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INSIGHT

focus

ADDRESSING THE NEEDS OF OUR VOLUNTEER OFFICERS
WORLD WIDE.

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Have you noticed Wing Ding is just around the corner and we are all looking forward to the events that have been scheduled for this years grand gathering in Madison, Wisconsin.

We all have a different perspective of Wing Ding. Perhaps the most important item on your agenda this year might be catching up with GWRRA family members that you don't get to see on a regular basis. Or, maybe attending one of the many seminars offered, buying that allusive piece of chrome or some new riding gear. Everyone will have their own agenda—so to speak - and that, after all, is GWRRA in a nut shell. Your agenda, enjoying the cornucopia of GWRRA to the max - your way.

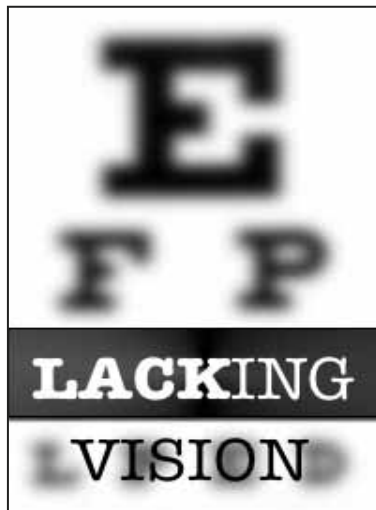
As the Director of Divisions and Programs my cornucopia is a little slanted. I get to meet our leadership teams from the Chapters to the Regions. Listening, learning and even developing some ideas to better serve the membership is my cornucopia at Wing Ding.

Perhaps you too can take some time to meet a new fellow Officer and share some ideas toward your personal growth as an Officer in GWRRA. Over the years, I know I have, sometimes too late after the mistake was made but it is never too late to learn from your mistake or even someone else's.

Let me give you some concept ideas to put into your volumes of leadership knowledge. Perhaps some thoughts or ideas as you meet new Volunteer leaders at Wing Ding.

Listen to what they share, the good times and the difficult times. Wonder what made that good time or that difficult time and perhaps apply some of these ideas and concepts.

The truth be known, there is no new ideas here, but it just seems like a good time to revisit some good ideas as well as our friends while at Wing Ding 36.



Not all leaders are created equal. There are great ones, good ones, okay ones, and downright awful ones. It's okay, we've all said it before, either aloud or in our own minds, "How exactly did he/she get that spot?"

My 40 years in law enforcement and 15 years in non-profit service has afforded me the opportunity to experience the full spectrum from *great to awful*. The beauty of experiencing it earlier in my career and even now, as I've progressed, gives me greater perspective on how to navigate through it. It's not always as easy to detect if you've got a dud, so here are my top 5 signs and some strategies on how to cope.

1. It's all about them and never about anyone else.

To lead, is to serve.

Service is about putting others first, connecting and determining needs and creating a safe space for people to create, debate, innovate, deliver and improve. Good leaders know [business is personal](#). They are acutely aware of their stakeholders: supervisors, partners, and members. From my perspective of work, this list also includes governments and local communities. *Bad leaders* put themselves at the center of everything, make every decision, dictate, and create a culture of fear. They are notorious for taking the credit for successes and assigning blame when things go south. If you have a self-centered power-driven leader, that'll fall fast. The title won't mean a thing when they've wrecked every relationship. Have some compassion...maybe they'll see the light? (But don't count on it.)

2. They lack vision.

I Still Haven't Found What I'm Looking For? That's this leader's theme song. Often folks get promoted because they can deliver, yet they can't think beyond their silo. In larger companies or non profits, it's not just about the divisional vision but how that fits into the bigger picture in an integrated, practical and meaningful way. Tunnel vision is for those who can only see within their frame of view. Yeah, this one kind of sounds like #1 a little bit. Leaders who don't create a vision, drive performance against that vision and create long-term value that will fail.

