

AP *Directions*

Winter 2008

A New Year: Time to Reflect and Look Forward

Robert 'Dusty' Staub, founder of Staub Leadership Solutions

Welcome to the New Year. This is traditionally a time for new beginnings, fresh starts and leading both self and others with greater resolve. Your effectiveness as a leader increases when you take the time to reflect on not only what you wish to accomplish but also on whom you wish to become.

Questions that open up greater possibilities for your consideration at the start of this New Year are: Who do I want to be at the end of the day? How do I want to be remembered when it is all over – what do I wish to be my legacy?

What will I have wished to have contributed and created? Who am I shaping myself to be by the way I am shaping my life and those around me through my daily actions?

These questions open up insights and point to new pathways for creating a more powerfully positive and focused impact on your life and your work environment. You can start the New Year by stepping up your game – increasing your leadership resolve to create better results and increased accountability at all levels.

As a wise mentor of mine, Raven Smith, expressed it, "Stop living as if this was some dress rehearsal or practice session. This is your life!"

The key take away for me from this was simply that we either live life now, in this moment, or we lose it now. Time to quit waiting for something to happen in order to really enjoy life or to make a positive contribution and go ahead and live fully now – giving the best we have got to give to the work before us and to the people with whom we work.

Some further questions to ponder: Are your actions and words modeling the very behavior you want to see in others? Do you take responsibility for your actions and feelings or tend to blame others?

Are you demonstrating the courage to confront issues and people with respect that you would want to see from others? Do you listen respectfully to confrontation and criticism or do you get defensive? What are you modeling for others?

Perhaps it is time to become the role model you were meant to be in order to leave the legacy you wish to leave. The only barrier between you and greater effectiveness and leadership resolve is you.

Are you willing to face and address any issues of ego, fear or impatience that trip you up? Rabbi Hillel captures the essence of a life lived to the fullest — of a deep resolve to lead self and others more



wholeheartedly and completely, "If not me then who? If not here then where? If not now, then when?"

The key answer to the questions is that it is me, here and now, that makes the difference in my life and the lives of those around me. You and I are the difference when we stop being spectators and take positive action to reach for our dreams and work to enable those around us to reach for their dreams, too.

For example, all of the research coming out of the Gallup Organization on employee engagement demonstrates that those organizations that have the greatest buy-in and participation of those within them also have consistently higher profitability than those who don't.

So, your resolve to be a leader who becomes the role model for positive responsibility and engagement serves to invite those around you to

give their best – to really engage.

What have you got to lose by playing with this new leadership resolve? Write out your answers to the questions in this article and take the time to reflect on them.

Then to gain traction, write out your highest aspirations and specific goals for the coming year and then break that down into a quarter-by-quarter and month-by-month set of actions steps.

Now you have a holistic perspective to help you focus your new leadership resolve in a way that shapes the coming year.

Are you ready to be the difference? Are you ready to step into a larger frame of reference for your work life and home life?

You, here and now make it happen by the way you interact with others and by the focus you bring to work and to life itself.



Place Your Vote!

The 2009-2011 new Board Officer elections are coming up this year. Now is the time for you to nominate deserving AYP colleagues, or yourself, for an Officer position on the Virginia AYP Chapter 25 Board. Positions on the Board are held for three years, are very engaging, fun and rewarding. We encourage ANYONE who aspires to take on a lead role in the finest AYP Chapter in the country to get involved.

You should have received an e-mail from your Chapter 25 Nominating Committee, chaired by Tom Flynn. We ask that you fill out nomination forms for as many colleagues as you desire, including yourself, and return electronically by February 29 to kwhite@ymcasher.org.

The Slate of Candidates will be introduced at the Spring Conference in May, with elections being conducted in June.

Ask any current or previous AYP Board Member about their experience and you will be inspired! We hope to see multiple Nomination Forms come in by the end of February.



Update Yourself

Please ensure your email and mailing address are current and accurate so we can keep you up-to-date on everything going on with AYP.

