



## *Leading Leaders*

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# *Leading Leaders*

**This session will provide you with tools enabling you to serve as the volunteer leader of an ASME unit to the standard described in Society Policy P-4.3 “Qualifications of ASME Elected Officers”**

# *Leading Leaders*

To meet the session objective, we will:

1. List the 13 basic needs of every ASME volunteer.
2. Contrast motivational techniques used in military units, religious groups, politics, and sports teams with those most effective with ASME volunteer leaders.
3. List several leader relationships that changed the course of history.
4. Examine how some daily task rules can help you to successfully lead people who are leaders in their own right.
5. Discuss how the skills of volunteer leaders can be applied to meet the mission of ASME.

# *Leading Leaders*

## *Outline*

- Review of Learning from “Select” track
- Motivational Models
- History of Great Leaders
- Seven daily tasks for leading a group of leaders
- Guidance for ASME Volunteer Leaders
- *“What will you do with this?”*

# *13 Basic Needs of Volunteers*

*Determined by a task force survey of ASME units  
and industry sources.*

- ❑ Tasks to match interest
- ❑ Good reasons
- ❑ Written instructions
- ❑ Specific tasks
- ❑ Reasonable deadline
- ❑ Freedom - convenience
- ❑ Everything necessary to complete w/o interruption
- ❑ Adequate training
- ❑ Safe work environment
- ❑ Follow-up by leaders
- ❑ Opportunity for feedback
- ❑ Rewards to match reasons
- ❑ Value-added to encourage employer participation

# *Motivational Models*

**Military**

**Religion**

**Politics**

**Sports**

**ASME?**

# *History of Great Leaders*

**Nelson Mandela**

**Martin Luther King Jr**

**Lyndon Johnson**

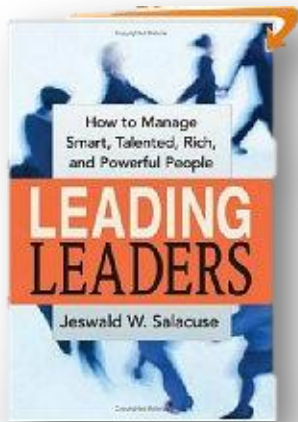
**Mahatma Gandhi**

**Winston Churchill**

**You?**

# *Guidance for Volunteer Leaders*

- P-4.3 Qualifications of ASME Elected Officers:  
*“elected officers are expected to possess high qualities of character, vision, leadership, responsibility, and broad understanding of the Society”*



*“Leading Leaders”*

American Management Association

- ASME Unit Leadership Resource Center  
<http://volunteer.asme.org/unit/>

# *Leading Leaders: How to Manage Smart, Talented, Rich, and Powerful People*

## *Jeswald W. Salacuse*

**Task 1 Direction - Negotiating the Vision**

**Task 2 Integration – Making Stars a Team**

**Task 3 Mediation – Settling Leadership Conflicts**

**Task 4 Education – Teaching the Educated**

**Task 5 Motivation – Moving Other Leaders**

**Task 6 Representation – Leading Outside the Organization**

**Task 7 Trust Creation – Capitalizing Your Leadership**

## Task 1 Direction - Negotiating the Vision

To determine a direction for elite followers, structure and conduct a strategic conversation on that subject, rather than impose a new vision from the top.

Make sure the process allows for the genuine participation of followers, and for decisions based on acceptable principles and standards.

## Task 2 Integration – Making Stars a Team

Make the common interests of your organization's members apparent through meaningful activity.

Learn to understand the nature of the cultural differences that divide your organization's members and then seek to find ways to bridge that gap.

Demonstrate by both word and deed that you put the interests of the organization above your own.

## Task 3 Mediation – Settling Leadership Conflicts

Seek to understand those leaders' underlying interests, not just their stated positions.

Consider carefully the six mediation power tools of reward, coercion, expertise, legitimacy, reference, and coalition that you may employ and how they might be applied most effectively in the conflict you are facing.

## Task 4 Education – Teaching the Educated

Think of yourself not only as a teacher, but as a manager of the education process in your organization.

To the maximum extent possible, do your educating one-on-one, rather than in groups.

Actively involve and invite the contributions of the persons you would educate in the process.

# Task 5 Motivation – Moving Other Leaders

Learn as much as you can about what the person is doing and has done, as well as the interests that are driving that person's actions. Usually the best source of that information is the person in question.

On the basis of that knowledge, seek to understand and develop the particular incentives that accord with those interests and may therefore move that person to act in a desired way.

Agree on future goals in the short term, medium term, and long term for that person, and show how those goals relate to those of the organization.

Agree on a plan of action that is specific, doable, and clear.

# Task 6 Representation – Leading Outside the Organization

Remember that every act or statement that you make, whether in public or in private, has the potential to affect your organization's relationships with the outside world. Nothing you do is purely personal. A leader is always on stage.

If those interests are dysfunctional or unrealistic, seek to change or transform them through on-on-one diplomacy and strategic conversations among your followers.

Beware of confusing your self-interest with organizational interests.

# Task 7 Trust Creation – Capitalizing Your Leadership

Recognize that people will trust you not because of your charisma, your charm, or your vision, but because they have concluded that your leadership will advance their interests. You therefore need to work to understand the people you lead and to know their interests.

The provision of information and your openness to those you lead are important building blocks of trust.

Be consistent and predictable in your actions as leader. Beware of the trust obstacles of lack of time, leadership mobility, an overly competitive environment, and exaggerated manifestations of the leadership ego.

*What will you do with this?*

## **Exercise**

**Over the next 10 minutes, discuss in your groups examples of where following these rules has proven effective in your experience.**

**Then we will share those thoughts.**

*What will you do with this?*

**ASME 2013**

# **Leadership Training Conference**

**A Call to Unity in Service –**

**Knowledge and Community Focus**

*What will you do with this?*



## ASME Volunteer Leadership

**Remember – Leading Leaders also means preparing others to be your successor.**

# *Leading Leaders*

To meet the session objective, you should be able to now:

1. Consider the 13 needs of ASME volunteers.
2. Contrast motivational techniques used in other groups with those most effective with ASME volunteer leaders.
3. Appreciate how effective world leaders used techniques for leading leaders.
4. Examine how some daily task rules can help you to successfully lead people who are themselves leaders.
5. Discuss how the leadership skills of volunteers must be applied to meet the mission of ASME.

# *Leading Leaders*

Understanding and mastering the techniques for Leading Leaders will enable you to successfully serve as the volunteer leader of an ASME unit to the standard described in Society Policy P-4.3 “Qualifications of ASME Elected Officers”

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For questions or comments  
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Presentation available at  
[events.asme.org/LTC13/  
home.cfm](http://events.asme.org/LTC13/home.cfm)