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iLead

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Your Interactive Neighborhood Training Source



TAKING LEADERSHIP SKILLS NEXT LEVEL

PREPARED BY



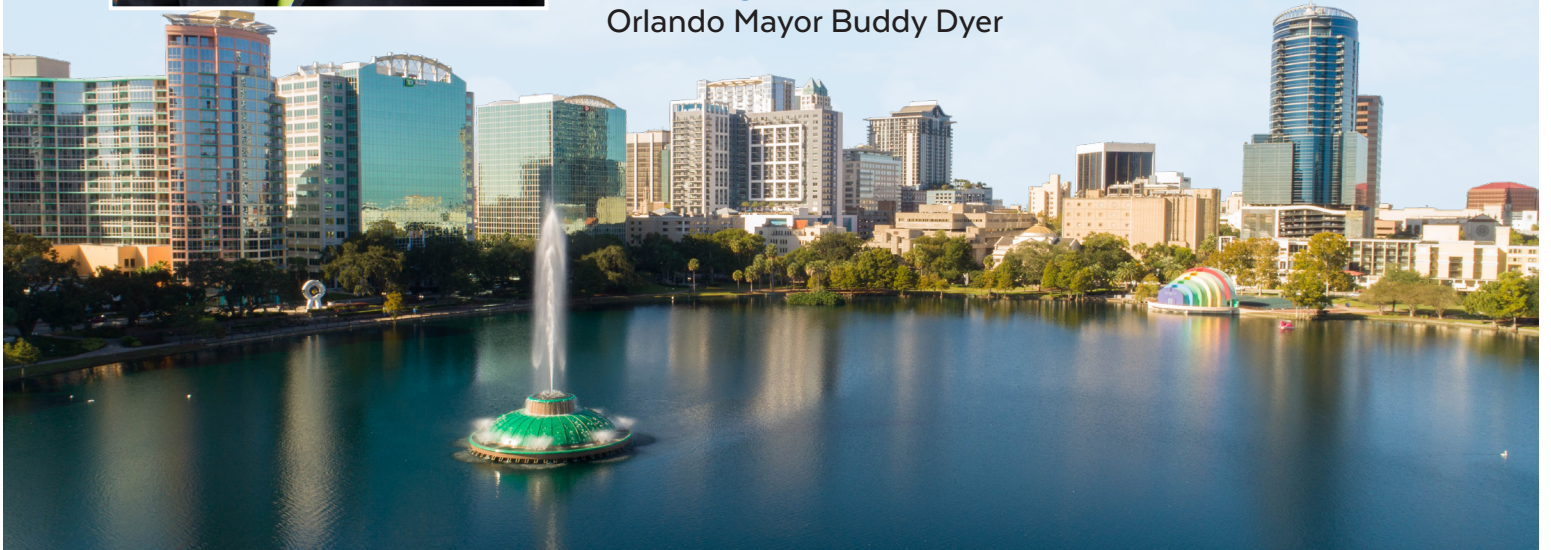
**CITY OF
ORLANDO**

COMMUNICATIONS AND
NEIGHBORHOOD RELATIONS



Our City strives to meet the needs of all residents who choose to call Orlando home. To do this, I have made it a priority for the Neighborhood Relations team to organize, support, mentor and guide residents and neighborhood organizations in their effort to keep Orlando a great place to live, work and play. In 2014, we launched iLead, a comprehensive neighborhood-training program that informs, connects and involves our neighborhood leaders through a series of interactive guides, videos, webinars and workshops. I encourage you to use the iLead program to build and sustain your successful neighborhood organization.

Orlando Mayor Buddy Dyer



iLead

Your Interactive Neighborhood Training Source

iLead is a comprehensive program that provides you with the tools to inform, connect and involve your neighbors through a series of guides, videos, webinars and workshops. These tools cover topics such as how to effectively hold meetings, how to utilize a variety of communication tools and how to engage the next generation of leaders. Whether you download a guide, view a video, participate in a webinar or attend a workshop, iLead is your one stop shop for online leadership training.

iLead offers more than 25 comprehensive guides, including:

- Board Orientation and Operations
- Communication Tools
- Effective Meetings
- Engaging the Next Generation of Leaders
- Event Planning
- Ice Breakers
- Leadership Skills
- Neighborhood Grants
- Parliamentary Procedures made Simple
- Writing Your Neighborhood History

View the full list of guides on a variety of topics relevant to neighborhood associations at orlando.gov/ilead.



