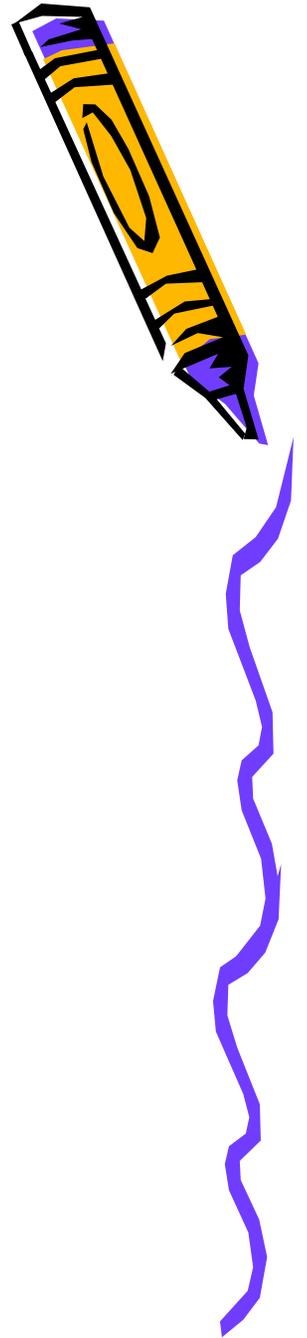
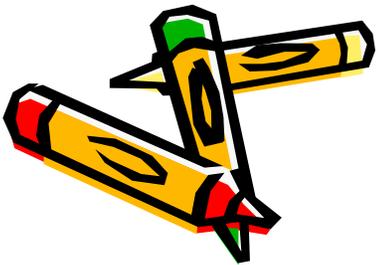
Leadership also is:

- SAYING HELLO
- LISTENING CAREFULLY
- SHARING INFORMATION
- FACILITATING REGULAR COMMUNICATIONS
- ENCOURAGING STORIES ABOUT OUR STRUGGLES, MISTAKES, SUCCESSES
- BEING A MENTOR (co-leaders, next leaders)
- PLANNING AHEAD
- LEADERS MAINTAIN AND SUSTAIN THE ASSOCIATION -- FOR PRESENT AND FUTURE.
- LEADERS RESPECT TRADITION AND INTRODUCE CREATIVE NEW IDEAS



And

- Leaders are
- Loved
- Hated
- Resented
- Appreciated

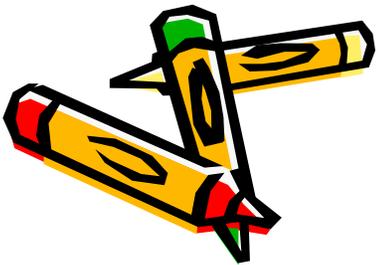
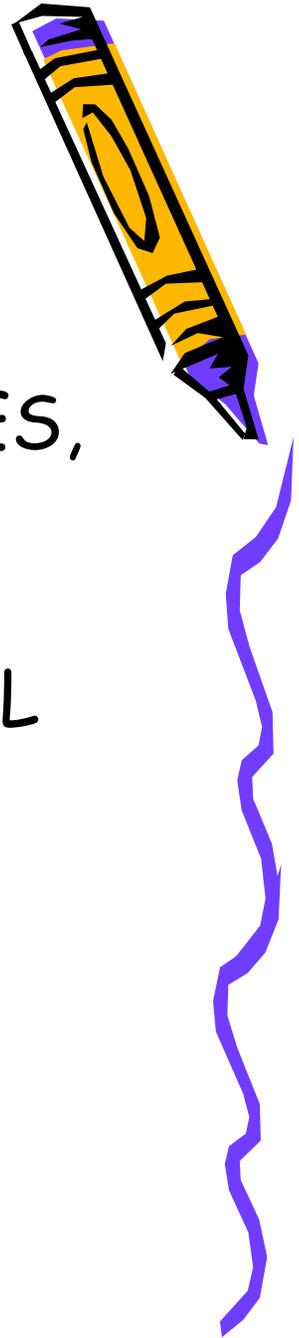


LISTEING TOGETHER

OUR STORIES, STRUGGLES, SUCCESSES,
QUESTIONS

ALDA - NATIONAL LEADERSHIP, LOCAL
LEADERSHIP

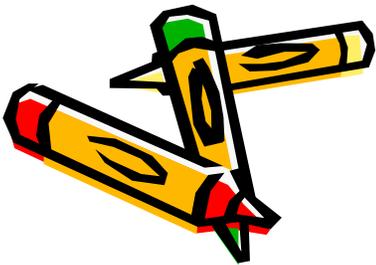
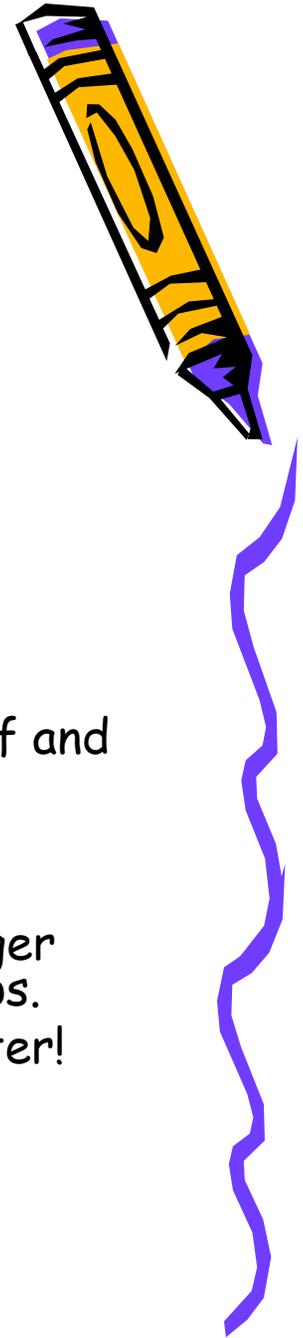
LEADERSHIP AND ADVOCACY HAVE A
LOT IN COMMON

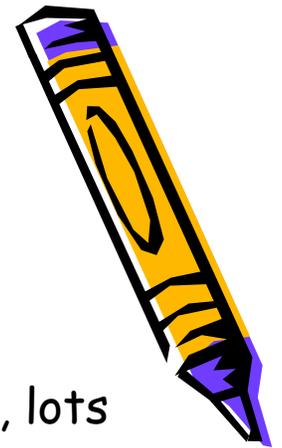


Lauren

- Who me?
- A Leader?
- Oh my...well...sigh...yes!

