

LEADING WITHOUT AUTHORITY

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Introduction

As a volunteer manager, my job is to convince people to work for free to help other people - but why do they do it? What universal characteristics does any leader have to possess in order to get people to willingly follow? I wanted to explore the idea of free will, autonomy, and empowerment and why I believe they are the most important practices of a good leader. By applying best practices from volunteer management, I believe anyone can become a better people manager. You don't have to have power over people to get the best out of them.

Methods

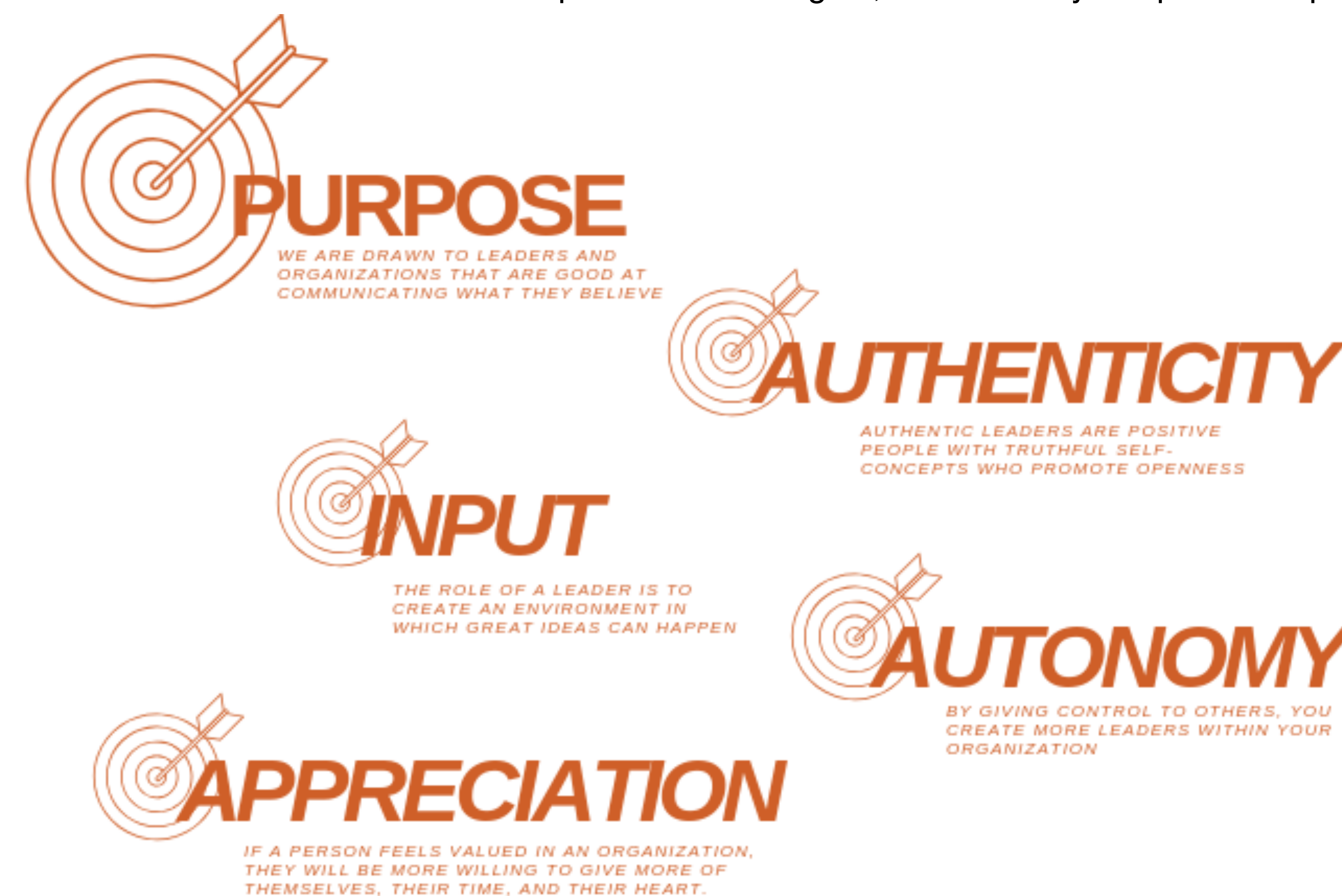
I conducted an extensive literature review comprised of academic journals, business articles, and leadership studies. I utilized these sources in addition to professional experience as a volunteer manager to identify key methods volunteer managers use to lead volunteers without authority and how and why they should be applied in the workplace.

Literature Cited

Kahneman, Daniel. Thinking, Fast and Slow, New York, Farrar, Straus and Giroux, 2011.
Liao-Troth, M. A. (2001), Attitude Differences Between Paid Workers and Volunteers. Nonprofit Management and Leadership, 11: 423-442.
Sinek, S. (2009). *Start With Why: How Great Leaders Inspire Everyone to Take Action*. New York, N.Y.: Portfolio.
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Results

From my research, I have found there are five key methods and values the best “people” managers utilize to motivate and mobilize individuals to accomplish a common goal, whether they are paid or unpaid:



Conclusions

Volunteer and employee motivation in the non-profit sector are quite similar. “Civil Servants” care less about money, are less motivated by challenge and personal growth, prefer a more supportive working environment, aim to maintain a work-life balance, and are motivated by hierarchical status.

Volunteers, as willing participants, are more likely to be loyal to an organization and be more motivated and fulfilled by their work.

Cultivating motivation in volunteers and employees is a combination of:

- Granting autonomy
- Encouraging input
- Leading with authenticity
- Incorporating appreciation
- Effectively communicating the mission

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Further Information

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