Greek Leadership Summit

Chapter Management Workshop

January 26, 2008
Chapter Management Workshop Syllabus

- Introductions and Expectations
- Who are we? - 5 min
  - 4 phases of membership
- What are Common Issues? – a Social Barometer Exercise – 20 min
  - Questions answered ranking -2,-1, 0, 1, 2 by moving to that part of the room
  - Focus on Areas of Chapter Operations – can have the undergraduates ask some
  - Visibly see shared or different views and experiences as a leader – use as springboard for some discussions
- Possible Organizational Structures – 5-10 min
  - Not sure if will use, but these can guide discussions on how chapters are set up for successful operations or management
- Kotter’s “Leading Change” 8 Errors and Stages of Success – 5-10 min
  - Use to discuss implementing change within the chapter or to help motivate maintaining a course no matter how big or small
- The 5 Behavioral R’s – 5 min
  - Heard these excuses? – how to avoid
  - Final Rhetorical Questions to ponder about your and others membership in the chapter
- Closing – 5 min
  - Some useful quotes and guides as a handout for the attendees.
4 Phases of Membership

- Unaffiliated Rushee/Recruit – *the Interest in the Concept*
  - Meet members and hear about fraternity/sorority culture
  - Impressions made and discussions held

- Pledge/Associate Member – *the Renewal of the Chapter*
  - Learn about the Chapter and the members
  - Determine if truly the best fit and gain loyalties

- Active Member – *the 2-4 year Commitment*
  - Participate as a general member and strengthen ties
  - Step into officer roles and experience leadership

- Alumnus/a Member – *the Lifetime of Friendships*
  - Stay in touch and support chapter with deeds and $$
  - Help perpetuate for future generations of this life cycle
Questions for Barometer

- My chapter made use of some RPI resource last semester
- I have read or know generally what is in the RPI Undergraduate Plan
- Attendance at my chapter meetings is good (>75%)
- Email is an effective tool for communications in my chapter
- A Phone-tree is an effective tool for communications in my chapter
- Attendance at IFC/Panhel meetings is good for my chapter
- Having a “House” is a good thing for my chapter
- I have made a promise to myself for my time at RPI
- I have made a promise to myself about being a chapter member
- I know the name and phone number of my chapter advisor
- The Chapter leadership meets with the advisor at least 1/month
- My house corporation runs most of the finances of the chapter
- Alumni are involved positively with my chapter
- I have spoken with the visitation/regional director of my national org.
Questions for Barometer

- My chapter executive council/board is properly sized
- My chapter president is elected for a year
- I know who will likely be my chapter president 2 years from now
- We have an effective judicial/standards board in my chapter
- Risk mitigation is a problem for my chapter (before it happens)
- My chapter has 1 or 2 “idiot” members
- Alcohol use is a problem for one of my chapter members
- Seniors have faded from participation with the chapter
- Juniors hold most of the officer positions
- Sophomores run the social life of the chapter
- My chapter effectively uses strengths of members during rush
- Academics are a priority for my chapter
- We have an actual working scholarship program in my chapter
- The IFC can be a powerful student organization at RPI
Two Last Follow-up Questions

- How do you handle the non-officer leader or the “idiot” in your chapter?
  - He/she got a bid and initiated, so what happened?
  - Who failed who?

- As an elder or rising start of your chapter, how do you know who will be president in two semesters or years?
  - Why? What qualities? What mentoring?
  - How do you ensure they don’t go it alone or burn out before their destiny?
Core Areas of Chapter Operations

- Recruitment
- Scholarship
- Continuing Education
- Pledge Education
- Chapter Management
- Financial Management

- Housing
- Risk Management
- Service Learning
- Alumni Relations
- University Relations
- Ritual

Foundation of Brotherhood/Sisterhood is Values and Actions
A Model for Organization

Executive Council
- President
- Chapter Advisor
- House Corporation

Internal Cabinet
- Alumni Relations
- Scholarship
- Fund-Raising
- House Manager
- Judicial Board
- Historian
- Risk Awareness
- Brotherhood/Communications

External Cabinet
- Athletics
- Social
- Public Relations
- Community Service
- Campus Involvement
- Special Events

Rush Committee
- Rush Captain
- Rush Captain
- Rush Captain
- Rush Captain
Relations of Undergraduates to a House Corporation

- Individual Undergraduate Member
  - Room, Board, Dues, Liability Insurance, other Individual Charges

- Undergraduate Chapter
  - Alumni Donations
  - Rent Building Fund
  - House Operating Expenses
  - Chapter Operating Expenses
  - Long Term Savings
  - Endowed Scholarship Funds
  - Savings
  - Dues, Fees Liability Insurance

- House Corporation
  - Alumni Relations Office Mentoring Career Networking
  - Board Consisting of “n” Undergrads and “m” Alumni
    - Meets Regularly at Chapter House
  - Mortgage Property Taxes Property Insurance
  - Renovations Capital Improvements Replacements

Alumni Inter Greek Council
An Organizational Life Cycle

Entrepreneurial Stage
Creative Stage
Maintenance Stage
Decline
8 Errors Common to Organizational Change Efforts