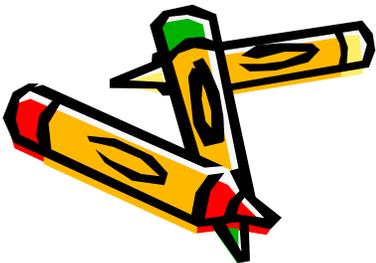
- Background - shy as a mouse, smart-enough, followed other leaders. Never heard about the concept!
- Eventually, became a "helping professional" - needs for myself and others.
- Work experience does help. (We all have work experience someplace: household and family, community, role models).
- Since 1980, initiator of and leader of several smaller and larger groups, some for work, and also in community/voluntary groups.
- Hey, come to think! In high school, started a French newsletter!





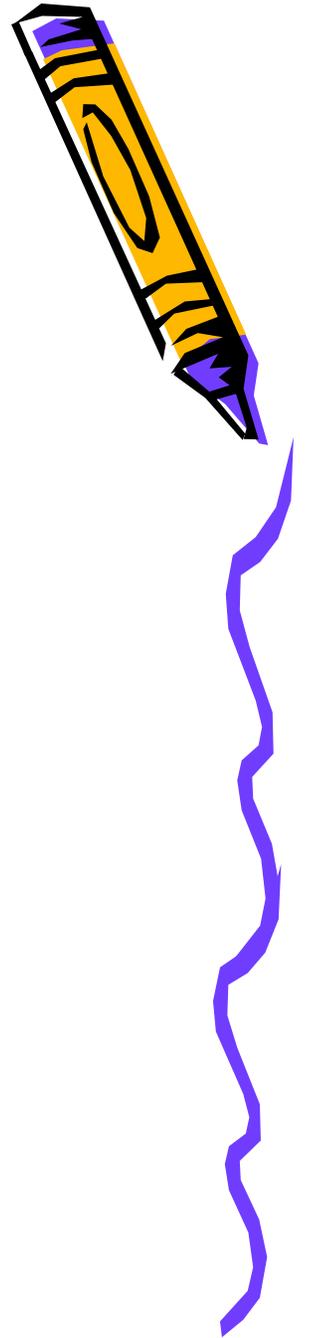
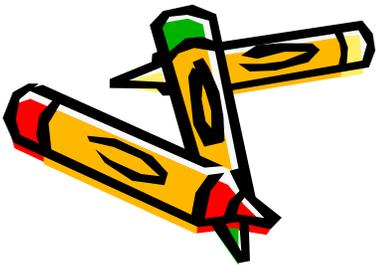
- Started to serve on this committee and that, nothing famous, lots of ideas.
- Invited! To chair a committee for ALDA. Said no to first suggestion. Yes to next one!
- Then started ALDA in Maine, several months during end of 2005 and early 2006. First meeting only April 2006 so we are new and wobbly.

- Currently also on town Medical Services Board, Maine Division on Deafness Ad Hoc Advisory Committee for deafened and hard of hearing issues, Management Committee of former professional association, Consultant for Online continuing education program, Center on Aging, UMaine; Moderator of ISG Forum online, this and that other committee work (IAGP). Too much and some to fade.

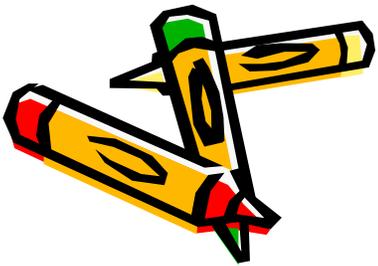
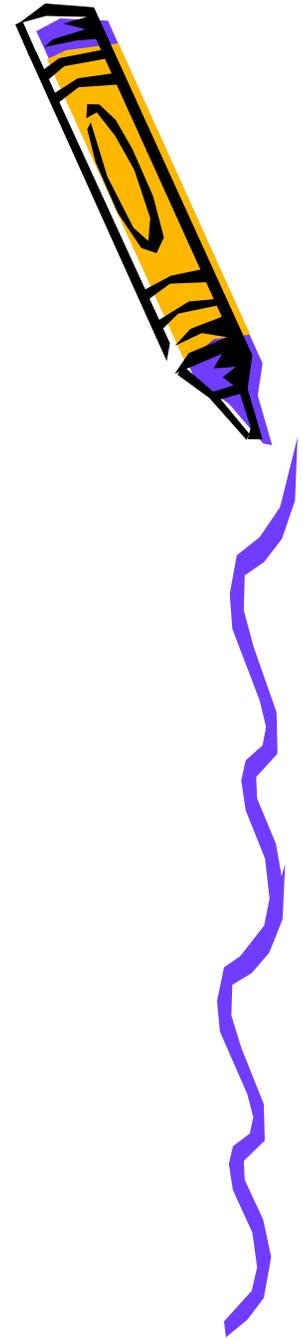


Now each of YOU 😊

- Tell us again please:
- Your goals
- Your thoughts
- Your suggestions
- Your questions



Communicating?



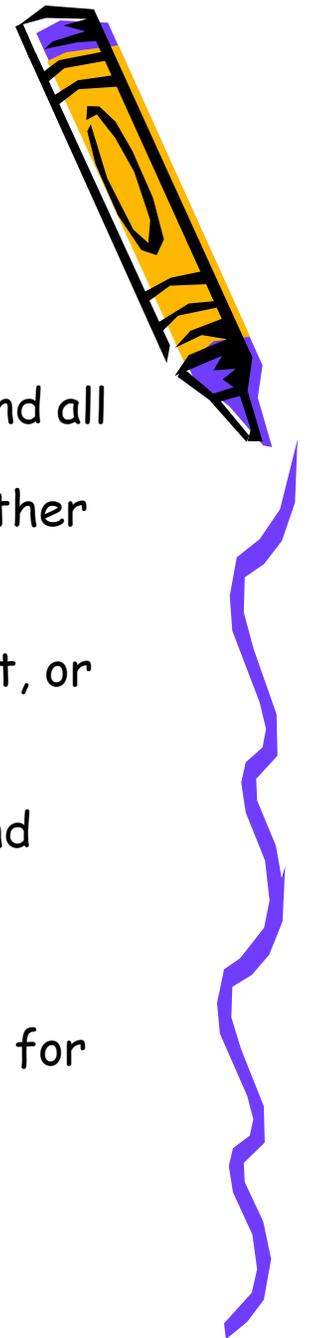
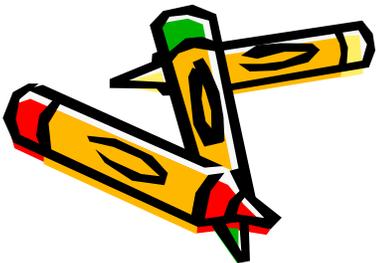
Your Communication Effectiveness

- Communication happens in many ways - via our eyes, bodies, and all our senses.
- We also "sense" things in the environment, we "touch" each other in physical and emotional ways.
- That is all communication, much more than information alone.
- Communication is always a two-way street, a three-way street, or up to hundreds!

