Growing Pains in Groups

Teams in Conflict:
Manage, Exploit or Avoid Conflict on Your Team

Participant Handout

Diane L. Leipper, 16 May 2001

"..every once in a while you'll have someone come into the race who's a bit bizarre, but don't put a damper on that person because sometimes they do some pretty great stuff, and later, once they've accepted the rules, they become good friends of the race."

Hobart Brown, Founder, Kinetic Sculpture Race

Presentation Description

Conflict is a part of the group process. How conflict is perceived by the group and how it is dealt with can have profound and long range effects on group process. The goal of this presentation is to provide a better understanding of conflict within groups, why it is there, where it comes from, and how to move past it to create an effective and productive group.

Presentation Objectives: Participants will be able to

◆ Gain an understanding of why conflict occurs by defining why people join groups, what conflict is, and understanding that how the group was formed affects performance.

◆ Gain an understanding of how the various components of a group impact the development of a successful team by reviewing how leadership affects group dynamics, what role team members play, and what role group structure plays in the development of an effective group.

◆ Develop ideas for resolving conflicts by exploring ways of channeling motivations and behaviors that are counterproductive into assets and learning what to do when all else fails.

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Diane L. Leipper has over 20 years experience in volunteer management including youth services, health care organizations, and crisis and disaster programs. Diane has been a program director, a trainer, a board member, and a volunteer for a variety of non-profit organizations. Her educational background has focused on the profession of volunteer management at the University of Nevada and though attendance at numerous continuing education programs, conferences and workshops.

Her experience in team development include Girl Scout neighborhood management teams, Girl Scout program teams, Red Cross disaster groups, health care programs led by volunteers, and crisis call volunteers. Diane's group involvement experiences include participation on the planning committee for various conferences including the AVA International Conference, and the National Association of Social Workers Nevada chapter conference. She has also been involved in numerous committees, work groups, and other team effort activities.

Diane has published two articles in the peer review Journal of Volunteer Administration. She is a recipient of the Comstock Sertoma Service to Mankind Award and listed in Who's Who in the West & Who's Who for the Millennium

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I - Introducing the Kinetic Sculpture Race

Many of the quotes, examples, and ideas in this presentation come from my experience with the 1998 "*World Championship Great Arcata to Ferndale Cross Country Kinetic Sculpture Race"*. This race, held in Humbolt County California, is one of the most unique events I have had the opportunity to attend. Not only was it fun, it provided eye opening views on the involvement and management of a large and diverse group of volunteers.

What is the Kinetic Sculpture Race? To quote the Founder it is "a Glorious convergence of Human, Machine, and the Forces of Nature all delicately balanced on a razor's edge of questionable mental health." Or another definition also by the Founder, "Where Human Powered Vehicle Racing meets High Art, Low Comedy & Mediocre Awards."

This race is a three day event covering 38 miles. It starts in the Plaza of Arcata California and ends in the Victorian Village of Ferndale. During the event racers are challenged by traffic, sand dunes, the Humbolt Bay, "man eating clams", the Eel river, the Slippery Slimy Slope, and weather.

This race essentially started from a point of conflict. It evolved as a response to a complaint from city officials in Ferndale. Hobart Brown had an art gallery on the main street and his son's bicycle was often left on the sidewalk out front of the gallery. City officials said it was a hazard. So Hobart turned it into an art object and one day a U.S. Congressman who happened to be a Ferndale resident wanted a test ride. Then there was a two person "race" down main street. The other local artists decided they could build better machines and the rest is history.

From the beginning of this race it was dependent on teamwork, on the inclusion of people from every conceivable segment of the population. The race has gone through it's share of growing pains, including the expulsion and re-involvement of it's founder, Hobart Brown. It is now stronger than ever and the idea has taken hold. Races are now held in other states countries around the world.

For more information on the race check out The Kinetic Sculpture Race Home Page:

 http://www.humguide.com/kinetic/

II - Defining conflict resolution

II.1: What is conflict?

Conflict is often used to describe the difficulties and obstacles that are a common part of group interactions. Conflict resolution is the process of resolving these difficulties. This term though has negative and finite implications. Other words in the dictionary used to describe conflict include; antagonistic, incompatible, war, clash of ideas. Resolution tends to indicate that a result will be achieved and that will be the end of it.

