



Co-Director Roundtable, Experiences Of Three Survivor-Serving Organizations

CUAV, WOMAN INC., and VIDA Legal Assistance

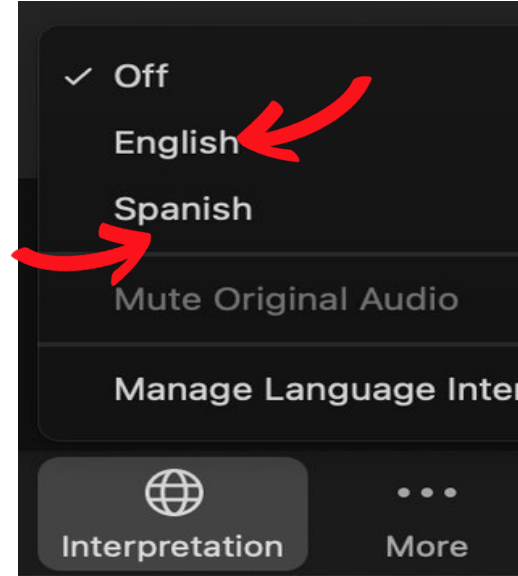
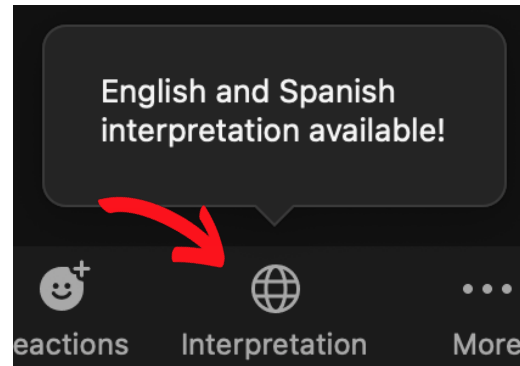
March 23, 2023



Welcome!

LANGUAGE ACCESS

- This presentation will have simultaneous English/Spanish Interpretation.
- Find the globe icon at the bottom of your Zoom screen. If using Zoom app on phone, Look for the “more” option and “language interpretation”.
- Click the globe and select “English”.



¡Bienvenidos!

INFORMACIÓN DE ACCESO

- Esta presentación contará con interpretación simultánea inglés/español.
- **En computadora:** encuentre el icono del mundo debajo de pantalla
- **Por Android o iPhone,** busque la opción “...” o “más” “more”) “interpretación”.
- Seleccione “Spanish” (español).
- Seleccione “Mute original audio (Silenciar audio original)”



Co-Director Roundtable, Experiences Of Three Survivor-Serving Organizations

CUAV, WOMAN INC., and VIDA Legal Assistance

Webinar 2 of 3: March 23, 2023

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Meet the FUTURES SOS Team

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Mónica Arenas
Program Manager



Vivian Baylor
Administrative Program
Coordinator



Abby Larson
Program Manager



Learning Objectives

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As a result of this roundtable, participants will be better able to:

- Explore co-executive director leadership models, values and approaches being used by organizations that serve survivors of violence and trauma.
- Identify strategies and considerations for applying co-leadership.
- Discuss tips for building a structure that promotes shared leadership.
- Identify shared leadership styles, benefits, and strategies for implementation.



Poll: Who is in the room?

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What is your role within your organization/agency?

- ☐ Board of Directors / Chief Executive Staff (incl VP's)
- ☐ Senior Management (Senior, Director)
- ☐ Middle Management
- ☐ Frontline
- ☐ Client (Survivor / lived experience)
- ☐ Community Support Partner



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¿Cuál es su papel dentro de su organización/agencia?

- ☐ Junta Directiva / Personal Ejecutivo Principal
- ☐ Gerencia Mayor (Director)
- ☐ Gerencia intermedia
- ☐ Servicios directos
- ☐ Cliente (Superviviente / experiencia vivida)
- ☐ Socio de apoyo comunitario



Some Leadership Frameworks (review)

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Hierarchical		<ul style="list-style-type: none">• One “head” plus directors
Shared Positional Leadership		<ul style="list-style-type: none">• Executive leadership is shared internally by two or more people. Co-directors
Shared – Team Centered		<ul style="list-style-type: none">• One executive role, distributed leadership and decision-making in other levels – teams and departments
Collective		<ul style="list-style-type: none">• People with diverse skills and experience work toward goals that they develop jointly
Matrix		<ul style="list-style-type: none">• Some individuals report to more than one supervisor or leaders – cross functional groups
Network		<ul style="list-style-type: none">• Groups, teams, organizations, communities working together



Poll: Your Leadership - Su liderazgo

Which leadership structure does your organization have?

