
Psi Upsilon Retreat Facilitator's Guide

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*“Real leadership
means that you help
direct the energy,
you point the way,
you inspire,
you get people to do
what they ought to do
anyway.”*

Hubert H. Humphrey

Introduction

Webster's defines retreat as "a period during which a person or group of persons withdraws from worldly activities to e.g. a monastery for spiritual recollection under instruction and discipline." This is the purpose of a retreat within Psi Upsilon.

A retreat can make the difference between a mediocre and good year for a chapter. It provides the perfect opportunity for goals to be established and programs to be developed, as well as giving the brothers a rare chance to strengthen their bonds without any outside distractions. It may also be the time for the chapter to address problems, both internal and external in nature, which are hampering operations. Many benefits are had from a retreat, but the retreat will not just spontaneously happen.

That is where you, the retreat facilitator, come into the picture. If any event is to be successful it must be planned well in advance. This is especially true of a retreat. As the facilitator you must ensure that all the details are covered. Nothing is worse than taking time out for a special event and having it poorly planned. Attitudes, energy, and enthusiasm of all attendees will be affected if this happens. You are responsible for the planning of the retreat.

The following guide is intended to help you in planning a retreat. There are several rules and guidelines that experience has shown to be useful. The appendices include sample schedules from past retreats, icebreaker activities, and other useful material for you to draw from. All retreats share common structures, but each is different and unique in its own way. As the facilitator you will need to be flexible and willing to adjust to the flow of your particular retreat. What follows are suggestions from experience, not commandments written in stone.

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Facilitator's Guidelines

General Rules

Retreats are as malleable as anything we do in the Fraternity. They can be full chapter retreats, officer retreats, single issue retreats, alumni/undergraduate retreats, or parent/student retreats. All of them, however, are similar in their basic structure. Certain basic rules for planning a retreat hold true whatever the type. You should try to insure that all of the following rules are adhered to:

- The facilitator should be someone other than an undergraduate. Having a person come from the outside to lead a retreat provides almost instant objectivity, which the undergraduates will appreciate. The facilitator can be an alumni officer, an International staff person, even a Greek Advisor. In a bind an undergraduate *can* facilitate the retreat, but all other options should be exhausted first. The undergraduate facilitator must be someone who is respected by all members, and who can be impartial during the retreat.
 - Plan the retreat at least one month in advance. You will need the time to make the arrangements required for the event. Also, undergraduates have busy schedules and need a great deal of advance notice to plan for this time commitment. You will also need the time to discover what truly needs to be addressed during the retreat.
 - Insist that all members be present for the entire retreat. Very few problems can be solved or goals established if only a minority of the brothers participate in the event. It is better to cancel the retreat if attendance is poor, rather to go halfway. The undergraduate officers should make it clear to the brotherhood that attendance is mandatory.
 - The retreat should be held away from the Chapter house. Some sort of retreat house or camp usually works well. Many schools have retreat houses, or cabins of some sort that student groups can use. Even a pleasant, secluded place on campus would be desirable. If none of these are available perhaps an alumnus or parent would volunteer their home for a day.
 - Alcohol and drugs should be strictly prohibited at all times. Going on retreat is intended to “get back to the basics” of Psi U. Alcohol and drugs do not qualify. As the facilitator you must be firm on this issue and unafraid to dismiss any undergraduate who challenges you on this.
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- If at all possible, someone other than the members should provide meals. If you are near a town perhaps you can utilize the local deli. If the undergraduates are going to have to prepare the meals, plan something simple (e.g. cereal, cold-cuts, barbecue). Planning meals will be a major logistical project.
- Know beforehand the reason for which everyone is gathering. Know what the Chapter wants to accomplish from the retreat. You will have to do your own research here. Talk to the undergraduate officers, the alumni president, and the Greek Advisor to find out where the chapter needs to improve. You will also find areas that can be praised. Have some definite goals or specific problems to be solved in mind going into the retreat. But remember you are the facilitator. Your role is to guide the undergraduates into discussion about these issues, not lecture them.
- Ensure that specific programs and definite solutions are created before leaving the retreat. Little is accomplished by just talking about the problems. No retreat is successful if you do not come out of it with some concrete goals for the coming semester or year.

