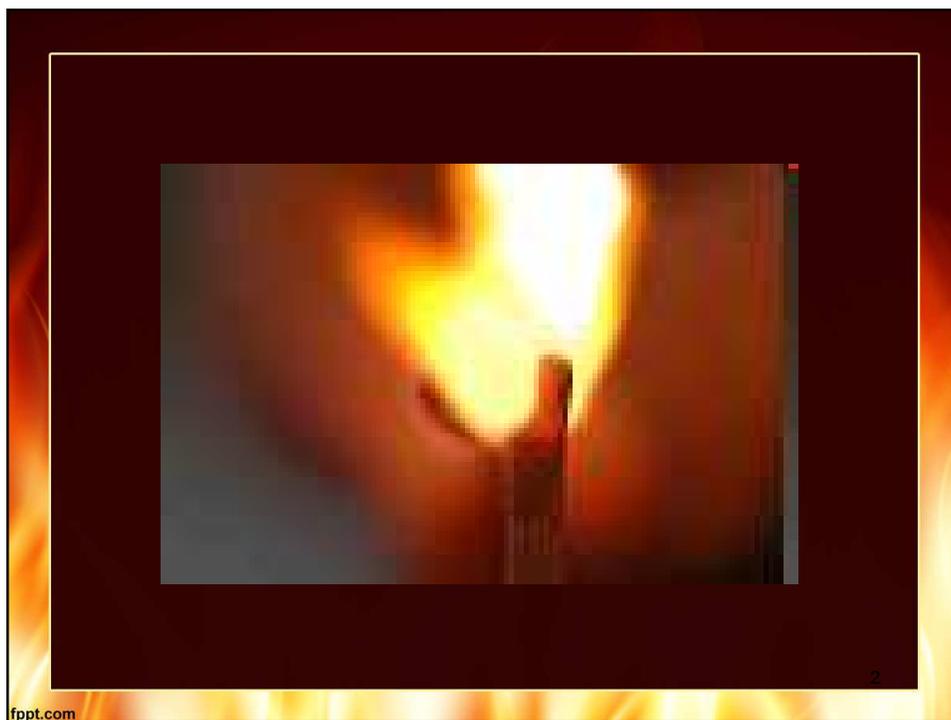




Where We've Been and Where We're Going

Marla Sohl and Michelle Zinke
Nebraska Coalition to End Sexual and Domestic Violence
402-476-6256 www.nebraskacoalition.org
marlas@nebraskacoalition.org
michellez@nebraskacoalition.org

fppt.com



2

fppt.com

Leadership

What Does it Mean to You?



fppt.com

Leadership

- Leadership is “the capacity to influence others by unleashing their power and potential to impact the greater good” (p. xix)
- “great organizations have a deep and noble sense of purpose - significant purpose – that inspires excitement and commitment” (p. 29)

– Blanchard, 2007

fppt.com

Leadership Framework

- Culture and gender influence this process
- Human behavior, environment, and individual ethics influence this process

fppt.com

Leadership Theories

- Wide variety of theories
- Differing focus areas, such as:
 - Innate abilities and personality traits
 - Skills and skill development
 - Ability to influence

fppt.com

Leadership and Management

- What's the difference?
- Is one better than the other? Why or Why not?

fppt.com

Leadership and Management

- “Management: set of processes that can keep a complicated system of people and technology running smoothly”
- “Leadership: defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles

-*Leading Change*, John Kotter, 1996

fppt.com

Leadership and Management

- Need both in order to accomplish organizational goals
- Need vision but also people who are able to implement

fppt.com

"The most powerful
leadership tool you
have is your own
personal example."

John Wooden

[Facebook.com/LeadershipDynamics](https://www.facebook.com/LeadershipDynamics)

[@LeadershipDynamics](https://www.instagram.com/LeadershipDynamics)

fppt.com

Leadership and Social Movements

Martin Luther King, Jr.:

“a social movement that only moves
people is merely a revolt. A movement
that changes both people and
institutions is a revolution”

(Carson, 1998, p. 220).

fppt.com

Leadership & The Movement

- Basic Framework/Lens used:
 - Feminist perspective
 - Social change/social movement
 - Advocacy/participatory worldview

fppt.com

Modern Rape Crisis Movement

- Organizing and resistance for centuries
- 1970's – today: "modern movement"

fppt.com

Core Philosophies

- Equality
- Empowerment
- Self-determination
- Survivors first
- Confidentiality
- Perpetrator responsibility and accountability

fppt.com

The anti-rape movement of the 1970's set out to change the world. It is not like there was a choice. It was something that had to be done in order for women to survive.

