

### **Absence of Trust**

Trust is the foundation of real chapter work. And so the first dysfunction is a failure on the part of chapter members to understand and open up to one another. It is a critical part of building a chapter. It's probably the most critical. Great chapters do not hold back with one another. They are unafraid to air their dirty laundry. You must be comfortable around each other. They admit their mistakes, their weaknesses, and their concerns without fear of reprisal. If you do not trust one another then you cannot be the kind of chapter that ultimately achieves results.

Theoretically, if everyone is completely on the same page and working in lockstep toward the same goals with no sense of confusion, it could be that the lack of debate is a good sign. But every effective chapter should have a substantial level of debate. Even the most trusting chapters mix it up a lot. So ask yourselves "What isn't there any debate?"

The costs of failing are great. Chapters that lack trust waste inordinate amounts of time and energy managing their behaviors and interactions within the group. They tend to dread chapter meetings and are reluctant to take risks in asking for or offering assistance to others. As a result, morale on distrusting chapters is usually quite low, and unwanted turnover is high.

#### **Chapter Members with an absence of trust:**

- 1. Conceal their weaknesses and mistakes from one another**
- 2. Hesitate to ask for help or provide constructive feedback**
- 3. Hesitate to offer help outside their own areas of responsibility**
- 4. Jump to conclusions about the intentions and aptitudes of others without attempting to clarify them**
- 5. Fail to recognize and tap into one another's skills and experiences**
- 6. Waste time and energy managing their behaviors for effect**
- 7. Hold grudges**
- 8. Dread Meetings and find reasons to avoid spending time together**

#### **Chapter Members with trust:**

- 1. Admit weaknesses and mistakes**
- 2. Ask for help**
- 3. Accept questions and input about their areas of responsibility**
- 4. Give one another the benefit of the doubt before arriving at a negative conclusion**
- 5. Take risks in offering feedback and assistance**
- 6. Appreciate and tap into one another's skills and experiences**
- 7. Focus time and energy on important issues, not politics**
- 8. Offer and accept apologies without hesitation**
- 9. Look forward to meetings and other opportunities to work as a group**

#### **The Role of the Leaders:**

**Demonstrate vulnerability first (show humility)**

**Must create an environment that does not punish vulnerability**

**Displays of vulnerability must be genuine; they cannot be staged**

**Don't manipulate the emotions of others**

### *Do personal histories*

*Note: Could be leadership that doesn't participate in chapter meetings have a distrust issue*

### *Why are we here?*

*To inspire our leaders and members to be the most organized, advanced, equipped, financially stable organization, full of integrity in the motorcycling industry and the kingdom of God.*

*Our job is leading the CMA Ministry towards higher visions and results. If we don't do this we don't function as a chapter or a ministry*

Remember chapter work begins by building trust. That goes all the way from Top to bottom and back again from chapter member to State Coordinator, to Regional Evangelist

Take time to decide what you believe is your single biggest strength and weakness in terms of your contribution to CMA's failure or success

### **Fear of Conflict**

If we don't trust one another, then we aren't going to engage in open, constructive, ideological conflict. You will continue to preserve a sense of artificial harmony. Chapters that lack trust are incapable of engaging in unfiltered and passionate debate of ideas. Instead they resort to veiled discussions and guarded comments.

Chapters that engage in productive conflict know the only purpose is to produce the best possible solution in the shortest period of time. They discuss and resolve issues more quickly and completely than others. Ironically, chapters that avoid ideological conflict often do so in order to avoid hurting chapter member's feelings. When chapter members do not openly debate and disagree about important ideas, they often turn to back-channel personal attacks, which are far nastier and more harmful than any other heated argument over issues. Taking issues "off line" seems to be avoiding dealing with an important topic, only to have it raised at the next chapter meeting.