This is the classic "blind leading the blind". If your leader has no vision...*expect chaos and confusion.*

3. ** or get off the pot.**

Leaders get things done. They perform and measure their contributions. This is one of the signs that can send different messages, though. *Bad leaders truly think activity = progress.* Nope. Activity is just a bunch of moaning about being "busy". It usually manifests into to many leaders and

loads of waste. This happens because there's no vision in sight or clear lines of accountability. (Yes, these things do build on each other.) Most leaders that fall into this trap are the ones who have no vision, oversubscribe themselves and their teams, micromanage everything, lack the ability to empower people, and fall short on most if not all commitments.

4. Hello My Name is KIA. (otherwise known as Know. It. All.)

Oh my favorite kind of leader is one who knows every answer. Seriously, I can learn a lot from a KIA and so can you. Exceptional leaders possess curiosity. They know what they lack and it's their role to shape a team that brings the knowledge, skills and experience into the room to deliver. *There's no debating a KIA, so don't try.* Smile and thank them for their great intelligence.



5. They talk the good talk, but are too good to walk the walk.

Does this one need any explaining? This is about principles and values and your actions being perfectly aligned to what comes out of your mouth. I think of all five this one irks the most. Don't say you are something or going to do something if you don't intend on living up to that promise. I appreciate honesty more than games.

There is good news... I promise!

Bad leaders don't last. A few things can happen.

1. **They get found out fast.** If they have any potential, and most do, those that they serve will invest in providing development and coaching. This is the best thing that could happen. It's a win for you and the leader. Just remember, everyone's on a journey and those that CAN be saved, are worth the effort, time and money. If your leader has a coach, consider yourself lucky!
2. **Their sponsors retire or leave** the company thus rendering them powerless. Usually they will follow suit.
3. They are escorted out or one day you hear about them **"electing to leave"**.
4. **They are put in a role where they can't harm anyone or anything.** These situations used to baffle me, but it's often this happens with some when the risk is too high to do anything else.
5. **You might decide to leave.** That's perfectly within your right and an option. Just remember though, there are plenty of duds in this world. Some people never learn, however some do learn, grow and get better. Sometimes too, the best learning is having experienced it.

Some of your best assignments and growth spurts were due to how you coped with bad leadership.

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Rider Education Director



*A continuous guide for the Rider Education
Program Leadership*

Thanksgiving in July!

Many Members have taken or will take the opportunity at Wing Ding to attend a GWRRA University - Rider Ed Seminar, a GWRRA Riding Course, or speak with a volunteer Educator at the Rider Ed/Motorist Awareness Booth at Wing Ding. What may appear as a well-tuned machine for making presentations and conducting training on the ranges did not happen by accident. Many dedicated hours go into making the final product one that seems to have few hiccups – excellent volunteer service to the GWRRA Members that they have come to expect.

Michelle and I would like to take this opportunity to **THANK** each Team member that poured their talents into making a difference – and possibly saving a life by the training they provided or coordinated. Wing Ding preparations started months ago when there was still snow on the ground for many of us. Imagine predicting and ordering all the supplies for everything Rider Ed is responsible for, months in advance. Here are a few items that go on behind the scenes that you may not be aware of that make an event like Wing Ding a huge success. We have a GREAT Team that makes it all happen!

GWRRA University - Rider Ed Seminars

Assistants Tim & Anna Grimes coordinated the many volunteer University Trainers certified in Rider Ed seminars who will be making presentations at Madison. This requires many emails and phone calls, arranging for audio/visual equipment with KKT Event Management, collecting rosters of attendees and getting them entered into the database for credit using a team of Volunteers at the Rider Ed Booth.

