

5 Steps to
Leadership Success(ion)
*A Workshop for
North Country Trail Assn. Chapters*

October 6, 2022

2022 Fall Celebration

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AMY STORK

- 20+ years as a consultant, executive staff, and volunteer leader in the nonprofit and public sectors.
- Strategic planning
- Staffing and management
- Leadership development/coaching
- Strategic communications.
- Inspired by:
 - hiking!
 - wilderness
 - community
 - connection
 - YOU



Why are we here?

Big picture:

Building sustainable leadership
for NCTA Chapters

Nuts + Bolts:

Create a one-year plan
To bring new leaders
into your chapter

Today's Agenda

- 9:00 Welcome, Introductions, Context
- 5 Steps to Leadership
Success(ion): Steps 1 and 2
- 10:15-ish Coffee break**
- 10:45 5 Steps to Leadership
Success(ion): Steps 3, 4, and 5
- 12:00 Thank you!

Connect!

Connect with your table-mates:

*What shifted in your Chapter
leadership during the pandemic—
for better or for worse?*

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Context and Trends

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Common pain point: Operational Overwhelm

- **Need for new leadership**
 - Takes time to groom new leaders
 - Admin work vs time on the trail

Image by Pixaby from Robin Higgins



Common pain point: Leadership Function

- Expectations not clearly described and/or met
- Poor communication
- Lack of continuity
- Lack of turnover



Common Aspirations

- Recruit younger and more diverse leadership
- Plan for mentoring new leaders
- Recruiting volunteers already skilled at leadership/management



A few principles of
leadership success(ion)

Define and right-size leadership jobs



Or...

