



**Thursday, October 27, 2022**

# Inspired Engagement & Momentum

SPEAKER:  
Melissa Laughon



# 3 Focus Areas:

1. Strategically leverage meeting time
2. Hone your leadership, listening & facilitation skills
3. Invest in a productive partnership between staff and volunteer leaders grounded in mutual respect and trust

**Focus Area #1:**

**Strategically leverage  
meeting time**

# Focus Area #1: Strategically leverage meeting time

## Tip 1 of 5:

Ensure strategic alignment utilizing governance best practices:

Strategic Plans

Annual Plans/Budgets

Responsibility Matrix

Committee Charters

Committee Annual Action Plans



## What gets in the way?

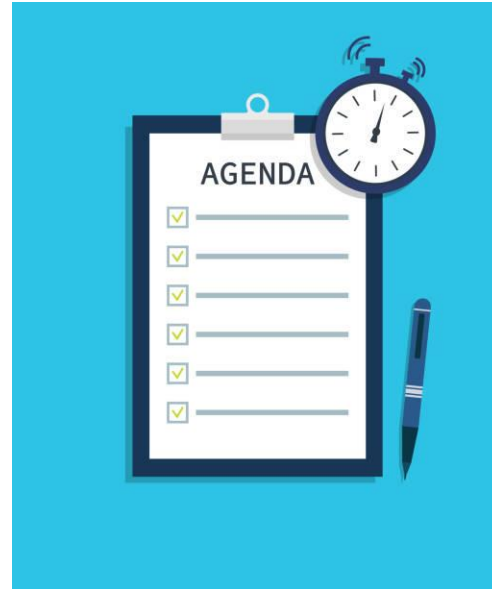
- No Time
- Fear of asking
- Lack of role clarity
- Control

# Focus Area #1: Strategically leverage meeting time

## Tip 2 of 5:

Focus agendas on strategic long term and annual goals.

Make time to talk.



## What gets in the way?

- Routine reports
- Avoidance
- No Time
- Fear
- Cyclical conversations
- Too many presentations
- Lack of empowerment

*If we do it, will it matter?*

# Focus Area #1: Strategically leverage meeting time

## Tip 3 of 5:

Equip volunteer leaders to enter a meeting informed, knowledgeable, and clear on their role.



Photo Source: ICONFINDER

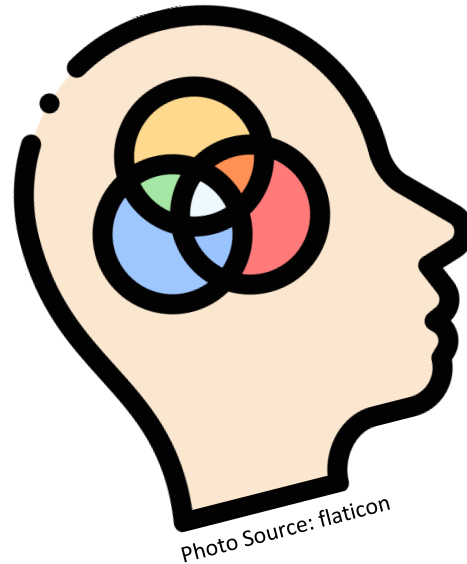
## What gets in the way?

- Overproduced/overwhelming materials
- Control issues
- Politics
- Not taking the time to adequately frame discussions
- Not being clear on what we are needing - input/vote/etc.

# Focus Area #1: Strategically leverage meeting time

## Tip 4 of 5: Increase “Organizational IQ”

- Leverage in person retreats, site visits, guest speakers, virtual guest speakers, etc. to enhance the Board’s knowledge
- Make space and time for connection to issues and perspectives across stakeholder groups



## What gets in the way?

- Thinking that orientation is enough
- Not clarifying or lowering expectations
- Listening to the same voices year after year

# Focus Area #1: Strategically leverage meeting time

## Tip 5 of 5:

Leave time to review decisions made and action items (with timelines and accountabilities).