Riding Courses

Harry Dollarhide and his wife Joan are coordinating these activities again this year. Harry has been travelling all over the country supporting qualifications of new Riding Course Instructors, Master Instructors, and Master Instructor Trainers, some of whom will be providing the classroom and range instruction at Wing Ding. All of our Instructors have received at least 40 hours of exhausting training (either in GWRRA or from another provider followed by 1.5 days of GWRRA specific training) to become certified to safely present Riding Courses. Back in late winter, Harry began asking for and coordinating volunteer instructors for the Madison, WI event. Tuesday morning at Wing Ding is the time that these Volunteers get together to mark the ranges that will be used for Trike, Trailering, Sidecar, Advanced Rider Course, and Trike/Trailering courses. We recall a day at a past Wing Ding that it was 114°F on the blacktop while marking up to seven different ranges for classes later in the week. Then they come back for one, two or even more days of class presentation. Here is where the In-

structor is walking and running many miles while students are at least getting some air while riding. You may recall that our Wing Ding riding courses have been held in warmer areas like TX, Oklahoma, and Alabama. Harry and Joan also coordinate dropping off and picking up the cones each day, as well as supplying the water and ice that everyone uses to cool off during breaks. Having performed this job for many years, we were happy to turn it over to the Dollarhides – and very appreciative of the effort it takes to do it right. You may not be surprised that typically the students have little difficulty helping Joan unload the water coolers with fresh cold water when she delivers them! GWRRA arranges for the rental vehicle we drive during the week to support this. Many copies of student handouts, TCLOCS inspection forms, course completion cards, course rosters, emergency notification forms, waivers, and a few more forms need to be ready for each course. Someone has to make the copies and package them to be ready for each instructor to pick them up before the class can start. GWRRA has not paid for these copies (about a ream and a half each year), for a number of years – the cost is born by donations. This year Harry has arranged for sponsorship of most of the expenses. We also have to arrange classroom space, projectors, screens. This year we have the classrooms at the Alliant Energy Center, and three different ranges in town. Harry has been working with Kevin Thomas to find facilities that are large enough to run our ranges.

Rider Ed/Motorist Awareness Booth

The Rider Ed Team along with all the Region Educators and their Volunteers have planned, set up (and will later repack) and will staff the booth where Members can come to have their Rider Ed and Motorist Awareness questions answered, get help completing forms to renew or advance in the Levels program, get their rebate for preregistered Riding courses and CPR/First Aid courses, sign up for any open slots for these courses, sell raffle tickets for the prize donated to Rider Ed, support the University Trainers presenting Rider Ed seminars, etc. You know those neat little trays of pins and patches you see at Wing Ding? Someone has to order sufficient quantities of pins and patches, unpack them and load the trays (and unload and repack them at the end). The Volunteers at the booth ensure the Member meets any requirements to earn the pin or patch they need and collects the necessary fee. We ask that anyone who has waited until Wing Ding to stock up on pins and patches to take back with them for Chapter, District, or Region Educator use (rather than order them at home) wait until the end of the event to fill their needs.

Website

We couldn't ask for a more knowledgeable and responsive Webmaster than Bill Haggerty. All of the Rider Ed related course materials for the University Trainers, and Riding Course Instructors is kept on the secure portion of our website. The Rider Ed Program Handbook, and all of the many forms used are also maintained there. Bill is often done posting material to the website within hours of our requests. This allows the effort that goes into making and revising these documents to be available as efficiently as possible. In many cases, after we submit a new version of a course or document for posting, it is up before we finish drafting the message to send to the Regions for distribution that the revision or new document is being released. Bill will also be assisting with Amazing Team challenge and Top Gun this year.

Database

Perhaps you would need to have programming experience as well as imagine the demands of serving over 60,000 Members through over 4000 Educators, Riding Course Instructors, PLP Facilitators, University Trainers, etc., to understand what it takes to have the valuable tool we call

the Enhanced Rider Ed Database. John Bourg may regret the day he brought his idea of a database he was using as the TX District Educator to us when we were at Grapevine in 2004. Back then Rider Ed was using a spreadsheet and only one person was inputting every Level application and renewal into the spreadsheet. We were burning out the Volunteer doing this entry every two years or so (don't ask how we know...). Today the District Educators use this internet available tool to record training completions, Level advancement and renewals. An International Assistant updates instructors and University Trainer certifications and renewals. For the past few years we have arranged for internet access to ensure the data from rosters collected at Wing Ding courses is entered at the event, rather than generating mountains of paperwork that will become homework after returning from the "vacation". John worked with the Home Office to develop a monthly import of current membership information into the Rider Ed database so that we could ensure active Members were being served. Although it wasn't designed for it, we are now using portions of the database to support the GWRRA University until Phoenix can develop its own database for all of us to use. Real time information is available now for individuals to check if a Member's training is current and their certifications qualify them to present training.