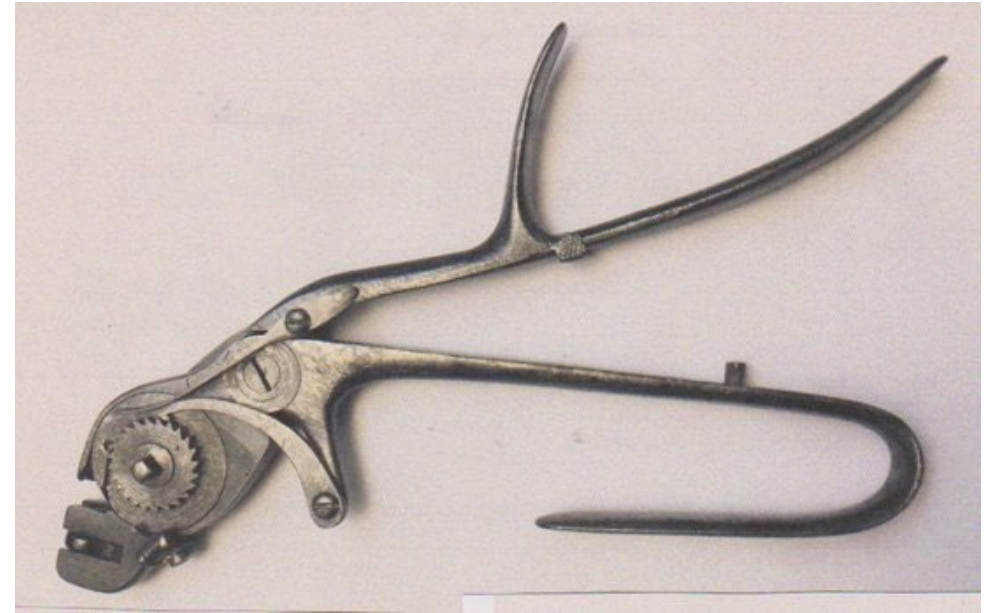


**“Jack of all trades” jobs
are hard to fill and hard to
sustain**

Define and right-size leadership jobs



Volunteers can lose interest when jobs are undefined



... or too mysterious for most people to figure out

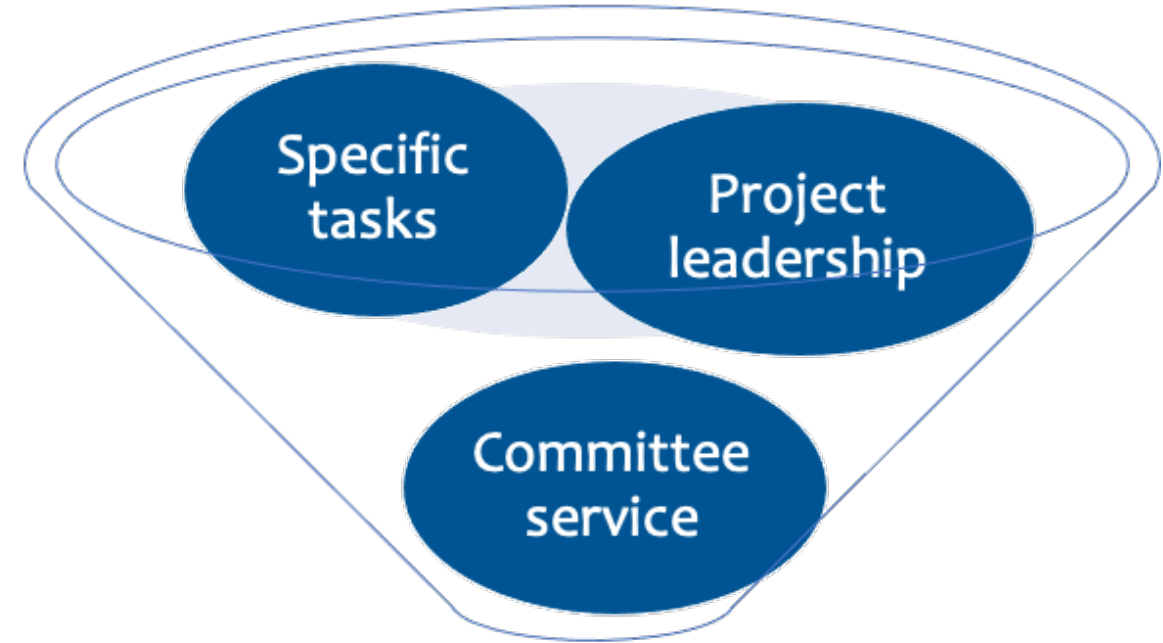
Build a leadership funnel



People
like to
date



Before
they get
married



Leadership Service

Succession is a garden, not a building

Image by 2211438 from Pixabay



Gardens need to be planted every year...

... and if you want tomatoes in August, start your plants in April

5 Steps to Leadership Success(ion)

Step 1: Set the stage (Fall/Winter)

Step 2: Define Leadership Intro Tasks (Winter)

Step 3: Recruit to Task (Winter/Spring)

Step 4: Support New Leaders (Summer)

Step 5: Invite and Welcome (Fall)



5 Steps to
Leadership
Success(ion)

Step One:
Set the stage
(Fall/Winter)

Resources for NCTA Leaders

northcountrytrail.org/members/volunteer-resources/

About Us Contact Us Blog!

