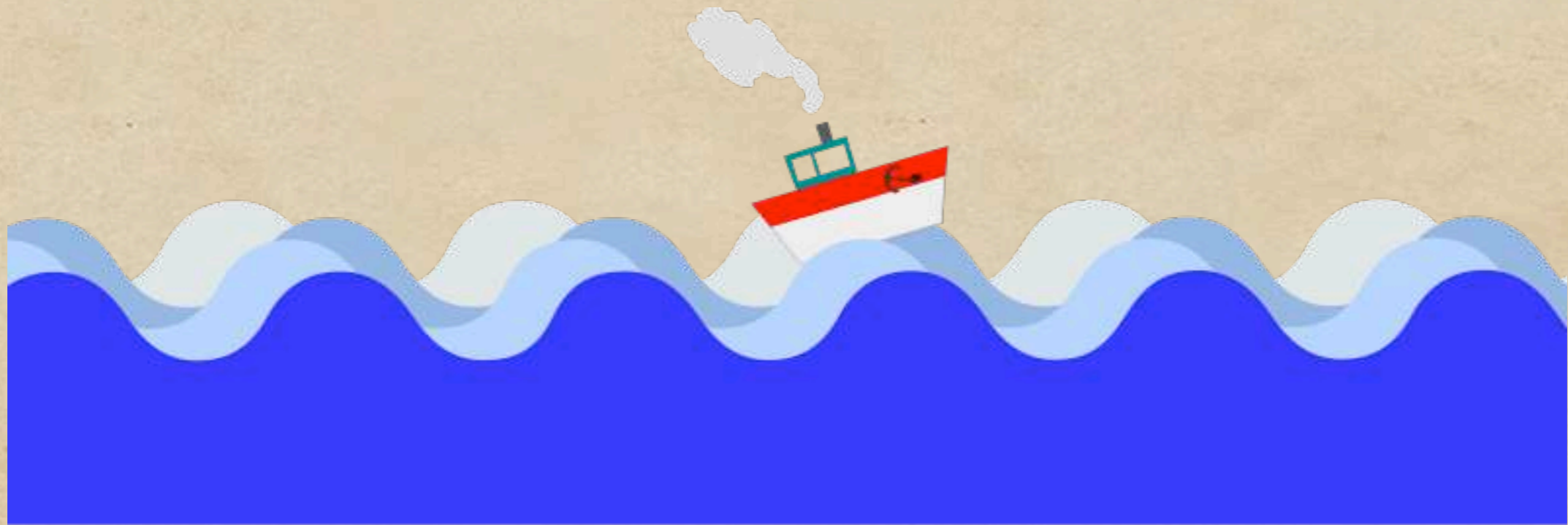


Navigating With Values- Based Leadership

Do you feel as if you are steering your ship through rough waters? Is your destination even clear?



Learning Objectives

- ★ Set vision and values for the highest potential of housing in your community
- ★ Stay true to ethical principles even during chaos and conflict
- ★ Model the community you seek in your governance and decision-making processes
- ★ Reduce reputational risks