- Allowing too much complacency
- Failing to create a sufficiently powerful guiding coalition
- Underestimating the power of vision
- Under-communicating the vision by a factor of 10
- Permitting obstacles to block the new vision
- Failing to create short-term wins
- Declaring victory too soon
- Neglecting to anchor changes firmly in the corporate culture

From “Leading Change”, John P. Kotter
8 Stages of Creating Major Change

- Establishing a sense of urgency
- Creating the guiding coalition
- Developing a vision and strategy
- Communicating the change vision
- Empowering broad-based action
- Generating short-term wins
- Consolidating gains and producing more change
- Anchoring new approaches in the culture

Creating the Climate for Change

- Establish a sense of urgency
  - Examine the market and competitive realities
  - Identify and discuss crises, potential crises, opportunities

- Creating the guiding coalition
  - Put together a group with enough power to lead the change
  - Get the group to work together as a team

- Developing a vision and strategy
  - Create a vision to help direct the change
  - Develop strategies for achieving that vision

From "Leading Change" - John P. Kotter
Engaging and Enabling the Whole Organization

- **Communicating the change vision**
  - Use every vehicle possible to constantly communicate the new vision and strategies
  - Have the guiding coalition role model the behavior expected of members

- **Empowering broad-based action**
  - Get rid of obstacles, change systems or structures that undermine the change vision
  - Encourage risk taking and non-traditional ideas, activities, and actions

- **Generating short-term wins**
  - Plan for visible improvements in performance or “wins”; Create those wins
  - Visibly recognize and reward people who made the wins possible

*From “Leading Change” - John P. Kotter*
Implementing and Sustaining the Change

- Consolidating gains and producing more change
  - Use increased credibility to change all systems, structures, and policies that don’t fit together and don’t fit the transformation vision
  - Hire (rush), promote, and develop people who can implement the change vision
  - Reinvigorate the process with new projects, themes, and change agents

- Anchoring new approaches in the culture
  - Create better performance through customer- and productivity-oriented behavior, more and better leadership, and more effective management
  - Articulate the connections between new behaviors and organizational success
  - Develop means to ensure leadership development and succession.

From “Leading Change” - John P. Kotter
The 5 Behavioral R’s
- or -
Why People Change or Don’t Change

Recognize
Ritualize
Reflect
Rationalize
Rectify
Release
Excuses and Rationalizations

- That’s never been done before
- We’ve always done it this way
- That will never work
- It’s a tradition to do that
- The school is against us
- I don’t know how to do that
- I can’t get anybody to help me do the work
- The executive officers end up doing all the work
- Committees and/or Teams don’t work
- Just ignore it, we can survive until he/she graduates
Promise to Self?

- You were asked before if you had made a promise to yourself about time at RPI.
- Rewrite your old promise or write a new promise down to yourself about your time in chapter.
- Remind yourself periodically about how doing in keeping that promise.
- You’ve got ~3 years as an undergraduate active.
  - (2 semesters, 16 weeks, 7 days, 24 hours)
  - Most of you are likely more than halfway. How is it going?
- Where are you spending your time?
  - How much is devoted to the chapter or your office?
Ask yourself and of your members:

- Did I benefit from my membership in the fraternity/sorority?
- Did my fraternity/sorority benefit from my membership?

Hopefully the answer is “Yes” to both
– if not, start doing something about it today!
Some Helpful Quotes and Insights

- There are some common themes to many of these qualities and traits of being a leader.
- Use these as a resource for your chapter leadership to build confidence and reassure your core group of “change agents.”
- Chapter Tradition should serve as a rudder to the future, not an anchor that ties it to the past.
8 Musts of Fraternity Leadership

- The Leader must be Dynamic
- The Leader must be a Humanist
- The Leader must be Self-Abnegating
- The Leader must be Courageous
- The Leader must be Responsible
- The Leader must be Implemented
- The Leader must have a Passion
- The Leader must have a Vision

*John O Moseley, SAE Executive Director, ca. 1940’s*
10 Rules of Leadership of Sir Ernest Shackelton

1) Never lose sight of the ultimate goal, and focus energy on short-term objectives.

2) Set a personal example with visible, memorable symbols and behavior.

3) Instill optimism and self-confidence, but stay grounded in reality.

4) Take care of yourself: Maintain your stamina and let go of guilt.

5) Reinforce the team message constantly:
   - “We are one – we live or die together.”

6) Minimize status differences and insist on mutual respect.

7) Master conflict – deal with anger in small doses, engage dissidents, and avoid needless power struggles.

8) Find something to celebrate and something to laugh about.

9) Be willing to take the Big Risk.

10) Never give up – there’s always another move.