The Trail Get Involved Members Shop Donate

Home

PAGES

Read Our Blog

[+]The Trail

[+]Get Involved

[+]Members

[+]Report Volunteer Hours

Renew Your Membership

Update Your Information

[+]Volunteer Resources

Trail Design, Construction and Maintenance

Member and Volunteer Management

[+]Trail Protection

Promotion, Outreach and Communications

Grant Applications and Financial Management

Education and Research

[+]Awards Nomination

[+]About Us

Contact Us

Volunteer Resources

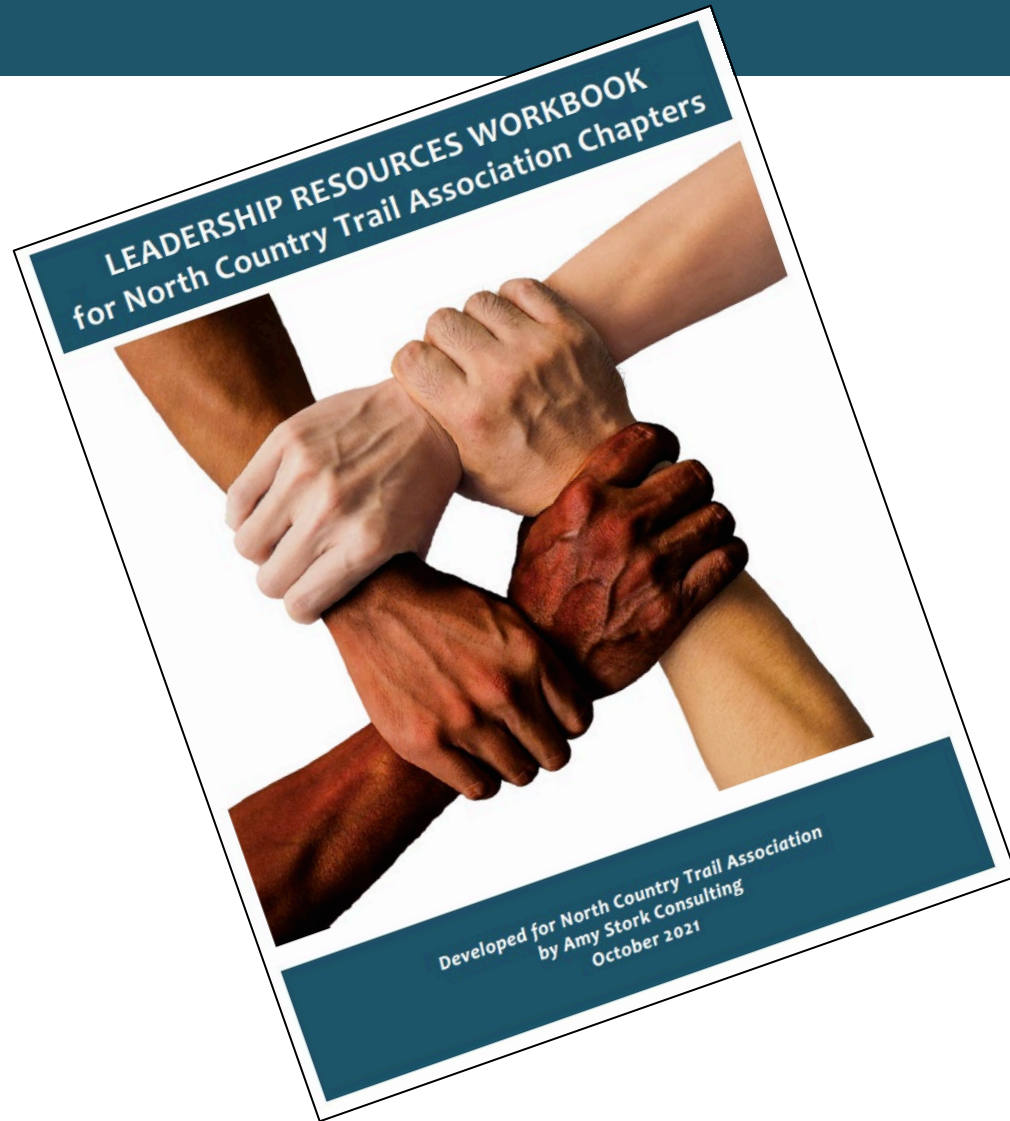
We are dedicated to providing our members needed to build, maintain and promote the and successfully.

We have organized our resources by the following topics. Take some time to explore and see what we have to offer and please remember to leave a comment below to let us know what you do find useful and what subjects you would like to know more about.

- [Trail Management: Design Construction and Maintenance](#)
Learn how to design and build a sustainable trail, blaze and sign the NCT and how to stay safe while managing groups of volunteers in the woods.
- [Membership and Volunteer Management](#)
Recruit, manage and recognize your chapter volunteers with online tools, advice from the experts and stories about what others are doing on the Trail.
- [Trail Protection](#)
Learn skills to effectively partner with our public land management agencies as well as secure the long-term protection of the trail across private land by building relationships with current and potential private landowners.
- [Outreach and Communication](#)
Tools to help you design outreach materials, manage your chapter websites and even write press releases.
- [Grant Applications and Financial Management](#)



