



ASSOCIATION OF THE ICYE IN EUROPE

## TRAINING COURSE ON TIME MANAGEMENT IN NON-PROFIT YOUTH EXCHANGE NGOs



Annaberg ( Austria ), 3 - 10 December 1995

WITH THE SUPPORT OF THE  
COUNCIL OF EUROPE

# Acknowledgments

*Anybody of you, dear readers of our final report, involved in international youth work, certainly can imagine what a huge effort it is to plan and realize a training course on European level.*

*Many people gave their input to this seminar and we, the editors, also in the name of ICYE Austria want to take this opportunity to thank the following:*

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*last but not the least a big thanks to **all the Participants .... you were great !***

*Wien, January 1995*

*the Austrian editors*



"WHAT THE PHOTO DOESN'T SHOW, 1 MINUTE LATER  
WE WERE ALL ROLLING AROUND IN THE SNOW"

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PREPTTEAM

# The Prepteam Meetings

Before the actual seminar two prepteam meetings were held, both in Vienna, Austria, in the ICYE Austria NC office. The first one took already place last June, the second one immediately before the seminar. In these meetings we generally discussed the topics and possible contents of the seminar as well decided on the program and it's technical details. Following now some of the main outlooks on the topic Time Management, as defined by the prepteam.

## GOALS

1. to provide input to actively involved people in ICYE in order to maximize the effectiveness of their work
2. to get also representants from ICYE-similar organizations into the information exchange process
3. to train youth workers to give similar training courses to their co-workers in their respective countries
4. to professionalize the ICYE work on all levels
5. to make co-workers more „customer-orientated“
6. to make participants review their and the organizational objectives

## CONTENTS of the seminar:

1. give a definition of Time Management, surround the topic, reducing it to essential parts
2. check the organization in the participants country on it's effectiveness, using the time-wheel model, each step being of big impact for the following one,
  - starting with personal and organizational goals and aims(*Why am I involved? What can I possibly contribute to the organizations work? What are the goals and objectives of the organization?*),
  - proceeding to working strategies(*What keeps me/us from being effective?*)
  - followed by organizational task division(*How do we have he biggest possible output with our work?*)
  - and finally quality improvement(*What for can we use the resources won through a better structure?*) which itself again influences the goals and aims step, and so completes the, as we called it Time Wheel

3. have a practical exercise based on to the various theory inputs in form of different projects. These concern the concrete ICYE work, such as

- How to start a regional group from zero
  - How to plan a training course for co-workers
  - How to recruit co-workers
  - How to realize an advertisement campaign
- but should also give valuable input to participants from non-ICYE countries.

### **PARTICIPANTS PROFILE**

The participants of the training course should be actively involved staff members or co-workers of the national branches of the ICYE. Also we requested NC's to send well informed and prepared people in order to make the seminar more productive and beneficial for everybody.

### **SETTING**

We decided to hold the training course in a Youth hostel, about 150 km from Vienna, located in a typically Alpine scenery, close to a 500 inhabitants village. The facilities of the place included big enough seminar rooms to meet our demands.

### **The STRUCTURE**

was defined via the Time Wheel model, each day representing one step of it.

The different prepteam members were each responsible of leading through the program activities in one (or in some cases) various days. If there was a guestspeaker on their respective day it was their duty to contact him/her.

We decided also to name each day after it's corresponding planet, in order to let cosmic vibration mix with ours ( the idea came from one prepteam member).

Each program day should be split up into three units:

- Theoretical inputs during the morning session (in form of lectures f.e.)
- Connection with reflective and creative exercises in the afternoon meeting
- Work in project groups (explanation see above). Also these should be chaired by one of the prep-team members.

To assist the prep-team during the preparation and also in the actual seminar an Austrian technical team was appointed.

In the evenings we planned to, of course, also have some parties, as cultural differences tend to melt pretty soon after some glasses of tasty Austrian...soda. Two of these evenings were also dedicated to let non-Austrian participants get to know some of their host countries cultural traditions.

In addition one of the days an excursion to Vienna was planned, to let people relax , get to know Austria's charming capital city and maybe also reflect on the seminar.

# Daily Program

## Sun-day 3.12.95

19.00 arrival of participants at the Annaberg youth hostel

19.30 dinner

20.30 name games

welcome party-everybody presented typical food and drinks from their country

## Mon-day 4.12.95

subject of the day: Introduction of the program/ Aims and goals

9.30 energizer

general program introduction of the whole week

presentation of the time wheel model, the project groups and division of the participants in these

pair work: presentation of participants and their organisations, expectations

13.00 lunch break

15.00 personal goals: action plan

step to step method: organisational goals and aims

17.00 coffee break

17.30 project development- goals and aims

informal two-person evaluation

19.00 dinner

evening: free

## Mars-day 5.12.95

Subject of the day: self-management

9.30 energizers

Gerold's lecture: efficiency in self-management

13.00 lunch

15.00 collage: visual presentation of the current and future status of the participants organisations, split up in working groups, according to countries

17.00 coffee break

17.30 project development: laws of self- management

informal two-person evaluation

19.00 dinner

21.00 Austrian night- introduction to the alpine culture, including an Austrian song performance, a waltz lesson and a theater, showing typical scenes



### **Merc-day 6.12.95**

Subject of the day: task division

9.30 energizer

Aleks lecture: „Organisational development and task division“ plus practical exercises

13.00 lunch

15.00 interactive role game: boat simulation, introduced and led by Alek

17.00 coffee break

17.30 project development: task division, structures...  
informal two person evaluation

19.00 dinner

21.00 St.Nikolaus night, following an old Austrian tradition and game evening

### **Jup-day 7.12.95**

Subject of the day: Quality

9.30 energizer

Sabines lecture on Quality management  
workshop: improvement of the ICYE program

13.00 lunch

15.00 plenary meeting: creation of one future goal  
role game: simulation of an ICYE general assembly

17.00 coffee break

17.30 project development: improvement measures  
informal two person evaluation

19.00 dinners

evening: free

### **Venus-day 8.12.95**

excursion to Vienna

### **Saturn-day 9.12.95**

subject of the day: project presentation and final evaluation

9.30 energizer

presentation of the four project groups and discussion

13.00 lunch

15.00 evaluation, written and oral

19.00 dinner

21.00 farewell party

### **Sun-day 10.12.95**

6.00 departure

# MOON-DAY, 4.12.95

Today was the first day of "The Time Management" training course. We started with the general introduction of the week followed by one on the current program of the whole seminar. The preteam had designed a different vision of Time Management, which Gerold explained: it consists of a wheel, which remarks four different steps, those are:



It was underlined that the concept of Time Management shouldn't be just restricted to mere management techniques but included all an organisations work, as anything we do is in the „time frame“ or in other words on the wheel.

He mentioned also that this definition with the wheel can be very practical, because it's a good method to visualise the possible problems, that could occur during the ICYE work. If we put too much emphasis on one of those four items the wheel becomes oval and does not function properly anymore. During the program of the week we are following the steps of the wheel, tackling each one of its points per working day.

So today was the day in which our personal motivations and organisations aims were reflected as this is the first point on the wheel that has to be conscious and well defined in order to make the outcome of our work the most effective possible. Because what T.M. deals about is nothing else than effectiveness.

Our first activity was to get in pairs and make an interview in which we discussed our expectations, where we had to answer the following questions:

Why did you come to the seminar?

What did you bring with you?

What would you like to happen during this week?

What would you not like to happen?

What would like to take home with you from the course?

We had to write our thoughts on a piece of paper and afterwards hang it on the walls for everybody to read it.

The main expectations were:

- New ways of planing my own time
- Different methods of organising myself
- Things that I can bring into my own committee
- Knowledge about T.M.
- Learning more from ICYE
- Know new people and make friends out of them

We also had to agree of one definition of what T.M. means for us, that was written on a separate sheet of paper and collected.

After that the participants who don't work for ICYE, but for different youth organisations, gave a short introduction of their programs.

The organisations were the following ones:

**ATM (Association of youth work)** - Natasha Moroz, Evgueni Belozorov- from Bjelorussia . founded in 1992 by students. Today they can count on a number of over 100 active members. One of the basic activities of ATM is the organisation of work and studycamps throughout Bjelorussia. They deal with:

- deafblind children
- Chernobyl children
- disabled people
- student consultation
- ecology programs
- archaeological activities

**Association of young researchers of social sciences.**- Arben Loka- Albania. the Tirana based organisation with branches in four cities has about 100 members.

Their objectives are:

- protection of civic participation of young Albanians
- assistance to humanities students
- protection of professional interests of young researchers
- awareness raising of the public versus the youth

**NCAYEC(National committee of the Albanian youth exchange club)**-Qazim Rudi- Albania.

The organisations seed is Kukes, a town in Northern Albania. Their objectives are:

- to be a non political organisation
- to recruit a large number of school youth
- to make the Albanian youth conscious of its role and activity in the new democratic society
- to meet the demands of western youth organisations in order to exchange with them

**GSM - Youth Service Center-** Yunus Arikan "Turkey". The Ankara based NGO is enrolled in a lot activities, involving a huge number of young people(700). The activities as follow:

- cultural youth exchange programs
- international volunteer camps
- youth exchange projects
- youth meetings, all of them dealing with protection of the environment, peace and intercultural learning.

