



LEADERSHIP MOTIVATION AND EVALUATION

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LEADERSHIP MOTIVATION – EVALUATION American Guild of Organists

**I am delighted to share some thoughts
about Leadership Motivation and
Evaluation - volunteer leadership energy is
the lifeblood of the American Guild of
Organists.**

Sue Mitchell-Wallace

LEADERSHIP Accountability ACRONYM:

SIMPLE

- S** = **Set Expectations**
- I** = **Invite Commitment**
- M** = **Measure Progress**
- P** = **Provide Feedback**
- L** = **Link to Consequences**
- E** = **Evaluate Effectiveness**

These are benchmark objectives that take chapters where they desire to go.

“KEY” BUILDING BLOCKS

Be transparent from the start

- 1. Definable expectations**
 - a. What is the vision?**
 - b. What are we trying to do?**
 - c. What does success look like?**
- 2. Clear job descriptions**
 - a. Name specific tasks and abilities desired**
 - b. Have an orientation each year as new people rotate on and off the chapter board and executive committees.**
 - c. Provide time, training, tools, resources**
 - d. Ask your leadership: Is this something you can be passionate about? Ask the nominating committee to seek out candidates who will share this passion.**
- 3. Specific tasks and job descriptions.**
 - a. “Here’s what I need from you. Here’s what you can expect from me.”**
 - b. Empower people to succeed.**
 - c. “You can expect what you inspect”**
- 4. Realistic schedule for completion**
 - a. Progress updates**
 - b. Leave time to regroup/reboot if original plan isn’t working**
- 5. Positive reinforcement**
 - a. Cultivate good communication/one-on-one relationships/regular check-ins/determine their preference for compliments (public or private).**

Hints for successful Chapter Leadership at Meetings

1. Be welcoming, hospitable, inclusive, friendly
 - a. People may not remember what you **said** to them; they always remember how you made them **feel**.
2. Meetings set the “TONE” using “RHYTHM”
 - a. Timing is everything:
 - b. Be organized, plan ahead, use agenda, be prompt,
 - c. use everyone’s time wisely/carefully
 - i. Make each meeting productive, pleasurable, positive, and “delectable”. Create an appetite factor that encourages people to return and get more involved.
 - d. Mentoring: pair new members with experienced, long-time members.
 - e. Accountability and collegiality work best when it is not from the top down but from the center out, with everyone focusing on the central, core goals and carrying them into the greater community. (Think of the circle of 5ths and color wheels with all the varieties possible emanating from the center).

TEN PERSONAL LEADERSHIP ATTRIBUTES

1. Adjust your mindset to live and work in a **respectful, motivated, positive** mode.
2. Make sure you are doing your part. Have **integrity, courage, realism, and accept responsibility**.
3. Focus relentlessly on relationships. Leaders thrive when they strengthen relationships with their cohorts by spending more **one-on-one time** with them.
4. **Ask** people what their **aspirations** are.
5. Be a **proactive, honest, and supportive** leader
6. Offer **recognition/appreciation** rewards
7. Give colleagues/members **room to grow/ explore**
8. Share and receive **constructive** feedback
9. Be **visible, understandable** and **enthusiastic**
10. **Recognize and value** achievements

President Eisenhower's Urgent/Important Principle helps you quickly identify the activities that you should focus on, as well as the ones you should ignore.

	Urgent	Not Urgent
Important	Do: <i>Do it now</i>	Plan: <i>Schedule yourself a time to do it</i>
Not Important	Delegate: <i>Ask someone in your team to help you.</i>	Delete: <i>Don't do it</i>

When you use this tool to prioritize your time, you can deal with truly urgent issues, at the same time as you work towards important, longer-term goals.

