

Make it happen, make it matter

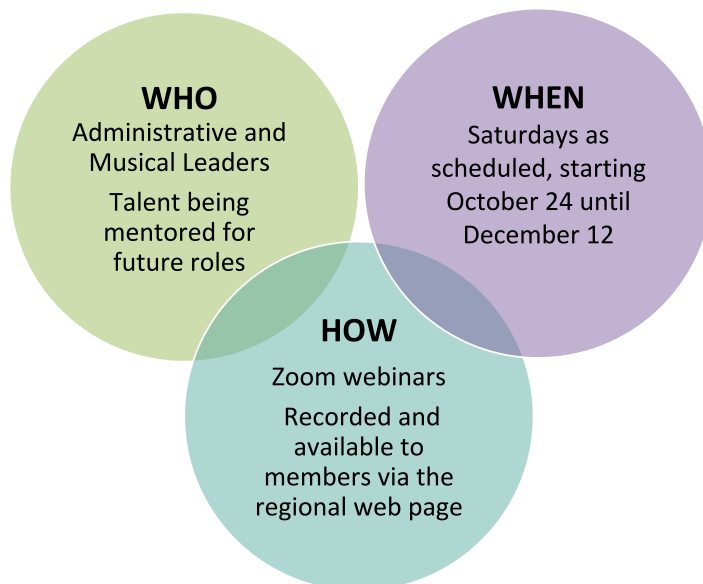
Leadership Development Series



Kia ora koutou!

Please write your name and chorus in the Chat Box when you arrive.

Who, when and how ?



Nurturing Members

October 24, 2020

Presented by

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Today's Agenda

- Why nurture members?
- 4 Golden rules for nurturing success
- Quiz Time
- Understanding the life cycle of a member
- Understanding the perceptions of different age groups
- Using inclusive language
- Feelings of satisfaction and value
- Break out session
- Putting it all together

You can use elements of this session when developing your own nurturing practices.

Nurturing membership was considered the most important topic to present in this series, and thus as the first workshop, provides the all important groundwork that leads us into the future sessions in the Leadership Development Series.

We have some great resources provided by Sweet Adelines International, and we have used these, along with Jan Carley's 2 books, to give you a taste of them and how valuable they are to us as leaders within our choruses.

Why nurture our members?



Because being a part of a great chorus is a phenomenal feeling. When your chorus is 'in the zone' - it's a cocktail of emotions - excited, challenged, safe, successful. Members are pumped to get to rehearsals on time and energised throughout.

The key to getting here is to give your chorus members the right conditions to develop and grow.

4 Golden Rules for Nurturing Success



There are at least 4 golden rules that will create the environment for our members to develop and grow, and give us the best chance of retaining our current members and attracting new members and retaining them as well. You will see a lot of familiarity in these four rules in the forthcoming workshop sessions over the coming weeks.

Golden Rule No 1: Clarity



1. Clear Vision and Values
2. Clear expectations and roles
3. Awareness of how each member contributes to the chorus goals
4. Resources available



1. Vision - this is the common thread that is running through our workshop series. Make sure your chorus has a vision and values that are easily understood, repeatable and relatable and owned by chorus members. People choose to spend their time at chorus - so we want to make that a good experience - if they don't understand the purpose of what they have been asked to do, their attention and enthusiasm can dwindle... being clear about why you're doing what you're doing is the key to motivation. As Jan Carley says: The most important building block for your chorus is the definition of your values. And keep this big picture in view - it will help smooth out many of the bumps in a chorus's road and reduce the time and effort required to reach success.
2. Clear expectations - what is expected of every chorus member - has this been clearly communicated to chorus members by the leadership? Is there clarity about the role of each member .. is there clarity on the role of leaders
3. Awareness of how each member contributes to the chorus vision and goals - whilst clear expectations are important, it's also good to for leaders to be aware of individual differences - each person will contribute in their own unique and individual way ... know each person's strengths and don't expect each member to perform at the same level. Take time to make sure you members are aware of how they are helping contribute to the chorus goals - this can help them feel motivated and valued.
4. Resources - Have clarity around what resources are available for members to use to be able to contribute to the chorus vision