Their partners are Alliance, UNESCO and YFE.

**Christian Mission Mariam** - Volodymyr Zhuravel, Olena Gomova- "Ukraine"

Founded in 1993 in Kiev, Ukraine. Their main activities are:

- help for old, invalids and families in need by supporting them with free meals, medical supply and financial assistance

- provision of toys, entertainment, clothes for orphanages
- building of Christian schools
- production and spreading of Christian literature

**VIA-IJU** (International Voluntary Action- International Youth Exchange) - Johan Praet "Belgium" representing the only existing fusion of SCI and ICYE. They

- organise summer working camps with 500 volunteers each year
- meet regularly in topic orientated working groups
- also exchange in the Icy program

**Students representation**, student union of Vytautas Magnus University in Kaunas, Lithuania- Giedrius Jucevicius, Julius Kvedaruskas. The members are elected every year and represent all interests and needs of the students towards university authorities. Activities:

- taking care of scholar ships
- helping students to find a job
- organising international student exchange
- organising meetings, camps and other extra-curricula activities
- assisting students in financial trouble
- co-operating with other students organisations

Finally Petra read the different definitions of T.M for the plenary. Those were:

To get things done in a proper way with different people on different levels in a democratic atmosphere on time. Time is one of the resources which is necessary to reach aims-you can and should manage it.

T:M. means to think about:

- What work has to be done?
- How much time do I have to do it?
- Which are the priorities?

\*To set up priorities : Study/friends/work/activities

\*To find time for all these things and to know how much time you want to spend

\*To review your week/month and to find out if maybe sometimes you could have used your time better

\*To define how much activities like ICYE take part of the private life or of the professional life/very often private life and the non profit work is connected to each other.

\*It can be hard to define how many hours you want to work for example in ICYE because sometimes unexpected things happen and you have to help and change your own schedule.

\*Time is private, we should not let others "Steal" our time.

The preteam gave an introduction about "Action Plan". We had time to think about our personal goal related to our work in the organisation. Afterwards we read our answers and explained them.

Most of the people said their goal was to be more professional, to get experience in youth work, to dream, to meet new people and celebrate with them, after reaching that goal.



„ ICELAND , TURKEY + COSTA RICA REALLY INTERESTED “

Petra summarised that we should be conscious of the fact that our personal goals are most of the time selfish ones and very important for our selfdevelopment. .Also it is very important to have fun while you are trying to reach yours goals. Afterwards we tried to define the goals of ICYE . First we had five minutes to think about it by ourselves then we formed groups of five people and had fifteen minutes to reach an agreement on some of the goals.

The third step was to integrate two five people groups into one and discuss the organisational goals once again and try to agree in one final definition.

The three definitions were:

- To promote intercultural understanding and learning. Civic participation and commitment of young people, in order to give as many people as possible opportunities to experience intercultural exchange.
- To establish a better democracy and better communication among and inside the organisation, so that all people feel that they are citizens of the world and inhabitants of a global village.
- To create a democratic /open minded/multicultural non aggressive society where poor people are helped by more lucky ones.

Most of groups found it not easy to agree upon one common goal, because one part was more idealistic and the other one more practical.

We did not discuss this topic any further since we do not want to come out with one goal for everybody, we decided that all of us should reflect on it personally.

After the coffee break, we split into four different working groups which will remain the same for the whole seminar and develop the following topics:

- How to plan a training course for co-workers/ volunteers
- How to plan an advertisement campaign
- How to recruit co-workers
- How to set up a regional group from zero

Each of these groups are led by members of the prepteam and on Saturday every group has to present their work.

After dinner the assassin game was explained to us by Kamal.

# MARS-DAY, 5.12.95

We started the day with a lecture about the "EFFICIENCY IN SELF-MANAGEMENT" by Gerold Vollmer.

## TIME

- is an independent resource, so instead of managing time we have to manage ourselves.
- is one of the factors that limits the realisation-process of achieving your goals.
- can be considered both in subjective and objective way

So if you have to manage yourself, the central question must be how you do it. In other words what is it that keeps you from being a better self-manager? What keeps you from being more effective in your work?

So we did a brainstorming on different time-wasters, and when we put them together we came up with the following:

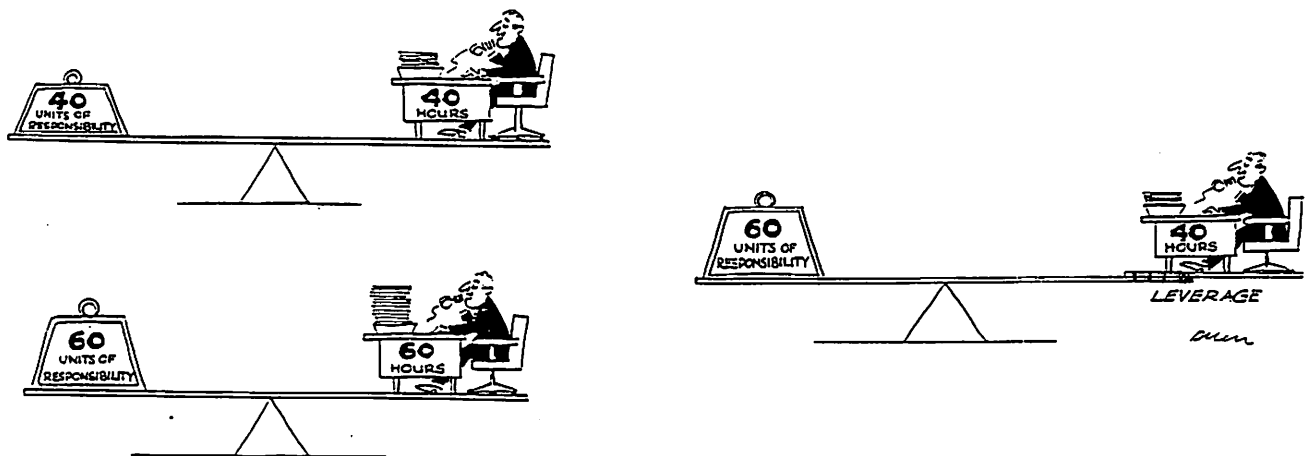
lack of training	crises
faulty equipment/ lack of resources	disorder
badly structured meetings	interruptions
bad communication	not listening to others
no priorities	immediate reward
lack of discipline	postponing

Time-waste can lead to both, economical problems (e.g. no result, no profit) and psychological problems (no self motivation, no satisfaction with work).

Now we went through some of the most frequent problem areas of self-management:

### 1. Priority-setting

What do you do when the amount of responsibility in your work gets bigger?



You can of course just simply work more, but as there is only a certain amount of time in a week or a day, you can not do this "extension" for ever.  
 A much better way is to use the leverage-method to balance your work. It means that we should concentrate more on the kinds of tasks that in the end give the most results.

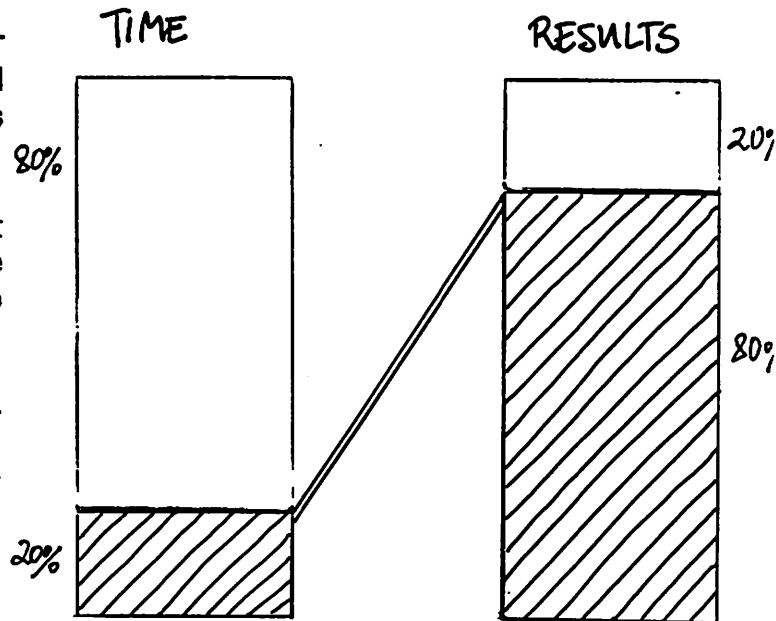
The leverage method contains the following points:

- a, Training (e.g. learning to know how to use your equipment like computers)
- b, Planning
- c, Relationship building
- d, Setting of objectives and gaining people's commitment
- e, Delegation

In fact, by concentrating 20% of your working time to leverage tasks, they will make 80% of your working results (Pareto's law).