## What gets in the way?

- Action items buried in minutes
- Lack of project management skills
- Assumptions that we're on the same page



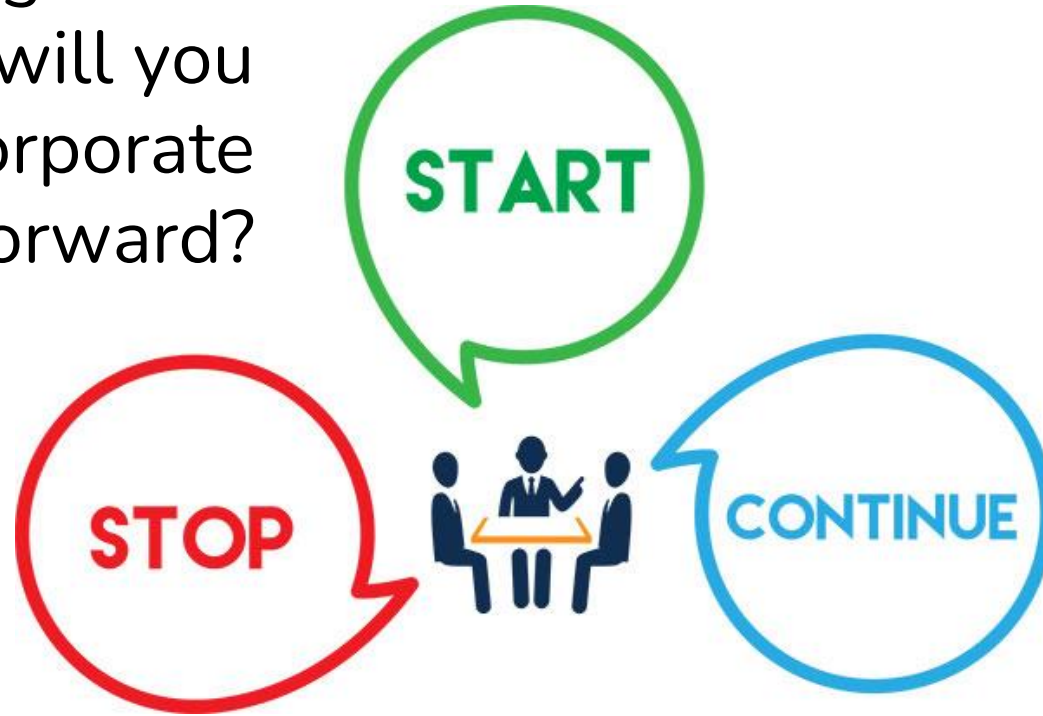


## Individual Reflection & Peer Sharing:



Which engagement opportunities will you plan to incorporate moving forward?

What do you need to stop doing in meetings?



What engagement opportunities are you currently leveraging in your meetings that should continue?