- ☐ Hierarchical
- ☐ Shared Positional Leadership
- ☐ Shared Team Centered Distributed Leadership
- ☐ Collective
- ☐ Matrix
- ☐ Network

¿Qué estructura de liderazgo tiene su organización?

- ☐ Jerárquico
- ☐ Liderazgo posicional compartido
- ☐ Liderazgo compartido, distribuido centrado en equipo
- ☐ Colectivo
- ☐ Matriz
- ☐ Red



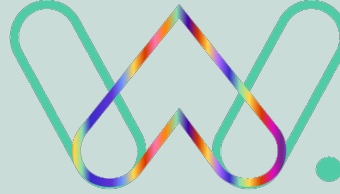
Introduction of Presenters

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San Francisco, CA

Lidia Ruelo-Salazar
Pablo Espinoza
❖ Co-Executive
Directors



W.O.M.A.N., INC.

San Francisco, CA

Jill Zawisza
Mary Martinez
❖ Co-Directors



South Florida

Ana Isabel Vallejo
Maria Jose Fletcher
❖ Co-Director
❖ Board Member

CUAV: Co-Executive Directors Experience



Founded in 1979, CUAV works to build the power of LGBTQI2S (lesbian, gay, bisexual, transgender, queer, two-spirit) communities to transform violence and oppression.

