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 ícono 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

Mónica Arenas
Program Manager

Vivian Baylor
Administrative Program Coordinator

Abby Larson
Program Manager
Learning Objectives

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?

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)

- **Hierarchical**
  - One “head” plus directors

- **Shared Positional Leadership**
  - Executive leadership is shared internally by two or more people. Co-directors

- **Shared – Team Centered**
  - One executive role, distributed leadership and decision-making in other levels – teams and departments

- **Collective**
  - People with diverse skills and experience work toward goals that they develop jointly

- **Matrix**
  - Some individuals report to more than one supervisor or leaders – cross functional groups

- **Network**
  - 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 positional compartido
- Liderazgo compartido, distribuido centrado en equipo
- Colectivo
- Matriz
- Red
Introduction of Presenters

CuAV
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

VIDA Legal Assistance, Inc.
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
*New Vision: Build the power of our communities to transform violence and oppression

Shared Leadership Trajectory

- **Single executive director**
- **Strategic Planning***
- **Collective membership model**
- **Co-Director Model (current)**
VALUES

- Liberation
- Healing
- Mutual Safety
- Transformation
- Community
- Leadership
Organizational Strengthening Strategies

- 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

- 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

✓ 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

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

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

Fiscal crisis as catalyst to change

Co-created consensus process

Cultural Praxis, Values in Action 2014-2017+

Board approved Co-Directorship, 2021

Built core operating reserves

Finalized Theory of Change, 2018
Core Values that Inspire our Co-Leadership

**INTERSECTIONAL FEMINISM**

DV = a form of oppression, as are racism, homophobia, sexism, etc.

**DIVESTING from WSC**

We can't end DV with structures that center harm & abuse & protect the power center

**ACCOUNTABILITY**

For our racism, abuse & harm toward BIPOC (clients & staff); make changes

**SHARED POWER**

Bolstering collective power in our organizations and in our field; we are a leaderful organization
Strategies and Learnings/Lessons

- 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.

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

2011 – VIDA founded

Three co-director model

2013-14 Strategic Plan

SWOT Analysis of organization, strengths, opportunities, weakness, threats

Assess individual strengths and skills

Assigned and clarified roles
Structure Development

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

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<th>Strengths</th>
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<td>Visionary/leader</td>
<td>Organized</td>
<td>Content knowledge</td>
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<td>Mentor/trainer</td>
<td>Involved locally in the community</td>
<td>Academic perspective</td>
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<td>Diplomatic/schmoozer</td>
<td>New challenges</td>
<td>Connection in trafficking work</td>
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<td>IT and technology</td>
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**Will Lead**

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<th>(Volunteer and intern management)</th>
<th>(Local partnerships and client relations)</th>
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<th>(Events and fundraising)</th>
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<td>National leadership/policy/advisory committees</td>
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<td>Fundraising and prospecting</td>
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Co-Leadership Strategies

- 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

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

## Strengths
- Specialized knowledge in our assigned roles
- Visibility in the Community
- Strength in infrastructure
- Support each other
Questions for Presenters

- 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

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

✓ 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!

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/
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

**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

**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

✔ 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