Resources for NCTA Leaders



- **Workbook**
- **Webinar in 4 chapters**

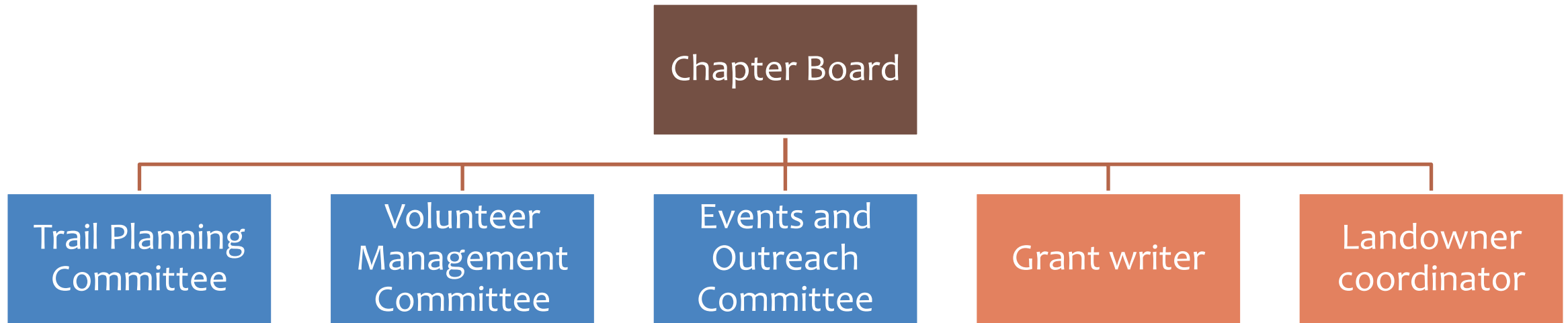
Know what you want to achieve (big picture)

- **Chapter Action Planning**
 - Opportunity to engage your members
 - Identify specific goals and tasks for the year / time period
 - Assign responsibilities