High-leverage tasks should have the first priority especially for the manager, the other tasks he/she should be able to delegate to someone else.

Many times the CAUSES for the time-wasters are the same: lack of motivation, lack of prioritising ( e.g. not giving priority to the leverage tasks), problems with making decisions



## 2. Postponing

One of the most common time consuming things is the habit of postponing, which means putting things into the future. It is very dangerous on the long run as it can lead to stress, deteriorating relationships and loss of self-respect.

How to manage your time well when making decisions:

- 1, unimportant decisions should be made fast
- 2, when the decision is important you should:
  - start by deciding WHEN the decision should be made
  - collect all the information you need to make the decision
  - list all the alternatives and think what are their advantages and disadvantages
  - sleep on it before you decide!
- 3, if the decision-making is difficult or unpleasant, use the BANJO-

method:

Bang  
 A  
 Nasty  
 Job  
 Off

and then it is over and you are done with it!

### 3. The work and desk area

Good time-management requires that you pay attention to your work-environment, so that instead of constant disorder and "spring-cleaning syndrome" you take care of your things and papers at the moment, use filing systems etc. You should also organise your work-environment so that you would have enough working-peace (e.g. try to avoid outside interruptions) to be able to concentrate well on the present work you are doing.

### 4. Meetings

When having meetings be punctual. If a group of people is waiting for the start, and when they all waste their working-time, the total of the lost working-time will have been multiplied. During the meeting remember to have pauses to keep up the concentration. Meetings should have a clear agenda, the papers should be circulated beforehand so that people will be able to prepared etc.

## Ways to good planning

### 1. Action planning

Set objective:

Actions

Dates

Review Comments

### 2. Force Field Analyses

Set objective:

Factors which may hinder, obstruct, demotivate Strategies to get round or weaken them

Factors which support, strengthen, motivate Strategies to reinforce them

After Gerold had finished his lecture, we did a short "one-word" evaluation on how the lecture had been. Some words that came up as describing it were: difficulties, structured, interesting, visited.

In the afternoon we worked in groups divided by countries. Each country-group prepared a poster to answer the question " How is the situation of my own organisation/ national committee at the moment and how would I like it to be in 10 years?"

Afterwards we presented the posters to the plenary.

Some examples of the situations described in the posters:

**AFSAI ( ICYE Italy)**

now: "missing areas" inside Italy, not so "fun" work, heavy work-load on some people

future: good communication, ICYE co-workers all around Italy, punctuality, a lot of fun



## GSM (Turkey)

now: GSM is the only exchange-organisation in Turkey, and they have only one office, that's why they have a lot of work  
future: GSM offices all around Turkey

In the evening we had an Austrian night. It included great presentations by the exchangees and the Austrian prep-team-members. And we all learned how to dance waltz!



„ ALLES WALZER ”



„ SCHIFOAN ”



„ GÜNTHER FROM BRAZIL,  
SHOWING US HOW A TYPICAL  
AUSTRIAN MALE BEHAVES ”

# MERC-DAY, 6.12.95

This morning we started with an energiser and the introduction to the daily program, as usual.

Then we had a guest speaker - Alek Kalinauskas from the Polish ICYE. He gave us a lecture on "Organizational development task division". Apart from being involved into non-governmental youth work he runs his own private business and has therefore a lot of experience in the commercial as well as in the non-commercial sector.

At the beginning we were asked to consider what our personal goals for the next 15 years were. Then we tried to find our achievements during this time. Most of our goals and achievements touched our future job and private life. Afterwards we were asked what we would do if we died in half a year. In this case we mostly indicated our dreams (e.g. travel around the world, give to poor people all money we have). Those answers helped us to see that the most important question is „*For what and why do I do what I do? Each person, and organisation as well, should answer this.*“

In Alek's opinion an example of the best (it means the most conscious) organisation is a symphony orchestra - all musicians do what they need to do - they play notes. An organisation without any tasks can not exist any longer. So the first thing to do for all organisations is to decide (to find) what the goal is.

Then it is needed to answer the question *What to do? It includes four more detailed points: 1. tasks, 2. why, 3. how, 4. who can help me or what resources do I need.*

All of us being on the Seminar are members of various organisations: ICYE, church, school, sport organisation and so on. They are different because of tasks they have and they are more or less structured. So we can see that having a mission statement is of crucial importance for all the organisations. Everything that is done in the organisation should be measured with it. Only this way it is possible to indicate tasks. The main matters concerning the tasks are:

- plan and sub-planning,
- competencies of members (who are resources for an organisation),
- having a leader,
- knowing that an organisation exists to achieve the aims (or goals).

Then Alek handed out some case studies (see annex) we should work on. He divided us into four groups in order to discuss and find out the main points of the stories we were given. Their contents were:

- Chinese refrigerators factory. Managers of the factory were executed for poor product quality. But the main goal of government and the managers was to produce as many

products as possible. They didn't have any communication with their workers (or didn't want to have any?), nor they had any interest on quality. In the following plenary debate, Alek stressed the point, that the managers didn't have the right to take decisions, so they also seemed not to feel responsible for the product.

- Hotel. The hotel management realised that in order to make profit, they had to satisfy more customers. There was a good communication between workers and hotel management. The workers were really involved in the management of hotel. So the quality of service was really high.

- Proceedings. The captain was an authoritarian one. His ship was in a collision course with another one, so the captain decided to give an order to the second ship to change its course, because he refused to change his route. It appears that the imaginary ship was a lighthouse... The captain thought that everybody should serve him because of his high position in the Navy. He obviously misunderstood his mission.

After short discussion about the stories, we were told about the mission statement (it was already mentioned). So the mission statement includes four points:

1. planning, 2. organising, 3. leading, 4. monitoring, which is very important and frequently forgotten by members of an organisation.

We can evaluate an organisation (and it's co-workers) on the basis of two criteria:

1. Efficiency: doing things in the right way (it means how you actually do it),
2. Effectiveness: doing the right things . The key to organisational success is effectiveness. We must choose what to do and then what resources and efforts should be applied.

There are a few main theories of developing an organisation:

1. Classical theory: looking how people work, how much they do. It is needed to train people to, divide the work, do in the easiest way.
2. Behaviour theory: getting people working in certain way.
3. Quantitative theory which was created in the time when production was the most important (WW2): looking on problems and trying to solve them.
4. Situational theory: approach an person as an individual (see the story about hotel above).

As far as the task division in itself is concerned, there exist various models. the most traditional one, everybody has his/her special area of work. Generally the communication between the different areas is not too good.

Another very frequent strategy is to divide co-workers according to geographical distribution.

The youngest approach of the three is the so-called functional approach.

For better understanding of the last model we had a look on the simplified matrix structure of one National Committee of ICYE ( see chart below)

function 1  
finances

function 2  
market

function 3  
program

-----program 1-----  
-----program 2-----  
-----program 3-----

To each program it is foreseen to take people from function 1., 2., 3., so people are collectively responsible for the program. People should be moved within horizontal and vertical structures. Working separately stops thinking about everything what can happen. The Program can be divided into sub-programs (such as language camp, conferences). It is also advisable to be very careful not to spend too much money for one sub-program. So, the co-operation is really needed. An idea could be, for example, to split up ICYE in camps and assign several people from each area to these.

Hints for the development of an organisation:

1. structure has to be clear, 2. saving energy, 3. looking at the thing you want to produce, 4. understanding the role which is performed by members of organisation, 5. making decisions in the lowest level possible 6. having durable structures, 7. taking ideas of co-workers.

As a summary of the lectures we had a discussion mainly about: by who and how decisions should be made. Most of us agreed that the democratic way with simultaneous delegation of tasks is the best one.

After lunch Alek introduced us to a strategic game. The name of it was 'The boat factory management'. We were divided into four groups. Each of them got the same amount of money and was supposed to produce boats.

We had to buy any useful things for our boat production (such as paper sheets, glue or pencils) in our game shop and then find out what the transportation companies needed.

These and also the shop were managed by the leaders of the game (in this case Alek and the preteam-crew).

After having explored the market we had to overthink our strategy, and most of the groups separated themselves into several small working units



"ALEK, TRYING TO BE VERY SERIOUS ABOUT THE WHOLE GAME"

which were responsible for other areas. To use the input of today's lecture was absolutely necessary. Usually we created three branches in our factories. One produced boats, the second was responsible for managing and marketing and the third one for finances. There were four companies which wanted to buy ships but they had different expectations. The Petra Company looked for small exclusive sport boats. She could pay a lot for them. The Cuca Company needed big ships for carrying goods. The Gerold Company was able to give a good price for a big passenger liner and Alek's Greenbuck Merchandise Inc. Company needed boats for sailing and showed a clear predilection for the color green. During the game producers used many different ways to find out the real demands of the clients, they tried to make them buy their products and they had to think about prices. Every group developed a different strategy. One of them made many pre-contracts and than did not realise them, another did it's best in marketing. But we were really shocked when it occurred that one of us produced counterfeits.

