



BEST Camp Volunteer Training

Behavior and Risk Management:

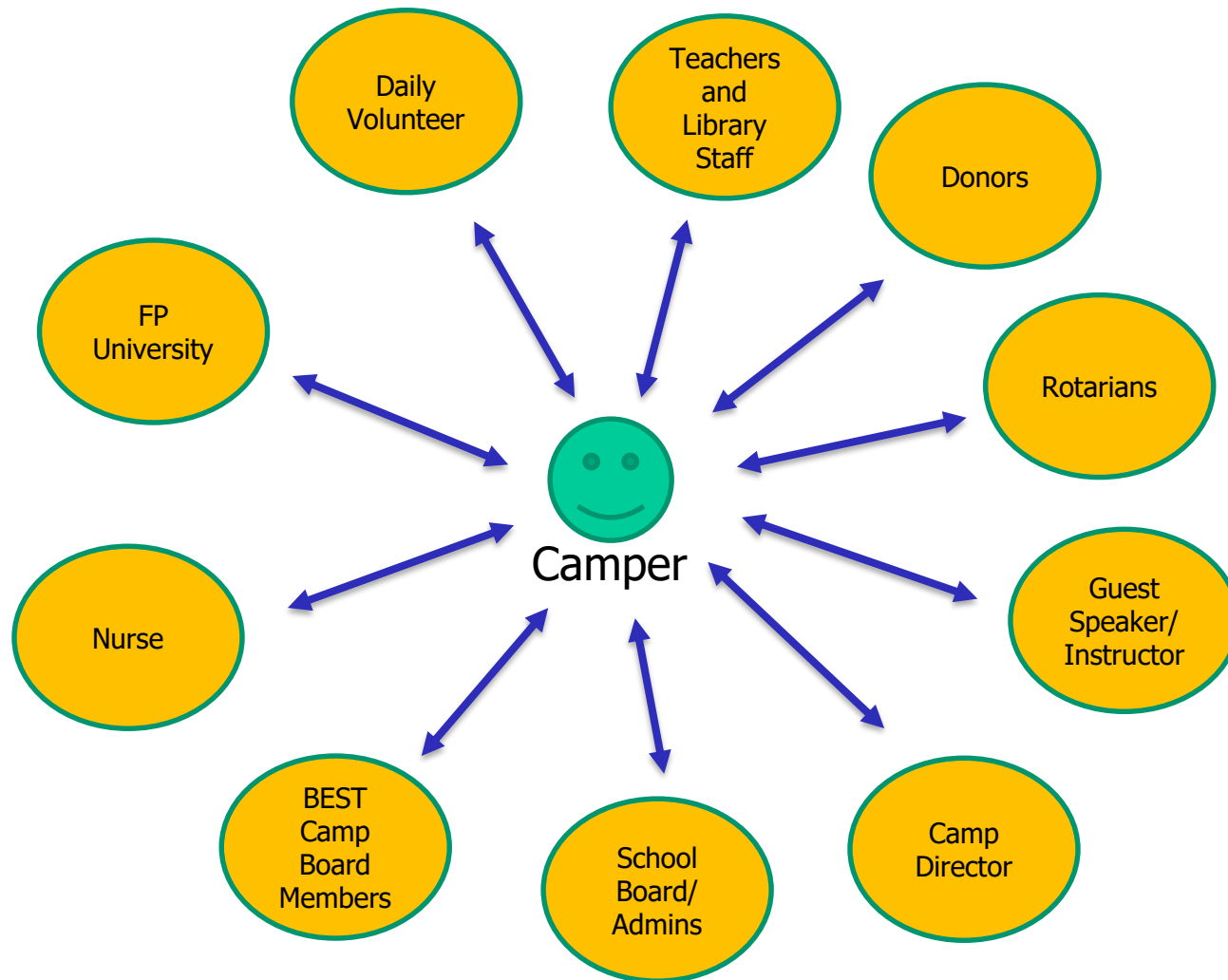
Roles, Responsibilities,
and Relationships



