Passing the Baton

Transitions and Continuity in Leadership

UUA
General Assembly
2015
The Facilitation Team

• **Mark Bernstein** – Congregational Life Staff, Central East Region

• **Bill Clontz** – Stewardship Consultant, The *Stewardship for Us* Team
  Congregational Stewardship Network

• **Connie Goodbread** - Congregational Life Staff, UUA Southern Region
Framing the Discussion

• The Observation:
  Congregational leaders often feel as though their institutions operate not on the basis of ”20 years of institutional experience,” but on the basis of “1 year of experience, 20 times over.”

• The Premise:
  This need not, and should not, be the case!

• Three Keys
  – Understanding The Nature of Congregational Leadership
  – Recruiting and Preparing Leaders
  – Effective Tools and Techniques for Effective Transitions
Leadership in a UU Environment

How does it differ from other environments?

• Most of the people you lead are not being paid (but then again...neither are you!)

• As UU leaders, we must speak to people’s hearts as well as to their minds.

• Lines of responsibility are not as clearly drawn.

• The motivation of others must stem not out of a sense of duty or obligation, but out of a feeling of love and belief in our Unitarian Universalist faith.
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one thing unique about congregational leadership is the mixing of roles, more than any environment I know, including charities and nonprofits.

In a congregation, the same people may be leaders, team members, elected officials, "clients," donors, directors, observers/critics, mentors, founders, disrupters (good and bad).
Leadership in a UU Environment

How does it differ from other environments?

• In our UU universe, you lead not by virtue of a title or position, but by virtue of who you are and what you stand for.

• Many leaders in UU congregations are thrust into leadership roles out of necessity or default.

• Leadership training is often lacking.
“It’s hard to lead a cavalry charge if you think you look funny on a horse”
-- Adlai Stevenson
Show above slide.
Ask participants, “How many of you are able to imagine yourselves as supervisors? How do you think you would look as a supervisor?

If you don’t think you would be a good supervisor, leader, or decision-maker, you won’t be.

Let’s do a couple of self-assessments to see how you see yourselves as supervisors.

Do attitude and confidence self-assessments and take time to discuss results of each.

To 10:00
SEVEN PRINCIPLES...

...SEVEN PILLARS OF LEADERSHIP CHARACTER

VISION 3000 AND ASSOCIATES
The ability to show others that you care about them through kindness, generosity, sharing and compassion.
The attitude or response of facing and dealing with anything recognized as dangerous, difficult, or painful, instead of withdrawing from it.
The willingness to be truthful and sincere without deceiving or misleading others or withholding important information in relationships of trust.
The ability to stand up for your own beliefs about right and wrong and show commitment, courage and self-discipline in everyday team member interactions.
The ability to think before you act, giving consideration to the possible consequences of your interactions as well as exercising self-control and self-discipline.
The willingness to stand up and support others without talking behind people’s backs, spreading rumors, or engaging in harmful gossip.
The ability to treat everyone alike without prejudgment and to make decisions only on appropriate considerations.
Leadership in a UU Environment

What are some leadership skills or principles that apply to UU leaders as well?
Communication and Listening

Conflict Management

Self-Differentiation

Decision Making

Team Building
Skills that are 100% transferable to a UU environment
Resources - You Already Have

• **Covenant** - congregational, board, leadership (professional and lay)

• **Mission** - values based – deepest reason we exist - why

• **Vision** - the dream – the greatest impact - legacy
Resources - You Already Have

- By-laws - reflect values
- Policy and Procedures – right ones – we know where they are and they reflect our deepest values
- Charges from the Board to standing bodies + mission ownership
- Organizational Chart – who is accountable – how do we get things done
- Small Group Ministry for leaders?
Congregational Connections

• How is your congregation connected to other congregations?

• Do the leaders from the different congregations meet for support?

• Do you have congregations close to you?
  – If not, how could you connect?
Regional Resources

- 5 regions
- Staff
- Websites
- Events
- Training
What Is CERG?

CERG stands for Central East Regional Group and is a cooperative of four districts of the Unitarian Universalist Association who share resources and staff to better serve our congregations. Learn about UUA Regionalization in this video.

Follow Us

Are you new to Unitarian Universalism? Learn more about our faith.

Upcoming Events

General Assembly 2015: Building A New Way

Why attend General Assembly?