Chapters that fear conflict:

1. Have boring meetings
2. Create environments where back-channel politics and personal attacks thrive
3. Ignore controversial topics that are critical to chapter success
4. Fail to tap into all the opinions and perspectives of chapter members
5. Waste time and energy with posturing and interpersonal risk management

Chapters that engage in conflict:

1. Have lively, interesting meetings
2. Extract and exploit the ideas of all chapter members
3. Solve real problems quickly
4. Minimize politics
5. Put critical topics on the table for discussion

## **Methods for making conflict more common and productive**

**Miner of conflict extracts buried disagreements within the chapter and sheds light on them  
Calls out sensitive issues and force chapter members to work through them**

**Do not retreat from healthy debate**

**Remind the chapter that what they are doing is necessary to keep tension down**

## **Role of Leader**

**Demonstrate restraint when your chapter is engaged in conflict**

**Allow resolution to occur naturally**

**Avoiding conflict will encourage fear of conflict within the chapter**

## **Lack of Commitment**

**Every chapter member needs to commit to a ministry or decision and buy into it. When people don't unload their opinions and feel like they've been listened to, they won't buy into the chapter vision. Consensus on an issue sometimes comes about trying to please everyone. I've found that being in Christian Ministry doesn't mean that you can add a car to the train every time a Christian shows up to help out. They may not be at the same level as some chapter members. They may still being fed milk instead of protein in their Christian life. Most reasonable people don't have to get their way in a discussion. They just need to be heard, and to know their input was considered and responded to. You don't need compete agreement. Chapter members need to weigh in before they buy in. Read the faces when you come to a chapter agreement. Watch the body language.**

**Commitment is a function of two things: clarity and buy-in. Chapters make clear and timely decisions and move forward with complete buy-in from every chapter member. Two greatest causes of the lack of commitment are the desire for consensus and the need for certainty.**

**Consensus: There is danger in seeking consensus. Reasonable human beings do not need to get their way in order to support a decision, but only need to know their opinions have been heard and considered. When an impasse causes a decision not to be made, the leader of the chapter is allowed to make the call.**

**Certainty: It is better to make a decision boldly and be wrong—and then change direction with equal boldness—then it is to waffle. If you hedge your bets and delay important decisions until you have enough data, this will breed paralysis and lack of confidence within the Chapter. A lot of times this happens when a ministry opportunity pops up and the chapter feel they don't have enough information or they "have to pray about it." While "Praying about it" is one thing, most chapters should already be praying for God's Will from the beginning and when ministry opportunities crop up they are already prayed up and ready to go spread the Gospel. Conflict underlies the willingness to commit without perfect information. Then the chapter needs to discuss this from day one as to how they will respond when given an opportunity to minister, even if it is out of their comfort zone.**

**A chapter that fails to commit:**

- 1. Creates ambiguity among the chapter about direction and priorities**
- 2. Watches windows of ministry opportunities close due to excessive analysis and**

- unnecessary delay
- 3. Breeds lack of confidence and fear of failure
- 4. Revisits discussions and decisions again and again
- 5. Encourages second-guessing among chapter members

A chapter that commits:

1. Creates clarity around direction and priorities
2. Aligns the entire chapter around common objectives (Ministering)
3. Develops an ability to learn from mistakes
4. Takes advantage of opportunities before other organizations do
5. Moves forward without hesitation
6. Changes direction without hesitation or guilt

Methods for Overcoming Lack of Commitment

1. Review key decisions made during the Chapter meeting
2. Agree on what needs to be communicated to other chapter members
3. Leave the chapter meetings clearly aligned
4. Use clear deadlines for when decisions will be made, as this will bring focus on the problem
5. Ambiguity is your worst enemy
6. Timing is everything
7. Have a contingency plan and worst-case scenario
8. Decisions made after substantial discussion and little analysis or research will be better than expected
9. Analysis and research are sometimes overvalued

Role of the Leader

1. Leader must be comfortable with the prospect of making a decision that turns out to be wrong
2. Leader must constantly push the chapter for closure around issues and adherence to schedules

### *Avoidance of Accountability*

If there is no buy-in, people aren't going to hold each other accountable if they haven't clearly bought in to the same plan. They'll just say I never agree to that anyway.

What is the most single most important arena or setting for conflict: Chapter meetings. If you can't learn to engage in productive, ideological conflict during meetings you are through.

Some people are hard to hold accountable because they are so helpful. Others because they get defensive. Others because they are intimidating. But every leader in CMA should be held accountable in that they were elected to do a job by their peers.

Members of great chapters improve their relationships by holding one another accountable, thus demonstrating that they respect each other and have high expectations for one another's performance. Peer Pressure will maintain high chapter standards. There is

nothing like the fear of letting down respected chapter members that motivates people to improve their performance.