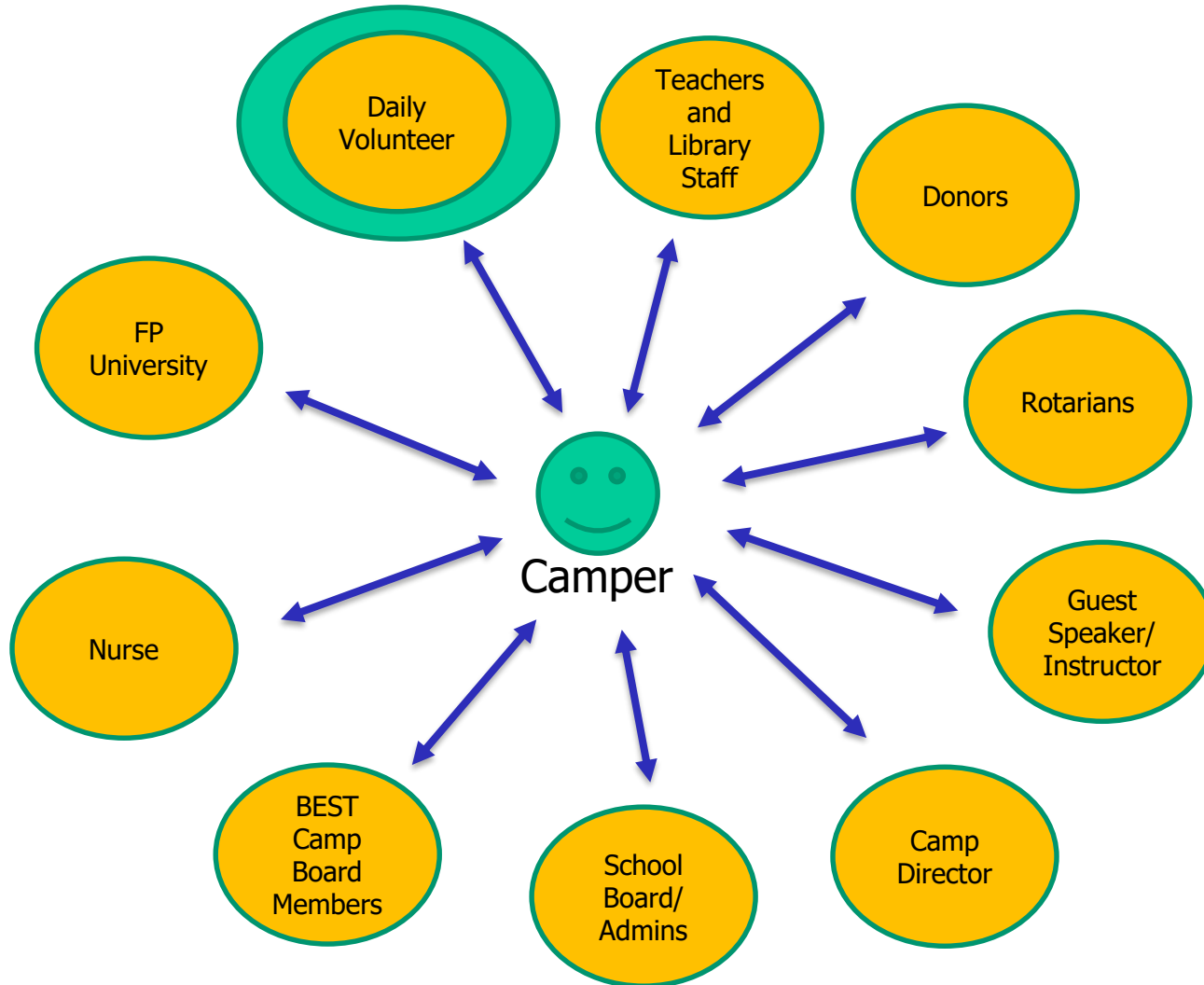
Objectives

- You will be able to define the expectations of them as BEST Camp Volunteers.
- You will be able to identify effective emergency response plans and procedures for physical and behavioral problems at BEST Camp.
- You will practice strategies in line with your volunteer role that will help manage behavior and support the camp experience.

