

# Leadership and Civil Society

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# Societal Sectors

- Market Sector
- Government Sector
- Civil Society
  - Schools
  - Churches
  - Neighborhoods
  - NGOs
  - All of us

# Discussion Questions

What is Leadership?

Leadership for What?

Leadership is a process

That empowers a Community

To close the gap  
between

Its Reality

and

its Aspirations

# Foundations for A Better World

- Economic Fairness
- Comprehensive Peace
- Ecological Sustainability
- Deep Democracy
- Social Justice
- Simple Living
- Revitalized Community

From The Better World Handbook by Jones, Haenfler, and Johnson 2007

Closing the gap

Technical and  
Adaptive Solutions

# Discussion

What leadership skills are needed?

# Knowledge, Skills, Attributes

Purpose

Process

People

Personal

# Purpose Skills

Facilitate the creation and communication of a compelling, community-inspired vision

A deep sense of mission and unwavering passion

Understand the world as a system

Promote new solutions with socially entrepreneurial spirit

Develop policy that establishes a basis for social change

Build vital and engaged communities

Institutionalize change efforts

# Leadership Processes

- Mobilize the community
- Establish a holding environment
- Apply power
- Regulate distress
- Test reality
- Support creative deviance
- Give the work back to the people
- Manage information flow

# Process Skills

Help groups comprehend and solve problems

Mediate and resolve conflict

Effectively use modern communication tools and information technology

Manage organizations and community effort professionally

Build credible partnerships and alliances across the major sectors of civil society

Access the key resources needed to support and sustain change efforts

Heal and reconcile past pains and sufferings and teach people how to live together

Integrate scientific and technological innovation into social change

# People Skills

Exercise non-jurisdictional power through effective dialogue and negotiation

Build collaborative relationships, networks, and coalitions based on discovering common ground

Heal and unify the human family

Embrace and foster diversity and inclusiveness

Lead and inspire groups and teams

Share leadership roles and responsibilities

Listen actively to the spoken and unspoken

# Personal Skills

Perform effectively in highly ambiguous and rapidly changing situations

Learn quickly from experience and be agile and effective in new and unfamiliar circumstances

Trustworthiness that builds credibility

A strong sense of social justice and fairness

Humility coupled with self-confidence

Self-awareness and self-knowledge and a belief in oneself

Courage to act despite fear and retribution

Compassion and empathy

Pragmatism

# Ten Thought Traps

- That's just the way the world is
- It's not my responsibility
- One person cannot make a difference
- I can't make enough of a difference to matter
- This seems totally overwhelming
- I don't have the time or the energy
- I'm not a saint
- I don't know enough about the issues
- I don't know where to begin
- I'm not an activist

From The Better World Handbook by Jones, Haenfler, and Johnson 2007

# Cycle of Cynicism

- Finding out about a problem
- Wanting to do something to help
- Not seeing how you can help
- Not doing anything about it
- Feeling sad, powerless, and angry
- Deciding that nothing can be done
- Beginning to shut down
- Wanting to know less about the problem

From The Better World Handbook by Jones, Haenfler, and Johnson 2007

# Cycle of Hope

- Taking personal responsibility for being a good person
- Creating a vision of a better world based on your values
- Seeking out quality information about the world's problems
- Acting in line with your values
- Recognizing you can't do everything

From The Better World Handbook by Jones, Haenfler, and Johnson 2007

# Walt Whitman

O I see flashing that this America is only you and me,  
Its power, weapons, testimony, are you and me,  
Its crimes, lies, thefts, defections, are you and me,  
Its Congress is you and me, the officers, capitals, armies,  
ships, are you and me...

Natural and artificial are you and me.

I dare not shirk and part of myself,  
Not any part of America good or bad...

# Reference

Significant contributions to this presentation comes from Ronald Heifetz and his outstanding book, “Leadership Without Easy Answers” I encourage all of you to obtain a copy. It is the best leadership book I own.