-Polly Poskin,
IowaCASA Visions, Volume 1, Issue 1, Winter 2000
From a keynote at the National Meeting of the State
Sexual Assault Coalitions, October 1999.

fppt.com

Early Organizers in Nebraska



fppt.com

Leadership & Social Movements

- Key traits in social movements
 - Authenticity
 - Credibility
 - Ethics

THE SUPREME QUALITY FOR LEADERSHIP IS UNQUESTIONABLY INTEGRITY. WITHOUT IT, NO REAL SUCCESS IS POSSIBLE, NO MATTER WHETHER IT IS ON A SECTION GANG, A FOOTBALL FIELD, IN AN ARMY, OR IN AN OFFICE.

– DWIGHT D. EISENHOWER

fppt.com

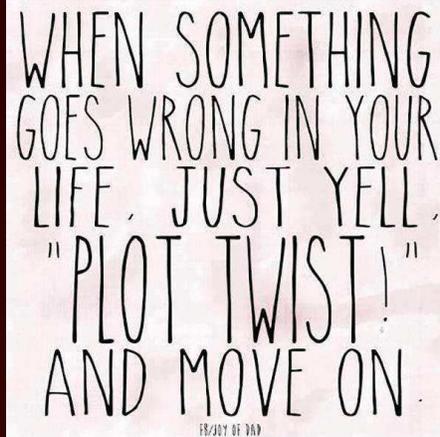
Nationally, I look to National Alliance to End Sexual Violence, to Sisters of Color Ending Sexual Assault, to ALAS, and to other state sexual assault coalitions that have a history of working effectively in their states and at the national level. At the local level, leaders are those who are willing to build bridges, take risks, speak our against injustice, ask others to be accountable, hold themselves accountable, and have been/are immersed in the work; that is, actually know what they're talking about.

-Survey respondent

fppt.com

Leadership & Social Movements

– Flexibility and adaptability



WHEN SOMETHING
GOES WRONG IN YOUR
LIFE, JUST YELL,
"PLOT TWIST!"
AND MOVE ON.