Golden Rule No 2: Lead by Example



1. Communicate well and often
2. Role model chorus values
3. Lead humbly
4. Be open to feedback
5. Work alongside your members
6. Work together towards goals



It starts with the you, the leaders. You are the ones that the rest of your chorus look to for guidance. Your behaviour trickles down to the members and eventually everyone will come to accept and expect this nurturing mode of working.

1. Communicating well and often means that members are happy to share ideas, brainstorm together, ask for feedback and be contradicted.
2. Values are lived by all members - these values keep everyone aligned - to be successful they need to be role modelled by leaders in our chorus.
3. Lead Humbly - be intentional about how you show up to rehearsal each week, create a culture where we think of others first, we listen, we build trust by behaving in ways that generate trust , we create the environment for individuals to be respected, nurture their talents, grow and improve as human beings
4. Be open to feedback - as leaders we want to be able to receive feedback and act on it just as we want others to react and act on feedback we give to others
5. Work alongside your members - not above them.
6. Work together towards goals - important that each person knows their individual role and has a good understanding of how to make the most of other people's strengths. As leaders, we need to encourage members to work together and support each other ... and ensure we are doing this ourselves.

Golden Rule No 3: Listen to your members



1. Where are we living in alignment with our vision and values?
2. Where are the gaps?
3. Trust your members, their thoughts and ideas
4. Be patient and caring



Assume the best about people ... each one of our members comes into our chorus with a different world view based on their own life experiences - things will be said that others may not understand or agree with. The best place to start is from an assumption that their motives and goals are chorus based ...

1. and 2. Take time to find out from members whether our chorus is operating in alignment with our agreed vision and values - are there any gaps - what can the leadership do to

3. Trust your members, their thoughts and ideas ... it will help you as a leader to nurture their gifts, talents and allow them to feel fulfilled in what they do.

4. Sometimes chorus members need time to get going or get unstuck, as a leader be patient. Some chorus members might not get on board with an idea or decision as rapidly as you so give them some time. That doesn't mean you slow down ... it's good to maintain a sense of urgency rather than get bogged down in the process ... give time to work things out but always keep the timeline in mind and move towards completion.

Jan Carley talks about *Bitsy Fairhaven* - our member who whilst not actively resisting, show a lack of support or negativity that throws us, as leaders, off our game. We end up spending an inordinate amount of time, energy and basically bending over backward to bring a Bitsy onside. Remember, Bitsy doesn't always have to be a problem - she could be providing a voice or reality check to our zealous proposal that can be useful. We don't have time to go into this now, and so I recommended the options that Jan Carley provides in her 2nd book 'Finding Your Overtone'.

Golden Rule No 4: Appreciate your members



1. Show gratitude
2. Focus on strengths
3. Accept differences - because these are strengths as well
4. Celebrate - recognise and reward



My experience is that our choruses do this very well ...most of the time...

Each of us wants to know our contribution is appreciated and makes a difference.

Giving deep acknowledgment is one of the most powerful tools you and your team have for nurturing members. The benefits of consistent, authentic appreciation go much further than giving a nice warm fuzzy feeling. An acknowledgment rich culture results in great happiness, growth, member retention and satisfaction. Jan Carley has an excellent chapter in her 2nd book about how to create an acknowledgement rich culture.

After having reviewed the type of culture we want to create as leaders that will help us successfully nurture our members, and before we go any further into gaining understandings that help us to nurture our members let's take time out for a little quiz..



QUIZ TIME!

These quiz questions are useful to reveal different ways of working and learning in your chorus. While lighthearted in nature, the questions will help us understand that there are different working styles in our choruses, the conditions that help people flourish and also to see and consider different perspectives in the group.

