



## Welcome to Leader Lines

In this edition of LeaderLines, a monthly eNewsletter written especially for Mountaineers volunteer leaders, we emphasize the importance of investing in succession planning, and offer a reminder about member privacy, a look at the cost of incivility, an introduction to new staff members, and a variety of links to important information about running outdoor programs. All of this applies to *someone*, but we don't expect everyone one to be interested in all of it. Take a look and see what applies to your unique role in The Mountaineers - or your life in general.

As always, [I welcome your suggestions for future story ideas](#) and thank you for all the ways you support our mission.

**Chris Williams,**  
Leadership Development Manager

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## Succession Planning - It Won't Happen on Its Own

Vibrant programming relies on energized volunteers, but handing over the reins for a committee position is one of the harder things to do, according to many of you in a recent survey. It takes energy and thought to ensure we keep people moving on the ladder of volunteer leadership (from member to graduate, leader, committee member, committee chair, and board member).

The good news is, we have tools you can use to find people with new energy for your committees. Members are filling out their [volunteer profiles](#) (500 people and counting!) letting us know what skills and interests they bring to The Mountaineers. As a Leader, you can use this tool to recruit people for your programs. **Actively reaching out to new members and recognizing their interests is one of**

**the most successful ways to recruit.** In all of our surveys, most of our current volunteers traced their passionate involvement back to this initial recruitment and retention technique.

To use the volunteer profile information to find new people to take over, click on ["Find Volunteers"](#) and search our database. If you *can't* find someone who fits the task, consider developing a ["Volunteers Needed" blog posting](#) as a recruitment tool using [this template](#) . This method has also proven to be successful - rather than a committee having to reach out to members, it allows interested members to reach out to the committee.

As you look ahead at opportunities or challenges facing your committee, keep these tools in mind! And please, [reach out to me](#) if you have any questions.



### **Member Privacy - Policy and Best Practices**

As an important reminder, a [Board Policy on Member Privacy](#) exists for our leaders and volunteers. **To summarize: all personal information available to the organization must be used *only for club purposes*.**

While that is easy to say, circumstances can sometimes muddy the waters on how to implement the policy. For example: we encourage members to organize their own carpools. Participants can do so using the blue roster on your activity or course listing. This roster allows everyone *who has made their information public* to see each other's carpool information and email address. Then, *they* can share phone numbers if they are comfortable doing that.

But sometimes, the leader is pressured to provide contact information for a participant with a "private" profile. Although we support carpooling, we cannot ignore a member's desire to keep their profile information private. In this situation, you should serve **as a liaison between the two members until clear consent to share the "private profile" email information is given - or you can politely refuse to provide it.** When in doubt, however, contact Member Services with questions. The best guidance is to check whether someone has made their profile "private" before providing any information.

Unfortunately, at this time it's not easy for leaders to see who has made their profile public or private

since leaders can see everyone's information. We are working on a solution to make the privacy status more apparent on the website, and it should be live in the next two months.

**Thank you for your work in dealing with all the issues that come up as a Leader!**

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### **The Tangible Impacts of Incivility**

Incivility is rude or unsociable speech or behavior, like an impolite or offensive content. Experiencing or witnessing incivility in the behavior of others has measurable impacts on us. Using a variety of measurements, [professors Christine Porath and Christine Pearson](#) have learned the impacts of experiencing incivility:

- 48% of people intentionally decrease their work effort.
- 47% decreased the amount of time they spend at work.
- 38% intentionally decrease the quality of their work.
- 66% say that their performance declined.
- 78% say that their commitment to an organization declined.
- 25% admitted to taking their frustrations out on customers.

This applies all group dynamics in our trips and programs. Studies repeatedly show how a person's creativity suffers, performance and team spirit deteriorate, and "customers" turn away. Incivility has a huge impact on volunteerism, and even ["observing rudeness could be the starting point to a spiral of aggression" in an organization's culture.](#)

In short, incivility can be extraordinarily toxic for an organization like The Mountaineers. An organization has to model civility, recruit for it, teach it, reward it, accept feedback about it, and appropriately penalize people when they don't exhibit it. We have a number of very passionately held opinions - but we must hold ourselves accountable to this collective group norm in order to advance our mission. Please read [more and learn about the subject](#) to benefit the health of our community.

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## Welcome to New Staff Members - More Support for You and Our Mission

We want to introduce you to our newest staff members. As the organization grows in membership, programming, and outreach, we've focused on recruiting the best talent to fill vacancies and have created a few new roles to support your efforts as a volunteer.

**Chad Arveson** is a new Administrative Assistant helping to process Youth Leader background checks, provide technical assistance for meetings, coordinate Mountain Workshop contracts, and support for our [Financial Assistance programs](#). He is working towards a Master's Degree in Communications Leadership, and hopes to advance our mission by bringing together the "back end" work of committees and various youth programming. In his time off, he can usually be found up in the mountains or enjoying the community, music, shops, restaurants, speakers, and all the great NW liquids Seattle has to offer (so, basically, he never sleeps).

