

A surreal landscape with a large, dark, swirling tunnel-like structure in the sky, a path leading towards it, and a person standing in the distance.

Mapping Your Leadership Development Journey

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

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Session 2

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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

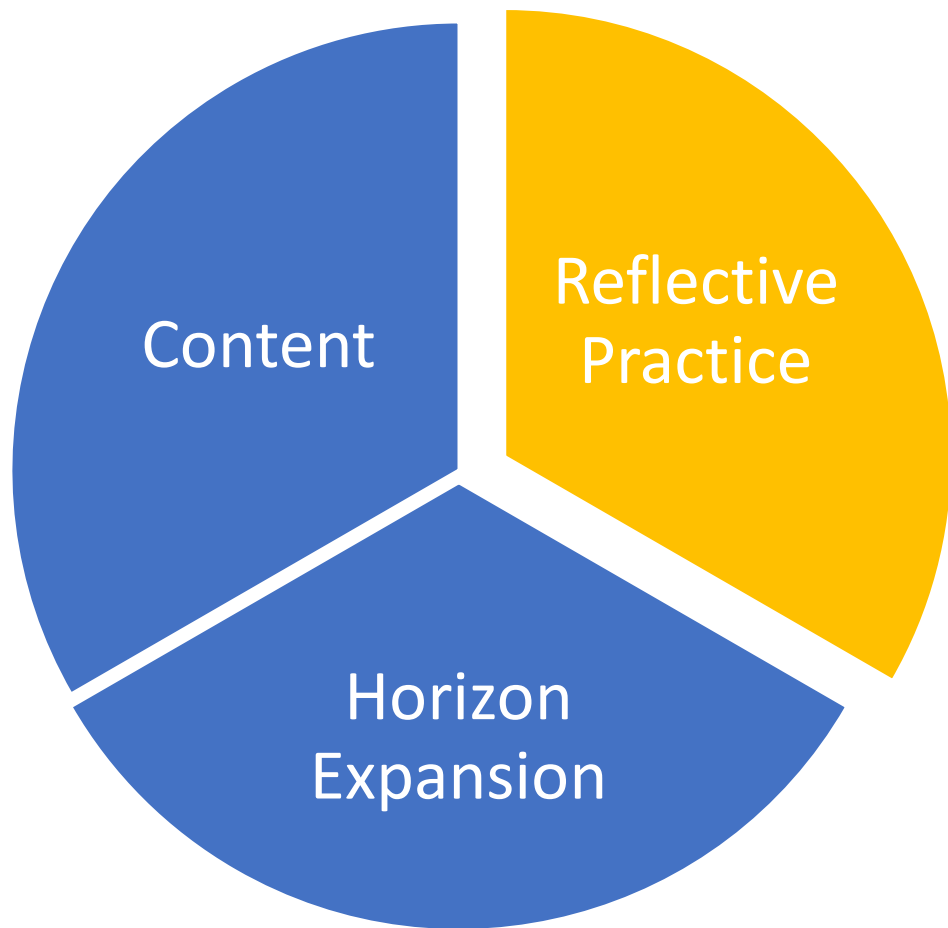


Review, Continued: Content-based learning

- 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?



