**RE 461 Notes**

**January 12, 2016**

**Our Economy:**

* **Only 9% based on manufacturing**
* **91% based on the service and industry**
* **2 trillion is spent each year on the service industry**
* **97% of this are leisure related expenses**

**Leisure / Recreation in the Economy:**

* **Public – breaking out of that model money**
* **Private – training into a job**
* **Sports – Sports players make lots of money**
* **Tourism – largest amount of money spent here**
* **Ecotourism – largest section of tourism**

**Historical Views of Business Management:**

**5 Periods of management style:**

* **Pre-Scientific Prior to 1800**
* **Classical: 1800 - 1930**
* **Behavioral: 1930 – 1960**
* **Modern: 1960 – 1990**
* **Emerging: 1990 – 2001**

**Pre-Scientific Prior to 1800**

* **Management becomes a body of knowledge**
* **Prior to this it was an order of entitlement**
* **Leadership came from entitlement**

**Classical: 1800 – 1930**

* **Hennery Faylo:**
* **Planning / Organizing / Command / Coordination / Control**
* **Fredrick Taylor:**
* **Scientific Management Model**
* **Observation / Experimentation / Reasoning**
* **Standardized work behaviors**
* **Assembly lines / Production quotas / Standardized procedures**
* **Improving Output**

**Behavioral: 1930 – 1960**

* **Recognition of the human factor**
* **Individuality is a challenge for standardization**
* **Effort made to develop the physical work environment**
* **“Supportive work environment”**

**Modern: 1960 – 1990**

* **How does human nature effect the work environment?**
* **Theory X (people dislike work)**
* **Theory Y (people have a desire to work)**
* **Theory Z (merger of X & Z)**
* **Situational Management**
* **Management depends on the situational factors**

**Emerging Era 1990 – Current**

* **Complexities of organizing multiple forms of organizational structures**
* **Public – Private – Other**
1. **Management systems permit a structured approach to outcomes**
2. **Managerial skills, more or less are “soft skills” developed through leadership development**
* **A system is needed to effect the organization**
	+ **Total Quality Management - TQM**
	+ **LEAN Manufacturing**
* **Managers and employees work together to develop structure**

 **Service Continuum**

 **Private 100% Cost Recovery Public 0% Cost Recovery**

**Leisure vs Manufacturing**

* **No one has to do it**
* **Activity Life Cycle**
* **Location**
* **Everything has it’s season**
* **80-20 rule**
* **Realistic Numbers**
* **Specialization**
* **Quality is Everything**
* **Experience is a process**

**Vikings vs. Farmers**

* **The argument with in the NRPA that the traditional management model for Parks and Recreation is outdated and in need of development.**
* **Current model is dependent on government funding**
* **Resources are static**
* **Difference is not a common aspect of a model**
* **Employees age out of the system or may move through the hierarchy**

**Farmers**

* **Keen awareness of resources**
* **Resources are standardized (the same time after time)**
* **Change and growth are dependent on knows variables (past knowledge)**
* **Human resources are static**
* **Budgets are static**
* **Each role is specific**

**Vikings**

* **Recourses are dynamic**
* **Resources can be obtained through efforts**
* **Human recourses are dynamic (we empower people do to what needs to happen)**
* **Company ownership is shared (buy in)**
* **Excess is dumped**
* **Fast paced**
* **Mission driven!’**

**Vikings v Farmers activity**

* **Define the problem**
* **What are issues associated with the problem?**
* **How serious is the problem?**
* **What resources are affected?**
* **List of solutions**

**Who can we identify as VIKINGS?**

* **John Muir**
* **Kurt Hahn**

**February 4, 2016**

**Leadership = communication and being able to deliver it effectively**

* **Process of influence**
* **Associated with a group change or process**
* **Leaders influence groups but at the same time are aware of the needs of a group.**
	+ **Goal attainment**
	+ **Relationship of two or more people**

**Early Leadership Theory**

* **Based on hierarchical models for industrial organizations**
* **Leader gives orders follower follows**
* **No opportunities for creativity among followers**
* **Use of power to create passiveness or obedience**