## **Focus Area #2:**

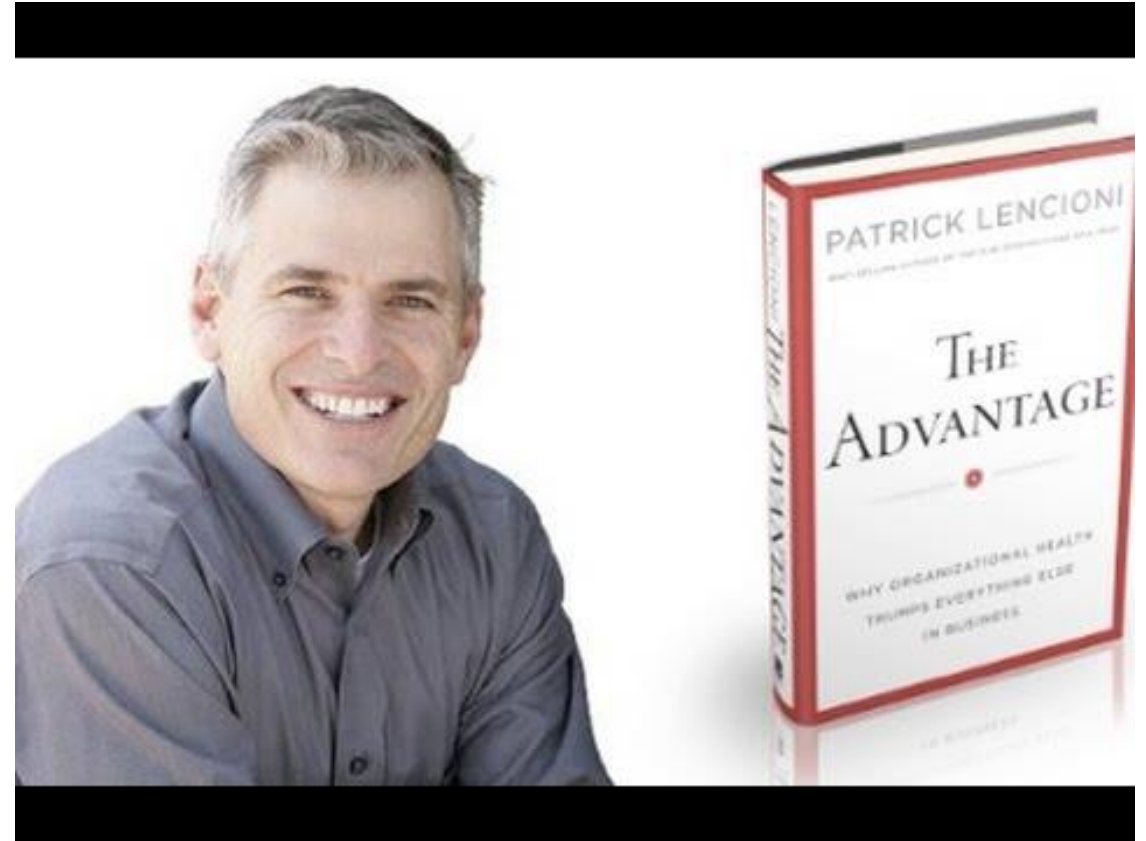
**Hone your leadership,  
listening & facilitation skills**

## Focus Area #2:

### Hone your leadership, listening & facilitation skills

#### Tip 1 of 4:

Understand the mechanics of organizational health and how to build, lead and participate on cohesive, high functioning teams.



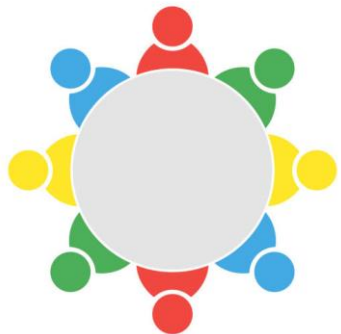
# Focus Area #2: Hone your leadership, listening & facilitation skills

**Tip 2 of 4:**  
We all want to  
be seen & heard.



Photo Source: SystemConcepts, Visit Sacramento.com and LinkedIn/Leadership Keystone, Alvernia

## Individual Reflection & Peer Sharing:



Share one tip you've learned/put into practice to:

- Listen better
- Communicate effectively & respectfully
- Make room for diverse perspectives



## Focus Area #2:

Hone your leadership, listening & facilitation skills

### Tip 3 of 4:

Leadership skills  
are learned.



EXPERIENCE IS THE  
BEST TEACHER

Proverb

PICTUREQUOTES.COM

## Focus Area #2:

### Hone your leadership, listening & facilitation skills

#### Tip 4 of 4:

Don't think of facilitation as a "soft skill" ... think of it as an essential skill.