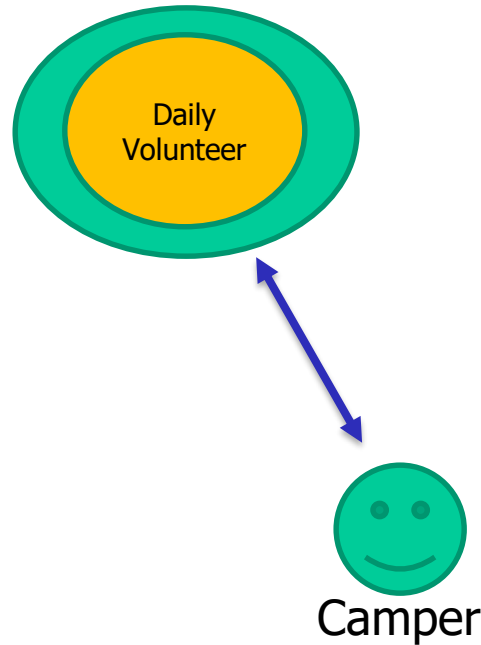
BEST Camp Student-Community Model



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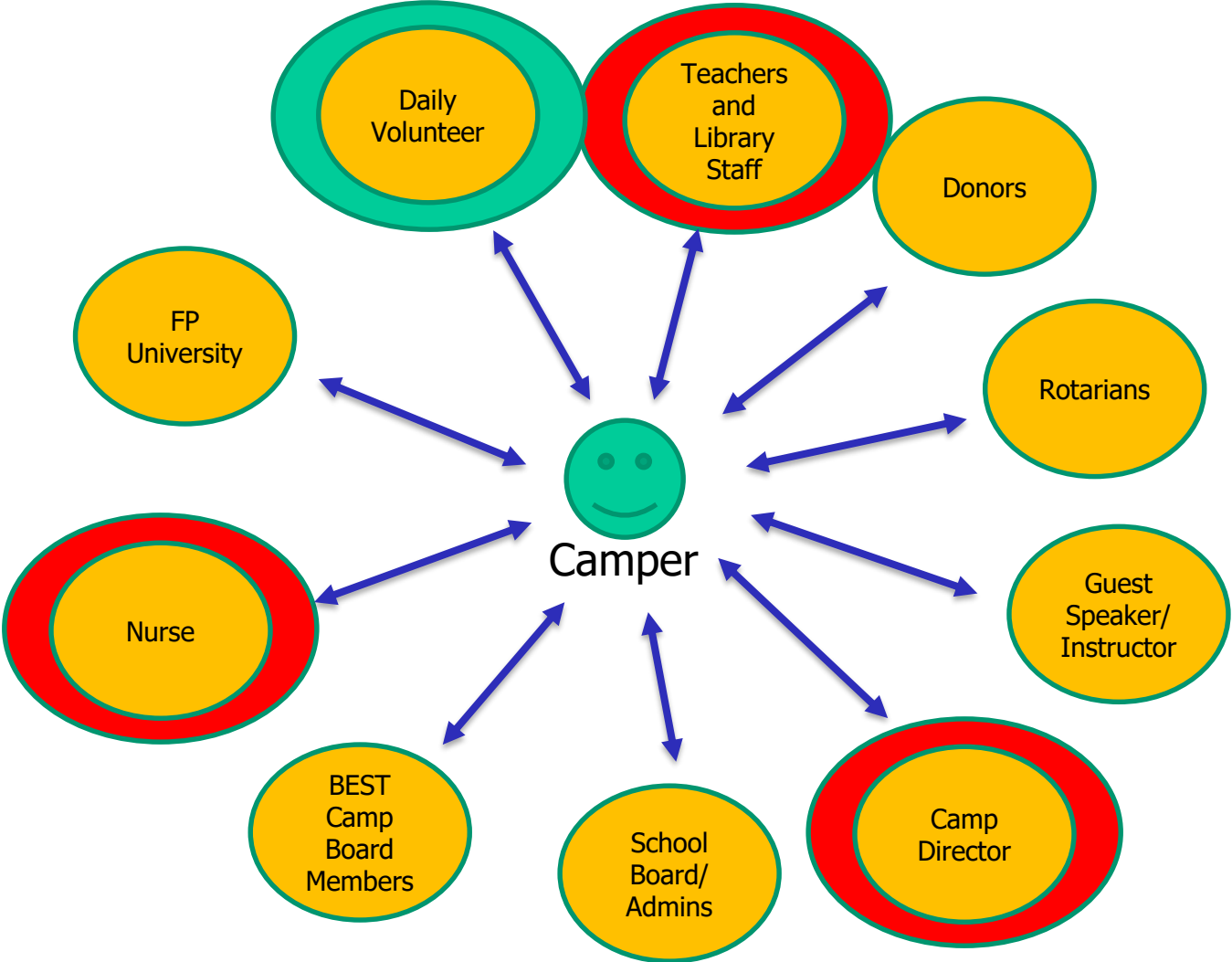


Purpose: To build positive and supportive relationships with the campers through mentoring and shared experiences.

How: Sharing time, experience, and wisdom while participating in activities with the campers.

Relationship expectations: Volunteer is not expected to confront behavior issues directly nor are they responsible for discipline. In some cases, volunteers have added responsibility of planning programs within Best Camp (i.e. LIT, Arts and Crafts, Waterfront).

BEST Camp Student-Community Model: Other Key Supports





Behavior Management

Do's

- Choose Conflict Methods based on the situation
- Maintain respect to them, even if they are not respecting you
- Walk away if you are feeling your temper rising
- Call in support (from teachers, Director, etc.) if things get out of hand
- Report to Dan any behavioral concerns



Behavior Management

Do's

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Don'ts

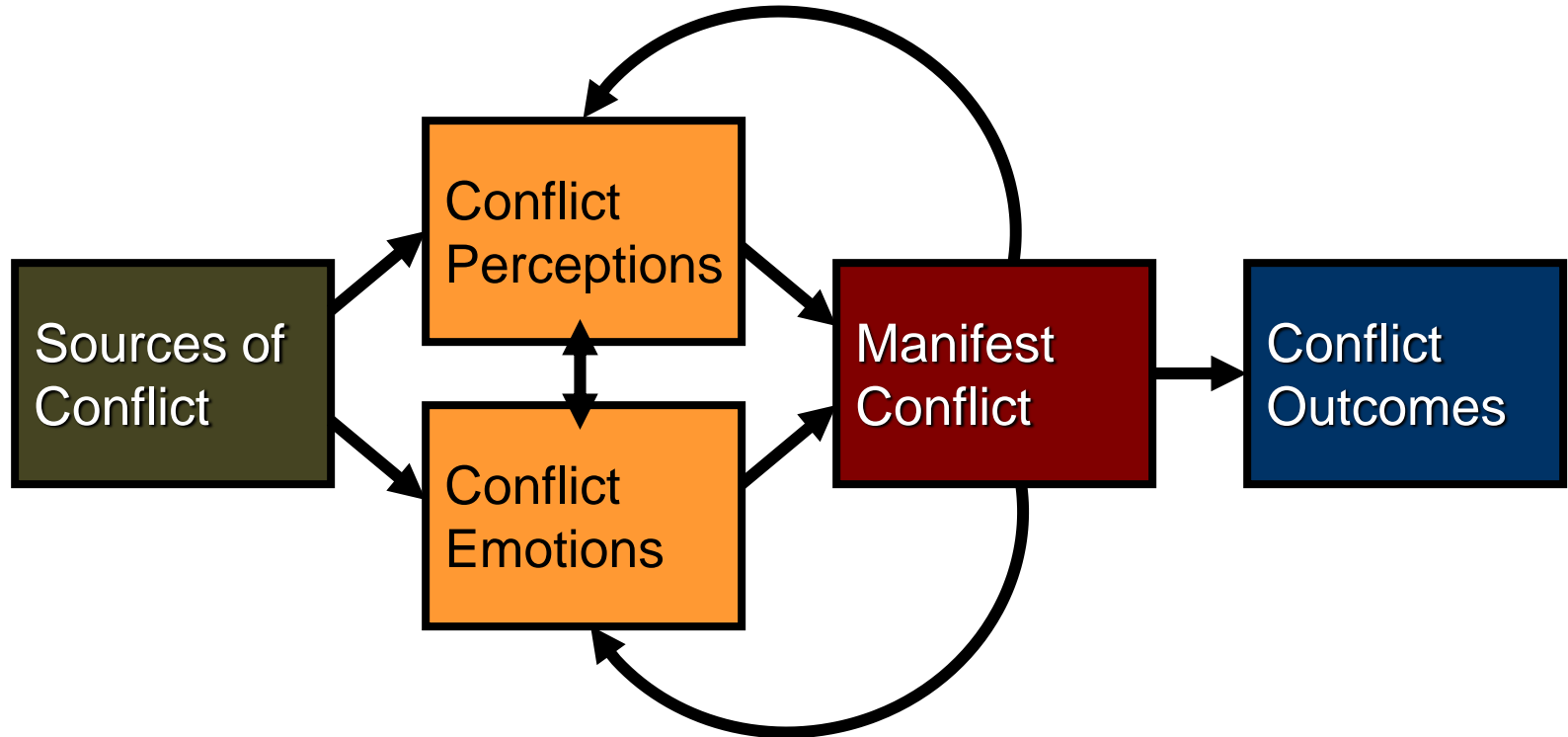
- EVER physically touch a child under any circumstances
- Escalate the situation, confronting aggression with aggression
- Be alone with a child
- Forget that you have support here at camp

