“Why Are they doing that???”

Understanding and Fixing the Mayhem in Your Organization
ORG. MODEL 1: HIERARCHY
Top-down authority

Board of Directors

staff

volunteers
ORG. MODEL 2: CONSENSUS

Shared authority
ORG. MODEL 4: “DAISY”
Unique elements & connecting core
A new community radio station represented by a daisy
A mature community radio station represented by a daisy
CULTURAL ALIGNMENT TRUMPS
... plans, rules, models, laws.

It is silent and invisible
It is pervasive and drives everything
BUT *HOW* DOES GOOD CULTURE HAPPEN?

In other words...... why are they doing THAT???
VULNERABILITY
<table>
<thead>
<tr>
<th>Topic</th>
<th>Details</th>
<th>FACT:</th>
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</thead>
<tbody>
<tr>
<td>Uncharted waters:</td>
<td>Is “in” or “out” safer?</td>
<td>Success is fragile by nature; it requires certain conditions.</td>
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<td>Flying blind:</td>
<td>Most people have little experience</td>
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<td>High bar, high risks:</td>
<td>Legal, creative, financial &amp; Reputation stakes</td>
<td>Fragility often sets off feelings of vulnerability.</td>
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<td>Constant new frontiers:</td>
<td>Steep learning curve and always being called to the next frontier</td>
<td>Dysfunction is and feels stable.</td>
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<td>Personal doubts:</td>
<td>Almost all of us think we are not good enough</td>
<td>People often seek safety by employing and maintaining dysfunctional systems for their stability.</td>
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WHEEL OF DYSFUNCTION

Good Structure: Nothing bad comes from it.

Bad structure: No good will come of it.
DYSFUNCTIONAL STRATEGY #2:
POWER OF NON-COMPLIANCE

FACT:
Actions taken outside of the team’s structure go nowhere – they waste volunteer’s time and cause them frustration. Creativity gets blocked.

COMMON TACTICS:
- Saying NO
- Striking out on one’s own – “if you stop me you are micro-managing me…”
- “I thought you would want me to…” (Borrowed authority)
- Feeling right against the other
- Rejecting protocols
DYSFUNCTIONAL STRATEGY #1: BORROWED AUTHORITY

FACT:
Dysfunction has no internal power source and thus is always seeking power elsewhere

Common Tactics:
- Identifying oneself with title, status, money, celebrity
- Triangulation – arranging allies and enemies
- Standing on a soapbox
- Rage and tyranny behavior
Crisis happens when vulnerability rises to the level of volatility.

WHEN IT HITS THE FAN

VULNERABILITY

VULNERABILITY

VULNERABILITY

VULNERABILITY

Rises to the level of volatility.
1. ESTABLISH YOUR OWN FOCUS

- Recognize that when people are volatile, they are expressing vulnerability; they feel they have something on the line.

- This is a learning moment for you. Recognize that the person is expressing an area of weakness in your structure that is likely affecting more people than just them. Listen for the clues they are giving you between the lines.

- Assume a neutral, “sitting down” position, which is safe. Engaging with anger increases vulnerability and encourages escalation.

- DO NOT act powerful. Dysfunctional looks for power to borrow. If you have a sign over you that says “power,” the volatile person will keep gravitating to you and will keep it up.

- DO NOT choose the very bad option: triangulation. Triangulation will lead you to the Manager’s Vale of Tears every time.
2.ASK and LISTEN:
“What is your biggest concern here? Or What are you afraid is not being heard?” (meaning what is making you afraid?)

3.IDENTIFY THE FEAR: Reflective listening – repeat back the heard fear. (Stick to this until you get it right. When it is, a shift in the volatile person happens.)

4.RESUME NORMALCY:
Move to “normal” behavior as appropriate; i.e. break the situation down into items of business where there are normal choices within the normal work structure.

Options for return to normalcy can include: Discussion and institutional improvements. (policies, protocols, communication etc).

In a highly volatile situation, it is better to postpone the discussion and schedule it according to your own (board, staff etc.) schedule with an invitation for the person to come and discuss with you at
CRISIS WORKBOOK
Against Helpless and the Downward Spiral

Exercising Choice

Starting Point: “We have to raise money because…” (panic, abdication of power)

Â Stop. Find some thing you can do (however modest) where you do not doubt yourself.

Â Focus on the safety in doing that; let go of outcomes

Â Stick to your plans; let things develop; continuity is enough.

Â Keep inventory of your accomplishments and make choices that inspire you!

_________________________________________

Endpoint: “We are Doing the best we can with what we have...”
CHOICE / CHANCE

There is always a functional and a dysfunctional option. There is always a choice to be made.

Personal power

Flipping a coin.
FACT: Your team is a coming together of talents. Team magic happens when people are accountable to the group structure.

- The leader helps people recognize their real talents and strengths, noticing strengths and putting focus on them.

- The team regularly reviews and appreciates their assets, pleasures, and accomplishments

- Decisions and plans are made by EXERCISING CHOICE
FACT: Talents used within the team structure makes the team strong. Individuals become capable and confident. Creativity is released.

Functional Strategy: GROUP CAPACITY

- Brainstorming & coordination discussions that allow everyone to understand the organization
- Requiring people to run new ideas through the group
- Poised and casual communication
- Crafting mission and vision statements, boilerplate language
- Enforcing conventions, protocols, rules, contracts, evaluations
- Making long and short term plans
- Expressing appreciation and hosting public award ceremonies
- Cultivating model volunteers as a “bridge” for others
THANK YOU
FOR YOUR ATTENTION

Your feedback helps us learn how to improve this experimental workshop. We appreciate any thoughts you will share with us.

To send feedback or contact us to talk further, please write to

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