




Stewardship as a Leadership Practice

Presentation to the HRSA Rural Health Network
Grantees

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Welcome!


Please share in the chat:

- Your name and organization
- Where you are calling from
- One thing that you consider special about where you live

My name is Ella Auchincloss. I am an independent consultant. I live in Middletown, RI (near Newport). We have the most spectacular summer in the world!



Ground Rules

- Please be on camera but muted unless you are invited to speak
 - Be prepared to be called on to share your experience and viewpoints
 - Give yourself the gift of FOCUS
- 




Purpose of Session

- To assess where you are in your leadership journey
- To introduce the mindset and practices of **Stewardship** as a frame for leading the rural health networks



Attributions and Acknowledgments

- **On Leadership:** These ideas came from my work with Marshall Ganz from the Harvard Kennedy School of Government and my involvement with the Leading Change Network
(leadingchangenetwork.org)
 - **On Stewardship:** These ideas came from the work of the Rippel Foundation, where we spent over a decade refining them and testing them in the field. (rippel.org)
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Opening Poll

What do you see as your **greatest leadership challenge** as you begin the work of this grant?

1. Knowing where to begin my work
2. Turnover amongst my collaborative organizations
3. Engaging my collaborative partners or organizations
4. Activating key decision makers within my partner organizations
5. Moving from short-term fixes to long term, systemic solutions

Other? Please place in chat



Leadership and Stewardship, defined

Leadership is **accepting responsibility** for **enabling others** to achieve **shared purpose** under conditions of **uncertainty**.

-Marshall Ganz

Stewards are people, organizations and networks **who work with others to create the conditions that everyone needs to thrive together**, beginning with those who are struggling and suffering.

-The Rippel Foundation



Leadership

- Accepting responsibility: examining with depth the nature of your leadership call and why your collaborative efforts matters to you
- Enabling others: The ***supreme focus*** of your efforts is on empowering your team to work together.

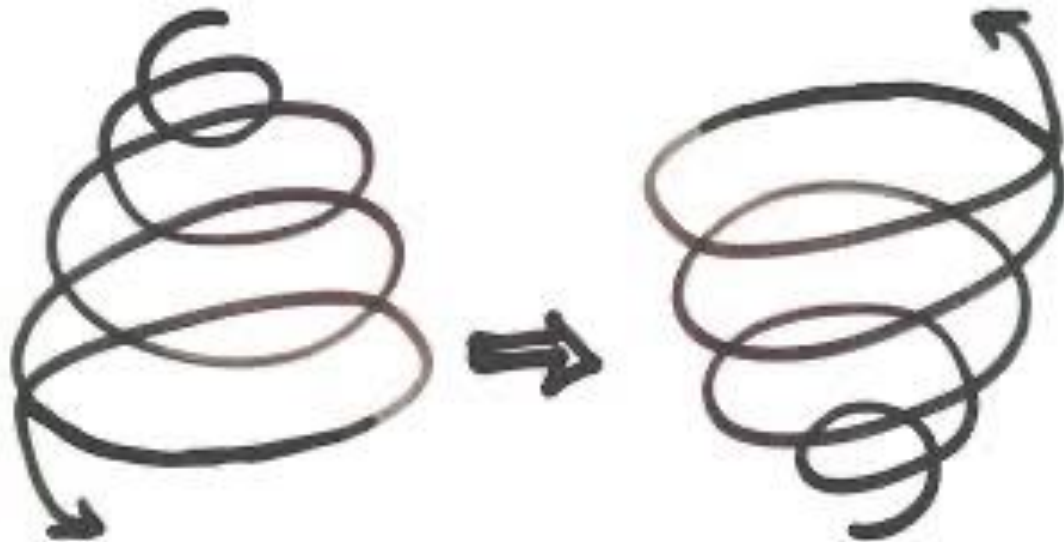


Leadership and Uncertainty

- The purpose of your work is always shared and constantly renegotiated—requiring explicit processes to ensure trust
- The system conditions are rarely stable...uncertainty and turbulence are the norm.
- Raft vs Canoe: What should you design for? What needs to be intentionally abandoned?