- For we deafened and hard-of-hearing people, we yearn for and deserve **FULL COMMUNICATION ACCESS**.

EXERCISE ON COMMUNICATION:

Indicate whether each statement is mostly true, or mostly false for you. Then you will score yourself. Then discussion invited.

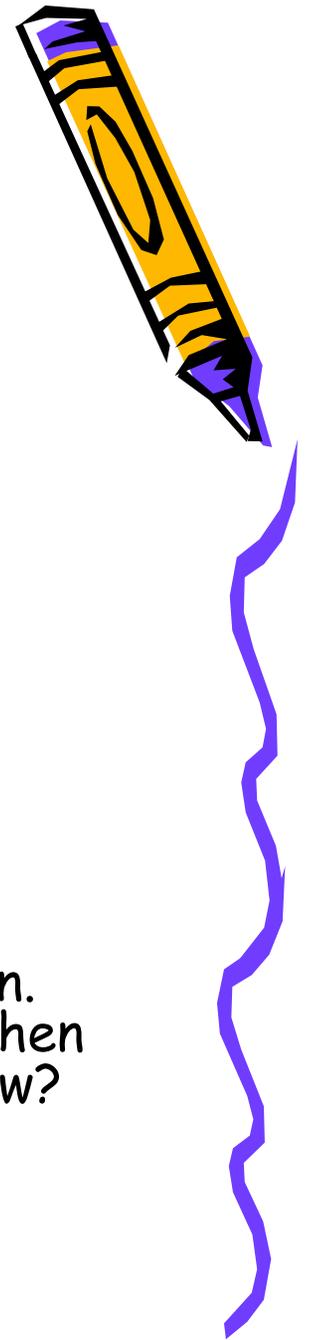
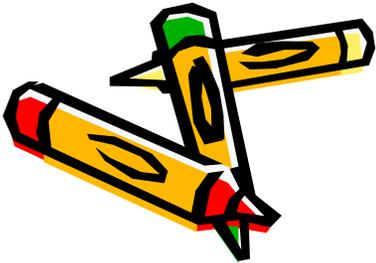


Interpersonal Skills

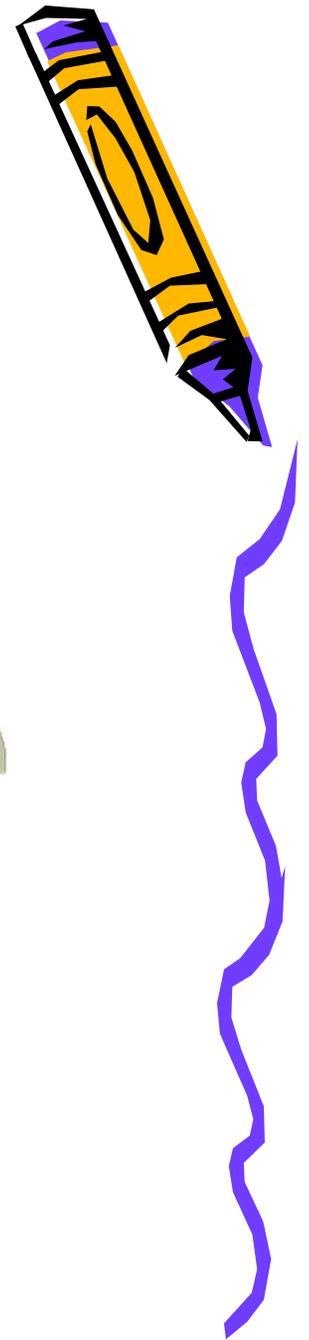
Let's do this one together:

- Are you shy? Intimidating? Boastful? Negative?
- Can you express your feelings?
- Do people pay attention to your ideas?
- Are you self-confident?
- Do you write well?
- Can you 'read' others?

These are some items from a checklist, page 428 in Durbin.
Ask two colleagues or friends to do this for you also. Then
draw up an action plan for yourself. Shall we try one now?



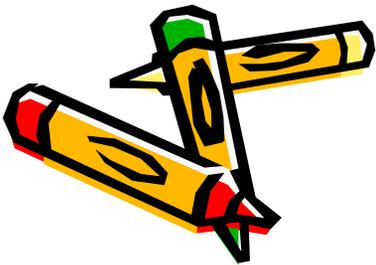
Feedback please...



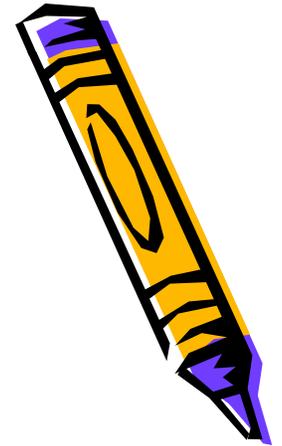
We are about half way thru our Workshop now...

WHAT IS HELPFUL TODAY SO FAR?

WHAT ELSE IS ON YOUR MIND TO LEARN?



Hints For Chapter Leaders (edited using older HLAA document)



A LEADER HAS A SENSITIVE TASK TO PERFORM: To inspire self-confidence and help people move toward personal and group goals.

Have a clear picture of the purpose of the organization, and what you want to accomplish...to serve the members as they help themselves.

Lead by example. Teach, don't preach. "Don't give the man a fish, teach him how to fish."

Easier said than done (ESTD): by Lauren ☺

Personal and group goals are varied and complex, and not always matching.

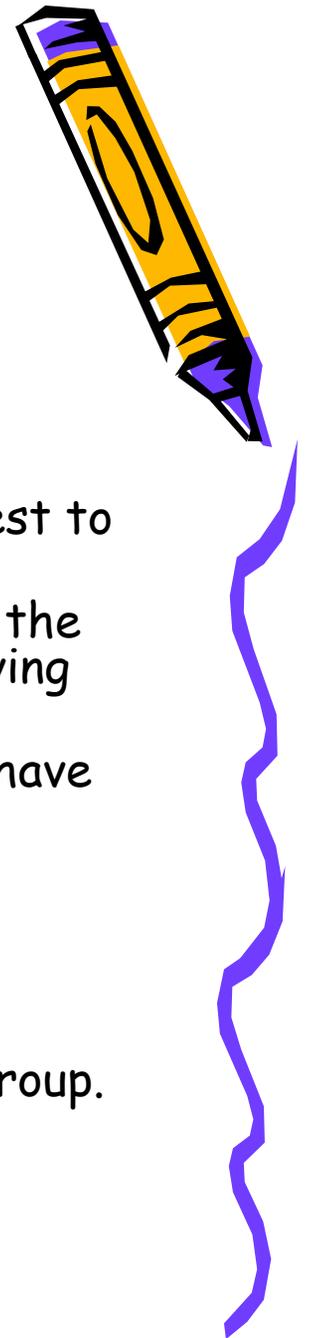
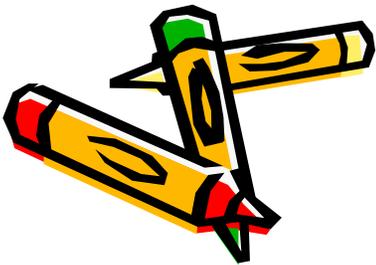
A leader may be self confident in her/himself, yet all of us are only human. We have feelings too.

