"Why Are they doing that???"
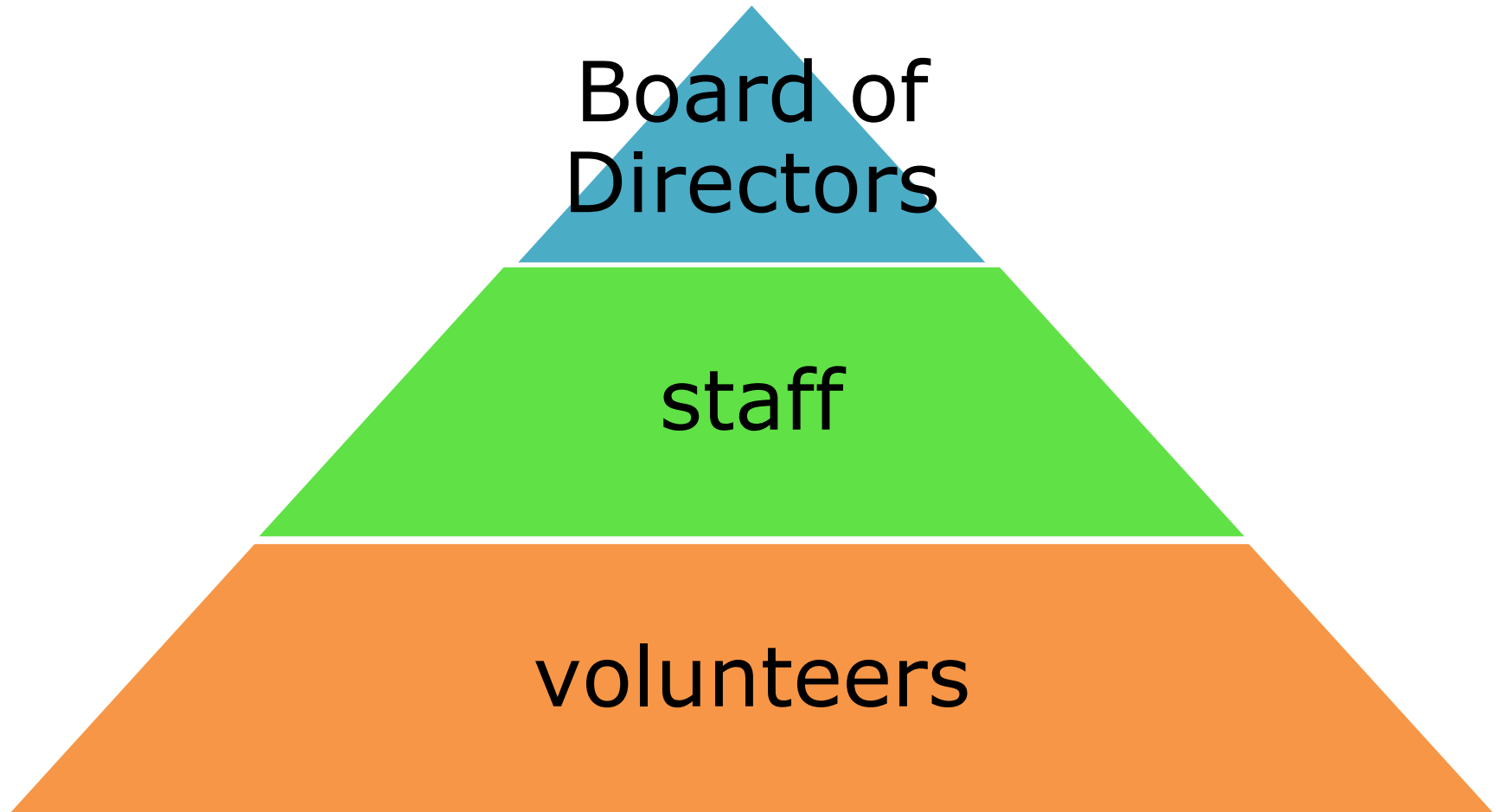
Understanding and Fixing the *Mayhem* in Your Organization