Why does a Stewardship Mindset Matter?

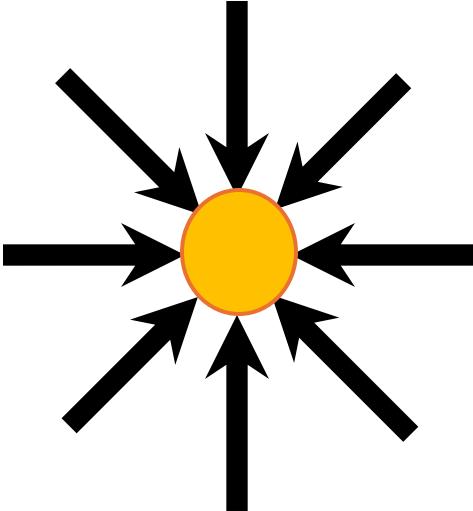


- + • Multiple crises that no one organization or sector can address alone
- o • We are in an adversity spiral where more and more people are suffering and more assets are invested towards the alleviation of this suffering...

...at the expense of investments towards keeping people out of crisis

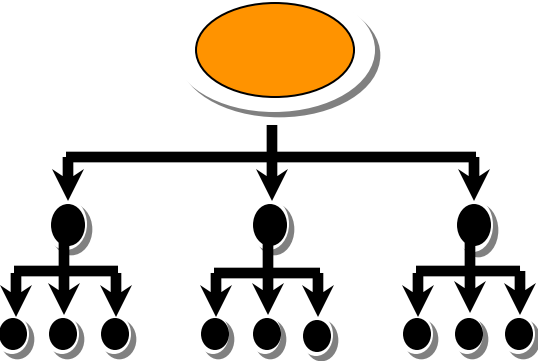
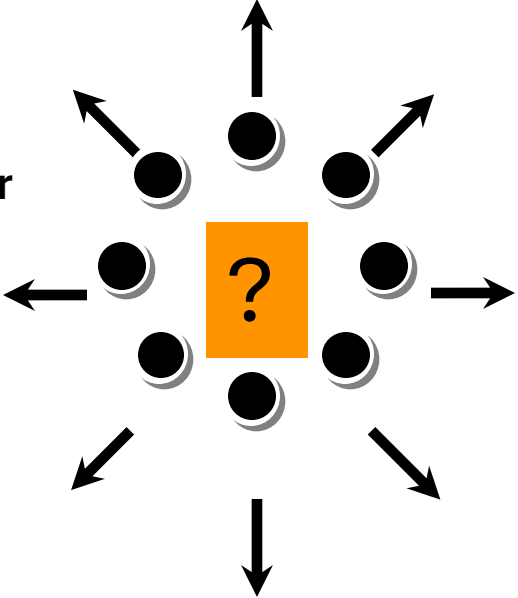
- Need a model of leadership that can transcend organizational boundaries and think more holistically about solutions

What kind of model resonates the most with your own leadership experience?