- Meet and worship with thousands of UUs
- Hear inspiring speakers, such as Dr. Cornel West, 2015 Ware Lecturer

General Assembly

Wed Jun 24 @12:00AM

Goldmine West

Sun Jul 05 @12:00AM

Summer Institute

Sun Jul 12 @ 2:00PM - 11:00AM

UUMAC

Fri Jul 24 @12:00AM

All Age Levels Our Whole Lives Training
The DBLE and SUULE nomination window is open!

The nomination window is open for Dwight Brown Leadership Experience (DBLE: August 9-14, 2015, at Texas Women’s University, Denton, TX) and Southern UU Leadership Experience (SUULE: August 23-28, 2015, at the Mountain Retreat & Learning Center near Highlands, NC). Learn more about our flagship training events and nominate your congregation's leaders here.

Our delegates in the Florida District, Mid-South District, Southeast District, and Southwest Conference said...
What is your congregational relationship with our larger movement?

- Staff
- Website
- MyUUA.org
- Books
- Events
- Largest footprint in the world - we are not alone
RETURN TO SELMA

On Sunday, March 8, 2015, hundreds of Unitarian Universalists, dressed in Standing on the Side of Love gear, marched with tens of thousands of people across the Edmund Pettus Bridge in Selma, AL, to honor the 50th anniversary of Bloody Sunday.

READ MORE
my.UUA.org Account Login

Username: cgoodbread
Password: *********

Forgot Password
Login

For more information, see:
- Account Registration
- my.UUA.org Accounts FAQ
- my.UUA.org Cheat Sheet
- Updating Your Congregation's Membership List
- Data Services home page
- Data Services Login for Congregations (for updating the name, address, and membership numbers of the congregation)

For technical support, contact Data Services at data_services@uua.org or (617) 948-4654.
Other Resources

- Alban - books
- Servant Leadership
- Adaptive Leadership
- The Table Group
- Resources on line
- Films and Stories
Accountability/Responsibility

RASCI – a tool to help you determine who is accountable, who is responsible, who is on the team, who is supportive and who needs to know.

The RASCI matrix

The RASCI matrix is a useful tool for defining the roles and to determine the tasks, responsibilities and authority of the development group members. The names or functional roles of the development group members are listed along the horizontal axis of the matrix and the deliverables, activities or processes along the vertical axis. The letters R, A, S, C and I each constitute a combination of a name/role and result/process/task. The letters stand for the following terms:

**R** (responsible): those who do the work and are responsible for the result. They report directly to the person accountable.

**A** (accountable): the one ultimately responsible and authorised to hold accountable those responsible.

**S** (supportive): those who provide support and assistance to those responsible for the result.

**C** (consulted): those whose opinions are sought before decisions or steps are taken to achieve the result (two-way communication).

**I** (informed): those who are informed after decisions have been made or results have been achieved. They have no influence over the result.
R = **Responsible** The person who is ultimately responsible for delivering the project and/or task successfully. Reports to the person accountable.

A = **Accountable** The person who has ultimate accountability and authority; they are the person to whom “R” is accountable.

S = **Supportive** The person or team of individuals who are needed to do “the real work.” They support and assist the person responsible.

C = **Consulted** Someone whose input adds value and/or buy-in is essential for ultimate implementation.

I = **Informed** The person or groups of individuals who need to be notified of results or actions taken but don’t need to be involved in the decision-making process.
Successful RASCI Chart

Introduce/review RASCI definitions with your team. Note: see the above section titled Understanding the RASCI acronym.

Identify and list all of the activities/tasks involved in the project down the vertical axis of a chart or spreadsheet.

Identify all of the people/roles involved in the project and list them across the horizontal axis or spreadsheet.
Successful RASCI Chart

Identify the R, A, S, C, and I for each activity/task on your vertical axis.

Review and discuss gaps or overlaps in your work. Note: Gaps exist when you have an activity/task that doesn’t have a ‘R.’ Overlaps can occur when you have multiple ‘R’s for any given task and can be more difficult to resolve. Frequently, this can be accomplished by breaking the identified task into sub-tasks.

