

# Managing Member/Volunteer Dynamics in your LMSC

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# Introduction

- How to prevent differences from becoming conflicts and how to deal with these situations. What to do when differences need official LMSC/USMS intervention.
- Agenda:
  - Habits of Effective Leaders
  - Getting to Yes
  - When an impasse becomes untenable
- Panelists
  - Rob Copeland, Hugh Moore



# Habits of Effective Leaders

- Selected Habits from Stephen R. Covey - The 7 Habits of Highly Effective People
  - Habit 1: Be Proactive
  - Habit 2: Begin with the End in Mind
  - Habit 3: Put First Things First
  - Habit 4: Think Win-Win
  - Habit 5: Seek First to Understand, Then to Be Understood
  - Habit 6: Synergize
  - Habit 7: Sharpen the Saw



# Be Proactive

- It's about taking responsibility for your life
- It's about what can I do, not "Someone needs to..."
- It's about investing your efforts in things you can do something about
- Proactive leaders enable real proactive behavior in others



# Begin with the End in Mind

- What do we want Masters to be when we grow up?
- Be imaginative, be creative, be flexible, be honest
- This is about focusing on goals not hidden agendas
- Remember our mission is to promote health, wellness, fitness and competition for adults through swimming.
- Our vision is that USMS will be the premier resource for adult aquatic fitness in the United States and will make fitness through swimming available for as many adults as possible.
- There are many paths to these. Our role as leaders is to move towards these ends and clear the obstacles for others to follow.



# Seek First to Understand, Then to Be Understood

- Communication is the most important skill in life
- Most people listen with the intent to reply, not to understand
- Most people seek first to be understood; to get your point across
- We listen autobiographically and tend to respond in 1 of 4 ways:
  - Evaluating: You judge and then either agree or disagree.
  - Probing: You ask questions from your own frame of reference.
  - Advising: You give counsel, advice, and solutions to problems.
  - Interpreting: You analyze others' motives and behaviors based on your own experiences.
- Effective communication takes time



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# Synergize

- The habit of creative cooperation, teamwork, open-mindedness, and the adventure of finding new solutions to old problems
- When people interact together genuinely they gain new insight
- Valuing differences is what really drives synergy
- Synergy in the virtual world it tough, leaders must invest in teamwork
- Take advantage of synergistic opportunities



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# Getting to Yes - Negotiating Agreement

- Don't Bargain Over Positions
  - Arguing over positions produces unwise agreements
  - Arguing over positions is inefficient
  - Arguing over positions endangers an ongoing relationship
  - When there are many parties, positional bargaining is even worse
  - Being nice is no answer
  - There is an alternative



From Negotiating Agreement Without Giving In by Roger Fisher & William Ury

# Separate the People from the Problem

1. Negotiators are people first
2. Every negotiator has two kinds of interests: in the substance and in the relationship
  1. The relationship tends to become entangled with the problem
  2. Positional bargaining puts relationship and substance in conflict
3. Separate the relationship from the substance; deal directly with the people problem
4. Perception
  1. Put yourself in their shoes
  2. Don't deduce their intentions from your fears Don't blame them for your problem
  3. Discuss each other's perceptions
  4. Look for opportunities to act inconsistently with their perceptions
  5. Give them a stake in the outcome by making sure they participate in the process
  6. Face-saving: Make your proposals consistent with their values
5. Emotion
  1. First recognize and understand emotions, theirs and yours
  2. Make emotions explicit and acknowledge them as legitimate
  3. Allow the other side to let off steam
  4. Don't react to emotional outbursts
  5. Use symbolic gestures
6. Communication
  1. Listen actively and acknowledge what is being said
  2. Speak to be understood
  3. Speak about yourself, not about them
  4. Speak for a purpose
7. Prevention works best
  1. Build a working relationship
  2. Face the problem, not the people



# . Focus on Interests, Not Positions

1. For a wise solution reconcile interests, not positions
  1. Interests define the problem
  2. Behind opposed positions lie shared and compatible ~ interests, as well as conflicting ones
2. How do you identify interests?
  1. Ask "Why?"
  2. Ask "Why not?" Think about their choice
  3. Realize that each side has multiple interests
  4. The most powerful interests are basic human needs
  5. Make a list
3. Talking about interests
  1. Make your interests come alive
  2. Acknowledge their interests as part of the problem
  3. Put the problem before your answer
  4. Look forward, not back
  5. Be concrete but flexible
  6. Be hard on the problem, soft on the people



# Invent Options for Mutual Gain

## 1. Diagnosis

1. Premature judgment
2. Searching for the single answer
3. The assumption of a fixed pie
4. Thinking "solving their problem is their problem"