Conflict Defined:

The process in which one party perceives that its interests are being opposed or negatively affected by another party.



The Conflict Process



**Conflict
Escalation Cycle**

Sources of Conflict

Incompatible Goals

- One party's goals perceived to interfere with other's goals

Differentiation

- Different values/beliefs
- Explains cross-cultural and generational conflict

Task Interdependence

- Conflict increases with interdependence
- Higher risk that parties interfere with each other

more 

Sources of Conflict (con't)

Scarce Resources

- Motivates competition for the resource

Ambiguous Rules

- Creates uncertainty, threatens goals
- Without rules, people rely on politics

Communication Problems

- Increases stereotyping
- Reduces motivation to resolve conflict
- Escalates conflict when ignored

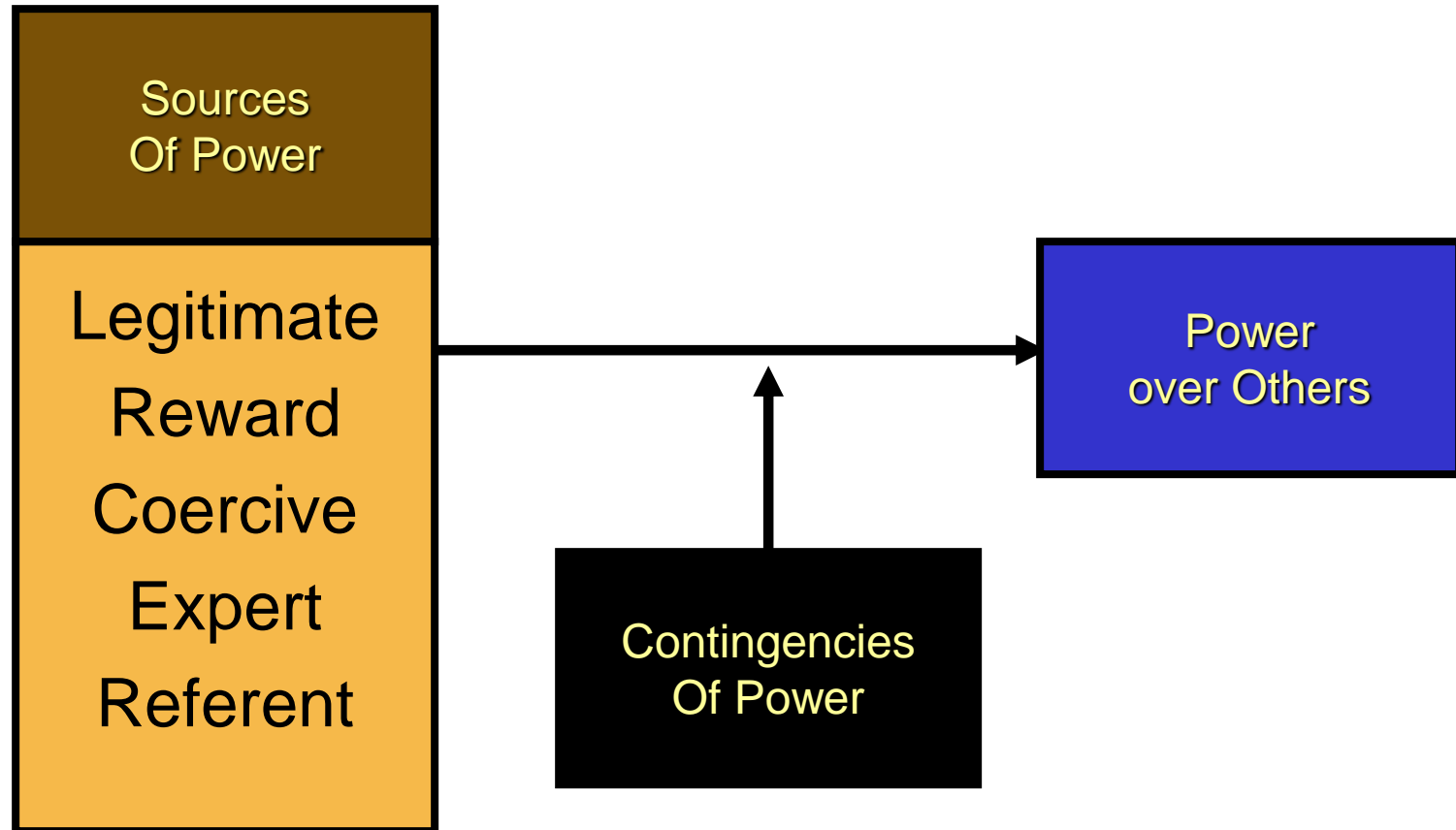
The Meaning of Power

Power is the capacity of a person, team, or organization to influence others.

