

Haven Leadership Summit 2016: Leadership Café

What's important to you about leadership and why?

- How am I using teaching the models with Awareness. Am I 'doing' correcting of participants? Or am I making space for theirs.
- Fun and Fulfilling!!!
- A more personal way to engage with systems. Personally engage in political dance. Learning to challenge and change. Navigating systems that are fragmented vs holistic support process.
- Let's collaborate!!!!
- I don't have to give up being me to be with you and the world.
- New modalities of healing, teaching and participation. And entrepreneurship (how to do something with what we learn here).
- 360 degree feedback.
- Not lose sight of the world.
- Youth leadership – alone and isolated from the community. Scaffolding method – stewardship. Scope creep/mission drift – identify the focus.
- Conscious spirit. Core of model of universal energy. Conscious beings in the flow – learning about blocking. Wake up to the capacity of our range and see how we do.
- Ninja training.
- Let's share. WRITE DOWN so other leaders benefit.
- Support systems.
- AREN'T WE SO GOOD? (arrow) No! My life is not working. (arrow) I am overwhelmed by debt. (arrow) My relationship is falling apart. (arrow) Other political structures are powerful.
- Connection!!!! (not necessarily the right words).
- Many intersections between personal and political – movements and structures of change in society – social activism.
- Integration – support a movement, an action (more overt) (more useable).
- Lead with the heart (inside a heart). Drop into self and REALLY LISTEN.
- Internal capacity for freedom – provide explicit support. Platform for exploring with own agency.
- How to run a Haven business research/panel capture.
- Space 'to be'. Questioned, drawn out. Not always nice.
- Business management could run similarly to programs.
- Just because you are the best person to do something doesn't mean you should do it.
- I'm already free! – learn to work with my constraints.
- Sharing diverse ideas of individual leaders (notes!).
- Look at different leadership template. Leading through collaboration rather than talking self up.
- Transition person – after care. Docent. Clarity around unspoken rules + practices + expectations.
- Succession planning to ensure the long term Haven – regular flow of leadership so The Haven is successful in the long term – more visible, clear, less vague.
- Haven the business also needs succession planning.
- Noticing potential and create opportunities to practice even if you might not be perfect.
- Circle of leaders so everyone knows what to do if one is knocked out.
- Individualized vs collective focus. Creating an open mind about leadership. Working towards bettering the community rather than focusing on self improvement. Identifying potential in all individuals.
- Political Personal. Know the difference. Blend and mix. Use to connect.

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What are the most important questions you are left with?

- Can the Haven do more to support leadership (?) after program?
- How do we support the “intellect”* holders (Executive Director, Registrar)? (*not about content/curriculum).
- How will info collected impact leadership?
- Place based education (Rebecca).
- How do we reach the world? (Getting to wider range of comm.)
- How come more non-core leaders were not present at the leadership summit?
- Intellectual property positions need to be documented?
- Who makes the decisions?
- Medium for change?
- Off site “residential” Haven programs.
- Partner with “residential” organizations.
- Who is missing? Whose input do we need to seek out? Where are the rest of the core program leaders? Who else can help us answer these questions?
- Self & Society Self & Planet as core programs.
- If the Haven is a person it would be 33 years old. What would be its next stage of life?
- How will we remain/sustain organizational feasibility? \$
- How can The Haven be and present itself as a more queer-friendly and gender fluid place. VISIBILITY.
- How does the Haven deal with the fact that most core staff are 10 years from retirement?
- Courses on intergenerational issues (this is not the same as past lives).
- What is the relationship between core and non core programming? Non core leaders being invited into core programs as an observer? How can we cross pollinate?
- (Heart shaped sticky note covered in heart stickers.)



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If you were interviewing potential leaders, what questions would you be asking them?