Top Gun, Amazing Team Challenge, Drill Team Exhibition

Our new Director of Drill Teams Randy Rodriguez and his assistant Reno Birt have the responsibility to coordinate these activities this year in the parking lot of the Alliant Energy Center. They are coordinating all the Drill Teams that will be performing exhibitions for Wing Ding, marking ranges for Top Gun and Amazing Team Challenge, and distributing all the award plaques that were ordered months ago. The participants of the events typically lend a hand in administering and sometimes laying out the course with spray chalk.

Riding Course Instructors

If you see someone wearing a long sleeved event T-Shirt with the word Instructor on the sleeve, please know that they will have earned it by the end of Wing Ding. It is not uncommon for a Riding Course Instructor to be soaked with perspiration as they bring their course completion packages back to the Rider Ed booth for data entry into the database. These are true Volunteers. GWRRA Riding Course Instructors are not compensated for their time teaching. We do it because every once in a while, a former student makes the effort to locate us and tell us we were responsible for the Member's response to an emergency situation that saved their life, or minimized injury. Trust me, there is no greater Thank You we could ask for.

University Trainers (UTs)

A few of these Volunteers present more than one seminar during a typical Wing Ding. They had to undergo at least eight hours of training to become UTs and maintain their certification by presenting at least two seminars every two years (and submitting a renewal form to document it). The seminar may only take an hour or less to present, but the information can improve knowledge and make your ride in a group more FUN. Again, these Volunteers are uncompensated – and there is no requirement for any of them to take the steps to become UTs (other than District and Region Educators). The UT has demonstrated that they can present to a group while staying on subject and following approved seminar material. We have worked with Ed Nahl from Leadership Training to coordinate classrooms and seminar support again this year. Thanks Ed!

CPR and First Aid

Larry and Rhonda Stiles with their assistant Lydia Bourg are the folks who arrange for instructors, get the manikins and student supplies from the event management team, determine what supplies

to order, and have course paperwork ready to start the classes at Wing Ding. We run a renewal class and a full class for the Members. Larry manages the GWRRA Training Center for MEDIC First Aid, ensuring we have certified instructors and Instructor Trainers all over GWRRA. Often these courses are an inexpensive alternative to other training available. Once again, our CPR/First Aid/AED Instructors volunteer their time in presenting courses as well as to become certified. They teach a minimum number of courses and pay (often out of their own pocket) to be renewed every two years. When the standard changes every few years, they purchase instructor materials if the District or Region is unable to assist them. The four to eight hour courses they teach can save a life both inside and outside of GWRRA.

Masters Luncheon

We have worked with Kristi Thomas of KKT Event Management to coordinate this event. Master Tour Riders and Master Tour Co-Riders were sent an invitation to the event a while back. After the meal, we will honor the GWRRA Rider Educator of the year, merit award winners, and induct another Member into the Rider Ed Hall of Fame. Operations and Rider Ed Officers submitted nominations for these honors months ahead of Wing Ding to provide recognition for the service these folks have given the Membership.

Wing Ding Event Staff – these folks have the trucks unloaded from and then later load them for the return to Phoenix, and coordinate everything with the convention center. They have been very responsive when issues arise, and we couldn't do it without them.

Phoenix GWRRA Home Office Staff – throughout this article you can see evidence of the support these wonderful people provide for Rider Ed activities to accomplish all we do for Wing Ding. Without their help, much of what we do is virtually impossible. They also support the numerous other facets of the event simultaneously. Through the agreement with KKT Event Management, we are truly blessed with some talented caring folks who go all out to serve the Members.

It should be obvious that no single person could do everything it takes to make Wing Ding a success. We will inevitably forget to recognize someone who was a key to the overall success, but it does not diminish our appreciation for the efforts expended. We are extremely grateful for all the help we had in the past, have in the present, and will receive in the future on behalf of Rider Ed. Michelle and I couldn't be more proud of the Team's accomplishments and selfless dedication. **THANK YOU ALL! – Pass it on!**
It is truly Thanksgiving in July!

