

The Ten Commandments of NSP Leadership

1. The Members Want to Belong
to NSP

- In the vast majority, the members of the NSP are volunteers. We are an organization of over 25,000 members who belong to NSP because they want to.

2. *We Are Tribal*

- Conventional command structure models based upon business concepts are not applicable to our organization.
- In cases of conflict, given a choice of having to choose between hierarchies within the National Ski Patrol, a member will always support the structure that is closest to their patrol level.

3. The Higher You Climb In The
Tree, The Harder It Is To See
The Roots

- It is very easy for people who rise within an organization to lose touch with those members in the lower tiers and their needs.

4. It's O.k. To Set The Bar High

- Patrollers have volunteered to join the NSP because there are clear performance standards and expectations, not in spite of them.
- As long as those standards are understandable and relate directly to the patrol mission, our members welcome them.

5. Trust The Members To Do The
Right Thing

- Our members are achievers in their private lives and do not want to members of a mediocre organization.
- Our members have a wealth of experience that they bring to our patrols from all walks of life. They know that sometimes decisions need to be made that may not be popular, but are the right thing to do.
- If we are truly to be a member driven organization, the members must have a say in our organization's direction. When there are tough decisions to be made, our members will be able to make them as long as we keep them informed.

6. Let The Members Drive

- If we are a member driven organization, we must make sure that Patrollers have an opportunity to “drive”.
- This allows consensus to be built from the member level

7. Patrollers Exist Without NSP

- Even without NSP, there would still be ski patrollers and injured skiers would still be rescued from the mountains. Trail safety devices would be set and lodge decks would be shoveled off.
- Because of this, we must recognize that there are other choices for Patrollers, we are not a monopoly. We must focus all of our efforts to insure that NSP is always the best choice in terms of benefit and value and not cause our members to seek other options.

8. The More Members Agree, The
Stronger We Are

- The closer the members are in agreement regarding our policies and our procedures, the stronger we will be.
- This concurrence must come from the members up.
Meaningful agreement can never be *driven* from the top down. (See #2, We are Tribal, for further explanation of why this is.)
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9. Preserve the Gift of Leadership

- NSP officers have leadership authority because the Patrollers grant it to us. We lead Patrollers because they have agreed to follow us. We cannot demand this from them. We must tend this gift with great care.

10. The Members Must Come First

- We, the officers of the National Ski Patrol, should insure that the decisions that we make are based upon what is best for our members.