A more meaningful and beneficial approach is to look at problems in groups as growing pains. Any relationship between two or more people is a dynamic and continually evolving entity. It is a developmental process that continues for the lifetime of the relationship.

> ### *Opportunity or Danger*
>
> "... At that time the farmers and the artists were not that friendly. There were signs in the Ivanhoe Bar that read 'Hippie Scalps, $50'. We had a real redneck/multi neck problem."
>
> *Hobart Brown describing the beginning of the Kinetic Sculpture Race*

Differences are inevitable within any group. How these differences are perceived and managed can make the difference between a group that is mired in conflict, unfocused and unproductive, and even destructive and a group that is energized, self fulfilling, and can accomplish anything it sets about doing.

II.2: Why people join groups

The reasons groups are formed is endless and as old as the human race. Their functions, goals, ways of work, and structure cover just about any imaginable configuration. Often how a group is formed can be a factor in the emergence of conflict and problems. Required participation such as in an employment related group or groups developed around highly volatile issues are examples where the potential for problems is higher.

People join groups for a variety of reasons. Whatever the reason, the fact that they want to participate is the first step in developing a productive group. Although not all reasons may be beneficial to a particular group, a good leader recognizes the potential in each individual and facilitates the development of that potential and its incorporation into a productive group process.

The book *Skills For Leadership Working With Volunteers* by Emily Kittle Morrison outlines the primary reasons people join groups.

◆ A sense of being a part of something

◆ A feeling of being wanted

◆ An opportunity to work with others

◆ A chance to give of one's self

◆ A chance to use skills and talent.

It is important to keep in mind when confronting problems within the group that the focus should be on behaviors not the person. Some common non-productive behaviors outlined in Emily Kittle Morrison's book are:

Aggression - working for status by criticizing or blaming others; showing hostility against the group or an individual; deflating the ego or status of others.

Blocking - interfering with the progress of the group by intentionally deviating from the subject of the discussion; citing personal experiences unrelated to the problem; rejecting ideas without consideration; or arguing excessively.

Self-confessing: using the group as a sounding board; expressing inappropriate personal feelings or points of view that are not group oriented

Competing - vying with others to produce the best ideas, to talk the most, to play the most roles, to gain the leader's favor.

Recognition seeking - attempting to call attention to one's self by loud or excessive talking, extreme ideas or unusual behavior.

Special pleading - introducing or supporting suggestions related to personal concerns or philosophies; lobbying

Clowning - joking, mimicking; disrupting the work of the group

Seeking sympathy - trying to gain group members' sympathy to one's problems or misfortunes; deploring one's own ideas to gain support.

Withdrawing - acting indifferently or passively; resorting to excessive formality; daydreaming; doodling; whispering to others; wandering from the subject.

Degrading - acting in a manner which criticizes others.

There are some issues that can create growing pains in groups and that may change the behaviors of even the most cooperative member. These include changes in leadership or membership, change in focus, and outside pressures on an individual member or the group as a whole. Most of the problems that occur during periods of change are part of the process of re-assessing roles and adjusting responsibilities and expectations.

Example - One community based board we work with is a classic example of a group experiencing growing pains. They had been going along in a nice comfortable rut for many years. Results of this include almost no growth in membership over a period of years, lack of community awareness of the associations programs, difficulty in obtaining sponsorship and grants, and inability to recruit and retain new board members.

Then they elected a president who decided it was time for a change. Needless to say some board members were very antagonistic towards change. The primary reason for much of the antagonism was perceived loss of "CAP" Control Authority and Power (Huppe, Frank F., Ph.D 1994 Successful Delegation) and therefore loss of importance. Another was a fear that a lot of stuff that had been swept under the rug for so long might come to light. These perceptions were expressed in numerous ways including:

◆ inability or unwillingness to adapt to new procedures or policies

◆ looking for any minute flaw in any change proposed

◆ holding back information so as to make others look incompetent and therefore the "old" board member would appear more knowledgeable and valuable.

◆ being on the defensive at any meeting, being argumentative and accusatory.

Reasons why this association got into the current situation include lack of accountability and unwillingness to disrupt status quo. One of the problems the new president encountered was that the bylaws hadn't been updated in over ten years. The bylaws were used inconsistently to support a particular view point and ignored when they were inconvenient. For instance, although terms of office were written in the bylaws there were people serving on the board whose terms had expired over 15 years ago.