Starting a NEW group or chapter requires more from you as the group comes together. This may take months, years.



You are a Guide

- Your own experience, skills, and talents are important, and best to **use them to guide, not decide.**
- Do not shut out any idea just because of who presented it or the way in which the suggestion was made. Accept all ideas as having merit and examine them to see if they can be supported.
- It is possible that it has been a long while since some people have felt worthy of contributing. Some may never have had the experience of contributing.
- **Listen to each person;** make that person feel needed and productive.
- ESTD: Who has the energy to 'action' the ideas? It takes a group.



We all make mistakes

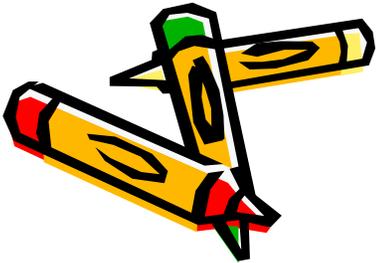
Don't Expect Perfection -

Perfection is unreasonable, particularly in volunteer groups. While a responsible and motivated leader will want to see activities that move us forward, he or she has to expect some rough sailing.

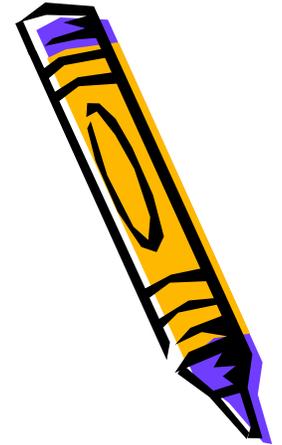
Making mistakes is part of growth. The leader who cannot tolerate periodic disagreement and temporary gaps in attention to duty will experience a frustrating tenure. Disappointment is the difference between expectation and reality.

ESTD: Forget about perfection! Disagreement is fine with me. It's gathering energies together, volunteers, and also donations if we use CART.

Keep in mind that members are likely to be more responsive and dependable if they have a clear idea of what is expected of them.



Reality of Conflict



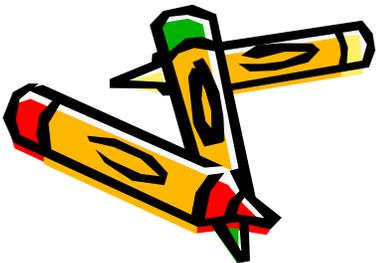
Take Control of Squabbles -

Expect adverse feelings and differences of opinions. Barriers to progress, even threats to the organization's existence can develop from runaway personality clashes or disputes between member factions. Try to spot trouble before it becomes an issue.

There will always be someone to point a finger at. Don't. It takes a good deal of personal security not to react defensively, to remain detached and objective, but this is part of a leader's challenge. Look for a resolution, not blame. Negotiate. Make yourself part of the solution, not the problem.

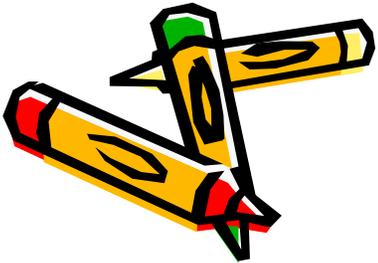
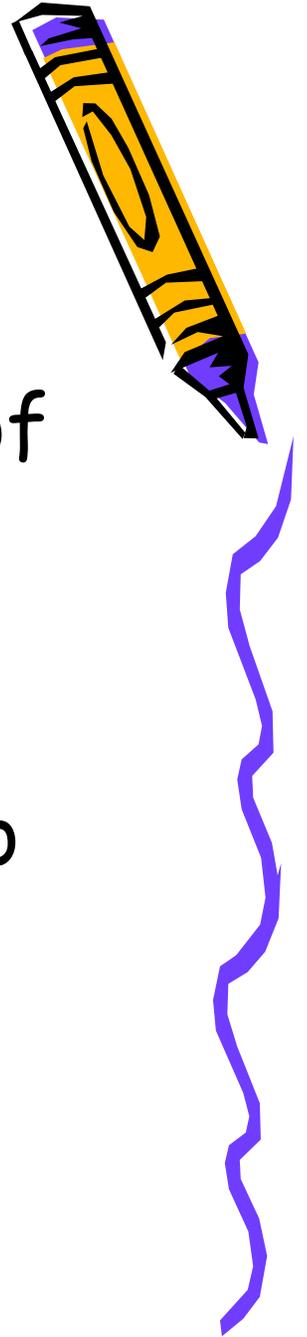
ESTD: Even with the best spotter of troubles, some people are un-changeable. We As volunteers, we are not physicians, psychiatrists, surgeons, clergy. We can only do the best we can, and some people demand too much from us.

However, if a leader has allies, if the group is working, there are many ways to talk with a troublemaker and try and try again to offer support, include them, up to certain limits.



Easier said than done...limits are okay

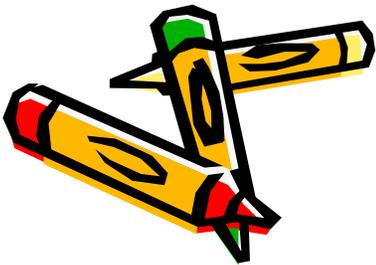
- When someone is critical instead of complaining,
- When someone does this over and over again,
- When you as a leader are doing too much,
- Develop your allies!



Recognize

- **Give Recognition.** *"Praise, like gold and diamonds, owes its value only to its scarcity."* (Samuel Johnson, 1751.)
- Give people recognition and praise for their contributions at every opportunity. Recognize them at meetings and in the newsletter. Give special awards periodically. Everyone likes to see his or her name in print. The cost of recognition is low compared to the rewards of **making people feel appreciated and needed.**

ESTD: Some people are 'help rejecting' and 'appreciation deafened.' Complicated decisions. Also, Leaders will need some recognition (and thanks) and if the group does not offer it, you need to find it someplace else.