To use the tool, list all of your tasks and activities, and put each into one of the following categories:

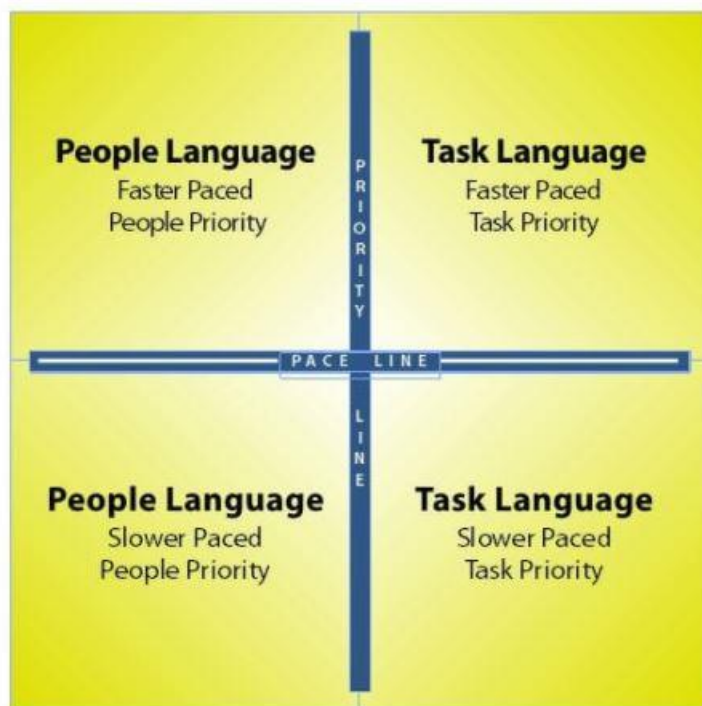
- Important and urgent.
- Important but not urgent.
- Not important but urgent.
- Not important and not urgent.

Then schedule tasks and activities based on their importance and urgency.

Communication is secret to success. About 20% of people use language from all four of the following categories.

There are 4 basic communication styles that we use when we communicate with one another:

- *Faster-Paced with a Task Priority*
- *Faster-Paced with a People Priority*
- *Slower-Paced with a People Priority*
- *Slower-Paced with a Task Priority*



Faster-Paced With a Task Priority

1. People who prefer this “language” are task-oriented.
2. They process messages rapidly in task-related language, but don’t always catch all of the details.
3. They focus in on the bottom right corner of any spreadsheet or contract—where the totals and sums are located.
4. They truly are bottom-line communicators.

These are the questions in the heads of fast-paced communicators:

1. What do you want? What do you need? Why are we doing this?
How are we doing this? What are the end results?
2. They may shoot off rapid-fire queries such as the ones above in an effort to get to the facts.
3. They’re perceived as being very abrupt.
4. They process only two to three words per sentence.
5. All they hear is the purpose, process, and payoff of your message.

Faster-Paced Language	Style: Faster-Paced Task Priority
<ul style="list-style-type: none"> • “do it” • “goals” • “results” • “accomplish” • “bottom line” • “here’s the deal” • “progress” 	<ul style="list-style-type: none"> ✓ Purpose: What do you want? ✓ Process: How long? ✓ Payoff: What is in it for me? ✓ Brief Statements ✓ Bullet Points (3x5 cards) ✓ Clear Expectations ✓ Auditory

How to connect:

1. Talk about challenges
2. Support their ideas
3. Get to the point
4. Show results
5. Assertiveness.

Faster-Paced With a People Priority

1. Very spontaneous language
 - a. Interactions begin with a social greeting and chitchat, before transitioning to the topic that needs to be discussed.
 - b. Does not like to hear about what's not working
 - c. Frequently jump to conclusions
 - d. Asks for ideas, best processes,
 - e. Positive statements: targets, goals, solutions.
 - f. Tend to remember telling you things that they never did communicate.
 - g. Tend to be viewed as lacking substance.
 - h. Other types of communicators leave conversations with this communicator wondering whether they were understood.
 - i. Communicators who fall under this category frequently jump to conclusions.
 - j. They will swear that they told you something that never came out of their mouths.
 - k. Those who do not process this language tend to view this style of communicator as fluffy or of little substance.
 - l. Others leave the conversation thinking:
 - *Did they really understand what I was saying?*
 - *Will they follow through? Is this for real?*
 - *Where does all this chit chat come from?*

