



● CONTINUING TO GROW ●

Congratulations! You have completed the Relationship Phase of the *Helpathy Group* program and are now ready to embark upon the ***Cohesive Phase***. Here, you will be preparing to disengage from the group and begin your solo quest in pursuing your purpose in life and the goals outlined in your ***Treasure Map*** while preparing to become a Normative Leader.

As you continue on the Path Seldom Taken under the guidance of your mentor, you will continue to face obstacles in your life that need to be overcome. The Normative Leadership concepts and skills that you have learned and experienced will help you to resolve these issues in a more, balanced, professional manner. In living the ***Helpathetic philosophy***, you will be different, and individuals will notice this air of maturity, confidence, competence and professionalism about you. You will “see” things that others cannot see regarding issues with which they struggle. You will ***STOP*** and use ***20/20 hindsight in the present*** and be able to ***seek the balance*** in facilitating ***win-win*** solutions to problems.

Some will view your calm, methodical, caring style as a sign of weakness and seek to manipulate you only to find that beneath your calm demeanor, is a courageous person willing to stand strong in the face of adversity to adhere to the principles and character that have made you the quality person and Normative Leader that you are becoming. In modeling this philosophy, you will use

your normative skills to enable others to see the ***bigger picture*** of the issues involved and facilitate meeting the needs between the group and the individual. Remember, help others move ***up to your level*** of understanding and refrain from allowing them to pull you down.

Remember, life is a journey in which you will be constantly adapting and changing as a result of the many obstacles and opportunities that periodically present themselves. Although your personality remains basically the same throughout life, at times, you must learn to modify your pattern of behavior to conform to the norms of various groups that you experience. This is a natural process that you must do in order to ***survive, belong and gain status*** within a group. You have gained much insight into your ***pattern of behavior and the beliefs and constructs*** behind the pattern. You have taken the time to ***modify, change or reinforce*** those beliefs and have become a stronger, better person. However, never lose sight of the fact that there is always room for growth no matter how old, experienced or powerful you may become.

Unfortunately, too many people spend their entire life on the Path of Least Resistance. They have no insight into who they are, their purpose in life or how their behavior impacts those around them. Often, these are the individuals who are motivated by power, their pocketbook or politics first, instead of principles. Through their procrastination, jealousy, need for power or status, they can make ***your life*** miserable. These are the individuals who choose to ***be beyond feedback***, who rationalize their failures and misgivings by saying, *“that’s the way I am.”* No, that’s the way the person chooses to be! When relationships become strained, remember to STOP and take an introspective look at yourself and learn what you must from the situation. Learn from your mistakes and move forward. Remember, ***always hold onto YOUR power!***

#### ● “READ” THE NORMS OF THE GROUP ●

Remember, group norms are the ***expected behaviors*** of how things really work in a group. It’s what the group wants you do in certain situations. Positive norms make the group better, whereas, negative norms can destroy a group. You will always be a part of some group or a variety of groups at various times in life. Family, school, social groups, athletic teams, the workplace, are all groups in which you may have membership. The level of your involvement will be determined by the goals and objectives you wish to accomplish while being a member of the group. With membership, however, comes the normative expectations that you must be willing to act upon. When presented with a normative situation by the group, you have three responses: ***1) to approve and support the norm, 2) disapprove and question it, or, 3) do nothing.*** Your response will dictate how the group will respond to you.

When you first enter the group, you will be in a ***norms crisis***, for you are not familiar with what the informal expectations are for group members. Therefore, keep your eyes open, observe ***what most people are expected to do in given situations*** and respond accordingly. Remember the ***Force Field*** criteria you identified and defined for the type of person you would want to have as a friend. Keep this in mind as you observe the ***patterns of behaviors*** exhibited by the other members in the group. “Read” the ***Polsky Diamond*** and identify the ***strength and opportunity***

leader(s). Choose a **sub-group** of peers who demonstrate the **behavioral characteristics** you model and want in others.

As time passes, you become more familiar with the **normative expectations** of the group and adjust your behavior accordingly. Having survived the norms crisis, you now belong to a sub-group of individuals who you share a higher **trust level**. As you use your Normative Leadership skills to solve issues that arise, resolve conflict and demonstrate your leadership capabilities in various capacities, you will **gain status** among your peers. As you continue membership in your particular group, remember to hold onto your power as an individual and continue to seek the balance with your peers.

