

The Delicate Dance of Community Leadership

Skills for Support and Accountability

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Resources for Healthy Life & Ministry

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Agenda

Identify

- Leadership Challenges

Explore

- Obstacles to Accountability

Discuss

- Skills for Action and Intervention

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Challenges Facing Leaders

- Personnel and Human Resources
- Aging Communities
- Financial Hurdles
- Multiple Relationships
- Leading During Times of Change
- Monumental Decisions

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Challenges Facing Leaders

- *Personnel and Human Resources*
- Aging Communities
- Financial Hurdles
- Monumental Decisions
- Leading During Times of Change
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Personnel and Human Resources

1. Interpersonal challenges
2. Vocational crisis
3. Health issues
4. Unaddressed trauma, addictions, mental health issues...and their impact on community

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Tensions

- Desire to support individual needs of sisters while also supporting and protecting the needs of the community (at large, living group, colleagues)
- Desire to allow sister to make decisions while also needing sister to make (healthy) decisions in line with expectations of community
- Desire to be compassionate and flexible while also being able to say “no” when appropriate

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What gets in *our* way?

- Perceived lack of skill/Insecurities
- Fear of “hurting” the sister
- Desire to “protect” sister’s image/reputation
- Compromise independence of sister
- Multiple relationships
- *Lack of trust among team members*
- *Perception of community members*

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What do individuals in crisis need?

Support

- Empathy
- Understanding
- Compassion
- Patience

Accountability

- Realistic expectations
- Follow Up
- *“Form, communicate, and inspect the fulfillment of an expectation in a positive, principled way”*

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What do individuals impacted by a crisis need?

Support

- Empathy
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Support without
accountability is enabling.
Accountability without
support is perceived as
control.

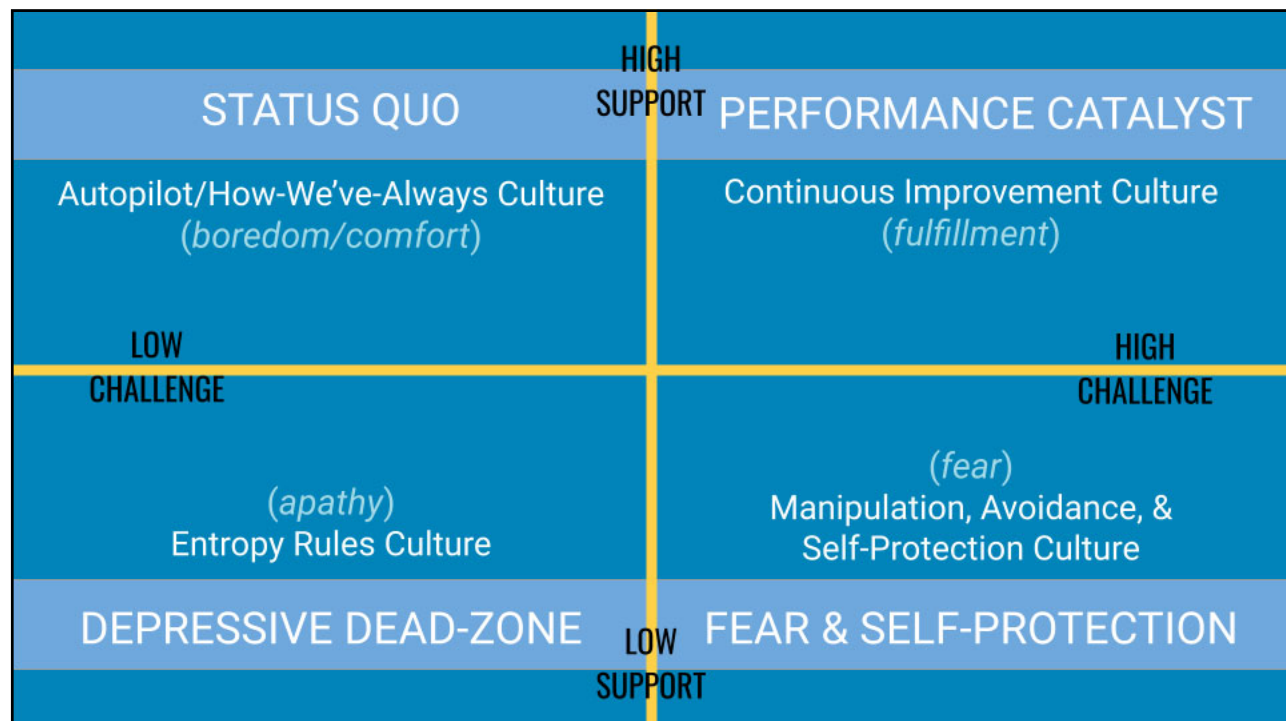
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Support is a prerequisite
of accountability.