Avoid "group think"



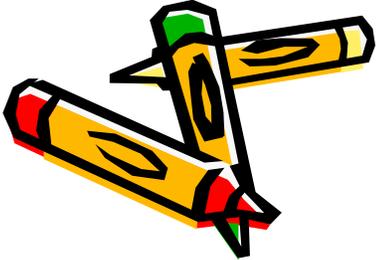
Don't Expect Complete Loyalty or Agreement -

There is a tendency for a group to agree with its leader. This does little to contribute to members taking responsibility for the organization. Honest differences of opinion are a part of progress. Leaders should encourage thoughts and opinions from the members.

To inspire individual growth, members must feel that they have a right to freely express themselves. A leader should not expect agreement in all cases. If the leader has done the job well, he or she should be pleased that the members have expressed opinions of their own.

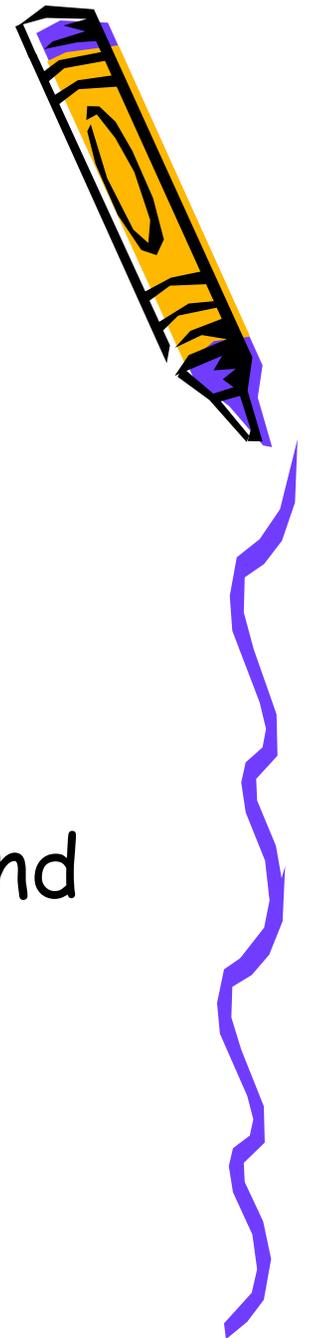
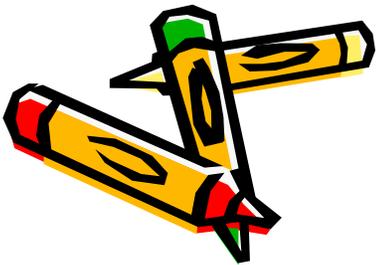
Be ready to live with group decisions.

ESTD: Disagreement is good. Group decisions are good. You need a group.



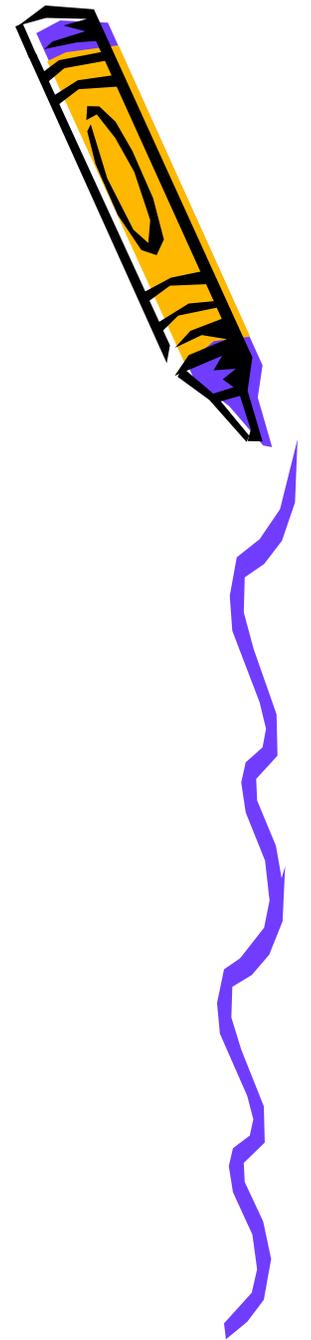
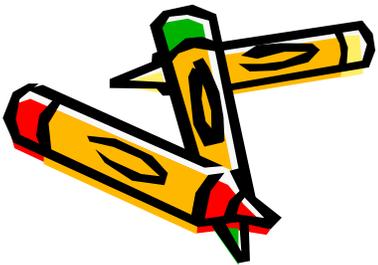
Strategic Leadership and a learning game

- Strategic Leadership focuses on major purposes (goals) of the association:
- Aims to provide direction and inspiration necessary to create and sustain an organization.
- SWOT analysis!



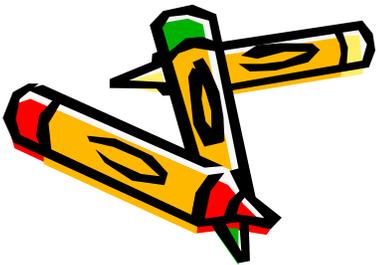
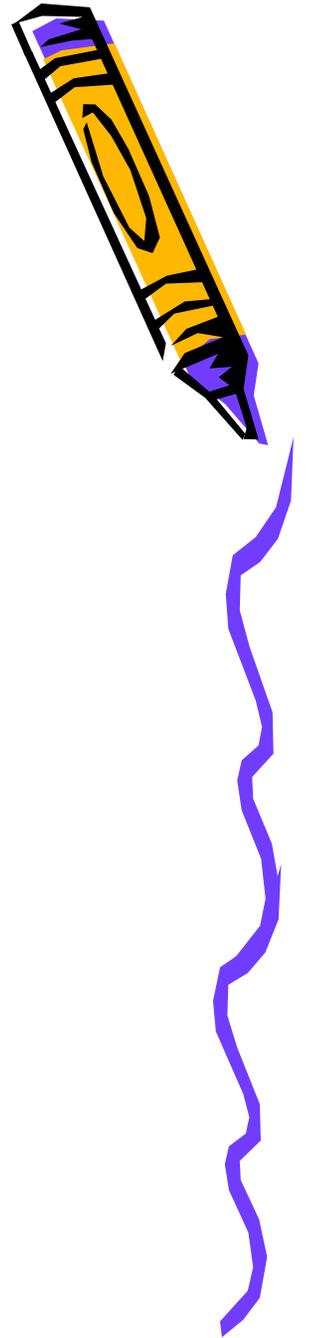
SWOT, e.g. for ALDA

