



# Five Tasks and Stages of Social and Intellectual Engagement

Progress is neither smooth nor irreversible, so early stages are often revisited.

“Leader” in context here means no single individual - consider the term the same as Officers.

Tasks					
Stages	<b>I.</b> <u>Trust &amp; Interest</u> vs. <u>Mistrust &amp; Disinterest</u>	<b>II.</b> <u>Balanced</u> vs. <u>Imbalanced</u>  Leader: <b>Control</b> & Member: <b>Autonomy</b>	<b>III.</b> <u>Ambitiousness</u> vs. <u>Ambivalence</u>  (ie: High vs Low Goals)	<b>IV.</b> <u>Industriousness</u> vs. <u>Disengagement &amp; Discouragement</u>	<b>V.</b> <u>Success &amp; Consolidation</u> vs. <u>Confusion &amp; Irresolution</u>
<b>I.</b>	Introductory sessions foster in club members a sense of trust and interest and a feeling of positive anticipation.	Leader expresses an expectation that the activities will be well managed while <u>also</u> welcoming individual member input.	Leader expresses commitment to high goals for the members and the desire that all club members should have high goals too.	Leader expresses anticipation that there may be setbacks, but promises to be supportive in helping members (and by extension the club) succeed.	Leader inspires renewed interest in club purposes and helps members begin believing in their prospects for success.
<b>II.</b>	Members' trust of leader develops based on perceptions of the leaders motives, <u>competence</u> , <u>consistency</u> and <u>respect</u> for members.	Often through mutual testing & responses, leader and members seek an appropriate balance of <u>leader control and member autonomy</u> .	Leader elaborates his/her goals (in support of club goals) and encourages club members to create and articulate their own contributions & join committees.	Leader is vigilant that members are active and not off-task or discouraged. Leader provides and/or supports reward (penalties?) as appropriate.	Members experience some measure of success and begin using autonomy to enhance their own & others' effectiveness and fulfillment.
<b>III.</b>	Trusted leader is relied upon to collaborate with members in setting goals and overcoming ambivalence.	Member autonomy and leader control are expressed mostly within an appropriately balanced range.	Most members collaborate with the leader to <u>commit to ambitious goals and to overcome ambivalence</u> by any in the club.	Leader insures that the <u>“Six conditions that support Ambitiousness and Industriousness”</u> are established and maintained.	Club members experience enough success that ambitious goals seem feasible & members become more active and committed.
<b>IV.</b>	Trusted leader is relied upon for instruction, assistance, and encouragement as members endeavor industriously to achieve goals. .	Members can be trusted to manage autonomy; leader and Board of Directors seldom needs to be preoccupied with control issues.	Club goals guide decisions about reallocation of resources, effort and attention.	Leader and members work industriously to achieve goals and to recover from any disengagement or discouragement.	Members experience enough success that they <u>sustain</u> their industriousness and don't become discouraged by setbacks.
<b>V.</b>	Trusted leader positively affirms each member's contribution and continues to be caring, competent, consistent and respectful.	Members continue to manage their autonomy well and the leader and Board of Directors are mostly unconcerned with control issues.	Members remain on task for the achievement of goals and begin to contemplate more advanced future goals in the same area.	Industriousness pays off in terms of understanding club potential and growing confidence in future success. Membership grows without specific effort to do so.	Members realize their potential and look forward to future experiences and challenges. Information is <u>sought and used</u> by members not merely provided.

Authors on group process, innovation, social work, human development and business marketing have discovered the basic patterns in this diagram multiple times, independently. The diagram has been adapted to use terms and conditions common to Lions clubs.

## **Six Conditions**

### **That support Ambitiousness and Industriousness**

Answers to these these questions may affect whether club members are industrious instead of ambivalent (Task 3). Note that changing the same questions from future to present tense shows their relevance for industriousness versus discouragement and disengagement (Task 4). The statements below those in bold type are potential considerations used in answering the larger question.

#### **1. Is success going to be feasible?**

Do I have the capacity to contribute to the activity?

Will I do my part to make it a success?

Will other people do their part?

#### **2. Are the goals important to me? For my community?**

#### **3. Will the Activities be interesting or enjoyable? Boring?**

#### **4. Will leaders & other members care about me and support me?**

Will they encourage me? Will they push me?

With they monitor and comment on my performance, good or bad, in a manner that builds rather than destroys?

#### **5. Will doing well affect my relationship with members or peers outside the club?**

Will there be negative/positive pressure?

Am I concerned about standing out (I might hold back even if there is no negative pressure)?

#### **6. Lions members are volunteers and as such often do not participate in all activities. Given that reality, will I support other Lions and the activities in which I do not actively participate?**

Can I express any concerns or criticisms privately to an Officer or Director instead of publicly?

Can I accept the club's decisions regarding this activity when they conflict with my opinion?

Would I consider participating - believing others might do the same for activities I really like?