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# volunteer DIMENSIONS

A monthly information and idea source for volunteer managers

## Building your personal presence

National Seminars Group conducts a workshop entitled "Leadership and Supervisory Skills for Women." Although much of the workshop content has application for both genders, it was developed with a focus on women as more women than ever before are becoming supervisors and managers. Take a look at some of these exercises and try them; they will help you develop a stronger self-concept through understanding your personal history.

*"No one can make you feel inferior without your consent."*

*-Eleanor Roosevelt*

### My Past

These questions relate to your past, specifically where you were and what you were doing 10 years ago. Take an inventory.

1. Where were you geographically located 10 years ago?
2. What was happening in your professional/business or personal life?
3. What were your central values? To what "burning issues" or causes did you devote your time and energy?
4. What were your goals?
5. What was the state of your physical health? What kind of athletic condition were you in?
6. What other thoughts, images or feelings surface as you consider where you were 10 years ago?

### My Present

Now reflect on these same questions in the present. What are you like now and how have you changed? Answer the six questions again.

### Preliminary Goal-Setting

Studies show that if goals are written down, then the rate of achieving them goes up. To help in thinking about goal-setting, first write down what you consider to be your strengths as a manager. Then consider the characteristics of what you admire in managers. Next, write down what you consider to

be your needs for becoming a better manager. Identification of these needs will form the basis of your goal-setting.

### Barriers to Personal Effectiveness

Check off the ones that get in your way; be aware, and go to work on taking them down.

1. Neurotic need to please  
Characteristics: overfunctions for others, underfunctions for self; decision making is clouded by personal issues; creates dependency which weakens disciplinary action; bends like "a reed in the wind"
2. Be perfect  
Characteristics: offers two choices - "my way" or incompetent way; tendency to procrastinate for fear of failure; makes people gun shy; stifles creativity; burns out people; does not understand the difference between perfection and excellence; people are not empowered
3. Try hard  
Characteristic: does not understand the difference between the root of the problem and the symptom
4. Be strong  
Characteristic: trying to be more male than men
5. Fear of risk-taking
6. Self-discounting language  
Characteristics: puts self down; difficulty in accepting compliments
7. Obedience  
Characteristics: tendency to see the world as giants and puts self in weak position; tone of voice makes every statement a question; uses disqualifiers
8. Spilling  
Characteristics: tendency to tell too much; overdiscloses

### Goal Setting

"This shall be my parting word - know what you want to do - then do it. Make straight for your goal and go undefeated in spirit to the end," a quote by Ernestine Schumann-Heink.

### A glance at what's inside

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## Barker receives national AVA award

Nancy Jane Barker, former Chief of Volunteer Services for TXMHMR, is the 1991 Recipient of the Harriet Naylor Distinguished Member Service Award. The award is presented annually by the Association for Volunteer Administration (AVA). AVA is the professional association for those working in the field of volunteerism.

Nancy, an active AVA member since 1969, served as Region VI Educational Consultant, Research Chairman, 1979 Conference Chair, President-Elect and AVA President from 1981-83.

During her term, certification was piloted, the *Journal for Volunteer Administration* was launched, the affiliate program was implemented and the awards program established.

The award was presented at the AVA Annual Awards Program, which was a part of the International Conference held in Atlanta, Georgia.

Barker worked in the TXMHMR system for 22 years before her retirement in June 1992.

## 1992 National Community Service Conference Set In Chicago

"Volunteering: At The Heart of Change" is the theme for the 1992 National Community Service Conference scheduled June 21-24, 1992, in Chicago. The Points of Light Foundation will host the conference, which will be held in the new downtown Sheraton Hotel.

The National VOLUNTEER Center formerly sponsored the conference, which was known as The National VOLUNTEER Conference. The organization is now part of the Points of Light Foundation and the conference has been renamed.

A special toll free conference hotline has been set up to receive ideas about conference topics to address your community, organization, and professional development needs. Call 1 (800) 969-0542 between 9 a. m.-5 p. m. EDT. Registration forms will be mailed in January. Early bird registration fees are \$365 and regular registration is \$395.

## Building personal presence

*continued from page 1*

### My Future

Project 10 years into the future. Identify your goals.

1. Where would you like to be geographically located in 10 years?
2. What would you like to be happening in your professional/business or personal life?
3. What will your central values be? To what "burning issues" or causes would you like to devote your time and energy?
4. What are your goals?
5. What state of physical health would you like to be in? What kind of athletic condition do you want to be in?
6. What other thoughts, images or feelings surface as you consider where you want to be in 10 years?

Now write a letter to your best friend dated December 15, 1994. Describe the last three years: what you look like, where you live, how you feel emotionally, spiritually. Sign the letter, seal it and

date it the correct date. In one year, open the letter. If you believe in what you wrote, you will achieve it. In just one year, you will see a noticeable change.