### ● NORMATIVE BEHAVIOR AND THE WORKPLACE ●

And so, with your feet firmly rooted in the concepts and principles of the Normative Leadership model, let us continue your journey along the Path Seldom Taken in preparation for your eventual departure from the program and entry into the **work place**. No matter what vocation you choose to pursue, you will undoubtedly, work in an organization. While the same dynamics occur in every group, understanding how to navigate the work place **culture** presents a special challenge to you.

The work place will become an arena that will provide you with many opportunities for you to use your Normative Leadership skills.



You must define your purpose in pursuing employment opportunities. Obviously, trading work for pay is the primary way to earn money and meet your basic needs of food, clothing and shelter. You can opt to get a job that will provide these things for you. Or, you can set your heights higher and plan sequential steps that you need to take in **building a career** for yourself. Beyond this means following a career path that will eventually lead you to fulfilling your purpose in life.

This is a longer process that requires many years of study and experience under the watchful eye of a mentor in your chosen field. It takes dedication, sacrifice and persistence that will pay dividends in self-fulfillment and hopefully, financially. However, to reach this pinnacle, you must first start at the beginning.

As a new employee, you will experience the *norms crisis* as you slowly become acclimated to your responsibilities, your peers and the established culture that exists. Your supervisor should provide you with a formal orientation regarding the organization's policies and procedures, cover the responsibility areas and standards of performance relevant to your position and any other information that you need to know. Here, you are learning about the *formal organization* or what is *supposed to happen*. What you will experience is the *informal*, or *normative organization*. This is what *really happens* on a daily basis. So when your boss (formal organization) tells you to do something and your peer group (informal organization) tells you to do it differently, you must make a decision in this norms crisis regarding what you eventually will do. The question is: *do I do what the boss wants me to do, or what my peers want?* Siding with the boss could put you at odds with your peers. Siding with your peer could put you at odds with your boss. The Normative Leader does the *right thing* and is willing to endure the consequences for doing the right thing. This will lead to interpersonal and/or team conflict. Here is where your 1-1 skills become invaluable.

#### ● HOLDING ON TO YOUR POWER ●

Your co-workers come in all shapes and sizes, have various levels of experience and demonstrate varying degrees of competence, ability and motivation. When you see a peer modeling an unacceptable behavior, you should challenge it. Otherwise, it could become the norm for the group. The individual will, more than likely, take offense to your intervention and perhaps try to verbally *bully* you into backing down.

Hopefully, there will be other *strength* peers to support your effort to safeguard the normative environment. Sometimes, however, these peers will agree that you are doing the right thing, but they fail to say anything to support you due to their own self-serving agendas. This leaves you alone, but heavily armed with your normative 1-1 skills!

You will discuss the facts surrounding the symptomatic issue that occurred with your co-worker and the reason for your intervention. You remember that, *all evidence is self-serving according to the beliefs of the individual interpreting it*. The *opportunity* individual will try to spin the facts to fit the illogical/irrational *construct* behind the *belief and pattern of behavior*. Your use of *probing questions* may help the individual to see the error of his/her ways, or possibly, reinforce the *"I'm OK, you're not."* attitude toward you. Your skills will help you to stay in control of the meeting, remain under control emotionally and help you to hold onto your power. Remember, your focus is on the *behavior*, not the individual. Realize that *all people are*



*doing the best they can based on their current beliefs.* Be supportive, yet challenging. Individuals might not like you, but they will respect you!

●**CONFIDENT, CONSISTENT AND PERSISTENT** ●

As you work daily to create your path, the days will turn into weeks, the weeks into months and months into years. Your Normative Leadership skills will grow sharper with time and experience. You will attack each day with a vibrant confidence knowing that no matter what happens, you will be capable of handling it. You will live Normative Leadership philosophy and the skills have become second nature to you. You will have wisdom far beyond your years and have a reputation of being an honorable person - a person who trusts and can be trusted - a person of principles and character - a person who will do the right thing even if it means suffering negative consequences. But, remember, although you may be forced to endure many hardships as a result of your choices, when the truth does come to light, and it eventually will, you will have the respect and admiration of your peers for having demonstrated the courage and consistency to stand by your principles and do the right thing.

So, let's begin your journey for understanding how to use the Normative Leadership skills in the work place.