



In this edition of LeaderLines, a monthly eNewsletter written especially for Mountaineers volunteer leaders, we discuss how to be an inspirational leader, point out how often members access trips from other branches, and explain the board election process that will soon be underway. As always, all of this applies to *someone* but we don't expect everyone one to be interested in all of it. Take a look and see what applies to your unique role in The Mountaineers - or your life in general.

[I welcome your suggestions for future story ideas](#) and thank you for all the ways you support our mission.

Chris Williams,
Leadership Development Manager

The Behavior of an Inspirational Leader

Your ability to provide leadership and create positive change is influenced by many different factors. The Harvard Business Review recently published a study of different leadership competencies and found one factor which clearly stands out: the ability to inspire. The data - gathered from nearly 50,000 leaders who were assessed by a half-million colleagues - found that inspirational leadership boosts employee engagement and commitment. It's also the quality employees stated they'd most like to see from their leader.

Wanting to delve deeper into what makes an inspirational leader, the study isolated the 1,000 leaders with the highest scores in inspirational competency. They found the more these leaders exhibited the following behaviors, the more inspiring subordinates found them:

- Making emotional connections
- Establishing a clear vision
- Communicating effectively and spending time engaged in dialogue
- Being an "ardent champion of change"

The personality of the inspirational leaders did not need to be that of an enthusiastic extrovert. They could set stretch goals for a group in a variety of ways, so long as they encouraged innovation and created a compelling vision for the future. Encouragingly, the study's concluded that leaders who dedicate themselves to learning how to be more inspirational were able to make impressive strides, moving from the 42nd to the 70th percentile on a rating of their ability to inspire others. [Read more about the analysis here.](#)

The Mountaineers provides a method of civic engagement like very few other organizations. Volunteers willing to put in sweat equity planning new programs can make innovations in outdoor education and stewardship that allow our mission to reach hundreds of new people.

The Frequency of Cross-Branch Participation

Regardless of branch affiliation, our members can participate in an activity or course offered by any

branch of their choosing. We're encouraged to see our data show that we do have "cross-branch pollination".

In fiscal year 2015-2016 (October through September), all but two branches have hosted members from other branches on a trip. That means our members are going on trips with leaders from outside their respective branch. Kitsap hosted members from five other branches and Bellingham had members from four.

Branch Affiliation	Branch Leading Activity							Grand Total
	Bellingham	Everett	Foothills	Kitsap	Olympia	Seattle	Tacoma	
Seattle	12	627	1,523	230	513	10,557	918	14,699
Bellingham	88	4	15	0	3	31	7	149
Everett	2	890	136	16	44	646	55	1,805
Foothills	1	26	616	13	52	558	90	1,382
Kitsap	0	4	21	523	29	71	40	694
Olympia	2	35	114	75	2,459	360	122	3,185
Tacoma	0	37	220	123	212	582	1,640	2,844
Grand Total	105	1,628	2,658	986	3,327	12,845	2,892	24,862

Keep in mind how much members of each branch rely on each other to provide great trips. It's an opportunity for cross-branch sharing built into our regular programs and shows how wide our impact can be when we collaborate across the organization to maximize each other's offerings. [Remember, we are all "Mountaineers."](#)

Board and Branch Elections

On October 1, voting will begin for the Board of Directors. Ballots listing the candidates will be emailed to all our members and will also be available via [our elections blog](#). This year we have a new CEO and are embarking on an ambitious reanalysis of our climbing education. Board level leadership is critical to ensuring our long-term strategic success. [Review the candidates](#) and look for your ballot in a few days!

In addition, the Everett Branch has aligned its election timeline to coincide with the Board elections. They've got some great volunteers willing to step up to lead their branch. They're also proposing some revisions to their Branch Rules of Governance, which will be on the ballot for ratification. [Learn more about the Everett voting process here.](#)

Thank you so much to all the volunteers who stepped forward to serve in these leadership roles. The strategic vision and oversight provided at the board, branch, and committee levels sets the tone for the entire organization, and The Mountaineers could not accomplish what it does without this impressive level of commitment.

Quick Hits

- **More experience sometimes means more risk:** Autobelay accidents can happen to the most experienced climbers. In any aspect of life, "[when a process becomes automatic and effortless, complacency and slacked attention to detail take over.](#)" Stay vigilant and ask a friend for a safety check!
- **The ongoing battle against sexism:** Outdoor Research, which has donated goods to us on an annual basis (so I'm not opposed to giving them some promotion here), just did a great takedown of a rather ridiculous article about climbing in GQ. [Check it out.](#)
- **Financial Assistance is available:** I am still surprised to learn that some people are not aware of our financial assistance programs. If you know someone who would be an active Mountaineer member but the costs of our programs are too high, [please promote our financial assistance programs](#) so we can ensure access for everyone!
- **Going downhill = the worst:** "Friends don't let friends skip leg day." That's a common phrase among fitness fanatics (and our own Jeff Potter), and one type of exercise can help - particularly on the downhill (where a higher percentage of injuries occur). [Eccentric exercises](#) (pronounced "e-centric") help you cushion and control your landings with each step to reduce your level of soreness and prevent injuries on the long walk back. Consider adding this to your exercise regimen (especially if you have [any form of tendinitis](#)).
- **Incident Report Data:** David Shema, Chair of the Safety Committee, has crunched some numbers to give us a great overview of our incident reporting. [Take a look at how it breaks down.](#) Thanks Dave!
- **Volunteering and personal growth:** A volunteer leader I got to know fairly well is moving to another part of the country to pursue exciting career options and I was proud to have her parting words include "*The Mountaineers organization has been such a tremendous situation for me. It has allowed me to more fully examine who I am, what are my skills and capacities, how can I engage, share, and learn. It has been awesome.*" This was rewarding because it shows that the skills we teach and learn here can improve lives in *many* different ways.

Stay Safe Out There!

Course Registrations: Compared to last fiscal year, we have had a 27.7% growth in course registrations this year. That is 1,158 more individuals enrolled our courses after de-duplicating those who took more than one course (**a 47% increase in your impact as course instructors**).

Trip Registrations: This fiscal year, we have had a 12% increase in trip registrations over last year. That means 212 more people went on trips with us this year after de-duplicating the records (**a 10% increase in the number of people you have gotten outside**).

Leader Badges Issued: This year, you have issued **196 new leader badges. In all of 2015, only 200 were awarded.** It would be great to increase this number by at least 50 more people before the end of the year!