Contact the national office at 401-604-0034 if you have changed associations or would like to verify your contact information.

JOIN US IN ORLANDO IN 2009!

Now is a great time to plan for one of the best experiences you can have in your YMCA career as a member of AYP, the 2009 AYP National Conference in sunny Orlando, Florida.

If you have not attended a national conference yet, and want to go in 2009, here's what you do:

- Mark your calendars for May 6-9, 2009.
- Do a fantastic job in 2008 to convince your supervisor that you deserve the opportunity.
- Include it in the 2009 budget process.
- Speak to those who have experienced previous AYP National Conferences.
- Stay alert to AYP Newsletters, Promotionals and e-mails announcing registration deadlines.
- Plan to have the best networking, career inspiring events and most fun of all, conferences you have ever attended!

The conference will be held at the brand new Shingle Creek Resort, in the heart of Universal Boulevard. Check out the resort at www.RosenShingleCreek.com.

More information will be provided in the next edition of Perspective Magazine.



AYP National Conference
May 6-9, 2009

Shingle Creek Resort
Orlando, Florida

Do yourself and your career
a big favor: GO!



Can't make it to Orlando?

Join us in for the 2011 AYP National Conference in Denver, Colorado! Watch for details.

Chapter 25 Year End Report 2007

Current Members: 466
Membership Goal by December 31, 2007: 426
Variance to meet goal: +40
Year End Balance: \$1,211.01

- We surpassed our membership goal by 40 memberships; we currently have 466 AYP active members; 86 new and 380 renewals, which is a 93% renewal rate/retention rate (up from 89% in 2006)!
- Our region (Southeast) fell a little short in reaching its membership goal; missed the goal by 28 memberships. In fact, Chapter 25 and 26 were the only ones to reach its membership goals in the Southeast region.
- Currently we are the second largest chapter in the country, only second to Chapter 23 (which has 483 membership, but includes multiple states, North and South Carolina). We are only 17 memberships behind from taking the lead as the largest chapter in the country. We are closing the gap; last year the gap was 82 memberships.

- We recruited an additional 20 new members at Autumn Seminar on October 12, 2007 in Richmond (Camp Thunderbird).

Respectfully submitted by:
Paul M Anderson, AYP Membership Director
January 24, 2008.

National Tid-Bits

- Year end membership totaled 6,413-a 6.4 % increase over 2006 year end
- EAF exceeded goal and ended 2007 with \$289,982 and awarded 40 grants totaling \$219,500
- Perspective has a new format and is getting great reviews
- Training grants of \$21,900 were given out to 25 people
- John Coduri thanks all the chapter participation and the volunteer leadership

"Stuck in the Middle" is a Good Place to be

Written by: Richard Highsmith

When I was first promoted from the rank and file, there was a popular song by Stealers Wheel entitled "Stuck in the Middle with You". The lyrics resonated with me because I was struggling mightily with being a newly minted manager. Here is a verse that was particularly meaningful to me -

*Yes I'm stuck in the middle with you
And I'm wondering what it is I should do
It's so hard to keep the smile from my face
Losing control, yeah I'm all over the place
Clowns to the left of me, jokers to the right
Here I am, stuck in the middle with you.
© 1973, Gerry Rafferty*

Of course the "you" I was stuck in the middle with was me. I was written up twice within my first several months for insubordination and failing to carry out managerial directives. That clearly points out how unhappy my boss was with my performance. Unfortunately, my former peers were angry with me too. I had "abandoned" them and wasn't helping improve their situation.

At that point I hadn't figured out it was not possible to maintain the status quo in relationships with co-workers. I thought I had a really neat chance to express all the frustrations they felt to my boss and get the system changed. Unfortunately she saw my role differently and was determined that I implement upper management policy.

So there I was with "clowns to the left of me, jokers to the right... stuck in the middle...". Over twenty-five years later I have come to understand that the position of first level supervisor is one of the most difficult in the business world.