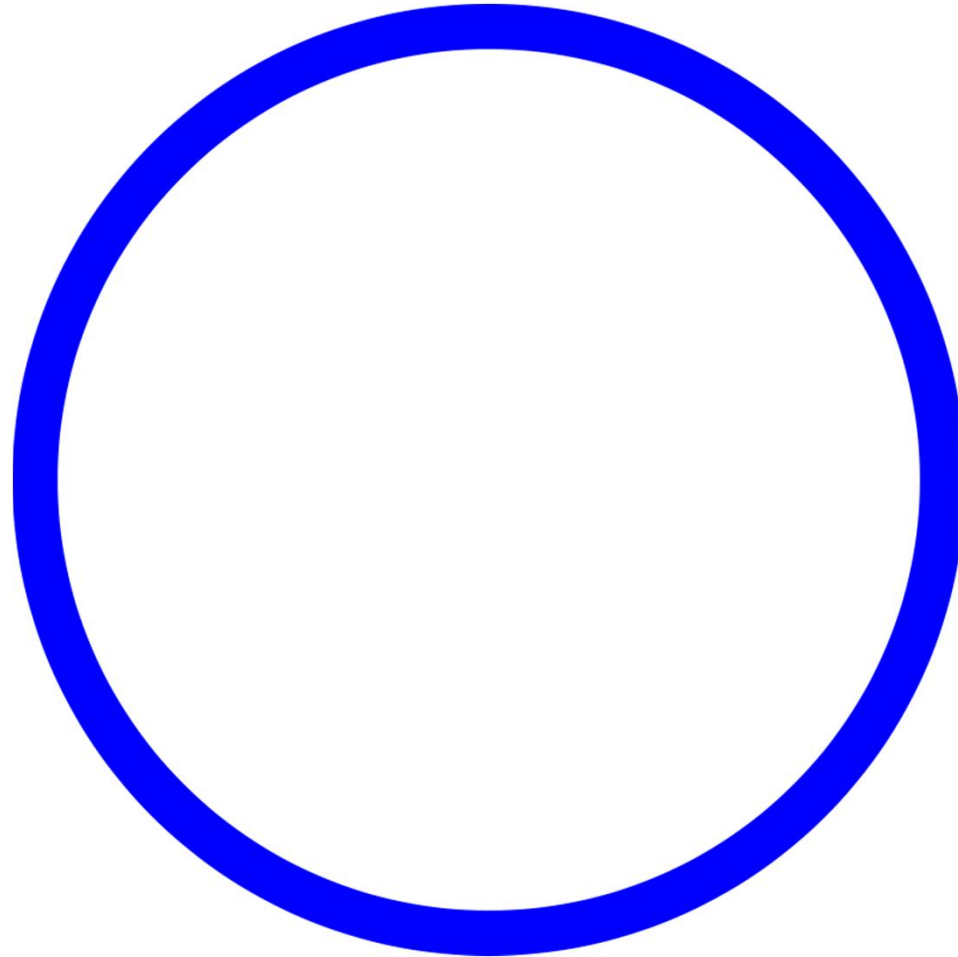# ORG. MODEL **1: HIERARCHY**
Top-down authority