**A Chapter that Avoids Accountability:**

1. Creates resentment among chapter members who have different standards of performance
2. Encourages mediocrity
3. Misses deadlines and key ministries
4. Places an undue burden on the chapter leader as the sole source of discipline

**A Chapter that Holds One another Accountable:**

1. Ensures that poor performers feel pressure to improve
2. Identifies potential problems quickly by questioning one another's approaches without hesitation
3. Establishes respect among chapter members who are held to the same high standards
4. Avoids excessive bureaucracy around performance management and corrective action

**Methods for Improving Accountability:**

1. Clarify publicly what the chapter needs to achieve (Goals, Vision, Rides)
2. Regular follow-ups of chapter behavior and performance
3. Reward the chapter for achievement (Dinner, special occasion)

**Role of Leader:**

1. Must be willing to serve as the ultimate arbiter of discipline when the chapter itself fails
2. The first person in the accountability role but encourage the chapter to hold others accountable

**Inattention to Results**

A lot of CMA Members go by the wayside when they don't see results of the CMA ministry. Or they don't get credit or are even asked to part of the chapter ministry. As long as they are getting attention everything is ok. Your job as leaders is to create the best CMA chapter possible. You can be a valuable member of a chapter regardless of your previous background. Usually we work towards a goal, but in this ministry it is sometimes not that clearly defined or can be seen. You can work a show or a rally and come away with a feeling did I really make a difference? The main goal of any chapter is finding God's Will for their chapter and working towards that. That means you have to leave the egos and agendas behind and work together as a chapter to please God. When the blessings begin, then you'll know you are being successful. The chapter needs goals and a vision and results should be simple enough to grasp by everyone involved. Communicate that within the chapter. Every chapter member should have a common set of goals and measurements.

*Results categories: How do you measure success of the ministry? List some of the ways*

**You can talk to your chapter members one on one about the chapter direction, but until you come together in discussion everyone will have a different idea of what was said. That's not a chapter. One person may be in charge of a specific task within the chapter, but all chapter members are responsible for the success or failure of the chapter to minister and spread the Gospel. If you are successful you are successful together. If you fail, you fail as a chapter.**

**Keep the politics out of the chapter: Note: Politics is when people choose their words and actions based on how they want others to react rather than based on what they really think.**

**This occurs when chapter members put their individual needs (ego, recognition) above the collective goals of the chapter. The members care about something other than the collective goals and visions of the chapter. An unrelenting focus on specific goals and clearly defined outcomes is a requirement for any chapter. Many chapter members are desirable of specific results, but not necessarily interested in great sacrifice or inconvenience. Group results are more important than individual goals**

**A Chapter that is not Focused on Results:**

- 1. Stagnates/fails to grow**
- 2. Rarely defeats satan**
- 3. Loses ministry-oriented members**
- 4. Encourages chapter members to focus on their own egos and individual goals**
- 5. Is easily distracted**

**A Chapter that Focuses on Collective Results:**

- 1. Retains ministry-oriented members**
- 2. Minimizes individualistic behavior**
- 3. Enjoys success and suffers failure acutely**
- 4. Benefits from individuals who subjugate their own goals/interests for the good of the chapter**
- 5. Avoids distractions**

**Methods for Improving Results:**

- 1. Commit the chapter and explain the goals**
- 2. Chapters that say "We'll do our best" is preparing for failure**
- 3. Report the results of the ministry opportunity**

**Role of the Leader:**

- 1. Leader must set the tone for a focus on results**
- 2. Chapter Leaders must be selfless and objective**

**Cohesive Chapters**

**They trust one another**

**They engage in unfiltered conflict around ideas**

**They commit to decisions and ministries of action**

**They hold one another accountable for delivering against those ministries**

**They focus on the achievement of collective results (testimonies)**

**This information was taken out of the Five Dysfunctions of a Team by Patrick Lencioni. In most cases chapter has replaced the word team. As you can see dysfunctions covered by the book fit right in with what goes on in chapters today. You can probably see the same things right now. Although the notes are written in a manner of a team, being part of God's team is very important and we can learn how to minister better when we are working together in harmony and one accord. The outcome achievements that are talked about are the Blessings that we each get when we are ministering from day to day. Changing the World One Heart at a Time is our forever goal in CMA.**