

Built For Zero.

Case Conferencing Summit

2020

Do the Inner Work,

Become a Movement Leader

November 16, 2020

Trainers



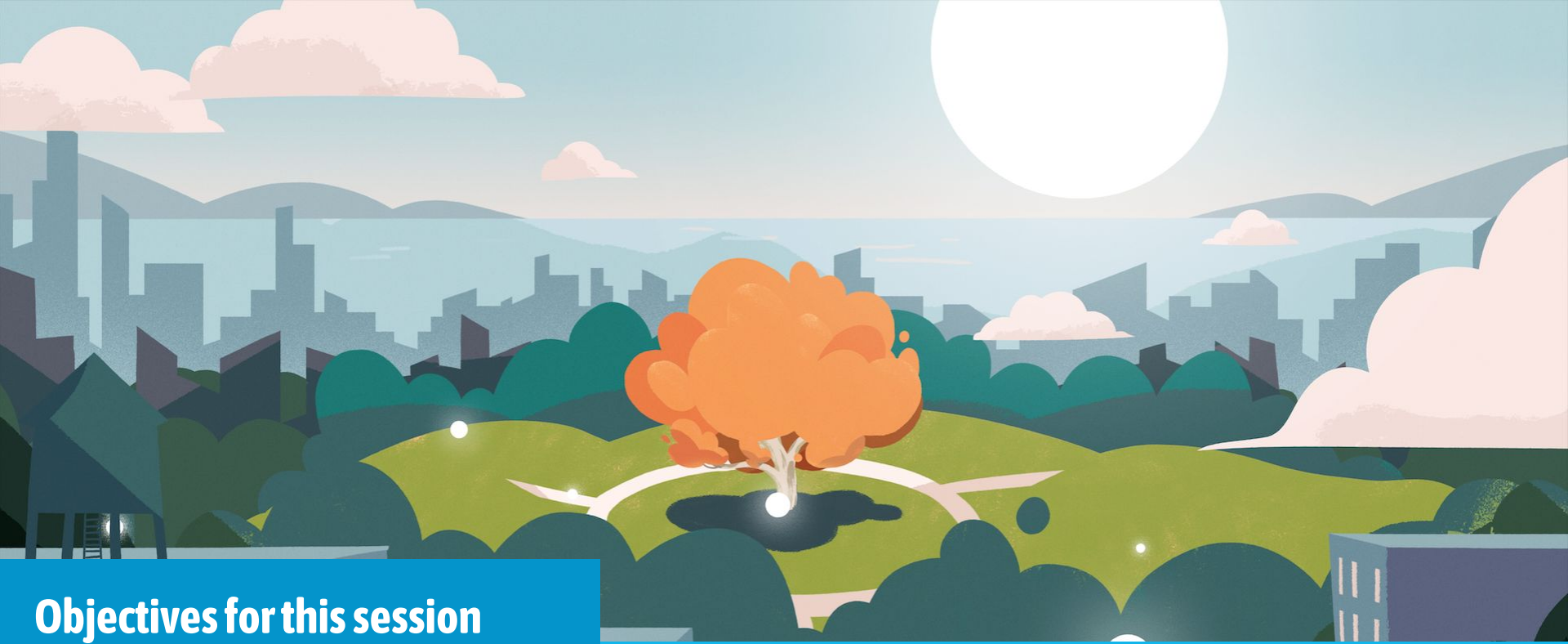
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Built for Zero Collaborative



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Built for Zero Collaborative



Objectives for this session

- Highlight the importance of shifting from a meeting leader to a movement leader
- Demonstrate how to self-identify as a successful leader

Case Conferencing Tool Bank now online



 POINT YOUR PHONE CAMERA HERE

This week we're bringing to life resources from the new **Case Conferencing Tool Bank**

- 12 new resources to improve every aspect of your case conferencing practice
- Slides from this session—on Wednesday
- Get info about a 3-month case conferencing improvement cohort starting in January 2021

Leading from within

What do I mean by “leading from within?”



100 Million
Healthier Lives



Institute *for*
Healthcare
Improvement

What do I mean by “leading from within?”