### How Might You Sabotage Yourself?

Check off the ways in which you need to be aware of how you might defeat yourself in reaching your goals.

1. "Victim"
2. Negative self-talk
3. Limited vision
4. Give up too soon
5. Fears
6. "Buying into" expectations of others

### Goals - How to Set and Measure Progress

Using this format, write your goals for the next year.

1. Goal: I will

Action:

1.

(By \_\_\_\_\_ )  
date

2.

(By \_\_\_\_\_ )  
date

Use as much space as needed and repeat the process for as many goals as you feel you can set and meet. Good luck! You can do it!

*Volunteer DIMENSIONS* is published monthly by the Texas Department of Mental Health and Mental Retardation Volunteer Services and Public Information Office to serve as an information and idea source for managers of volunteer programs. Volunteer and council news are welcomed. Deadline is the 15th of each month. Direct your submissions or inquiries to Volunteer Services at Central Office, P.O. Box 12668, Austin, Texas 78711, or call (512) 465-4660, STS 824-4660, fax (512) 465-4836 or (512) 465-4711.

Dott Salli, Administrative Technician  
Lael Byers, Assistant Director  
Jane Kooch, Assistant Director  
Michele Glaze, Publications Coordinator  
Peg Barry, Director, Volunteer Services and Public Information

### Travis State School VSC

## Travis VSC receives Showcase Award

The Travis State School Volunteer Services Council received a 1991 Helen Farabee Showcase Award for initiating the "Spring Break Alternative."

People Understanding the Severely Handicapped (PUSH), Inc., and Pi Kappa Phi fraternity members from Austin and Charlotte, North Carolina, worked with TXMHMR support staff to provide an alternative for fraternity members throughout the United States.

They worked more than eight hours per day to build 24 picnic tables, five picnic shelters, one arbor, one horseback riding ramp with wheelchair accessibility, one large cage in the petting zoo and to repaint the train during Spring Break week.

Pat Terry, Director of TXMHMR Support Services, spearheaded the project and coordinated efforts between Central Office and the three local Austin facilities' maintenance departments. The VSC and the school's parent association provided all meals and recreational activities for participants and orchestrated the dedication and closing remarks.

The Austin Pi Kappa Phi members experienced how challenging everyday activities can be by playing baseball blindfolded, eating dinner blindfolded and bandaging their own fingers.

### Waco Center for Youth VSC

## Center sponsors Halloween carnival

A Halloween carnival was held October 18 for clients of Waco Center for Youth. Seventy-two youth enjoyed a haunted house, hayride, fish pond and dunking booth. Food, toys, perfume and hair bows were donated for the event. The Special Events Committee of the Volunteer Services Council received assistance from students at Baylor University who worked at the carnival to assist in making it a great success.

## Take an opportunity to participate in communication and management courses

The Joe C. Thompson Conference Center at the University of Texas at Austin offers three management and communication 12-hour seminars through the Industrial Education Department in January.

Effective Managerial Communications	January 7-8, 1992
Effective Delegation	January 14-15, 1992
Supervisory Management, Basic	January 21-22, 1992

Attendance is limited to 25 participants. Fees are \$130 each for one-to-two participants, \$120 for three-to-four participants and \$105 for five or more participants. For further information, call (512) 471-4633.

### Big Spring State Hospital VSC

## Christmas plans underway with fall luncheon and Carol of Lights

Creating a Merry Christmas for the patients at Big Spring State Hospital is a goal for the Volunteer Services Council. The VSC sponsored the annual fall luncheon and Christmas bazaar on October 24. To help raise funds, a set of china was raffled at the door.

Attached to the bazaar invitation was the Council's Christmas brochure. The brochure details the many different ways to help create a Merry Christmas for the patients at the hospital. Categories include: Be a Santa's Elf; Sponsor A Party!; Provide A Program!; Gift-wrapping Elves; Santa's Shoppers; and a specific wish list and general gifts list.

Included on the brochure was an invitation to the annual Carol of Lights on December 2.

### Abilene State School VSC

## Abilene VSC receives Showcase Award

The Abilene State School Volunteer Services Council received a 1991 Helen Farabee Showcase Award for enhancing the quality of life for clients of the Abilene State School.

"Like a pebble thrown into a pond, the council touches and brightens lives in ever-widening circles, from Abilene, throughout the State of Texas and beyond," said Carolyn Dycus, Chairman of the VSC. "The Council has provided a friendship program at Mayfest, celebrated birthdays and Christmas. Plus, they have sponsored a Church's Fried Chicken picnic, Halloween carnival, West Texas Fair, Project Love, the Abilene State School's Music Festival, Kiss-a-pig contest, an annual golf tournament and the Don Cauble Friendship Chapel. Recently, they completed the Oakwood Trails lodge house, as well as other projects located on the Oakwood Trails site."

