

Leadership in the Paradigm of Engagement



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Leadership Development: A Historical Perspective

- Pre-Internet days, LD training was mostly about filling out forms and who to call at HQ
- 1980s: Recognized the needs for teaching leadership and managerial skills
- On-line training and powerful tools like vTools allow local IEEE leadership to spend more time actually LEADING
- MGA concept of Leadership:

LEADING ENGAGEMENT



The IEEE is the Member

The Member is the IEEE

- The vision of the MGA and the 21st Century IEEE is of an engaged member, not a customer or passive entity
- Engagement primarily begins on a 1-1 basis, on the “front lines” of the IEEE, that is, the Section and Chapter
- Therefore we need to work together as IEEE leaders to help engagement work at “home” ...

You have already seen this (and will see it again...)

- Engagement

The Member is a partner, a peer, involved

- 360 degree view of the member

What do they want, need, expect, or should...

- Life Cycle of the member

Are the needs of a student, graduate, mid-career, late career, retiree the same?

...should we care? **YOU BET!**

IEEE Goals – Goal E

Organization – Members and Volunteers

“IEEE members and volunteers will increasingly find value and enjoyment through their involvement in the organization.”

...who is going to lead this? We are!

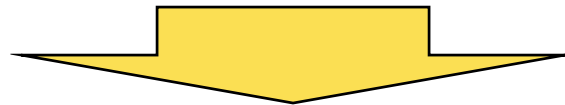
Section Mission

■ Mission

- Inspire, Enable, Empower and Engage Members of IEEE.
- For the purpose of ...
 - Fulfilling the mission of IEEE
 - Enhancing the member's growth and development throughout their life cycle
 - Providing a professional home

Section Goals

- Increase member engagement.
- Improve relationships with and among members.
- Increase operational efficiency and effectiveness, within the section and its interfaces
- Enhance collaboration
 - Local face of TAB, EAB, PSPB, IEEE-USA, IEEE-SA, Region/area to members and other non-IEEE societies
 - Local face of IEEE to community
- Increase membership.
- Ensure the collection of appropriate information necessary to allow the IEEE to become a data driven organization



The result will be a skilled engaged member that is capable of bringing technological innovation and excellence to directly benefit the profession and the common good of humanity

Engagement of our Members- A True Paradigm “Shift”



- The member and IEEE are inseparable.
- Engage the member and manage throughout the member’s life cycle.
- The member is first among equals of the Technology and the Public Imperative.
- The Geographic Unit is where the member lives and works and forms the “first family” of the Institute.
- Member Development – new name, new philosophy

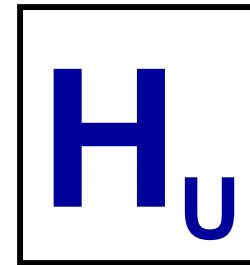
(develop the member, not just
sell more memberships)

We add a “new element” to the periodic chart of elements

The Human Element

(apologies to Dow Chemical)

- Critical Challenges:
 - Student integration into Section / Chapter Activities...Fabric of IEEE
 - Developing the “continuum”
 - Life Cycle management
 - Earliest Interest -> ?
 - Managing the Pipeline
 - Engaging Volunteers first...



Critical Challenges

- Enhancing Operations...Region – Area / Council – Section / Chapter
- Enhance Engagement Opportunities with Region and Section Web sites
- Help Function (FAQ? Web? Mentoring?)
- Enhanced Meeting Capabilities:
 - More agile
 - From one \longrightarrow many to many \longleftrightarrow many
 - More networking? Online communities? []?



**So, how do we as local leaders
make this happen and lead the
effort?**

The “New” Skill Set

- Leading engagement requires learning and nurturing “people skills”
 - Professional Development
 - Leadership
 - Management
- As Engineers, we are experienced in using standards and metrics in technical matters.
- We need to establish standards and metrics in our engagement skills

Standards

We are blessed with much of the “raw material” to train new and existing leaders from many sources:

- Current Leadership Development resources in many Regions and Societies
- Professional Development resources in IEEE-USA and PACE
- Technical Management Council (formerly Engineering Management Society)
- IEEE Educational Activities
- Outside partners, including AchieveGlobal and Peggy Hutchinson

What we need now is to take the best of all of these, establish our ‘standards’, and deliver!