1
Dot in the Center

2
Everyone's a leader

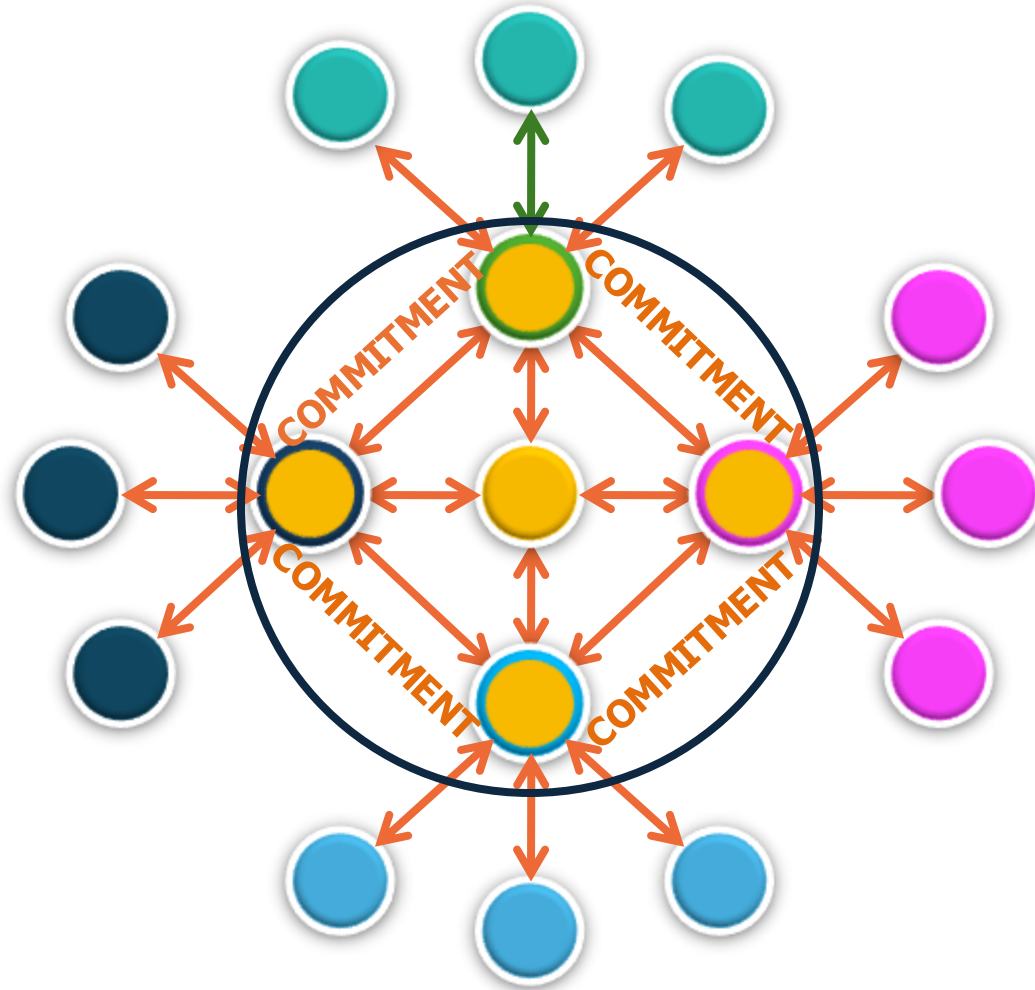


3
Command and Control

Enter number into chat along with any comments

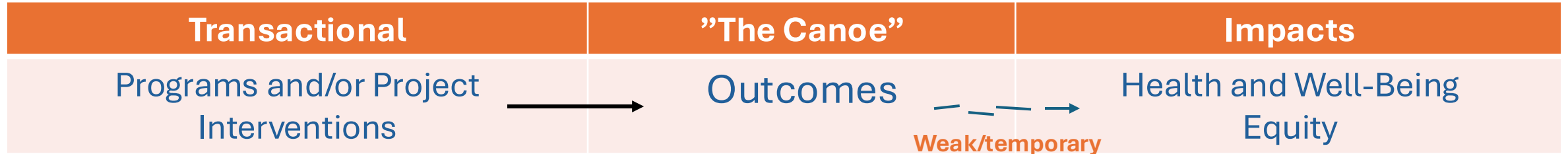
What kind of leadership model does Stewardship require?

- Interdependence
- Clear roles
- Strong shared vision
- Deep commitment



Contrasting Approaches to Change:

Strong, lasting change requires a transformational approach



Mindsets and Actions



Shared Stewardship



Systems Designed for Well-Being

Strong/lasting

Practices that enable:

- Connecting across difference
- Expanding Aspirations and Opportunities
- Learning and adapting to change

Devoted to equitable:

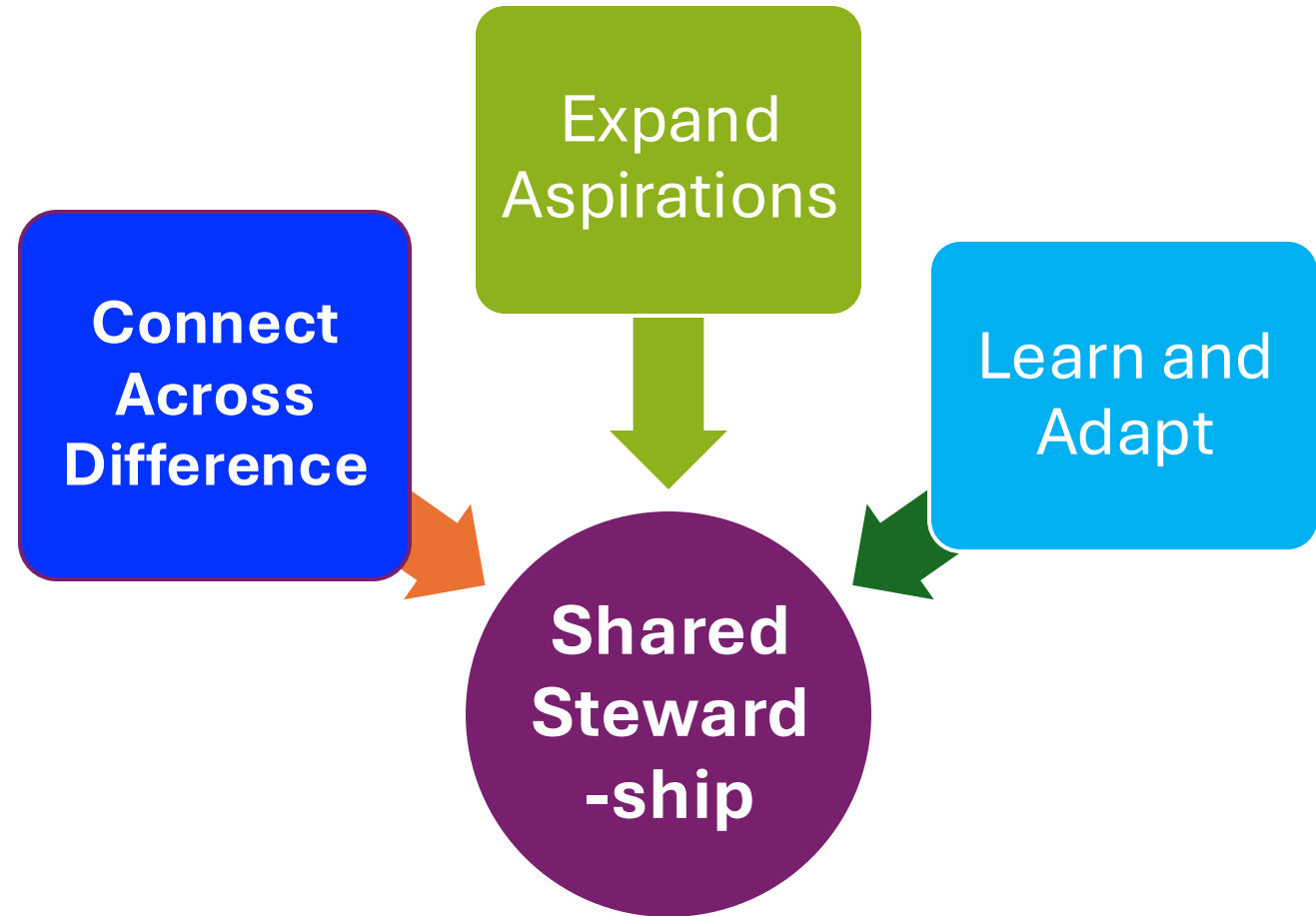
- Processes that include both lived and learned experiences
- Build community power and voice
- Outcomes resulting in thriving for all

Thriving people and places, *no exception*

Stewardship's Essential Practices:

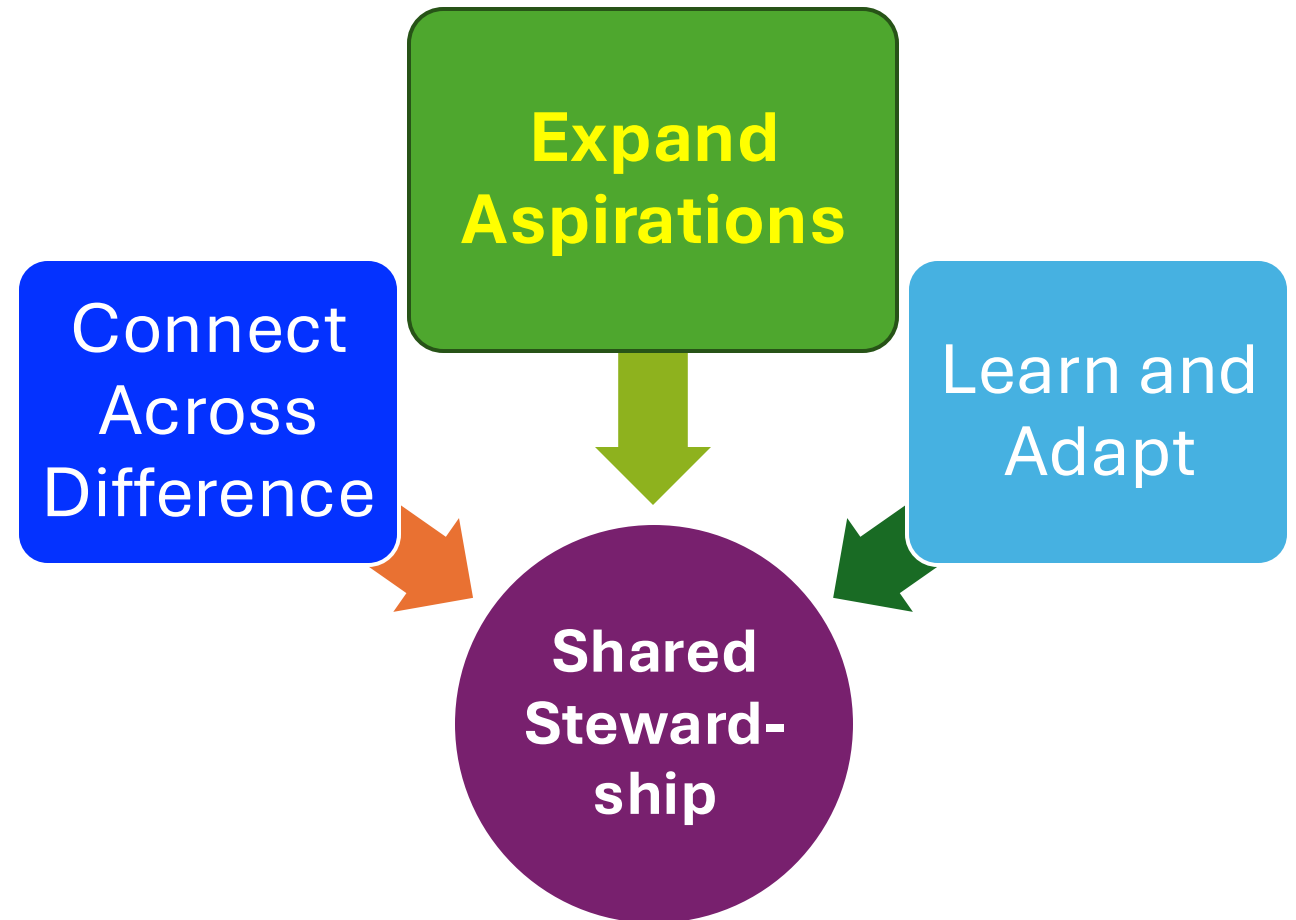
Connecting Across Difference

- Weaving interests and resources
- Valuing unheard voices
- Earning Trust
- Strengthening interdependence through building strong teams
- Sharing power