In order to get unstuck you must first understand that, while your friendships and maybe even loyalties might be with the hourly crowd, you are now part of management. Your primary responsibility is to ensure whatever policies, directives, orders and notions trickle down your way get implemented to the best of your team's abilities. You must come to think of yourself differently. That doesn't mean strutting like a peacock, ruling the roost. Put more simply, you must recognize things have changed.

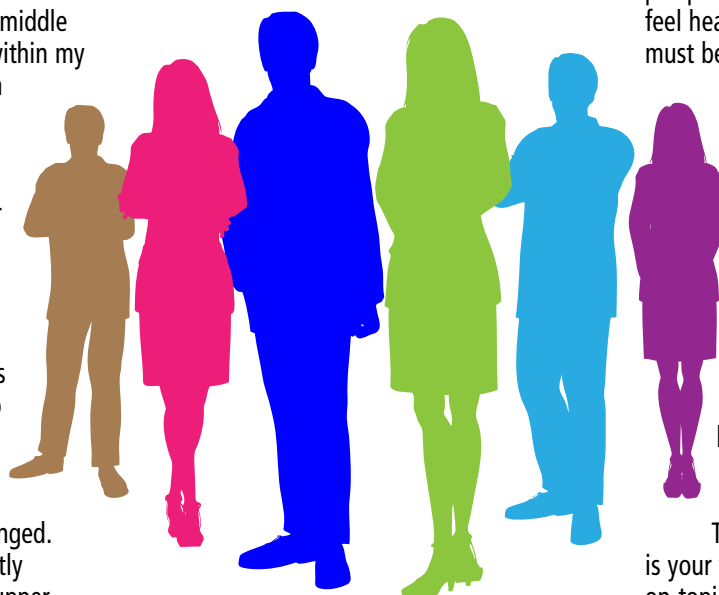
Knowledge is certainly important. Coupled with performance, your understanding of

your team's mission is probably what got you promoted. But it won't keep you employed now, because expectations of you have changed. It isn't enough to simply know how everything works. Now you have to deal with sometimes conflicting interests.

There are three components necessary for mastering the communication skills you need to maintain the middle ground without losing control.

1. Make people feel important.

Possibly the most universal character of mankind is the desire to be seen as valuable or important. Think of how you feel when someone discounts you, makes you look foolish or talks down to you. Everybody knows these feelings. It follows



then that people will be more responsive to you in direct proportion to the degree you make them feel important.

Les Giblin in his book, "Skill With People," expressed this clearly:

"The most universal trait of mankind - a trait you and everybody else have - a trait so strong that it makes men do the things that they do, good and bad - is the desire to be important, the desire to be recognized... Remember the more important you make people feel, the more they will respond to you."

The skills involved here are to listen skillfully, compliment frequently, call people by name, pause before answering, use "you" and "your" more than "I" and "Me".

2. Agree with People.

Quoting again from Les Giblin, "As long as you live, never forget that any fool can disagree with people and that it takes a wise man, a shrewd

man, a big man to agree - particularly when the other person is wrong." Being agreeable is possibly the most effective strength a middle manager can develop to maintain position.

These skills involve focusing on being in an agreeable frame of mind. Be open in your agreement; when you agree with someone tell them. Unless absolutely necessary, do not publicly disagree with someone. Avoid arguments. By the same reasoning, when you are wrong, verbalize your mistake - own it.

3. Master the skill of Listening.

To make proper decisions you must clearly understand a situation. To fully understand you must have the people involved share their perspective. For people to talk openly, they must feel heard. For them to feel comfortable, you must be a skillful listener.

There are two main attributes to being a skilled listener. The first is body language. Look at the other person. Sit on the same level with him or her, shoulder-to-shoulder. An imaginary line drawn between the points of the four shoulders should form a square. Lean in slightly toward the other person. If you do these three things - eye contact, squaring and leaning in, your body will strongly communicate attention and interest.