Board of
Directors

staff

volunteers

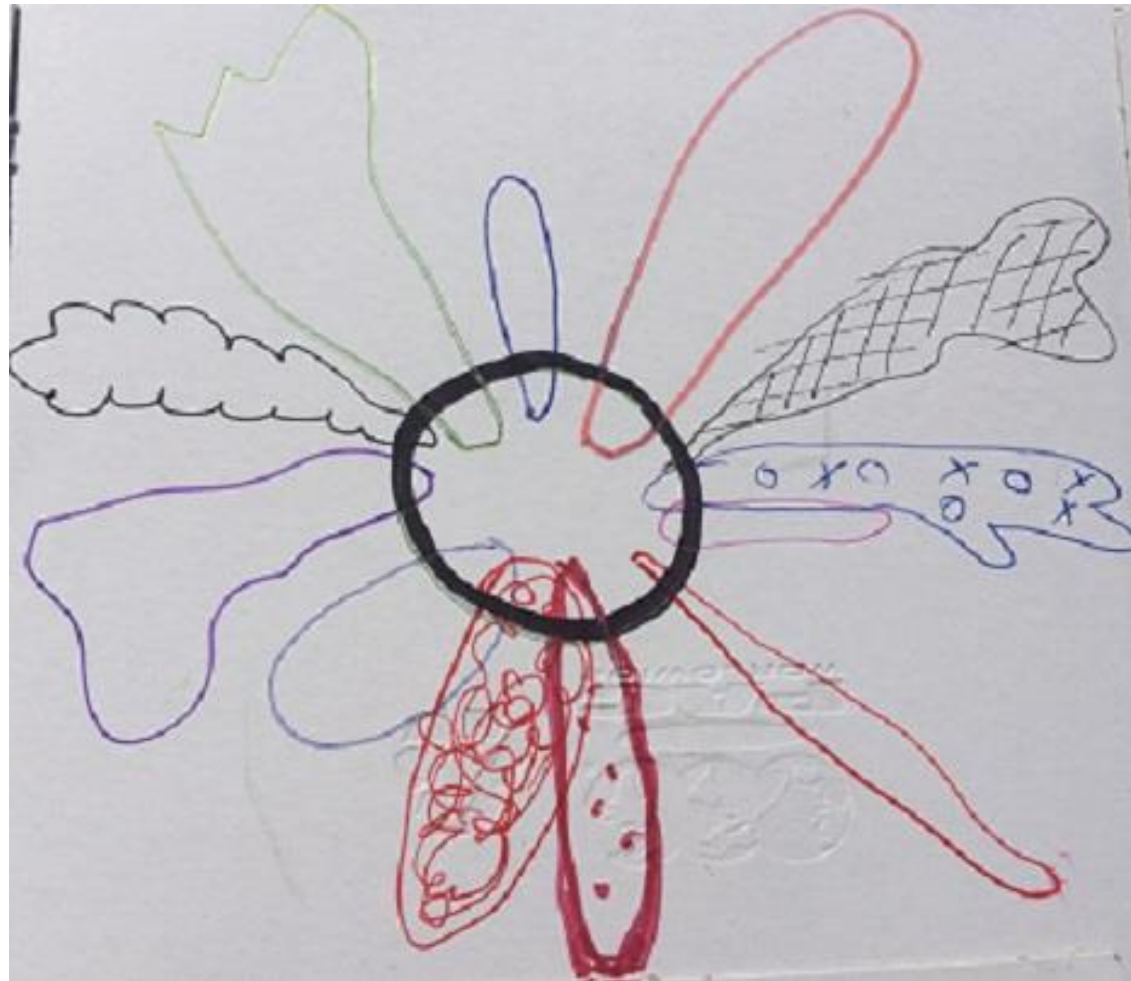# ORG. MODEL 2: CONSENSUS
Shared authority

