



November 2021

Good Morning Friend,

Happy November! This newsletter is late because it literally crept up on me - my brain is stuck back somewhere around October 29. Denial isn't just a river in Egypt.

Recently I was listening to [Adam Grant](#) in conversation with [Guy Raz](#) from the [How I Built This Virtual Summit](#) earlier this year. Grant described the HiPPO Effect:

"The most dangerous voice in a meeting is the HIPPO: the Highest Paid Person's Opinion. Status disparities can fuel conformity and groupthink. When you need diversity of thought, ask everyone else to share their views before turning to the HIPPO." ([Twitter](#))

This was a huge lightbulb moment. I immediately flashed back to almost every meeting as the aquatic manager in a municipal organization. I arrived with stats, data, comment cards, industry trends, and it didn't matter - they never heard me. They heard the HiPPO.

I'm sure you've had the same experience, maybe even this week? It's beyond demoralizing.

I always assumed it was just me, but it turns out that we have a lot of HiPPOs in the pool. Swimming pools fall into intersections of recreation, parks, facilities/operations, engineering/maintenance, corporate properties, etc. and rarely sit under just one person (HiPPO).

The HiPPOs in your day-to-day work could be your direct supervisor; the HR manager; one bather who rallies everyone when you tweak the public swim schedule by even just 5 minutes; the representative

from your biggest local partner; a legacy donor; the swim coach who had one swimmer qualify for Olympic trials 12 years ago and you can't stop hearing about it ever since. I'm sure you get the idea.

In our line of work, HiPPOs are also a mix of people with legitimate importance (your boss) and those who acclaim importance for themselves. How do we prevent them from hijacking your next decision?

Communication is a two-way street. People often forget this. Words requires agreement or disagreement, action or inaction. Silence is mistakenly thought of as being somewhere in the middle, but it's just quiet, complicit agreement with the speaker. It's action by omission.

It is, in fact, possible to hear (accept) information and not act or not agree.

HiPPO: "I think we should put the swim schedule back to the way it was, Mrs. Jones is very unhappy with the change."

Pool Manager "I hear what you are saying, and the larger issue is the strategic direction I was given to maximize pool usage. Moving the public swim schedule to start 5 minutes later than Mrs. Jones likes allows us to take advantage of existing staff on site for...."

You can acknowledge the value or worth of information, respecting the speaker and the problem that has arisen, but without agreeing to the proposed offer.

Some organizations do this by creating a culture where "NOs" are replaced with the "IF" of counter negotiation.

"I can't provide a discount on the 60 minute pool rental rate set by Council, but if you consider booking only 45 minutes for your event, we can work within your existing budget."

If you've made it this far, thank you! Hopefully some of these strategies can help you with your year-end roundup. And - if they didn't help - reply to this email and let me know.

-Katie Crysdale
Founder, Lakeview Aquatic Consultants.

HIPPOS AS DECISION MAKERS

HiPPO = Highest Paid Person's Opinion

- Know the customer ("Key User", "Proxy Customer")
- For a long time in business (Senior roles)
- Make decisions based on their opinions



"The HiPPO effect is a problem in many traditional workplaces. It ignores the wisdom of the crowd, neglects the knowledge of front-line staff, and potentially disengages the workforce." *

*Source: <https://corporate-rebels.com/hippo-effect/> @romanpaeske contact@romanpaeske.de

New on YouTube

Learn to Swim!



POOL NOODLE ASSISTED FLOATS
FRONT, SIDE & BACK

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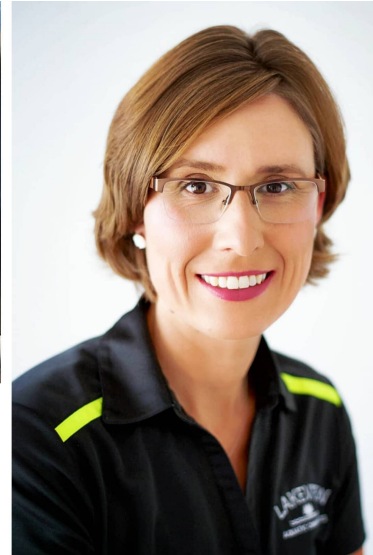
A promotional graphic for a video. On the left, a person is shown floating in a blue pool using pool noodle assisted floats. A red play button icon is overlaid on the image. The background is red. The text 'Learn to Swim!' is written in a cursive font at the top left. The main title 'POOL NOODLE ASSISTED FLOATS' is in large, bold, black letters. Below it, 'FRONT, SIDE & BACK' is written in smaller black letters. At the bottom right, the 'LAKEVIEW AQUATIC CONSULTANTS LTD.' logo is displayed.

Upcoming Events

Pool & Hot Tub Alliance (PHTA)

Certified Pool Operator (CPO)

Class



CERTIFIED POOL OPERATOR CLASS

November 22-25, 2021
10 am - 2 pm EST
100% Online



www.LakeviewAquaticConsultants.com



Our penultimate virtual CPO class for 2021. This class is 50% sold out - register soon to avoid disappointment. We also need to ship the textbook to your location.

A reminder: our fee goes up to \$495 CAD/person effective January 1, 2022.

[How it Works](#)

REGISTRATION NOW OPEN! 2022 CPO CLASSES

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AQUATIC CONSULTANTS LTD.