Before the Retreat

As the facilitator you are ultimately responsible for all the logistics of the retreat. As with the undergraduate officers the advice here is **DELEGATE**. Find undergraduates you know are responsible and ask them to do very specific things for you. The following are things you will need to do prior to the retreat:

- Make sure a site away from the Chapter house is secured. Keep in mind that the school may have facilities that will be perfect for your needs. Do not leave this to the last minute.
 - Meals should be planned out well in advance. Try to arrange for an outsider to provide the meals so the undergraduates won't be bothered. If you must bring the food give an undergraduate a very specific list of food to purchase.
 - Transportation must not be overlooked. Typically the undergraduates will have enough vehicles to make this a simple matter. Do not take it for granted, however, sign-up people in advance.
 - It would be advisable to have a checklist for the undergraduates on what to bring to the retreat. Include in that bedding, any writing material, types of
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clothing and whatever else you can think of which would be needed. You should hand out this checklist at least two weeks in a row before the retreat.

- You should arrange for someone to bring any recreational supplies you may need. You will probably need stuff for the afternoon event as well as any fireside session you have planned.
- Make sure you understand what the members want to accomplish and then devise the program accordingly. Review the program with the officer's committee and then make the necessary changes if any. Do not be rigid in your approach to this. What needs to be brought out the undergraduates will usually discuss naturally.
- Be sure that a schedule or agenda is made and that the members are aware of it. Motivate the brothers and see that they are committed to the retreat.

At the Retreat

Once all preparations have been made you are ready for the actual retreat itself. Now your work really begins. Once again there are several guidelines that you should keep in mind, including:

- Stick to the schedule of events. Ensure plenty of travel time if you can start as scheduled. Do not let the undergraduates fall behind. Discussions tend to go off on unrelated tangents at first. A good facilitator will recognize this and reel them back in. You are the person responsible for adjusting the focus during this show. Keep up the pace.
 - Remember you are the group facilitator and not a lecturer. Your role is to guide discussions, provide background, and perhaps offer opinions, but the undergraduates must make their own decisions. Remember the old adage "People support what they help to create."
 - After an exercise or program is completed try to briefly summarize what has just happened. Often many topics are covered in one discussion and it can be confusing. You should be jotting down notes of significant points made or ideas considered. At the end, put everything into perspective and tie up any loose ends.
 - The use of small groups can be very helpful in adequately dealing with certain topics during the retreat. Something may come up that you recognize as a good time for breakout groups even though they were not planned. Be flexible and go with what you think will work best.
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- In the evening try to have a “fireside” session with a very fraternal theme. For example, “What makes a good brother?” “What do I expect from this retreat?” or “What type of commitments should I make to help the Chapter?” Try to ensure this has a light atmosphere. Sing-a-longs are also perfect for this time of day.
 - Facilities permitting, schedule a time for recreational pleasure. Football, ultimate frisbee, capture the flag, whiffle ball, anything that will involve the whole group and be fun. The Chapter will usually have some activity that they always enjoy doing.
 - Be strict with the prohibition of alcohol and drugs. If you do have a problem with it make it a topic of discussion for the retreat. Do not be afraid to take a stand on this issue.
 - Above all, make sure that everyone enjoys the retreat and has a good time. The retreat is an ideal place to get a great deal accomplished, but it should also be a pleasant, relaxing event.
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The Workings of a Chapter Retreat

Retreats come in all shapes and sizes. You can have a one-day retreat or a two-day retreat. You can go from Friday to Saturday, Saturday to Sunday, or Sunday to Monday. Experience has shown that it is preferable for a retreat to be scheduled for two days, beginning with arrival at dinner time the first day, extending through the night of the second day. If this is not possible, an all-day or one-day retreat will suffice.

The Beginning

After dinner the first night, the mood and the tempo need to be set. Reviewing the purpose, procedure, and program for the retreat can do this. The facilitator will usually take care of this introductory segment. An alumnus or the president should deliver a succinct keynote address to the members present to further gear them up for the hours ahead. Then everyone should be asked to speak briefly about their current feelings toward the Chapter and how they feel the retreat may help the Chapter.

Goal-Setting

Immediately after such an exchange, a Chapter goal-setting session can take place. The brotherhood as a whole should develop a list of goals that they would like to strive for and accomplish in the coming year or term. Then the six or eight most important goals should be drawn from the list. The evening should officially end after these have been determined.