ORG. MODEL 4: "DAISY"
Unique elements & connecting core

A new community radio station represented by a daisy

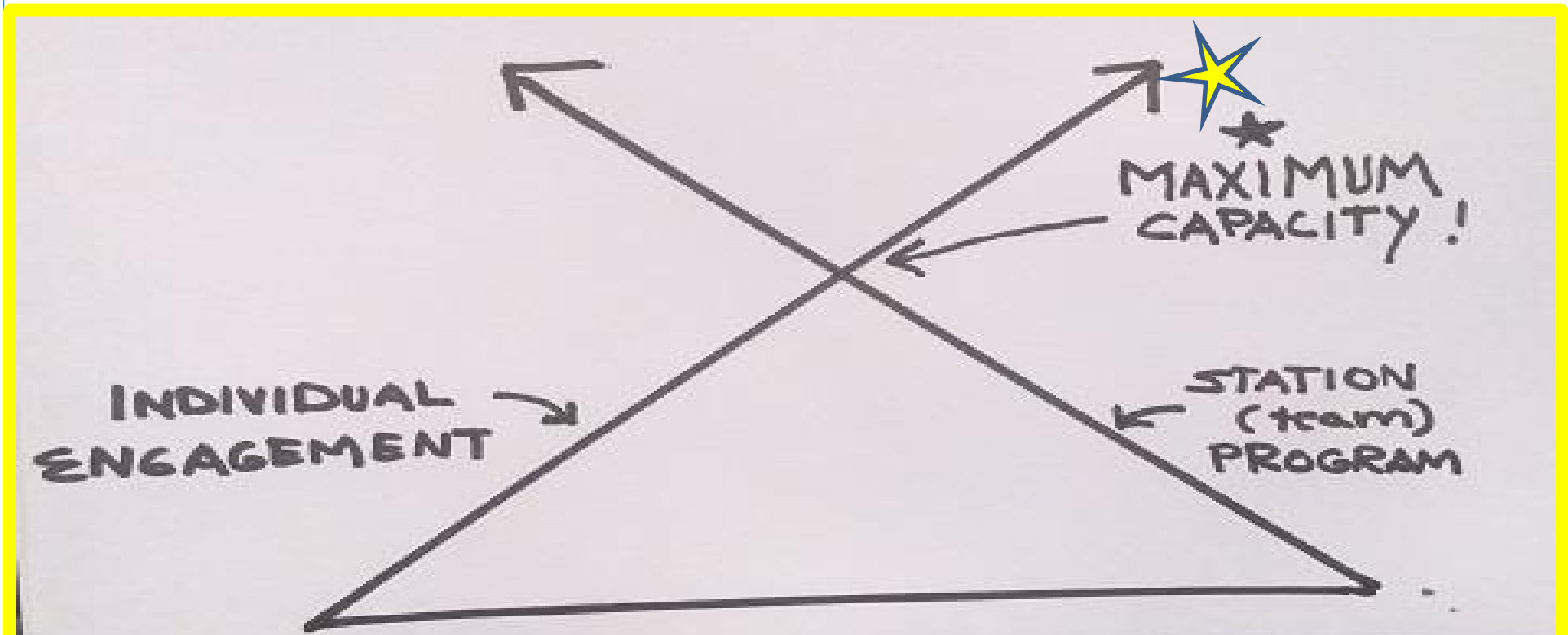# A mature community radio station represented by a daisy