Three-Part Agenda

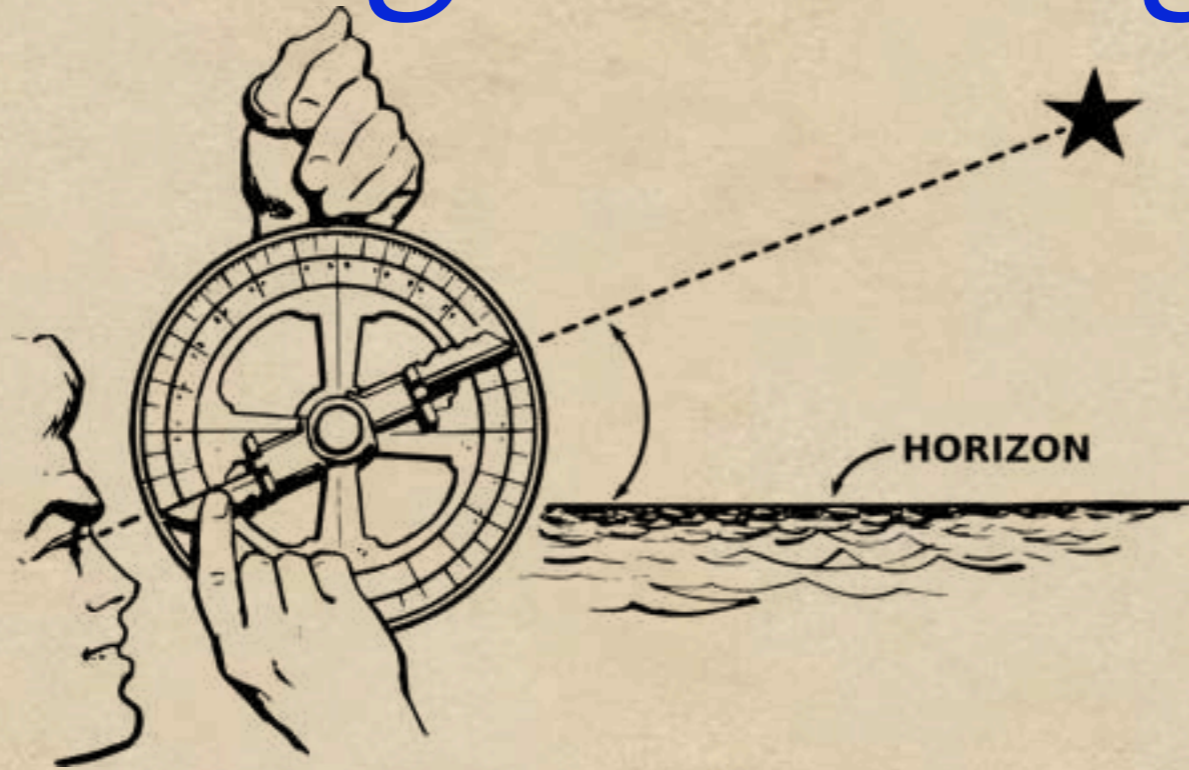
★ Your Destination

★ Values and Community Engagement

★ Governance

Updating our navigation?

From:



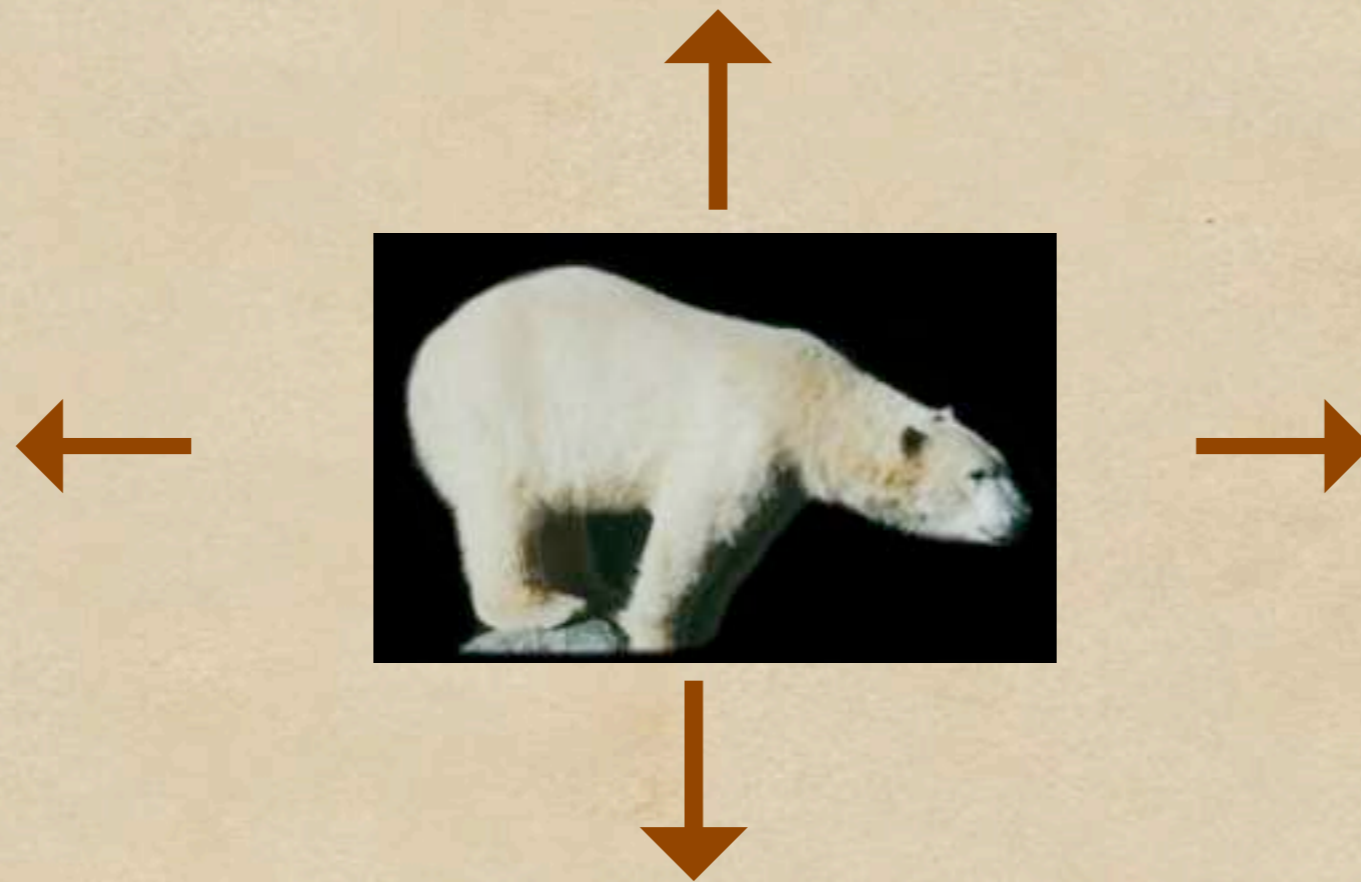
To:



?

Not quite

*But without a destination,
any direction might do*



Are your resources & efforts all going the same direction?

Our Destination

- ★ Nonprofits find their route by envisioning their ideal community of the future, and then taking realistic first steps towards that ideal
- ★ The values they want for their community are the values they need to model in order to lead the way there
- ★ A journey of a thousand miles begins with a single step - IN THE RIGHT DIRECTION!

Your Ideal Harbour

- ★ In relation to housing, describe characteristics of your ideal community
- ★ PLEASE do not reference your type of organization, current people or resources
- ★ When and How aren't on the table yet
- ★ Answer this at your tables, and we'll share results

Visioning

- ★ Could you, with some time, re-work this thinking into an inspiring vision?
- ★ Who might support that vision?
- ★ Who would not support it?
- ★ Are there conflicts to be resolved?

Ethical Values are:

Aspirational principles that serve as a basis for standards, right actions and ethical decision-making

Examples:

Human rights

Accountability

Respect

Transparency

Fairness

Integrity

Cooperation

Sustainability

Caring

Values Arising

- ★ What ethical values were mentioned in describing the ideal community?
- ★ Were there other implicit values?
- ★ How could your organization model these values?
- ★ How could you as leaders model these values?

Impact of Vision & Values for An Ideal Community

- ★ How might such visions and values engage your community?
- ★ How can an engaged community make a difference if political or other change puts your organization at risk?

Goals of Engaging Community

- ★ Understand and serve their priorities well
- ★ Identify and develop future leaders
- ★ Make your organization so important to the community that **it won't let you die** (as long as you are still needed)
- ★ Have strong external voices speak for you in times of trouble

Making It Happen: Your Governance Team



What, your team lacks this diversity?

What is Governance?

- ★ Governance is the provision of direction to an organization so it fulfills its purpose and is accountable to its stakeholders
- ★ More of a process than a structure
- ★ The governance level of a community benefit organization is the Board of Directors in partnership with the Executive Director, and others with whom they choose to share power

Decision-Making Questions

- ★ **Mission** - Which options best serve vision and mission achievement (in the long term)? Include resource use
- ★ **Ethical Principles** - Which options are a “best fit” with core values and let you sleep nights?
- ★ **Stakeholder Reaction** - How would your partners, clients, volunteers, etc. perceive the decision?
- ★ **Impact on Stakeholders** - Who benefits? Is anyone harmed or put at risk? Can the harm be eliminated or minimized and can you accept the risk level?

Values-Based Decisions

- ★ Decide if you have an ethical dilemma - e.g., the obvious solution(s) are not comfortable
- ★ If yes, identify a minimum of THREE options
- ★ Analyze the options against the four questions - allow time to absorb and reflect before deciding
- ★ If there is no obvious choice, seek more information or more viewpoints
- ★ Choose/adapt the most ethical option possible
- ★ Communicate the reasons for the decision

Applying Ethics

- ★ The question and process help you apply the Ethical Decision-Making Process, particularly in group decision-making or for the really tough ones
- ★ For daily decisions, can internalize once practiced a few times and revisited for the tough choices
- ★ Deliberately not weighted or scored; you have to decide what you can or can't live with

Value of Ethical Decision-Making?

- ★ How might using this approach help in dealing with the media, politicians and detractors?
- ★ Are there downsides?
- ★ Please talk again in your small groups and we'll share highlights

Your ship won't be protected from these:



*But it will withstand storms
and sieges a lot better!*



Wrap-Up

- ★ Any stories to share with the other participants?
- ★ Reflections? Learnings? Final questions?

Thanks for being part of this discussion!