POLLS:

When do you have your best energy?

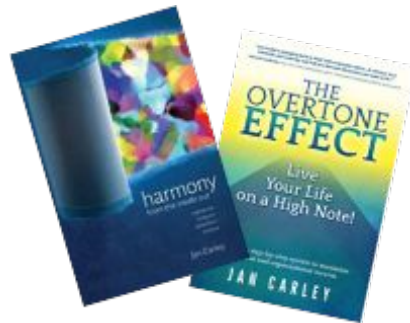
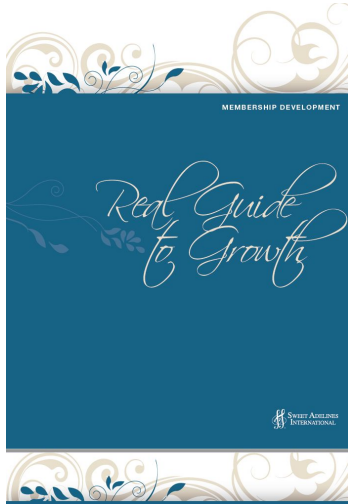
Where do you get your best ideas?

What does your calendar look like?

What are you most comfortable with?

When you have something exciting to share, how do you tell people?

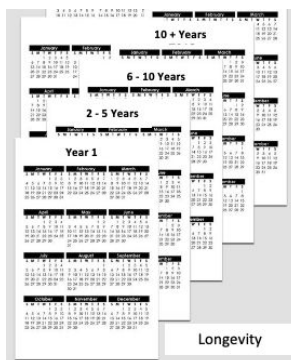
Best Resources



There are quite a few excellent resources available to us. The Real Guide to Growth is an excellent resource provided by Sweet Adelines International. Jan Carley has 2 excellent books - Harmony from the Inside Out, and The Overtone Effect which is a new revised edition of 'Finding Your Overtime', called 'The Overtone Effect'.

We have used information from these documents to share with you for most of this presentation.

Understanding the Life Cycle of a Member



Retaining good members and new member recruitment are both crucial to the long term growth and sustainability of our choruses. So it's important that we pay attention to both of these areas.

The SAI document 'Real Guide to Growth' is an excellent resource for guidance on the recruitment of new members and the retention of existing members.

Add this understanding of the Life Cycle of a member to the 4 Golden Rules of Nurturing Members and you will find your chorus in the Zone... living into it's Overtone... as Jan Carley would say...

The All Important First Year



RISK

High turnover rate of new members

REASON FOR LEAVING

Dissatisfaction

- miscommunication
- not fully informed about responsibilities and expectations of members before joining
- difficulty in meeting the requirements, including financial expectations
- disconnected from the music

WHAT TO DO

- Follow the 4 Golden Rules to nurturing success
- Use suggested strategies from The Real Guide to Growth
- Review new member orientation materials
 - Provide more structure for how to get up to speed
 - Big Sister / riser buddy

High turnover rate of new members is one of the most pressing membership issues that Sweet Adelines faces today. Statistics are showing that more than 50% of new members leave within the first five years, and the greatest loss is in the 20 to 39 age ranges.

Major reason for leaving in the first year is dissatisfaction.

Other suggestions (not shown on slide)

Access to more information or resources on song interpretation notes, choreography plans, chorus administration and fees

More information on barbershop style and SAI as an organisation.

Clarity around attendance expectations as a new member

Offer more feedback on progress

Provide additional lessons one-one-one or in small groups

Clearer musical and participating expectations

2 - 5 year Longevity



RISK

Group with the greatest loss of members annually

REASON FOR LEAVING

Difficult in meeting attendance requirements due to outside obligations. These members are likely feeling:

- disconnected to the chorus' goals and activities
- missing social outlets they enjoyed in the past
- dissatisfied with chorus leadership
- frustrated with negative attitudes within the chorus membership

WHAT TO DO

- Follow the 4 Golden Rules to nurturing success
- Use suggested strategies from The Real Guide to Growth such as
 - encouraging them to re-energize through joining committees and pursuing leadership opportunities
 - Involve them in special projects
 - Strengthen education programmes so that members remain challenged

6 - 10 year Longevity



RISK

Lower risk member

REASON FOR LEAVING

Primarily because of relocation and retirement.

