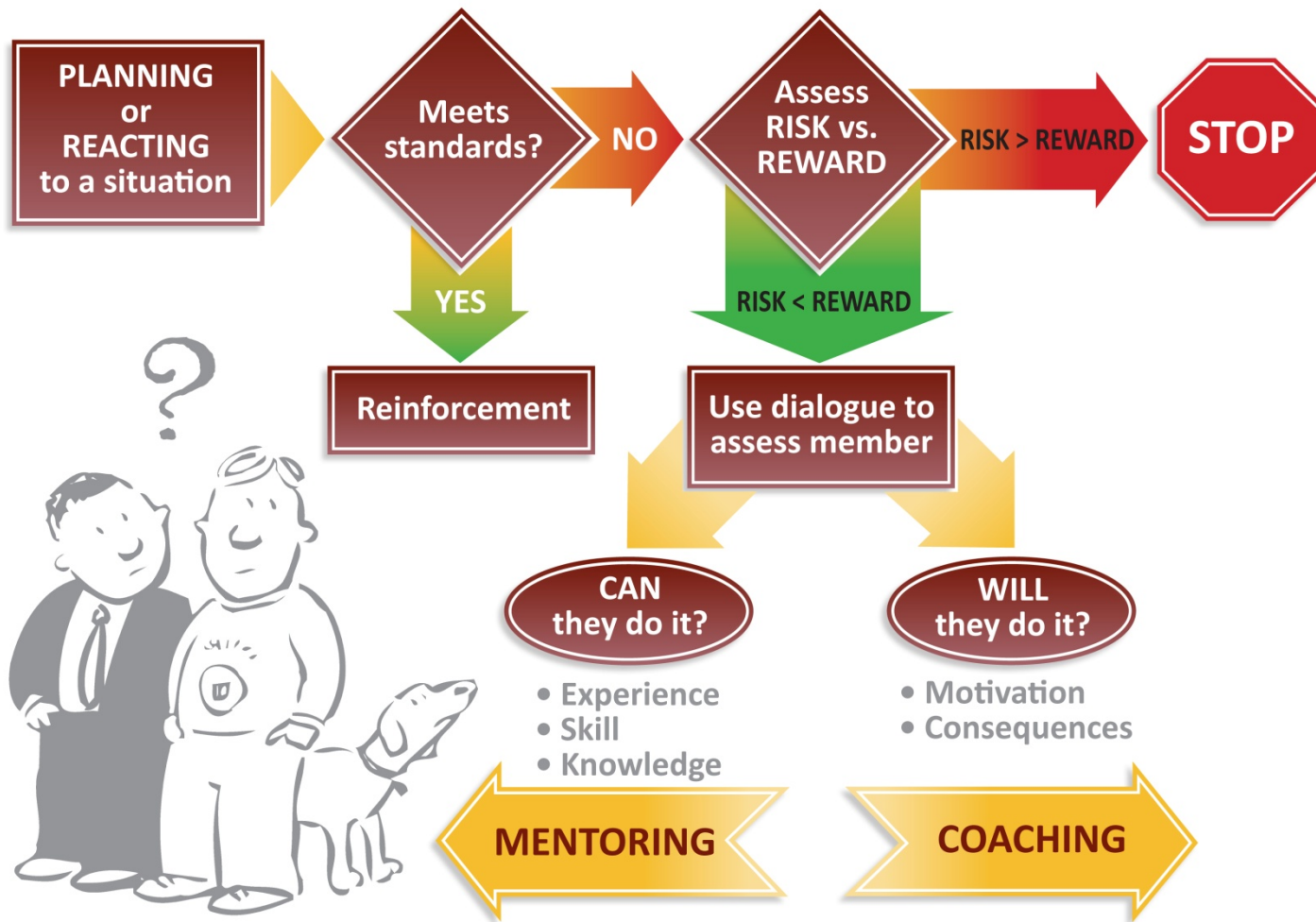


Coaching the Chapter Towards Change



Diagnosing the Right Style



Change the Conversation

- **Instead of asking:** What are we going to do?
- **Explore and act upon:** What are we trying to change...



Biggest Problem Solving Mistake...

Failure to articulate:

- What is the problem we are trying to solve?
- How do we envision proposed efforts will solve those problems?
- What evidence exists that these efforts might work?



Using the Problem Solving Approach

- Define & understand the problems (a.k.a. behaviors)
- Identify causes and contributing factors that:
 - Increase the likelihood of the problem (“risk factors”)
 - Reduce the likelihood of the problem (“protective factors”)
- *Envision the “chain of events” that resulted in the problem*
- Institute measures to intervene in that chain of events and prevent similar behavior in the future
- Evaluate: did the behavior change?



Key Questions

- What do we know about the “Problem?”
- Describe the problem (*What?*)
- What causes and contributes to the problem?
(*Why?*)



So...

- What needs to change?

Then we can ask:

- Which factors can be modified? What can we influence?



Setting the context:

- Have we made chapter/organization standards clear?

What strategic changes could...

- Make desirable behavior easier
- Reward desirable behavior
- Make undesirable behavior harder
- Raise cost of undesirable behavior



Reframing the Sanction Process

- Focus on the future of the chapter
- Looking beyond the incident
- Synergistic
- Collaborative
- Realistic
- Evaluated

*Have you ever wondered
if the action you are taking is
actually making a difference
or changing behaviors?*



A Change IN Approach

Instead of asking: What are we going to do?

E.g. Restrict access to new members

E.g. Fine home for punching a hole in the wall

Explore and act upon: What you are trying to change...

E.g. Chapter needs to create a defined purpose for the new member process, officer transitions and other systems designed for membership

E.g. Brother needs to understand that his behavior is about more than just the hole he punched in the wall



Intervention Opportunities

- Specific “spaces, times, and places” where problems are worse
- Missed opportunities to intervene during the planning of incidents
- Positive attitudes and behaviors supportive of not engaging in problem behavior
- Misperceptions about others’ behavior or beliefs
- Action/inaction that contradicts stated standards
- Stakeholders who are in a position to influence behavior
- Policies that could be enforced better, or differently



Sanctioning Equation

1. What do we know about the problem – how does this inform where we need to focus our efforts
2. What contributed to this problem? What needs to change
3. Which factors can be modified? What can we influence?
4. What will make this happen?
5. What should the outcome of the inquiry process look like?
6. Beyond the organization, who else needs to take action to change?



Question & Answer

Thank You!