- Strengths
- Weaknesses
- Opportunities
- Threats



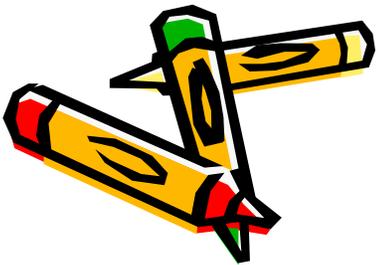
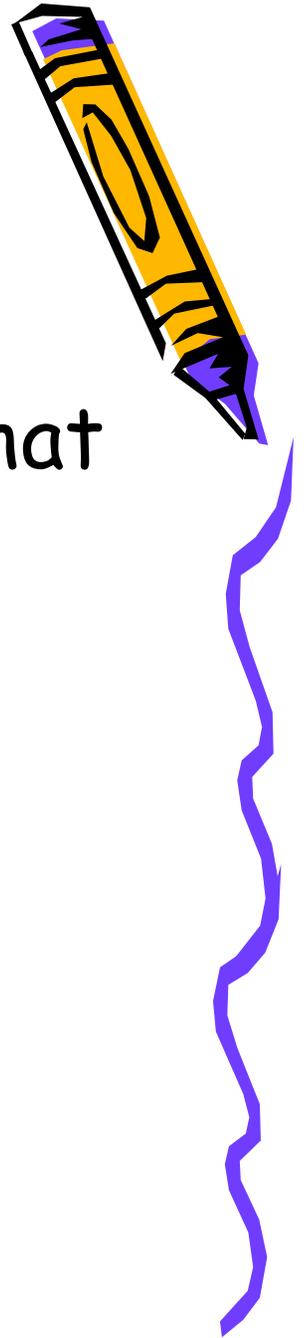
Strengths

- Good points, what we do well, our advantages, our edge, our values ?



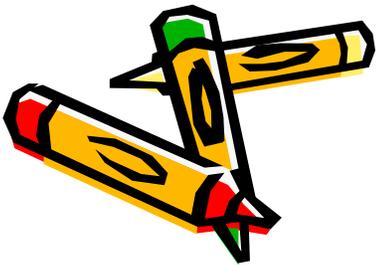
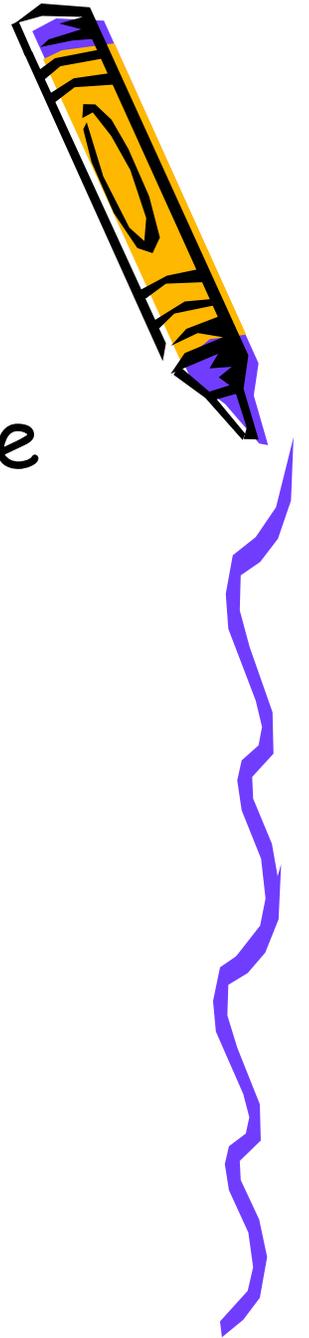
Weaknesses

- Risks, what needs improvement, what should be avoided, why are these things not being "actioned"...



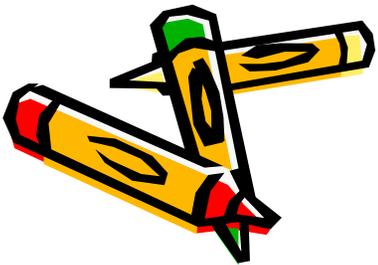
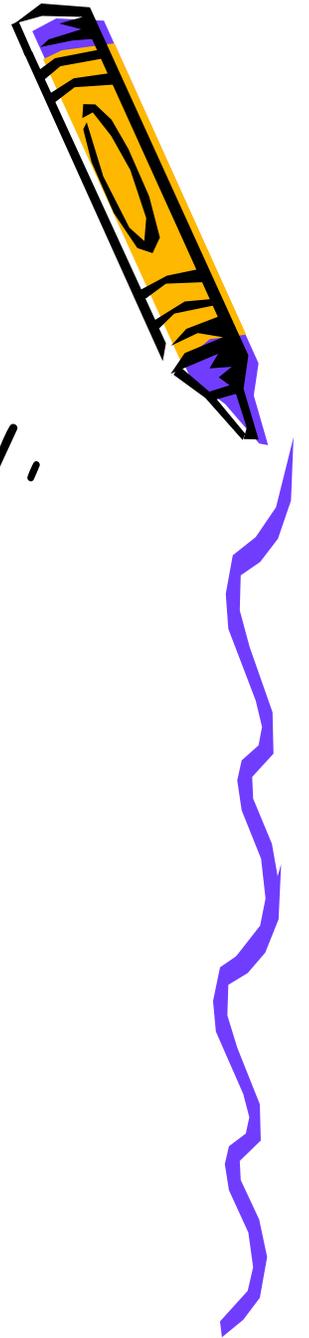
Opportunities

- Use imagination, visualize...what are trends



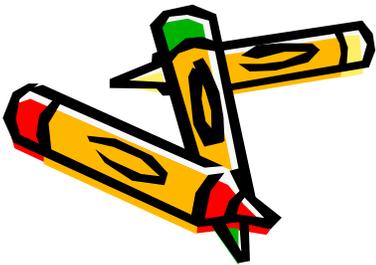
Threats

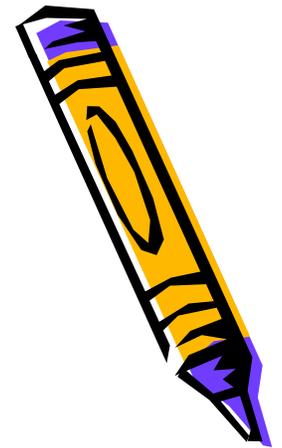
- Obstacles, competition, technology, finances...