- The potential to influence
- People have power they don't use and may not know they possess
- Power requires one person's perception of dependence on another person



Model of Power in Organizations



Source of Power



Legitimate

- Agreement that people in certain roles can request certain behaviors of others
- Based on job descriptions and mutual agreement from those expected to abide by this authority
- Legitimate power range (zone of indifference) is higher in high power distance cultures

Source of Power

Legitimate

Reward

- Ability to control the allocation of rewards valued by others and to remove negative sanctions
- Operates upward as well as downward

Source of Power

Legitimate

Reward

Coercive

- Ability to apply punishment
- Exists upward as well as downward
- Peer pressure is a form of coercive power

Source of Power

Legitimate

Reward

Coercive

Expert

- Individual's or work unit's capacity to influence others by possessing knowledge or skills that they value
- Skills, expertise, knowledge, wisdom and talents
- Crafts, activities, classes, etc.

Source of Power

Legitimate

Reward

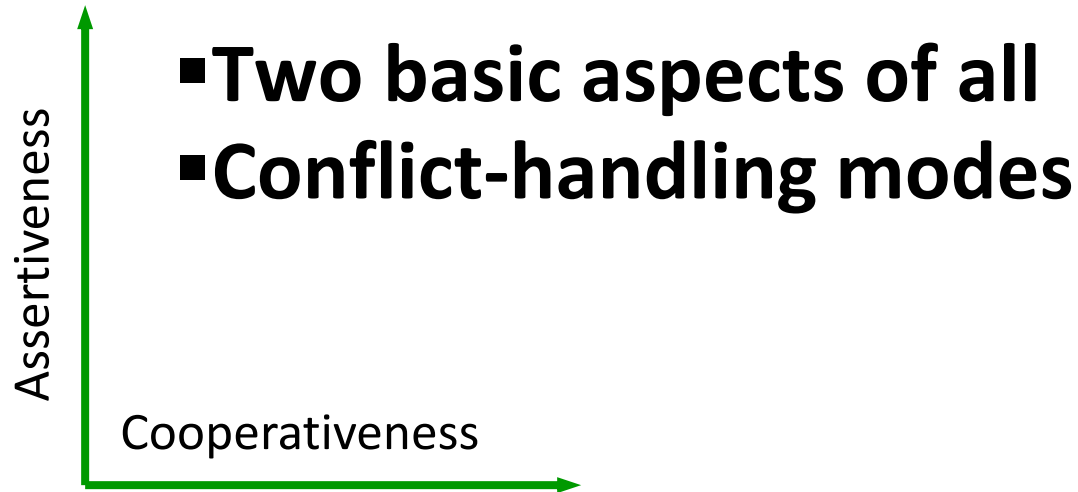
Coercive

Expert

Referent

- Occurs when others identify with, like, or otherwise respect the person
- Associated with charisma and mentorship
- The stronger our connection to them, the greater our influence

Understanding Conflict Modes



Your
Conflict = Skill + Situation
Mode

Conflict Management Styles

High

Forcing

Competing/Win-Lose

Problem-Solving

Collaborating

Assertiveness

Compromising

Accommodating/Lose-Win

Avoiding

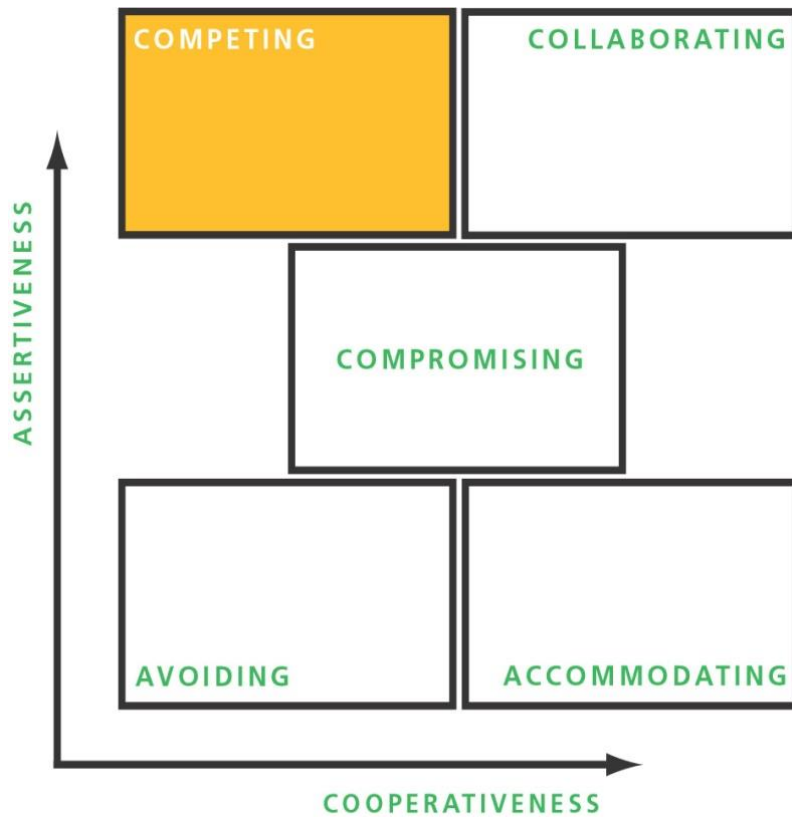
Yielding

Low

Cooperativeness

High

Competing



“My way or the highway”