Keep in mind: Friends don't let Friends Learn by Accident,

Tony & Michelle

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Leadership Training Program

A continuous guide for the Leadership Training Program



Root Cause Analysis Tracing a Problem to its Origins

In medicine, it's easy to understand the difference between treating symptoms and curing a medical condition. Sure, when you're in pain because you've broken your wrist, you WANT to have your symptoms treated – now! However, taking painkillers won't heal your wrist, and true healing is needed before the symptoms can disappear for good.

But when you have a problem, how do you approach it? Do you jump in and start treating the symptoms? Or do you stop to consider whether there's actually a deeper problem that needs your attention?

If you only fix the symptoms – what you see on the surface – the problem will almost certainly happen again... which will lead you to fix it, again, and again, and again.

If, instead, you look deeper to figure out why the problem is occurring, you can fix the underlying systems and processes that cause the problem.

Root Cause Analysis (RCA) is a popular and often-used technique that helps people answer the question of why the problem occurred in the first place.

Root Cause Analysis seeks to identify the origin of a problem. It uses a specific set of steps, with associated tools, to find the primary cause of the problem, so that you can:

1. Determine what happened.
2. Determine why it happened.

Figure out what to do to reduce the likelihood that it will happen again.

RCA assumes that systems and events are interrelated. An action in one area triggers an action in another, and another, and so on. By tracing back these actions, you can discover where the problem started and how it grew into the symptom you're now facing.

You'll usually find three basic types of causes:

1. **Physical causes** – Tangible, material items failed in some way (for example, a car's brakes stopped working).
2. **Human causes** – People did something wrong, or did not do something that was needed. Human causes typically lead to physical causes (for example, no one filled the brake fluid, which led to the brakes failing).

Organizational causes – A system, process, or policy that people use to make decisions or do their work is faulty (for example, not one person was responsible for vehicle maintenance, and everyone assumed someone else had filled the brake fluid).

Root Cause Analysis looks at all three types of causes. It involves investigating the patterns of nega-

tive effects, finding hidden flaws in the system, and discovering specific actions that contributed to the problem. This often means that RCA reveals more than one root cause.

You can apply Root Cause Analysis to almost any situation. Determining how far to go in your investigation requires good judgment and common sense. Theoretically, you could continue to trace root causes back to the Stone Age, but the effort would serve no useful purpose. Be careful to understand when you've found a significant cause that can, in fact, be changed.

The Root Cause Analysis Process

Root Cause Analysis has five identifiable steps.

Step One: Define the Problem

- What do you see happening?
- What are the specific symptoms?

Step Two: Collect Data

- What proof do you have that the problem exists?
- How long has the problem existed?
- What is the impact of the problem?

You need to analyze a situation fully before you can move on to look at factors that contributed to the problem. To maximize the effectiveness of your Root Cause Analysis, get together everyone – experts and front line staff – who understands the situation. People who are most familiar with the problem can help lead you to a better understanding of the issues.

Step Three: Identify Possible Causal Factors

- What sequence of events leads to the problem?
- What conditions allow the problem to occur?
- What other problems surround the occurrence of the central problem?

During this stage, identify as many causal factors as possible. Too often, people identify one or two factors and then stop, but that's not sufficient. With RCA, you don't want to simply treat the most obvious causes – you want to dig deeper.

Use these tools to help identify causal factors:

Appreciation – Use the facts and ask "So what?" to determine all the possible consequences of a fact.

5 Whys – Ask "Why?" until you get to the root of the problem.

Drill Down – Break down a problem into small, detailed parts to better understand the big picture.

Cause and Effect Diagrams – Create a chart of all of the possible causal factors, to see where the trouble may have begun.

Step Four: Identify the Root Cause(s)

- Why does the causal factor exist?
- What is the real reason the problem occurred?

Use the same tools you used to identify the causal factors (in Step Three) to look at the roots of each factor. These tools are designed to encourage you to dig deeper at each level of cause and effect.