Time ran out very quickly so that we did not realise all our plans or contracts. At the end we compared our results and profits. The group which made counterfeit had the biggest benefit.

Finally we discussed our strategy, faults and experiences. We described how each group had worked, what had been its main goals (as it was not clear). For example three groups wanted to make as big profits as possible, but the last one tried to work as a real team with a clear division of roles. Everybody, who had been involved enthusiastically joined the discussion. The company bosses showed us their point of view, explained who had had the best advertising and selling campaign and tried to specify our weak points. It 's occurred that third group (consisted of Polish, Hindu and Colombian) had had the best selling success. They managed to sell two luxury sailing yachts to The Petra company, which did not need these at the beginning. They convinced her that rich clients needed yachts as much as sport boats. The best advertising campaign had of course the second group but they did not have any profits.

Probably if the game had lasted longer they would have been the best ones as they had a lot of contracts signed and a good image. Some groups had a bad inside co-operation, but they were already planning improvements for the next time! Everybody agreed that it had been an interesting experience and a lot of fun as well.

In the evening we had the special plesure to meet two Austrian fellows, one of them was a bishop himself , named St. Nikolaus. He was of high age, and had a severe, but benevolent character. His companion Mr. Krampus, on the contrary was a horrible demon-like creature, who hit people and had moreover a slight Spanish accent... The two came with a bag full of gifts for everybody....how nice!!!

# KRAMPUS + NIKOLAUS



„PETRA, PRAYING FOR FORGIVENESS ... BUT THIS KRAMPUS DOESN'T LOOK LIKE HE (SHE?) WOULD FORGIVE ANYTHING!“





„DON'T FORGET TO TAKE A GOOD LOOK AT JOAQUIN'S (MEXICO) SHOES“

# JUP-DAY, 7.12.95

After energising in the snow...or in the smoke for the lazy ones..., our lecture was being held by Sabine Beppler on the topic "Quality management". She works in the International Office in Berlin, where she is in charge of the finances and accounting of the Federation,

As volunteers, we are "managers" for ICYE and therefore being professional is of same importance as in any other organisation. We have to ask ourselves the following questions:

- 1) What is relevant for us in ICYE?
- 2) Priorities in the organisation?
- 3) Individual priorities?
- 4) Defining aims.

Sabine introduced us to 3 different time-managing models:

1) The **EISENHOWER PRINCIPLE**: define which tasks are important and which ones are urgent.

This model shows four possibilities of dealing with a task:

- A-very important/ not urgent > make a time plan
- B- very important/ very urgent> deal with it immediately
- C- not important/ not urgent > throw it into the bin
- D- not important/ not urgent >delegate it.

2) The **PARETO PRINCIPLE**: 20% of your activities will lead to 80% of success.

Example: getting visas (short time activity) > receive exchangeees.

3) The **ALPS METHOD**: think of

- long term and short term planning
- evaluate the length of each activity
- set up priorities.

For further information see annex for Sabines handout.

After her lecture, Sabine gave us some inputs about the last GA, as well as her personal priorities.

**PRIORITIES** for the next 2 years:

- find new NCs
- list new countries in the program (Asia-Pacific region)
- use the 50th birthday of ICYE in the most efficient way (fund-raising, advertisement,..)
- solve visas problematic (contact with UNO and WCC)



- search for specialists (economists, lawyers)
- improve the quality of the program (become more professional, more aware of business, finding qualified resource people).

The second part of the morning was used for a workshop on "improvement of the ICYE program".

Guidelines of this workshop:

- 1) Which are the weaknesses of the European federation?
- 2) Set a list of priorities
- 3) What needs to be done in all the NCI to improve ICYE as a whole?
- 4) Imagine a motion.

Then ,after lunch, we started our plenary meeting under the title " One Future Goal ", in which the different groups made up for workshop gave the different ideas they came up with. The main ideas brought up on the discussion were :

- 1) Not proper use of the ICYE international status and contacts.
- 2) Lack of communication with new partners.
- 3) Need to revise the Reykjavik model.
- 4) High cost of the exchange program.
- 5) Need of fundraising at international level.
- 6) Need for better communication among the NC's and with the international structure and of training courses about ICYE at international level.
- 7) improval of publicity.
- 8) Not payback of debts by the NC's.

As for the priorities it was agreed that ICYE should focus on the following objectives :

- 1) Creation of an international lobby to deal with the visas problem.
- 2) Improval of actual NC's, promotion of new ones, and a greater publicity effort.
- 3) Improval of the financial system.
- 4) Introduction of the internet system as a way of improving communication.
- 5) A more frequent NC's work evaluation.
- 6) More valuable information and training.

At the end of the discussion a recreation of the ICYE GA was done, in which each of the different groups created for the workshop proposed a motion to be discussed and voted on.

For this role game the number of total votes were 15 ( one for each country represented ) and the qualified majority 10 votes ( 2/3 of the total votes).

Each gout presented and clarified their motion and finally after all motions had been introduced they were voted. The different motions and their voting results were :

1) Spain and Albania motion.- Creation of a working commission to study an analyse the possibility to include short term exchange programs as part of the ICYE activity.

Votes in favour: 10

Votes against it : 1 Abstentions: 4.

2) Austria and Switzerland .- Creation of an special infrastructure on the international level concerning communication and cooperation among NC's and on fund raising.

Votes in favour: 4                      Votes against it: 7   Abstentions: 4

3) Lithuania and Belgium.- Improval of the information and structures to support the creation an initial activities of new NC's.

Votes in favour: 15                      Votes against it: 0   Abstencions.0

4) Denmark, Iceland and Finland.- Inclusion of a debate concerning the ICYE actual goal in the next GA agenda.

Votes in favour: 12                      Votes against it :1   Abstentions: 2

5) Turkey and Italy .- Establishment of better information flows among NC's.

This proposal was retired after general agreement that it lacked practical content and therefore could not be considered a real motion.

6) Germany.- Creation of a Social Work Center that will promote social activities within ICYE and establish contacts with other NGO's working on this field.

Votes in favour: 3                      Votes against it: 8   Abstentions:4

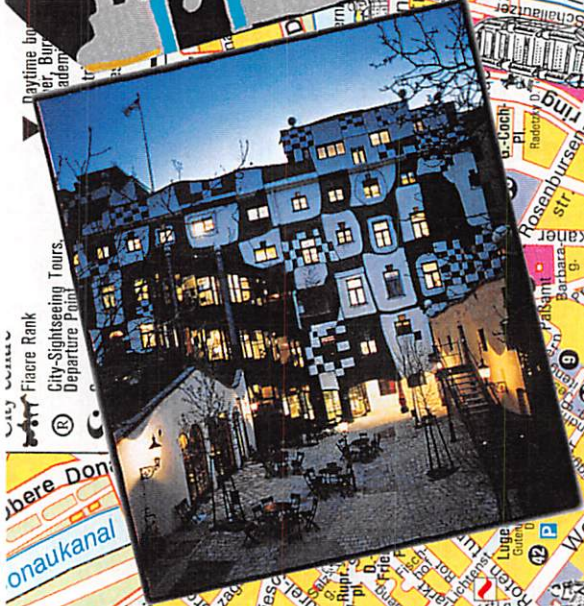
7) Poland .- Development of an international publicity campaign about the ICYE program after a research of the problems of each NC concerning the recruitment of exchangees, host-families and co-workers.

The motion was retired for it was focus on the European level and therefore should be discuss only at such level.

Finally the role game was finished and after the coffee break the participants assisted to their project development group until 7:00, when dinner was served.

The night was free. YEAH !

**KUNSTHAUS  
WIEN**



# VENUS-DAY 8.12.95

## THE REPORT OF THE EXCURSION TO VIENNA

The excursion started at 9:30 from the youth hostel Annaberg. After a bus trip of 1.5 hours, the first place that participants have visited was the Castle Schönbrunn. This was the summer residence of the emperors with its 1441 rooms a residence of quite impressive dimensions, 40 of which were open for visitors. Through 45 minutes, the participants got the chance of having a closer look to this fascinating architectural masterpiece. The snow that was all over the place gave the imperial gardens a romantic touch. While listening to the short concert given by youngsters of Vienna, the people also walked along the Weihnachtsmarkt-Christmasmarket that was a built up in the front of the palace.

The next stop was the office of ICYE Austria at Liechtensteinstrasse. This was beginning of the excursion of the participants in small groups... The day was free, so the participants all splitted up into small groups. There were lots of sights to be explored: In the first place, **Stephansdom**, landmark directly in the heart of the city of Vienna with the third tallest tower in Europe, then **Hundertwassermuseum and -haus**, where innovative and colorful works of famous Austrian ecologist/artist Hundertwasser are exhibited, **Ringstrasse** with the famous and charming buildings along, such as the **Opera House**, the **Parliament**, the **Old University**, the neogothic **Town Hall** and also the two identical museums( from outside only, of course). Another palace, the Habsburgs winter residence and today the residence of the president of Austria, the **Hofburg**, was also a place of imperial charm, well worth a visit.