**Trait Theory**

* **Leadership based on physical or physiological traits**
	+ **Good posture**
	+ **Clear speaking**
	+ **Confident**
	+ **Task Oriented**
* **Leaders are born! Not made!**
* **Assumption that the leader is endowed with certain qualities**

**Great Man Theory**

* **Leadership focuses on the greatness of the actual leader**
* **Certain men are predisposed to be leaders**
	+ **Birth order**
	+ **Family background**
	+ **Education and upbringing**
	+ **Aristocracy**
* **Until 1940 all theories relied on traits**

**Charismatic and Heroic Leadership**

* **Charisma plays a role in leadership**
* **Martian Luther King jr, Adolph Hitler**
* **More then inspire, but develop passionate reactions**
* **Tend to emerge during times of crisis drastic**
* **Call for a need for drastic change**
* **Heroic leaders tend to lead yet gain for leadership**

**February 9, 2016**

**Style Theory Leadership**

**Autocratic Leader**

* **Highly directive**
* **Little to no group input**
* **Reveals no reason for decisions**
* **Maintain control of groups at all times**

**Democratic Leader**

* **Allows group input**
* **Group may vote on matters**

**Laissez-Faire Leader**

* **Allows the group to operate on its own**

**Contingency Leadership - If you clean the bathrooms you can leave early**

**Leadership is contingent on one of two variables**

* **Task attainment**
* **Human Relationships**

**Leadership is dependent on the leadership style**

**Transactional Leadership**

* **Task Oriented**
* **Able to direct a group in specific ways in order to accomplish finite goals**
* **Contingent relationships between leader and followers**
* **Followers transcend interests for the good of the group**
* **Able to gain the groups compliance**
	+ **Offer rewards**
	+ **Threats**
	+ **Appealing to group members**
	+ **Reasoning with followers**

**Transformational Leadership**

* **Strong sense of mission**
* **Attracts loyal and committed followers**
* **Leads group from “what is desirable” to “what should be”**
* **Provides vision and a sense of mission**
* **Instills pride, trust and respect among group members**
* **High expectations**
* **Intellectually stimulating and promotes creativity**
* **Coaches and advises**
* **Treats people as people**

**Situational Leadership**

**The model is based on three things:**

1. **Task behavior - The amount of direction needed to get a specific task accomplished**
2. **The amount of socioemotional support (relationship or people behavior) to get the group to work together effectively to accomplish its task**
3. **The level of readiness of the group members that reflects the ability of individuals and the group to take responsibility for directing their own behaviors.**

**Telling**

* **Leader centered. The leaders tell the group what to do.**

**Selling**

* **Problem oriented versus people oriented leadership. The leader proposes solutions to problems.**

**Participating**

* **Shared decision-making. The leader actively involves the group in identifying and solving problems.**

**Delegating**

* **The leader delegates decision-making and assumes a supportive role.**

**ational Leadership Model**

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|  |  |
| --- | --- |
| **Competence** | **Incompetence** |
| **Conscious** | **Conscious** |
| **Unconscious** | **Unconscious** |

**Models of Group Development**

* **Kit Lewin: Individual Changes Process**
* **Wheelman: Integrated Model of Group Development**
* **Tubbs: System Model**
* **Gersk: Punctuated Equilibrium Model**
* **Tuckman: Stage Model**
* **Hill and Grunner reported more than 100 theories in group development**

**Expedition Behavior**

**Paul Petzoldt: “an awareness of relationships which exist in the out-of-doors plus the motivation and character to be as concerned for others as one is for oneself”**

**NOLS: “the goal of good expedition behavior is to work well together, not necessarily to become good friends”**

**Paul Petzoldt: “bad expedition behavior is when there is a breakdown in relationships due to selfishness, rationalization, ignorance of personal fault, dodging blame or responsibility and not being able to risk own survival to insure that of a companion”**

**In Our Terms**

* **Experiencing that “perfect group dynamic”**
* **An almost innate feeling about the group members needs and wants**
* **Giving is much if not more than you take**
* **Performing**
* **“Being Nice (Scott Jordan)**

