

## **ASHRAE Regional LeadRS Program (Leadership Development through Regional Support)**

### OVERVIEW

This Regional program allows for the development of future Regional leaders through their shadowing of current DRCs and support from the Region. LeadDRS would be a program that is run, funded, and administered by each Region in order to develop incoming or new Regional leadership. As a participant in this program, the DRC would select a participant from the Region to shadow the DRC at a Society Winter or Annual conference. The participant's travel expense would be covered by the Region as an investment in the development of their future leadership. While not specifically required, it is the intention of this program to prepare new YEA members their upcoming duties and expectations as a Regional leader through direct interaction with the DRC.

### BACKGROUND:

As a premier member-run society, ASHRAE has many aspects and leadership levels that are unknown to many members. It is rare for any member, especially YEA members to have a complete understanding of the inner workings of ASHRAE from the Executive and Board levels. Many members see the Chapter and Regional levels of ASHRAE without understanding what keeps these levels operating fluently and effectively from the executive levels. It takes great desire and dedication to ASHRAE to reach the highest levels of the organization and gain the complete understanding of all operating levels of ASHRAE. Furthermore, the future leaders of the organization will come from Young Engineers in ASHRAE who aspire to reach the highest leadership roles within the Society.

Moreover, incoming Regional Leaders could be overwhelmed with their newly obtained responsibilities and may not have a thorough understanding of the intricacies of a Society conference. Thus, direct shadowing of a DRC will allow the incoming leader to build a relationship with the DRC and gain an understanding of the expectations as a new leader. The DRC is also able to provide a full understanding of the inner workings of ASHRAE to this new leader.

Through Leadership U (offered by the Society YEA Committee), a finite number of YEA members (currently 4) are selected for each Society conference to be matched up with Society Officers (currently Vice Presidents) in order to shadow that Officer and participate in all of their events and board meetings, including social activities. Leadership U not only allows YEA winners to experience a conference like an Officer, but it is also a great opportunity to network and form connections with those active in ASHRAE.

This Leadership U program highlighted the need for and successful implementation of individual mentored development of leadership within the Society. Thus the LeadRS program is intended to build upon and support the success of the Leadership-U program in order to build leaders at the Regional level.

## OBJECTIVES:

LeaDRS hopes to develop the future leaders of the Regions by offering a developmental shadowing experience unobtainable by many ASHRAE members. The program is intended to build a one-on-one relationship between a DRC and an incoming or newly appointed Regional leader. LeaDRS is focused on targeting proven, dedicated ASHRAE leaders from the grassroots level to provide development, insight, and inspiration for that individual that they can take back to their Regions and Chapters. It is also designed to expose these young leaders to the Society and opportunities at the Society level. Furthermore, this inspiration is intended to encourage the LeaDRS participants to work toward higher Regional and Society roles. While not limited to them, YEA members are an ideal target audience for this program since they are the future of ASHRAE leadership.

## SCOPE:

The LeaDRS shadowing program will enhance member value through providing access to, and a deeper understanding of, the senior level leadership roles and responsibilities of ASHRAE Regional leaders. The DRC will be charged with allowing the participant to shadow them and introducing the participant to the Society Conferences, their inner workings including: Society/Committee structure, Board Meetings, ExComm, TCs/TGs, and social functions. Furthermore, this program will help the DRC illustrate their expectations of the new leader.

The program would be administered and funded within each Region. Thus, participation of each Region in this developmental program is dependent upon each Region's voting to accept such a program into their MOP. Furthermore, participation in this program is dependent upon the willingness of the DRC to serve as a mentor as well as the Region's financial availability.

Through Regional funding, the LeaDRS program will provide full conference registration, conference social event admission, travel, lodging, and meals for a participant at a Society and/or Annual meeting.

## PROGRAM IMPLEMENTATION

Selection of participants should be done in a cooperative manner among the DRC and existing Regional Leadership to ensure a proper choice for strategic development of the new Regional Leader. It is encouraged to have input from the Region's YRC if applicable as they will be able to help assist in helping the participant navigate the Society meetings.

## RESPONSIBILITIES OF LeaDRS PARTICIPANT:

In return for the benefits of the program, the participants of the LeaDRS program will be expected to adhere to the following program responsibilities:

1. Attend the Society Conference for which they selected as a participant.
2. Compose oneself in a manner befitting the environment in which they are allowed as a

guest (i.e. respect the sanctity of the Society Leadership meetings)

3. Attend the sessions for which they will be chair or incoming regional leader (if applicable)
4. Establish open communication with their mentor
5. Attempt to attend each of the variety of meetings on the provided agenda of the mentor (though this may be quite flexible between the DRC and Participant).
6. Ask questions, Ask Questions, ASK QUESTIONS! Take the opportunity to learn why the Society operates as it does.
7. Attend the Conference social events and mingle with as many members as possible.
8. Observe the operations of the Society and ask, "How could I do this better?"
9. Submit a summary report to the DRC within one week of returning home from the conference documenting the experience, key takeaways, and areas for improvement.
10. Share their experiences with their Region and Chapter (i.e. through presentations at their CRC, presentations at their Chapter, presentations at surrounding Chapters, sharing articles for publication through ASHRAE periodicals, etc.)
11. Maintain receipts for all reimbursed expenses.

#### RESPONSIBILITIES OF LeaDRS MENTOR (DRC):

1. Be accessible and open to the LeaDRS Participant and encourage open communication.
2. Develop a list of expectations for the Participant and discuss these expectations openly
3. Develop a schedule of events/meetings for yourself, assist your participant with developing their schedule of events/meetings, and discuss which meetings would be beneficial for the participant to attend with you.
4. Allow the Participant to shadow you throughout the meeting except for those times when private conversations/meetings are required
5. Encourage attendance to all of the Society social functions
6. Attempt to encourage the interaction of the participant with other society members

#### SELECTION and APPROVAL:

A selection and approval process should be included in the Region's MOP.

- Anyone in the Region can make a nomination directly to the DRC or the assigned committee for participation in this program.
- Final Participant selection and approval shall be the responsibility of the DRC
- Participants shall have proven Chapter leadership
- Participants shall have a desire to become more involved in ASHRAE
- Participants shall have a proven potential to become a Society Leader
- Approval of funds to support the attendance of the participant should be made by the Region's leadership team.

VALUE/BENEFIT TO MEMBERS AND THE ASHRAE STRATEGIC PLAN:

In order to maintain membership and ensure strong future Society leadership, there must be a focus on sustaining it through developing future leaders. Thus the LeadRS program, addresses this need to develop future leaders, locally and globally.