



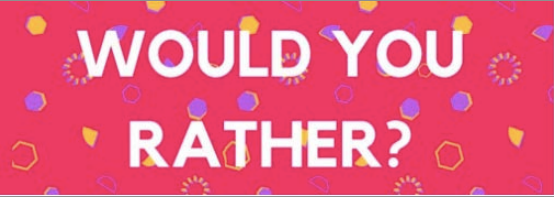
# LEADING IN STRESSFUL TIMES

## HOW SUCCESSFUL PRESIDENTS BALANCE AUTHORITY AND COLLABORATION

WITH  
ROB PENNINGTON, PHD  
PSYCHOLOGIST AND AWARD  
WINNING AUTHOR AND SPEAKER



1






A. Push what the club needs,  
even if members don't want to do it

Or

B. Do what most members want,  
even if you want something else?

2





A. Have more new members  
but (possibly) more disagreement?

Or

B. Less new members  
but (possibly) more buy-in?

3



# LEADING IN STRESSFUL TIMES

Be the best at:

- 1) Managing your own stress,
- 2) Facilitating and resolving the  
inevitable, emotional differences  
of opinions.

4

## LEADING IN STRESSFUL TIMES



Be the best at:

1) Managing your own stress,  
[www.SpeedThroughStress.com](http://www.SpeedThroughStress.com)

2) Facilitating and resolving the  
inevitable, emotional differences  
of opinions.  
[www.SuccessfulWorkRelationships.com](http://www.SuccessfulWorkRelationships.com)

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LEADING  
VOLUNTEERS IS MORE  
CHALLENGING THAN  
LEADING EMPLOYEES



6



EMPLOYEES  
DO WHAT THEY ARE  
PAID TO DO  
(USUALLY!)



7



VOLUNTEERS  
DO WHAT THEY  
WANT TO DO  
(ALWAYS!).



8



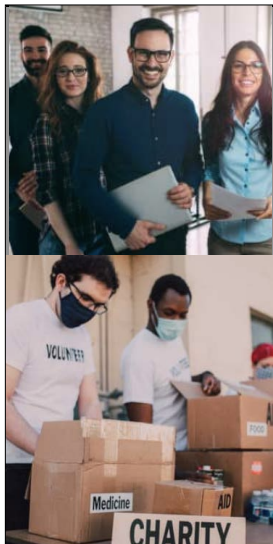
*Heariland*  
 IF EMPLOYEES  
 DON'T DO WHAT THE  
 LEADER WANTS -  
 THEY GET FIRED.

9



*Heariland*  
 IF VOLUNTEERS  
 DON'T DO WHAT THE  
 LEADER WANTS - IT  
 DOESN'T GET DONE.

10



*Heariland*  
 THIS IS A HUGE  
 DIFFERENCE  
  
 BUT WITH  
 THE SAME  
 CHALLENGE

11



*Heariland*

12



*Heariland*

LEADERS FAIL BY EMPHASIZING  
TOO MUCH OR TOO LITTLE  
AUTHORITY

13




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LEADERS OF EMPLOYEES  
HAVE AUTHORITY FOR  
MAKING DECISIONS.

LEADERS OF VOLUNTEERS  
HAVE AUTHORITY FOR  
MAKING PROPOSALS




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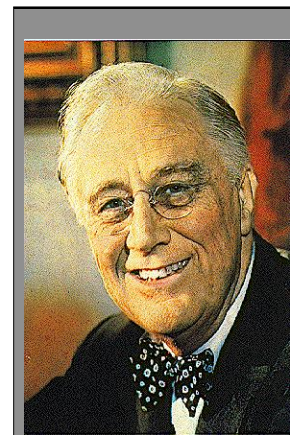
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EMPLOYEES ASSUME AND  
EXPECT LEADERS TO MAKE  
DECISIONS..  
WITHOUT THEIR INPUT.

VOLUNTEERS EXPECT TO  
PARTICIPATE IN DECISIONS THAT  
AFFECT THEIR PARTICIPATION.



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"IT IS TERRIBLE THING TO  
LOOK OVER YOUR SHOULDER  
WHEN YOU ARE TRYING TO  
LEAD — AND TO FIND NO  
ONE IS FOLLOWING."  
FRANKLIN D ROOSEVELT.