### Wichita Falls State Hospital VSC

## Volunteers honored at reception

The Volunteer Services Council for Wichita Falls State Hospital hosted a reception honoring the hospital's volunteers October 13 at the home of Superintendent Richard M. Bruner.

The 60 volunteers present were recognized because of the services and donations they provide which enhance the lives of patients from 52 counties in North Texas and the Panhandle.

"This reception was different from other recognition events because we did not have a formal program," said Jamie Henderson, Director of Volunteer Services. "Board members were on hand to greet honored guests and attendees. All that we have heard has been very positive."

MHMR Authority of Harris County, Houston  
**Dr. Bayles receives 1991 Mary Holdsworth Butt Award**

Spencer Bayles, MD, was recognized as the recipient of the 1991 Mary Holdsworth Butt Award at the November Texas MHMR Board meeting. Dr. Bayles is currently a member of the board of trustees of the MHMRA of Harris County and served as Chairman of the board from 1969-1972.

"Spencer Bayles is best described as a person of great integrity, competence, dedication, and wisdom," said Jan Duker, PhD, Executive Director of MHMRA of Harris County. "He is clearly a senior statesman in mental health in Texas. He has been in the forefront in psychiatric leadership here for more than thirty years. The award could not possibly go to a more deserving, distinguished recipient."

The Mary Holdsworth Butt Award was designed to pay tribute to Mrs. Butt through the recognition of others who have followed a

MHMR Services for the Concho Valley,  
San Angelo  
**Schacht promoted**

Carol Ott Schacht, Volunteer Coordinator, Public Information Officer and Staff Development, has been promoted to Director of Mental Retardation Services at the center.

similar path of service to Texans with mental illness or mental retardation and to TXMHMR and community MHMR center staff, volunteers, associates of TXMHMR, and members of the Texas Board of MHMR.

Those eligible for nomination include former and present members of the Texas Board of MHMR, the Volunteer Services State Council Executive Committee, and the boards of individual community MHMR centers.

Dr. Bayles' contribution to the development of the service delivery system to persons with mental illness has been extensive over the years. He is a pioneer in the mental health system and a major systems advocate for community MHMR services. He was one of the leaders in the state in connection with the formulation and passage of House Bill 3. He also served as a member of the Legislative Oversight Committee for Mental Health and Mental Retardation, the Mental Health Code Revision Task Force of the Texas Legislative Council, the Professional Advisory Committee of the Houston and Harris County Mental Health Association, and the Steering Committee of the Mental Health Services Study Committee of the Community Council of Houston and Harris County, to name just a few. He is recognized statewide as an effective advocate for persons with mental disabilities.

**CENTER VIEWS**

**Congrats**

Congratulations to the staff of *Volunteer DIMENSIONS* for receiving an Award of Merit from the International Association of Business Communicators Best of Austin competition for most improved periodical.

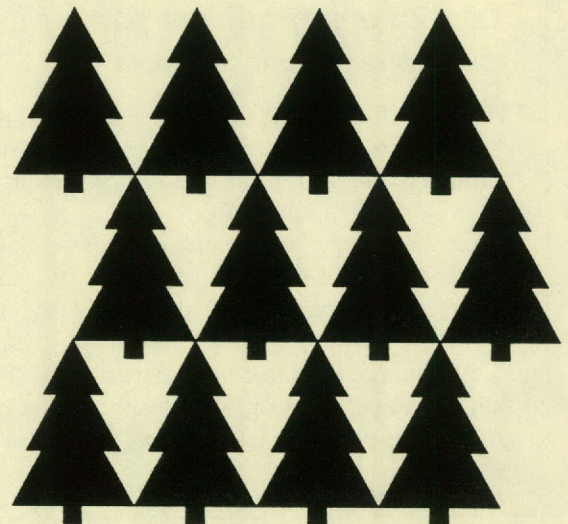
**Central Counties Volunteer Services Council joins VSSC**

The Volunteer Services Council for Central Counties Center for MHMR Services in Temple has joined the VSSC. Pauline Grodsky, MD, is chair of the Central Counties Council, Temple.

Central Counties volunteers are involved in a community wide food drive in cooperation with the local Board of Realtors and television station. Last year more than 20,000 pounds of food were collected and distributed to area agencies. Many local clients of the center benefit from this food program. Habilitative skills clients were asked to participate in the Volunteer Design-A-Christmas Card Project. Two drawings were selected from among approximately 50 entries. The Christmas cards will be printed and used for center card mail outs. This is the first time that this project has been used, and the results prove it is a definite success.

**VSSC NEWS**

**Happy Holidays!  
The Volunteer Services Staff at  
TXMHMR.**



## Volunteer Leadership Is at a Turning Point: Part 2

Today's coordinators who not only have to deal with staff resistance, but also often low salary, funding problems, lack of resources and no clout within the organization, can experience considerable tension, frustration and subsequent burnout. The high turnover rate for coordinators combined with increasing need for volunteers encourages people to become coordinators for the same organization in which they formerly volunteered. The cycle continues.

