I. Online survey
   • 86 people took the survey
   • Data is not representative of the total Quaker population in the United States
   • Approximately 40% of the people who took the survey are members of NYYM and 75% attend unprogrammed meetings.

II. Results from survey
   • 88.4% of the respondents either completely or mostly agreed that “Having leaders is important to my monthly meeting.”
   • 34.6% of the respondents either completely or mostly agreed that “We have a clear idea of what it means to be a leader in a Friends Meeting.”
   • Definitions of Quaker leadership ranged from servant leadership to herding cats
   • 29.7% of the respondents either completely or mostly agreed that “People want to be leaders in our meeting because they view it as a positive experience.”

III. Intrinsic Motivation
   • Getting to a place of spiritual sustenance when leading in a meeting is an ideal not the norm.
   • To be intrinsically motivated, people need to feel their work is meaningful, that they experience felt responsibility and they believe their work yields the desired outcomes. (Source: Hackman and Oldhan)
   • More Friends would experience Quaker leadership roles as spiritually enriching if these conditions were met.
   • If more Friends viewed leadership as a means to feed their spirit, more Friends would embrace these roles because they would view them as an essential part of their spiritual journeys.

IV. How do we create the conditions where Quaker leaders can flourish and grow in the light?
   • Meetings need supportive cultures.
   • Leaders need to engage in self-reflection.

V. Stew and the Broth Analogy™
   • Suggests two-factor theory to create a place where leaders can flourish and grow.
     o Meetings need their rules and structures, which guide their activities and they need a supportive, positive culture.
     o A positive culture is one characterized by dignity and respect; no tale-bearing; inclusion; learning; keeping commitments; honoring the Light in everyone; trust; and caring.
Rethinking Quaker Leadership  
ESR Leadership Conference  
August 10, 2012

- A negative culture is characterized by lack of concern; hidden agendas; resistance; entitlement; not keeping commitments; honoring the Light only in those of like mind; tale-bearing; and mistrust.

- Working on the culture means working on the broth

VI. Definition of Culture

- Adapted from the work of Edgar Schein
- “Culture is our set of basic assumptions and beliefs about reality. These assumptions and beliefs determine the way we make decisions, feel, think and act.”

VII. Culture Iceberg™

- Diagnostic tool that breaks out the visible and invisible parts of your culture and shows you were the work needs to be done.
- Below the waterline are the norms and assumptions that either support or undermine where you want to be.

VIII. Cycle of Mistrust™

- Diagnostic tool that shows how mistrust gets started and how it continues even when it is no longer valid or useful.
- Based on a repeating pattern: Observation, assumption, action
- Negative assumptions will drive protective behaviors

IX. OAR – Observation, Assumption, Response

- We interpret what we see through the lens of how we see the world.
- This acronym reminds us that we need to challenge our assumptions. It’s through challenging our assumptions that we create the possibility of something new happening.

X. Role of Leadership

- Survey data suggested that Friends have a hard time with leadership in our Quaker communities.
- When Friends separate themselves from the group to follow a leading or assume a leadership function as a clerk, they are viewed as a leader.
  - Leaders cast a big shadow.
  - We look to leaders to help manage meaning.

XI. Leaders need to look in the mirror so they can walk the talk.

- Helps Friends live their value of integrity.
- Helps Friends get to a place of spiritual sustenance.
XII. Leadership behaviors to embed new assumptions.
  • What leaders pay attention to.
  • Setting example/role modeling, teaching.
  • Leaders’ reaction to critical incidents.
  • Criteria for recognition.
  • Making the case for change, communicating.
  • Involving people in determining the changes that need to take place.
    o These are leadership behaviors Jesus, George Fox and John Woolman engaged in.

XIII. Walk the Talk Exercise.
  • View what you do now through the lens of these six leadership behaviors. Determine what you will be differently.
  • Make a personal commitment to work on embedding these new behaviors.