**Paul’s K2 Expedition**

**1938: Paul set out to find a new route up K2 for the first all American attempt of the mountain by the American Alpine Club**

* **No one in his team had ever climbed K2**
* **They didn’t agree on what gear to use**
* **No rules or guidelines were set**
* **They only agreed in safety**
* **Paul and Charles Houston left the group to find a route to the summit, but forgot to pack matches**
* **A SERIOUS OVERSITE!**

**What Does This Mean For Expedition Behavior?**

* **They never communicated about goals or agendas for the trip**
* **They had mixed expectations for the trip**
* **They never addressed feelings, norms, or relationships**
* **They were not honest with each other**
* **Paul later said that he has felt that they may not be successful due to poor planning, but never said anything**

**Self Deception and Expedition Behavior**

* **They are directly related**
* **Self Deception leads to bad EB**
* **Bad EB leads to Self Deception**

**Self-Betrayal**

1. **An act contrary to what I feel I should do for another is an act of self-betrayal**
2. **When I betray myself, I begin to see the world in a way that justifies my self-betrayal**
3. **When I see a self-justifying world, my view of reality becomes distorted**

**“Our success as leaders depends on if we are in or out of the box”**

**How I start to view others:**

* **Lazy**
* **Inconsiderate**
* **Unappreciative**
* **Incentive**
* **Faker**
* **Careless**

**How I start to see myself:**

* **Victim**
* **Hard-Working**
* **Important**
* **Fair**
* **Sensitive**
* **Good Leader**
* **Good Person**

**When I’m In The Box:**

* **Inflate others faults**
* **Inflate my own virtue**
* **Inflate the value of things that justify my self-betrayal**
* **Blame, Anger, Irritability**

**Self-Betrayal**

1. **An act contrary to what I feel I should do for another is an act of self betrayal**
2. **When I betray myself, I begin to see the world in a way that justifies my self betrayal**
3. **When I see a self justifying world my view of reality becomes distorted**
4. **When I betray myself, I enter the box**
5. **Over time, certain boxes become characteristics of me and I carry them with me**
6. **Collusion – By being in the box, I provoke others to be in the box**
7. **In the box, we invite mutual mistreatment and obtain mutual justification. WE collude in giving each other reasons to stay in the box**

**What Do I Do**

**Discipline**

**Criticize**

**Hover**

**What They See
Doctorial**

**Uncaring**

**Nosey**

**What Do I See**

**Irresponsible**

**Troublesome**

**Disrespectful**

**What They Do**

**Poor expedition membership**

**Characteristics of Groups in Collusion**

* **Lack of commitment**
* **Lack of engagement**
* **Troublemaking**
* **Conflict**
* **Lack of motivation**
* **Stress**
* **Poor teamwork**
* **Back biting / Bad attitude**
* **Misalignment**
* **Lack of trust**
* **Lack of accountability**

**What Doesn’t Work While In The Box**

* **Trying to change others**
* **Doing my best to “cope” with others**
* **Leaving**
* **Communicating**
* **Implementing new skills or techniques**
* **Changing my behavior**

**To Get Out of The Box – FOCUS ON THE OUTCOME!
Do my best to help the expedition and the people within it achieve results**

**We cease resisting what is outside our box – others**

**In The Box**

* **Trust**
* **Communicate**
* **Relationships get built**

**February 25, 2016**

**Different Levels of Power**

* **Covert Power**
* **Reward Power**
* **Legitimate Power**
* **Expert Power**
* **Reverent Power**

**Covert Power:**

* **Rooted in the ability to apply punishment**

**Reward Power:**

* **Quidproqoe – If you give me this, I give you that**
* **Consisting of being able to offer or deny reward for performance**

**Legitimate Power:**

* **Based on the official position one holds**

**Expert Power**

* **Derived from employee recognition of a managers expertise**
* **Promotes respect and willingness**

**Reverent Power**

* **A General sense of admiration or respect for the manager**
* **Mutual relationship, where you trust someone because of the past**

**Planning for Strategic Management**

**A Plan**

* **Defines a destination of the organization and becomes the product**
* **Timelines (3-5 years)**
* **Planning is continuous**