Community of Solutions Framework

Leading from Within

Know yourself and what brings you to leadership

Fail forward, growth mindset

Leading Together

Building trusting relationships and interconnectedness

Teamwork and collaboration

Leading for Outcomes

Improvement science

Design thinking

Implementation

Leading for Equity

Applying all of these skills and mindsets to the project of making the world for equitable.

Leading for Sustainability

A process of continuous transformation, rather than maintaining programs and services as they are.

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*Adapted from Center for Courage and Renewal: <http://www.couragerenewal.org/habitsoftheheart/>, itself adapted from: Parker J. Palmer, *Healing the Heart of Democracy: The Courage to Create a Politics Worthy of the Human Spirit* (2011)

Habits of the Heart

Habits of the Heart

“Habits of the heart” are deeply ingrained ways of seeing, being, and responding to life that involve our minds, our emotions, our self-images, our concepts of meaning and purpose.

1. An understanding that we are all in this together
2. An appreciation of the value of “otherness”
3. An ability to hold tension in life-giving ways
4. A sense of personal voice and agency
5. A capacity to create community

Habits of the Heart

- Original activist versions
 - Parker J. Palmer, *Healing the Heart of Democracy: The Courage to Create a Politics Worthy of the Human Spirit* (2011)
 - [Center for Courage and Renewal](#)
- 100 Million Healthier Lives version
 - Focused on Community of Solutions
 - Leading from within and together

Reflection time!

- We will read through descriptions of the Habits of the Heart
- Pull out a sheet of paper. As we're reading, write things down.
 - What words resonate most?
 - What experiences do you recall?
 - What feelings are coming up?
- Emma and I will each share a story when we're done reading through.
- Then we'll ask some of you to do the same.



Habits of the Heart

1. An understanding that we are all in this together

We often can feel isolated and alone, set apart from each other or from a group of people. However, we can't escape the truth of human existence that we are all connected to each other. This is even more clear when we look around our families, our neighborhoods, our communities and across our nation. What happens in one space affects what is experienced in another. We are interconnected, and depend on one another for our well-being.

Habits of the Heart

2. An appreciation of the value of otherness

The difficulty with the first habit, that we're all in this together, is that we have to acknowledge and appreciate people who are different from us in a variety of ways. They may differ in background and life experience, in race or ethnicity, in the beliefs they hold and values they live by. Yet we are here together, striving to thrive in the same space and communities. So the 2nd habit arises as a way of being and acting together: that we need to appreciate the value of otherness. It would be easy to fall into a feeling that it is "us" versus "them" – "me" versus "you." Yet there is another way to work and live together that is based in "us AND them," in "me AND you." The stranger has much to teach us. Someone who views life differently has much to add to expand our view. It is in our otherness that creativity and innovation come about. If we were all the same, we wouldn't be able to see new possibilities very well.

Habits of the Heart

3. An ability to hold tension in life-giving ways

Our lives are filled with contradictions and tensions. We want one thing, and another appears. There is a gap between the world as we know it, and the way we want it to be. We have to be able to act while standing in that gap. It could be easy to shut down, close off, push others out when the contradictions feel too hard and the tension feels overwhelming. Our hearts and spirits hurt as we try to create a world where we and others can thrive. And when we hold tension successfully, are able to bear the differences and find ways to solve problems creatively together, we feel our hearts and spirits expand. Instead of being broken and closed, our hearts open and hold more. We can use our understanding of the contradictions and tensions to generate more insight and energy and to give more life to whatever situation or issue we are trying to improve.

Habits of the Heart

4. A sense of personal voice and agency

It can be hard to be vulnerable and speak out. We risk ourselves when we offer an opinion and take a stand. Many wonder if our voice is valuable and will make a difference. Yet our voices are needed because we are members of our communities. While we value the voices of others, we need to offer our opinions, our perspectives, speak to our needs and contribute from the place we stand with what we see and know. Listening to others and speaking up for ourselves is the only way that we can create communities in which each person can thrive. Our communities need our voices and our agency. They need our willingness to act for what is just and generative.