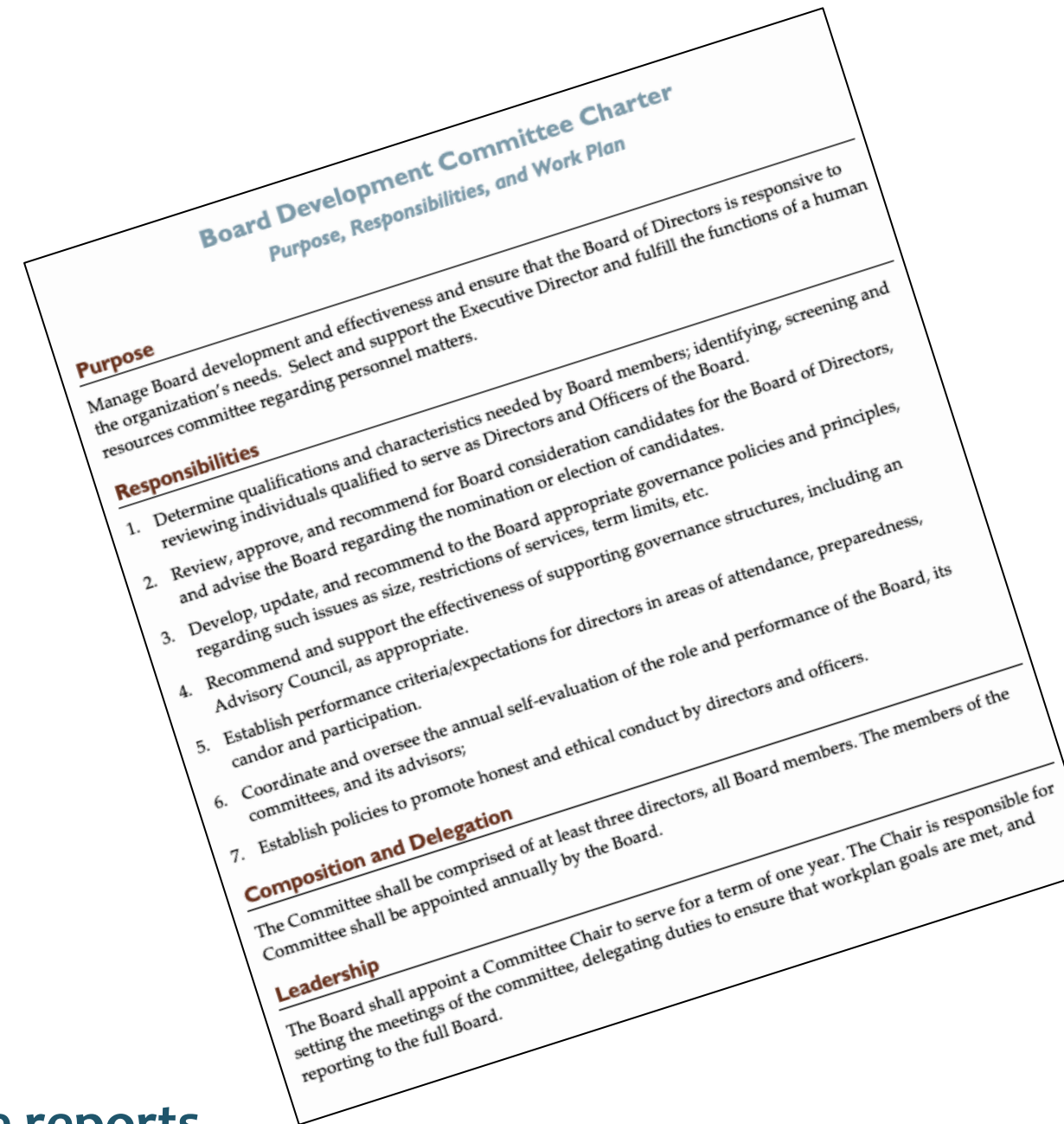
Have a structure to distribute the work

For example...

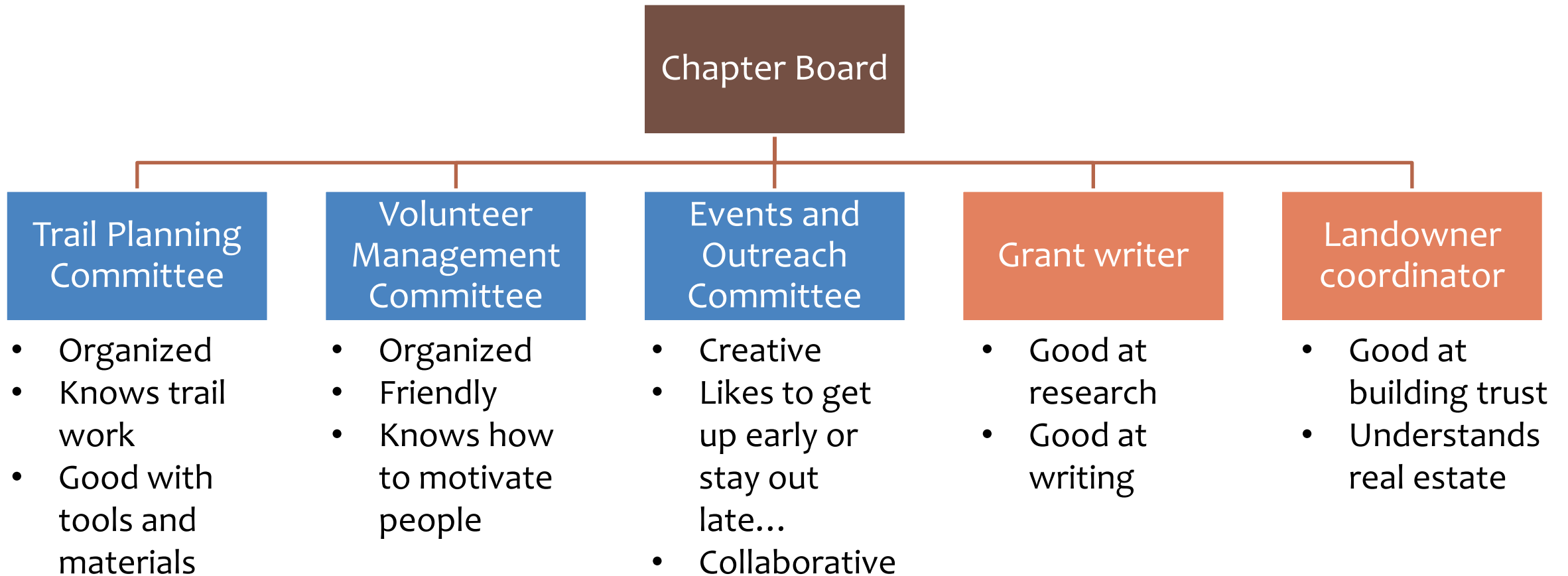


Committee charter: Job description for a group of people

- Responsibilities of the committee
- Responsibility of the Chair
- Authority of the committee, e.g.
 - What decisions do they make?
 - What budget do they have to spend?
- When, what, and to whom the committee reports



Know what kind of people you need



Know what you need them to do

Job Description elements

- Duties / responsibilities
- What they get to decide
- Deliverables / accountability
- Time expectations
- Desired qualities or attributes



Find the Gaps

With your board:

- Look at the Member Attributes Worksheet
- Discuss how to customize the grid for your Chapter
- Fill in for your current leaders
- What are the gaps?