- How do you respond relationally to different people? Intergenerational patterns – how would you include this in the curriculum – include more space in programs for intergenerational patterns. How do you challenge the North American western paradigm and its patterns?
- Personal not “professional” interview – trigger questions. How self aware are you? How have you dealt with your problems? Group interviews – co-creating leadership – observing interactions. Include a group process. How do you work with people from other cultures/ peoples/ sexualities/ gender expression etc.?
- What are your checkpoints – areas of private/public process?
- Do interviews need to be just questions? (Show me what you can do!)
- Are you an innovator? Are you a motivator? Do you know when to lead and when to follow? Are you able to compile a list of resource people and use them effectively? Same with staff?
- Attitude to conflict – example. Examples of where/what you’ve led. Specifically – personal work done – examples – what you have learned.
- What do you have to offer people? Are you a good listener? Why do you want to work here?
- Why should we choose you – your gift?
- Present a practical experience. What would you do to facilitate documentation/passing on of institutional knowledge? How transparent is your leadership process?
- Do you like _____ (depending on population)? Why do you want to be a leader? What are your learning edge? What are your buttons/triggers? How would you get support (what to know how transparent they are)? What’s your leadership style? Give me examples (how do I feel in listening to them). How do you relate to other styles? What’s your big dream for us (how do I feel when I listen to them)?
- Tell us a time when you worked in a poorly functioning team – what you did. How do you have fun?
- Tell us about how you have dealt with making difficult decisions where conflict – give scenarios.
- What was your leadership experience – best experience, worst experience? (Learn if they walk the talk.)
- How will you embrace/include different learning/teaching styles?
- What paradigm of leadership interests you? How do you practice wholistic leadership? Challenge the person to: bring themselves forward. Haven needs to know about: _____
- How would you develop the next generation of program leaders, assistants, interns? How does teaching factor into your leadership process? How do you lead from your heart? How can you demonstrate that you work with different/opposing beliefs, philosophies, approaches?
- Use tests/examples to see who they are. Full day program immersion – how do they lead a group? Where do you think your biases (unconscious and conscious bias) are (different from weakness)?
- Leadership team vs organizational leadership – need to share/document our process.

(Rosemary on Slack) Interviewing leaders:

- If you could have your ideal leader, what qualities do you think they would have?
- Of those qualities, which do you have and how would they show up in your leadership? Give an example...
- What is your greatest strength for leadership? What is your greatest challenge?
- Give an example when your leadership did not work well. How/what would you now do differently?
- What do you know about diversity issues currently present in your community and the world? How do you think Haven can reach out to the world regarding these?
- What are your ideas/dreams/ vision for Haven. Same question for yourself.
- Where do you see haven in 10 years? 25 years? Where do you see your own life in this context?
- How do you see/do role and being personal?

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What ideas/actions if begun today could ripple out in a way that created new possibilities for the future of leadership at The Haven?

- Gender-neutral bathrooms.
- Place-based ideas integrated into the curriculum. Haven work recognizing social/ecological contexts.
- Comment on action not person.
- Intimidating 'labeling' – building on the connection.
- Diversity.
- Haven leaders out into the world. Accessible. Respond to need/requests for specific community. Short specific trainings. Haven leaders learning from and through other leaders or organizations and networking with others.
- (LN = Linda Nicholls?) Get out there. Become more accessible. More relevant content – find out what is helpful to them. Get the word out about open to invitation. Teach teachers! Short trainings. Learn from others and synthesize what is gathered. Consent. People are cautious – why? Criticized. Look at arrogance of limited 'right way'. Clarify intention.
- Tattoos and piercings on web site.
- Take gender designation off 3rd dorm.
- Men's workshop.
- Subversive marketing toolkits!!!
- Men, young people of colour.
- Gather sponsorship. Provide support for underrepresented groups to come 'in residence' for extended period – immersion, work study, courses ... Participants get accelerated immersion in Haven/Haven gets a lead on developing next generation of leaders.
- Another leadership summit off site in Vancouver on: youth programming, personal growth programs.
- Keep exploring online platforms not to 'replace' in-person workshops but to expand possibilities, engage new communities.
- Volunteer welcomers.
- Bringing more diversity – focus groups? Listening to different communities. Active reach out and removing barriers to participation.
- Speaking out who we are interested in funding for bursaries.
- Leaders finding new forms to metabolize – leadership community finding ways to connect to mystery/irrational and deepen into the 'we body' (?)
- Quality of approach.
- (LN) youth leaders set ideas, didn't listen.
- Put your money where your mouth is.
- More formal explicit conversations about partnering – (Pearson College) Next Up leadership (?)
- Concierge.
- More diversity on web site – age, gender, race.
- Expand Foundation.
- Partnering with benevolent societies conversations.
- Hire a dedicated person/organization to do marketing/social media/ develop online platforms/ targeted outreach to diverse communities. Develop a marketing strategy that marketer carries forward.
- Committing a staff person to the active outreach. Harvesting lessons from the Inner Activist.
- Is there an opportunity to have what we do here recognized in the world as a valuable thing.
- Change our languaging around 'the Chinese' (sounds racist). Have someone on staff who speaks Mandarin if Mandarin-speakers are to feel welcome.
- (LN) Categorizing intimidation factor. Learn more about other first. More effort connecting with others – outreach. Universities – offer (?)

