



## BeNe LEADERSHIP PHILOSOPHY

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By way of everything we do, we are modeling significant social change. We explain the what and why as we go along but we also show it with how we do everything.

Yes, people expect and will want to hear what everyone's title is so that they can "know" how to relate to you. Just as we need to struggle to resist doing our projects in the traditional way (seeking \$ to get things done rather than attempting to pool existing community resources first), so we also need to model the non-hierarchical leadership approach to working together by doing it. By providing titles that create a hierarchy of authority and status, we sabotage our opportunities to show and as needed explain a different way.

This doesn't that there is a free-for-all. In fact, processes, roles, responsibilities and an approach to decision making need to be clear. And, everyone needs to be on board about the importance and value of this approach. It is easy to give lip service to something unknown and then fall back into old ways. For that reason, a focus on effective interpersonal communication is a priority.

Yes, it will take a little effort to arrive at a way to effectively and consistently manage our organization and to present this new social order but it's worth it.

It will take some deliberate awareness to prevent old thinking from interfering with the creation of this new social order. It's just our little corner of the world but to do this is significant and no small deal...

With that all said, it's normal for people with different skills, interests, experience and desires to contribute in different ways. And all these different ways of contributing whether it's as sign making or articulating a vision are of equal value. We need to find all the ways we can to live that value.

As we build out the network of cities actively engaged in the Being Neighborly vision and values we must stay steady on the path to this new way rather than veering towards the more known and therefore more comfortable organizational structure and approaches.

We have more work to do in this area but we have a basic idea of what we want and why.

### HOW THIS INFLUENCES ANY POTENTIAL NEED FOR BeNe BUSINESS CARDS

Since some of us will be establishing relationships with key community organizations, there may be a need for some business cards at this point. It's clearly not a requirement but for some a nice-to-have. While the BeNe card design will be provided, anyone who feels that they need them will need to pay for them themselves. To keep it in line with our bottom up / empowerment vision and mission, it's design will be super simple.

The front of the card would have our logo logo, a PO box (which we need to be set up locally), and an email (which would also need to be set up locally). Later we'll add the BeNe website address which isn't for any particular group / city but is for the national organization. The back of the card would have a place to write in everything needed to identify the person giving out the card: your name, group and any personal contact info that you'd like to give out. There wouldn't be any titles for anyone. Yes, it would take time to write it out but it is worth it considering what we're attempting.

#### FURTHER RESEARCH AND LEARNING IS UNDERWAY

Here are a few articles on non-hierarchical leadership.

One from Harvard Business Review entitled Hierarchy Is Overrated:

<https://hbr.org/2013/11/hierarchy-is-overrated>

This article from The Guardian not only affirms the efficacy of non-hierarchical leadership, it offers specific advice on how to make it work.

<https://www.theguardian.com/voluntary-sector-network/2012/jul/02/charities-non-hierarchical-structures>

An article from Systems Research and Behavioral Science:

<http://onlinelibrary.wiley.com/doi/10.1002/bs.3830290107/abstract>

Detailed Kellogg Scholl of Management paper on Structures for Non-Hierarchical organizations:

<https://www.kellogg.northwestern.edu/research/math/papers/535.pdf>