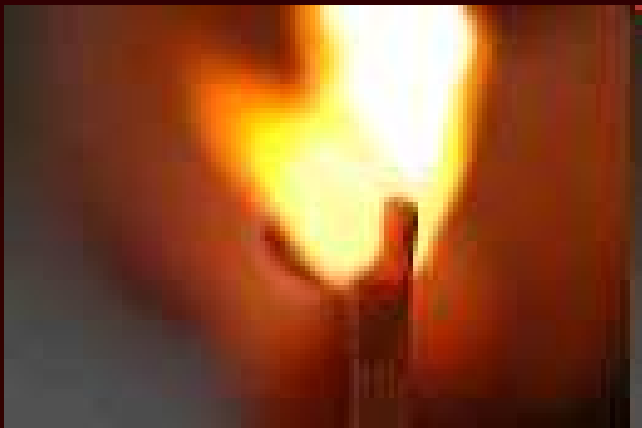
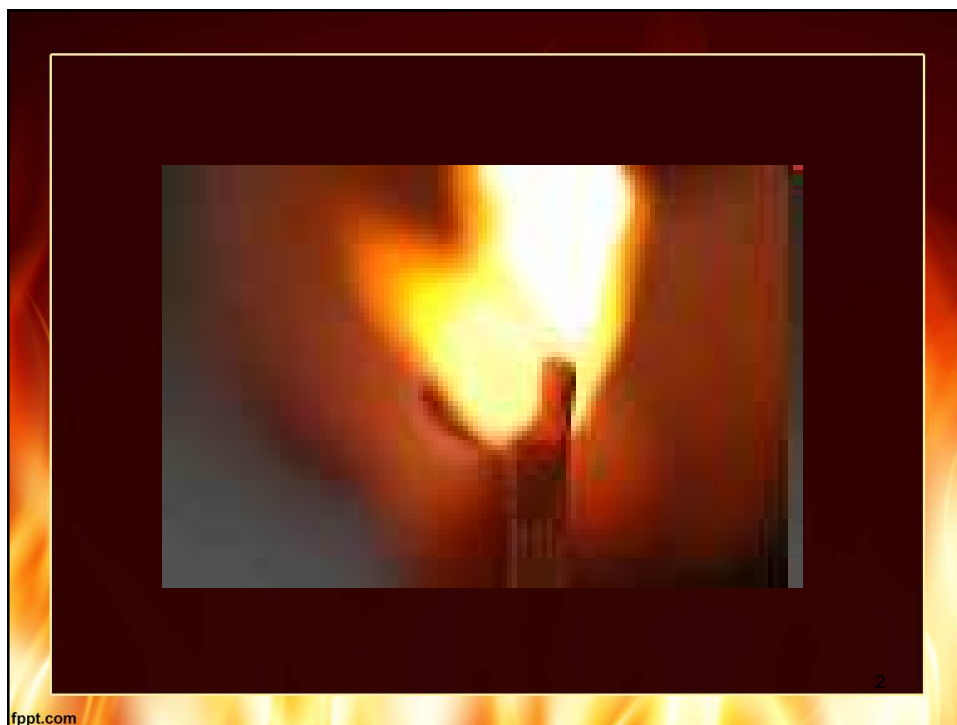




# Where We've Been and Where We're Going

Marla Sohl and Michelle Zinke  
Nebraska Coalition to End Sexual and Domestic Violence  
402-476-6256      [www.nebraskacoalition.org](http://www.nebraskacoalition.org)  
[marlas@nebraskacoalition.org](mailto:marlas@nebraskacoalition.org)  
[michellez@nebraskacoalition.org](mailto:michellez@nebraskacoalition.org)

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# Leadership

What Does it Mean to You?



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## 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

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## Leadership Framework

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

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## Leadership Theories

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

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## Leadership and Management

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

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## 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

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## Leadership and Management

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

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

John Wooden

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

[@LeadershipDynamics](https://twitter.com/LeadershipDynamics)

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## 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).

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## Leadership & The Movement

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

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## Modern Rape Crisis Movement

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

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## Core Philosophies

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

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*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.