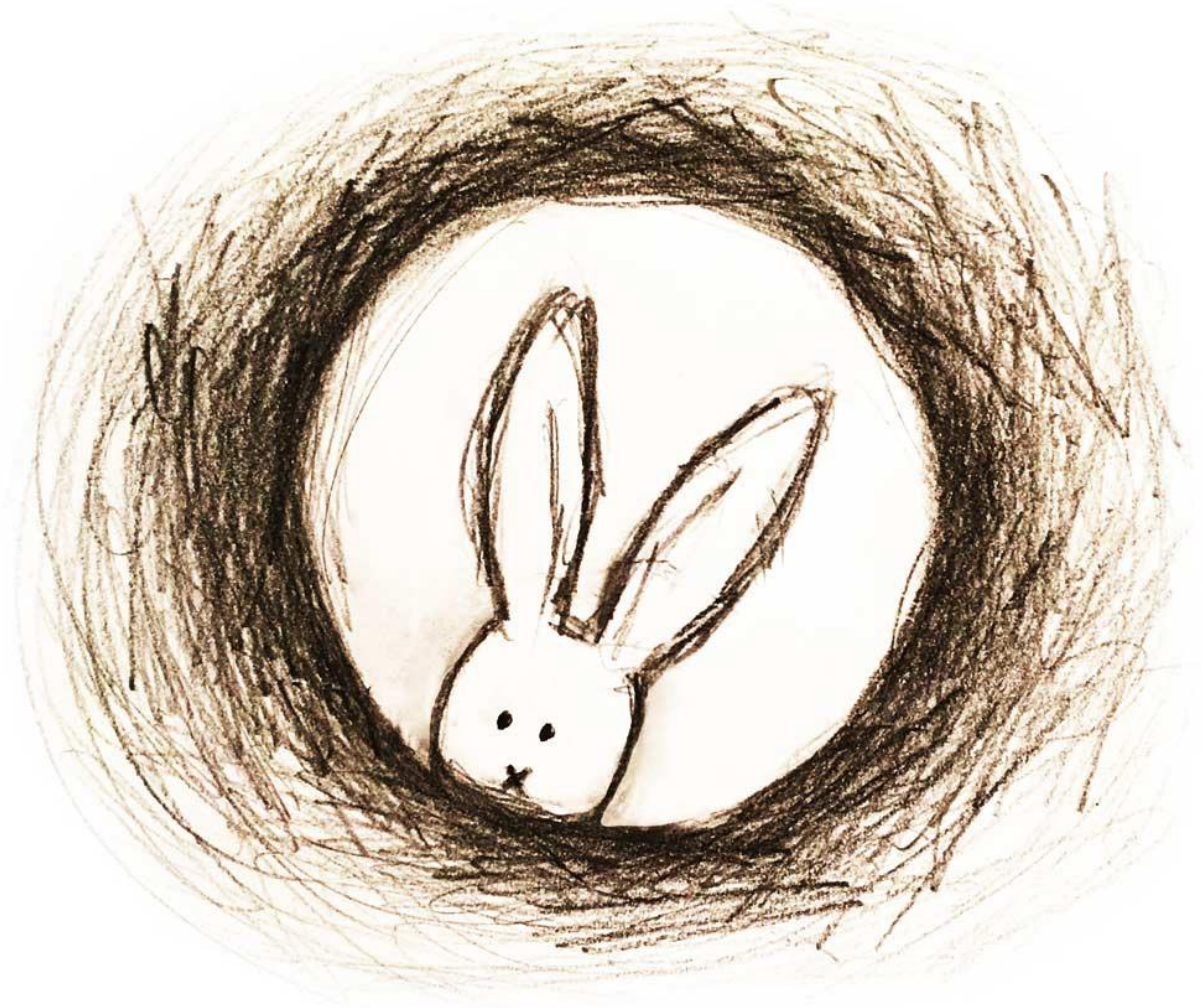
Forbes

CAREERS

Facilitation Skills Just Might Be The Best Kept Leadership Secret

# Up Your Leadership Game:

## Facilitation hacks





# Why are facilitation skills critical?

Effective facilitation is critical to ensure:

- ✓ All voices are heard
- ✓ Points of disagreement are explored
- ✓ Outcomes and next steps are clear

# **Why is conflict critical?**

**How can you develop your  
facilitation skills ?**

# Mindset: Be the guide, not the hero.

Guides work hard

Guides set expectations

Guides do not fish when guiding

Guides must be trustworthy



Photo Source: [MontanaFlyFishingGuides.com](https://montanaflyfishingguides.com)

# Keep in mind:

- “No surprises” is a good rule of thumb for the facilitator but be prepared for surprises from the participants
- Course correcting and pivoting is a requirement
- It is your job to maintain safety and “land the plane”



# Be sure to:

- Allot the right amount of time (not too much/not too little)
- Lower the stakes (discussion before decision)
- Create the right environment
- Pay attention to creature comforts
- Read the room