But for each concern reported by the respondents, the impact of changes in society stands out as the critical issue for all managers and leaders. Part of the solution points to the need for coordinators to recognize and prepare for change by asking, "Are we ready?" In *Management of Organizational Behavior*, business management theorists Paul Hersey and Ken Blanchard write:

*"The issue is, how do managers and leaders cope with the inevitable barrage of changes that confront them daily in attempting to keep their organizations viable and current? If managers are to be effective, they can no longer be content to let change occur as it will. They must develop strategies to plan, direct, and control change."*

### □ Change Agents: the challenge

Being a change agent requires specific skills, knowledge, and training in both diagnosis and

implementation of change, according to the authors. Coordinators recognize the need for education and training to cope with job problems. But a second author Carlsen cites emphasizes that self-education is not enough. A. Zander, author of *Making Groups Effective*, writes:

*"Resistance will be prevented to the degree that the changer helps the changees to develop their own understanding of the need for change and an explicit awareness of how they feel about it, and what can be done about those feelings."*

In short, planned diagnosis and implementation of change within an organization are needed to combat resistance to change. Education is the key, but the respondents say that education includes enlightening administrators and staff about the field of volunteer management. The respondents offer no suggestions on how to accomplish this education process within their organizations. Nor are there any requests for training in adult education techniques or organizational change strategies. Carlsen suggests that this is an excellent place to "meet the challenge of coping with change and preparing for the future."

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### Lufkin State School

### Champion shares appreciation

#### FROM THE FACILITIES

This note of appreciation is shared from Sheila Champion, Director of Volunteer Services at Lufkin State School

October 15, 1991

Dear Directors of Volunteer Service,

*I can't seem to find the proper words to let you know how very much I appreciate your expressions of sympathy.*

*There have been times when I needed someone to bolster my spirits, encourage my dreams, give me a gentle push in the right direction... You have always been there for me.*

*Please accept my sincere thank you for the memorial you sent in loving memory of my father, Bill Ryan.*

*Thank you,*

*Sheila Champion*

## Byers one of 50 selected for Leadership Texas

Lael Moore Byers, Assistant Director of Volunteer Services, has been selected as one of 50 participants for the Leadership Texas 1992 program. Participants chosen by Board members of the Foundation for Women's Resources represent a diverse cross-section of Texas women from the private, public and volunteer sectors of community leadership.

Five seminars are held during 1992 in various cities across the state. Sessions include topics on government, the public and private outlook, the border, the arts and humanities, science and technology and the future of Texas.

Other Directors of Volunteer Services who have participated in past Leadership Texas programs include: Sue Cruver, Richmond State School; Joan Derrick, Travis State School; and Linda Parker, Kerrville State Hospital.

## Frank M. Adams Volunteer Service Award nominations now being accepted

Nominations are now being accepted for the Frank M. Adams Volunteer Service Award.

The award is presented annually to selected volunteers in the Texas Community MHMR Center system in recognition of unique and exceptional service over and above that recognized at the local level. The award, established in 1990 by The Administrators of Volunteer Services Consortium (AVSC) with the support of the Board of Directors of The Texas Council of Community MHMR Centers, Inc., honors the late Frank M. Adams, who was a founding father of the Texas Council and member of the Board of Trustees of Life Resource. The criteria focus on nominees who exemplify service which is exceptional and far reaching in scope, diversified in effort and representative of a long-term commitment.

One award in the following three categories may be granted annually: Individual, Community and Media. Each nomination package must include a statement describing the nominee's volunteer commitment which enhanced and enriched quality of life for individual(s) with

mental disabilities or substance abuse problems (not to exceed two typewritten, double-spaced pages).

The statement should include a description of service achievements by the nominee, the importance to the general welfare of the community, challenges involved, innovative methods used, and overall impact of services. A brief biography of the nominee is also required. Optional materials such as news clippings, pamphlets, etc., can also be in the package and must not exceed three pages. For the media category only, audio/video cassettes may be submitted.

Winners will be announced and honored at the Texas Council Annual Conference, scheduled in Ft. Worth, June 23-27, 1992. Nominations must be postmarked or hand-delivered to Volunteer Services, Central Office, no later than February 1, 1992. Contact Jane Koock for a nomination form or additional information.

*Please note: The Commissioner's Award for Volunteer Service deadline is June 1, 1992. Packets for that award will be available in January 1992.*

**Volunteer DIMENSIONS**  
TXMHMR Volunteer Services  
P.O. Box 12668  
Austin, Texas 78711-2668

*We are committed to our jobs because of opportunities that they provide us to do something personally meaningful with our lives.*

Samuel Culbert