As a neighborhood leader, you are a **PERSON OF INFLUENCE** with great responsibility for the success of your neighborhood organization. Being a neighborhood leader should be rewarding, after all you are volunteering your time, talent and skills to make your association stronger and your neighborhood a better place. **EFFECTIVE NEIGHBORHOOD LEADERS** are individuals who have the ability to inspire confidence and support among members and neighbors who are needed to achieve association goals. Let's look at some of the **KEY ATTRIBUTES, SKILLS AND KNOWLEDGE** you may need to enhance your leadership skills and effectiveness.



"WIIFM – WHAT IS IN IT FOR ME"

Serving as a neighborhood organization leader should be a rewarding experience; an opportunity to grow personally and professionally, enhance your communication and interpersonal skills and make a difference in your neighborhood. To be an effective leader, your first and foremost focus needs to be on why you are serving and embracing the "WIIFM - What Is In It For Me" approach. You need to be receiving some positive results and experiences as a result of your leadership role....it's important to build into your tasks and goals, actions and activities that will address your "what is in it for me."

You may be thinking wait a minute, WIIFM sounds selfish or self serving and you are all about serving your neighborhood. Using WIIFM doesn't mean it is "all about you," which is not an effective or positive approach to use as a neighborhood leader. With this being said, it is very important for you, as a neighborhood leader, to be motivated, satisfied and experience success to keep you going and serving.

"What's in it for me?" can get us to be more successful than we might presently be! It can help us make far better choices, and it can help us completely own the decisions we make connected to those choices. We become sure. We become value grounded."

– Rosa Say, Author and Workplace Coach

As a matter of fact, WIIFM can propel you to the next level in your leadership development, which ultimately benefits your neighborhood organization. Know and utilize your strengths and talents. You have unique gifts and leadership skills you were born with and personal strengths you have developed throughout your lifetime. Realizing and utilizing these gifts and strengths will assist you in being a remarkable neighborhood leader.



“Leadership is practiced not so much in words as in attitude and actions. The best way to inspire people to superior performance is to convince them by everything you do and by your everyday attitude that you are wholeheartedly supporting them.”
 – Harold S. Geneen, Author

- **Answer the question** of “what is in it for me?” briefly and clearly. It will help you stay the course and be more fulfilled as a neighborhood leader. This is about your personal and professional growth; knowing yourself, being true to who you are and constantly learning and seeking knowledge.
- **Remember this doesn’t mean it is “all about you,”** but is about you staying motivated and satisfied with your leadership role.
- Be sure to **incorporate the key factors** you have identified into your leadership role so you will have a sense of satisfaction and fulfillment as a leader.
- **Apply WIIFM to your members,** especially when recruiting new members and committee volunteers. By sharing what a member or neighbor will get out of being involved in the association, you will have a stronger membership base and committees.
- **Make sure your association takes the time to outline “what is in it for me”** before you recruit neighbors and members. Include things that address personal and professional growth opportunities, such as learning a new skill like fundraising or public speaking. It’s well worth your time.



RIGHT ATTITUDE

Positive and upbeat attitudes prove to motivate and help create an atmosphere that attracts and involves members. Demonstrating a can do and realistic attitude may make the difference in achieving association goals.

- **Find someone who is positive** and you respect that you can talk with in confidence. Find a mentor. These talks will help you stay focused and your attitude positive.
- **Take a small break** to assess and adjust your expectations of yourself and your role in the association. Are you being realistic?
- **Stay focused** on association annual goals and try not to take on anything else outside of the goals. This can help keep you and the association members from feeling overwhelmed.
- **Be passionate and motivational.** Be enthusiastic and passionate about your role and the association. Let members know how they are contributing to the association and helping to make the neighborhood a better place. Great leaders are those who include everyone in their sphere of influence by recognizing each person’s value, talents and skills.
- **Have FUN!** All work and no play will cause stress. Include fun in your association meetings. Laugh a little...it does the heart good.



BE A ROLE MODEL

The best and most effective leaders walk the walk and talk the talk. As a result, members are more likely to admire and show respect for neighborhood leaders who are positive role models.