# Facilitation Hack #1:

## Focus vs. Kitchen Sink



State the **AGO**  
Define the **focus**

# Facilitation Hack #2:

## Ask Permission vs. Assume Permission

- Get approval for the agenda and ask if there are other pertinent items for discussion
- Co-write Rules of Engagement
  - Engage
  - No sidebars
  - Tech
  - Utilize Post It notes vs. interrupting
  - What else?
- Give participants permission to call a break
- Explain your role and how you will hold the group accountable to the rules of engagement
- Explain “parking lot” approach

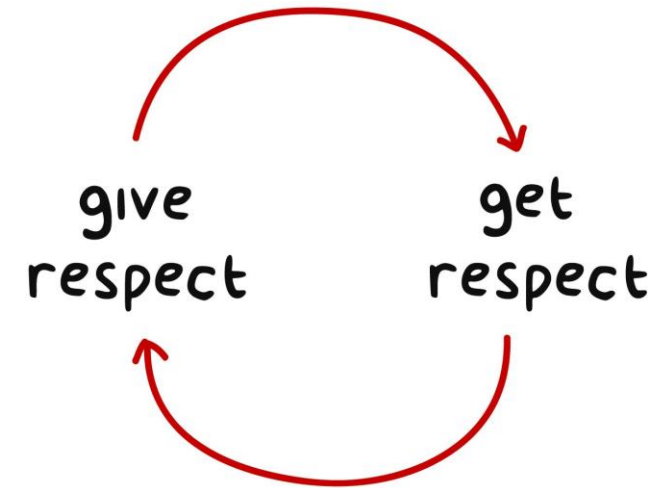
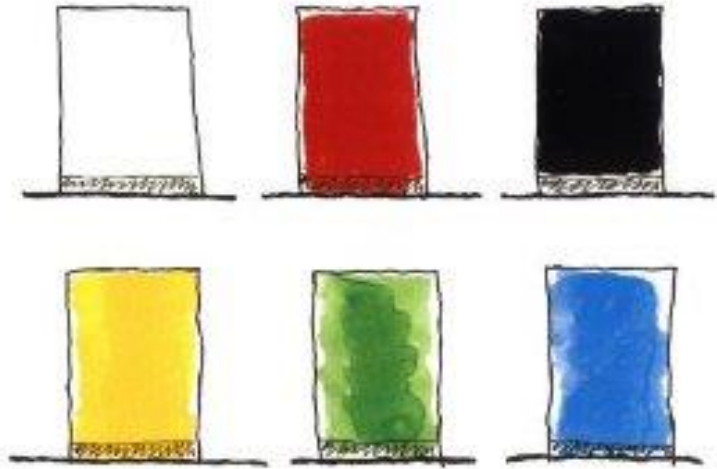


Photo Source: CogniFit



# Facilitation Hack #3:

## Parallel Thinking vs. Argumentation



SIX THINKING HATS  
EDWARD DE BONO

“CREATIVITY INVOLVES  
BREAKING OUT OF  
EXPECTED PATTERNS  
IN ORDER TO  
LOOK AT THINGS IN A  
DIFFERENT WAY.”

EDWARD DE BONO

# Facilitation Hack #4:

## Think Time vs. Free for All

### 3 Way Think Time:

- Individual Think Time
- Small Group Share/Think
- Large Group Share/Think



# Facilitation Hack #5:

## Embrace Discomfort vs. Reflect Anxiety

- Ground yourself
- Call for a break  
(for yourself, for others, for 1:1s)
- Utilize awkward silence
- Dig deeper to get to the heart of the matter
- Hold people accountable to uphold safety
- Clarify intentions vs. make assumptions
- Don't treat dissenters as troublemakers