San Francisco, CA



Lidia Salazar
Co-Executive Director



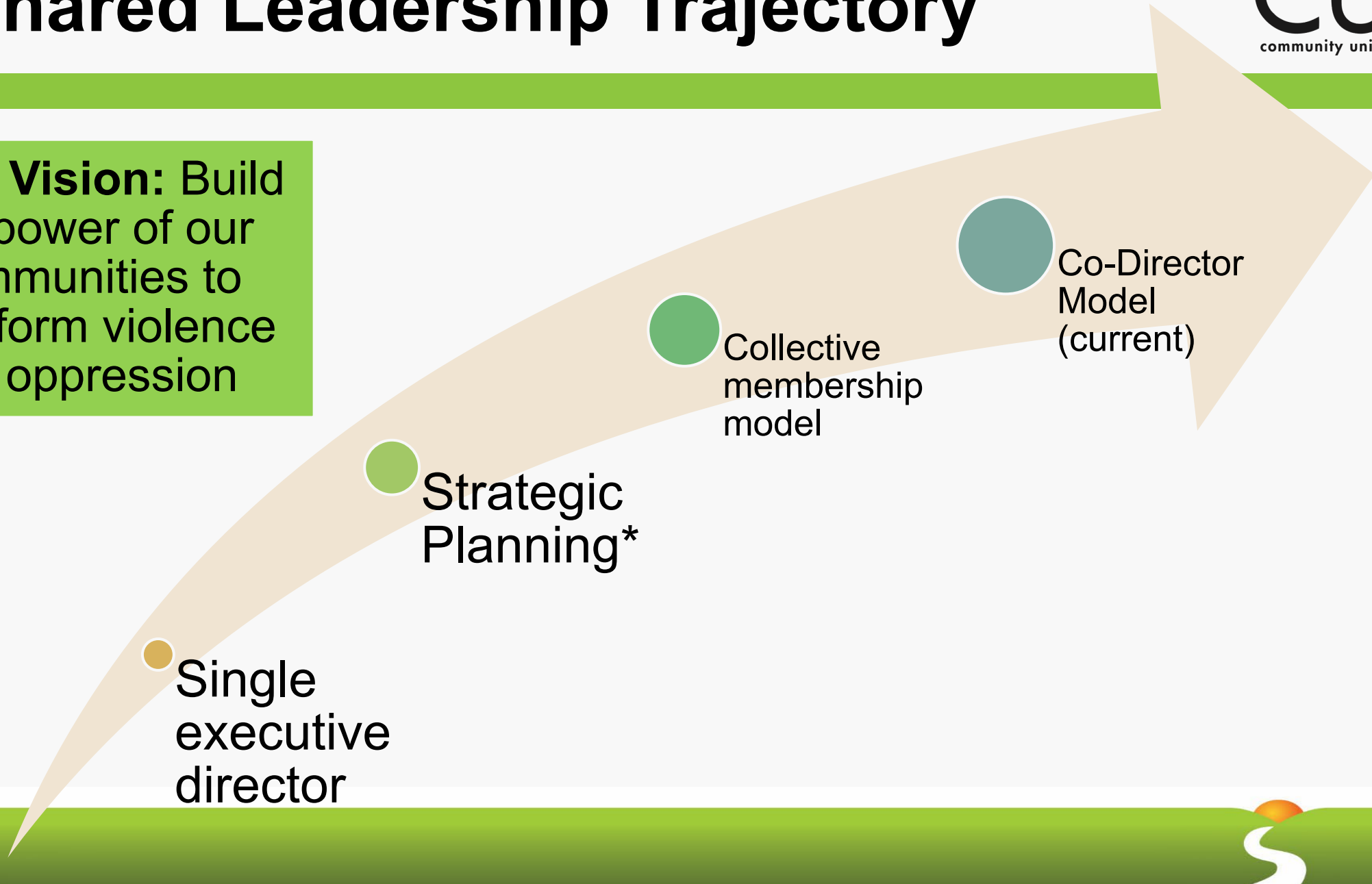
Pablo Espinoza
Co-Executive Director



Shared Leadership Trajectory

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***New Vision:** Build the power of our communities to transform violence and oppression



VALUES

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- Liberation
- Healing
- Mutual Safety
- Transformation
- Community
- Leadership



Organizational Strengthening Strategies

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- Organizational Strengths Grant
- Division of labor
- Accountability structures
- Personnel policies, peer supervision
- Anti-Oppression Agreement + Practice
- Organizational and individual evaluation tools
- Decision-making process
- Board by-laws, communication
- Ongoing team learning
- Cultural Manual



Challenges in Journey

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- Underestimated the level of effort required for the transition
- Potential alienating of community members
- Eliminated valuable but inefficient programs, risky changes
- Adjustment of restructuring - apprehension
- Lack of resources to address challenges strategically
- Identifying funders willing to take risk in supporting the model



Lessons and Strengths

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- ✓ Staff equal power relationships – safe space for sharing
- ✓ Sustainability and infrastructure support grant
- ✓ Survivor mobilization, engagement, and empowerment
- ✓ Importance of partnerships
- ✓ Staff increased skills on self and program assessment, organizational budget process, community engagement...



Please share in the chat

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How does your organization share power and nourish emerging leaders*?

*survivors, frontline advocates, everyone, not only those with positional authority



WOMAN Inc. Co-Director Transition



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*W.O.M.A.N., Inc.
supports survivors of
domestic violence and their
loved ones along their
healing journeys, bridging
value-rich networks
designed to address
intersections of violence.*

Founded in 1978

San Francisco, CA



Jill Zawisza, Co-Director
Executive Director
Interim Executive Director
Director of Program Services
2007 - Present