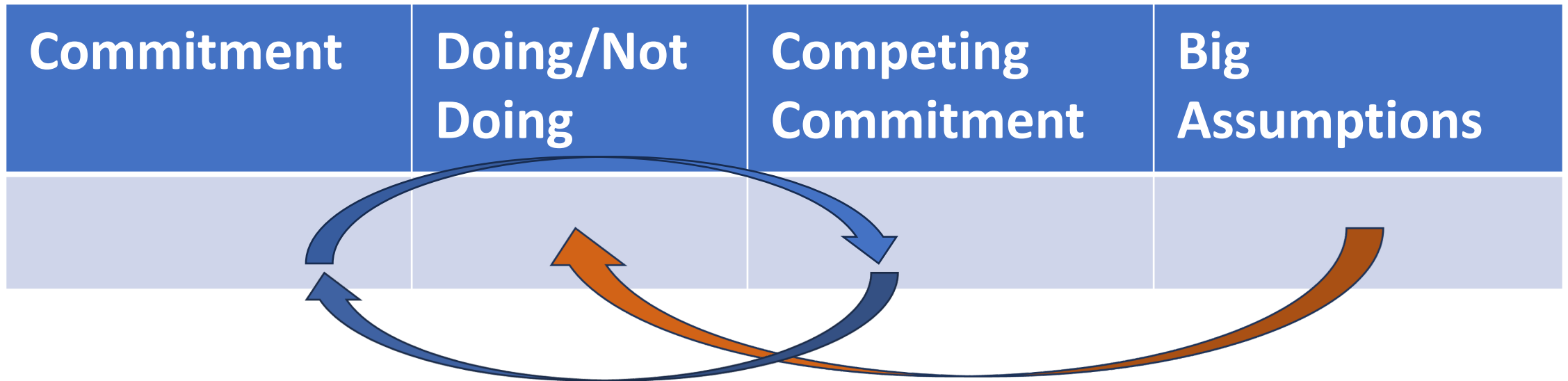
Today's Session



- 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

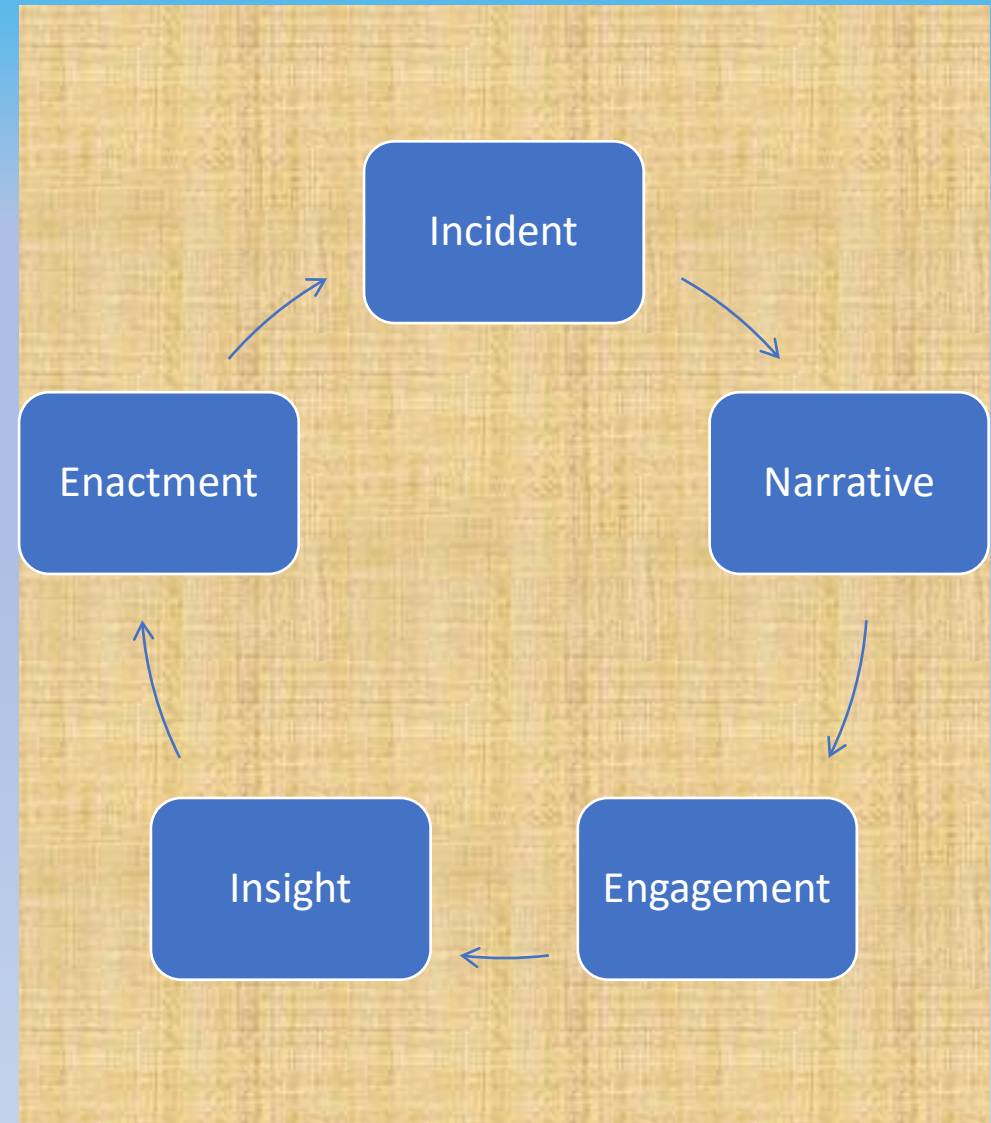
The Skill of Cultivating Lifelong Learning

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



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

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