Mapping Your Leadership Development Journey

Today’s slides available at https://andovernewton.yale.edu/resources/lifelong-learning

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Review from last week

• Sought-after attitude
  • Lifelong Leadership Learning (LLL) is normal and necessary
  • What would be weirder would be not needing and pursuing it

• Rationale for LLL
  • Leadership is complicated because our culture is
  • And its complexity is expanding and accelerating, so a multipronged approach to leadership development is essential
Review, Continued: Content-based learning

- Start with a goal for that on which you need to bone up
  - Explore the best theory available
  - Look around at what peers and peer organizations are doing
  - Consult with those familiar with the topic
- Must be intentional, methodical, impervious to distraction from other shiny new topics
- In the chat: What topics are you exploring?
Today’s Session

• Outcome focus: skill
  • How do we create healthy habits for leadership development?
  • How do we build those habits into a sustainable lifestyle?

• LLL strategy: Reflective Practice
  • Friends and colleagues
  • Spiritual guides, supervisors
  • Counselors
  • Colleague groups
The Skill of Cultivating Lifelong Learning

- Resources abundant, time scarce
- Healthy habits for LLL: a practice of overcoming obstacles
  - *Immunity to Change (see below)*
  - Cognitive Dissonance
  - Null Curriculum

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- Commitment Doing/Not Doing
- Competing Commitment
- Big Assumptions
What is “Reflective Practice”

• An incident or realization takes place amidst leadership
• The leader thinks about and captures it
• Engages others, shining light on incident:
  • Faith: scripture, spiritual meaning-making, belief
  • History and past experiences
  • Others’ views
  • Emotions
• The leader develops new insight and lives into it
Friends and Colleagues

• Engage in intentional, sacred conversation
• Beginning of reflective practice is to tell the truth
• Telling the truth to another makes it hard to lie to ourselves
• Need trust
  • That the friend or colleague loves us and wants what’s best for us
  • That the friend will speak honestly and kindly
  • That the friend embraces LLL
Guides and supervisors

• Spiritual directors
• Therapists
• Pastors
• Bosses

• Not necessarily mutual; one plays the guide’s role
• “Supervision” a correct but problematic term: goal is learning, growth, not organization’s productivity
Counselors

• If you’re counseling others, you need to be in counseling

• Alternative: you will seek to work out your issues on others

• Not a panacea
  • Friendships build over years, need to invest in them too
  • Leadership pain isn’t pathology

• Benefits
  • Role-clarity
  • Listening self into truth
Colleague Groups

- Havruta or lectionary scripture study
- Case study group
- Peer group

- Good practices
  - Agree to and stick with methodology
  - Honor confidences and time
  - No advice

- Advice falls into “content” category
Sample methodologies

• Jane Vennard’s Prayer Model
  • Seeker
  • Observer
  • Timekeeper
  • Compassionate Observer

• Shared Wisdom Model
  • Present critical incident aloud
  • Respond to clarifying questions
  • Group shares professional and personal wisdom
  • Group claims the wisdom of God (reflects theologically)
  • Group uplifts sharer’s ministry
  • Group evaluates the process
CARE

• Create a hospitable space
• Ask affirming questions
• Reflect theologically
• Enact a new way

• Being together Another Way: Living and Leading Change On-Purpose (Lewis, Williams, and Baker)
Exercise in small groups

• Considering “Content” approaches to LLL, choose a leadership area you wish – or feel you ought – to learn more about

• Break into groups

• Each share for two or three minutes on
  • What areas you each named, and why
  • What obstacles might keep you from pursuit of content

• Discuss common themes emerge relating to obstacles
Bibliography