

**MOVING FORWARD**  
DEVELOPING LEADERS FROM THE INSIDE OUT  
PRESENTED BY MELISSA CONNER

"IF YOUR ACTIONS INSPIRE OTHERS TO DREAM MORE, LEARN MORE, DO MORE, AND BECOME MORE, YOU ARE A LEADER."  
JOHN ADAMS, 2<sup>ND</sup> PRESIDENT OF THE UNITED STATES

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**INTRODUCTIONS & VULNERABILITIES**

"The words we speak are often the counsel we are trying to give ourselves. We have a strange conceit in our culture that simply because we have said something, we understand what it means."  
Parker Palmer, *Let Your Life Speak*

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**"VULNERABILITY IS NOT WEAKNESS, AND THE UNCERTAINTY, RISK AND EMOTIONAL EXPOSURE WE FACE EVERY DAY ARE NOT OPTIONAL. OUR ONLY CHOICE IS A QUESTION OF ENGAGEMENT. OUR WILLINGNESS TO OWN AND ENGAGE WITH OUR VULNERABILITY DETERMINES THE DEPTH OF OUR COURAGE AND THE CLARITY OF OUR PURPOSE."**

*Daring Greatly*, by Brene Brown

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**GOALS FOR THIS SESSION**

- Understand better your own leadership style
- Consider the possibility for others in your organization to have the potential to lead
- Be ready to challenge those with influence to step forward to support others in their own leadership development
- Have a vision for leadership that is wider and deeper than what you had previously




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**REFLECTION:  
WHO WAS/IS AN IMPACTFUL  
LEADER IN YOUR LIFE?**

WHAT ARE THREE CHARACTERISTICS THAT MADE THIS PERSON  
IMPORTANT TO YOU?

CHOOSE ONE OF THESE CHARACTERISTICS THAT YOU HOPE TO EMULATE IN  
YOUR OWN LEADERSHIP

WHOSE OPINION OF YOU MATTERS MOST TO YOU?

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**THE ART OF LEADING**

- ❖ Vision
- ❖ Creativity
- ❖ Motivation
- ❖ Thoroughness
- ❖ Serve
- ❖ Manage
- ❖ Empathy
- ❖ Team Building

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FOUR STYLES OF LEADERSHIP

- **Servant**
- **Visionary**
- **Caring**
- **Responsible**



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SERVANT LEADERSHIP

- Lead with others in mind
- Values other's opinions and seeks out other opinions
- Cultivates a culture of trust
- Gives up power and deputizes others to lead
- Persuades, doesn't demand

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VISIONARY LEADERSHIP

- Can see beyond the ambiguity and challenges of today
- Fueled by inspiration and creative imagination
- Think big picture
- Not authoritarian; seek to inspire others to rally around the vision
- Takes day to day discipline and re-focus of goals

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**CARING LEADERSHIP**

- Leaders eat last mentality
- Focus is on kindness, compassion
- Leads with questions, not answers
- Treats others as family
- Provides safety and security
- Genuinely interested in others
- Seeks the good of others, not just the good of the organization
- Caring is inherent to the leader's personality – is not artificial or forced

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**RESPONSIBLE LEADERSHIP**

- Takes all stakeholders into consideration
- Always aware of positive and negative outcomes of decisions
- Highly aware of surroundings
- Takes actionable steps forward
- Thinks carefully about the future sustainability of the organization
- A practical planner

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**REFLECTION:  
WHAT IS YOUR LEADERSHIP STYLE?  
(SERVANT, VISIONARY, CARING, RESPONSIBLE)**

WHICH STYLE COMES MOST NATURALLY TO YOU? WHY?

WHICH STYLE IS THE HARDEST FOR YOU? WHY?

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## “INNER” LEADERSHIP VS. “OUTER” LEADERSHIP

“Those of us who regularly embrace leadership, especially public leadership, tend toward extroversion, which often means ignoring what is happening inside ourselves.”

Parker Palmer, [Let Your Life Speak](#)

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### HOW DO THE TWO RELATE? WHAT ARE THE INTENDED/UNINTENDED IMPACTS?