The behavior of one board member in particular - arguing, interrupting, and even verbally attacking other meeting participants, played a role in the loss of several new potential board members and consistently distracted meetings from the set agenda. This same person's behavior has impacted the association's community relations and it's membership services.

The president, although full of good intentions, has not been able to resolve some of the association's growing pains. After much effort the bylaws were updated but they have not really been put into action. The board members whose behavior has been most disruptive have been consulted and counseled but consequences haven't been clarified and follow through has not been upheld.

Getting through growing pains effectively requires some specific attributes on the part of the leadership. These include:

◆ Discipline - in adhering to established and agreed upon procedures

◆ Skill - to address behavior and events rather than people (feelings, perceptions and attitudes) in a beneficial and effective manner.

◆ Courage - to confront issues and accept the consequences of actions

What to do? In this example there are a lot of issues to examine and resolve. It will take time and won't be easy. The revision of the bylaws is an excellent start. The next thing would be to state at the next meeting that a new leaf is being turned over - clarify what that means (meeting ground rules, expectations, etc.). Provide this information in writing to the members. Then stick to that plan. Take a firm stance when required. This may lead to some very difficult situations but it is much better to face things

head on than procrastinate. Keep your focus on the goals of the association. What you do is not about individuals it is about what the group can achieve for the association and in turn what the association can provided to the community. One reason the problem board members are still involved is that they have learned they will get their way in the end, that others will back down, and that they will not suffer any consequences.

III - Roles and responsibilities

III.1: Leaders role in team development

To paraphrase a comment by Dr. Laurence Peter, author of "The Peter Principle" when asked to comment on the Kinetic Sculpture Race he said Hobart takes average lazy couch potatoes, give them an impossible task, puts them through hell, and brings them out ecstatic and covered with glory. "For the Glory" is the motto of the Kinetic Sculpture Race. It is the leaders role to develop that sense of accomplishment and enthusiasm in the group.

Leaders can enhance the teamwork of groups, by:

◆ Developing solid groundwork, bylaws, policies, ethical statements, and achievable goals. They need to understand that sticking to the guidelines defined in these documents provides a common base, establishes clear expectations, and minimizes ambiguities.

◆ They need to be open to ideas and suggestions, even from unlikely sources and to take the view that each member can add his or her own unique perspective to the group.

◆ Leaders should understand that giving people responsibility encourages more active involvement and more commitment.

◆ Leaders should be ready for the unexpected. They must assist the group to plan ahead, to take a pro-active view of the future, to look for potential opportunities and potential pitfalls.

The number one lesson is good communications. Groups must utilize every means possible to make sure that the entire group knows what is going on. It is also important for the group to keep potential sponsors, external support services, and others that could benefit or support the group apprised of what is going on. When members are kept informed they feel included and are more likely to support the efforts of the group.

Group leaders should keep in mind some basic concepts of group interaction that will facilitate smoother group processes.

◆ People relate to each other more quickly in small groups.

◆ Exercises in sharing should be planned with the specific group in mind.

◆ Early questions should call for memories or experience readily available for everyone rather than opinions or ideas.

◆ It is effective if the leader will demonstrate first what he is asking others to do.

◆ It is important to allow for individual differences.

◆ The Chairman sets the stage; the attitude should be open and positive.

Skills for Leadership working with Volunteers Emily Kittle Morrison

III.2: Group members role in team development

Group members also play an important role in ensuring the group runs smoothly. To paraphrase President Kennedy's famous line - it is not what the group can do for you but what you can do for the group. This isn't to say that you won't or shouldn't receive benefits from working in a group environment, you definitely should. The difference is that the group has been developed to achieve some goal or purpose and that goal is the groups primary consideration not benefits to individual members. Your skills, talents, knowledge, and resources are valuable contributions and along with the assets of other group members provides the fuel to accomplish the group's goals.

> *Team Support*
>
> "Ask any pilot or crew member if he would jump into Humbolt Bay without spectators and he will say,'not on your life'.
>
> So, if the Kinetic Sculpture should happen to sink, or capsize upon entering the water, is it up to you as the spectators to double the volume of your encouragement. Let me stress this point. It is very important. The water doesn't feel as cold, with 3000 spectators looking on cheering and feeling your pain."
>
> *Kinetic Sculpture Race Magazine.*

Group members responsibilities

◆ Be clear about your reasons for joining or participating in the group.