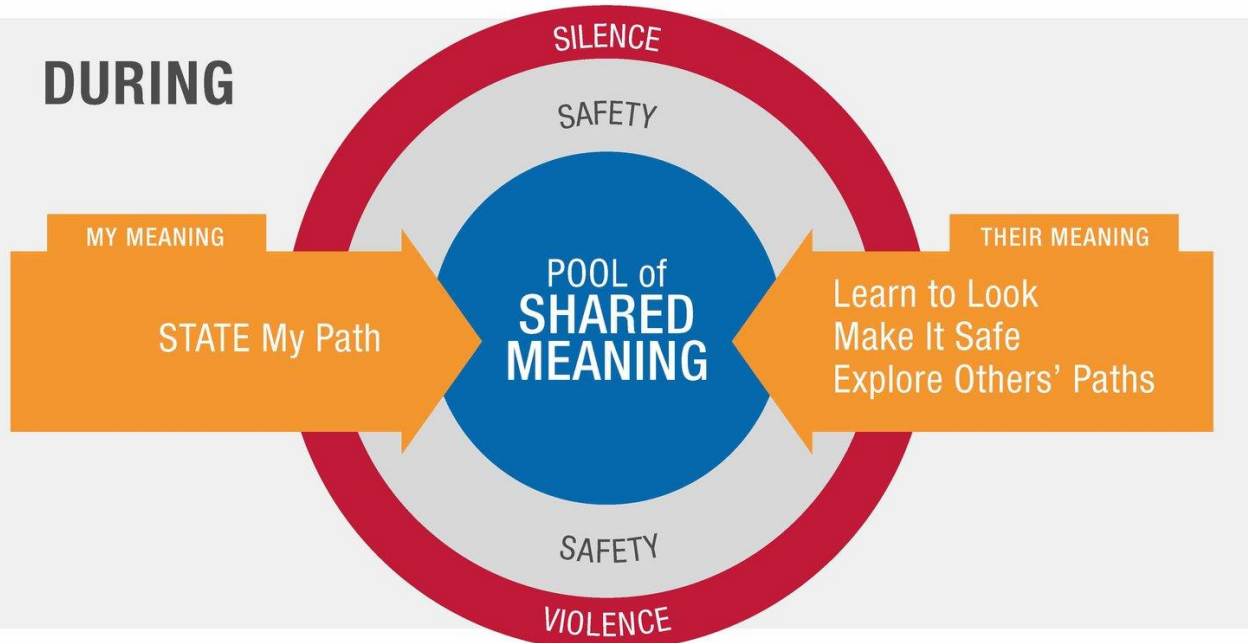
Photo Source: Harvard Business Review

# BEFORE

## WORK ON ME FIRST

Get Unstuck  
Start with Heart  
Master My Stories

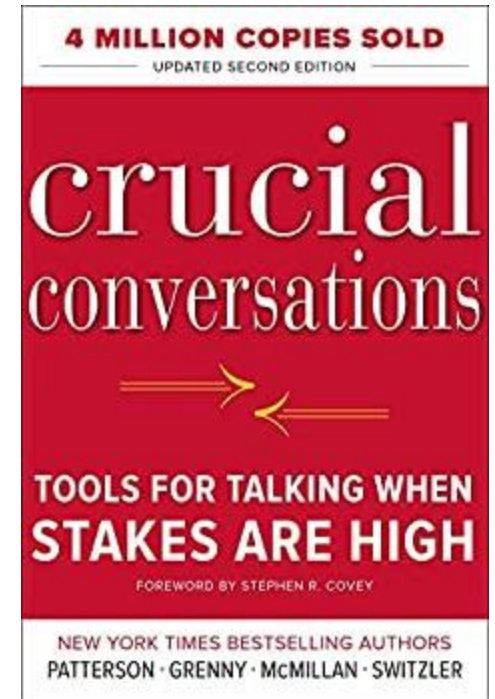
# DURING



# AFTER

## MOVE TO ACTION

Who does What by When  
Follow up



# Facilitation Hack #6:

## Strive for Commitment vs. Consensus

- Provide forum for individual expression
- Active listening, validation, documentation
- Ask for a “show of hands” to allow groups to navigate the tough choices (especially regarding dominating the floor, running out of time, etc.)
- Utilize “Commitment Clarification” and “Cascading Communication” techniques



The Five Behaviors of a Cohesive Team™ Model

# 3 Focus Areas:

- ✓ Strategically leverage meeting time
- ✓ Hone your leadership, listening & facilitation skills
- Invest in a productive partnership between staff and volunteer leaders grounded in mutual respect and trust

## **Focus Area #3:**

**Invest in a productive  
partnership between staff  
and volunteer leaders  
grounded in mutual respect  
and trust**

## Focus Area #3:

### Productive partnership between staff and volunteer leaders

#### Tip 1 of 7:

Invest the time to get to know each other's communication and work styles and build trust.