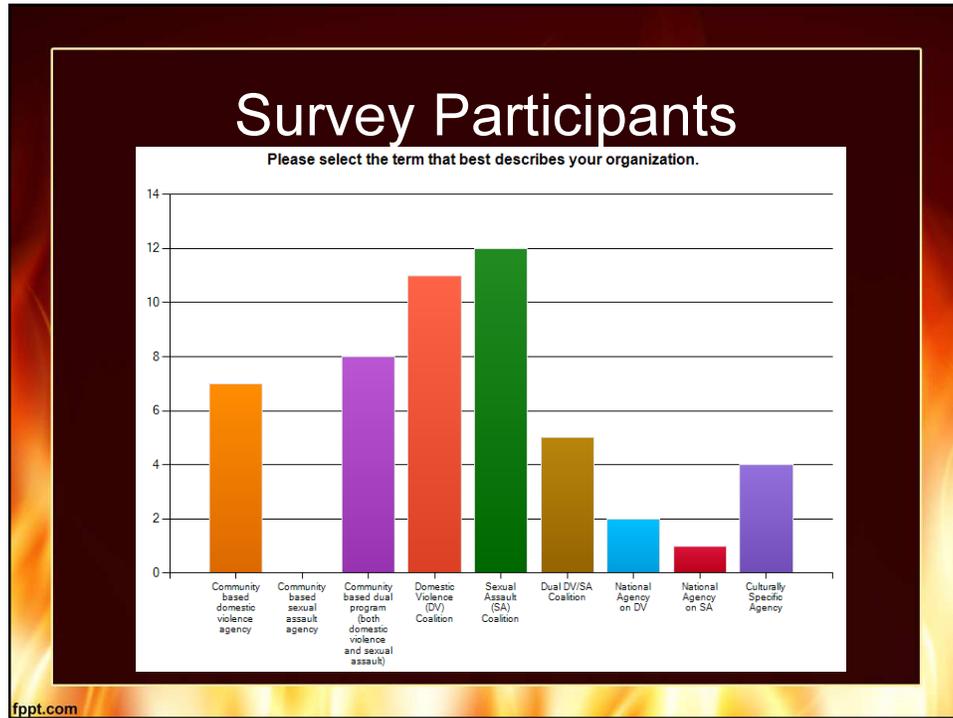
FRJBY OF DAN

fppt.com

Leadership & the RCC Movement

- National Survey (completed in 2009)
 - Small sample
 - State Coalitions (dual and otherwise), local programs in Nebraska, culturally specific organizations, national leaders
 - 153 surveys, return rate of 40.5% (62 people)

fppt.com



Overview: Research Questions

- How have the leadership tactics within the battered women's and rape crisis movements changed from the 1970s to today?
- What guidance does this provide for current and future leaders in the movements?

Strategies Used 1970's - Today

- Common strategies use by rape crisis movement
 - Candlelight vigils
 - Collaborations with other organizations
 - Conscience raising groups
 - Direct services to victims and survivors (i.e., hotlines, shelters, advocacy services)
 - Formal presentations
 - Legislative changes

fppt.com

Strategies Used 1970's - Today

- Protest activities
- Public awareness activities
- Public policy work
- Publications
- Services to domestic violence perpetrators
- Services to sexual assault perpetrators
- Speak outs
- Take back the night marches

fppt.com

Leadership & the RCC Movement - Strategies

- What's been effective?
 - How so?
- Have any strategies been ineffective?
 - Why not?

fppt.com

ADD PHOTO OF TAKE BACK THE NIGHT
MARCH WITH MARCEE
(1970s)

fppt.com

Leadership & the RCC Movement - Survey Findings

- Leadership strategies and tactics
 - Changes and effectiveness
 - 88% believe societal changes have had an impact
 - 62% believe changes were mostly positive

fppt.com

Leadership & the RCC Movement - Survey Findings

- Leadership strategies and tactics

*We have to learn to work within the new reality...
I also think some changes in the larger society
outside our work may have helped us become
more effective, even if they have also pulled us
away from our grassroots. So in those cases, it's
both good and bad.*

-Survey respondent

fppt.com

Leadership & the RCC Movement - New Strategies

- What new strategies are being used?
- Technology & social media
- Expanded systems work and collaborations
- Increased focus on prevention

fppt.com

Leadership & the RCC Movement - Survey Findings

- Successes of movements
 - Increased public awareness
 - Legislative changes
 - Increased funding
 - Changing societal views about violence

fppt.com

Leadership & the RCC Movement - Survey Findings

Sexual assault has gradually evolved away from being cast as a "feminist" issue and has been redefined as a crime issue that affects the entire community. That evolution is vital to building broad support for fighting rape.

-Survey respondent

fppt.com

Leadership & the RCC Movement - Survey Findings

- Need focus on social norms and behaviors
- Improve services for underserved communities
- Expand collaborative initiatives
- Proactive strategies, such as prevention

fppt.com

Leadership & the RCC Movement - Survey Findings

- Greater focus on sustainability
- Need to maintain grassroots tactics & core beliefs
- Discussion of pros and cons of professionalization of movement
- Further research analysis of movement

fppt.com

Moving Forward

- Stronger focus on involvement and empowerment of younger generations
- More collaboration with other groups
- New technology not fully integrated
- Change in perception by membership and other feminist organizations

fppt.com

Moving Forward

- Today's focus: Sustainability and growth of movement
 - Pros and cons of professionalization of movement
 - Involvement of different generations
 - Mentoring new advocate/leaders
 - Maintain grassroots tactics & core beliefs

fppt.com

Moving Forward

- Pros and cons of "professionalism"

There has been a lot of standardization/ professionalization of the movement, which has brought the focus away from (victims/survivors) and toward the organizations and individuals that serve them. This has created a lack of focus on community investment in ending dv/sa and a lack of respect for community based initiatives that do things differently. -Survey respondent

fppt.com

Moving Forward

- Pros and cons of “professionalism”

As these movements have become increasingly professionalized (by which I mean an increase in the emphasis on professional degrees and an increased need for professionals to lead this work), we have lot touch with a lot of our her-storic grassroots social change emphasis and, sadly, skills.