## 2. Prescription

1. Separate inventing from deciding - Before brainstorming, , During brainstorming, After brainstorming, Consider brainstorming with the other side
2. Broaden your options - Multiply options by shuttling between the specific and the general: The Circle Chart, Look through the eyes of different experts, invent agreements of different strengths, Change the scope of a proposed agreement
3. Look for mutual gain - Identify shared interests, Dovetail differing interests
4. Ask for their preferences
5. Make their decision easy - Whose shoes?, what decision?, Making threats is not enough

# Insist On Using Objective Criteria

1. Deciding on the basis of will is costly
2. The case for using objective criteria - Principled negotiation produces wise agreements amicably and efficiently
3. Developing objective criteria
  1. Fair standards
  2. Fair procedures
4. Negotiating with objective criteria
  1. Frame each issue as a joint search for objective criteria
  2. Ask "What's your theory?"
  3. Agree first on principles
  4. Reason and be open to reason
5. Never yield to pressure

# What If They Won't Negotiate

1. Don't attack their position, look behind it
  1. Don't defend your ideas, invite criticism and advice
  2. Recast an attack on you as an attack on the 'problem'
  3. Ask questions and pause
2. Consider the one-text procedure
3. Getting them to play
  1. "Please correct me if I'm wrong"
  2. "We appreciate what you've done for us"
  3. "Our concern is fairness"
  4. "We would like to settle this on the basis of independent standards, not of who can do what to whom"
  5. "Trust is a separate issue"
  6. "Could I ask you a few questions to see whether my facts are right?"
  7. "What's the principle behind your action?"
  8. "Let me see if I understand what you are saying"
  9. "Let me get back to you"
  10. "Let me show you where I have trouble following some of your reasoning"
  11. "One fair solution might be. . . ."
  12. "If we agree If we disagree... ."
  13. "~We'd be happy to see if we can leave when it's most convenient for you"
  14. "It's been a pleasure dealing with you"



# Getting To Yes - Summary

- Focus on **principles** (change the game, negotiate on the merits) vs. **positions** (bargaining, deciding which game to play):
- Separate the people from the problem.
- Focus on underlying concerns, not stated positions. Ask why.
- Generate a variety of solutions before deciding what to do.
- Base agreement on objective standards, or fair procedure.
- Prepare in advance what you'll do if negotiation fails (know your BATNA or Best Alternative To a Negotiated Agreement)



# When an impasse becomes untenable

- USMS and its LMSCs shall respect and protect the opportunity of every eligible individual to participate in USMS administrative activities and sanctioned or recognized events.
- Some irreconcilable differences can be resolved through USMS Hearings and Appeals
  - Disputes arising within a single LMSC and not brought by USMS shall be filed directly with such LMSC and handled pursuant to LMSC rules and procedures.
  - The National Board of Review has jurisdiction to hear: A) complaints where more than one LMSC is involved, B) complaint of providing false information, C) Any complaint initiated by USMS, D) the Executive Committee may assign jurisdiction at any stage of any LMSC dispute to serve the best interests of Masters swimming, E) appeals of LMSC decisions

# Dispute Resolution Task Force

- The mission of the Dispute Resolution Task Force is to examine dispute resolution at multiple levels of USMS and to make recommendations regarding (1) education and resources for dispute avoidance and (2) improving systems intended to handle grievances.
- The task force will be reviewing LMSC bylaws and grievance policies, looking for best practices. In the interim, advice to LMSCs - if you have a grievance filed:
  - Listen to both sides
  - Be fair to both sides
  - Review your LMSC grievance policies
  - Double check the rules
  - Contact NBR Chair



# Dispute Avoidance, not using the Grievance process

- The best way to deal with disputes is not to jump to an adversarial grievance procedure.
- Tools - These tools can include tips like:
  - Cool down
  - Don't engage in disputes via e-mail
  - Develop conflict resolution skills to defuse problems
  - More face-to-face discussions
  - One or both sides walk away
  - Reflect - Is it really worth continuing with the dispute?
- Audience Feedback
  - What can an LMSC do to deal with and avoid disputes?



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# Resources

If you have questions/concerns contact one of the following:

- Interpretation of Technical Rules (part 1)
  - Rules Committee Chair –Kathy Casey
- Interpretation of Long Distance Rules (part 3)
  - Long Distance Committee Chair –Donn Livoni
- Interpretation of 1) Administrative Regulations , 2) Participation, Conduct, Hearings or 3) Organization and Bylaws (part 2,4 and5)
  - Legislation Committee Chair –Sean Fitzgerald
- LMSC Organization and Operations
  - LMSC Development Committee Chair –Paige Buehler
- If a dispute or grievance is underway or questions on part 4
  - National Board of Review Chair –Laura Groselle



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**Note: Contact information at <http://www.usms.org/admin/org.php>**