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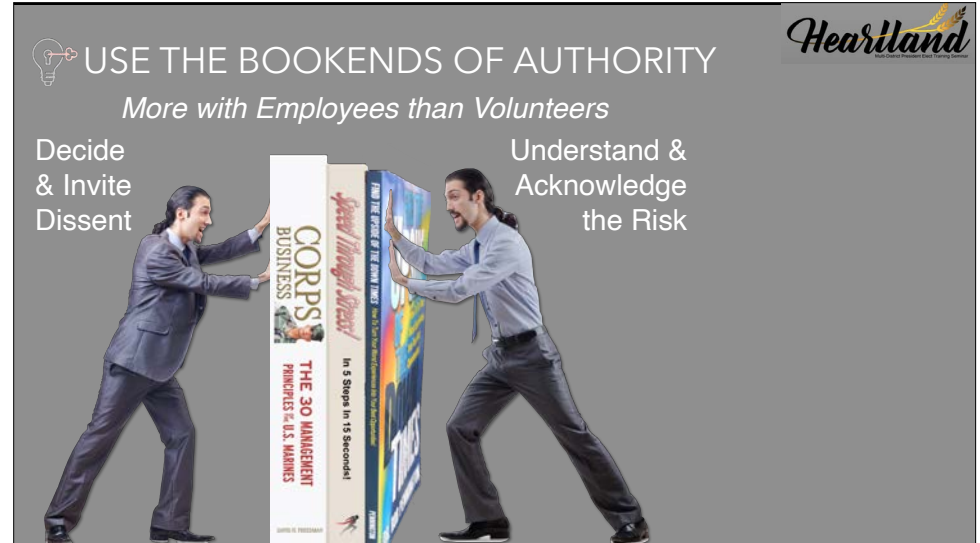




## 2 KEYS TO BALANCE AUTHORITY & COLLABORATION

- Know when to use The Bookends of Authority®
- Know how to Turn Conflict Into Agreement

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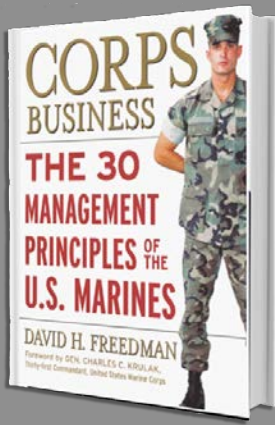
## USE THE BOOKENDS OF AUTHORITY

*More with Employees than Volunteers*

Decide & Invite Dissent

Understand & Acknowledge the Risk

18



## DECIDE AND INVITE DISSENT

"We are going to do this."

"But let's talk about what can go wrong."

What are the challenges or risks?

No surprises.

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## USE THE BOOKENDS OF AUTHORITY

*More with Employees than Volunteers*

Decide & Invite Dissent

Understand & Acknowledge the Risk

20




# UNDERSTAND & ACKNOWLEDGE RISK






"That's a risk I'm willing to take."

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# USE THE BOOKENDS OF AUTHORITY




*More with Employees than Volunteers*


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# USE THE BOOKENDS OF AUTHORITY




*More with Employees than Volunteers*

Decide & Invite Dissent



Manage your STRESS & Facilitate conflict into agreement with better COLLABORATION

Understand & Acknowledge the Risk



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# USE THE BOOKENDS OF AUTHORITY



*More with Volunteers than Employees*



Manage your STRESS & Facilitate conflict into agreement with better COLLABORATION



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USE THE BOOKENDS OF AUTHORITY  
[www.SpeedThroughStress.com](http://www.SpeedThroughStress.com)

**Speed Through Stress!**  
 In 5 Steps  
 In 15 Seconds!

Facilitate conflict  
 into agreement  
 with better  
 COLLABORATION

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FACILITATE CONFLICT INTO AGREEMENT



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FACILITATE CONFLICT INTO AGREEMENT



% of Conflict is because  
 of a Misunderstanding?

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FACILITATE CONFLICT INTO AGREEMENT



**Disagreement**

% of Conflict is because  
 of a Misunderstanding?

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FACILITATE CONFLICT INTO AGREEMENT *Heariland*



**Disagreement**

% of Conflict is because of a Misunderstanding?