The Five Behaviors of a Cohesive Team™ Model



## Individual Reflection & Peer Sharing:



## Individual Reflection & Peer Sharing:



1. Where did you grow up?
2. How many siblings do you have (and where do you fall in the order)?
3. What was a challenge you faced growing up that influenced who you are today?

## Focus Area #3:

### Productive partnership between staff and volunteer leaders

#### Tip 2 of 7:

##### Clarify:

- governance vs. operational roles
- responsibilities
- decision-making authority



Photo Source: flaticon

## **Focus Area #3:**

### **Productive partnership between staff and volunteer leaders**

#### **Tip 3 of 6:**

**Ensure staff and volunteer leadership are aligned on the “Six Clarity Questions” for organizational health**

**1. WHY DO WE EXIST?**

**2. HOW DO WE BEHAVE?**

**3. WHAT DO WE DO?**

**4. HOW WILL WE SUCCEED?**

**5. WHAT IS MOST IMPORTANT, RIGHT NOW?**

**6. WHO MUST DO WHAT?**

Source: The Advantage/Lencioni

## **Focus Area #3:**

### **Productive partnership between staff and volunteer leaders**

#### **Tip 4 of 7:**

**Recognize that the un-engaged board member = organizational risk**

**Leadership must clarify  
and enforce expectations.**

**Unengaged board members  
should accept duty or resign.**



## **Focus Area #3:**

### **Productive partnership between staff and volunteer leaders**

#### **Tip 5 of 7:**

Accept that while both the Board Chair and Staff Executive are responsible for educating, discussing and committing to best practices ... it is the Board, particularly the Board Chair, that is responsible for holding volunteer leadership accountable.

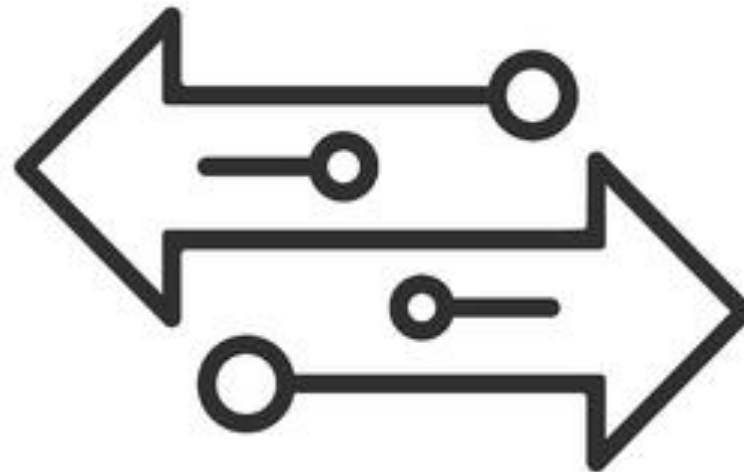


## Focus Area #3:

### Productive partnership between staff and volunteer leaders

#### Tip 6 of 7:

Ensure open and honest communication about all of the above.



## **Focus Area #3:**

### **Productive partnership between staff and volunteer leaders**

#### **Tip 7 of 7:**

**Harness the power of termed out volunteer leaders.**



Photo Source: Shutterstock



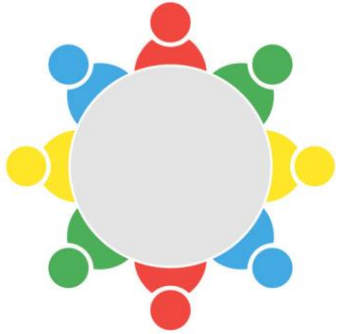
## **Volunteer service is an integral brand touchpoint.**

### **Drive engagement and momentum by :**

- Strategically leveraging meeting time
- Honing your leadership, listening & facilitation skills
- Investing in a productive partnership between staff and Board grounded in mutual respect and trust



## Individual Reflection & Peer Sharing:



1. As it relates to leading volunteers ...
  - what is your greatest strength?
  - what is your greatest weakness/challenge?
2. How would you rate your facilitation skills(A, B, C, D, F)?
3. How would you rate your listening skills (A, B, C, D, F)?
4. Who in your organization can you collaborate with/lean on to strengthen your leadership abilities?

**Questions?**