◆ Accept the ways of work established by the group. Ask for clarification if necessary.

◆ Participate fully - carry out your assigned responsibilities, ask questions, share ideas and information.

Support the leadership of the group

What the group member should expect from the group

◆ Expect that your assets (skills, knowledge) will be utilized to benefit the group.

◆ Expect that you will be provided the information necessary to participate fully in the group (rules, policies, job descriptions, budgets, agendas, etc.)

III.3: Rating Teamwork

There are three key questions Blansfield states each person in a group continually struggles with and which must be resolved over and over.

Am I in or out? - The more "in" we feel the better we cooperate. When we feel "out" we tend to withdraw, work alone, daydream, defeat ourselves and others.

Do I have any power and control? - Faced with changes we can't influence we feel impotent and in turn loose self-esteem.

Can I use, develop, and be appreciated for my skills and resources? - The most common barrier to tapping the resources of others are outdated assumptions about who can and should do what.

This chart, developed by Mike Blansfield of TRW for the book *Productive Workplaces* provides a good tool to assess group functioning. It may provide the group with a better understanding of the weaknesses and strength of the group and what areas need a little work.

1. Purpose Ambiguous	1	2	3	4	5	Clear
2. In/Out I'm In	1	2	3	4	5	I'm out
3. Elbow Room I'm Crowded	1	2	3	4	5	I'm easy
4. Discussion Guarded	1	2	3	4	5	Free
5. Use of Skills Poor	1	2	3	4	5	Full
6. Conflict Avoided	1	2	3	4	5	Worked on
7. Support Self only	1	2	3	4	5	Each to all

III.4: Hobart's ideas on team development

The Kinetic Sculpture Race involves essentially a microcosm of the community at large. To get such a large and diverse group of people working together to accomplish a task requires some very special skills and some delicate balancing. The success of the Race in gaining workers and supporters lies in it's philosophy of openness, acceptance, initiative, understated but solid organization and last but just as important, fun. Ideas that express this philosophy include:

Knowing that people want to get involved in something but they may be hesitant because they don't want to do something that is dull, boring, and a dead end.

Knowing the unique benefits of being involved such as finding themselves, maybe for the first time on TV, in the newspaper, or speaking publicly.

Knowing there is always latent talent available and when you tap in to that and provide opportunities you may help make dreams come true.

Knowing once people get a clear picture of the race concept, whoever they are, they want to be involved.

Knowing that thanking people for their efforts pays off.

Knowing that the race, although different from year to year always lives up to expectations.

Knowing in this venture everybody wins!

IV - Getting through growing pains

IV.1: Paying attention to the small stuff

Example - My experiences working with volunteers in a health care facility supported the idea of the need to pay attention to the small stuff. With a new group of volunteers a first step in dealing with potential problems was to be observant during the orientation. After orientation each volunteer would be interviewed. Although I did a lot of the interviews I had some specially trained volunteers who also did interviews. If there were any concerns about an individual we would discuss it and determine the best plan of action. The next step in the process was to assign each new volunteer to a trainer. Matching a trainer to specific trainees was a crucial step towards successful assimilation into the volunteer program. For instance if the trainee was a pre-med college student who thought they knew everything placing him or her with a trainer who was firm, confident in their abilities, and knowledgeable about the hospital was much more effective that placing them with a trainer who was rather quiet and less assertive.

> ### *Perceptions*
>
> "Common concept that can inhibit conflict resolution - being raised with the belief that conflict is unnatural, undesirable, and just plain not nice"
>
> *The Group Member's Handbook*
> *Marilyn MacKenzie and Gail Moore*

Placing the new volunteer was also important. Not only finding the right job but also the right supervisor made a difference in the success of the placement. Follow up and a good rapport with the staff in the various departments enhanced communications and provided the support needed for a good volunteer involvement.

The greatest lesson learned from this process was that taking the time in the beginning to get to know the new volunteers and paying attention to the small stuff paid off in the long run. Benefits included increased staff willingness to utilize volunteers and volunteers more dedicated to serving in the facility.

IV.2: Knowing your group

Growing Pains can produce problems which require some finesse and skill to resolve. Not all problems can be addressed in the same manner. Knowing how to deal with what may take a little work but the returns can be tremendous. The following are some examples of behaviors and ideas for dealing with them.

