



Participant's Packet: Leading Chapter Culture



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MY NOTES:

Introduction

The Barbershop Harmony Society believes that the success of our organization rests in large part on the health of our diverse array of chapters. Healthy chapters mean a strong membership pipeline, a higher level of artistry and musical credibility. For the majority of our members, the local BHS Chapter is the single most significant point of contact with the Society.

For this reason, and in partnership with Harmony Foundation International, we've created the Barber-shop Harmony Society's Healthy Chapter Initiative.

This curriculum is a product of the BHS Healthy Chapter Initiative created and designed through the BHS Leadership Operations Project Team (LOPT).

For more information about the Healthy Chapter Initiative visit: www.barbershop.org/healthy_chapters

Society Chapter Leadership & Education team, email us at chapters@barbershop.org or call 800.876.7464

Curriculum Learning Objectives

- Understanding a values driven organization
- The stages of Disorder to Stability to Committed
- Resolving Disorder, clarifying Chapter and Society values and ethics
- Understand the steps of Influence Conversations
- Practice influencing skills
- Action Plan: addressing issues back home



VALUES DRIVEN ORGANIZATION

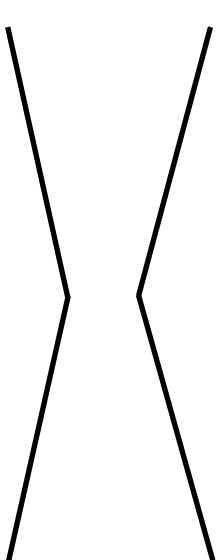
MY NOTES:

All organizations have written and unwritten guidelines that encourage a common approach to each other and their supporters. These guidelines come from the values of the organization and become its easily identifiable culture. Strong, vital organization are clear about their values, stand behind them, and protect them. Conversely, if an organization doesn't follow standards or expectations aligned with values, it will not thrive or survive.

This strong culture draws individuals who believe or act in similar ways to the organization. When individuals are in agreement with the organization, long term positive relationships exist. Everyone is in harmony!

What are the most important written or unwritten guidelines that sustain your chapter?

Guests and prospective members attend for a short time to determine if the value received from joining the organization is worth the time invested. If these new people are introduced well, they have a higher probability of becoming a committed member.



Committed: an interpersonal attitude of collaboration, high trust and full support—an emotional decision to belong.

Stability: a decision to conform to the organization's values and guidelines—an intellectual decision to belong

Disorder: uncertainty, alienation, individual ego surpasses group identity. Many choices available to belong or not



More About Disorder

MY NOTES:

Disorder exists when an individual is new or when there is a disagreement in the relationship between an existing individual and the organization.

An individual in disorder must be invited into a conversation to help them clarify their understanding of the organization. It may be a lack of understanding of the values, ethics, common practices and unique characteristics of the organization. The first steps to resolving the difficulties is to provide the following information:

- Values and ethics of the organization (BHS in this case)
- Chapter norms of behaviour
- Standards and expectations of the chapter
- A buddy to clarify any disorder issues

Identify a situations where you were in the disorder stage, what caused you to be at this stage and how was it resolved.

Identify a situation from your experience where an existing member moves to disorder. What happened, how was it resolved and did the member stay with the organization?

What did you learn about promoting the culture of your organization from these situations?



HAVING A CONVERSATION

MY NOTES:

Volunteer organizations, built on influence where business organizations are built on power, require more finesse when working with their members. Influence and persuasion are forms of finesse.

Influence Definition:

the capacity to have an effect on the character, development and behavior of someone

It is up to the Leader to confront those in Disorder, as they may be creating disruptions in the chapter. The “Influence Conversation” process can address the person’s attitude or behaviour that do not align with the chapter. The goal is to assist the person to move to “Stability” to choose to support the chapter rather than remain apart from it. They may decide to leave the organization. The worst case is that they “quit and stay”.

Guidelines for Influence Conversations—prepare yourself

- Be prepared to listen fully to the other person
- Be understanding not argumentative, ask deeper questions
- Know the facts of the situation and resolution options
- Remember that members are volunteers not employees
- Be clear about what you want to accomplish

Steps for Influence Conversation

- Meet the individual in a private place and start the conversation by stating your intentions
- Ask them: “How are you fitting in with _____?”
- Share gently what you observe
- Listen, invite comments
- Share your experiences; ask how they can be supported
- Determine if the individual wants to be part of the group
- Devise an action plan with the individual



MY NOTES:

INFLUENCE CONVERSATION

It is common in a volunteer organization to put off these conversations to a “better time”. The most effective conversations are held as soon as possible after a situation occurs. The key to successful conversations is helping the other person find a solution to their current relationship with the organization.

EXERCISE:

Identify a person who is in Disorder in your chorus. Prepare, using the Influencing Conversation steps to have a conversation with them.

Develop and practice the words and phrases that will help you successfully manage an Influencing Conversation

What did you learn from the Influencing Conversation?



ACTION PLAN

MY NOTES:

Every organization has members that may occasionally fall into disorder, where they disagree with the organization’s direction. As a leader, you must identify these potentially destructive forces and use the Influence Conversation to reset expectations.

Member prospects and guests may need an Influence Conversation to correct their understanding about the chapter norms, ethics, and expectations.

What is current situation that needs to be addressed? Identify the person and develop the questions for the conversation

Following the Influence Conversation:

Did you accomplish your intentions _____

What did you observe during the conversation?

What needs to change for the person the move to stability?

What was the final agreement?