The **Weihnachtsmarkt at Spittelberg** was certainly one of the most favourite places of interest for nearly all of the participants, because they served hot spiced wine there, which was very welcome in the cold weather. The most remarkable point of the day was, of course, the concert and show prepared by our Latin American and Italian friends in front of the Stephansdom, though the laughters of the audience could not turn into a financial support for the show team.

In the evening, everybody met at the office again at 19:00 to join the dinner at a pretty Austrian restaurant. While desperately seeking the lens of Phyllis all around the floor, participants exchanged the memories of the hours spent in the city (thank God that the lens was found, before the night turn out into a nightmare for Phyllis). Further at the dinner, the participants said "Bye" to the early leavers of Giedrius and Julius from Lithuania and Natasha from Belorussia, by singing the "Oci Ciornia" altogether.

The night ended up with the bus travel back to the hostel, by experiencing the most silent 1,5 hours of the seminar with all tired and sleepy participants.

# SAT-DAY, 9.12.95

**The day began with the presentations of the four working groups who had been working through the week on different projects as follows:**

The first group led by Cuca presented their project on " How to create a T.C". Their main aim was to organise a T.C. to motivate co-workers.

They had two acts in their play, the first one shows a badly organised team and the second one was well organised and prepared.



The second group led by Gerold presented their project on "How to recruit new co-workers". Their object was to find new co-workers through ' a campaign. They did a very funny act by singing about ICYE and later on Sebastian and Andrea explained their work step by step .

The third group led by Gloria and Johan presented their project on "How to plan an advertising Campaign" and they focused on how to find host families. They explained the whole process and they also mentioned that they didn't have sufficient information regarding this topic.

After lunch the last group led by Petra presented their project on "How to create a regional group". This group had three plays showing different stages of the whole process of starting a new regional group.

**Find a detailed description of the projects in ANNEX 1**



„THE ICELANDIC + RUSSIAN RETURNEES, TRYING TO SET UP R.G. GIEDRIUSLAND“

Before the coffee break we had an individual questionnaire to evaluate the T.C. In general the participants were quite satisfied with it's outcome. After the coffee break the preteam presented certificates of participation to everybody. Then we had an open evaluation where participants had to choose their position in the room according to their opinion. The floor served like a scale between horrible and gorgeous.

At ten o'clock we started off with a magnificent farewell party, especially some multicultural games were welcomed by highly enthusiastic participants, but rather by the owners of the hostel...





"WHERE IT ALL HAPPENED...."  
ANNABERG YOUTH HOSTEL

<u>A N N E X</u>	<u>1</u>	project results pages 32-42
<u>A N N E X</u>	<u>2</u>	evaluation pages 43-45
<u>A N N E X</u>	<u>3</u>	action plan page 46
<u>A N N E X</u>	<u>4</u>	case studies pages 47-50
<u>A N N E X</u>	<u>5</u>	TM rules page 51
<u>A N N E X</u>	<u>6</u>	bibliography page 52

Annex 1 contains the projects in the following order:

how to plan a training course for co-workers, 33  
how to plan a fundraising campaign, 38  
how to recruit co-workers, 40  
how to set up a regional group from zero, 42



# PROJECT # 1 :

" TO CREATE A  
TRAINING COURSE  
FOR CO-WORKERS "

## MEMBERS OF THE TEAM :

- NINA (FINLAND)
- STEINDOR (ICELAND)
- JOAQUIN A. (COSTA RICA)
- YUNUS (TURKEY)
- REGULA (SWITZERLAND)
- KAMAL (INDIA)
- KIRSTIN (GERMANY)
- LAURA (COSTA RICA)
- CUCA (SPAIN)

# DEVELOPMENT OF THE PROJECT

## WHY?

- WHAT IS THE NEED?  
→ LACK OF MOTIVATED VOLUNTEERS
- WHOSE IS THE NEED?  
→ THE FEDERATION OF ICYE

THE TRAINING COURSE WILL BE ABLE TO FULFILL THE NEED

## WHO?

### PARTICIPANTS:

- YOUNG PEOPLE ALREADY INVOLVED IN THE ORGANISATION, MAINLY RETURNEES IN THE ICYE PROGRAMME.

- TOTAL NUMBER : 31

- |               |                 |                 |
|---------------|-----------------|-----------------|
| • AUSTRIA 2   | • DENMARK 2     | • NORWAY 2      |
| • BELGIUM 2   | • FINLAND 2     | • POLAND 2      |
| • FRANCE 2    | • HUNGARY 2     | • SPAIN 2       |
| • GERMANY 2   | • ICELAND 2     | • SWITZERLAND 1 |
| • ITALY 2     | • HOLLAND 2     | • TURKEY 2      |
| • LITHUANIA 2 | • BELORUSSIA: 1 | • SWEDEN 1      |

LEADERSHIP TEAM : 4

- |                 |               |
|-----------------|---------------|
| • ICELAND 1     | • SPAIN 1     |
| • SWITZERLAND 1 | • LITHUANIA 1 |

# AIM OF THE TRAINING

## WHAT

- THE AIM IS TO MOTIVATE VOLUNTEERS WHO ALREADY BELONG TO THE ORGANISATION
- THE OBJECTIVES (WHAT DO WE WANT THE PARTICIPANTS TO LEARN)
  - NATIONAL & INTERNATIONAL STRUCTURES AND ACTIVITIES
  - CO-WORKERS ROLES
  - WHAT IS VOLUNTARY WORK
  - HOW TO KEEP MOTIVATED AND HOW TO MOTIVATE OTHER VOLUNTEERS

## WHEN

- DURATION OF EVENT :  
7 DAYS INCLUDING ARRIVAL AND DEPART.
- DATES OF THE EVENT  
SATURDAY 28th September 96 until  
SATURDAY 5th October 96

# WHERE

LITHUANIA - (KAUNES)

# HOW

- METHODS WE'LL USE:

- SOCIAL DRAMA  
(role play Training)
- GUEST SPEAKERS
- WORKING GROUPS
- NON VERBAL COMMUNICATION  
ACTIVITIES - SILENCE CONVERSATION
- INTERCULTURAL GAMES
- PLENARY DEBATES
- VISUAL PRESENTATION
- BRAINSTORMING

TRAINING COURSE ON MOTIVATION OF VOLUNTEERS  
KAUNES 28th Sep. 5 Oct 1996

	SATURDAY	SUNDAY	MONDAY
MORNING	Arrival of PARTICIPANTS IN VILNIUS UNIVERSITY	PRESENTATION OF PARTICIPANTS AND PROGRAM EXPECTATIONS	AIM & GOALS OF ICYE NATIONAL & INTERNATIONAL STRUCTURES AND ACTIVITIES  — Guest Speaker —
AFTERNOON	DEPARTURE OF THE BUS TO KAUNES Reception & Accommodation	LUNCH SOCIAL DRAMA ON INTERCULTURAL LEARNING WORKING GROUPS ON FEEDBACK & PRESENTATION	SOCIAL DRAMA ON THE VISION OF ICYE WORKING GROUPS ON FEEDBACK & PRESENTATION
NIGHT	INTERNATIONAL WELCOME PARTY	DINNER	LITHUANIAN NIGHT

TRAINING COURSE ON MOTIVATION OF VOLUNTEERS  
KAUNES 28th Sep. 5th OCT. 96

	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
MORNING	THE MEANING OF BEING A VOLUNTEER DIFFERENT ROLES OF CO-WORKERS - Brainstorming - Brief Presentation of co-workers experiences - Plenary Discussion	EXCURSION - CITY TOUR To Vilnius	HOW TO KEEP MOTIVATED AND HOW TO MOTIVATE OTHERS - role game - Discussion	SILENCE DISCUSSION about problem experiences with co-workers during exchange year - SHERLOCK HOLMES CASES - GROUPS PLenary DISCUSSION	Departure of Participants
AFTERNOON	SOCIAL DRAMA ON EXPERIENCES Working groups on feed back & presentation	TYPICAL LUNCH VISIT TO THE CASTLE Free	LUNCH SOCIAL DRAMA ON MOTIVATION Working groups on feed back and presentation	SOCIAL DRAMA ON EVALUATION Working groups & presentation Questionnaire	
NIGHT		Departure	DINNER		

# BUDGET FOR THE MEETING

CURRENCY : DM

## EXPENDITURE

### PREPARATORY WORK

- MEETINGS - - - - - 3.404
- DOCUMENTS - - - - - 1.000
- OTHER COSTS - - - - - 2.000

### THE MEETING ITSELF

- PARTICIPANTS
  - TRAVEL COSTS - - - - - 30.713
  - ACCOMODATION - - - - - 10.290
- EXPERTS - LECTURES
  - FEES - - - - - 9.000
  - TRAVEL ACCOMMODATION - - - - - 2.562
- FOLLOW UP PUBLICATIONS - - - - - 1.473

### OTHER COSTS

INSURANCE, VISAS, EQUIPMEN RENT,  
ADMINISTRATION, MATERIALS, EXCURSION - - - - - 5.000

TOTAL COST \_\_\_\_\_ 65.442

# Advertising campaign.

- Why? : We need more host families.  
→ bigger choice for next year.