Controler - A person who seems to need to be heard, to be in control - acknowledge the person's expertise, ask their opinion but keep the focus on what needs to be accomplished and be sure not to let one person dominate the meeting.

Witholder - Someone who withholds information or leaves out key facts - ask clarifying questions and make sure you understand what is being communicated. To assist this person to feel involved and important, provide recognition when appropriate and acknowledge participation in the group.

Go getter - Someone who is eager to get things done and maybe takes on more than they can or should do - slow the pace, keep the focus of the group on specific tasks to be done, encourage completion of one project at a time.

Aggressor - Someone who is intimidating, hostile, threatening - Listen, avoid arguments, be concise and clear in your actions.

Underminer- A person who criticizes, is sarcastic, devious - Focus on issues, don't overreact

Keep in mind the following do's and don'ts when dealing with problems.

Don't

◆ assume the problem will " take care of itself"

◆ judge the person by the perceived problem

◆ let problems fester

◆ assume there is only one solution

◆ jump to conclusions and immediate solutions

Do

◆ make the rules and expectations clear up front, in the beginning, preferably in writing.

◆ deal with potential problems or areas of concern in a timely manner

◆ listen and hear for what are the real issues. What is presented and what is really going on may be two different things.

◆ ask for assistance if needed, for clarification, ideas, and to minimize personalization of the issue.

◆ if all else fails be ready and willing to take the necessary steps - let a person go, find a different assignment for someone.

◆ keep the focus on the problem behavior not the person. Stay away from personal attacks, don't use "you" messages.

◆ take responsibility for your decisions and actions.

Often the easy solution is not the most effective. Take the time necessary to assess the situation and to make sure you are clear on what the problem actually is. Develop a resolution that is appropriate to the circumstance and beneficial to all involved.

Most problems within a group need to be resolved in the group. When addressing problems in a group setting make it a minor part of the proceeding. Do not focus unnecessary attention on the problem or let it dominate the meeting. There are some some circumstances however, when issues need to be addressed in a smaller group or one on one with an individual. For instance if you are fairly certain a person's behaviors are related to something outside the group you might want to have a little talk outside the group meeting.

Often even the situations or people considered most difficult can provide unexpected rewards when they are dealt with in a timely, pro-active, and positive manner.

IV.3: Problem solving

Common responses to dealing with conflict in a group

According to MacKenzie and Moore in their book *The Group Member's Handbook* there are three basic concepts involved in problem solving. They are:

One party must loose - one side insisting it must win creates a bunker mentality, one group feels victimized, defeated and unable to keep up the struggle. The "losers" will most likely not support the decision if opposition from outside occurs and will not be enthusiastic about carrying it out.

Everyone must compromise - everyone settles for less than full satisfactions, general sense of unease about the solution, go through the motions but often without commitment.

Everyone can win - creative initiatives are sought, new directions, and new connections are forged, instead of people getting stuck with traditional demands they are often set on a new course, there is a synergy amongst opposing points of view that generates energy, commitment, and new solutions. people move from conspirators trying to push their point to cooperative co-creative participants.

Example - Girl Scouts Black List Group - As the program director for the local Girl Scout council I needed to develop a core or management group of volunteers to assist with the five different program components for which I was responsible. Most of the group were volunteers that none of the other staff were willing to work with. They were opinionated, strong willed, independent, dedicated Girl Scout adults who knew how things were supposed to be done. Working with them was quite a challenge and quite rewarding, for me personally but more importantly, for the girls the council served.

Getting them to work together in the first place took a little doing. They were used to being ignored and used to an "us vs them" mentality with some staff. I soon discovered each one's particular interests and figured out were their skills and knowledge would fit best. Then I assigned each of them responsibility for a particular program component. This made them "equal" and not in competition with each other. It also provided each one with their own arena to demonstrate their expertise.

I was clear and consistent about my responsibilities, my needs for accountability and my role in the teams process. I sought their advise and asked their opinions. I gave them credit for their input and participation in a variety of ways both formal and informal. I provided them with the information they needed to do their jobs. Much of this information we developed as a team - calendars, budgets and goals. I provided reasons why certain things had to be done the way they were done and we had open discussions about concerns, other ideas and possible changes.