Review of Program

The next day should be devoted to three areas: *1) review the various Chapter programs, 2) develop ways in which the goals may be realized, and 3) a recreational or athletic event.*

In reviewing the various Chapter programs, the brotherhood is broken down into as many groups as the Chapter has programs they want to discuss. Such programs can include Chapter organization and leadership, membership recruitment, pledge education, risk management, alumni relations, public relations, finances, and kitchen and house management.

Each group would review the current manner in which the program is carried out, and then make suggestions for improvement. For example, a review of the Chapter's pledge education program would involve questioning whether or not the goals of pledging are being achieved. If the group feels they are not, then they would make recommendations for its change and improvement. They also would determine whether or not the activities that take place are appropriate and if such activities are truly leading to the development of the pledge as a brother and an individual. In short, each program needs to be re-assessed as to its value and importance to the brotherhood.

It would be wise at this time to plan out a master calendar for the year or semester, which would list the events and deadlines as they relate to the particular programs.

The groups should then be brought back together in one large group. Each group should make a presentation of its work along with recommendations for change. Discussion should be allowed, but do not get bogged down. Ask someone from each group to finalize in writing what has been decided upon. At the end of this session you should review everything that has been decided.

Goal- Getting

In developing ways in which the most important goals that were made the previous night may be realized, a similar procedure is used as was used in the review of chapter programs. The brotherhood is divided into small groups equal to the number of goals that were chosen and assigned to develop the ways and means by which the Chapter will work toward those goals.

To illustrate, poor membership involvement will serve as an example. Let's say that the brotherhood would like to see as one of its goals more of the member participating in Chapter activities and events. The committee would then have as its responsibility developing methods by which membership participation could increase, such as programs, rules, or more peer pressure. It may find that activities and events are boring and repetitive which is cause for poor membership participation. They then might recommend different and new activities in the hope that participation would increase. In every case, the committee should report back to the brotherhood after all the committees have met. Again, you will have to ensure that things move along swiftly. Do not spend

and inordinate amount of time on one topic. At the end of this session you should be sure that concrete goals are in place for the coming year or semester.

Closing Session

After dinner the second night and with most of its business finished, the Chapter should have a closing session with a fraternal theme. The purpose would be to provide a fitting end to the retreat. Each brother would be allowed to express his views on how he expects to contribute to Psi Upsilon, as well as on what he feels he got out of the retreat. You should try your best to make this a “rah rah” type of session. The idea is for everyone to have fun and go back to the world excited about Psi U and ready for the coming year or semester.

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Officer Retreats

Officer retreats are a unique type of retreat in the fraternity world. More often than not they will be the most productive events you will ever facilitate. The reason for this is obvious: officers of the Chapter are already highly motivated members. Your job is to reign in this enthusiasm and give it direction.

Normally an officer retreat will fall between terms. It would be best to have it after new officers have been elected but before they actually start serving their terms. The old officers, as well as the new ones, should be in attendance. If all of the old officers cannot make the retreat the Executive Committee should be minimally required to attend. As with any retreat you should make arrangements to get away from the Chapter house. It would also be very beneficial to have the Alumni Advisor at this type of retreat.

Resource Materials

Many Chapters have officer manuals, which are basically notebooks, handed down from one generation to another. If the chapter you are working with has such a program **utilize it!** The International Office has a bevy of resources, including the *Garnet* and *Gold* books, which address a multitude of officer concerns and chapter operations issues. As a facilitator, these manuals can be a wellspring of insight and information into chapter operations. You should try to get your hands on these when preparing for this retreat. The Chapter by-laws may have job descriptions for each officer. If so, have copies made and use these as a resource during the retreat.

Main Focus

After the initial activities this type of retreat will resolve around the officers and how they can best utilize their time in office. There should be a discussion of over-all chapter soundness, but the brunt of discussion should be about the group and individual responsibilities of the officers present. Part of the retreat must be dedicated to the new officers meeting with their predecessors to discuss what lies ahead of them. It would then be appropriate for each officer to set a few (2-4) personal goals for the coming term. The two together may also want to suggest changes to the job description in the by-laws.

The officers together can then reassemble to discuss goals for the officer corps in the coming term. It is important that these goals kept limited within the powers of the officers. Going back to the Chapter with goals that should be decided by everyone may alienate the officers to make a statement of position. Goal-setting at this point will be just like any other retreat.