Leadership needs
- current capacity
= recruitment priorities

4.4 Board Member Attributes Worksheet

<i>Tailor the categories below to the needs of your organization. First complete the matrix for each current board member, then identify gaps and needs.</i>	Current board #1	Current board #2	Current board #3
Personal qualities			
Passion for the mission			
Leadership skills			
Team oriented			
Willing and available to work			
Good communicator			
Strategic			
Bridge-builder			
Expertise			
Administration/Management			
Finance			
Business			
Communications/Marketing			

Worksheet: Creating a Leadership Funnel

Exercise: What kind of leaders?

1. **On your own:** List two or three top skills or qualities needed by your Chapter
2. **At your tables:** Compare your lists – are there common themes?



5 Steps to
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Success(ion)

Step Two:
Define
Leadership
Intro Tasks
(Winter)

Build a leadership funnel



People
like to
date



Before
they get
married



Leadership Service

Worksheet: Creating a Leadership Funnel

Exercise: Leadership Intro Tasks


In your teams:

Brainstorm a list of tasks, projects, and committees that

- 1) the Chapter needs and
- 2) could attract the kind of people you listed

Coffee Break!

Please be back in 15 minutes

A woman with long dark hair and glasses, wearing a dark blue long-sleeved top and dark pants, sits on a white modern chair. She is facing a man who is sitting on a similar white chair. The man has short dark hair and is wearing a light-colored t-shirt and dark pants. He is holding a white coffee cup to his lips. They are sitting at a long, light-colored wooden table. On the table, there are three small white coffee cups and saucers. Behind them is a large window with a dark frame, looking out onto a bright, slightly blurred outdoor scene. The overall atmosphere is bright and professional.

5 Steps to Leadership Success(ion)

**Step Three:
Recruit for
Task(s)
(Winter/Spring)**

Worksheet: Leadership Recruitment Outreach Template

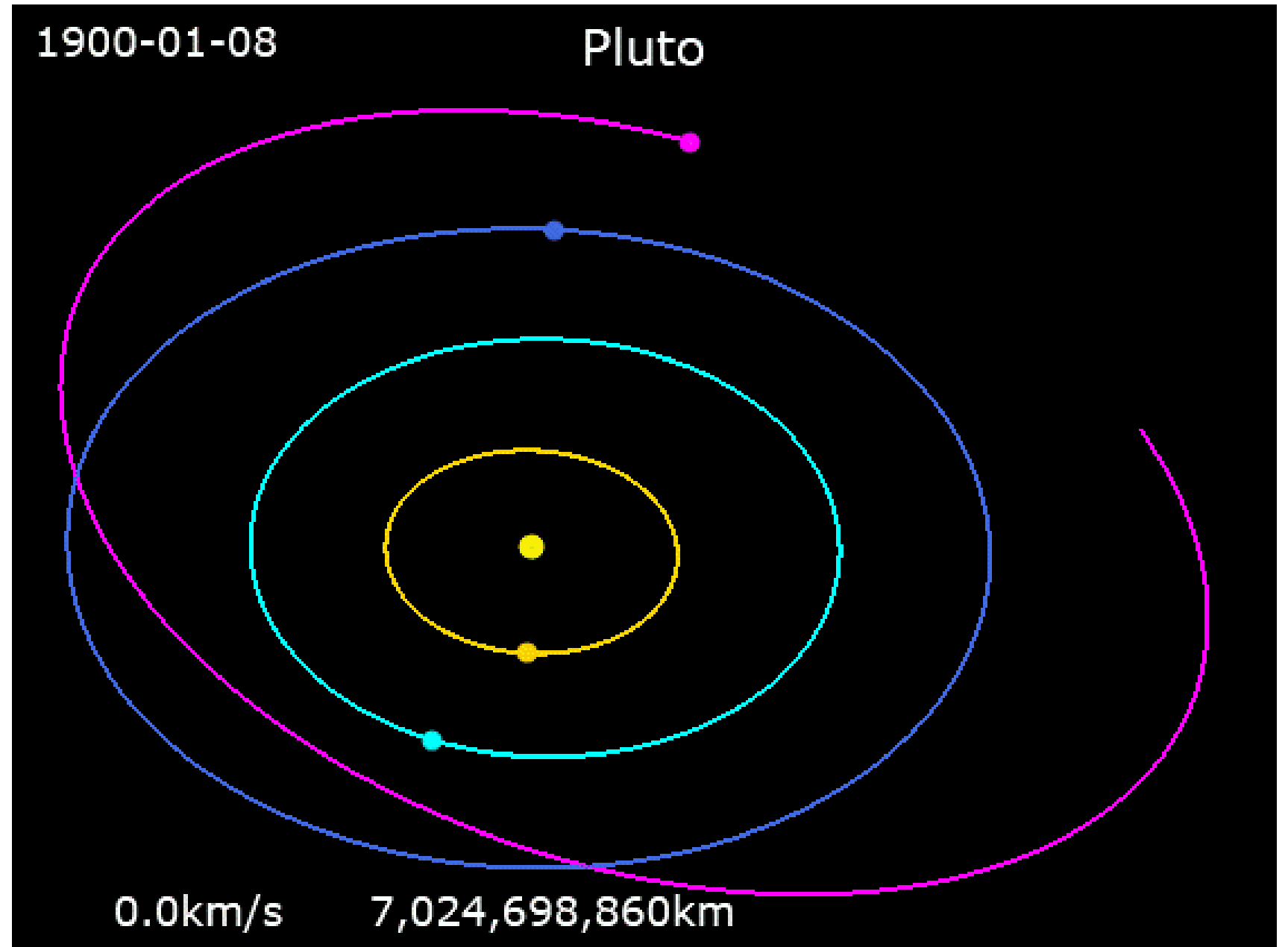
Thought question: Recruiting individuals vs. types of people