-Survey respondent

fppt.com

Moving Forward

- Supporting new/young advocates
 - “earning your stripes” vs. “eating our young”

fppt.com

Moving Forward

- Balancing involvement of different generations

I think one of the biggest tragedies of our movement is that the 'old guard' leadership is doing very little in the way of succession planning and mentoring the next generation of advocates and leaders.

-Survey respondent

fppt.com

Moving Forward

- Balancing generations

We are undergoing a generational change of leadership which is good. AND we old girls need to be sure we are supporting new, young leadership with an understanding of the history of our efforts and critical thinking skills for the future. -Survey respondent

fppt.com

Moving Forward

Sustainability

- Advocates from diverse communities
- Mentoring

Some of the best new leaders are the young women of color who are finding their voice within this work and provide important new directions.

–Survey respondent

fppt.com

Moving Forward

- Training
- New collaborations
- Expanded use of technology

fppt.com

Moving Forward

- Work is evolving as society, technology, services change
- How do we stay on the right path as a movement?

It is time for the movement to reinvent ourselves. -Survey respondent

fppt.com

Moving Forward

Grassroots advocacy

- Swanee Hunt states “the good news is that grassroots leaders can set their own agenda outside the close scrutiny of political parties or official establishments” (Coughlin, Wingard, and Hollihan, 2005, p. 433).

fppt.com

Moving Forward

- What can you do personally and at your organization to promote leadership and commitment within your organization?
- How can you work to preserve core beliefs and philosophies of the rape crisis movement?

fppt.com

Resources - Strengths

- StrengthsFinder
- Emotional Intelligence
- Multiple Intelligences

fppt.com

Resources - Movement

- NoVo Foundation – Movement Building
- National Sexual Violence Resource Center
- Resource Sharing Project (RSP)

fppt.com

Closing Thoughts

In many ways we have stopped being a political movement and started being a professional field. Our leaders as a group are more educated, and therefore have more credibility with external colleagues. I do think we can retain the grassroots history and politics while still keeping our hard-won credibility and collaborations...but it has to be done carefully, thoughtfully, and transparently. We need to remember and honor who we have been as we move forward and figure out who we need to become. –Survey respondent

fppt.com

Resources & References

Blanchard, 2007

Coughlin, C., Wingard, E., and Hollihan, K. (2005). *Enlightened power: How women are transforming the practice of leadership*. San Francisco: Jossey-Bass.

Creswell, 2009

The Feminist Movement. (2001). In *Encyclopedia of women and gender: Sex similarities and differences and the impact of society on gender*. Oxford: Elsevier Science & Technology. Retrieved November 03, 2008, from www.credreference.com.ezproxy.bellevue.edu/entry/8020068

fppt.com

Resources & References

The Feminist Movement. (2001). In *Encyclopedia of women and gender: Sex similarities and differences and the impact of society on gender*. Oxford: Elsevier Science & Technology.

Goldberg, R.A. (1991). *Grassroots resistance: Social movements in twentieth century America*. Belmont: Wadsworth Publishing Company.

Poskin, P. (Winter 2000). *A Brief History of the Anti-Rape Movement*. In IowaCASA Visions, Volume 1, Issue 1.

fppt.com

Thanks to our Funders

This publication was made possible by Grant Number 2014 G991540 from the Administration on Children, Youth and Families, Family and Youth Services Bureau, U.S. Department of Health and Human Services. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the U.S. Department of Health and Human Services.

This project was supported by Grant Number 2014-MU-AX-0023 awarded by the Office on Violence Against Women, U.S. Department of Justice. The opinions, findings, conclusions, and recommendations expressed in this publication are those of the author(s) and do not necessarily reflect the views of the Department of Justice, Office on Violence Against Women.