Shared Leadership in Action

Stacy Umezu, Community United Against Violence
Laura Sunday, Center for a Non Violent Community (CNVC)
Deanna Roller (CNVC)
Heather Carter (CNVC)
Logistics

• Interactive experience
• Having technical issues? Press 5 - Please be patient.
• Resources, slides, and audio recording available online - Monday 7/22
• Please complete evaluation, emailed shortly after!
Using maestro

about the strong field project

• A four-year project of Blue Shield of California Foundation (BSCF), started in 2010.
• To build a strong, coordinated network of domestic violence service providers in California.
• The Strong Field Project will develop:
  • Individual leadership skills,
  • Stronger organizations, and
  • Networking and knowledge-sharing opportunities.
• Collaborators include California Partnership to End Domestic Violence, CompassPoint Nonprofit Services, Jemmott Rollins Group, and Women's Foundation of California.

Jemmott Rollins Group, in collaboration with the California Partnership to End Domestic Violence, provides the network-building components of Blue Shield of California Foundation’s Strong Field Project.
Objectives

- Compare shared leadership models and how mission, constituency, and time shape models of shared leadership
- Share why organizations may choose shared leadership as an operating model to advance their DV work
- Discuss initial steps toward development and implementation of shared leadership models
Question #1-Shared Leadership

1 = At my Agency we are using a shared leadership model.
2 = My Agency actively is exploring a shared leadership model.
3 = My Agency is interested in learning more about a shared leadership model.
4 = I have never heard about shared leadership.

*Use your telephone keypad to respond.*
Question #2-Strengths-based leadership

1 = At my Agency our organizational culture is strengths-based.
2 = We use a different model for our organizational culture.
3 = I have never heard of strengths-based.
4 = We do something completely different.

*Use your telephone keypad to respond.*
Stacy Umezu
Programs Co-Director and
Member of the Support & Accountability Team
Where We Began

1979: Murder of Harvey Milk and Mayor Moscone; culture of frequent police raids on LGBT bars.

1984: CUAV starts working on DV in LGBTQ communities.
A traditional hierarchy

Executive Director

Program Directors

Operations Director

Development Director

Bookkeeper

Individual Program Project Directors

Program Assistant

Development Assistant

Program Coordinators

Peer Advocates

Interns

Interns

Volunteers

Volunteers
With all its Limitations

Reflected **hierarchies of power** in the larger world

Created **silos and isolation** at all levels of the organization

Decision-making about programs **led by administrative staff**

Programs **driven by funding priorities**
Audience Question

Have you ever experienced any of these limitations?

Hierarchies of power, silos and isolation, led by admin staff, work driven by funding

1 = YES
2 = NO
3 = Not Sure

*Use your telephone keypad to respond.
Facing our “Saturn Returns”

2000’s: Economic recession, changing political climate, the gutting of safety net programs

2009: Gov. Schwarzenegger vetoes DV funding in CA
A Powerful New Vision

“We seek to center communities with the least resources who are impacted by multiple forms of violence in all areas of our work.”

Our values:

- Liberation
- Healing
- Transformative
- Mutual Safety
- Community
- Leadership
Audience Question

Does your organization have institutionalized practices to help support individual healing and transformation?

1 = YES
2 = NO
3 = Not Sure

*Use your telephone keypad to respond.
Shared Leadership Model

Our mission: to build the power of LGBTQ communities to create cycles of safety and liberation

We wanted to find a structure that would help us build our muscle in exercising collective power.
Where We Landed

S&A Team supports the

Director-level staff, and

the Wellness Organizers, who support

The membership and our participants

Increasing levels of support and decreasing levels of responsibility
Levels of Decisions

Leaves – what color paper to print a flyer on

Branches – whether to attend an action for a campaign we’ve already signed on to

Trunk – hiring or firing someone

Director level staff make all levels of decisions after 6-month evaluation process. Wellness Organizer level staff make all levels of decisions after 1-year evaluation process.
# Our Gradients of Agreement

<table>
<thead>
<tr>
<th>Strongly agree, No Reservations</th>
<th>Neutral or Stand aside</th>
<th>Block. This proposal cannot go forward.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
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<tr>
<td>4</td>
<td>5</td>
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</tbody>
</table>

To go into effect, a proposal must obtain **modified consensus**, meaning the majority of folks vote 1-2, with nothing below a 3.
Sharing Leadership

Culture

Structure
Laura Sunday, Community Services Director
Heather Carter, Direct Services Director
Deanna Roller, Fiscal Director
Our Mission

The Center for a Non Violent Community actively supports the right of all people to live their lives free from interpersonal violence. We foster healthy relationships with self, partners, family and peers. We value the feminist principals of self empowerment over self-desertion and of shared decision-making over dominance. We are ardently dedicated to building community which is interdependent, collaborative, respectful of diversity, and supportive of peaceful solutions to conflict.
Enlightenment is a journey in the now, not a destination on the horizon.

© alice fb/wonderlandsteatray
Who we were...

Executive Director

- Fiscal Coordinator
- Community Services Coordinator
- Direct Services Coordinator
- Counseling Coordinator
Why Change?