1. **On your own:** Reflect on the first question at the top of the worksheet

**Thought
question:
Recruiting
individuals vs.
types of people**



Who's In Your Orbit Now?



Worksheet: Leadership Recruitment Outreach Template

Exercise: Why You?

1. **On your own:** List your top three ideas on the worksheet
2. **In pairs:** Make your pitch! (Take turns)
3. **What did your partner say that worked well?**

Some ideas

- Ask for feedback / stories of why they are involved
- Share vision for the future
- Make a clear request
- Personalize
 - Why we reached out to **you**



Worksheet: Leadership Recruitment Outreach Template

Exercise: Get the word out

- 1. At your tables:** Fill out the grid on your worksheet.
Be specific!
- 2. At your tables:** Add categories to the grid

5 Steps to Leadership Success(ion)



Step Four:
Support New
Leaders
(Summer/Fall)



Champions and Cheerleaders

Reflect on your own:

Who are the champions and cheerleaders in our group?

How can they help support our new leaders?

Discussion

Discuss at your table.

How can we support our potential new leaders?

5 Steps to
Leadership
Success(ion)



Step Five:
Invite and
Welcome
(Fall)





Who's Doing the Inviting?

- 
- 
- Board development is a job
 - Consider a committee
 - Assign specific recruitment tasks
- 
- 

"Diversity is being invited to the party,

inclusion is being asked to dance,

equity is planning the party and cooking together."

(and that means being willing to change up the menu)

Orienting new leaders

- **Make orientation someone's job**
- **Define roles for the new leader**
- **Don't stop at the first meeting!**



Inclusive atmosphere

- **Clear roles and expectations**
- **Meetings that work**
 - Limited times on agendas
 - Discussion vs decisions
 - Strategic conversation vs reporting
- **”Norms” or guiding principles**
 - Develop together
- **Inclusive logistics**
 - Meeting times, locations, etc.



Culture of appreciation

- Add appreciation to the agenda
- Build from strengths



Role of the Chair/President

- **Sets the tone**
- **Keeps business moving**
 - “Protect the body from annoyance”
 - Ensure inclusive conversations
- **Reinforces delegation / accountability**
 - Requires courage + compassion



Discussion

Turn to the person next to you.
Take turns answering the question.