> ### *Attila on "Morale and Discipline"*
>
> Morale and discipline are central to unity.
>
> Discipline does not mean loss of individuality
>
> Wise Chieftans realize that unduly harsh or unnecessarily lax discipline will undo the morale of their Huns
>
> *From Leadership Secrets of Attila the Hun, Wess Robers, Ph.D.*

Meetings would get pretty lively sometimes and, on occasion they made fun of me for being a stickler for details and trying to follow an agenda. They learned that the agenda I handed out and details I required were important to the success of the projects and ultimately to their own success. I learned that instead of getting mad or frazzled to let them challenge each other and blow off a little steam before we settled down to business.

The Executive Director we had at the time was one of the people who couldn't get along with these women. Her most common response was to ignore them when possible. Things got to the point we started holding meetings and working on projects outside the office. One time when one of these volunteers was working on a major event with some of her committee the ED asked them to be quiet. They were having too good a time and were laughing. She explained that was not professional.

This group soon dubbed themselves as the "Black List Group" and vied with each other to see who would be on top of the ED's black list at any given time. When the ED left and a new one was hired one of their first ideas was to invite her to a black list lunch (rather than black tie) so she would know right from the start who they were.

This group achieved many "firsts" for the council, including the highest attendance at yearly council-wide events, more successful outdoor programs, a visit by Japanese exchange students, and more girls participating in awards programs and events sponsored by councils throughout the country. They also

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gained a reputation as successful and knowledgeable Girl Scout adults. Most importantly they knew what they had contributed to an organization they believed in and had worked hard to support. In other words, everybody won.

IV.4: Dealing with Differences

When differences crop up there are a variety of methods that may prove helpful in reaching a resolution.

Paraphrase - When group members disagree, paraphrasing each others comments may enhance understanding.

Compromise - After agreeing on the underlying source of conflict, discuss ideas, and come to a solution all can agree to.

Document - To clarify the issue and bring to light differences, have each side write ten questions for the other side. Discussing the answers may lead to a better understanding and compromise

Support - When group members are wrong help them "save face" by enabling them to understand that changing their position shows strength.

Respect - Give respect to the opinions of the experts in the area of the conflict but don't rule out differing opinions

IV.5: Principles to resolve conflict

MacKenzie and Moore in their book *The Group Member's Handbook* provide some key ideas that will enhance effective problem solving.

◆ Separate the NEED from your personal solution.

◆ Be clear on what the need is and that solutions relate to the real need and not your own idea of a solution. Keep open to all possible solutions.

◆ Find out what the other party wants, not in terms of a solution but as an end result. This may take some probing and listening as often people aren't really clear on what result they actually want.

◆ Work to eliminate barriers to resolution. These could show up in content or style of presentation. Feelings of being pressured, or a sarcastic tone can lead to uneasiness with the solution even it appears good.

Example - After recording a new clients information into a database we provided them with sample reports. The primary reason for these reports was to assist the association in understanding how best to utilize the information and to stimulate ideas as to what methods of data representation would be most useful to them. Reactions to these reports were focused on everything but the desired end result. These reactions included unwillingness or inability to accept the information the data represented, nitpicking on style, highlighting of incorrect or missing information, and complaints that information wasn't what was needed but without any ability to articulate what was needed.

Most of these reactions were stimulated by fears of change and feelings of loss of control. Over time and in an ongoing process we have begun to make some inroads. Some of the techniques we used included:

◆ providing thorough documentation of the data maintenance and report generation procedures

◆ providing reports to several key board members - this enabled a board member who was more open and had a clear understanding of the reports to assist more recalcitrant members

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◆ accommodating requests for changes when possible and providing clear concise explanations when the changes were not beneficial

◆ continually soliciting input and encouraging sharing of ideas.

◆ implementation of suggestions, fine tuning processes and acknowledging contributions to the process

◆ repeated evidence of the benefits gained.

IV.6: Problem solving ideas from Hobart Brown

".. you can get that kind of creativity when you allow others to look at the problem with you, and stay open enough yourself so that you can accept and encourage suggestions from others."

".. it should be pointed out that in these races we hold each racer responsible for what they've built and require them to follow the safety rules of the race, without exception."

"..its better to be quick on your feet and flexible enough to recognize a potential problem and do something about it before rather than after it becomes a catastrophe."