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<p>Growing mistrust in leadership Support feels superficial Feelings of confusion <i>"Nothing ever changes"</i></p>	<p>High Support</p> <p>Trust in leadership Enhanced sense of connectedness Safety in community <i>Nurtures interdependence</i></p> <p>High Accountability</p>
<p>Low Accountability</p> <p>Absence of leadership Unpredictable climate Compromised sense of safety <i>Nurtures lone ranger mentality</i></p>	<p>Fear of leadership Misuse of control (micromanage) Facilitates defensive posture <i>Undermines independence and self confidence</i></p> <p>Low Support</p>

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Consequences of Indecision/Passivity

For Leadership

- Ineffective
- Loss of confidence
- Loss of trust
- *Indecision is the decision*

For Community

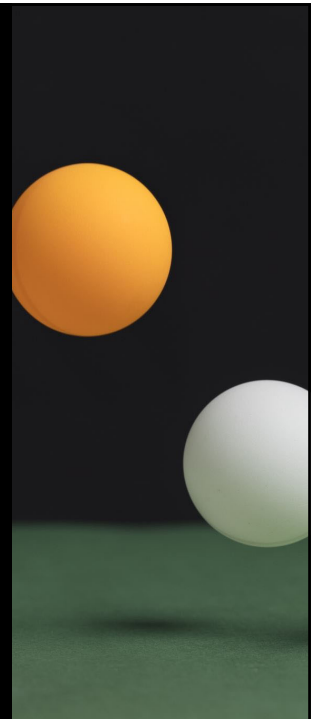
- Fear
- Insecurity
- Compromised safety
- Anger
- *Messaging*

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Skills for Action



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Healthy Team

- *Foundational*

- Trust among members
- Confidence in abilities
- Consensus about plan of action
- Put the work into your team

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Healthy Self

- *Know thyself*

- Healthy boundaries
- Healthy self knowledge
- Multiple relationships
- Pay your RENT every day! (Rest, Exercise, Nutrition, Thoughts)
- How do I prepare for these difficult decisions and encounters?

Joy Baldrige, Difficult Conversations Made Easy. TEDxUCCI-YouTube

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Making a Plan

- Obtain clarity *and* consensus for the team about the goals
- Include the advice of outside council *and* trust the wisdom of the group
- Identify the tangible steps moving forward
- Discuss a plan for implementation and follow up
- Take the action steps necessary!

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Skills for Candid Conversations

Clarity and Candor

- Be clear about what you are trying to achieve
- Be clear what you are listening for
- Be clear what gives you the right to initiate this conversation
- Give thought to how you set up the meeting
- Look for the positive in the situation

Fred Thompson, *NY Daily News*, 2011

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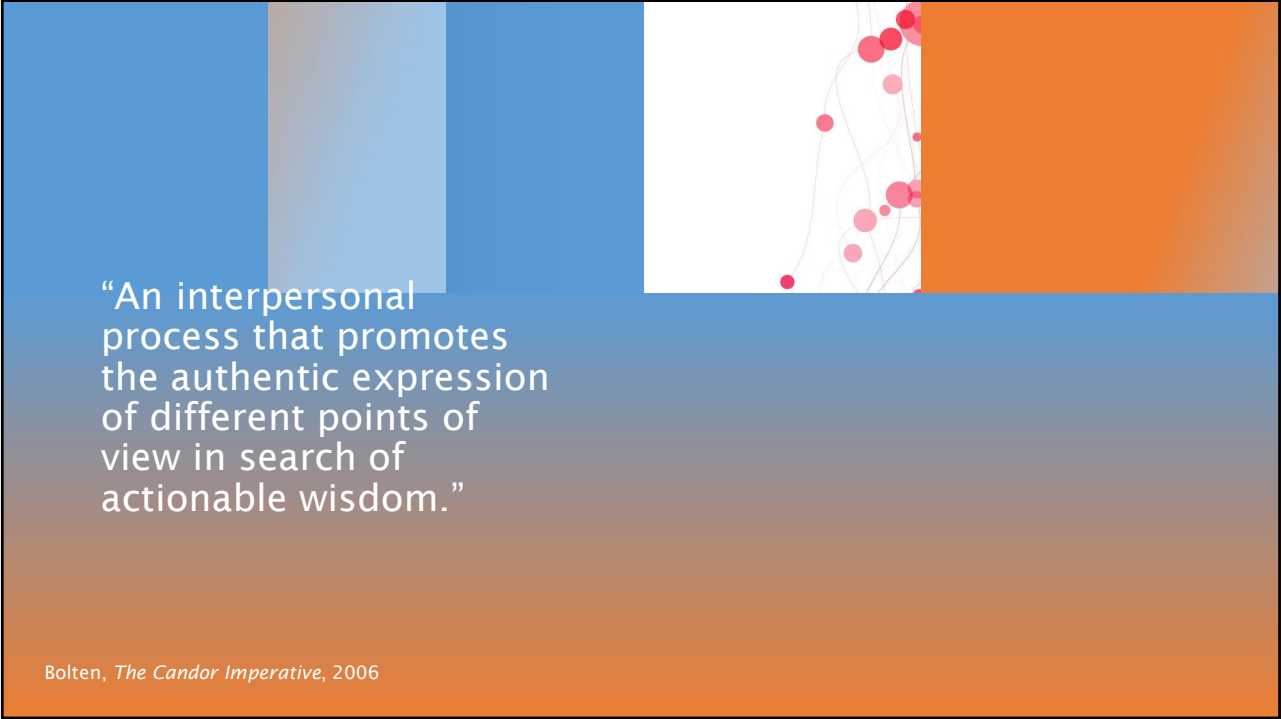
Skills for Candid Conversations