Stewardship's Essential Practices: Expanding Aspirations

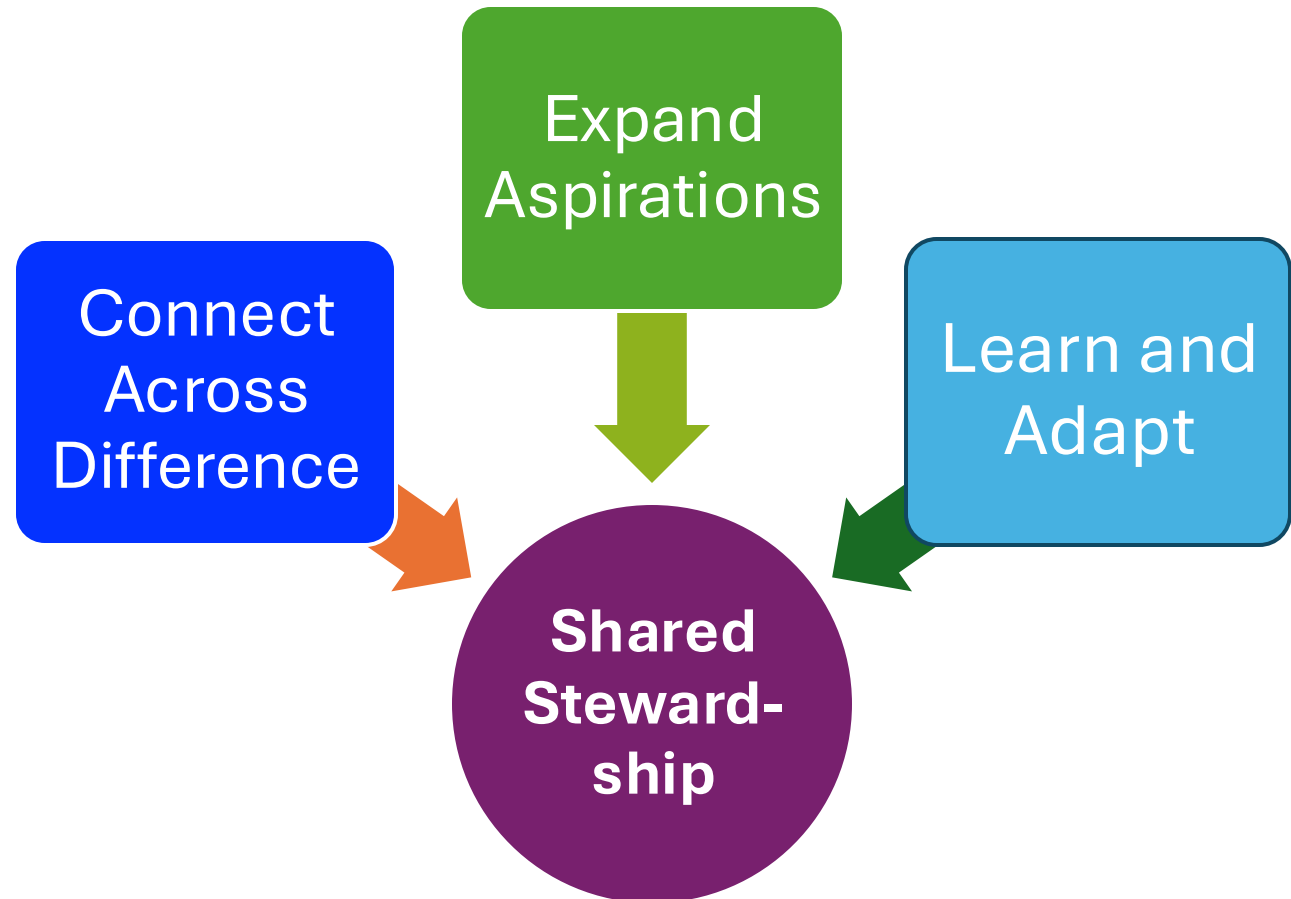
- Change the story—make it a bigger story
- Commit to solutions that solve more than one problem
- Move from short term to long orientation
- Align investments



Stewardship's Essential Practices:

Learning and Adapting

- Embrace Complexity
- Build in Action-Learning
- Consider Legacies, both Past and Future
- Use Meaningful Data to Chart Progress



What do you
need the
most
support in
your
Stewardship
Journey?