- To spend more time with family
- To relocate closer to family

Strong desire to network and socialise with other chorus members and these needs were not being met

WHAT TO DO

- Follow the 4 Golden Rules to nurturing success
- Use suggested strategies from The Real Guide to Growth such as
 - encouraging them to be more involved in regional activities, conventions and educational events
 - suggest attendance and international convention and education events
 - encourage retaining membership through Chapter at Large or Member at Large options

10 + year Longevity



RISK

Lowest risk member

REASON FOR LEAVING

Health reasons and financial constraints

WHAT TO DO

- Follow the 4 Golden Rules to nurturing success
- Use suggested strategies from The Real Guide to Growth such as
 - easing some of the financial demands
 - establish an angel fund and implement a special fundraiser for this purpose
 - find ways to help them 'earn' their dues by allowing them to work for the chorus
 - implement health programmes and education for all members and teach the health benefits of singing

Nurturing through the ages



- Each chorus member brings their own unique perception to your chorus
- Different approaches are required to maintain everyone's interest and long-term membership

WHAT TO DO

- Follow the 4 Golden Rules to nurturing success
- Consider the similarities and differences of perception groups based on age ranges to assist with understanding how to nurture the different age groups in your chorus. Similarities include:
 - Love of singing and music
 - Feelings towards the director
 - Desires and goals for the chorus
 - Financial concerns
 - Lack of self confidence in certain areas (costuming, performing)
 - Personal incentives such as musical education, leadership and performance opportunities

Each chorus member brings their own perception. This individual perception is made up of previous musical experience, age, income level, marital status, family obligations, physical and mental health, birthplace, education and personal goals - and that's just a few. From individual to individual, these perceptions may vary greatly or be very similar.

Consequently different approaches must be incorporated to maintain everyone's interest and long term membership.

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Nurturing through the ages



**35 and
younger**

Time is a
premium

36 - 49

Have time to
enjoy a night
out

50 - 64

Have time and
finances

65 +

Time but may
have limited
finances

35 and younger - this age group likes more in a shorter time - talking on the risers will drive them crazy - they want to be involved in decisions but won't take charge. They are keenly aware of lyrics - so songs about being alone or never being loved won't work for them. They are quick learners and they have a great awareness of and exposure to social issues such as diversity, equity and inclusion.

36 to 49 - this age group are independent, have the time and resources to enjoy a night out. They may be more emotionally needy. They are looking for the satisfaction that they receive from being good at something and getting credit for them. These will probably be your riser talkers. And they are your potential musical and administrative leaders.

50 to 64 - this age group are looking for a family to nurture. Their children are leaving home and their spouses are retiring - they have money and time - they are hard workers and really good at chairing committees. They are good at organising short term projects. They like to have social time and getting to know people. They'll take a bit longer to learn their music but once they've got it it's permanent

Age 65+ - members in this age group have more time to devote to chorus activities, but may find they have limited financial resources. They are loyal and reliable members. They will stand on the risers all day and night and they'll sing any song about any subject. They don't like talking on the risers. You can give them projects and performances during week days. They'll sew for hours and shop for sequins and write letters to missing members.

It's really helpful to have an understanding of the needs of our members in these different age groups - along with the 4 Golden Rules of Nurturing Success you will be able to provide all of your members with the opportunities and benefits they seek - musical, educational, social and humanitarian.

Diversity, Equity and Inclusion



Guiding Principle: Diversity and Inclusion

We celebrate our differences as essential to the rich harmony that unites us. As we recognize barbershop's African American origins and learn from our exclusionary past toward women of color, we reject discrimination and unwaveringly strive toward greater awareness, openness, and understanding of each other.