CULTURAL ALIGNMENT TRUMPS
... plans, rules, models, laws.
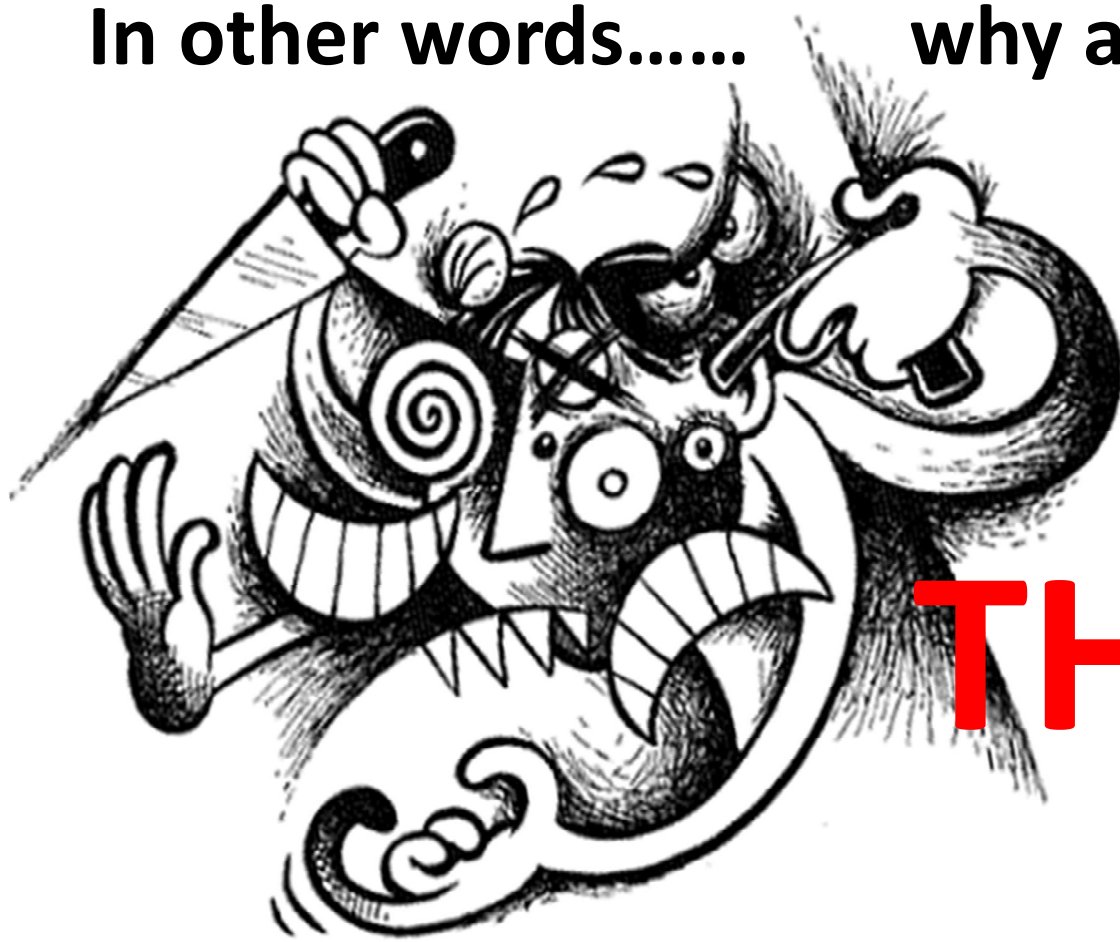
➡ **It is silent and invisible**
➡ **It is pervasive and drives everything**

BUT *HOW*

DOES GOOD CULTURE HAPPEN?

In other words......   why are they doing

THAT???

VULNERABILITY

SEXY ENOUGH

FEMININE ENOUGH

SMART ENOUGH

FRIENDLY ENOUGH

TALENTED ENOUGH

THIN ENOUGH

POPULAR ENOUGH

INTERESTING ENOUGH

NICE ENOUGH

ORGANIZED ENOUGH

I AM

PERFECT ENOUGH

PERFECT ENOUGH

SPONTANEOUS ENOUGH

FORGIVING ENOUGH

HAPPY ENOUGH

MACHO ENOUGH

AMBITIOUS ENOUGH

RELIGIOUS ENOUGH

FUNNY ENOUGH

NOT NOT NOT NOT NOT NOT NOT NOT NOT NOT NOT NOT

Uncharted waters:
Is "in" or "out" safer ?

Flying blind:
Most people have little experience

High bar, high risks:
Legal, creative, financial &
Reputation stakes

Constant new frontiers:
Steep learning curve and always
being called to the next frontier

Personal doubts:
Almost all of us think we are not
good enough

FACT:

Success is fragile by nature; it
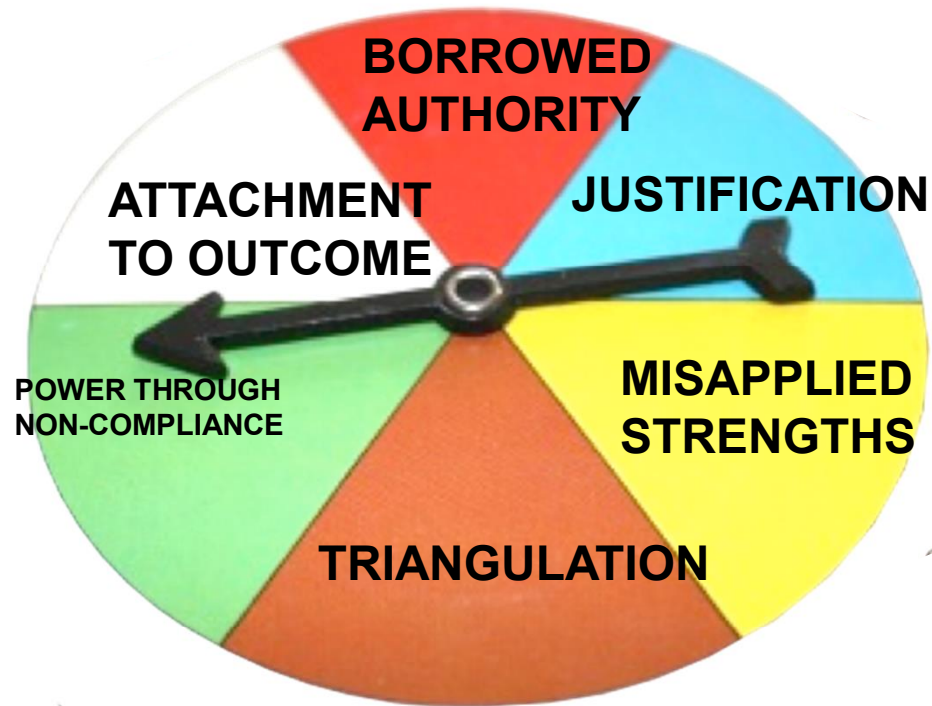requires certain conditions.

FACT:

Fragility often sets off feelings of
vulnerability.

FACT:

Dysfunction is and feels stable.

FACT:

People often seek safety by
employing and maintaining
dysfunctional systems for their
stability.

WHEEL OF DYSFUNCTION

Good Structure: Nothing bad comes from it.

Bad structure: No good will come of it.

DYSFUNCTIONAL STATEGY #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 STATEGY #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**

WHEN IT HITS THE FAN

Crisis happens when

VULNERABILITY

VULNERABILITY

VULNERABILITY

VULNERABILITY

Rises to the level of

VOLATILITY

CRISIS WORKBOOK
When Things Heat Up (volatility) (1)

v**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

k

Exercising Choice

v

Starting Point: "*We have to raise money because...*" (panic, abdication of power)

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

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

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

˝ **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.

Functional strategy:
PERSONAL AUTHORITY

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 EXCERCISING CHOICE

Functional Strategy:
GROUP CAPACITY

FACT: Talents used within the team structure makes the team strong. Individuals become capable and confident. Creativity is released.

- 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
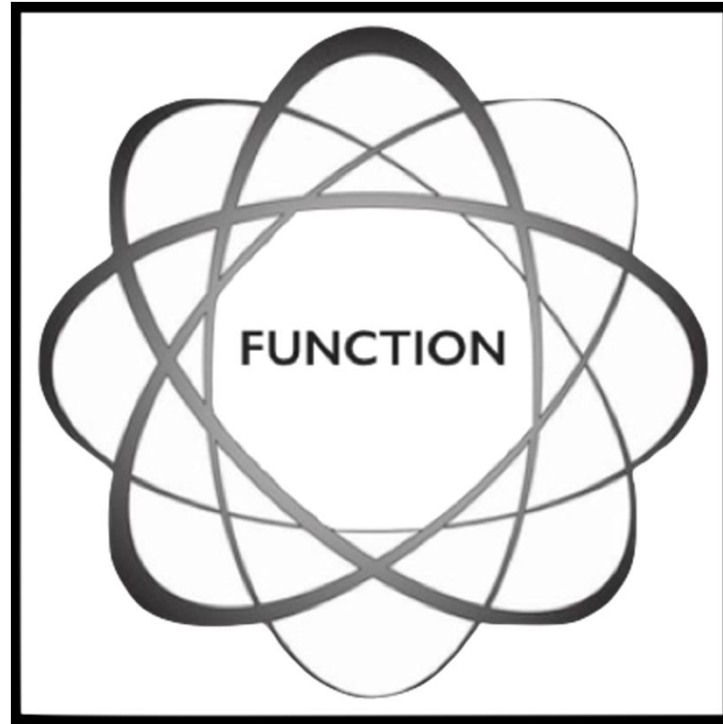
THANK YOU
FOR YOUR ATTENTION

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

fixingmayhem@gmail.com