- Who : → profile:

- interested in other cultures.
- social-minded.
- have enough money to effort it.
- mostly educated.

AIM: to get people interested in the program,  
so that they get motivated to participate.

⇒ Why do we think that people are interested in our program? REASONS!

- LEARNING ABOUT OTHER CULTURES
    - LANGUAGE
    - TRADITIONS
    - DIFFERENT MENTALITIES.
  - TAKING PART IN A SOCIAL PROGRAM.
- } MESSAGE

SLOGAN: YOU CAN SEE THE WORLD THROUGH  
INTERNATIONAL GLASSES.

# HOW: \* USING DIFFERENT MEDIA'S

- VOCAL : ~~speeches~~ speeches, personal contacts
- BROCHURES, POSTERS
- RADIO, T.V.
- EXHIBITION STAND.

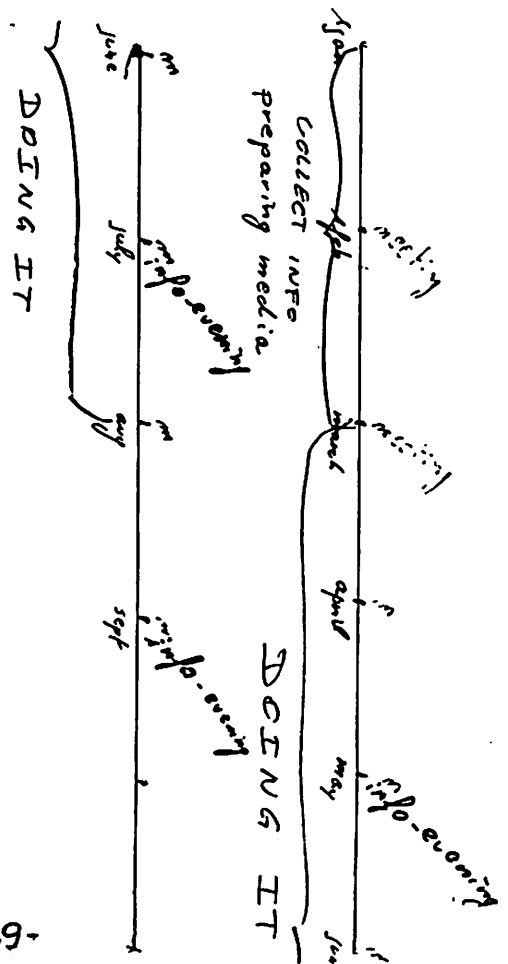
## \* USING DIFFERENT PLACES:

- HIGH SCHOOLS, UNIVERSITIES
- CHURCHES.
- events of other non-profit organisations.

\* organising information-evenings for interested people

People remember:

- 20% of what they HEAR
- 30% " " " SEE
- 60% " " " HEAR & SEE
- 70% " " " SPEAK
- 90% " " " DO & FEEL & UNDERSTAND

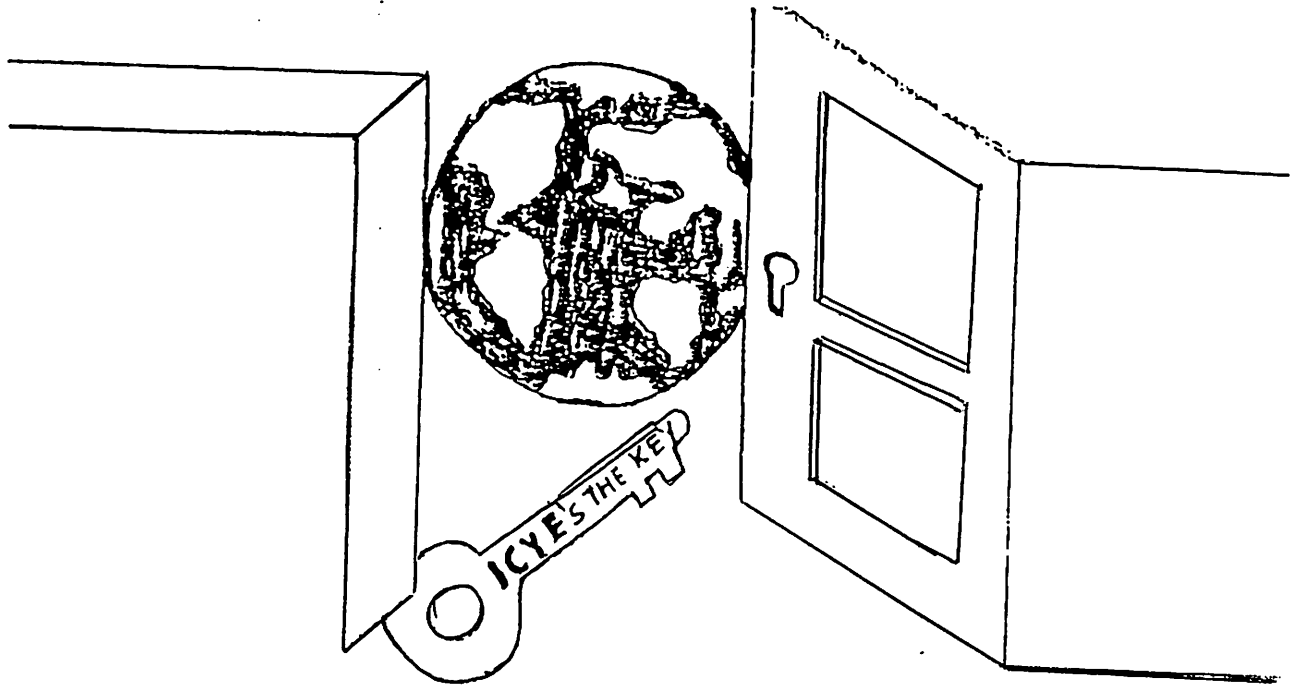


## Estimated costs:

- 16,000 Brochures : 6400,-
- 100 Posters : 500,-
- Travel costs : 1500,-
- Administrative costs : 500,-



# GO INTERNATIONAL . . . . . . WITHOUT LEAVING YOUR COUNTRY



How is this possible? Join ICYE!

We are:

- an international NGO
- having established a youth exchange program for nearly 50 years
- promoting peace and understanding among people throughout the world

We seek for young openminded individuals that want to:

- make friends from all over the world
- improve their language skills
- get professional experiences in organizing various activities
- learn a lot about other cultures, participate in our camps and meetings

**That's exactly you. Isn't it?**

So call or write

OBJECTIVE : FIND NEW CO-WORKERS THROUGH A CAMPAIGN

ACTION STEPS

DEADLINES

1. DETERMINE RESPONSIBLE PEOPLE FOR THE CAMPAIGN
2. 1. SET UP THE GOALS & AIMS  
2. DECIDE TARGET GROUP  
3. DECIDE PROPOSALS TO THE FUTURE CO-WORKERS  
4. SET UP PLANNING HOW TO INVOLVE THEM  
↳ PLAN TRAINING / MOTIVATION SESSIONS
3. DECIDE THE BUDGET
4. 1. DECIDE MATERIALS  
2. DECIDE ACTIONS OF DISTRIBUTION
5. FIND OUT EVENTUAL LEGAL BARRIERS
6. DESIGN THE MATERIAL
7. 1. GET THE EQUIPMENT FOR PRODUCTION  
2. PRODUCE THE MATERIAL
8. Do it

<u>DEADLINES</u>	

# FUTURE - REGIONAL GROUP



## WHAT DO WE EXPECT FROM OUR N.C.?

- Budgetline
- Training
- Preference for seminars
- information (regional contacts)
- support in activities
- access to material
- monitoring together with NC (2x year)
- R.G-coordinator

## TASKDIVISION + STRUCTURE

- responsible contact-person (address,...)
- because there's only 2 persons working in the R.G., there is no real taskdivision

## WHAT DO WE WANT ?

- OUR GOALS FOR 1-2 YEARS
- search for 2 hostfamilies
  - Hostfamily meeting (with exchangees)
  - try to find 2 placements in the region according to the wishes
  - assist in seminars, etc...
  - find 2 coworkers/mentors
  - visit 3 highschools (P.R)
  - organize 2 G.A.(national) in our region
  - find 1 exchangee who goes abroad
  - try everything to involve returnees
  - invite other exchangees into our region
  - host 2 exchangees next year as well