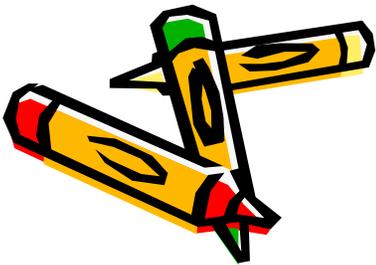
Leaders:

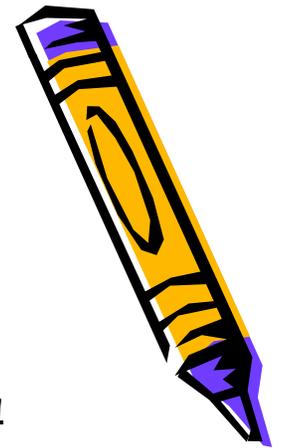
- You are now a Leader. *Who is this person?*
- Congratulations! You have accepted the highest compliment an organization can pay you. The members are putting their trust in your leadership abilities. You have the **courage, desire and caring sensitivity** needed to lead others in self-help activities.
- You believe in, and are committed to your association.
- You know that changed attitudes are needed in order to make progress. You have demonstrated an appreciation and understanding of Hearing Loss, and your association's goals and philosophy and are aware that effective action begins at the local level. You have a challenge to explore and maximize individual and group growth, and in the process, create a dynamic team that can make a difference.
- HOORAH for you!



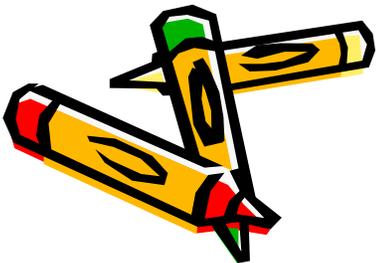


- *What is the president's role in a chapter?*
- The president assumes responsibility for the morale and growth of the chapter, setting the spirit and pace of the organization, lending enthusiastic support and cooperation to a wide variety of activities, and relating warmly and openly to the membership. As an Association leader, you view leadership as responsibility, rather
- than rank and privilege.
- You are asked to develop your leadership skills to provide self-help leadership.



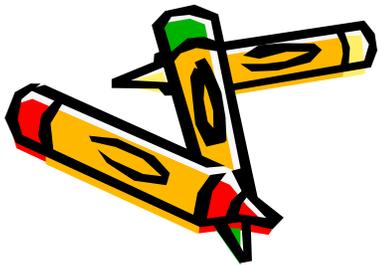
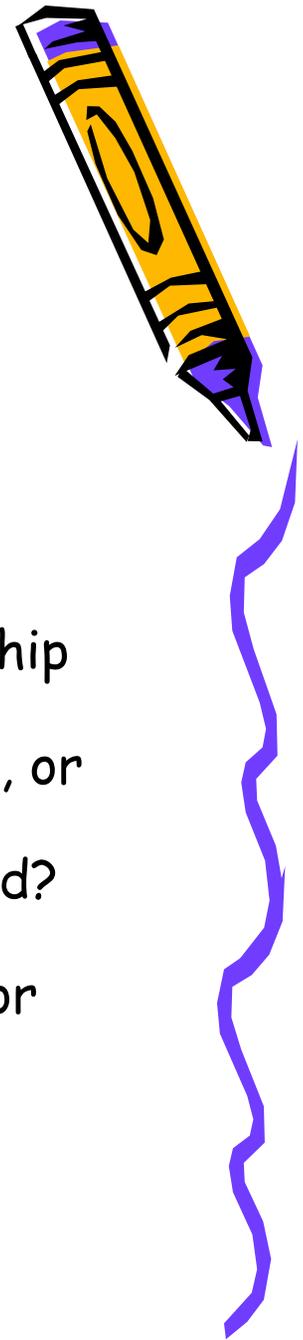


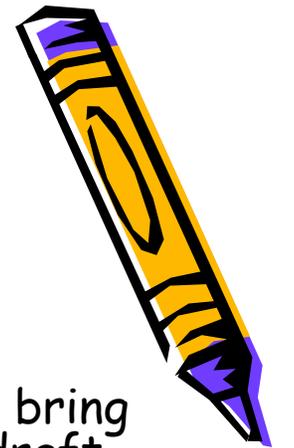
- You will keep members abreast of Association national developments and bring Association message to members and people in your local communities.
- You will join others in learning about and sharing improved methods of coping and dealing with the problems of hearing loss.
- A president's most significant function is to encourage each member to understand more about themselves and become as comfortable as possible with their hearing loss.
- The president needs to get to know each member *well*. With the membership, he or she will explore the aspirations of the group as a whole.
- **Self-help leaders understand that the organization does not "belong to them."** Their leadership style will not create dependence, rather, it will give members the feeling that the Association is *their* organization and it is *their* participation that will determine its future.



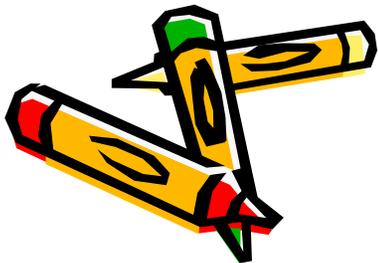
- Leaders must take special care to avoid inhibiting participation by members, or take actions that
- might be seen as controlling or running the group.

- While the president presides over all general membership and officer's meetings, important
- interaction should come through e-mails, the telephone, or personal contact between meetings.
- How are they doing? Do they understand what is needed? Do they need suggestions or help?
- Will everything be done on time? Are there new ideas or problems that need to be discussed?

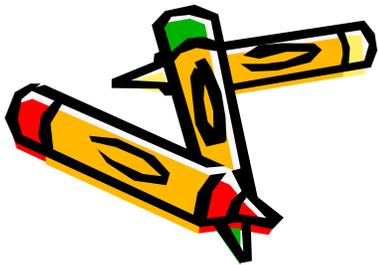




- At the beginning of each term of office, a wise president will bring together the officers (or everyone, if the group is small) to draft a flexible yearly planning calendar of meetings, special events, and projects.
- Not only does this ensure a coordinated program, but it also establishes goals, which unify the group. The president will continually ask: Are we keeping to the plan that we drafted for the year? Is the membership getting involved in committee work? Are the programs meeting members' needs? Is our communication access adequate? Is the chapter growing or are we losing members? Do members feel comfortable at meetings? Are we looking outside of ourselves?
- **ESTD for any new group or chapter. For your established chapter, how is it going?**