Style: Faster-Paced People Priority	Language Vocabulary
<ul style="list-style-type: none"> ✓ Opportunities ✓ Goals ✓ I Have an Ideal ✓ Kinesthetic ✓ Possibility Statements ✓ Written Instructions ✓ Most Misunderstood Language 	<ul style="list-style-type: none"> • "create" • "generate" • "brainstorm" • "wonderful" • "target" • "fabulous" • "super"

NOTE: This particular language/personality is the most misunderstood because it does not process negatives.

HOW TO CONNECT:

1. This type responds to favorable recognition.
2. Spend time with them,
3. Make them a priority
4. Involve them in creative projects such as problem solving.
5. Communicate what you **want**, not what you **don't** like.

Slower-Paced With a People Priority

Note: If you can't quite figure out what type of processor a team member is, then the answer is they probably speak this language.

1. Often viewed as very difficult to read because they don't express themselves well.
2. They tend to listen too much.
 - a. NOTE: Although they are excellent listeners, any strength that is overused runs the risk of becoming a weakness.
3. Because these people are quiet and reserved, other team members talk over them, and they just let it happen.
4. They rarely ask questions,
5. Prefer that someone else be in control of the conversation.
 - a. the slower-paced people processor keeps quiet and lets others—who don't deal well with silence—tell them what to do, thus perpetuating the softer image that they already project.
6. Others who don't process in this manner often feel that this communicator is amiable, shy and passive – someone who really doesn't have much to offer. They question this communicator's participation level, which is a common misconception.

STYLE: Slower-Paced People Priority	Language Vocabulary
<ul style="list-style-type: none"> ✓ Stability ✓ Slow with Pauses ✓ Nurturing ✓ Everything will be OK ✓ Visual ✓ Ask for Thoughts ✓ One-on-One Communication 	<ul style="list-style-type: none"> • "what about" • "will you help" • "team" • "we can" • "it's OK" • "share" • "just a few"

How to connect:

1. Communicators of this language best process stability statements
 - a. engage them with reassurances
 - i. "Everything is okay,"
 - ii. "Let's just start with the first piece"
 1. "Let's break this into steps."
2. Ask questions about their personal lives or work situation
3. Let them talk, for their need for connection.
4. Give them new information first to promote cooperation and harmony

Slower-Paced With a Task Priority

1. They like to communicate by e-mail because it gives them time to process messages and study them in advance.
2. They don't process very easily face to face.
3. They prefer to pore over details, facts, figures and data instead.
4. If this isn't your language, you may view people like this as distant
5. You may feel as though you're being interrogated every time you interact with them.
6. Because they're very serious about their interactions, people usually use a social exchange to try to lighten them up. But this is the worst thing you can do. Trying to reach them on a personal level guarantees they may not hear you.

Language Priority	STYLE: Slower Paced, Task Priority
<ul style="list-style-type: none"> • Review • Percentage • Options • Calculate • Quantify • Process • Analyze 	<ul style="list-style-type: none"> ✓ Pro-con thinking ✓ Written (email) ✓ Auditory, kinesthetic, visual ✓ Information in advance ✓ Factual ✓ Precise statements ✓ Options

How to connect:

1. The best way to communicate is to give them the credit and let them be the expert.
2. Know your stuff, and only go face to face when there's a misunderstanding.
3. It's important to be prepared; whatever you say needs to be accurate.
4. It is unwise to communicate something to these individuals that you don't intend to do or that you're not sure is correct. If you do, you're guaranteed an instant disconnect.

Note: Knowing these communication/personality styles is extremely helpful and a valuable tool for getting things done, saving time and building relationships in all areas of our lives.

PERSONAL FEEDBACK

Effective leaders also spend time evaluating their own performance and continually seeking ways to improve.

