

# Leading Volunteers



*Manager/Management*

**Management** in business and organisations is the function that coordinates the efforts of people to accomplish goals and objectives using available resources efficiently and effectively

# Management comprises:

- Planning
- Organising
- Filling roles



- Leading or directing,  
and
- Controlling an organisation  
or initiative to accomplish  
a goal





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A Manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary.

# The skills needed for success in management roles in Guiding are:

- Team Building





- Questioning & Listening



- Coaching



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- Supporting Leaders



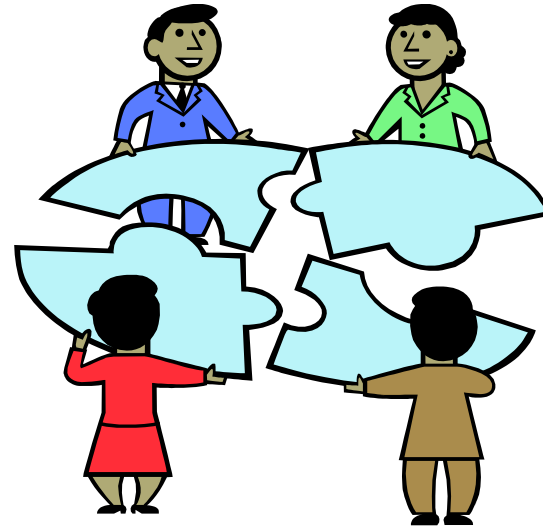
- Prioritising





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- Problem Solving



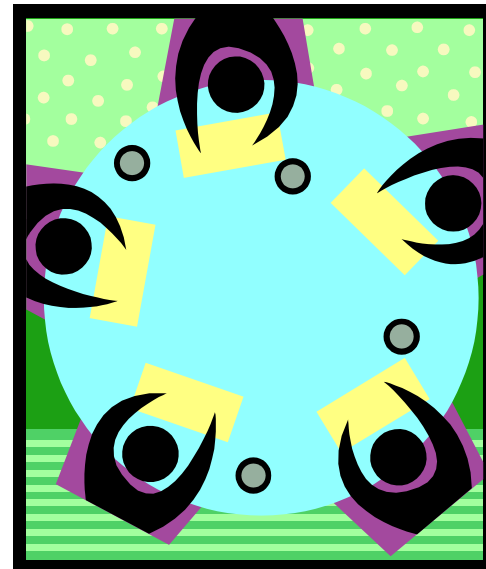


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- Conflict Resolution



- Meeting Skills

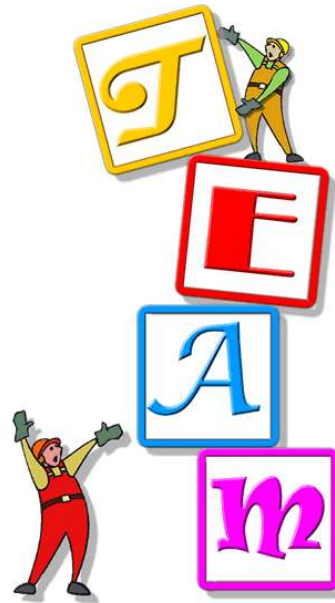


## Skills needed for a Manager:

- ✎ Team Building
- ✎ Listening & Questioning
- ✎ Coaching
- ✎ Supporting Leaders
- ✎ Prioritising
- ✎ Problem Solving
- ✎ Conflict Resolution
- ✎ Meeting Skills.



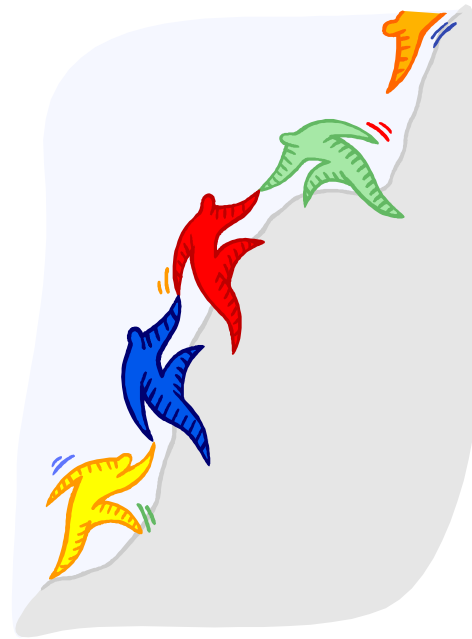
# Team Building





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# What is a TEAM?