- **Work on demonstrating** the qualities that you would like to see in your association members.
- **Be yourself, but be your “best” self.** There is nobody like you; you have your own unique history, perspective, strengths and weaknesses.
- **Be inspirational.** Be enthusiastic and passionate about your role and the association. Your passion will catch on. Let members know how they are contributing to the association and helping to make the neighborhood a better place.
- **Be a good listener.** Listening – hearing and understanding what members are saying - is critical for a successful leader. Strong listening skills make it possible to get feedback from members and get a sense of what they like to do and want to see happen in the neighborhood. To listen effectively: maintain eye contact, avoid distractions (listen for key words in what the person is saying, it makes recalling the conversation easier) and last but not least, respond appropriately. Effective listening is not only about hearing what is being said, but being in tune with body language and gestures to determine what people are really saying.
- **Be a mentor.** Effective leaders need to give and receive feedback. They coach and counsel members in a way that demonstrates respect and increases engagement and commitment.
- **Build trust.** Trust is an important quality for any leader...trust in yourself and trust in your members. Building trust does not happen just because you are trustworthy. A great leader will use trust building behaviors, such as delegation without interference and demonstrating trust in others.



VISION

Vision communicates who your association is and what the association wants to become. This attribute is important in keeping the big picture in focus and providing the leadership and direction to achieve the overall goals. According to the Center for Organizational and Personal Development, vision can be utilized to empower individuals to “take action” to realize high levels of contribution and achievement. The association vision needs to be adopted and owned by community and not just the leadership. It’s hard to realize a vision if the association members don’t see it or buy into the vision.

- **Write down your association’s vision and/or mission statements;** be sure the board and membership have buy in. All of your association priorities, events and activities should fit with your vision and mission. Use these statements as a guide in setting your annual goals and priorities. If an idea, request, activity or event doesn’t fit your vision or mission statement, then don’t do it. You are wasting valuable time and association resources doing something that will not help the association achieve its vision or mission.
- **Google “writing vision statements” and “writing mission statements.”** There is a ton of free information on the Internet. Too often, people get confused between a vision and a mission statement. A vision statement is the optimal desired future state - the mental picture - of what your association wants to achieve over time. In other words, your vision is what your association aspires to be or do. A mission statement defines the purpose of the association.
- **Include your board and members** in defining the association’s vision and mission. Seek their feedback and “buy in” of the vision for the future of the association.
- **Use the vision** to inspire yourself and members.

“Vision Without Action...Is Just a Dream. Action Without Vision...Just Passes the Time. But, Vision and Action...Can Change the World.”

– Joel Barker, Leadership Consultant and Author



“The art of communication is the language of leadership.”

— James Humes, Author & Speechwriter for Presidents Eisenhower, Nixon, Ford, and Reagan



EFFECTIVE COMMUNICATION

Great leaders have strong communication skills and are able to clearly and specifically communicate the association’s vision and goals and their own skills, intentions and expectations to others. This also includes your ability to listen to what other people are consciously or unconsciously communicating. To become a great communicator, continually strive to improve your verbal, nonverbal and listening skills.

- **Keep it simple and clear.** Say what you mean and mean what you say. Make your communications personal. Be sure your member will relate to what you are communicating. Share stories and ideas that are relevant to your members and neighborhood.
- **Be conversational, stay away from delivering a monologue.** Interaction is crucial to growing your association and keeping members. Create a conversation by incorporating member or neighbor feedback into your meetings, activities and events.

- **Be a good listener.** Listening – hearing and understanding what members are saying - is critical for a successful leader. Strong listening skills make it possible to get feedback from members and get a sense of what they like to do and want to see happen in the neighborhood. So often, the less you talk and the more you listen, the better. Listening makes people feel valued and important.
- **To listen effectively:** maintain eye contact, avoid distractions, listen for key words in what the person is saying (it makes recalling the conversation easier) and last but not least, respond appropriately. Effective listening is not only about hearing what is being said, but being in tune with body language and gestures to determine what people are really saying.
- **Keep in mind,** communication is not only about verbal communication. Be aware of body language and gestures to determine what people are really saying.



DELEGATE

It takes time, experience, delegation and leadership to move a neighborhood organization from the president, officers or board members doing all the work to an organization where the detailed work is done by committees. Evolving into a member driven organization is one of the most effective ways to sustain your neighborhood organization and foster future leaders.