Motivational Speech

An officer retreat is an ideal setting for an outside person, especially a Greek Advisor, to come in with the limited role of making a speech on leadership. On a two-day retreat this could be done on the first night. On a one-day retreat this could be one of the closing activities. This speech should be inspirational and challenging at the same time. And it must address leadership. Your emphasis throughout this type of retreat should be on the leadership role of the officers.

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Membership Recruitment Retreats

Membership Recruitment retreats can be the most exciting and invigorating retreats. For the facilitator and participants it requires close examination of the strengths and weaknesses of every individual in the Chapter, analyzing every person, finding out where they need guidance and showing them, through their own actions, how to correct themselves.

Goal-Setting

The purpose of a Membership Recruitment Retreat seems rather obvious: Membership Recruitment. However, there are many different aspects of membership recruitment that only a full chapter retreat on the subject can provide. Therefore, as in officer retreats and in full chapter retreats, it is imperative that the beginning of the session be devoted to goal setting.

Goal setting in Membership Recruitment can be broken down into two forms: Objective Criteria and Subjective Criteria. Objective Criteria would include: how many rooms do we need to fill next term? How many members do we need to be financially solvent? How many members does the IFC require for us to be a full participant in it?

The Subjective Criteria are more numerous and much harder to come to a decision on. These would include: Do we want people who are active in student government? People with high grades? People who are varsity athletes? People who are physics students?

These quantitative and qualitative objectives allow the Chapter to distinguish one prospective member from another. They also open up the debate on what the Chapter wants to be. This debate and discussion need to be directed by the facilitator. If it begins to wander and is not a positive experience, the entire idea of the recruitment retreat could be lost. The best questions to start off with can include: What do we want to accomplish? What are the ideals that we seek to foster? These may seem like esoteric questions, but the more detailed answers will lead to a successful outcome.

Setting these goals before getting started with the “how to” aspects of membership recruitment are essential to a successful membership recruitment retreat.

Follow-up

In order to engrain the accomplishments of a membership recruitment retreat into everyone's head, it is essential to follow-up on the accomplishments of the retreat on a constant basis. This can be done by referring to the goals set for membership recruitment at selection sessions or weekly during chapter meetings. The Membership Recruitment Chairman should always remind the Chapter what it decided on and what it chose as its most important criteria. With a successful follow-up, the accomplishments of a membership recruitment retreat can be witnessed first-hand.

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Appendices

Goal-Setting

When it comes to goal setting in the retreat there are several rules which you should inform the group about. These rules are extremely important for insuring that the goals that are set in the retreat are focused and achievable.

To be of maximum effectiveness, chapter goals should be:

- Determined by the entire membership. Remember that people support what they help to create.
- Concrete.
- Realistic.
- Put in written form; this makes the goal specific and visible.
- Progressive; striving to maintain the status quo usually leads to backsliding.
- In some cases, long range; a five-year plan forces the members to consider the chapter's long-term destiny. It also requires a series of immediate goals that help insure the realization of the ultimate objective.
- Positively stated; e.g., "Our associate member retention rate will be at least 90%," instead of "Our drop-out rate will not exceed 10%."
- Limited to a deadline, achievable relatively soon.
- Of such a nature that the members will be able to visualize the results and recognize the benefits.

When the goals are formulated, all chapter planning and activities should resolve around these goals. Progress must be constantly evaluated and every hint of progress should be praised.

Ten Basic Steps to Problem Solving

There is usually a review of programs somewhere on the retreat agenda. During this type of session you will need to help the undergraduates identify and solve problems that have arisen in the Chapter.

Every problem has a solution, and there are certain things that can be done to find a solution:

- Define the problem.
 - Formulate the preferred state or condition.
 - Determine a potential solution.
 - Determine other results of the solution when implemented.
 - Determine one's capabilities.
 - Determine alternative solutions and outcomes.
 - Select a course of action.
 - Act.
 - Reassess the situation and results.
 - Follow through.
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Sample Retreat Schedules

On the next few pages are samplings of retreat schedules for you to use in coming up with your own. Notice that, though similar in nature, each schedule is slightly different and unique. When making an agenda, be sure to allow ample time for each activity.