Guiding Principle: Culture of Belonging

We create harmony where every voice matters. We foster a culture that provides a joyful place to share our uniqueness within a global community united in song.

Areas of focus

Gender, sexual orientation, multicultural/racial background, age, disability and socioeconomic status.

Presented by Sharon Cartwright, Region 34 Education Faculty, International Board of Directors

Sweet Adelines International, through its guiding principles of Diversity & Inclusion and Culture of Belonging is committed to providing equal opportunity and access for every member and potential member.

Compared to many countries around the world, New Zealand is ahead of the game being a society rich in diverse ethnicities. This is reflected on the risers of your choruses too. So, what you need to think about and do to contribute to a culture of belonging will perhaps be different to other regions.

Inclusive language plays an important role in acknowledging everyone and treating all people equitably and with the sensitivity and respect to which they are entitled. I can't think of a more important aspect of nurturing members than that. Our society and therefore our membership is increasingly diverse and Sweet Adelines has intentionally written two of the six Guiding Principles to demonstrate a strong commitment and intention to be an inclusive organisation. (refer to them on the slide)

The areas of diversity Sweet Adelines is focusing on right now are **gender, sexual orientation, multicultural/racial background, age, disability and socioeconomic status**. Soon choruses around the world will be equipped with an important initiative created by the Diversity and Inclusivity Task Force - a comprehensive Diversity and Inclusion Chorus Toolkit. One aspect of the toolkit, the Song Assessment Tool was fast-tracked and released in September. It provides a consistent set of guidelines to guide members through the assessment of a song based on factors driven by these two guiding principles. For countries like New Zealand and Australia, the Song Assessment Tool is invaluable as many choruses have enjoyed singing music that has a racist history in the United States and we may otherwise be unaware. As there will be penalties and disqualification in competition for songs with racist history, message and lyrics from 2021, it's a good time to dig into activity.

Inclusive Language



I will be your harmony. Sweet Adelines International is a place to grow - as a singer, as a woman, as a leader, and as a friend. Find your voice, find yourself and find lifelong sisterhood with Sweet Adelines.



I will be your harmony. Sweet Adelines International is a place to grow - as a singer, as a person, as a leader, and as a friend. Find your voice, find yourself and find lifelong community with Sweet Adelines.

Our regions are guided by Regional Management Teams and work diligently to welcome women to join in the joy of barbershop harmony.



Our regions are guided by Regional Management Teams and work diligently to welcome all women and people of marginalised genders from all nationalities and backgrounds to join in the joy of barbershop harmony.

I'm working in a Task Force right now, making recommendations for language modifications in a range of educational and marketing materials.

Take the example of gender identity as one element of inclusive language. This is a person's deep-seated, internal sense of who they are — specifically, the gender with which they identify themselves. Within Sweet Adelines and when welcoming guests to a new member program, it would be an assumption that all identify as women and are comfortable with terms such as sisterhood, ladies, girls, females or the pronouns she and her. Using this language can cause discomfort, disengagement and a feeling of being excluded if you identify as non-binary, genderqueer, genderfluid and other marginalised genders.

I've given some examples of the type of language modifications happening to the international website. These are quite straightforward examples, but are of the type you could start considering now. (Refer to slide)

And, it's an ongoing conversation with people from North America about appropriateness of language for those of us in Regions 31, 32, 34 and 35. We know how it feels to be called Non-North American, to read that International Convention happens in Fall and generally feel a sense of 'otherness' in an international organisation.

The board is currently forming a new Diversity, Equity and Inclusion Council to be permanent stewards of the work started by the task force. I hope some Region 35 members have nominated for it.

Members Chorus Experience



Feeling Valued!

I wanted to finish our discussion on nurturing members with some findings from the Region 34 Regional Task Force Report. There is a section in this report that shows the results of feedback from current members relating to their chorus experience in 2 ways - Firstly their satisfaction with their chorus experience, and secondly how valued they feel as a member of their chorus.