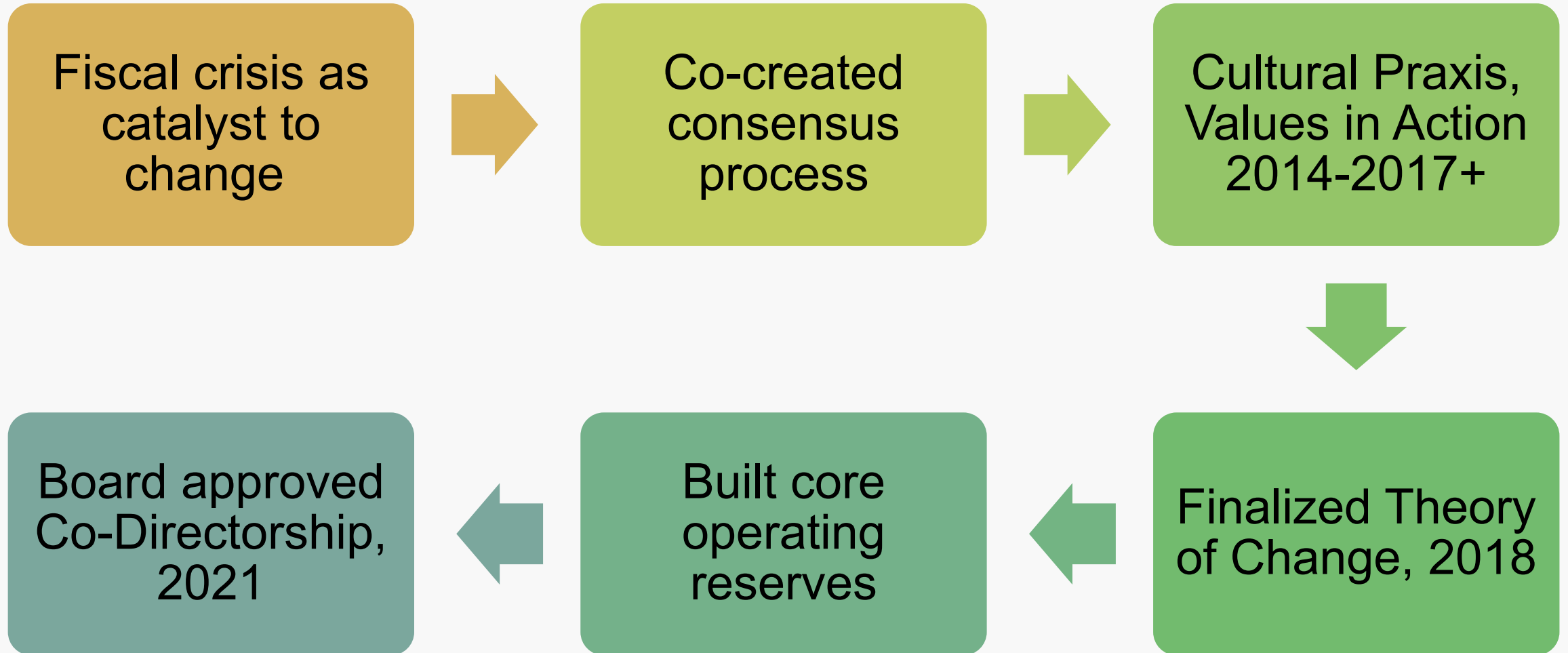
Mary Martinez, Co-Director
Associate Director
Peer Services Manager
Frontline Advocate
Crisis Line Volunteer
2008 - Present



WOMAN Inc. Co-Director Model Journey

2012 – 2021 →

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Core Values that Inspire our Co-Leadership



