VOLUME XVI, ISSUE 1 JANUARY 2009

WING WISDOM

GOLD WING ROAD RIDERS ASSOCIATION
LEADERSHIP TRAINING DIVISION

Authority or Responsibility?

By David & Kathy Orr, Leadership Training Division Directors

In the course of our travels and interaction with GWRRA members, especially Officers, there seems to be a recurring theme we hear and see from some in leadership positions within GWRRA. The question usually comes up when there is an issue, and it seems someone has decided to act or react a certain way. The questions are usually centered around the issue of authority. Where (or when) does a Chapter Director have the authority to act on certain issues? Where does a District Director have the authority to decide what a member should or should not do? Where does a Region Director have the authority to decide the outcome of an issue within a chapter? Who has the authority to tell anyone anything to do?

The *Officer Guide Book* under the "Especially for the Chapter Director" section is unique in many ways. It describes how a Chapter Director should function and work with their chapter. But nowhere in that entire section is the word "authority" ever used. Imagine that, the word "authority" is never mentioned. However the word "responsibility" is used often. You may say "What's the difference?" Let's examine both.

The dictionary defines authority as: "the right to control, command, or determine." Can a Chapter Director control or command any member? Of course not. We are all volunteers so at any time a volunteer can simply say "I will not" and the Chapter Director cannot do a thing. Any Chapter Director, District Director, Region Director and any other volunteer leader is bound by the same fact. We exercise no control nor are we able to command any member to do anything they do not wish to do. A member can choose to leave a chapter or even the association anytime they wish. Therefore what authority does a Director really have?

The dictionary defines responsibility as: "answerable or accountable, as for something within one's power, control, or management." Does this better describe a GWRRA Officer? It certainly does because every Officer within the Association has responsibilities. The *Officer Guide Book* is full of the responsibilities for the GWRRA Officer at every level.

(Continued on Page 2)

Leadership Training —

A Service To The Officer,
A Benefit For The Members

Inside this issue:

Authority or Responsibility? *(Continued)*

When a member accepts a leadership position in this association they accept "responsibilities". The goals of a director at any level is to manage their area of responsibilities and to adhere to the goals and regulations of the position. Yes, they may have to remind a member of how things work in GWRRA. It is not their authority that allows that, but merely their responsibility. The difference is largely in attitude and understanding of the Director's position, not a power given to them. The ultimate responsibility of a Director is the acceptance of what they can and what they cannot manage or control. The only real thing a Director can control or have authority over is themselves.

In conclusion, the attitude of any Director on any level should be an attitude of service. We have greater responsibilities with little or no authority. We manage and direct volunteers, who at any time may choose to follow us and work with us or choose not to. People are as diverse as you can imagine, and we as leaders need the tools necessary to be good leaders and motivators. But to assume we have the authority to tell anyone what to do and expect them to follow our directions merely because we wear a patch is not realistic. We need our volunteer members to help us to fulfill our responsibilities, and a good leader finds ways to inspire and motivate the membership. This is a primary goal of the Leadership Training Division, and we need to help our leaders to understand this.

"Just remember: people tend to resist that which is forced upon them. People tend to support that which they help create."

~Vince Pfaff

Staff Changes

The following summarizes changes taking place during the past few months. Congratulations on your new leadership role within the Leadership Training Division!

Region Trainers:

Dave and Sharon Aikens (Region A)

District Trainers:

Leslie and John Wait (British Columbia)

Douglas and Sandra Grey (Florida)

Gene and Nelda Stanley (Louisiana)

Tammy and Brian Anderson (Minnesota)

Bobby and Lori Bryant (Mississippi)

Daniel and Mary Costello (New Jersey)

Lynn and Mark Heene (Texas)

Preparing for Conflict

By Ed and Ann Nahl, Assistant LTD Directors

"*Whether you think you can or you think you can't, you're right.*" *Henry Ford*

Previously we looked at some of the ways people choose to deal with conflict. This month we'll look at ways you can prepare for conflict. No, we're not going to take the gloves off – or put them on – nor are we going to advocate any other type of mayhem. Conflict in this sense is a difference of opinions or viewpoints.