It was interesting to note the longevity affected satisfaction and feeling valued.

Feelings of Satisfaction and Value



Satisfaction

- No difference in the level of satisfaction between shorter-term and longer-term members

Feeling valued

- There was a trend towards more members feeling highly valued as their duration of their membership increased

Feelings of Satisfaction and Value



Table 3. Reasons members feel satisfied with their chorus experience

Reason*	% of Respondents
Love group singing	93.5
Friendships	80.8
Receiving education	77.7
Sense of belonging	75.3
Sense of achievement	69.9
Love performing	67.7
Inclusive culture	59.7
Lifelong learning	58.3
Convention/competition	54.6
Giving to the community	52.8
Encouragement of quartets/small groups	46.6
Teaching others	26.8
Other	13.9

*Each respondent could choose multiple options

Feelings of Satisfaction and Value

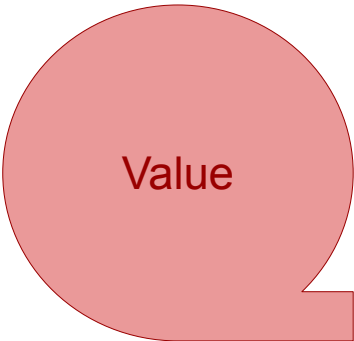


Table 4. Reasons members feel valued by their choruses

Reason*	% of Respondents
Provided with support to improve	76.4
Encouraged to be involved in running the chorus	68.5
Achievements are acknowledged and celebrated	65.4
Members make an effort to get to know me	56.3
Social events encourage connectedness/belonging	49.1
Regularly asked for feedback	32.3
Other	15.5

*Each respondent could choose multiple options

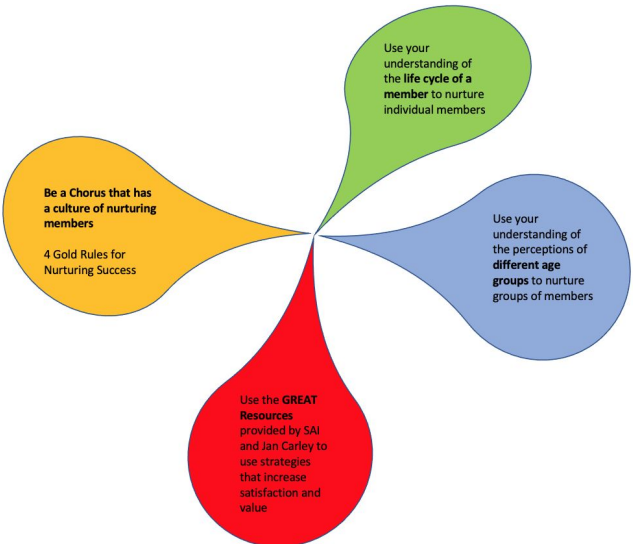
Group Activity



- Let's head into breakout rooms.
- Once you get into your breakout rooms introduce yourselves to each other.
- Select someone to act as scribe, and a spokesperson for the group.
- Then consider some questions:
 - **Identify one real life membership challenge**
 - **What nurturing approach could you take to address this issue?**
- You will have 20 minutes for a discussion then be returned to the main group.
- You can call for assistance from the breakout room if you need us.
- Your group spokesperson will share thoughts from your discussion with everyone upon return to the main group.

The participants divided into 3 groups and the feedback from these sessions can be found on the recording of the Zoom session: <https://youtu.be/4zuf1NZrAE>

Putting it all together



THANK YOU FOR YOUR CONTRIBUTIONS TODAY

**Get in touch with Sarah Bennett - events.sweetadsnz@gmail.com
if you have thoughts or questions**

Resources will be available on the Sweet Ads Region 35 Website

Identify others who should attend each workshop and encourage them

Enroll in next session - How to run a Vision and Values Session - 31 October