Habits of the Heart

5. A capacity to create community

The final habit, "a capacity to create community," recognizes that we need each other in order to achieve what we want – a place where each person belongs and each can thrive. Community supports individuals. It is easier to speak up and act when we have the support of community. We make mistakes together and we learn together. We fall down and we get up together. Social change doesn't happen because of 1 or 2 individuals. It takes networks of communities to make substantive and sustainable improvement. But community doesn't just happen because we occupy the same space. It takes intention to create community. We create community with the skills of listening and speaking, of naming ways of being and doing together, of working together to build trust in our relationships, so that when tensions come up, as they inevitably will, we have the strength of our relationships to help us process together and figure out a way forward.

Story time



Your turn

- We're looking for a few volunteers to share a story of an experience that came up while we were reading through descriptions of the Habits of the Heart.
- If you'd like to volunteer, let us know in the chat box, we'll take you off mute.

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Introspection is foundational

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Get curious about your place in the system

- Where do you sit? What makes your leadership meaningful?
- What experiences do you have that contribute to your place in the system? Why do you stick around?
- What are your strengths? What are your weaknesses? What gaps do you need to fill?

The best facilitators/leaders ask these questions constantly, and incorporate them into their practice.

Becoming the leader you want to be

How I felt as a facilitator

Like I was missing the authority I needed to lead the team to do their best work.

Like I faced resistance in rallying the team around our community goals.

Disconnected from the work that the rest of the team was doing.

Like I was on an island alone because I was the only one with the capacity to lead.

Qualities I saw in effective leaders

They were Persuasive

Others wanted to follow
their lead.

They were Uniting

They helped to foster team
camaraderie.

They were Resourceful

They provided value beyond
facilitation.

They were Supportive

They equipped others to
take the lead.

Exercises to refine your leadership style

1 Interview a Mentor

Talk to a leader that has influenced your professional development.

- If you can, talk to a leader that you respect that has impacted your work experience and ask what they prioritize in their leadership.
- Talk to another leader who has watched you in action and ask what qualities they saw in you.

2 Use Active Listening

Meet with fellow staff to learn more about what they do, or what pain points they're experiencing.

- Sit down with staff that seem burnt out and practice active listening with them: pay attention, demonstrate that you're listening, and reflect back what you hear.
- Sit down with a client who seems service-resistant and try to listen to identify where their hesitation is coming from in order to lower barriers to housing.

3 Study Leadership Styles

There have been a number of studies on leadership styles you can dig into.

- Task-oriented leadership focuses on meeting objectives.
- Person-oriented leadership focuses on the relationship between leaders and followers.

Quick win: channel your inner MJ



Discover more ways to be resourceful for your team!

Case Conferencing Tool Bank:
Facilitator's Guide to
Transforming Team Culture

“Winning has a price and leadership has a price. So I pulled people along when they didn’t want to be pulled. I challenged people when they didn’t want to be challenged. **And I earned that right.**”

- **Lead by example.**
 - Listen for opportunities to provide tangible support to case managers, like assisting to collect documentation, or driving a client to view an apartment.
- **Stay informed.**
 - Be a content expert to provide support to your team.
- **Open doors.**
 - Strengthen partnerships with mainstream or non-traditional partners to open new doors.

Q&A *or*

Start committing to the inner work

Start flexing your leadership muscles

Try these changes at your next meeting:

1. Do this Habits of the Heart exercise with your team to create shared language and normalize operating from a growth mindset.
2. Figure out your leadership style and practice one of the exercises on slides 28 + 29 before your next meeting to see how you can bring new resourcefulness to your team.

Resources mentioned in this session, now available in the **Tool Bank**:

- Facilitator's Guide to Transforming Team Culture



Practice until you see results

In January 2021, we're starting a 3-month case conferencing improvement cohort



GIVE US YOUR EMAIL,
WE'LL SEND DETAILS
AFTER THANKSGIVING

A stylized sun with a large orange circle in the center and several thin yellow lines radiating outwards. The background is a light blue gradient with abstract white and pink shapes.

**Thanks for attending.
Tell us how your leadership is
developing!**

Emma — ebeers@community.solutions

Garen — gnigon@community.solutions