As the quote above implies, our mindset contributes greatly to how we approach work, life, and relationships. At its worst, conflict avoidance may even manifest itself as physical illness. In his book *The Coward's Guide to Conflict: Empowering Solutions for Those Who Would Rather Run Than Fight,* Tim Ursiny boils the situation down to this: *"Avoiding the conflict had to be more painful than facing it, and facing the conflict had to be more pleasurable than avoiding it.*"

The point of the apparent contradiction is that our minds are so powerful that we have trouble separating reality from non-reality. As an example, think about someone scraping a blackboard with their fingernails. Does just the thought send a tingle up your spine? There is no blackboard but the sensation caused by the thought elicits the same reaction. In the same way we will worry about a conflict before we have to face it, and in our mind it is usually much worse than in reality.

To begin to learn to face conflict Ursiny suggests you construct a list containing the issues involved with the pain of facing conflict and the pleasure of avoiding conflict, then list the concepts of the pain of avoiding conflict and the pleasure of facing conflict. Just divide a piece of paper into quadrants with the issues at the top and the concepts on the bottom. Once you have listed the issues, develop a solution for each. For the concepts expand each into a set of questions you should be asking yourself.

Now that you have a tool to organize your thoughts you can focus on getting beyond the fear component of conflict. "If you fall off, get right back on" is the pat answer, but does it overcome the fear of falling again? Certainly not, in fact getting back on may result in a more severe injury and increase the avoidance even more. So how can you overcome your fear? The best approach is to break your fear into small pieces and list each in order from the least confrontational to the most confrontational. Now you can try each approach and gain confidence with each success.

Although the thoughtful measured approach works in most situations, there may come a time when you don't have the luxury of making lists and studying the situation. Every day in the newspaper or on the television we read and hear about people who step in and aid or rescue people without apparent regard to their safety.

(Continued on Page 4)

Preparing for Conflict *(Continued)*

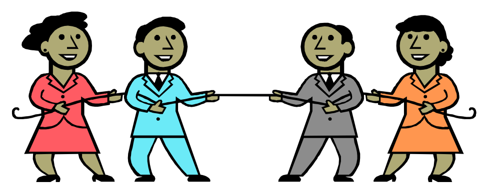
To be sure there was a fear of getting involved (conflict), but the decision to face the conflict was made quickly and the person acted in the other's best interests. Of course this is an extreme example, but all the issues and concepts of pain and pleasure were there.

A final step in preparing for conflict is to be sure you follow your personal moral compass, retaining your integrity. Perhaps Shakespeare said it best, "…to thine own self be true…thou canst not then be false to any man." If you can't take the moral high ground then you are not resolving conflict, you're only making it worse. Sometimes the consequences may affect you more than the other person, but at least you'll know you did the right thing and didn't violate your belief structure.

The next article will look at the causes of conflict, and see how important communication and listening skills are for conflict resolution.

Causes of Conflict

By Ed and Ann Nahl, Assistant LTD Directors



In part two of this series we looked at some of the ways people can prepare for conflict. Now we'll look at some of the causes of conflict.

Causes of conflict vary widely as do the conflicts themselves. In his book *The Coward's Guide to Conflict: Empowering Solutions for Those Who Would Rather Run Than Fight* Tim Ursiny starts the discussion with: "We'd be fine if they weren't so different. What a boring world if we were all the same."

We all have our differences in the way we organize our space (or not), whether we are optimists or pessimists, introverted or extroverted. Until we interact with others these differences are not very important. Once we are in social or business interactions the differences can become very important. Essentially there are four personality types: Dominance, Influence, Steadiness, and Conscientiousness. To put these types in more recognizable terms:

- Dominance may appear to be the bully of the group; very focused and driven.
- Influence is well-meaning but sometimes promises too much and could overlook small details.
- Steadiness in their quest for keeping things on an even keel may be perceived as beating around the bush too much.
- Conscientiousness strives to get everything right so they may be perceived as snooty.

(Continued on Page 5)

Causes of Conflict *(Continued)*

From these descriptions you can see many opportunities for conflict due to the differences between the personality types. Even more opportunities can arise in a stressful situation when the individuals will further exhibit their main personality type.

Another cause for conflict is anger. This is a somewhat tricky situation to address as anger is sometimes masking other emotions. The normal defense to an angry person is to get angry back at them; definitely not a way to solve a conflict. If you get angry your judgment is clouded and you won't be able to find out what is wrong. It may be that you have done something to embarrass or hurt the other person. It would be so much easier to deal with those emotions rather than the anger. One tactic to use to defuse the anger is to raise your voice to the same level without being angry and then gradually lower your voice. This will often bring the volume and anger down from the other person. This is difficult and takes practice.