**Planning Cycle**

* **Formulation of Plan**
* **The Plan / Destination**
* **Updating & Revision**
* **Implementation & Action**
* **Evaluation and Relevance**

**Types of Planning**

* **Strategic Planning**
* **Comprehensive Planning**
* **Community Planning**
* **Internal Planning**

**Strategic Planning**

* **Development of Vision and Mission**
* **Where are you now?**
* **Where do you want to be?**
* **How do you get there?**

**SWOT**

* **Strengths**
* **Weakness**
* **Opportunities**
* **Threats**

**Vision**

* **A statement of what a business will look like if it reaches it’s true potential**
* **The ideal future**
* **Embraces the hopes and dreams of the developers**

**Mission – Six Characteristics**

* **Results Terminology**
	+ **Coaches in terms of change**
* **Succinctness**
	+ **Stated in few words**
* **Authoritative Generation**
	+ **Note: group input**
* **Horizontal Integration**
	+ **Meaningful to other context**
* **Ubiquity**
* **Pervasive and Powerful**

**Goal Statement**

* **Based on the mission**
* **How will the organization carry out the mission?**
* **This becomes the connection between the Vision and the Mission**
* **General statements of desired outcomes**

**Statement of Objectives**

* **Concrete statements of specific outcomes**
* **Measurable statements**
* **Must be accomplished to realize the goal**
* **Define how the goals are achieved**

**Comprehensive Planning**

* **Short term planning**
* **Long term planning**
* **Capitol Improvement**
* **Policy Development**

**Community Planning**

* **Land use**
* **Zoning**
* **Housing**
* **Space**
* **Economic Development**

**Internal Systems Planning**

* **Improvement of operational systems**
* **Environmental Engineering**

**Selection of a Name**

* **Prospector Experiential LLC**

**Legal Authority & Jurisdiction**

**How is Legal Authority & Jurisdiction Established?**

* **Private For-Profit**
* **Nonprofit**
* **Public**
* **Authorization**

**Private For-Profit Sector**

* **Sole Proprietor**
	+ **Individually Owned**
	+ **Depending on type of business may not require or need licensing**
	+ **Licensing required when required by state or federal law**
		- **Bars**
		- **Recreation Therapy Practice**
		- **Sports Complex**
* **Partnership**
	+ **Two or more owners**
	+ **General partnership**
		- **Equal share in risk and in responsibilities**
	+ **Limited**
		- **Only one managing partner**
		- **Each responsible for liability**
		- **Contractual agreement required**
* **Corporation Limited Liability**
	+ **Legal status of an organization**
	+ **They May,**
		- **Enter contracts**
		- **Conduct business**
		- **Pay Taxes**

**Franchise**

**A method of doing business**

**3 Types:**

* + **Trade Name – Right to use name**
	+ **Product Distribution – Licensing – Sell Specific Products**
	+ **Pure – “complete business format”**

**Nonprofit Sector
“no part of income or property is distributed to members, directors, or offices”**

* + **No dividends**
	+ **Does not prevent profit making of organization**
	+ **Does not prevent extremely high salaries of CEO’s and other employees**
* **Allowed to be tax exempt**
* **Focused on a specific mission**

**Public Sector Parks & Recreation**

* **Tax Supported**
* **Federal**
* **State**
* **Local**

**Goals & Functions**

* **Service to local customers**
* **Programs wanted by citizens**
	+ **Township**
	+ **Cities**
	+ **Incorporations**
* **Specific Tasks**
* **Supply adequate land for current & future use**
* **Monitor & ensure park & recreation is receiving “fair share” of tax dollars**

**Law in Management**

**Constitutional Law**

* **Law based in the federal constitution**
* **Bill or rights**

**Statutory Law**

* **Legislative law**
* **Ordinances**
* **Policies**
* **Statues include ordinances to operate zoning laws**

**Common Law**

* **Law based on judicial determination**
* **Basis of previous case**
* **Also know as “Case Law”**