- Taking quick action
- Making unpopular decisions
- Standing up for vital issues
- Protecting yourself

Competing +/-

Skills

- Arguing or debating
- Using rank, position, or influence
- Asserting your opinions and feelings
- Standing your ground
- Stating your position clearly

Overuse

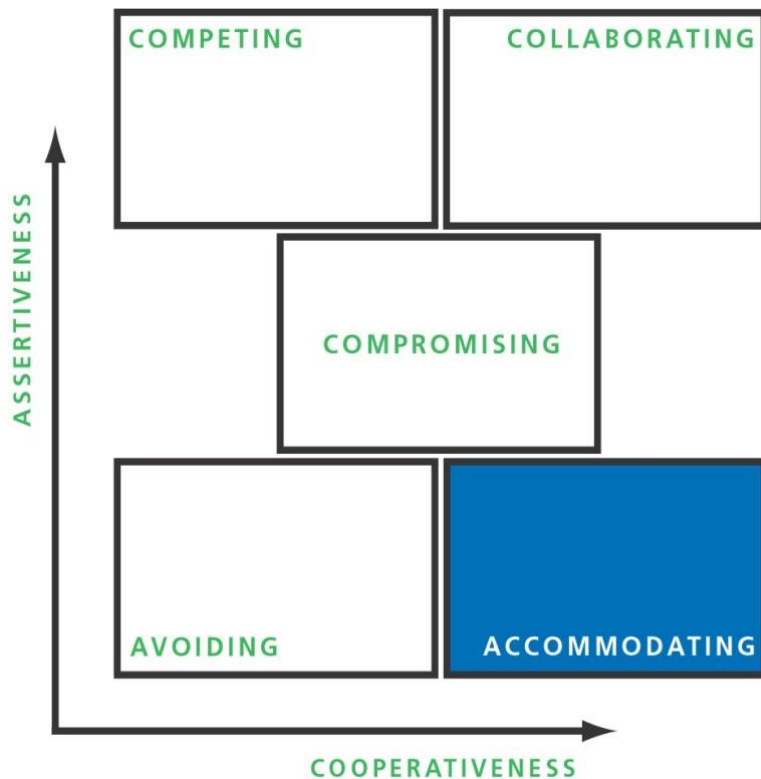
- Lack of feedback
- Reduced learning
- Low empowerment
- Surrounded by “yes people”
- Risky: win/lose



Competing at BEST Camp

- Dan is the ultimate authority
- Teachers also have a legitimate authority (and more training)
- Rarely the best approach for volunteers

Accommodating



"It would be my pleasure"

- Showing reasonableness
- Developing performance
- Creating goodwill
- Keeping "peace"
- Retreating
- Maintaining perspective

Accommodating +/-

Skills

- Forgoing your desires
- Selflessness
- Obedience
- Ability to yield

Overuse

- Overlooked ideas
- Restricted influence
- Loss of contribution
- Anarchy

Accommodating at BEST Camp

- Remind them about the need for mutual respect
- Recognize Emotional/Behavioral Issues that may be in play (including children who are on the spectrum)
- Accommodating is not “losing” or a surrender
 - We can empathize and advocate for them
- Accommodating w/i the realm of safety and supervision
 - Give kids what they need or find who can give them what they need
 - Solo time is ok, but keep them within sight
- Equal is not Fair and Fair is not Equal.

Accommodating at BEST Camp



Equal

Accommodating at BEST Camp

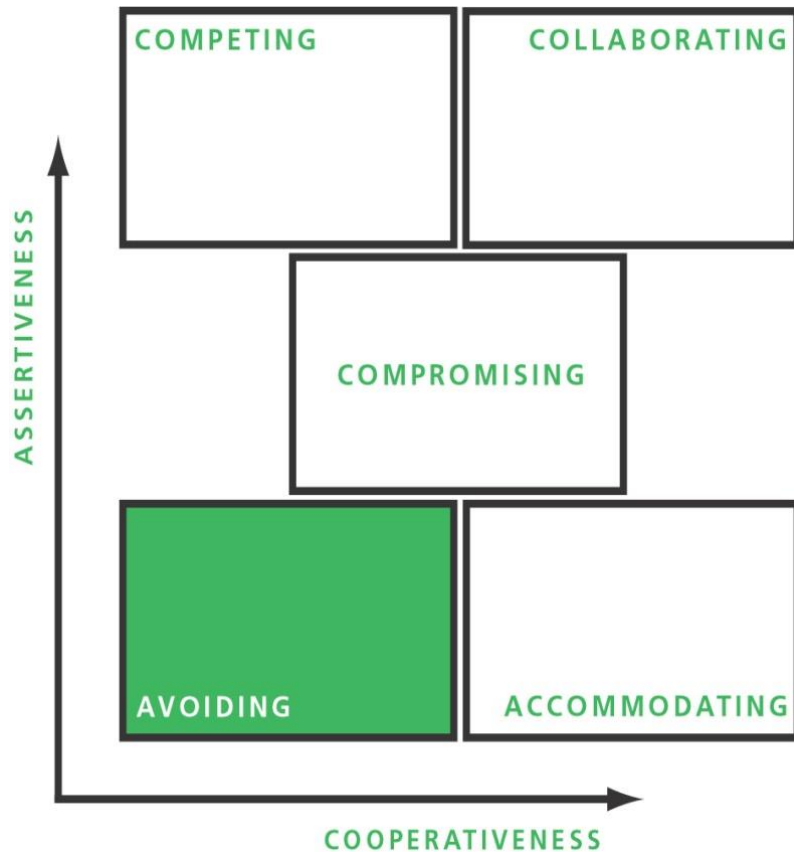


Equal



Fair

Avoiding



"I'll think about it tomorrow"