Sample A (Weekend Retreat)

**Alpha Alpha Chapter
Psi Upsilon Fraternity
University College
September 4-5**

Friday, September 4

- 4:00 p.m.-7:00 p.m. Arrival and Dinner
- 7:00 p.m.-7:30 p.m. Opening Session (*Conference Room*)
- Welcome and Introductions
 - Review of Purpose
 - Review of Agenda and Procedures
 - Review of Program
- 7:30 p.m.-8:00 p.m. A 60 second Perspective on ...Alpha Alpha
(*Everyone will be asked to express his feelings on the Fraternity.*)
- 8:00 p.m.-10:30 p.m. Goal-Setting Session
- 10:30 p.m.-11:00 p.m. Keynote Address
(*President Jones or Alumni Advisor*)

Saturday, September 5

- 8:00 p.m.-9:00 p.m. Breakfast
- 9:00 p.m.-9:30 p.m. Ice-Breaker Exercise
(*This should be a group activity that arouses everyone and "breaks the ice" for the day.*)
- 9:30 p.m.-10:45 p.m. Programs, Programs, Programs
(*Each brother will be assigned to a program planning committee.*)
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|-------------------------|------------------------|
| ◆Chapter Operations | ◆Public Affairs |
| ◆Records/History | ◆Finances |
| ◆Membership Recruitment | ◆Pledge Education |
| ◆Alumni Affairs | ◆House Management |
| ◆Social | ◆Ritual and Initiation |
| ◆Academics | |
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- 10:45 p.m.-12:00 p.m. Review of Programs
(Each group will report their findings and recommendations.)
- 12:00 p.m.-1:00 p.m. Lunch
- 1:00 p.m.-1:30 p.m. Ice-Breaker
- 1:30 p.m.-2:15 p.m. Working Toward ...Making the Alpha Alpha Great
(Each task force will spend forty-five minutes setting-up ways to achieve your goal from the previous night.)
- 30% more members actively participating in the House
 - Accounts receivable shall be no more than 10% at the beginning of each month
 - Become more involved in campus activities
 - Increase communications with alumni
- 2:15 p.m.-3:00 p.m. Reports From Task Forces and Discussion
- 3:00 p.m.-3:15 p.m. Break
- 3:15 p.m.-4:00 p.m. Reports From Task Forces and Discussion Continued
- 4:00 p.m.-6:30 p.m. Softball Game
- 7:00 p.m.-8:30 p.m. Dinner
- 8:30 p.m.-10:00 p.m. Closing Session
(Each member will be allowed to express his thoughts on the Fraternity and the retreat.)
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Retreat B (One-Day Retreat)

***MU CHAPTER
Membership Recruitment Workshop
Saturday, April 19***

- I. Introduction and Review of Purpose
 - II. Ice-Breaking Exercise
 - III. Why Fraternity? Why Psi U?
 - IV. Membership Recruitment: A 5-Step Process
 - A. Meet New People
 - B. Establishing Friendships
 - C. Introduce the Candidate to Your Friends
 - D. Talk to the Candidate About the Fraternity
 - E. Invite the Candidate to Join
 - V. Closing Session
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Retreat C (Weekend Retreat)

***EPSILON CHAPTER RETREAT
April 25-27***

Friday, April 25th

8:00-9:00 p.m.	Initiation
9:00-10:30 p.m.	Travel to Campsite
10:30-11:30 p.m.	Arrival and Set-up
11:30 p.m. -	Fireside Session

Saturday, April 26th

8:00 a.m.-8:30 a.m.	Wake-up Call
8:30 a.m.-9:30 a.m.	Breakfast
9:30 a.m.-9:45 a.m.	Introduction and Review of Purpose ♦Review of Agenda
9:45 a.m.-10:15 a.m.	What Do You Get Out of Psi U? ♦90 second perspective
10:15 a.m.-10:45 a.m.	What Don't You Get Out of Psi U? ♦60 second perspective
10:45 a.m.-11:15 a.m.	What Do You Put Into Psi U? ♦a letter to yourself
11:15 a.m.-12:00 p.m.	Structural Weakness and Unseen Flaws ♦critical analysis of chapter operations, attitudes, programs ♦leadership and support ♦membership involvement ♦financial/time obligations ♦fraternity education ♦parent/alumni involvement ♦school/community activity
12:00 p.m.-12:30 p.m.	Lunch
12:30 p.m.-1:30 p.m.	Free Time
1:30 p.m.-2:30 p.m.	Goal Setting ♦group discussion

2:30 p.m.-4:00 p.m.	Goal Getting ♦3 groups
4:00 p.m.-6:00 p.m.	Group Activity
6:00 p.m.-7:00 p.m.	Dinner Break
7:00 p.m.-8:30 p.m.	Group Presentations and Goal Discussions
8:30 p.m.-	Fireside Session ♦ “How can I help this coming year, what type of commitments should I make to help the Chapter?”