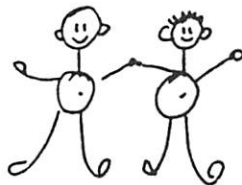


NOW:

2 Exchangees / Hostfamilies

NC

→  
Training  
Contact  
Money  
Support



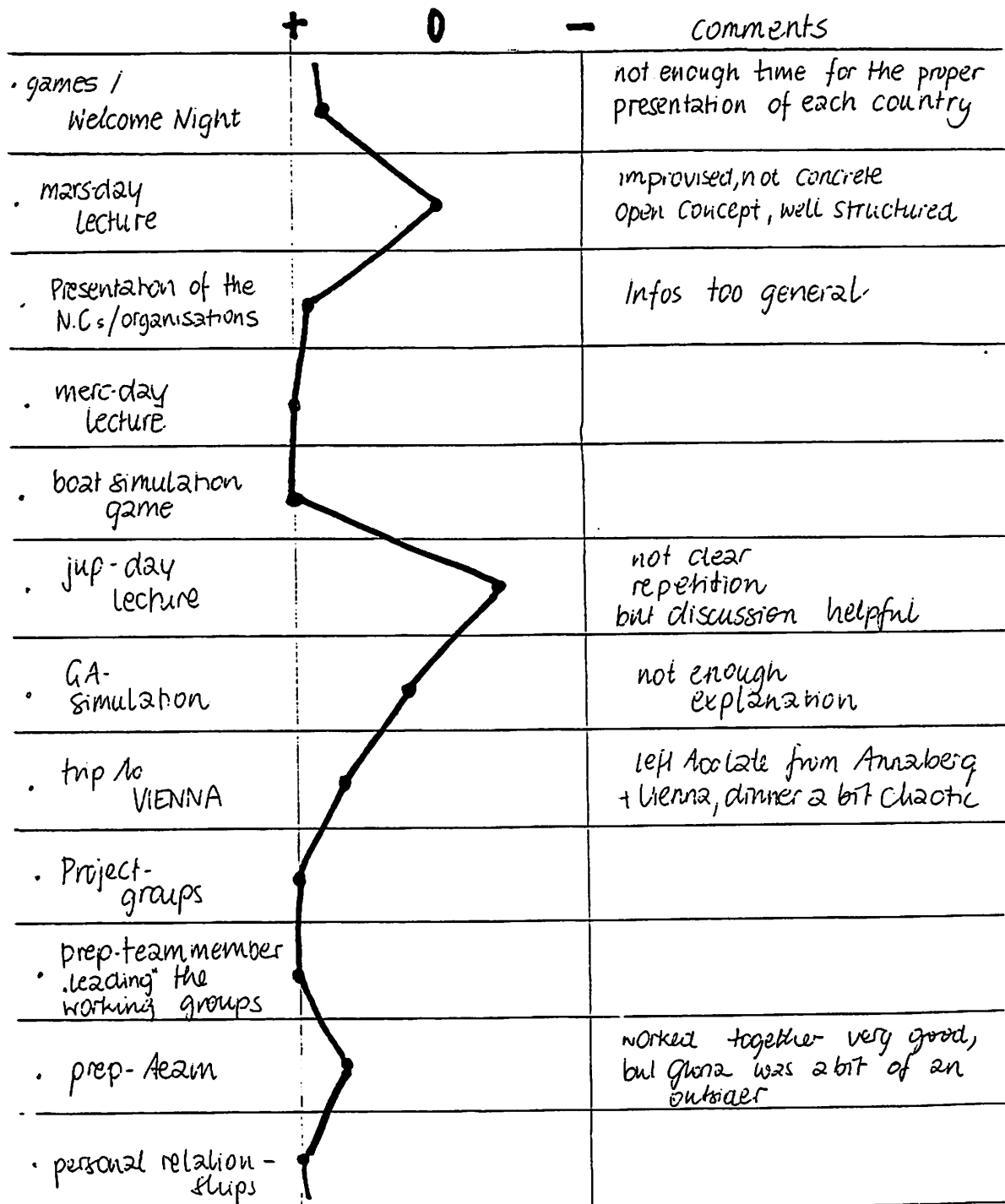
← "Zero"

REGIONAL-GROUP:

" GIEDRIUSLAND "

# annex 2: Evaluation

We decided to have two different forms of evaluation. One was a personal written one, the other one was done as a group. Participants were asked to place themselves in the room, concerning it like a scale, ranging from negative to positive. According to these informations the a scale could be drawn:



TIME MANAGEMENT IN NON-PROFIT YOUTH EXCHANGE NGO'S  
Austria, 3-10 December

GENERAL COMMENTS ABOUT THE SEMINAR

\* Which of your expectations have been covered during the seminar?

\* Was the set up of the program and the division of the days helpful for your learning process?

\* In the program, what do you think was missing?

\* What type of Management skills, from the ones you have learnt during the seminar, do you think you'll be able to use in your National Committee or at personal level?

\* What do you think about the working methods used?

\* Has the project development method been helpful for your learning process?

\* How did you feel being a participant in this seminar?. What was different from other activities in which you have participate?

\* Do you have anything to suggest/recommend for future international activities?

- to participants:

- to team members

\* General suggestions/comments:

From the personal questionnaire, the answers to the question: "Do you have anything to suggest / recommend for future international activities, a.) to participants; b.) to team members. ?" might be of general interest:

a.) „pay more attention, show more interest“

„come to the seminar well prepared“

„listen to others in order not to waste time“

„be punctual“

„feel free to split from the group, whenever you feel it is necessary to have some time on your own“

„to keep up the motivation and make best use of the new gained info and experience“

„remember that a seminar is not about partying, but in the first place about learning“

b.)“try to find a better way to wake people up instead of loud music“...*why not, get in the swing honey!*

„all the NC's should carefully select participants“

„it was positive that material on time management had been circulated before the training course, but I had the impression, that a bunch of people didn't really go through them, maybe you could involve them by asking them to prepare papers or lectures in advance“

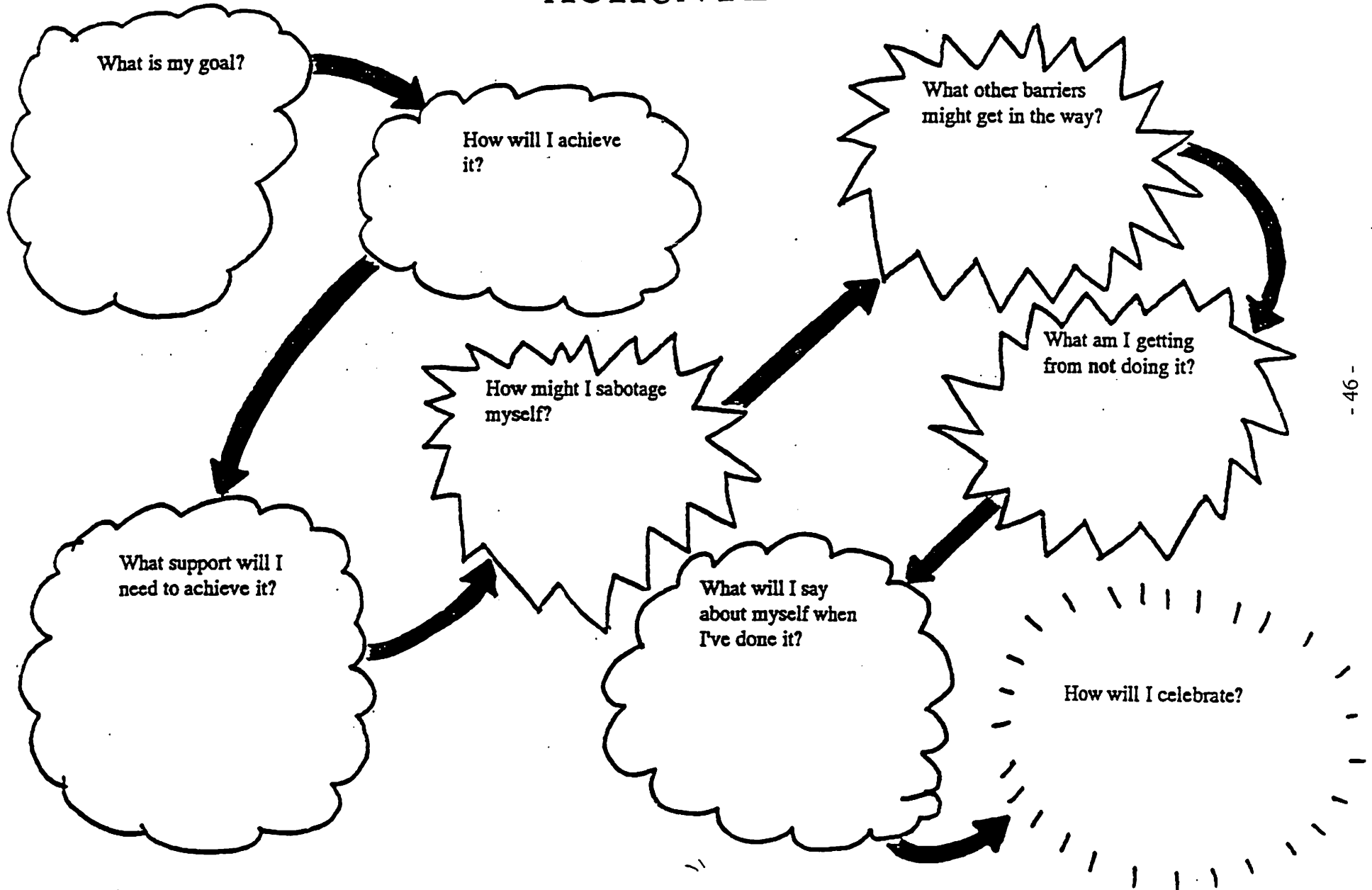
„make sure that the team is a „real team“ with each preteam-member having the same level of motivation and possibility to over responsibility“