Earlier we talked about listening being an effective tool in dealing with conflicts. There are five listening styles that come into play. Using the appropriate one is a choice that you make.

- Appreciative – listening for enjoyment; music, a joke
- Emphatic – listening to support the speaker; allow expression of feelings
- Comprehension – listening to organize information; getting directions
- Discerning – listening to get the big picture; what is important
- Evaluative – listening to form conclusions then take action; ask questions

As you can see some of the styles are obviously incorrect when someone comes to you with a problem. However it is not always clear what the individual wants. How do you know which style is correct? Perhaps you just ask. If they can state their needs appropriately you can select the appropriate listening style. Last but not least, do not forget to be an active listener. Look at the person, lean forward if seated, focus on the message and ignore distractions.

We'll be back next month with more on causes of conflict when we conclude this rather lengthy section. Happy holidays to our GWRRA family.

Visit the Leadership Training Division section of the gwrra.org web site for this month's By The Book article by Dave Wingrove, Region H Trainer.

IRS Form 990-N and GWRRA

By Ed and Ann Nahl, Assistant LTD Directors

Many Chapters have asked about receiving a notice from the Internal Revenue Service (IRS) regarding the filing of a 990-N form or e-Postcard. Here is what you need to know regarding this form.

Who needs to file an e-Postcard?

Small tax-exempt organizations whose gross receipts are normally $25,000 or less may be required to electronically submit Form 990-N.

What are Gross Receipts?

Gross receipts are the total amounts the organization received from all sources during the annual accounting period (January 1 through December 31) without subtracting any costs or expenses.

How do we know if we qualify for the less than $25,000 limit?

An organization's gross receipts are considered to be less than $25,000 or less if the organization:

- Has been in existence for 1 year or less and received, or donors have pledged to give $37,500 or less, during the organization's first tax year;
- Has been in existence between 1 and 3 years and averaged $30,000 or less in gross receipts during each of its first 2 tax years; or
- Is at least 3 years old and averaged $25,000 of less in gross receipts for the immediately preceding 3 tax years (including the year for which calculations are being made).

When is the e-Postcard due?

The e-Postcard is due by the 15th day of the fifth month after the close of your tax year (usually the same as your accounting period. Since our accounting period and tax year run from January 1 through December 31, the e-Postcard is due by May 15th.

What information do I need to file an e-Postcard?

1. Your Employer Identification Number (EIN), sometimes known as a Taxpayer Identification Number (TIN). The number is in the format NN-NNNNNNN (2 digits a dash and 7 digits).
2. The tax year.
3. Legal name and mailing address.
4. Any other names the organization uses. (Should not apply to us)
5. Name and address of a principal officer.
6. Web site address if the organization has one.
7. Confirmation that the organization's annual gross receipts are normally $25,000 or less.
8. If applicable, a statement that the organization has terminated or is terminating (going out of business).

(Continued on Page 8)

IRS Form 990-N Continued

How do I file an e-Postcard?

To access the e-Postcard site go to http://epostcard.form990.org. Once there you will need to complete a three step process:

1. Register as a new user. If you have filed in the past go to step 2. You will be assigned a login ID based on your EIN. The first login ID will be your EIN plus the number 01. You can have more than one login ID to allow others to access the site. Subsequent IDs will be 02, 03, and so on.
2. Create the Form 990-N (e-Postcard).
3. Submit your Form 990-N (e-Postcard). Click the "Submit Filing to IRS" button.

What if I file late for forget to file?

If you do not file your e-Postcard on time, the IRS will send you a reminder notice but you will not be assessed a penalty for late filing the e-Postcard. However, an organization that fails to file required e-Postcards (or information returns – Forms 990 or 990-EZ) for three consecutive years will automatically lose its tax-exempt status. The revocation of the organization's tax-exempt status will not take place until the filing due date of the third year.

Can I file early?

Your tax year must have ended before you can file an e-Postcard.

How can I keep up with changes to the laws and regulations?

For the latest information about electronically filing the e-Postcard, you can:

- Sign up for Exempt Organization's EO Update, a regular email newsletter that highlights new information posted on the charities pages of irs.gov. To subscribe go to www.irs.gov/eo and click on EO Newsletter.
- Check the website at www.irs.gov/eo.
- Call IRS Customer Service toll-free at 1-877-829-5500

Information sources:

http://www.irs.gov/charities/article/0,,id=169250,00.html

http://www.irs.gov/pub/irs-tege/faqs_e-postcard_050508.pdf

"Leadership is the capacity to translate vision into reality."