<p><u>INNER VOICE</u></p> <ul style="list-style-type: none"> <li>• Insecurity and self-doubt</li> <li>• Battle ground mentality</li> <li>• Divine mentality</li> <li>• Fear of chaos</li> <li>• Resistance to change</li> </ul>	<p><u>OUTER PROJECTION</u></p> <ul style="list-style-type: none"> <li>• Extroversion proves our worth</li> <li>• We must win</li> <li>• All responsibility lies with us</li> <li>• Cling to systems at all cost</li> <li>• Fear giving away power</li> </ul>
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### MAKE NO MISTAKE - LEADING IS LONELY



“Leadership is hard work for which one is regularly criticized and rarely rewarded.”

“ Leadership is ... a source of awesome and sometimes painful responsibility – and a source of profound hope for change.”

Parker Palmer, [Let Your Life Speak](#)

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## DARING GREATLY

• Theodore Roosevelt said:

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better ... The credit belongs to the one who is in the arena, whose face is marred by sweat and blood ...who, at the worst, if he fails, he fails while daring greatly."

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## REFLECTION: WHO CAN LEAD?



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## CAN YOU LEAD WHEN YOU ARE NOT IN CHARGE?

**YES!**

Self-Leadership Principles to Follow:

- 1) Model Followership
- 2) Monitor Your Inner Life and Your Outer Behaviors
- 3) Make a Plan for Yourself

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### POSITIONS OF INFLUENCE

“POSITIONAL AUTHORITY DOES NOT EQUATE TO EFFECTIVE LEADERSHIP”

<p><b>FRONT</b></p> <ul style="list-style-type: none"> <li>Face of an organization</li> <li>High on the org chart</li> <li>Name recognition with organization</li> </ul>	<p><b>SIDE</b></p> <ul style="list-style-type: none"> <li>One of many</li> <li>Not at the front</li> <li>Part of a team</li> </ul>	<p><b>BACK</b></p> <ul style="list-style-type: none"> <li>Functions primarily in the background</li> <li>Smaller scope of influence</li> <li>Different perspective in organization</li> </ul>
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### BUMPS ALONG THE WAY

LEADING IS NOT A SMOOTH JOURNEY

- Getting the right people on the bus (Jim Collins)
- Leadership can feel immodest
- Cynicism about leaders is an excuse to avoid leadership roles
- No positional authority
- Easier to place blame on others rather than lead
- Inability to admit mistakes and allow room for growth

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### KNOW YOURSELF AND KNOW THOSE AROUND YOU

- Be a follower as well as a leader
- Seek to develop weaker areas of your own leadership style
- Call out leadership attributes in others and provide space for them to grow
- Build in time for reflection and gratitude
- Do the inner work for the sake of the outer work
- Don't fear being vulnerable
- Find joy in daily tasks keeping bigger vision in mind

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## CHALLENGE:

### FOR YOU:

- Reflect on your own leadership, including vulnerabilities and potential areas of growth. Make a plan to grow in your own personal leadership skills and share it with one person who can encourage you and hold you accountable.

### FOR SOMEONE ELSE:

- Look around at your center and identify one person with leadership potential. Make a commitment to invest in their leadership development through actionable steps.

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## TAKEAWAYS



- Make a "your opinion matters" list
- Identify your leadership style
- Recognize your leadership challenge
- Know your inner and outer leader
- Know your why
- Schedule your "stay" interviews
- Choose who to invest in

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## RESOURCES

- Others at your center
- Non-profit leaders in your community
- [How to Lead When You're Not in Charge](#), by Clay Scroggins
- [Peter Drucker's Five Most Important Questions](#)
- [Daring Greatly and Dare to Lead](#) by Brene Brown
- [Good to Great](#), by Jim Collins
- [Leaders Eat Last](#), by Simon Sinek
- [Let Your Life Speak](#), by Parker Palmer

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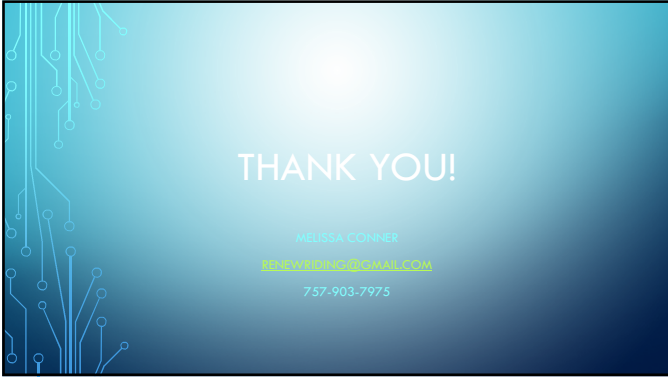
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