**Rachel Delacour** is our newest Accounting Assistant and can help with all your reimbursement issues (among other financial questions). She's a backcountry skier, and recently graduated from the University of Washington Master of Professional Accounting Program. She also regularly jumps out of perfectly good airplanes (and thinks this is a normal activity other people should spend money on). Despite this gap in judgment, she can help you with most of your day-to-day financial issues.

**Peter Dunau** is our new Communications Specialist. He keeps me (Chris) from throwing computers out of windows by performing what can only be called "magic" creating our mass emails like "LeaderLines" (as well as Routefinder, Conservation Currents, etc.). He will also be heading up a more formalized public relations program to eventually give more visibility to our collective work. Like the rest of us, he's into all things "outdoorsy" (including hiking way too fast - just become a [trail runner](#) already!).

**Ada Love** is our newest Development Associate. She provides administrative support in the execution of fundraising campaigns and development operations, as well as ongoing support in the day-to-day activities of the CEO and Development Program. Ada has always been in love with the outdoors, from the mountains to the ocean and everything in between. Aside from biking, hiking, cross country skiing and learning how to surf & climb, Ada enjoys photography, graphic design, and watching sunsets on the Puget Sound with friends (cripes, is that ALL? Do you EVER just watch television?). And she's Canadian. Because: ketchup potato chips.

If you ever need help with a specific task [the list of staff duties and roles is available here](#) (also linked from the [Leader Resources](#) page). We're here to help, but understand *knowing who to ask* is new to many people.

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### Quick Hits

- **Collaboration:** More and more committees have been experimenting with phone and video conferencing. You can get free accounts to handle small groups of users at [join.me](#), [FreeConferenceCalling.com](#), and [ScreeenLeap.com](#) - as well as many others. Remember to "work smarter, not harder" and try [making your meetings as productive and efficient as possible](#). Share any great successes you have with us so we can spread the tools that work best across the organization!
- **Help Get Youth Outside:** Sign up for an [Our Parks | Your Adventure](#) challenge this summer in our National Parks. We're asking our members and leaders - many of you who are already spending time in our national parks - to commit to an adventure of your choosing to raise money for our youth programs. Sign up by August 1 to receive sweet swag! If you need inspiration

check out hike leader and [Adventurer Emily Guyer's story](#) (and/or stalk Gavin Woody on FB, that guy is a beast!).

- **A Growing Concern in the Culture of "Outdoor" Marketing:** This is one of the best articles I've come across about how outdoor activities are marketed and perceived by many people...and why that sometimes isn't a good thing. Our reasons for enjoying the outdoor experience should not involve elitist, expensive, adrenaline-fueled, selfies. [Please read more.](#)
- **Recreationists are Conservationists...right?:** Does the climber who cares about maintaining a clean crag support water quality issues that are more obvious to a sea kayaker? Do either one of them consider the policy debates on "oil trains" as something that affects them? [Read more about how it's sometimes hard to see how a policy issue may conflict with your ideas about how to enjoy the outdoor experience.](#)
- **Odds are, you've already lost interest in this email** - We are an outdoor skills training organization living in an era where the [human attention span has decreased to only 8 seconds](#). When learning certain skills can mean the difference between life and death, the ability to convey important information in the most effective way is essential. Younger generations in particular tend to lose interest in a subject and get distracted more easily. Think about your curriculum and how it is being delivered - does it address this demographic trend?
- **\$\$\$ - Looking for money?** Some survey group (Northwest Insights) is offering \$250 REI gift cards to interview people age 25-60 to discuss alpinism and the gear you might use on a mountaineering climb. [Click here if you're interested.](#) Or, sign up as a host on Airbnb using [these special instructions](#) and get \$200 for you AND \$200 for The Mountaineers when you book your first guest.
- **A reminder about how easy it is to be super dumb:** Although (possibly) well-intentioned, a predominantly white organization allowed this foolishly-designed marketing poster to completely undermine its message - water safety. Think about your messaging if you don't want to become a national embarrassment. [Check out the blunder made by the Red Cross.](#)
- **Mt. Baker Lodge:** Don't forget about this amazing resource. It's an ideal base camp for your summer hiking adventures. Check out their [events calendar](#) to learn about work party/hiking weekends, summer celebrations, berry picking and more.
- **One Way People are Using the Outdoors to Deal with Stress:** Ever-mindful that people are suffering all around us, consider ["Why an Outdoor Group's Work is 'More Relevant Than Ever."](#)
- **Progressive Climbing Education:** [Check out the feedback we've gotten about our climbing programs](#) through the "PCE" process.

### Stay Safe Out There!

**Number of Leader Badges Issued in 2016:** 170. We've seen the largest growth in Backpacking (39), Hiking (35), Skiing/Snowboarding (19), and Snowshoeing (18). Scrambling and Climbing have added 18 and 17 new leaders respectively. [Our growth depends on our ability to produce leaders. Keep up the hard work!](#)

**This fiscal year we've already:** had 878 more course participants than last year (with slightly fewer courses) and 128 more trip participants (with not as many trips - yet). More signs that we, in the aggregate, are filling our courses and trips more successfully.