Strategies and Learnings/Lessons

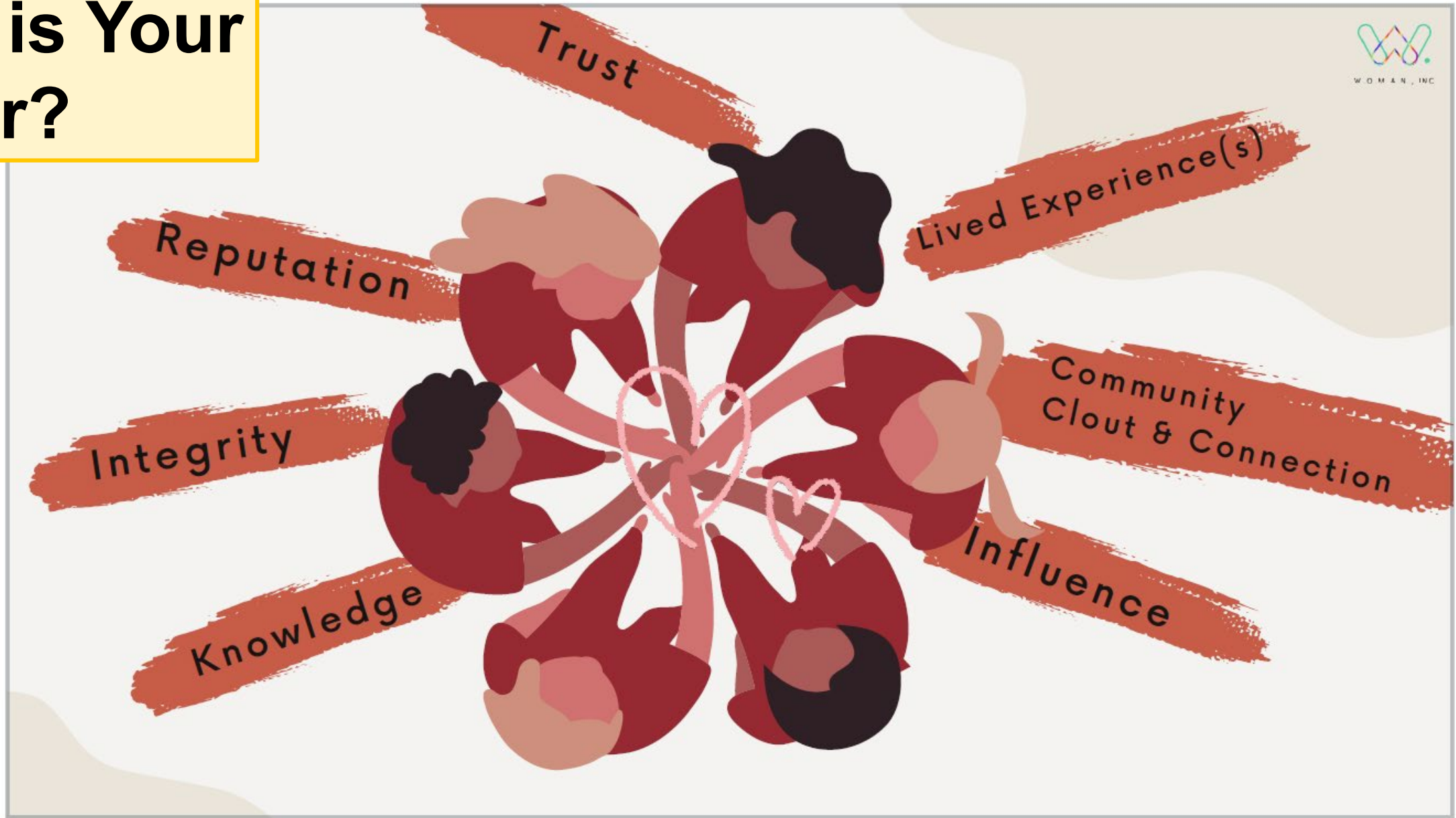
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- Leaning into patience and adaptivity
- Vulnerability and relationship
- Build structure, budget, and fiscal health
- Culture of transparency and generative conflict
- Support leadership development for everyone
- Leading self: healing, unlearning & learning
- Antidote to elements of white supremacy/dominant culture



Image credit: @frizzkidart

What is Your Power?



Question for CUAV and WOMAN Inc.

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Can you share about your experience with mentorship to transition into a co-director model?



VIDA Legal Assistance: Co-Director Experience

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VIDA advances the rights
of immigrant survivors.