THE JAPANESE CONCEPT OF 'IKIGAI'



@THEPRESENTPSYCHOLOGIST

Popular on Facebook



Swimmer



Lifeguards carry

attacked
lifeguard, held
head under water

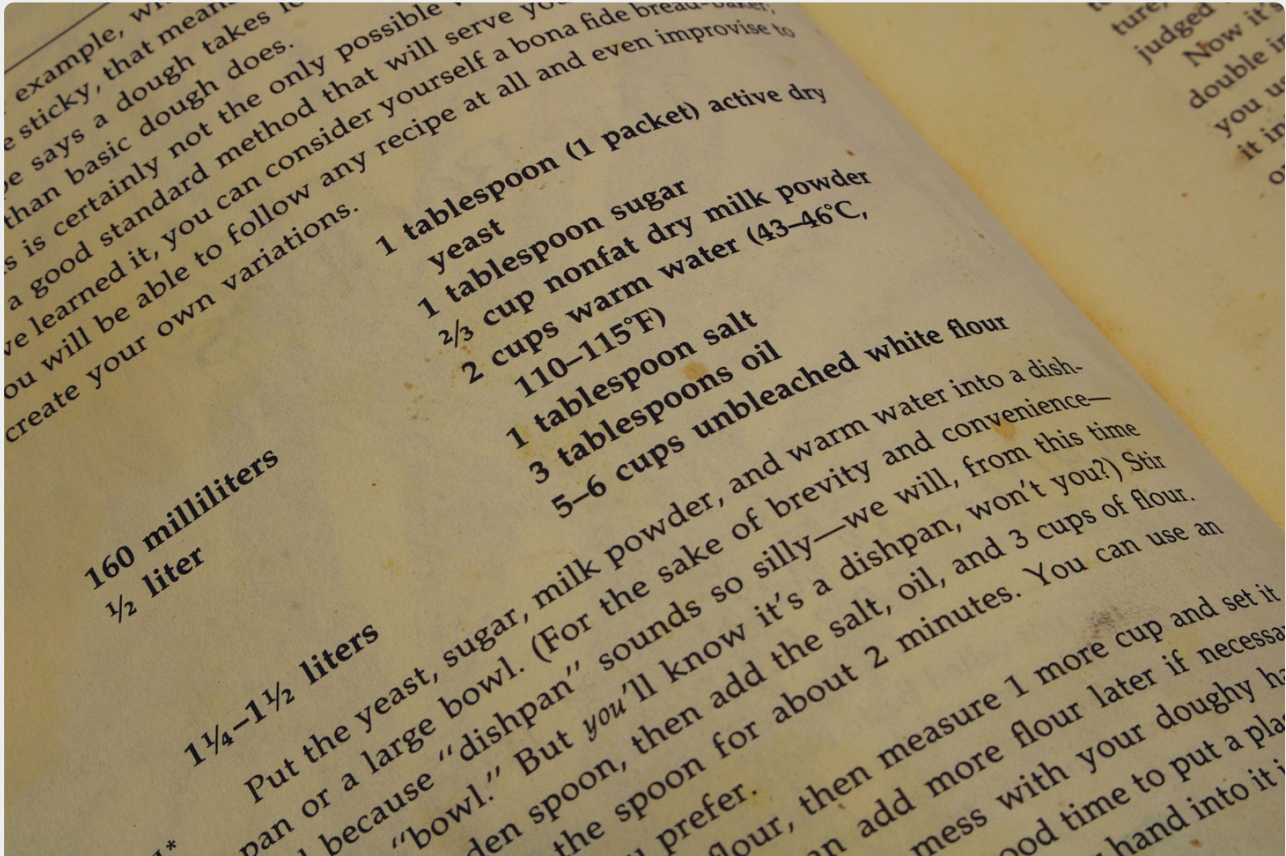


We need to
change the
language around
aquatic fitness



95 year old to
beach every day
for a week

Swimmer with
Down Syndrome
breaks world
record



And why this matters to aquatic instructors

What Do Photo-Free Cookbooks Offer 21st Century Readers?

I read [this article](#) last week, arguing cookbooks don't require photos to effectively demonstrate (teach) cooking. The author of the article makes this statement:

"She [the author of the cookbook] deliberately guides you through sight, touch, and even sound (!) cues so you can get this notoriously tricky step of the pie process right."

It got me to thinking: we talk ad nauseum to instructor candidates (swim, first aid, lifeguard, etc.) about teaching styles and learning styles. We *know* about visual, auditory, kinesthetic types. We - as

instructors - claim to hit them all, but do we really? *Don't we actually just default to to visual demonstration?*

Like a cookbook with photos, is something lost in the potential for precise & clear instructions by falling back on a pretty picture?

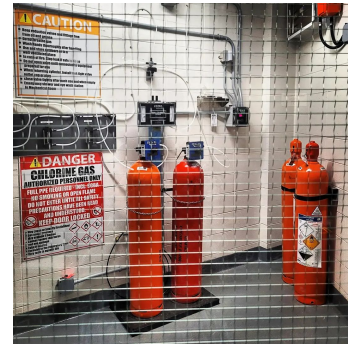
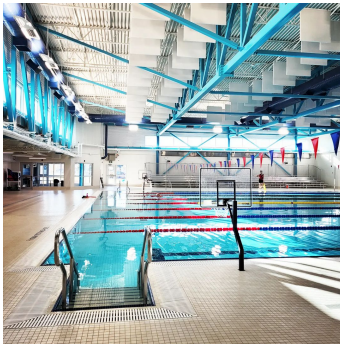
Right after I read this article, I was the Water Safety Instructor Trainer (WSIT) supervising a new WSI candidate and a very experienced WSI coteaching.

One piece of feedback I provided "*You never provided the swimmers cues or instructions to self direct how to achieve successful performance,*" such as tummy up, chin back, arms forward, eyes down, etc.

What would it be like if the students in your class were blindfolded or visually impaired? ([We did a POOLaide Webinar on this topic, if you're curious.](#))

How would it improve our instruction if we didn't rely so much on visual demonstrations? I'm not suggesting we cut them completely, but what if you had to explain something as though the person actually couldn't see it?

Instagram Posts



LEST WE FORGET



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