Step Five: Recommend and Implement Solutions

- What can you do to prevent the problem from happening again?
- How will the solution be implemented?
- Who will be responsible for it?
- What are the risks of implementing the solution?

Analyze your cause-and-effect process, and identify the changes needed for various systems. It's also important that you plan ahead to predict the effects of your solution. This way, you can spot potential failures before they happen.

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Membership Enhancement Program

*A continuous guide for the Membership
Enhancement Program*



MEC of the Year Recognition Award Program

A couple of weeks ago we announced the brand new and first ever Membership Enhancement Coordinator of the Year Award Program. In an effort to select and announce the very first MEC of the Year at this year's Wing Ding in Madison, WI, we had to make the nomination turn-a-round time for this first year, very short. We need all nominations returned by June 15, 2014 so we can get the award made up in time to present at Opening Ceremonies at WD36.

The rules are short and simple. The nomination is a one page information sheet and a second page for the nominator to tell us about the MEC's qualifications. You can find the MEC of the Year Nomination Form on the GWRRA MEP Home Page at <http://med.gwrra.org/>.

This first MEC of the Year will be for calendar year 2013. Please keep in mind that the nominee did not have to serve the entire 2013 calendar year to be nominated. Only that he/she served a total of 12 months as an MEC.

Since this is the first year for this award program we are counting on you to let us know how it can be improved in future years. If you have any suggested improvements, please forward them through your Region MEC to us so we can consider them in future years' programs.

Bob and Karla

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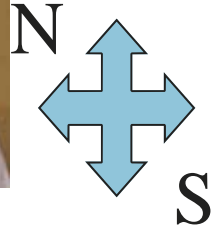
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*A continuous guide for
the Betterment of Regional Operations*

SHARE THE GLORY

Irony is so ironic! Not long ago, while perusing the Leadership Training page of our GWRRA website I was reading the "Take 5" articles. I finished reading the article "Tips for Leaders" when I received a phone call. It was Region E Director, Bruce Beeman and part of our conversation was regarding leadership styles. Now, to preface this conversation, I had already asked him to send me a bio for something that included the following statement: "I'm not all the glamour that some other people are, I'm not into it for the glory, my whole purpose for getting involved is because when you take from something as great as GW you need to give back and if I can give back just a little and be the Members advocate then I've done my job." Powerful statement, wouldn't you agree? How many of you as leaders feel the same? Here is where the irony comes in. I would like to share the article "Tips for Leaders."

Leadership is, above all else, a service. If you do not fulfill the needs of the people you lead, then it is difficult to be an effective leader regardless of your title. That service may be passing on information, presenting activities to the Members, facilitating meetings, etc. These are obvious and visible services. Equally important are the invisible services like instilling teamwork, a sense of cooperation, creating a sense of accomplishment, and giving your staff a sense of "ownership" in their duties as Team Members. In short, a really good leader understands that their most important job is helping the Team Members be successful.

Here are four ideas that may be of assistance to you in your endeavors:

1. **Ask Questions:** A good leader can often lead without being obvious. Ask the right questions in the right context for the audience, and have someone else share the stage.
2. **Don't Be The Boss:** Include folks in the process and use their talents. People by nature want to be recognized as being good at what they do. When you show a connection between the various talents available, and tie those talents together, people will be more willing to work very hard toward the common goal.
3. **Polish Those Egos:** One of the most flattering things you can do is to ask a person for their help or their opinion. If you need help or ideas, say so, and say why. Be sincere in your request and include an appropriate compliment. One-on-one conversations are often the best. Nothing is more insulting to an ego than an insincere request for assistance or ideas.
4. **Share The Glory: NEVER FORGET** - your success is only a reflection of the hard work put out by your team. Be sure to mention those who helped and contributed to the goal that has been met. Credit and praise multiply the more you spread it around.

As you can see, good leaders do not take a lot of credit, they give it! Good leaders always recognize those who contribute to their successes. Finally, good leaders leave their EGO at the door!

Bill & Dea Ann