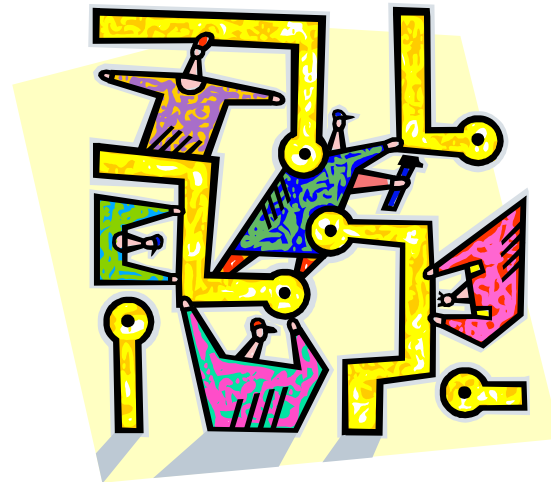


A group of people with a full set of complementary skills required to complete a task, job, or project



# Team members:

- operate with a high degree of interdependence,





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- share authority and responsibility for self-management,

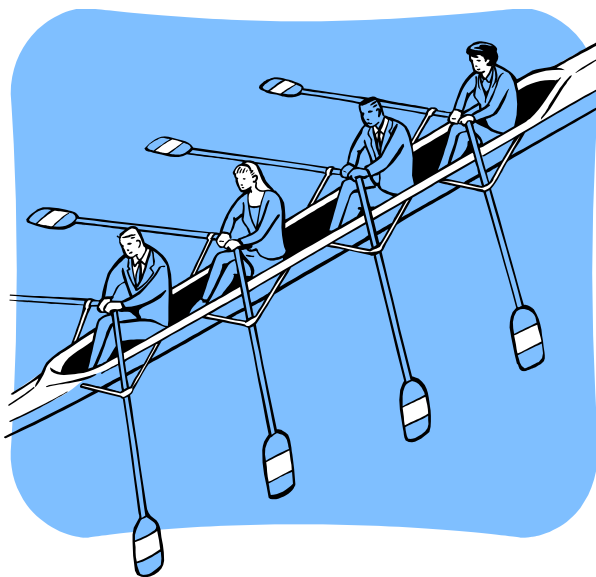


- are accountable for the collective performance, and





- work toward a common goal and shared rewards



A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members



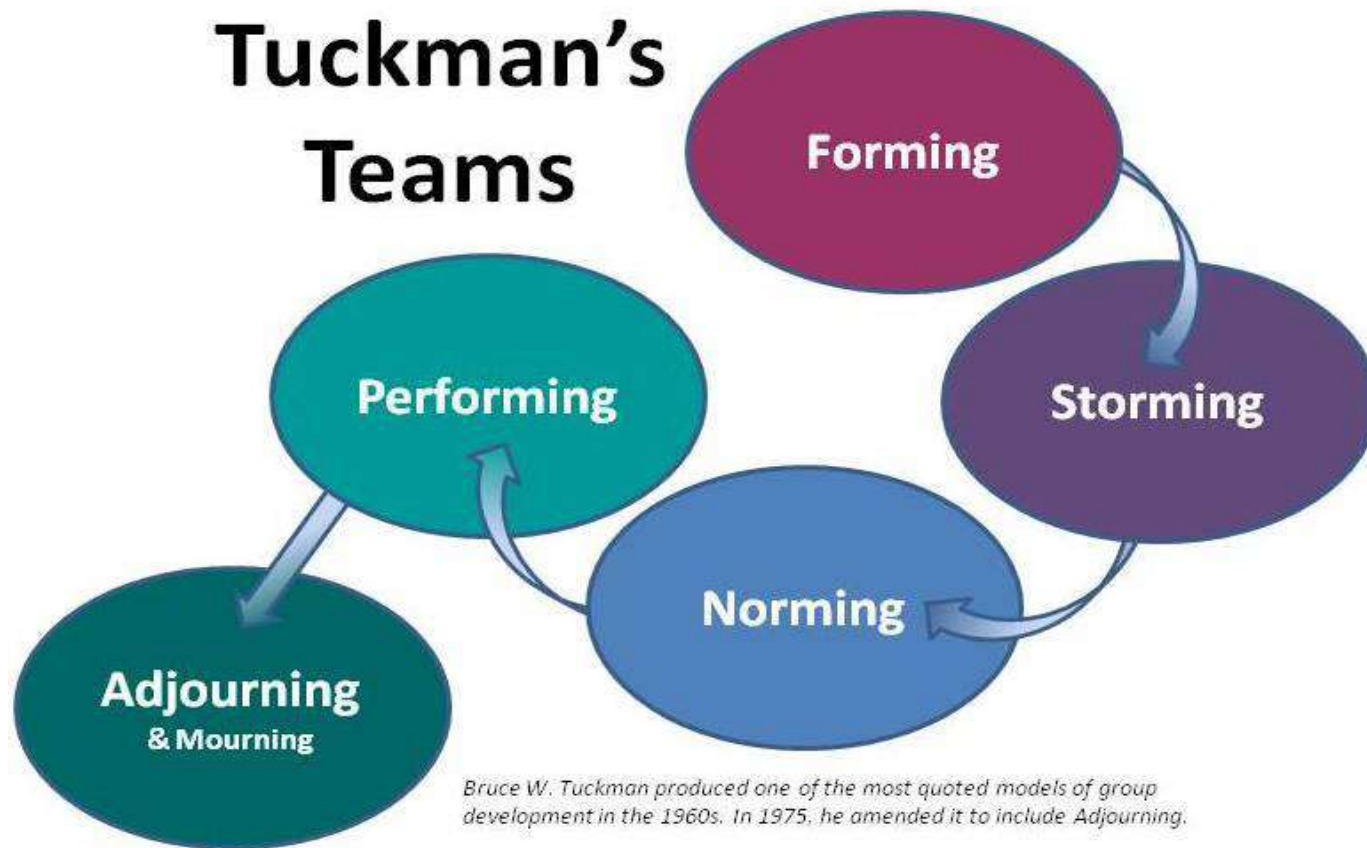
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# Tuckman's Teams