- 1. Create opportunities for feedback.**
 - a. Be open**
 - b. Be willing to improve**
 - c. Be curious (hungry to learn)**
 - d. Ask specific, not general questions for accurate feedback**
- 2. Make Time for self-reflection**
 - a. Stop, look, listen both internally and externally**
 - b. Write down your discoveries: valuable patterns will be revealed.**
 - c. Documentation measures development**
 - d. Schedule specific time for reflecting**
 - e. Ask yourself the right and necessary questions**
 - i. Where can I improve my people skills?**
 - ii. Do I have a positive outlook and attitude**
 - iii. Do I see evidence of growth in my self-discipline?**
 - iv. Do I have a proven track record of success?**
 - v. How are my problem-solving skills?**
 - vi. Do I refuse to accept the status quo?**
 - vii. Do I have a big-picture mindset?**

Types of Conflict Resolution Skills & Useful Vocabulary

Assertiveness

A leader might take the initiative to convene a meeting between two members who have engaged in a public dispute. A colleague might seek out a person with whom they are having conflict to suggest working together to find ways to co-exist more peacefully.

- Articulate
- Balanced Approach
- Candor
- Decisive
- Delegation
- Fact-Based
- Fair
- Firm
- Leadership
- Manages Emotions
- Management
- Negotiating
- Sociable
- Voices Opinions
- Problem-Solving
- Self-Control
- Stress-Management

Interviewing and Active Listening

A leader might have to ask questions and listen carefully to determine the nature of a conflict between colleagues.

- Articulate
- Attentiveness
- Conscientiousness
- Considerate
- Empathy
- Encouraging
- Intuitive
- Listening
- Negotiation
- Nonverbal Communication
- Persuasion
- Predicting
- Presentation
- Professional
- Relationship Building
- Respectful
- Sense of Humor
- Sincere
- Sociable
- Understanding
- Verbal communication

Empathy

A leader might encourage empathy by asking those in conflict to each describe how the other might be feeling and thinking, and how the situation might look to the other party. Empathy is also an important skill for leaders, who must be able to understand each party's perspective, without necessarily agreeing with either.

- Asking for Feedback
- Building Trust
- Compassion
- Inclusion
- Giving Feedback
- Handling Difficult Personalities
- Managing Emotions
- High Emotional Intelligence
- Identifying Nonverbal Cues
- Recognizing Differences
- Understanding Different Viewpoints
- Interpersonal
- Patience
- Personable
- Self-Awareness
- Self-Control
- Trustworthy
- Welcoming Opinions

Facilitation

Leaders might facilitate a joint brainstorming session with their colleagues to generate solutions to ongoing points of conflict. Group facilitation techniques can also be used to avoid triggering conflict during group decision-making, in the first place.

- Brainstorming
- Collaboration
- Conflict Management
- Diplomatic
- Ethical
- Humble
- Influential
- Insightful
- Intuitive
- Listening
- Organized
- Patience
- Perceptive
- Planning
- Practical
- Realistic
- Reflective
- Teamwork

Mediation

A leader might guide colleagues who are in conflict through a process to identify mutually agreeable changes in behavior.

- Assertive
- Compassionate
- Decision Making
- Emotional Intelligence
- Empathy
- Honesty
- Impartial
- Insightful
- Leadership
- Measured
- Patience
- Problem Solving
- Professional
- Psychology Background
- Rational Approach
- Respect
- Understanding
- Transparency

Creative Problem Solving

A leader might redefine the roles of two conflict-prone colleagues to simply eliminate points of friction. Creativity can also mean finding new win/win solutions.

- Brainstorming Solutions
- Conflict Analysis
- Collaborating
- Critical Thinking
- Convening Meetings
- Creativity
- Critical Thinking
- Decision Making
- Designating Sanctions
- Fair Resolution
- Goal Integration
- Monitoring Process
- Nonverbal Communication
- Problem Solving
- Restoring Relationships
- Sense of Humor
- Verbal Communication
- Versatile

For information, questions, further thoughts:

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