- Ensure diversity in leadership
- Cultural Competency
- Final accountability
- Compassion Fatigue
- No transfer of knowledge
- Trauma Stewardship
- Quality of Life
- Too stressful
- Sustainability

Executive Director
Why Change?

Because...

No individual is likely to embody all of the needed and critical capabilities.

The very nature of business organization whether it be merged, allianced, outsourced or virtual is beginning to dictate shared leadership as the operating model.

In the future, there will be fewer all knowing CEOs instead their leadership will be widely shared in executive teams.

Shared Leadership philosophy
Stacy Umezu

Programs Co-Director and

Member of the Support & Accountability Team
Shared Power, Shared Decision-Making

Positional power vs. relational power

- **Positional power** is the assumed authority or influence a person holds over others by virtue of the title of his or her position.
- **Relational power** is the power a person holds based on their access to specialized knowledge, access to resources or people, or other personal qualities unique to them.

Embodied norms of competition and **scarcity** vs. Growing muscles of cooperation and **abundance**

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"Better let me lead off the presentation."
Audience Question

Which statement best represents the culture at your organization?

1 = There’s a general air of scarcity
2 = There’s a general air of abundance
3 = I’ve seen both at different moments
4 = I’m not sure

*Use your telephone keypad to respond.*
Finding our Center

We center everything we do around our key spirals of Wellness:

• Listen actively without judgment
• Sit with my feelings
• Take care of myself
• Create options
• Set limits
Increase Self-Determination

CUAV defines self-determination as the ability to live the life you choose.

- Individual choices
- Community options and norms
- Systems-level policy change through organizing
Building Blocks of Our Shared Leadership Structure

- Affirm strengths and what people have already done; build from there
- Meet people where they are
- Support self-determination
- Connect personal experiences of violence to political histories of violence and oppression
- Integrate wellness, culture change, and organizing approaches
Laura Sunday, Community Services Director

Heather Carter, Direct Services Director

Deanna Roller, Fiscal Director
The Big Bumps

ED *leaves* unexpectedly without emergency succession plan in place.

Fiscal Director *leaves* unexpectedly without a succession plan in place.

Board President *absent*
The Right Fit

Direct Services Director

Community Services Director

Fiscal Director
How our Board changed
A word about succession planning...
Small group discussion instructions

- Random groups of 4-5
- Introduce yourselves & choose a group facilitator/reporter
- Your choice to exchange contact information
- 20 minutes of discussion with 2 minute wrap-up warning
- Presenters may listen, not recorded

www.strongfieldproject.org
Discussion groups questions

What is your organizational philosophy around leadership?

How is leadership distributed through your current model?

What, if any, shared leadership practices would you be interested in exploring?

Press ‘5’ if you have technical issues
Report Outs

Reporters share highlights from group sessions!

*Press 1 to raise your hand, and we’ll call on you 😊
Stacy Umezu
Programs Co-Director and
Member of the Support & Accountability Team
Values of Our Shared Leadership Approach

Help the **people who are here right now do their best work** in supporting our base of members in this current moment.

Share power by creating a **culture of honesty and support**

Acknowledge differences in experience while **affirming everyone’s wisdom**

**Celebrate our mistakes** and be willing to change
Additional Resources

CUAV’s Shared Leadership Model case study
http://www.strongfieldproject.org/resources/osg-case-study-organizational-transformation-community-united-against-violence-cuav

Data Center:
http://www.datacenter.org/who-we-are/our-mission-and-vision/shared-leadership/

Leadership Learning Collaborative:
http://leadershiplearning.org/

*to be posted on strongfieldproject.org
Laura Sunday, Community Services Director
Heather Carter, Direct Services Director
Deanna Roller, Fiscal Director
Where we are going next!

• Tending to our Culture
• Succession planning
Embracing our Values

Compassion
Empowerment
Teamwork
Courage
Integrity
Creativity
Tending to our Culture

Growing strong leaders
Strengths-based Leadership training
Non Violence Communication Skills
Trauma Stewardship

“Feelings are your soul giving you feedback.”
— Frankie
Now what happens when someone leaves?

We celebrate and implement our succession plan

Fiscal Director

Direct Services Director

Community Services Director

Succession Plan

spread your wings,
.....AND FLY
Our new integration plan

- Direct Services Director
- Community Services Director
- Fiscal Coordinator
Shared Leadership in Action
Resources for creating Strengths-based Organization

Brene Brown:  http://www.brenebrown.com/
- Connections: a 12-week Psychoeducational Shame -Resilience curriculum appropriate for staff and clients
- The Gifts of Imperfection
- The Power of Vulnerability

Non Violent Communication Skills  www.cnvc.org/

Strengths-based Organization
- Strengths Finder 2.0 (Assessment), Tom Rath
- Strengths Based Leadership, Tom Rath and Barry Conchie
- www.tmbc.com  The Marcus Buckingham Company
- The Trombone Player Wanted DVD series  http://www.strongfieldproject.org/resources/increasing-organizational-inclusion-cultural-competency

www.traumastewardshipinstitute.com
- Trauma Stewardship, by Laura van Denoot
thank you!

Evaluate this webinar: https://www.research.net/s/Z5F6T7L