- Leaving unimportant issues alone
- Reducing tensions
- Buying time
- Knowing your limitations
- Allowing others ownership
- Recognizing issues as symptoms

Avoiding +/-

Skills

- Withdrawing
- Sidestepping
- Sense of timing
- Ability to leave things unresolved
- Managing emotions

Overuse

- Lack of input from you
- Decisions made by default
- Festering issues
- Climate of caution



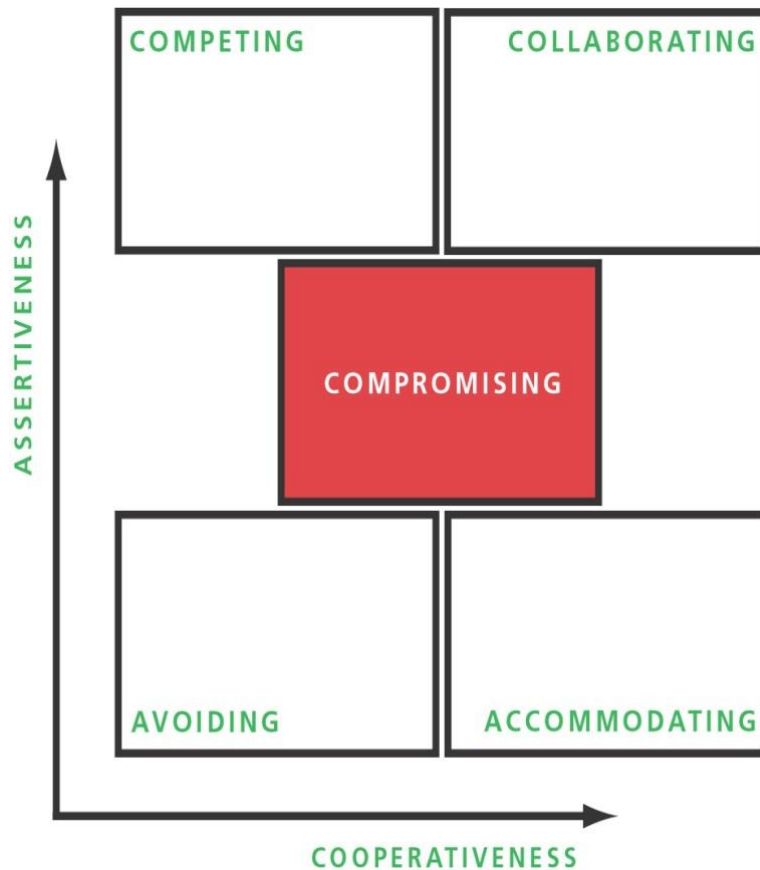
Conflict Process (Again)

- The process in which one party perceives that its interests are being opposed or negatively affected by another party.
- Avoiding conflict vs.
- Avoiding dealing with conflict that is present
- Constructive vs. Destructive/Socioemotional

Avoiding at BEST Camp

- Read the tensions between the children
- Allow children to be removed from a situation (invite them to step away)
 - But make sure to circle back to let them apologize after they've cooled down
 - Help them to learn to grow and manage their emotions
- Ask them questions to change the subject and redirect them entirely to something else, then circle back
- ***Avoiding*** is not ignoring conflict, but building rapport and a relationship.

Compromising



“Let’s make a deal”

- Resolving issues of moderate importance
- Reaching resolution with equal power and strong commitment
- Creating temporary solutions
- Dealing with time constraints
- Backing up competing/ collaborating

Compromising +/-

Skills

- Negotiating
- Finding a “middle ground”
- Making concessions
- Assessing value

Overuse

- Loss of big-picture perspective
- Lack of trust
- Cynical climate
- Half the pie isn't always satisfying