Share your RASCI chart with a broader group for feedback (if beneficial), make final revisions and get started!
<table>
<thead>
<tr>
<th>Tasks</th>
<th>Role</th>
<th>Role</th>
<th>Role</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td>Tasks</td>
<td>CP</td>
<td>JC</td>
<td>KC</td>
<td>CS</td>
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<td>-------------------------------------------</td>
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<td><strong>Meta - Leadership Development</strong></td>
<td>S</td>
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<td>SUULE 2015 Implementation</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>CI</td>
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<tr>
<td>Curriculum Dev for lectures and CC</td>
<td>S</td>
<td>S</td>
<td>S</td>
<td>A</td>
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<tr>
<td>Set Registration Fees</td>
<td>I</td>
<td>S</td>
<td>SC</td>
<td>R</td>
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<tr>
<td>Fill Out Event Support Request Form</td>
<td>SC</td>
<td>I</td>
<td>A</td>
<td>I</td>
</tr>
<tr>
<td>Registration Process</td>
<td>S</td>
<td>S</td>
<td>R</td>
<td>C</td>
</tr>
<tr>
<td>Inform Deans on pertinent info</td>
<td>I</td>
<td>I</td>
<td>R</td>
<td>S</td>
</tr>
<tr>
<td>Pre-work - What participants need</td>
<td>I</td>
<td>S</td>
<td>S</td>
<td>I</td>
</tr>
<tr>
<td>Material/Supplies</td>
<td>S</td>
<td>C</td>
<td>SC</td>
<td></td>
</tr>
<tr>
<td>Staff Recruitment</td>
<td>C</td>
<td>C</td>
<td>C</td>
<td>C</td>
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<tr>
<td>Communication</td>
<td>S</td>
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<td>S</td>
<td>I</td>
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<tr>
<td>Timeline Manage</td>
<td>S</td>
<td>S</td>
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<td>Letters to Cong</td>
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<tr>
<td>Nominee Communication</td>
<td>I</td>
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<td>S</td>
<td>C</td>
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<tr>
<td>Scholarship Application and</td>
<td>S</td>
<td>S</td>
<td>A</td>
<td>I</td>
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</tbody>
</table>
RASCI

How might you use this tool to help you with leadership recruitment, communication and passing the baton successfully during transitions?

http://www.cerguua.org
http://www.uuasouthernregion.org
Transition Goals

1. Smooth Leadership Transitions

2. Preserve Continuity and Momentum
   -- Minimize Team Turmoil, Drift, Doubt

3. Enable the New Leader to Make Informed Changes

4. Set up New Leaders for Success
Achievement

You Can Do Anything You Set Your Mind To
When You Have Vision, Determination,
...And An Endless Supply Of Expendable Labor

*Hint*- we do not have such a supply-
leaders and volunteers are precious resources
Tools and Techniques

—First Three Steps as a New Leader:

1. Start Transition Planning
2. Replacement Scouting
3. Transition Notebook
Tools and Techniques

*Transition Notebooks*

- Overview
- Lessons Learned
- Planning Calendar
- Program Areas
- Budget Information
- Team Members
- Position Descriptions
- Meetings/Minutes
- Charters
- Bylaws/Policies
- Procedures
- Events
- Projects
- Reports
- Miscellaneous
Tools and Techniques

✓ Handoff Meetings
  - Scheduled meeting(s) - outgoing and incoming leaders
  - Purpose - smooth transition & information transfer
  - Both acknowledge this has been accomplished

✓ Transition Period Engagement
  - Incoming and outgoing leaders plan a transition period leading up to the transfer and schedule transition activities.
Tools and Techniques

✓ Reach Back Agreements
  - The incoming leader should have room to assume responsibility but should have ready access and support from the previous leader to help fill in gaps, etc.

✓ Lessons Learned Log — Cumulative & Specific
  - Running commentary
  - Disappointments, successes, & lessons learned
  - A “leaders diary” — What the next leader should know
Tools and Techniques

✓ **Key Materials Archives**
  - Sample products, brainstorming sessions, meetings with other groups, etc.

✓ **Meeting Notes** *(Easy Format)*
  - Take the time and effort to routinely have meeting notes
  - They are the most complete record
  - What was done by whom, issues, resources, discussions
### XXXX Meeting

**Date**

**Time, Location**

**As of XXXX, 2015**

**Agenda**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Discussion Leader</th>
<th>Scheduled Time</th>
<th>Comments/Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Welcome and Check In. Reminder annual reports are due to Carol NLT 1 APR.</td>
<td>All</td>
<td>10 Min (7:40)</td>
<td></td>
</tr>
<tr>
<td>2. Discussion on childcare for the 9:15 a.m. service. New Topic for PC input.</td>
<td>Kate</td>
<td>15 Min (7:55)</td>
<td>There is no RII for the first service. Staff working on decisions: whether to offer childcare, we pay for it or not, and who coordinates it.</td>
</tr>
<tr>
<td>4. Councils, Committees &amp; Groups News</td>
<td>All</td>
<td>15 Min (8:50)</td>
<td></td>
</tr>
<tr>
<td>5. Review Calendar - Upcoming Events.</td>
<td>All</td>
<td>10 Min (9:00)</td>
<td>See list, below</td>
</tr>
<tr>
<td>6. Review tasks, pending issues</td>
<td>Bill</td>
<td>5 Min (9:05)</td>
<td>Any open agenda items?</td>
</tr>
<tr>
<td>7. Other business?</td>
<td>All</td>
<td>10 Min (9:15)</td>
<td></td>
</tr>
<tr>
<td>8. Who else needs to know about tonight’s meeting? (WENN?)</td>
<td>All</td>
<td>5 Min (9:20)</td>
<td>Committees on submitting annual reports.</td>
</tr>
<tr>
<td>9. Next meeting April 15, 7:30 PM Finalize awards text</td>
<td>All</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### CALENDAR ACTIVITIES OF NOTE