**Executive Policy**

* **Comes from a type of executive**
* **Governors, Mayors, the President…**
* **Licensure, Outdoor activity regulations, Hunting and Fishing regulations, OSHA, Title IX**

**Operational Policies**

* **Rules and regulations that are set forth to control behavior in an organizational environment**
* **They are legally enforceable if properly written**

**Professional Standards**

* **Describable practices of a profession or an industry**
* **Certificate of competition**
* **Certificate**
* **Registry**
* **Licensure**

**Law in Action**

* **Criminal Law: Set Law**
* **Tort Law: Case Law Suit**
* **Negligence:**
* **Duty**
* **Act**
* **Proximal Cause**
* **Damage**

**Risk Management**

**What is Risk Management?**

* **Program Consisting of**
* **Policies**
* **Tasks**
* **Allows day to day operation of a program**
* **One of the primary concerns of upper management**
* **An attempt in predicting the future**
* **Plan to reduce the potential of a negative outcome**
* **Frequency**
	+ **Of injury or accidents**
* **Severity**
	+ **Of injuries or accidents**

**General Focus of Plan**

* **General liability**
* **General health**
* **Wellness of environment of workers**
* **Workers compensation**
* **Property / equipment loss**
* **Theft**
* **Fire**
* **Fraud**

**Plans are developed often associated with the following**

* **Injury / death from hazards**
* **Poorly maintained / dangerous equipment**
* **Inadequate supervision**
* **User behaviors**
* **Cuts associated with funding**
* **Cost of liability insurance**
* **Increased litigation**
* **Large settlements from litigation**
* **Expectations**

**Supervision**

* **Direct**
* **Indirect**
* **None at all**

**Risk Management Problems**

**Negligence – Failure to do something a reasonable person would have or would have not done**

**Contributory – Helped cause the occurrence**

**Comparative – Amount of contribution by each party**

**Risk Management Problems**

* **Assumption of risk**
	+ **Was There**
* **Governmental Immunity**
	+ **Cannot be sued for wrong actions**
* **Failure of proof**
	+ **Unable to demonstrate negligent actions**
* **Act of God**
	+ **Direct cause of occurrence result of unusual situations / circumstances**
		- **Flood / Tornado / Lightning**

**Steps to Minimize Risk**

* **Elimination**
	+ **Doing away with service / activity**
* **Reduction**
	+ **Minimizing contingencies**
	+ **Done Through**
		- **Planning**
		- **Training**
		- **Improving Procedures**
* **Retention**
	+ **Sometimes a program / department will keep the risk**
	+ **Due to related benefits**
	+ **Accepted level of risk**
* **Transfer**
	+ **Risk is carried by individual / business**
		- **Contract**
		- **Lease**
		- **Harmless Contract**

**Components of a Risk Management Program**

* **Identification of areas of risk**
* **Write policies**
* **Dissention of policy statements**
* **Identifying, analyzing, and evaluating risk**
* **Selecting the plan**
* **Implementing the plan**
* **Monitoring the plan**

**Identification of Risk**

* **Utilize employees who work in the various areas to assist with potential risk identification**
* **Use Inventory**
	+ **High dollar items**
	+ **Hazardous**
		- **Chemical**
		- **Equipment**

**Risk Management Policy**

* **Procedures for preventative maintenance**
* **Procedures for routine maintenance**
* **Emergency plans**
* **Procedures for managing unauthorized behaviors**

**Test Review**

Risk management

Legal authority

**Negligence:**

* Duty
* Act
* Proximal Cause
* Damage

**Source of law**- Creators of the laws

**Constitutional law** - basic rights as Americans

**Judicial law** - when a judge makes a decision, Case Law, Tort Law

**Operational Policies** - linked to laws

**Set standards (industry standards)** - Certification, Licensure

**What source of law has to do with zoning laws?** – Statutory

**What is based on previous decision** – Case law

**Law based on federal laws** – Constitutional

**Licensure in the state –** Executive

**Non –Profits -** do not have to pay taxes

**When reducing risk –** Elimination, Reduce, Retain, Transfer

**Ways organizations transfer risk** – Sub Contracting, training, insure yourself (insurance)