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## Early Organizers in Nebraska



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## 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

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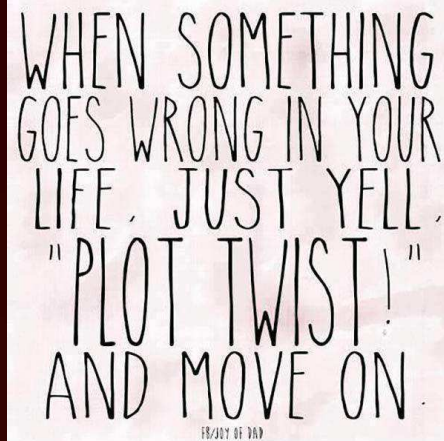
*Nationally, I look to National Alliance to End Sexual Violence, to Sisters of Color Ending Sexual Assault, to ALAS, and to other state sexual assault coalitions that have a history of working effectively in their states and at the national level. At the local level, leaders are those who are willing 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*

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## Leadership & Social Movements

– Flexibility and adaptability



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

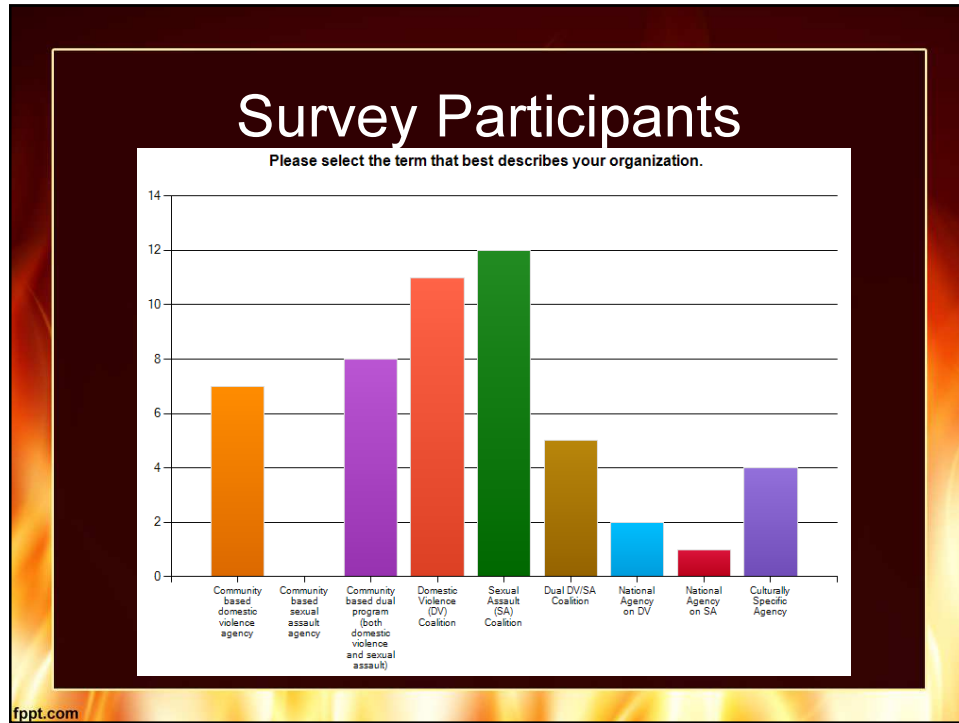
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## Leadership & the RCC Movement

- 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)

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## 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

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## 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

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## Leadership & the RCC Movement - Strategies

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

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

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## 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

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## 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

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## Leadership & the RCC Movement - New Strategies

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

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## Leadership & the RCC Movement - Survey Findings

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

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## 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 effects the entire community. That evolution is vital to building broad support for fighting rape.*

-Survey respondent

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## 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

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## 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

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## 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

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## 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

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## 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*

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## 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*

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## Moving Forward

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

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## 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*

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## 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*

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## 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

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## Moving Forward

- Training
- New collaborations
- Expanded use of technology

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## 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*

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## 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).

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## 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?

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## Resources - Strengths

- StrengthsFinder
- Emotional Intelligence
- Multiple Intelligences

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## Resources - Movement

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

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## 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*

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