



Leading at All Levels in AFS

Continuing Education Course
2012 Western Division AFS Meeting
Jackson, Wyoming

A decorative graphic consisting of overlapping colored squares (yellow, red, blue) and a black crosshair.

Plan for the course

- Several instructors
- All presentation files on the web
- Please share your experiences
- Really want feedback to improve course
- One break about halfway



Introductions

- Who are you?
- Where do you live?
- What do you do/ who do you work for?
- Are you currently an Officer or Committee person in AFS?
 - If yes, please describe
 - Any other offices? Have you ever served on the Governing Board, Division EXCOM, Chapter Officer, Student Subunit?



Plan for the course

- What is leadership
- Structure of AFS and AFS staff
- Constitution, Rules and Procedures
- Importance of Strategic Direction
- Roles and responsibilities
- Exercising leadership in your Unit
- Parliamentary procedure and running a meeting



What is leadership and how does it apply to AFS?

Dirk Miller

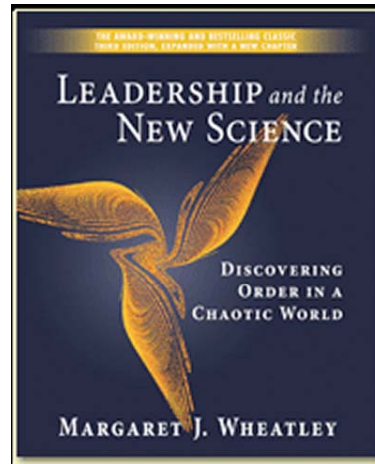


What is Leadership?

- Much information available
 - Innumerable books and careers devoted
- Provide a few references
- Not going into great detail
- Relate thoughts of others to AFS

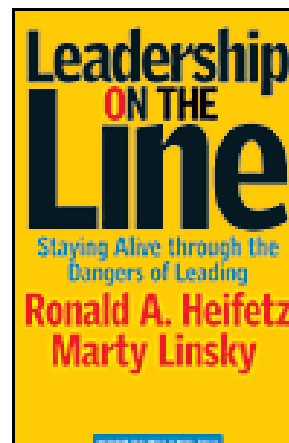
Leadership Reference

- Interesting book
- Relates leadership to:
 - Quantum physics
 - Chaos theory
 - Self-organizing biological systems



Leadership Reference

- Some of what follows can be found in this book
- Used in National Conservation Leadership Institute





Wikipedia says...

- The word **leadership** can refer to:
 - Those entities that perform one or more acts of leading.
 - **The ability to affect human behavior so as to accomplish a mission.**
 - Influencing a group of people to move towards its goal setting or goal achievement.




What is leadership?

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

- Dwight Eisenhower


“A leader is anyone who wants to help, who is willing to step forward and create change ...”

- Margaret Wheatley



Why lead?


Why did you get involved in AFS leadership?



Why lead?

- People want to make a difference:
 - For others
 - For our profession
 - For the resource


- Leave a legacy for future generations



What is leadership?

- Leadership is a behavior that we do sometimes
 - We would benefit if it was done more often
- It is a behavior that you can choose when and how to do
 - Not a trait or genetic predisposition
 - You can improve

-Marty Linsky



What is leadership?

“Leaders aren't born they are made. And they are made just like anything else, through hard work.”

- Vince Lombardi



Leadership Requires Vision

Vision: The setting of a clear, focused, desirable direction (vision of the future) to move you and your unit towards

“The very essence of leadership is that you have to have a vision.”

- Theodore Hesburgh



Connect to Purpose

- Leadership is tied to purpose
- Connecting to purpose and passion is the key to leading people
 - Especially in a volunteer organization
- Hold onto your sense of purpose in difficult times

- Hugh O'Dougherty



AFS Mission

To advance sound science, promote professional development, and disseminate science-based fisheries information for the global protection, conservation, and sustainability of fishery resources and aquatic ecosystems.



Vision for your Unit

- Connect Unit activities to AFS Mission, Vision and Strategic Plan
- Effective leaders in AFS provide a vision that inspires their members
- Provide the “why” with the “what” that you are asking for
 - Sometimes obvious connections for you are not as clear to others



What is leadership?

“Leadership is the capacity to translate vision into reality.”

- Warren G. Bennis



Obstacles to leading

- Leadership is required to get people to change
 - The bigger the change the more challenging it is.
- Tremendous pressure to maintain the status quo



What is leadership?

“Leadership is an improvisational art. You may have an overarching vision, clear, orienting values, and even a strategic plan, but what you actually do from moment to moment cannot be scripted. To be effective, you must respond to what is happening.”

- Ron Heifetz & Marty Linsky



Bumps in the road

- Things don't always go as planned
- Step back and assess
- Get perspectives from others
- Make midcourse adjustments
- Jump back in
- Get “on the balcony” and off as needed



What is leadership?

“A leader is someone who can adapt principles to circumstances.”

- George Patton



Relationships

- Volunteers work because they want to
- People want to make a difference
- Relationships are vital
- Develop and nurture them
- Never know when they will come into play



Relationships

“One of the distinguishing qualities of successful people who lead in any field is the emphasis they place on personal relationships.”

- Ron Heifetz & Marty Linsky



Keys to a successful term as leader

- Very few units can be run as a “one man show”
- Assign your most reliable volunteers to the highest priorities
- Give them a clear assignment
- Follow-up periodically
- Acknowledge their contribution(s)



What is leadership?

“No one will make a great leader who wants to do it all themselves, or to get all the credit for doing it.”

- Andrew Carnegie



Keys to a successful term as leader

- Reflect on the purpose, bylaws, ongoing initiatives and, if it exists, your strategic plan.
- Take the time to learn about previous actions, decisions, initiatives, policies, etc.
- Develop a plan of work
 - Set priorities and focus on them



What is Leadership?

“...Making leadership real means mobilizing people and organizations to rise to the challenge of tackling situations and opportunities that demand new ways of doing business. But new ways of doing business also need to build from the best aspects of our agencies' history, culture, values, and strategy. ”

– Management Assistance Team



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Leadership Summary

- Many opportunities to lead
- Leadership is tied to purpose
 - Have a vision and a plan
- Connect Unit activities to Society-level
 - Mission, Strategic Plan, Plan of Work
- Expect setbacks
 - Get on the balcony, jump back in
- Volunteers are your greatest resource



Discussion

Any comments?

Any examples from your experiences
with AFS or elsewhere?