"The secret I think, when your working with a town, is to make sure that the ..leaders of the community, know that they've had the opportunity to be involved, and in any way you can, get them involved. Because it seems that if any of them get bypassed for any reason. that's when the trouble starts. So make sure that everybody who can have a say in what happens to your race gets contacted, gets invited to help, at the very least gets a personal invitation to watch the race."

V - Conditions for Success

In the book P*roductive Workplaces,* Weisbord 1987, states that team building succeeds under four conditions. These conditions also tend to reduce the potential for growing pains and facilitate more effective resolution when they do show up.

◆ Interdependence - The team is working on important problems in which each person has a stake. In other words, teamwork is central to future success, not an expression of ideology or some misplaced "ought-to."

◆ Leadership - The boss wants so strongly to improve group performance that he or she will take risks.

◆ Joint decision - All members agree to participate

◆ Equal influence. Each person has a chance to influence the agenda.

VI - Benefits of team involvement

Growing pains are inevitable. They may be minor glitches on the radar screen or full scale war. For the most part they will be episodic in nature, occurring occasionally throughout the life of the group. Used effectively growing pains can prevent stagnation and decay, recharge the group, and enhance commitment to the goals and work of the group.

There is nothing quite like being part of a successful and highly energized group. There are both tangible and intangible rewards. The achievement of a specified goal, the success of a project, the recognition, and skills and knowledge gained can have a positive impact in other aspects of the individual group mem-

bers life. The commradrie, feelings of acceptance, and enhancement of self esteem can have value far beyond the group itself.

Example - The last day of the Kinetic Sculpture Race includes overcoming the Slippery Slimy Slope. The attitude of one of the racers exemplifies the value of group inclusion. One of the highest honors in the race is achieving the status of "Ace". One of the rules for achieving Ace is to ride your sculpture unassisted the entire race. Well, by the time this particular participant got to the Slippery Slimy Slope it was REALLY slippery. He just couldn't make any progress. All of the spectators were doing everything they could to encourage him and to assist without breaking the rules. The few people who couldn't stand it and offered direct assistance were flatly turned down. This racer was going to make it or die trying but he was not going to give up his chance for ACE status. It was only after the race officials suspended the rules on the slope because of the conditions that he would accept help and finally made it to the top, finished the race and went on to become a member of that elite group within the Kinetic Sculpture community - an "ACE".

"... and then, like a miracle, it all comes together, and it really is a surprise, and that's part of the fun."
Hobart Brown Founder, Kinetic Sculpture Race

VII - For a Good Read ...

There are a few authors who have so established themselves that their name on a book says that the book is worth serious consideration. Perhaps the two that are most well known are **Peter F. Drucker and Tom Peters**. Their numerous books offer a wealth of leading edge information on management issues and personnel development. Other authors, some of which are referenced in this presentation include the following:

Management

Covey, Steve R. 1989 *The 7 Habits of Highly Effective People Powerful Lessons in Personal Change* Simon and Schuster New York, NY

Gause, Donald C., Weinberg, Gerald M. 1982 *Are your Lights On? How to figure out what the problem really is* Dorset House Publishing New York NY

Houle, Cyril O 1989 *Governing Boards* Jossey-Bass Publishers San Francisco, CA & The National Center for Nonprofit Boards Washington D.C.

Huppe, Frank F., Ph.D 1994 Successful *Delegation* National Press Publications, Hawthorne, NJ

Nord, Walter 1972 *Concepts and Controversy in Organizational Behavior* Goodyear Publishing Company, Inc. Pacific Palisades, CA

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Education, Training

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VIII - Leipper Management Group

Statement of Purpose - Education, management, and information services for associations, membership groups, and small businesses: We create information structures to enable and facilitate the human potential to produce goods and services that will improve the quality of life.

For additional information

Leipper Management Group   http://leipper.org/management/documents.htm

Dear Association Leader - a weekly E-mail bulletin for association leadership

http://leipper.org/management/

VIII.1: Services Provided By The Leipper Management Group:

Communications - Enhanced member communication via fax and e-mail broadcasts including meeting announcements, legislative updates and resource sharing. We also provide communication with media and elected officials.

Document Preparation - Including design, preparation and publication of reports, newsletters, manuals, brochures, flyers, and other written materials. We assist with development policies and procedures including bylaws, standing rules and mission statements.