*Bruce W. Tuckman produced one of the most quoted models of group development in the 1960s. In 1975, he amended it to include Adjourning.*

# Strategies for the Team Leader

1. Set clear expectations
2. Establish clear lines of communication
3. Manage conflict
4. Be responsible for the consequences
5. Celebrate achievements





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# Communication



## Questioning/Listening



Open questions usually begin with words like:

- What?
- Who?
- Why?
- How?
- Where?
- When?
- Which?
- In which way?
- To what extent?



Closed questions usually begin with words like:

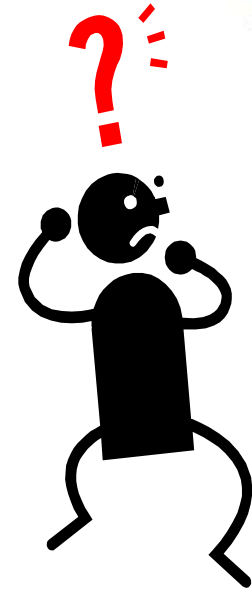
- Was?
- Did?
- Are?
- Were?
- Is?
- Could?
- Would?
- Do?
- How?



Rephrase questions to avoid beginning  
with

“Why?”,

as this may cause others to defend  
and justify their ideas or behaviour



*“We have two ears and only one mouth to remind us that we should listen twice as much as speak” (Anon.)*



*Listening is the emotional and intellectual act of hearing what is communicated and responding to both the verbal and nonverbal message being sent.*



The Chinese word for listening incorporates five distinct components to convey what is meant by listening:

- Eyes
- Ears
- Heart
- You
- My undivided attention





# People use four types of listening:

- Inactive
- Selective
- Active
- Reflective

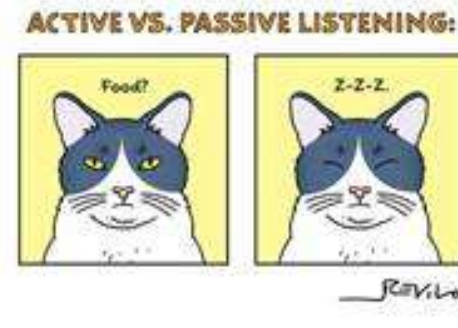


*You cannot listen  
with a mouth full of  
words!*



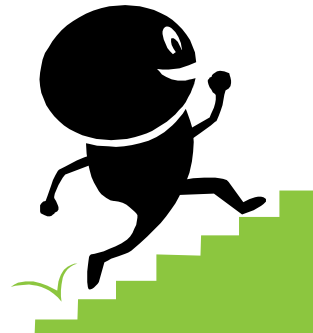
# Active listening involves the following:

- ① Demonstrating empathy
- ① Being non-judgmental
- ① Understanding and responding to non-verbal communication
- ① Understanding your own emotional filters which cause mental blocks
- ① Being prepared to listen
- ① Being motivated to listen
- ① Striving for accuracy



There are five steps we can take to develop active listening:

1. Listen to the content
2. Listen to the intent
3. Assess the speaker's non-verbal communication
4. Monitor your non-verbal communication and emotional 'filters'
5. Listen to the speaker with empathy and without judgment



# Let's practice questioning and listening!



Powerful Questions lead to ownership  
of solving the problem.

