

21 Distinguishing Qualities of Great Leader Volunteers

The LEADER Volunteer

A board/committee member who lifts his/her organization, enabling it to become *high-performing and self-renewing*.



The PLACEHOLDER Volunteer

A board/committee member who weighs down his/her organization, causing it to become *reactive and static*.



1	Looks forward and discerns the future; thinks strategically.	Operates within the pressures of the moment; focuses on tactics.
2	Creates conditions conducive to renewal, improvement and change management.	Is locked in and protective of the status-quo.
3	Possesses uncompromised integrity and goodwill.	Avoids, stretches, manipulates the truth.
4	Has the courage and will to make the tough decisions.	Aims forever; never shoots.
5	Puts duty and the greater good before self.	Puts self-interest first.
6	Bases decisions and actions on bedrock values; strives for clarity and buy-in.	Uses popularity and/or expediency to make decisions and take action; chases consensus and certainty.
7	Focuses outward and on opportunities.	Focuses on problems and finger-pointing.
8	Confronts and resolves conflict.	Avoids conflict at all costs.
9	Is comfortable delegating power.	Likes to control and dominate.
10	Holds him/herself and others accountable for delivering on promises and specific performance.	Passes the buck; makes excuses. Being liked and/or popular is the highest priority.
11	Generously shares information, resources, praise and credit.	Keeps everything close to the vest; protects credit and the limelight.
12	Views staff as partners, critical to organizational success; nurtures a climate of common expectations, trust, collaborative planning, joint evaluation, strong communication and mutual respect.	Views staff as subordinates/paid help.

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13	Has enthusiastic followers; commands the respect of colleagues, professional peers and staff.	Has dispassionate, reluctant underlings.
14	Is self-aware.	Is self-important.
15	Views volunteer service as an honor; possesses passion and conviction in organization's vision and purpose.	Views volunteer service as a stage; is driven by ego and/or self-interest.
16	Values and embraces diversity.	Is threatened by differences from self, the majority or the established.
17	Is visible, available and on the front line.	Is aloof, inaccessible and on the sideline.
18	Possesses mental toughness and resilience.	Cracks under the real or perceived pressures of the moment.
19	Understands the commitment of time, energy and other requirements before accepting position. Takes appropriate action when conditions prevent fulfillment of service commitment.	Is enamored with the limelight and/or trappings of the position.
20	Enables open, candid and constructive debate and deliberation.	Shoots from the hip; creates chaotic discourse and criticism.
21	Focuses on and lives by principles and values.	Focuses on and is interested in policies and procedures.