12 Qualities that Make You a Leader – Sheila Murray Bethel

- A Leader has a mission that matters
- A Leader is a big thinker
- A Leader has high ethics
- A Leader is a change master
- A Leader is sensitive
- A Leader is a risk taker
- A Leader is a decision maker
- A Leader uses power wisely
- A Leader communicates effectively
- A Leader is a team builder
- A Leader is courageous

"Making a Difference, 12 Qualities that Make You a Leader” - Sheila Murray Bethel
18 Lessons in Leadership of
Gen. Colin Powell

1. Being responsible sometimes means pissing people off.
2. The day soldiers stop bringing you their problems is the
day you have stopped leading them.
3. Don’t be buffalowed by experts and elites. Experts often
possess more data than judgment. Elites can become so
inbred that they produce hemophiliacs who bleed to death
as soon as they are nicked by the real world.
4. Don’t be afraid to challenge the pros, even in their own
backyard
5. Never neglect details. When everyone’s mind is dulled or
distracted, the leader must be doubly vigilant.
6. You don’t know what you can get away with until you try.

http://www.superfactory.com/articles/powell_leadership.pdf
18 Lessons in Leadership of Gen. Colin Powell

7. Keep looking below surface appearances. Don’t shrink from doing so (just) because you might not like what you find.

8. Organization doesn’t really accomplish anything. Plans don’t accomplish anything, either. Theories of management don’t much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.

9. Organization charts are frozen, anachronistic photos.

10. Never let your ego get so close to your position that when your position goes, your ego goes with it.

11. Fit no stereotypes. Don’t chase the latest management fads. The situation dictates which approach best accomplishes the team’s mission.

12. Perpetual optimism is a force multiplier.

http://www.superfactory.com/articles/powell_leadership.pdf
18 Lessons in Leadership of Gen. Colin Powell

13. Powell’s Rules for Picking People – Look for intelligence and judgment and, most critically, a capacity to anticipate, to see around corners. Also look for loyalty, integrity, a high energy drive, a balanced ego and the drive to get things done.

14. Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt to offer a solution everybody can understand.

15. Laws of Instinct: Use the formula “P@40 to 70,” in which P stands for the probability of success and the numbers indicate the percentage of information acquired. Once the information is in the 40 to 70 range, go with your gut.

16. The commander in the field is always right and the rear echelon is wrong, unless proven otherwise.

17. Have fun in your command. Don’t always run at a breakneck pace. Take leave when you’ve earned it: Spend time with your families.

18. Command is lonely.

http://www.superfactory.com/articles/powell_leadership.pdf
Excellence in Leadership

Excellence can be obtained if you can:

– Care more than others think is wise;
– Risk more than others think is safe;
– Dream more than others think is practical;
– Expect more than others think is possible.
Ode to an Active

I’d rather see a brotherhood
Than hear about it any day.

I’d rather that you walk with me
Than have you merely show the way.

The eyes, a better teacher
And more willing than the ear.

And Counsel is confusing,
But example always clear.

The best of all the Sig Alph’s
And the ones who live the creed,

To see good put in action
Is what all our pledges need.

I soon can learn to do it,
If you let me see it done.

I can see your deeds in action,
But your tongue too fast may run.

The advice to me you’re giving
May be very fine and true,

But I’d rather take my lesson
By observing what you do.

Bob Prince, EA President NM Alpha, *The Phi Alpha, Vol 52, #2, February, 1967*
The Team Players Creed

- People may be illogical, unreasonable, and self-centered
  – Love and trust them anyway.

- If you do good, people may accuse you of having selfish, ulterior motives
  – Do good anyway.

- If you are successful, you may win false friends and true enemies
  – Succeed anyway.

- The biggest people with the biggest ideas can be shot down by the smallest people with the smallest minds
  – Think big anyway.

- People need help, but may attack you if you help them
  – Help them anyway.

- Give the world the best you have and you may get kicked in the teeth
  – Give your best anyway.

- The good you do today may be forgotten tomorrow
  – Do good anyway.
“Two Sets of Three”

Coach John Wooden’s gift from his father:

- Never Lie, Never Cheat, Never Steal

- Don’t Whine, Don’t Complain, Don’t Make Excuses
  – just make the effort to do your best
BUILDING SUPPORT AND ENHANCING RESOURCES …

• Sell Your Goals and Abilities
  • Majority of members and students are looking for someone to support and follow

• Create Community Wide Relations
  • Alumni, Members, Other Houses, Administration, National
  • Helping them help you so they can get some credit as well
INTEGRITY IS KEY …

• Never Lie – It Will Come Back to Haunt You
  • The Universities are gossip central
  • The odds that your lies will be found out are 99%

• Understand the Positions Others Occupy
  • Don’t pull shady politic moves – they can haunt too
  • Find actual reasons for decisions – see through the B.S.

• Vent Frustration Appropriately
  • Open bitching will erode your influence and respect
  • Closed bitching will create cliques
KEEPING SANE …

• You Will be Disliked / Misunderstood
  • The sooner you accept that not everyone will like you, the more effective you will be
  • Don’t waste time trying to be popular and appreciated

• Make Your Own Decisions
  • Pressures will exist on all sides, not everyone will be happy with your decision so make sure you are

• Talk to Other Leaders
  • You are not the only one feeling this way – use your brothers/sisters
Will Keim has often said....

Say what you mean,
Do what you say,
Admit when you don’t.
Many Chapter Advisors would say....

Leave the chapter better than you found it.