~Warren Bennis

Training Calendar

Please send the details of your upcoming events to Assistant Directors Ed and Ann Nahl at enahl@cox.net . This information is also published on our division's web site, so let's work together to spread the word!

January 2009

1/17-1/18: Horizon Program in Commerce, GA (Region A). Contact Dave Aikens at aikensdl@cox.net.

1/31-2/1: Horizon Program in Bessemer, AL (Region A). Contact Frank and Linda Teasley at 205-424-4717 or teaswing@bham.rr.com.

February 2009

2/7: Chapter Leadership Skills in Bessemer, AL (Region A). Contact Frank and Linda Teasley at 205-424-4717 or teaswing@bham.rr.com.

2/7-2/8: Horizon Program in Pooler, GA (Region A). Contact Dave Aikens at aikensdl@cox.net.

2/21: Intermediate Leadership Skills in Bessemer, AL (Region A). Contact Frank and Linda Teasley at 205-424-4717 or teaswing@bham.rr.com.

2/21: Chapter Life Program in Morrilton, AR (Region H) Contact Larry Penepent at 479-970-0778 or ardistricttrainer@suddenlink.net.

2/21: LTD Extravaganza with Horizon Program Overview, Stress Management, Managing Change, Flyers for Fun and Profit, Chapter Structure and Organization, Motivating and Managing volunteers, FUNdraising and People Based Leadership Skills modules in Vernon, Ct. (Region B). Contact Skip and Sam McQueeney at 860-688-0416 or skipnsam@comcast.net.

2/21-2/22: Horizon Program in Fort Worth, TX (Region H). Contact Lynn Heene at 512-694-3064 or lynnheene@yahoo.com.

2/28: Advanced Leadership Skills in Bessemer, AL (Region A). Contact Frank and Linda Teasley at 205-424-4717 or teaswing@bham.rr.com.

2/28: Chapter Skills Program in Dawsonville, GA (Region A). Contact Dave Aikens at aikensdl@cox.net.

2/28-3/1: Horizon Program in Norwich, NY (Region B). Contact Ed and Dottie Bahrenburg at wingin-it@stny.rr.com or 607-648-4351.

Training Calendar *(Continued)*

March 2009

3/7: Chapter Skills Program in Perry, GA (Region A). Contact Dave Aikens at aikensdl@cox.net.

June 2009

6/11-6/13: Planning a Chapter Event, Helpful Information for New Members, and Remembering Names in Hiaassee, GA (Region A). Contact Dave Aikens at aikensdl@cox.net.

August 2009

8/1: Intermediate Skills Porgram in Dawsonville, GA (Region A). Contact Dave Aikens at aikensdl@cox.net.

8/15: Intermediate Skills Program in Perry, GA (Region A). Contact Dave Aikens at aikensdl@cox.net.

8/29: Advanced Skills Program in [TBD], GA (Region A). Contact Dave Aikens at aikensdl@cox.net.

"Motivation is what gets you started. Habit is what keeps you going."

~ Jim Ryan

Become a Better Listener

By Amy Peterson, LTD Editor

In Volume E Edition Number 6 of *Bits and Pieces for Salespeople*, the acronym LADDER was suggested to help remember six steps to becoming a better listener:

Look at the person speaking to you.
Ask questions.
Don't interrupt.
Don't change the subject.
Empathize.
Respond verbally and non-verbally.

In the case of getting to know other people, improving your listening skills can help you to learn more during the discussion. The more details you know, the more information your brain will have to cross-reference and help you remember. In this way, becoming a better listener can help improve memory skills!

4th Quarter Reports Due

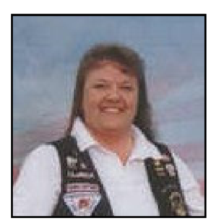
Reports covering training between October 1, 2008 and December 21, 2008 were due from Region Trainers to David Orr by January 10th. Please forward your report as soon as possible if you haven't already done so.

The electronic version of the Training Report can be found in the LTD section of the GWRRA website at gwrra.org.

Leadership Training Division Staff

Directors: David and Kathy Orr
David Cell: 704-560-5446
Kathy Cell: 704-560-0697
LTD4U@comporium.net

Assistant Directors: Ed and Ann Nahl
405-321-6467
enahl@cox.net



Newsletter Editor: Amy Peterson
763-783-1851
amysescape@aol.com

Webmasters: John and Lydia Bourg
281-242-5125
jbourg@omsi.net