South Florida

<https://www.vidalaw.org>



Ana Isabel Vallejo
Co-Director
Co-Founder

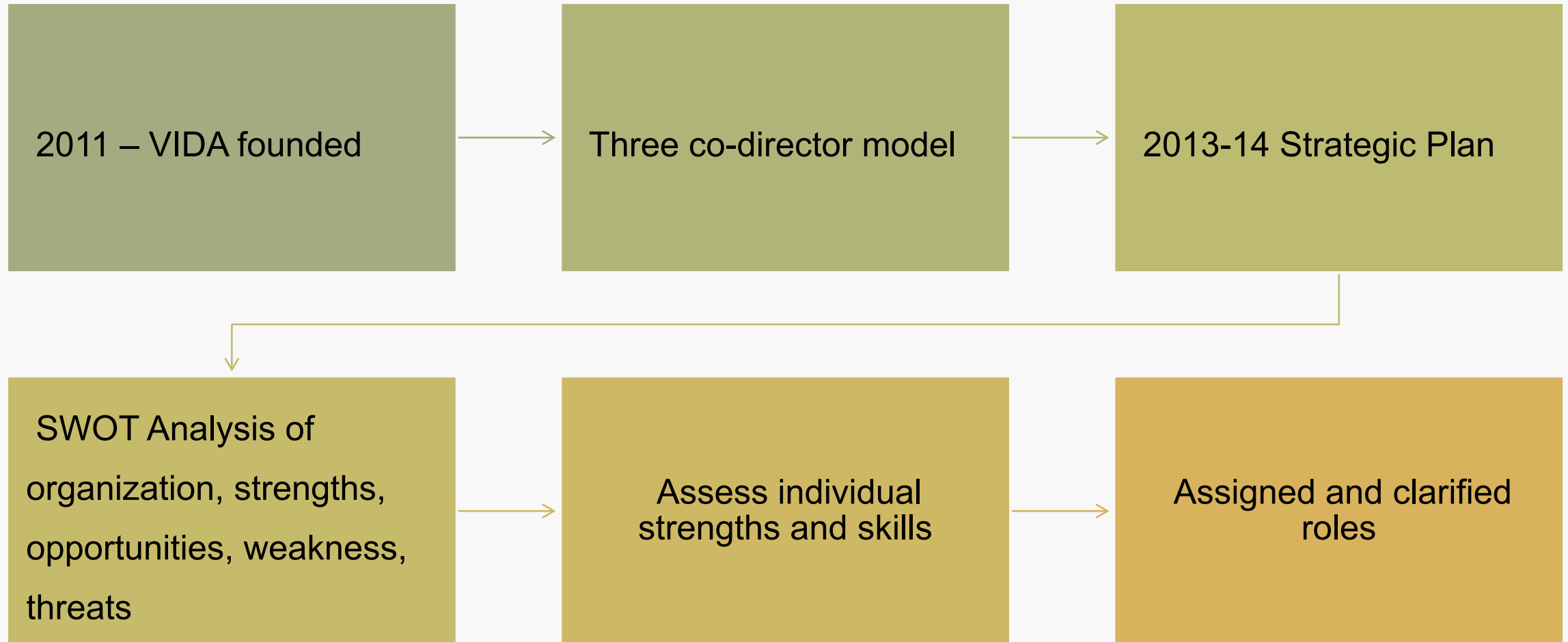


Maria Jose Fletcher
Board Member
Co-Founder



Co-Leadership Trajectory

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Structure Development

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- ❖ Review of responsibilities
- ❖ Assessment of strengths
- ❖ Division of roles
- ❖ Distribution of tasks
- ❖ Decision making

<u>Strengths</u> <ul style="list-style-type: none"> • Visionary/leader • Mentor/trainer • Diplomatic/schmoozer 	<u>Strengths</u> <ul style="list-style-type: none"> • Organized • Involved locally in the community • New challenges • IT and technology 	<u>Strengths</u> <ul style="list-style-type: none"> • Content knowledge • Academic perspective • Connection in trafficking work • Relationships with others of differing views
<u>Will Lead</u> <ul style="list-style-type: none"> • Grant writing • Design of new projects and partnerships • Program leadership • National leadership/policy/advisory committees • Fundraising and prospecting • Curriculum and training (development and oversight) 	<u>Will Lead</u> <ul style="list-style-type: none"> • Finance and budget and grant budget • Office and technology • Volunteer and intern management • Local partnerships and client relations • Community advocacy • Events and fundraising • Grant budget oversight • Board of directors relationship and development 	<u>Will Lead</u> <ul style="list-style-type: none"> • HR and benefits • Training for staff development • Communications (and marketing going forward) • Legal topics • Writing skills/academic perspective • Relationship with police • Community work with systems • Board prospecting • Grant report management (legal database)

Co-Leadership Strategies

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- Defined common goals
- Trust
- Open communication and transparency
- Recognition that conflict can lead to growth and improvement
- Regular check-in with each other -- soundboard
- Celebrate accomplishments



Challenges & Opportunities

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Challenges

- ❖ Practitioners and Co-Directors
- ❖ Appearance of "Top-Heavy" -- funders don't always understand co-leadership structures
- ❖ Division of roles may lead complacency