The second attribute to effective listening is your verbalizations. Ask questions that are on-topic. Use the words "you" and "your". Reflect back what you believe you heard in short summaries. This will demonstrate you are listening and allow others to clarify anything you missed.

By practicing and becoming skillful in these steps you will make the "clowns to the left of you and jokers to the right" develop into a team. You will find you are not stuck in the middle, but at the center of an exciting dynamic team.

Richard Highsmith is a senior instructor for The Leader's Institute.

Spring Conference Goes Regional

If you have experienced the Chapter 25 Spring Conference in recent years, you know that it is a first class event. John Coduri, AYP National Executive Director, recognized our chapter publicly last summer in the AYP Journal Perspective. Mr. Coduri truly had a great experience with the content and enthusiasm of last year's conference in Roanoke.

This spring's conference will be elevated to a brighter spotlight after being named the 2008 AYP Southeast Regional Spring Conference. Chapter 25 will play host to Chapters 16, 21, 23, 25, 26, 27, 28, 29 and 32 in Newport News, May 8 – 9. Based on a recommendation from the AYP National Board to regionalize Chapter conferences, this year's event will model the Northeast's AYP- Albany, NY, Conference which has been offered for many years. The regionalization will allow some of the smaller chapters in the Southeast to take full advantage

of nationally known speakers and networking opportunities.

"We think this is a great accolade for Chapter 25 to be recognized as a premier chapter to lead the Southeast region this year. We have a very talented and dedicated committee that is excited about this great opportunity," said Conference Committee Chair, Bill Zazynski.

In addition to AYP Recognition both nationally and by chapter, this year's conference will feature key note speakers Victoria LeBalme and Doug Neilson. Ms. LeBalme is an international performing artist with over 20 years experience in theater, comedy, film. Mr. Neilson has been instrumental in assisting individuals overcome self-imposed limitations and accelerate personal achievement.

Watch for registration information. Reserve your accommodations at the Newport News Marriott at City Center by April 18.

Chapter 25 EAF Update

You made a difference in 2007! 125 of our 466 Chapter 25 members helped us raise \$8,975 for the EAF (Emergency Assistance Fund). We ranked #1 out of the 33 AYP national chapters in active member donations and #7 in total donations.

All of you should be proud of making an impact in lives of AYP members who need assistance due to serious illness, accident or other catastrophe. One of our Chapter 25 members was able to receive a grant due to your kind giving. We encourage members to request funds. It usually takes 2-3 weeks for the applications to be reviewed and approved. Please contact Michael Bennett at the e-mail and phone below on how to apply.

We are now gearing up for 2008! It would be terrific if we can go from 27% of the Chapter 25 members giving in 2007 to over 35% in 2008. This would help us reach our 2008 goal of over \$13,000.

Another way to reach our goal and educate our members about AYP is to have EAF ambassadors in all the YMCA associations and independent YMCAs throughout Chapter 25. So far, the following have volunteered to lead this charge in 2008:

- Connie Chapman of the Peninsula Association
- Lynn Skeele – Flynn & Tom Flynn of the South Hampton Roads Association
- Tricia Hutnan, Scott Williams and Jamie Gambaccini of the Richmond Association
- Michelle Day of the Roanoke Association

If you are interested or know someone who would like to be an ambassador, help promote the benefits of AYP and tell the EAF story, contact Michael Bennett, Chapter 25 EAF Chairman, at michael.bennett@peninsulaymca.org or (757) 867-3300.

Simple Ways to Practice Healthy Habits Everyday

Help prevent the spread of germs.

Wipe surfaces of exercise equipment before and after use with the provided disinfectant wipes.

Clean hands regularly.

Keep hands clean by washing with

soap and water or using an alcohol-based hand rub. You may also choose to shower after workouts.

Cover all wounds.

Cover any open skin areas, such as abrasions or cuts, with a clean, dry bandage.

Do not share personal items.

Avoid sharing personal items, such as towels or razors.

Protect yourself.

Use a towel or some other kind of barrier between your skin and shared surfaces.



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