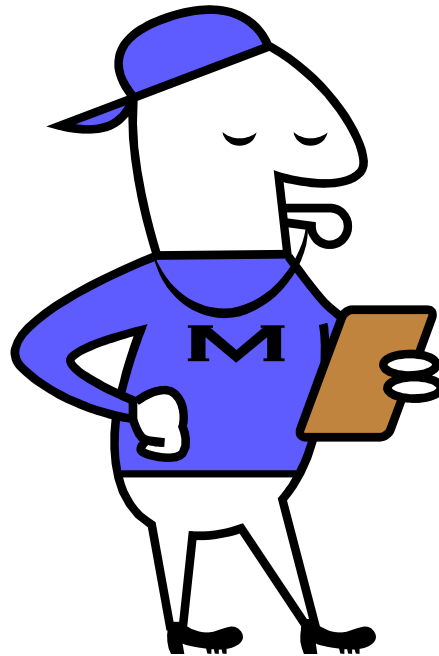


# Reflect – how was this for you?





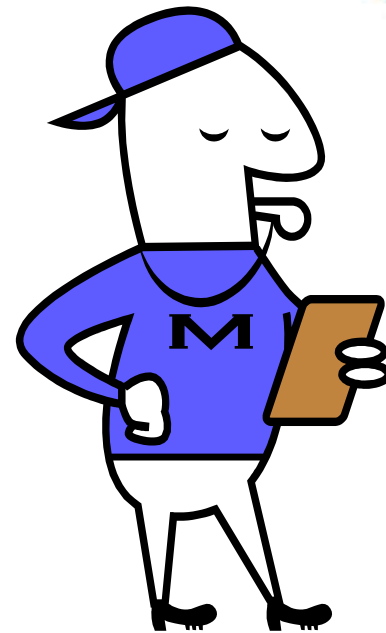
# Coaching



# Skills needed for a Manager:

- 🔪 Team Building
- 🔪 Listening & Questioning
- 🔪 Coaching
- 🔪 Supporting Leaders
- 🔪 Prioritising
- 🔪 Problem Solving
- 🔪 Conflict Resolution
- 🔪 Meeting Skills.

**Coaching** is a training or development process via which an individual is supported while achieving a specific personal or professional competence result or goal



**G**oal.

Current **R**eality.

**O**ptions  
(or **O**bstacles).

**W**ill  
(or **W**ay Forward).



# Supporting Others





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“there is nothing so  
unequal as the equal  
treatment of unequals”