Prepare and Predict

- Based on the situation *and* the individual involved, what do you know? How can past experiences inform how you handle the present situation?
- What is the team's desired outcome?
- What is the "take-home" message?
- Sometimes we need a time out!

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"An interpersonal process that promotes the authentic expression of different points of view in search of actionable wisdom."

Bolten, *The Candor Imperative*, 2006

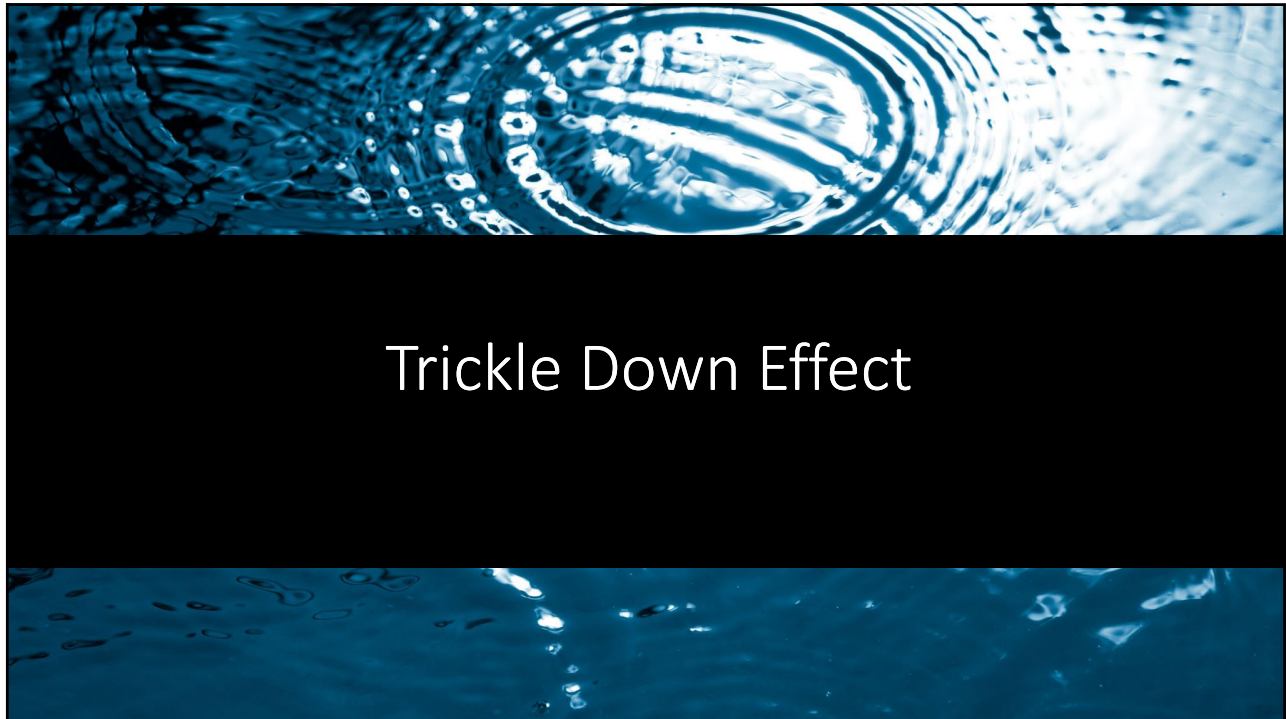
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Follow up!!

- Written summary of the conversation within 1 week
- Individual “touch-base” within 1 month
- Scheduled meeting within 3 months (and 6 and 9 months)
- Willingness to follow through with ACTION as needed

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Trickle Down Effect

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Reflection Questions

- What situations do we find *most* challenging?
- At what point does our leadership team get stuck?
- What “Healthy Self” work might I need to explore?
- What “Healthy Team” work might we need to explore?

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