Delegating tends to be a hard task for officers in voluntary organizations. Too often the elected leadership doesn't take the time in the beginning to clearly and concisely outline the purpose, goals and outcome for the committee or members handling the tasks; decides it is easier to do the work or tasks themselves; has the attitude that the only way it will be done right is to do it yourself, and; "high jacks" or goes around the committee assignment or project by handling the tasks before the committee has the chance. Working on a committee or on an individual assignment or project is a great way for members to be more engaged in the association. It gives the members a chance to demonstrate their skills and knowledge, learn new skills and knowledge, provides them with experience and may motivate them to become more involved in the association through an elected position.

Delegating builds confidence and ownership among members; it is about handing over authority. A successful leader gets things done through others. Successful delegating involves clearly defining what's to be done and what the outcome should be before assigning the task to someone and clearly communicating this information to the person or committee handling the task or project. Another point to consider is often when people step up to the plate and become committee chairs or accept specific tasks or projects, it makes them think about their capabilities of becoming a leader.

- **Spend time outlining** in writing the assignment or task that you or the board needs done. Include deadlines, budgets, resources needed to handle the assignment; be sure the board is in agreement with the tasks and prior to making the assignment.



"A leader, like an orchestra conductor derives his/her true power from his ability to make other people powerful."

– From The Art of Possibility

- **Move from "I do things for you"** to "we do things together."
- **Identify the right committee** and members to complete the assignment. Be sure the members are interested in handling the assignment versus "forced" to complete the assignment or task.
- **Make sure the committee or member buys into the assignment, deadline and outcomes at the start** so everyone knows what is expected and are clear on the outcome needed.
- **Let the committee and members handle the assignment their way.** Be supportive without dictating or demanding the assignment to be done your way, unless they are way off course.
- **Remember, members that bring up an idea or issue they want the association to address, needs to be willing to take a leadership role in addressing the issue.** Also, ask for other members' help. If you are not able to recruit members to work on the idea or issue, then drop it. It is obvious that it isn't important to the membership. It is too easy for the member to try to make their idea or issue your task....don't let them do this. You will quickly become overwhelmed.



LEARNING & IMPROVING

Great leaders continue to improve themselves in every possible way. The person who thinks he is an expert, has a lot more to learn. Never stop learning. Be receptive to everyone's perceptions, information and knowledge. Always grow and learn.

- **Know and use your resources.** Find out and value the time, talent and resources your neighbors and members have to offer. It may take some time exploring the talents and skills of your members, but it is worth it and a good investment of a leader's time. Work with what you have, where you are, with the time available.
- One of your best resources for you as a neighborhood leader is the **City of Orlando's Office of Communications & Neighborhood Relations**. Mayor Buddy Dyer created the Neighborhood Relations team to inform, connect and involve neighborhood leaders with City programs, resources and services. This team of trained neighborhood outreach professionals is able to provide you with association management training, resources, networking opportunities and best practices. Reach out to them at 407.246.2169 or at orlando.gov/ocnr.

"If you stop learning today, you stop leading tomorrow."

– Howard Hendricks, Longtime professor at Dallas Theological Seminary and speaker for Promise Keepers



TRAINING RESOURCES

The City of Orlando's Office of Communications & Neighborhood Relations team offers a number of training tools and resources. For example:

- **iLead** – a comprehensive program that provides YOU with the tools to inform, connect and involve your neighbors through a series of guides, videos, webinars and workshops. The guides and videos are available online 24/7. Go to orlando.gov/ilead and explore.
- **Community Connections** – a workshop series is sponsored by the City of Orlando and Orange County Government to engage, inform and educate neighborhood leaders and volunteers about City and county services, best practices for operating successful associations and engaging neighbors to ensure the livability of neighborhoods. These workshops are free and held the second Saturday of the month. For more information and the workshop schedule, go online to orlando.gov/ilead.
- **Customized Training** – training tailored to your association's specific needs. This training is designed to fit your specific needs, location and timeframe.
- **Networking & Collaborating** - connecting you with other leaders that are or have gone through what you are going through. It is helpful to bounce ideas off of other leaders.
- **Mentoring** - our Neighborhood Relations staff are great listeners and have years of experience in volunteer and neighborhood leadership and association management. They are happy to be your sounding board and to provide mentoring.

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STAY INFORMED, CONNECTED AND INVOLVED

NEIGHBORHOOD NEWS

Events, information and helpful resources to share with your neighborhood straight to your inbox! Subscribe at orlando.gov/neighborhoodnews

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