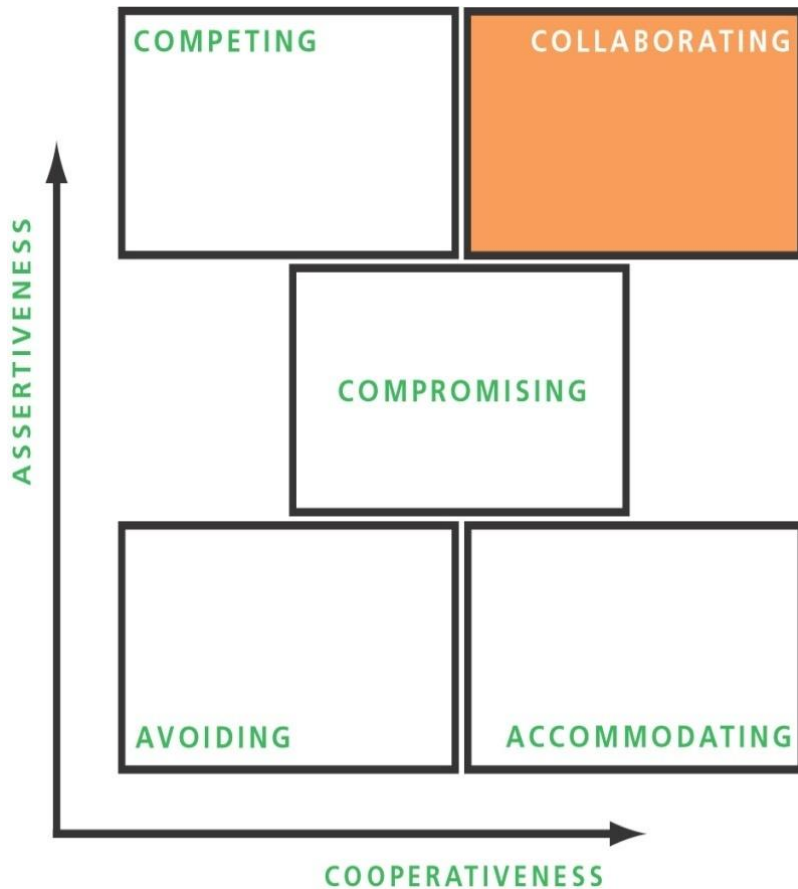


Compromising at BEST Camp

- Know what bargaining chips you have to work with
- Don't promise more than you can deliver
- Look for partnerships and support from other volunteers and staff
- Remember that we are doing this work to help the kids and to give them a great experience.

Collaborating

“Two heads are better than one”



- Integrating solutions
- Learning
- Merging perspectives
- Gaining commitment
- Improving relationships

Collaborating Skills

Skills

- Ability to listen, empathize, and understand
- Non-threatening confrontation
- Input analysis
- Identifying underlying concerns

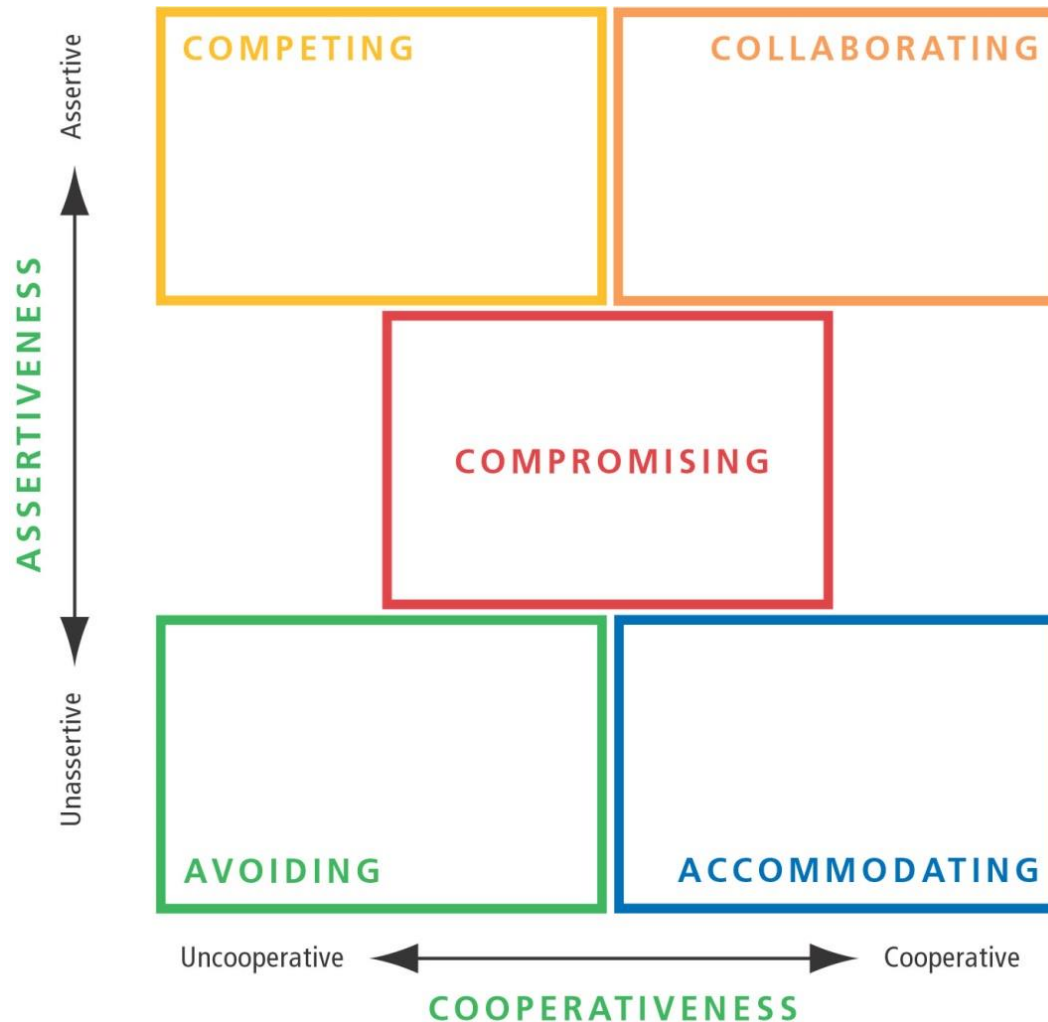
Overuse

- Too much time on trivial matters
- Diffused responsibility
- People who take advantage
- Work overload

Collaborating at BEST Camp

- The GOLD STANDARD
- Help them work through their own problems
- Coach them and demonstrate using your wisdom and experience to help them reflect
- Humility and the recognition that you aren't over them, but rather with them and here for them
- Strengthens the trust between you both
- In the end, this is why they are at camp. . . To learn how to be better adults from *you*.

The Five Conflict-Handling Modes:



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