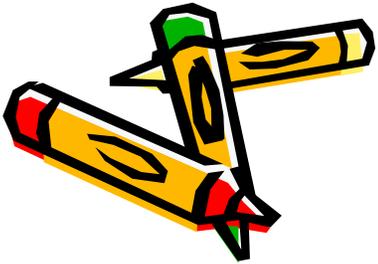
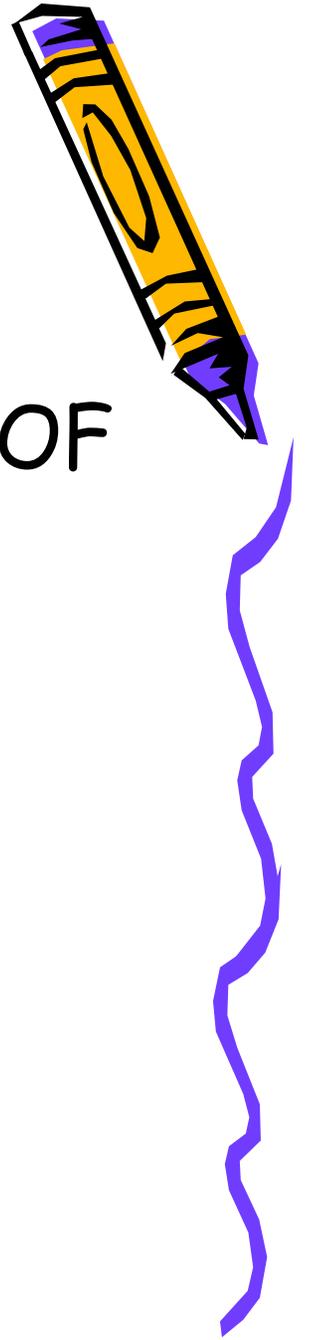


- It is hoped that a close and friendly relationship between former and new leaders will exist, as that is a good way to establish strong traditions of the chapter. However, sometimes a deep sense of responsibility in office can cause problems once out of office. When chapter presidents step down, they must be careful to also step aside. They should offer support and advice to the new leader only when asked. Past presidents are valuable people who are needed to take on new challenges, such as organizing a new area group, furthering National programs, or state level involvement. Opportunities for committed members to help former leaders fulfill the mission of your association should be plentiful.
- ESTD!



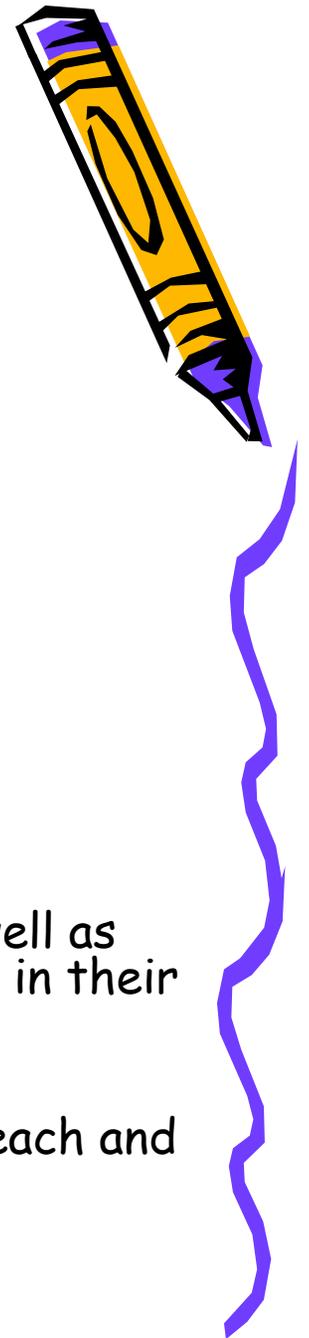
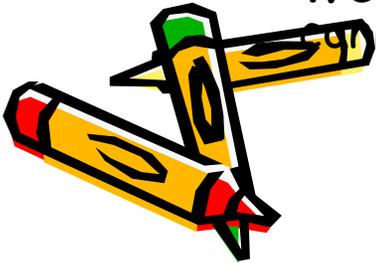
Finally today:

- WHY DO DEAFENED AND HARD OF HEARING PEOPLE MAKE GOOD LEADERS?



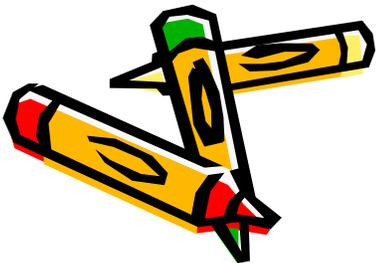
We are all leaders!

- We are deafened and HOH are always seeking ways to communicate!
- We become more aware and sensitive to how all people communicate, in many different ways.
- We lead by example.
- We help ourselves and other people with hearing loss, as well as many others who are 'abled' in different ways from earlier in their lives.
- We help the world - everyone needs to express herself, reach and connect with others, no matter what language is used.



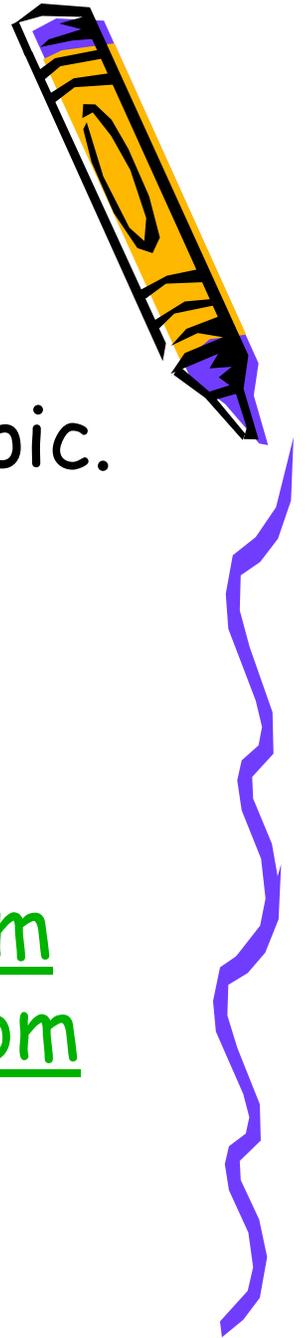
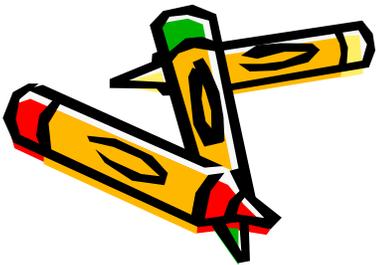
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- Storck and Storck, Trusting the Power of the Group: Leading from behind (see handout).



Thanks so much!

- For helping me think about this topic.
- For being here today!
- For all your ideas and sharing.
- Please stay in touch:
- Email: lauren@caregiving-online.com
or alda-maine@caregiving-online.com



Questions, Discussions

If time permits, our Agenda will also include:

A SHORT RESEARCH PAPER ABOUT
"LEADING FROM BEHIND AND
TRUSTING THE GROUP"