Educational Support - We work with organizations to develop individualized orientations, ongoing training, and special topic programs for staff, association members, volunteers, and board officers.

Event Planning - Assistance with the development of ideas, planning, documentation, resource procurement, and personnel management. We have special expertise in exhibit center planning including the recruitment, support, and management of vendors.

Internal Structure and Information Management - The development of instruments to assess productivity, program effectiveness, and client and personnel satisfaction, technology use assessment, systems management support, staff education, technical support.

Mailing Preparation - Including producing labels or individualized envelopes, collating, assembling materials according to postal service requirements and address verification via USPS approved methods.

MOSS - Membership Organization Support Services including the development of a database customized to manage a wide variety of member and resource information needs. We also provide secretariat functions.

Personnel Development - We provide support for board members, staff and volunteers including the development of objective performance criteria and job descriptions; assistance in defining goals and objectives; creating performance evaluations; selecting, placing, and educating new employees, paid or volunteer; positioning available personnel for maximum overall organization well-being and productivity. We have professional experience in all aspects of volunteer management.

Speakers Bureau - Topics include: The Consulting Option, Database Management For Human Resource (paid and volunteer) Managers, Secrets of a Successfully Inclusive Volunteer Program, and Effective Team Development and Management, Event Planning.

Service Provided to: Manufacturing & Industrial Businesses, Non-Profit Programs & Service Organizations, Hospitals & Health Care Providers, University Departments & other Educational Institutions, Mining & Technical Industries, Technical, Entrepreneur & Professional Associations

Clients include - Porsche Cars North America, Desert Palms Hospital, Nevada Technology Council, UNR, TMCC, Nevada Chiropractic Association, Northern California Association Directors of Volunteer Services, & the Association for Volunteer Administration.

VIII.2: Accomplishments

Guest lecturer UNR Dept. of Engineering. Presentations for the Region XI Association for Volunteer Administration conference, Phoenix, AZ, the International Conference for Volunteer Administration,

Calgary BC, Canada, Girl Scout Leadership Weekend Retreat, Center for Employment and Training Leadership Meeting, and Community Concerts Association.

Created, planned, organized and carried out a symposium for association leadership. Developed a database of associations, recruited presenters, developed sponsor documentation, managed site selection and room and meal arrangements, developed all support documentation and symposium participant materials.

Design, implement and support: a national service bureau control and management system utilizing a network of minicomputers and intelligent workstations; a district manager's laptop system with forms management, inventory locator, and price guide support; a human resources information management system for hospital volunteers.

Document design and publication of the Western States VHF Directory, PK232 Quick Reference Guide, Association Guidebook, and others.

Design and implement an Amateur Radio curriculum with student and instructor materials for five levels of licensing.

Served as Exhibits Registrar for the 1994 International Conference of Volunteer Administration. Included designing a vendor data base, designing contracts and other written materials, recruiting new vendors.

Organized volunteers to implement a message information data base which enabled the local Red Cross Chapter to be the first to automate the sending of Disaster Welfare Inquires via e-mail during the Loma Prieta Earthquake.

Organized volunteers teams to assist in creating and producing five major Girl Scout events with attendance of over 1200 each.

VIII.2.a. Diane L. Leipper, B.A

Over twenty years experience in volunteer management. Includes experience with youth services, health care, crisis and disaster programs.

Over nine years experience in data base management systems for human service programs.

Author, Volunteerism: Opportunities for Everyone and Automated Data Management Systems for a Volunteer Program, The Journal of Volunteer Administration.

Recipient of the Comstock Sertoma Service to Mankind Award

Listed in Who's Who in the West & Who's Who for the Millennium

VIII.2.b. Bryan R Leipper, B.S., M.S.

Consultant in small computer systems and information management since 1978.

Author of major software applications developed in Fortran, C, Pascal, dBase, Paradox.

Provide technical support for FAA grant project on west coast fog forecasting with emphasis on the San Francisco airport.

Author of training manual for ARRL and of columns on small business issues. Published in QST and Micro80.

Author - technical reports on meteorology & fog forecasting

Public schools science education - teaching and lecturing.

VIII.3: Management and the Way of Work from the Leipper Management Group

Board Officer's Handbook, an Overview, and Robert's Rules for Small Associations