Sunday, April 27th

8:00 a.m.-8:30 a.m.	Wake-up Call
8:30 a.m.-9:30 a.m.	Breakfast
9:30 a.m.-10:30 a.m.	Rush Program ♦combined attack (4 week rush) ♦what do we have to offer ♦what are our goals ♦who are we trying to attack ♦5-step process (meet the prospect, make the prospect a friend, introduce the prospect to your friends, introduce the prospect to Psi Upsilon, and ask the prospect to join.)
10:30 a.m.-12:00 p.m.	Nuts and Bolts ♦scheduling of events ♦assign responsibilities ♦pre-rush activity ♦rush workshop ♦checks and balances over the summer ♦write or phone each other every week ♦follow-up and data collection ♦publicity
12:00 p.m.-12:30 p.m.	Wrap-up and Reflections
12:30 p.m.-1:15 p.m.	Lunch and Packing
1:15 p.m.-2:30 p.m.	Group Activity
2:30 p.m.-	Go Home...It's Over...Go!

Retreat D (Weekend Retreat)**ZETA CHAPTER OFFICER RETREAT
January 11-12**Saturday, January 11

10:00 a.m.-10:15 a.m.	Welcome and Review of Purpose -Review of Agenda
10:15 a.m.-11:00 a.m.	Why are we here? – A 90 second perspective
11:00 a.m.-12:00 p.m.	Officer: the ideal and the real
12:00 p.m.-1:30 p.m.	Lunch
1:30 p.m.-3:00 p.m.	Structural Weakness and Unseen Flaws
3:00 p.m.-4:30 p.m.	Goal-Setting
4:30 p.m.-5:30 p.m.	Group Activity
5:30 p.m.-7:00 p.m.	Dinner
7:00 p.m.-8:00 p.m.	Dyad Session
8:00 p.m.-8:45 p.m.	Back to the house
8:45 p.m.-10:15 p.m.	Fireside Session – Fraternity Issues at Dartmouth

Sunday, January 12

8:00 a.m.-8:30 a.m.	Wake-up Call
8:30 a.m.-9:30 a.m.	Breakfast
9:30 a.m.-10:30 a.m.	Goal-Getting
10:30 a.m.-11:30 a.m.	Group Presentations
11:00 a.m.-12:00 p.m.	Wrap-up and Reflections

Ice-Breaker Exercises

Often as a facilitator you will encounter a group that needs to be “loosened-up” with an icebreaker exercise. The larger the retreat the more likely such an exercise will be needed. As a facilitator look to the officers, especially the President, to help get people relaxed. The following are three exercises that have been popular in the past.

Peter-Paul: Getting Acquainted

The title of this exercise comes from the theological idea that when Peter talks about Paul, he says as much about Peter as he does Paul. Citing this idea during the processing of the activity promotes discussion about the imposed values and selective perceptions inherent in the interview question as well as those inherent in the ordering and weighting during the introduction.

Goals

- To help group members get acquainted quickly in a relatively non-threatening manner.
- To explore feelings generated by “becoming another person.”
- To explore the dimensions of a brief encounter.
- To emphasize the need for careful, active listening during conversation.

Group Size

- Even-numbered groups of eight to twenty persons.

Time Required

- Minimum of ten minutes plus two minutes per group member.

Physical Setting

- Room large enough for participants to converse freely in dyads, with a circle of chairs for each group, one chair per member.

Process

- Group members are paired in dyads, and the facilitator instructs participants to “get to know your partner” for the next few minutes (5-10). Participants take turns interviewing each other, without note taking. They are instructed to avoid demographic data (where are you from, what is your job, etc.) and try to find out what kinds of characteristics the interviewee has. This is an exercise in active listening, so participants should paraphrase often to make sure that they are hearing what is intended, e.g., “What I hear you saying is...” The person being interviewed should not volunteer too much; the interviewer should have to work at finding out who he is.
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- After the interviewing phase the group members reassemble, seated in a circle. The facilitator indicates that they now have the responsibility of introducing their partner to their group. Each group member, in turn, is to stand behind his partner, with his hands on the partner's shoulders, and introduce his partner by speaking in the first person, as if he were that partner. There should be no rechecking between partners during this phase. The individual who is being introduced should "hold his comments" for the discussion period. Both the interviewer and the interviewee should have eye contact with the "audience." Optional: The person being introduced may be asked immediately afterwards to share his reaction to the experience.
- After all of the introductions have been made, the facilitator leads a discussion of the exercise, focusing on feelings generated and/or the issues inherent in the goals of the exercise.