**How can your Chapter leadership group
be welcoming to new leaders?**

5 Steps to Leadership Success(ion)

Step 1: Set the stage (Fall/Winter)

Step 2: Define Leadership Intro Tasks (Winter)

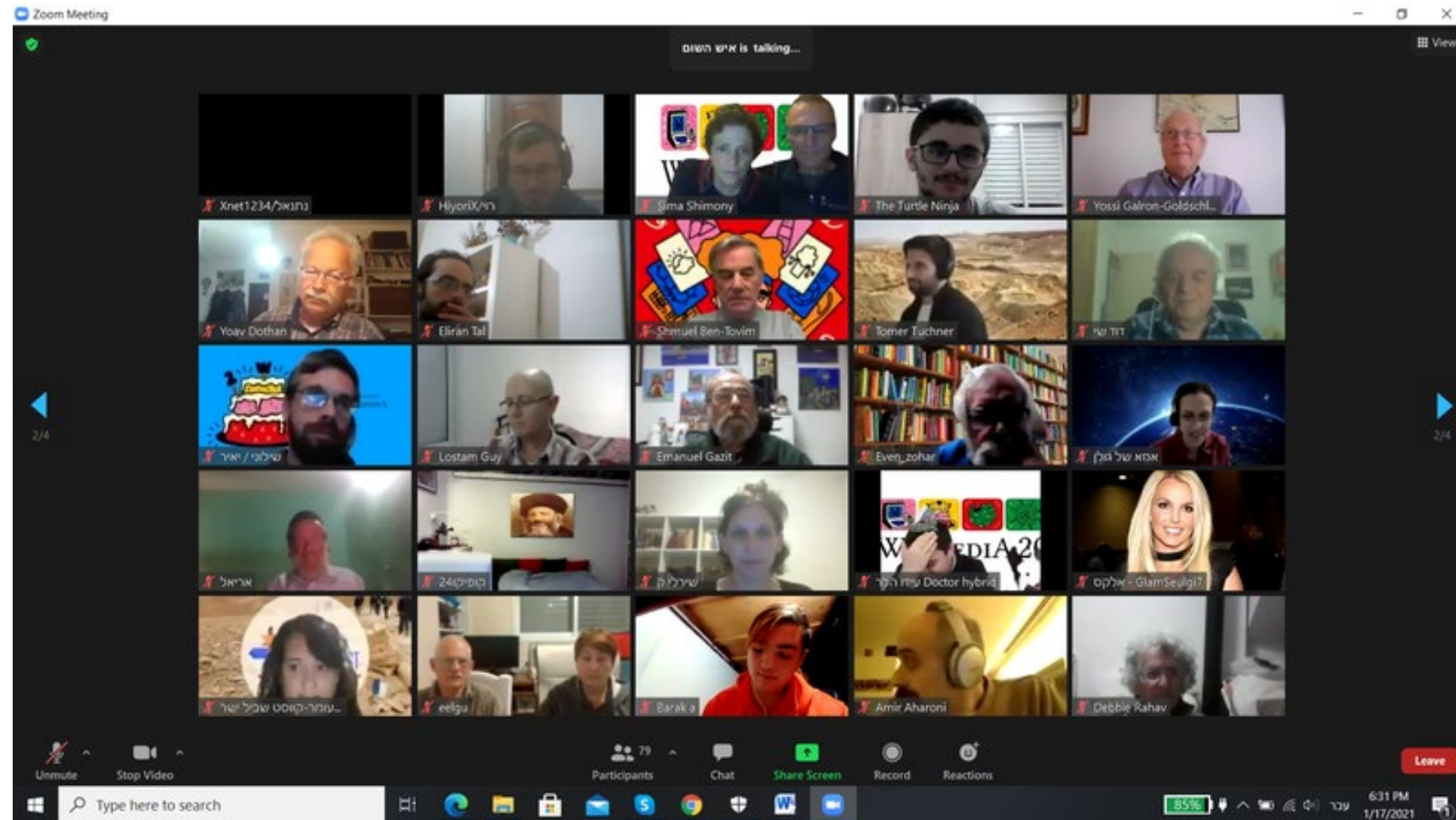
Step 3: Recruit to Task (Winter/Spring)

Step 4: Support New Leaders (Summer)

Step 5: Invite and Welcome (Fall)

What if you don't have any leadership funnel?

- Ask members for advice.
- You'll get good info
- Some may get involved.



Closing thoughts and questions

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Thank You!

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