

AIAA Volunteer Leaders Workshop

Leading by Influence

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Topics

- Introductions
- Background: AIAA Leadership Development Program
- Why Leading by Influence is Important
- How to Lead by Influence
- Opportunities for Volunteer Leadership through AIAA

AIAA Leadership Development Program

- Established as project to support AIAA 5 Year Strategic Goals
- Program is in development to:
 - Develop member skills that are not easily learned in home organizations
 - Win-win-win for Members, Home Organizations and the Institute
 - Align committee/member activities to AIAA Strategic Goals & Objectives
- Program consists of:
 - Setting Expectations for volunteer leaders
 - Providing resources
 - Establishing leadership mentoring framework
 - Ensuring leaders in key positions are knowledgeable and capable

AIAA has responsibility to prepare our Future Leaders

Why Leading by Influence is Important

- Volunteer Organizations are different than Industry, Gov't or Academic Organizations where hierarchy, command and control are well-established
 - Premise applies equally to professional societies, managing/coaching kids athletic teams, Boy/Girl Scouts, church organizations, parent-teacher organizations, charitable organizations, etc.
- Organizational Hierarchy doesn't work for Volunteer activities
 - In a job hierarchy, employees are motivated by performance review system and future career opportunities
 - No built-in incentives for volunteer organizations, besides the desire to contribute to something of value and/or serving a higher purpose
- Volunteer Leadership requires different skills – but these are transferrable and will increase your success in your home work environment

Leading by Influence is a critical skill in Volunteer Organizations

How to Lead by Influence

- Have a compelling purpose – be on the positive side of the value equation
- Bring expertise, your network and resources
- Be highly organized – to make maximum use of volunteer time
- Communicate often
- Be forgiving when life intervenes
- Further suggestions for success

Leading by Influence is a learned skill

Have a Compelling Purpose

- Be on the positive side of the value equation – Examples:
 - Standards – establish industry-wide efficiencies
 - TCs – apply domain expertise to national discourse
 - Local Sections – build interesting and applicable programs
 - Student Activities – encourage the next generation of Aerospace

***The Overriding Compelling Purpose is
to Serve the Aerospace Industry and the Nation,
beyond what you can do in your Home Organization***

Bring Expertise, Network, Resources

- Be knowledgeable in the domain you are leading:
 - Know and collaborate with your AIAA counterparts in Gov't, Industry and Academia across your domain
 - Have a working knowledge of technology advancements and how these intersect with needs of gov't and industry
 - Maintain currency on technology and applications
- Examples:
 - Establishing AIAA forum content in emerging technical area
 - Developing new aerospace standard
 - Hosting a meeting at your home organization

Need to have Competency for the Specific Leadership Role

Be Organized – Maximize Volunteer Time

- Establish/Update and follow a charter for your group/project that identifies:
 - Your products and services, how they align with AIAA strategic goals
 - Target market
 - Important events, milestones, deadlines
- Establish a milestone plan and keep it updated
- Accommodate busy calendars when scheduling meetings
 - It can easily take a month or two to align schedules – so don't wait
- Make it easy for your volunteers:
 - Provide working files, prepare scoring templates, as you would want them
- Ensure succession planning and recruit new, diverse members with broad representation across industry, government and academia
- Document charter, procedures and decisions, archive for easy access by group

Excellent organization demonstrates that you value volunteer time

Communicate Often

- Assign and track action items to target dates
 - Set expectations for participation, ensure everyone contributes
 - Politely dismiss non-contributors after understanding their situations
- Put time into planning agendas
 - Ensure all know their roles and time allocations
- Solicit feedback and demonstrate that you are open to it
- Keep ultimate goals in front of volunteer team
- Thank your volunteers – throughout the project
 - Thank their home organizations for supporting the activity
 - Letters to managers, documenting specific contributions go a long way

***Volunteers are reassured by strong and regular communications
Demonstrates your commitment to the team and objectives***

Be Forgiving

- Never forget that these are volunteers with very busy day jobs
- Reinforce that volunteer's first obligation is to the organization that pays them
 - Demonstrate flexibility when circumstances change
 - Rally other volunteers, if practical
 - Be understanding if volunteers are occasionally unable to meet target dates
 - Provide off-ramp for longer term circumstances
- Understand that some dates are not flexible, so you may need to step in to achieve the goal, e.g. conference dates, vice standards publication
- Be forgiving of yourself as a volunteer leader
 - Have a Deputy for times when you need help

***Leading by Influence often requires making accommodations
for your volunteers***

Further Suggestions for Success

- Make it fun
 - Maintain a sense of humor, especially when challenges arise
 - It should be fun for the volunteers
 - And fun for the group you are serving – especially student competitions, e.g. Design, Build, Fly
- Conduct outreach, as appropriate for your volunteer activities
 - Both within and external to AIAA
 - Attract more volunteers
 - Solicit input broadly to gain acceptance - especially for adoption of standards
- Document your successes with photos and personal anecdotes
 - Use as advertising for subsequent events – have next dates ready
 - Incentivizes future volunteers to participate in a great event
- Partner with AIAA Staff – will help to achieve your goals

Build momentum for the Future

Opportunities for Volunteer Leadership

- AIAA has numerous activities that offer opportunities for Leadership:
 - Technical Committees (TC):
 - Subcommittee Chair (e.g. Publications, Standards, Public Policy, Student Activities, etc.)
 - Working Group Chair
 - Conference Session Chair
 - Forum Chair/Technical Program Chair
 - TC Chair/Co-Chair/Officer
 - Regions and Local Sections: Similar roles as TCs
 - Council of Directors:
 - Regional / IOC / TAD Directors
 - Group Directors / Deputy Directors
 - Chiefs
 - Standing Committee Chairs / Co-Chairs*
 - Domain Leads
 - Member Board of Trustees – Institute or Foundation

Questions and Discussion

Back Up

Volunteer Leadership Expectations

- Know, promote and follow Institute mission, purpose, goals, policies, programs & services
- Be knowledgeable in the domain you are leading
 - Know and collaborate with your AIAA counterparts in Gov't, Industry and Academia across your domain
 - Have a working knowledge of technology advancements and how these intersect with needs of gov't and industry
 - Maintain currency on technology and applications
- Update and follow a charter for your group / project that identifies:
 - Your products and services and how they align with AIAA strategic goals and objectives
 - Target market
 - Important events, milestones, deadlines
- Ensure succession planning and recruit new, diverse members with broad representation
- ¹⁵ Stay in communication with your committee
- Identify and document priorities and provide updates
- Share best practices
- Be a role model



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