29

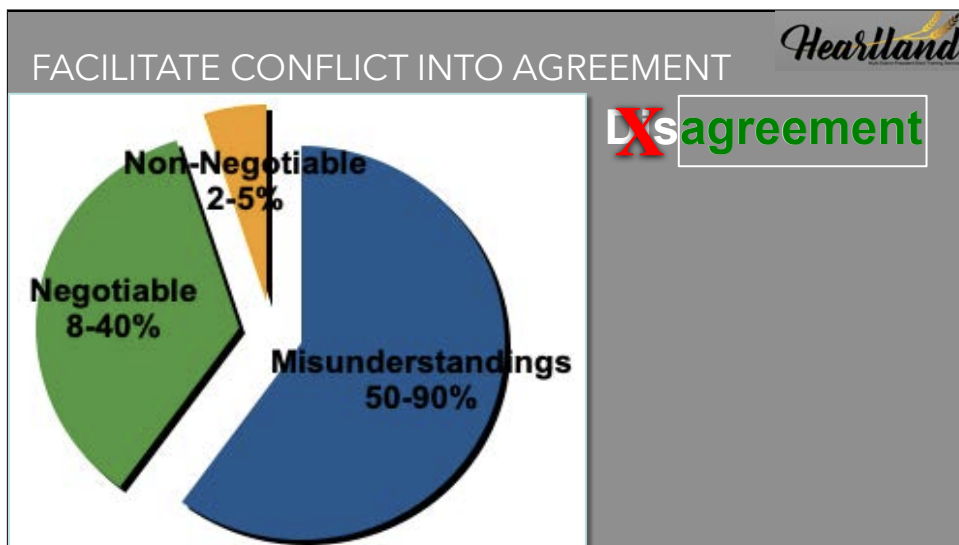
FACILITATE CONFLICT INTO AGREEMENT *Heariland*



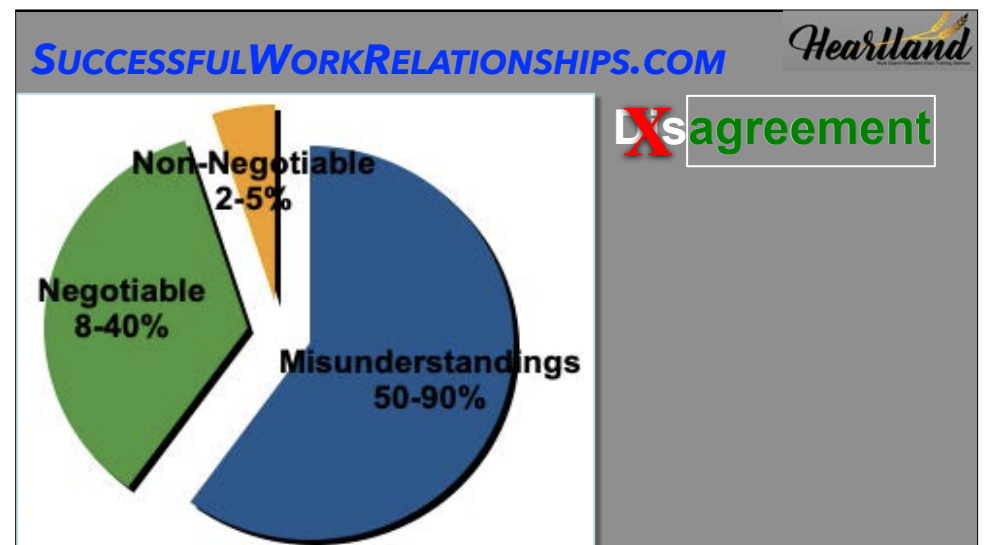
**Disagreement**

% of Conflict is because of a Misunderstanding?

30



31



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### 3 PRINCIPLES FOR LEADERSHIP SUCCESS

- 1) It is not your club/year, it is theirs.
- 2) It is not personal, so don't make it.
- 3) Disagreements are inevitable, so be the best at facilitating them.

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### PRINCIPLE #1: IT IS THEIR CLUB

- You will only accomplish what someone is willing to do.
- Spend more time listening and asking questions
- Know how members will vote before you call a vote.
- Ride the wave in the direction it is going.

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### PRINCIPLE #2: IT'S NOT PERSONAL

- We all have this habit, but we can all overcome it.
- Don't trigger defensiveness by being defensive
- Know what triggers you so others can't
- Know your blindspots (everyone else already does!)

35

### PRINCIPLE #3: REDUCE CONFLICTS

- Remember, most disagreements are agreements in disguise
- *"What do the rest of you think about that?"*
- *"Great idea, who wants to take that on?"*
- Get to know your board, their goals and interests in the club and in their profession.

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Authority vs. Collaboration

**Rob Pennington, PhD**  
I help leaders and teams improve performance through...



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