„more ice-breaking games which give the people the opportunity to express themselves, while reflecting on the group dynamics on the same time“

„to be open to participant's suggestions during the seminar!“



# ACTION PLAN



## annex 4

### Culture, example - 01

Reprinted from the *Wall Street Journal*, October 17, 1989

(Beijing) - Eighteen factory managers were executed for poor product quality at Chien Bien Refrigerator Factory on the outskirts of the Chinese capital. The managers - 12 men and 6 women - were taken to a rice paddy outside the factory and unceremoniously shot to death as 500 plant workers looked on.

Minister of Economic Reform spokesman, Xi Ten Haun, said the action was required for committing unpardonable crimes against the people of China. He blamed the managers for ignoring quality and forcing shoddy work, saying the factory's output of refrigerators had a reputation for failure. For years, factory workers complained that many component parts did not meet specification and the end product did not function as required. Complaining workers quoted the plant manager as saying, "Ship it." Refrigerators are among the most sought-after consumer items in China. Customers, who waited up to five years for their appliances, were outraged.

"It is understandable our citizens would express shock and outrage when managers are careless in their attitudes toward the welfare of others," Haun says. "Our soldiers are justified in wishing to bring proper justice to those errant managers."

The executed included the plant manager, the quality control manager, the engineering managers, and their top staff.



## Concepts: involvement and commitment

The more aware we are of our basic paradigms, maps, or assumptions, and the extent to which we have been influenced by our experience, the more we can take responsibility for those paradigms, examine them, test them against reality, listen to others and be open to their perceptions, thereby getting a larger picture and a far more objective view. (Covey, p29)

### Two Hotel Examples in Customer Service:

#### Hotel Example - I

Stephen R. Covey gives the following anecdote from his national bestseller, *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*, (Simon & Schuster, New York, 1989)

...I was scheduled to train 175 shopping center managers at a particular hotel. I was amazed at the level of service there. It wasn't a cosmetic thing. It was evident at all levels, spontaneously, without supervision.

I arrived quite late, checked in, and asked if room service were available. The man at the desk said, "No, Mr. Covey, but if you're interested, I could go back and get a sandwich or a salad or whatever you'd like that we have in the kitchen." His attitude was one of total concern about my comfort and welfare. "Would you like to see your convention room?" he continued. "Do you have everything you need? What can I do for you? I'm here to serve you."

There was no supervisor there checking up. This man was sincere.

The next day I was in the middle of a presentation when I discovered that I didn't have all the colored markers I needed. So I went out into the hall during a brief break and found a bellboy running to another convention. "I've got a problem," I said. "I'm here training a group of managers and I only have a short break. I need more colored pens."

He whipped around and almost came to attention. He glanced at my name tag and said, "Mr. Covey, I will solve your problem."

He didn't say, "I don't know where to go" or "Well, go and check at the front desk." He just took care of it. *And he made me feel like it was his privilege to do so.*

Later, I was in the side lobby, looking at some of the art objects. Someone from the hotel came up to me and said, "Mr. Covey, would you like to see a book that describes the art objects in this hotel?" How anticipatory! How [customer] service-oriented!

I next observed one of the employees high up on a ladder cleaning windows in the lobby. From his vantage point he saw a woman having a little difficulty in the garden with a walker. She hadn't really fallen, and she was with other people. But he climbed down

the ladder, went outside, helped the woman into the lobby and saw that she was properly taken care of. Then he went back and finished cleaning the windows.

I wanted to find out how this organization had created a culture where people bought so deeply into the value of customer service. I interviewed housekeepers, waitresses, bellboys in that hotel and found that this attitude had impregnated the minds, hearts, and attitudes of every employee there.

I went through the back door into the kitchen, where I saw the central value: "Uncompromising personalized service." I finally went to the manager and said, "My business is helping organizations develop a powerful team character, a team culture. I am amazed at what you have here."

"Do you want to know the real key?" he inquired. He pulled out the mission statement for the hotel chain.

After reading it, I acknowledged, "That's an impressive statement. But I know many companies that have impressive mission statements."

"Do you want to see the one for this hotel?" he asked.

"Do you mean you developed one just for this hotel?"

"Yes."

"Different from the one for the hotel chain?"

"Yes. It's in harmony with that statement, but this one pertains to our situation, our environment, our time." He handed me another paper.

"Who developed this mission statement?" I asked.

"Everybody," he replied.

"Everybody? Really, everybody?"

"Yes."

"Housekeepers?"

"Yes."

"Waitresses?"

"Yes."

"Desk clerks?"

"Yes. Do you want to see the mission statement written by the people who greeted you last night?" He pulled out a mission statement that they, themselves, had written that was interwoven with all the other missions statements. Everyone, at every level, was involved.

The mission statement for that hotel was the hub of a great wheel. It spawned the thoughtful, more specialized mission statements of particular groups of employees. It was used as the criterion for every decision that was made. It clarified what those people stood for - how they related to the customer, how they related to each other. It affected the style of the managers and the people they recruited and how they trained and developed them. Every aspect of that organization, essentially, was a function of that hub, that mission statement.

**Reprinted from the Naval Institute publication *Proceedings*, author Frank Koch.**

(Before WWII - in the late 1930's) I was on one of two battleships that were assigned to a training squadron. We had been at sea on maneuvers in heavy seas for several days. I was serving on the lead battleship and was on watch on the bridge as night fell. This was before the Navy had developed effective on-board radar. Heavy weather, high seas, rain and patches of fog made visibility poor, so of course the captain remained on the bridge to keep an eye on all activities.

Shortly after dark, the lookout on the wing of the bridge reported, "Light, bearing on the starboard bow."

"Is it steady or moving astern?" called out the captain.

"Steady, captain," the lookout replied, which meant we were on a collision course with the other ship.

The captain called to the signalman, "Signal that ship: We are on a collision course, advise you change your course 20 degrees."

The signal from the other ship was, "Advisable for you to change course 20 degrees."

The captain said, "Send: I am a captain. Change your course 20 degrees."

The reply came back, "I'm a seamen second class. You had better change course 20 degrees."

By now the captain was furious. He literally spat out, "Send: I am a battleship. Change course 20 degrees."

Back came the reply, "I am a lighthouse."

The captain ordered us to change course 20 degrees.

## Important rules for effective time-management

Planning and Prioritising	concentrate and follow your aims	using the telephone rationally	saying no	disturbances	disorganisation keeping your workplace tidy
<ul style="list-style-type: none"> <li>• develop your own goals</li> <li>• integrate external goals into your goals</li> <li>• ABC analysis</li> <li>• Alps method</li> <li>• Eisenhower Principle</li> <li>• Using a notebook</li> <li>• Finalize your work</li> <li>• Controll your activities</li> </ul>	<ul style="list-style-type: none"> <li>• work systematically</li> <li>• start properly in the morning</li> <li>• take a note of your „best“ and „worst“ working times</li> <li>• think of work quality</li> <li>• use working aids</li> <li>• touch your papers only once</li> <li>• try not to be too perfect</li> </ul>	<ul style="list-style-type: none"> <li>• prepare each telephone conversation</li> <li>• work with telephone times</li> <li>• use telephone blocks</li> <li>• be precise when speaking on the phone</li> <li>• try and establish „telephone free times“</li> <li>• offer to call back</li> <li>• use modern technical devises to save time (answer machine etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• know your aims and goals as well as priorities</li> <li>• think of the consequences of saying no</li> <li>• limit the possible damage caused</li> <li>• listen to your own good sense</li> </ul>	<ul style="list-style-type: none"> <li>• foresee possible problems and make a plan for resolving them</li> <li>• work out rules with your colleagues and partners</li> <li>• management by delegation</li> <li>• establish an early warning system</li> </ul>	<ul style="list-style-type: none"> <li>• make a classification system for not yet finished work</li> <li>• use your waste paper basket</li> <li>• always keep an overview of your system</li> </ul>

## Annex 6

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