Strengths

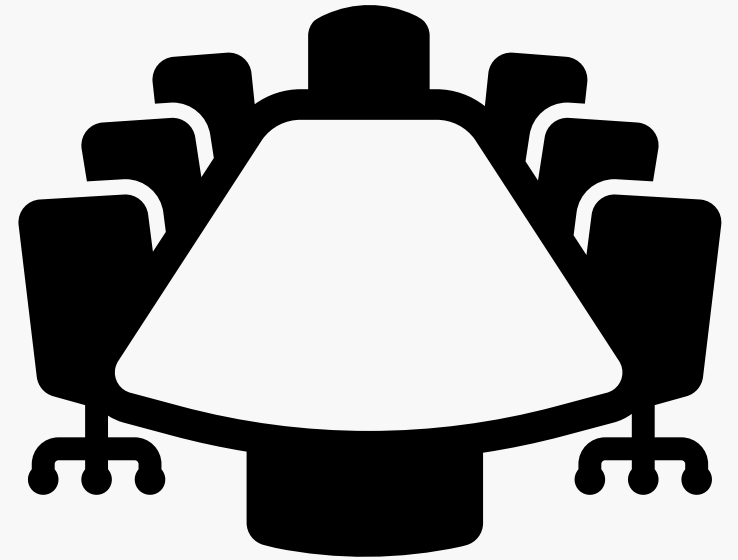
- ❖ Specialized knowledge in our assigned roles
- ❖ Visibility in the Community
- ❖ Strength in infrastructure
- ❖ Support each other



Questions for Presenters

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- What do you recommend for succession planning with a co-director model?
- How do you work with the board? How did you get your board to agree to a co-director model of leadership?



Please share in the chat

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If you are practicing or are moving toward shared leadership: what are the first steps that you took to get there? What would you recommend to others?



Closing Points

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- ✓ Foster trust and transparency among leadership, staff and board, especially during transitions.
- ✓ Designate procedures and shift responsibilities as needed, to help address new opportunities while still moving work forward.
- ✓ Seek out additional support and resources from other organizations and funders. Consider coaching, facilitation support.
- ✓ Engaging the community through the transition process.



Join us for Part 3!

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Empowerment and Collective Leadership, Survivor-Centered Strategies

Date: March 30, 2023

Presenters: DeafHope, Mujeres Unidas y Activas

<https://www.futureswithoutviolence.org/shared-leadership-3-part-webinar-series/>



SOS Institute TA, Resources, Training

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Goals:

Support the infrastructure and capacity building of organizations to improve knowledge and maintain sustainability.

For:

OVW grantees & partner community-based organizations working on Domestic Violence, Dating Violence, Sexual Assault & Stalking.

- ❖ Technical Assistance Support
- ❖ Resources and tools
- ❖ Annual Leadership Cohort
- ❖ ACT Institute
- ❖ Webinars, live & recorded
- ❖ Capacity Building



Resources



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Webinar: Sharing Power for Survivor Serving Organizations

<https://www.futureswithoutviolence.org/shared-leadership-3-part-webinar-series/>

Toolkit: Ten Strategies to Enhance Employee Resilience and Engagement

https://www.futureswithoutviolence.org/wp-content/uploads/Ten-Strategies-to-Enhance-Employee-Resilience-and-Engagement_final1.pdf

Webinar: Strategies to Enhance Employee Resilience and Engagement

<https://www.futureswithoutviolence.org/staff-retention-webinar>

Webinar: Supervision and Feedback for Survivor-Serving Organizations

<https://www.futureswithoutviolence.org/supervisionandfeedback>



Thank you! And Next Steps

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- ✓ Please provide feedback regarding today's webinar, submit any questions, and request a certificate of participation: <https://forms.gle/WJAt4eSAswmuiBHP6>
- ❖ Visit the SOS Institute web page, for webinars and resources
<https://www.futureswithoutviolence.org/organizational-leadership-training/supporting-organizational-sustainability-training/>
- ❖ For information, resources, or TA support, please contact Futures Without Violence.

Email: learning@futureswithoutviolence.org