"Cold" Introductions: Getting Acquainted

Goals

- To help participants get to know each other while building expectations of risk-taking and receptivity to feedback.
- To build norms of openness, experimentation, and attention to process.
- To minimize inclusion problems within a group in which some participants already "know" each other.

Group Size

- Eight to thirty

Time Required

- Approximately three minutes per participant.

Physical Setting

- Participants should be seated in a circle.

Process

- After everyone is seated, the facilitator asks that every other person trade seats with someone opposite him in the circle. Since acquaintances tend to sit beside each other in the beginning, this heightens the probability that members will be able to establish eye contact with the person introducing them in a later phase of the exercise.
 - The facilitator explains the goals and structure of the getting acquainted exercise. Each person will name the individual by whom he wishes to be introduced to the group, and that individual gives him an introduction "cold," that is, without an interview or rehearsal. The person who is introducing says
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anything significant that he chooses. He also attempts to establish eye contact with the person he is introducing. The person being introduced is instructed to “bite the bullet” so that he can hear non-defensively what is being said about him as feedback. After the introduction of a participant is completed, he may amend the data by correcting or adding to it. He may also be asked by the facilitator to express his feelings and reactions to what was said about him and to experience of being introduced. Participants are asked to take the risk of volunteering to be next to be introduced.

- After about half of the participants have been introduced and have reacted, the facilitator interrupts the proceedings to solicit some reactions to the trends in the content of the introductions. It is likely that up to this point members have been very positive in what they have said, and the facilitator may suggest that more openness might be beneficial.
- Introduce the remainder of the participants. Ask members to observe any difference in the process that may be attributable to the discussion just held. They are alerted to the plan to have another discussion of the process.
- The facilitator leads a discussion of the process, asking participants to report what differences they noted in the second half. Time permitting; the facilitator may open the meeting at this point to have members add to the introduction of individuals. Several participants may “know” one given person and may expand on his introduction to the group.

Hum-Dinger: A Getting Acquainted Activity

Goals

- To break a large group into smaller groups in a non-threatening manner.
- To facilitate contact between all members of a large group in a related climate of fun and humor.
- To explore a novel way of generating movement and activity.

Group Size

- Unlimited. There should be a minimum of eight participants.

Time Required

- Approximately thirty minutes.

Physical Setting

- A room large enough for all participants to circulate and converse in smaller groups.
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Materials

- A folded strip of paper with the title of a common, popular song for each member of the group (one set of song title strips for each sub-group desired).

Process

- The facilitator begins by stating, "There is a great deal of talent and skill in this room. We are here to explore some of this talent. Each of you will be given a piece of paper on which is written the title of a common song. Please look at the title, but don't share it with anyone else. When I say go, please mill around the room humming your tune until you find all of the other members of your group with the same song."

Suggested Songs:

- "Three Blind Mice," "Home on the Range," "Auld Lang Syne," "Happy Birthday," "Deep in the Heart of Texas," "Kumbiya," "For He's a Jolly Good Fellow."
- When the groups have been formed, the facilitator asks each group to sit in a circle. Groups are instructed to discuss how they felt beginning and during the exercise, how they felt when they found the first group member, and how they felt when their sub-group was completely identified.
- The total group is reassembled to share its feelings and expectations.

Variations

- When the facilitator has prior knowledge of the participants, the songs can be prearranged to form desired groupings.
 - The facilitator can tell the participants how many others have the same song. This will accelerate the activity.
 - Instead of one song per strip, several songs can be listed. For example: (1) "Mary Had a Little Lamb," (2) "Jingle Bells," (3) "Home on the Range." The first song is used to form dyads, the second song quartets, and the third group of any number for some later activity.
 - Group members can be assigned the task of coming up with a group name or a song title to express their feelings as a group.
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