- **MAR 21-23** – Annual Book Sale
- **MAR 21** – Membership Dev. Council Meeting
- **MAR 31** – Multigenerational Service, Easter Egg Hunt
- **APR 4** – BYOT Begins
- **APR 5** – SJ Movie
- **APR 6** – Stewardship Summit
- **APR 7** – Holocaust Memory Series Begins
- **APR 7** – Share Sunday Food Collection
  - Workenanny
  - Move & Greet
- **APR 7** – Share Sunday Food Collection
  - Workenanny
  - Meet & Greet
- **APR 13** – Circle Supper (T)
- **APR 14** – Musical Concert
- **APR 15** – Program Council Meets
- **APR 18** – Membership Dev. Council Meeting
- **APR 19-20** – Annual Leadership Seminar
  - Intro to UU/MVUC (ADDED)
- **APR 21** – Blue Grass Coffee House
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<tr>
<td>2. Discussion on childcare for the 9:15 a.m. service. New Topic for PC input.</td>
<td>Policy developed and memo circulated with guidance to Church Office, LSG, Sunday Worship, and Our Home Community</td>
</tr>
<tr>
<td>3. Completion of Planning for Annual Recognition Awards: categories, selection process, nominations, info campaign, ceremony</td>
<td>Completed Nominations, Honorarium of Award, Designation of Additional Awards over the next 3 years, confirmed ceremony plans for XXXX.</td>
</tr>
<tr>
<td>4. Councils, Committees &amp; Groups News</td>
<td>Social Justice has begun finalizing XXXX with the 2 Statements of Conscience for Upcoming GA. LSG -- Green Hills project starts soon. Study of value of ongoing programs continues by Director, LSG. Communications meeting shortly, focus on new personnel on the team, enhancing internal and external communications.</td>
</tr>
<tr>
<td>5. Review Calendar - Upcoming Events</td>
<td>See list below</td>
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<tr>
<td>6. Review tasks, pending issues</td>
<td>Our Home Community and Membership Development are discussing possible new photo directory in Fall</td>
</tr>
<tr>
<td>7. Other business?</td>
<td>None.</td>
</tr>
<tr>
<td>8. Who else needs to know about tonight’s meeting? (WENK)</td>
<td>Committees to be reminded by Coordinators on submitting annual reports on time</td>
</tr>
<tr>
<td>9. Next meeting XXXX, 7:30PM</td>
<td>Finalize agenda text</td>
</tr>
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**CALENDAR ACTIVITIES OF NOTE**

| MAR 21-23 – Annual Book Sale | APR 13 – Circle Supper (T) |
| MAR 21 - Membership Dev. Council Meeting | APR 14 – Musical Concert |
| MAR 31 – Multigenerational Service, Easter Day Hunt | APR 15 – Program Council Meeting |
| APR 4 – BYOT Begins | APR 18 – Membership Dev. Council Meeting |
| APR 5 – SJ Movie | APR 19-20 – Annual Leadership Seminar |
| APR 6 – Stewardship Seminar | Intro to UUMVOC |
| Holocaust Memory Series Begins | APR 7 – Share Sunday Food Collection Work Party |
| APR 7 – Share Sunday Food Collection Work Party | APR 21 – Blue Grass Coffee House |
A Word About...

Post Leadership Service

*What comes next?*

- An outgoing leader is a valuable asset
- And a person who deserves thanks.

- Planning *What’s Next* should be deliberate and collaborative (Board, Leadership Team, Nominating Committee, Other Leaders)

- Many Options:
  - Take a Break
  - A Follow on Assignment that builds on past experience
  - A Learning Opportunity
  - A Special Project

- Debriefing by the Leadership Development Team
Passing the Baton

Transitions and Continuity in Leadership

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