Metrics

- Leadership skills are harder to measure than technical skills, and require different methods
- We can look to some of the other ‘soft skill’ based measurements, for example project management and six sigma black belt
 - both are ‘lab oriented’ training, not just book learning
 - both require hands-on projects as part of certification
- A possible approach is a series of certifications in leadership proficiency – managed within the IEEE by peers
- Metrics for leadership training will also need to tie into 360 degree view (we track ourselves, too!)

The IEEE as Management School

- Many of us received a large part of our management training as IEEE volunteer leaders, for some of us, it was our **only** ‘formal’ training
- “One of the best kept secrets is that IEEE volunteerism is one of the best engineering management schools in the world” – me
- The vision of IEEE Leadership Development in the MGA is:
“The IEEE to be recognized as the premier source of exceptional leaders for Industry, Academia, Government, and Society”
- By establishing standards and metrics, we can formalize this process and make this vision happen

So – what kind of training and skills are we talking about?

- How do we engage people?
 - Communications skills
 - Mentoring skills
 - Presentation skills
- How do we appreciate and use the 360° view?
 - Understanding personality types
 - Conflict styles and resolution
 - Data Management and Mining

Other skills for leadership and management

- Time management
- Learning styles (A,V,K)
- Project management
- Strategic vs Tactical Planning and Action
- Conference and Workshop Planning and Management
- Advanced Engagement (getting and nurturing volunteers)

Region 3 isn't the only show in town – by far!

- Here is Rob Reilly's story of how the Education Society supports leaders through growth and training!

Meat Balls And Pool Balls Are Different



Rob Reilly Ed.D.
IEEE Education Society



Engaged Leaders Leading Engagement



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WIIFM? (what's in it for me?)

- As a volunteer, you are the **ultimately engaged** member; in this phase of your 'life cycle' and in supporting you (360° view), it is our (the IEEE, which is your fellow members!) responsibility to do everything we can to support you and continue your growth.

My Story...

- After 20 years of being an Engineer and leading projects, I got opportunity to build my own department as a new manager
- When interviewed by co director, “what experience and training do you have”
- My answer was ‘only’ 11 years of IEEE leadership, project management, chairing US\$100K budget conference (with \$20K surplus!)

...I got the job!

Numerous other stories like mine – but still a “best kept secret”

- In the ups and downs of business and economical conditions in your country and your industry, companies are more sensitized to ‘extra-curricular activities’
- In recent times, particularly in US, IEEE volunteerism has been perceived as a ‘liability’ by some HR managers as taking away from time you will give their company
- In a realistic, up-front, supportive, documented environment of certified training, we aim to reverse this and realize our vision:

*“The IEEE to be recognized as the premier source
of exceptional leaders for
Industry, Academia, Government, and Society”*

But, what about the “basics”?

We still have L-50’s, L-31’s etc...

- There is a project called vTools that is an exciting new series of programs to help automate these, as well as other everyday aspects of section / chapter operation
- Training on vTools as well as the basics of forms, reporting, and basic management are being increased via live, on-line, interactive training
- Visit the vTools booth next break!
- vtools.ieee.org

Call to action

- You have seen much of what is already available as resources for you
- Rob has already challenged you as to what you can do Tuesday when you return home and start NOW.
- To bring the rest of this vision together, we have to go further: What will we the volunteers, the boards, and IEEE staff need to do for this vision to occur?

Food for thought

- When you consider recommendations this weekend, think about this:

“We recommend that the IEEE combine the resources of all appropriate entities, including IEEE-USA, Technical Management Council, Region and Society Leadership Development Committees, and Educational Activities, to establish a curriculum of training and appropriate certification for training IEEE leadership in all necessary skills needed for fostering the engagement and life cycle support and growth of the Member”

(your wording may vary...)

It's Your Boat – don't be afraid to rock it (just don't capsize it!)

"If an individual wants to be a leader and isn't controversial, that means he never stood for anything."

- Richard Nixon

"Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has"

- Margaret Mead

For more information / support:

MGA Leadership Development website (being developed):

<http://ewh.ieee.org/cmte/leadership/>

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To ask about live training on any of these topics, contact your
Region Director (cc me)

For more info on vTools, see me or visit the booth -
After this week, write vtools@ieee.org

Questions?