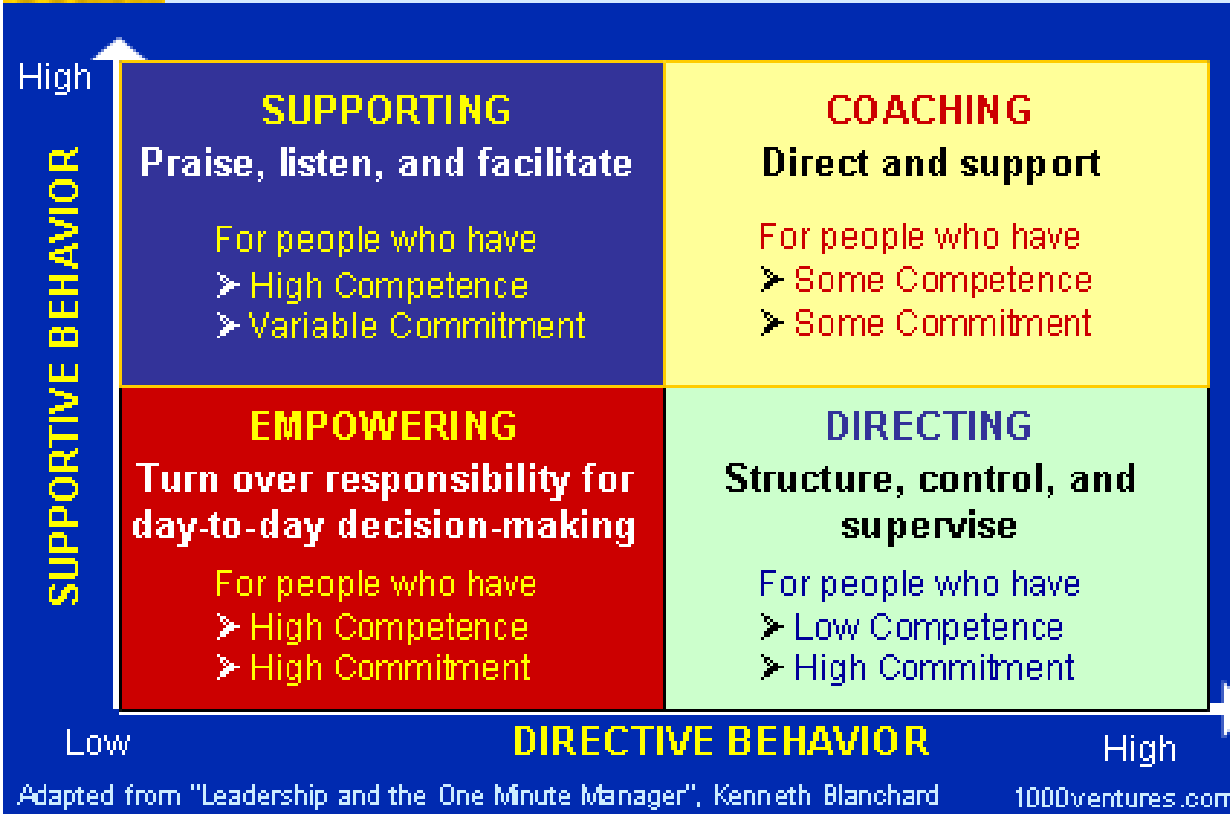


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## Situational Approach To Leadership

### Managerial Leadership Styles





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# Prioritising



## Basic Time Management protocols:

- 🕒 Create a daily/weekly to do list
- 🕒 List goals and set priorities – A, B, C ...
- 🕒 Do A's first
- 🕒 Handle each piece of paper only once
- 🕒 Don't procrastinate - Do it now!
- 🕒 Ask yourself - What is the best use of my time right now?



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# Problem Solving



The ultimate goal of problem-solving is to overcome obstacles and find a solution that best resolves the issue





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|   |              |
|---|--------------|
| P | roblems      |
| O | ptions       |
| O | outcomes     |
| C | hoice        |
| H | ow did it go |

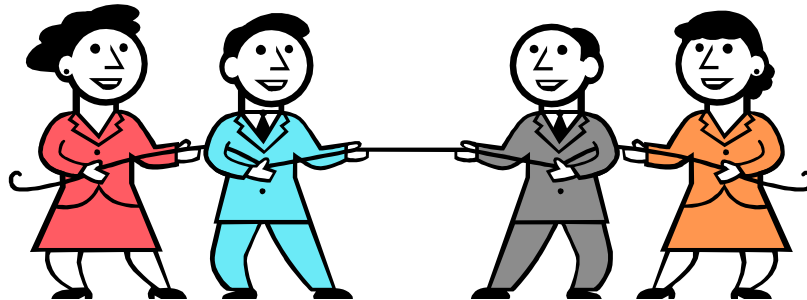






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# Conflict Resolution



# Fight



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# Flight



# Flow



- Active listening
- Appropriate questions
- Stay away from 'why' questions
- Do not ask 'what's wrong' because it makes the other person defensive because you have made a judgement on the situation

## Keys to open communication

- Focus on the issue not the person
- Respond rather than react
- Develop the art of asking appropriate questions
- Identify early signs or clues of conflict
- Make appointments – avoid ambushes
- Be sensitive to, respect and value cultural differences
- Choose constructive not destructive outcomes





“I” Statement

When...

I feel...

And what I'd like is ...

# Meeting Skills



## **Are you lonely?**

Tired of working on your own?  
Do you hate making decisions?

## **HOLD A MEETING!**

You can –

- See people
- Show charts
- Feel important
- Point with a stick
- Eat food
- Impress your colleagues



All on company time!

## **MEETINGS**

The practical alternative to work

# Effective Meetings:

- 1: Begin with a Purpose
- 2: Encourage open discussion
- 3: Press for closure of topics  
being discussed
- 4: Summarise the main point/s
- 5: Keep a record





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# Reflection



- What are my achievements?
- What are my strengths?
- What is an appropriate goal for me from here?