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What's missing from the picture of leadership at The Haven so far? What is it that we are not seeing? What do we need more clarity about?

- Owning of young rebelliousness along with recognition that we have become the establishment. Power system – can we include non speakers and people who have disappeared.
- How to respond to negative blogs – so far we have been quiet.
- Haven is invisible. We are blind to our invisibility because some people are excited.
- Own our history of diversity – used to be something to gloss over due to backlash – but now can be seen as a draw for people.
- SATIR. Family map of Haven – Passages. Mommy and daddy are not here any more. What is the focus? New energy here in the present. Where. Eldering – how do we learn to elder when we haven't been eldered?
- At one point we "circled the wagons" but now we can emerge and be seen.
- Family map of Haven history – with Maria in August, Shadow, to bring us current.
- What is the archetype in the mytho-poetic realm that can support Haven emerging – look at shadow and find the resources.
- Satir family map process re Haven.
- Eldering – how do we learn to elder when we haven't been eldered (mentioned twice on two separate stickies).
- Our own addiction to high rank.
- Create an intern in residence program.
- Do we want to stay being fringe?
- As those who have withdrawn to speak to why they withdraw?
- Network platform – connections are lost – build something so that people can expand.
- Haven should be more established – connected to licensing bodies.
- Who makes the decisions and has the vision and include others?

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- How do we develop regard for what was and the new-ness?
- PRIDE – born out of inter-racial relationship. Queer history is draw? Shadow – “circle the wagons”. Re-emerge from the closet – own our history and make it known. What is it we are not seeing? We are not seeing the impact of present and owning our history.
- Can we own what we have done politically and personally?
- We are still too small. We need to be larger-thinking stewards. Mytho-poetic. Shadow stuff in sexuality-creativity.
- Split focus – one foot in being small intimate, one foot want to expand.
- Youth as integral.
- The vagueness of how the Haven works.
- Missing a networked platform.
- Clear vision. Fringe vs established.
- The voice of those what have withdrawn from Haven: “I would have stayed if ...” “I left because ...”
- “Everytime I go to the web site I see old white people with grey hair.”
- Does not present itself as “queer friendly”. Stifled sexuality in general – bathrooms.
- Partnership – Pearson College. Unplugged program – volunteer onsite to participate. Resident in training. Blend adult and teen programs.
- Bridge from TA/KITS to adult programs. Young adult programs. Applicants from diverse experience. People of colour, indigenous. Contact all participants – what brought them here. Get a handle on how to market to and develop for new segments. Cultivate new leaders from more diverse experience. Partnerships – “next up” leadership. Resident training program.
- Youth programs. (arrow to) What happens here? (arrow to) Come Alive – run into mid life issues.
- Chinese bubble. (in a bubble of concentric circles)
- MARKERS – what are they? Identity. Markers (photos on walls, people in room) – actual people in the room – are these my people? Do I fit here?
- (Under a rainbow) Intentionally ripple out. Natural world and creativity. And diversity. Inner activist to become core program. Personal to expand to be influential more globally. Clinical and analytical. (arrow to) Institutionalized.
- Criticism – Haven is so lame. Seedy place from the 70s where old people talk about their feelings ... how to address this ...
- Pearson College – Partner – Next Up Leadership (under 32).
- Youth. People of colour. Men.
- Interview diverse participants. What do they want? What would attract. First Nations.
- Use Unplugged to draw people in to experience Haven. Trade work for training (arrow from) \$\$\$\$
- Applicants from diverse experience.
- Context of survey with youth.
- More from work study, pay and study (arrow to) intern in residence in training (year?). (arrow to) set up a more formal program for people to be here (?).
- Karma – work to contribute to community, and study and learn.
- Blending adult and teens programs.
- Finding bridges.
- Unplugged feeder program.
- Potential partnerships: Next Up Leadership Pearson College.
- People of colour, youth, men – David and Jay, First Nations – Damien, Rhonda McLean, elders – Leona Gallant, Mary Holdgrafer.

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What do you hope will be most strikingly different about leadership at Haven in 10 years?

- Install an electric car charging station in the Haven parking lot.
- Networking + sponsoring, inviting.
- Vibrant body culture, touch – consensual – touch literacy.
- Paid coordinators for workshops away.
- Learning (workshops) not depending on the place/land.
- For the past 30 years the only way to enjoy The Haven community has been to participate in a “WORKSHOP”. In the future I’d like to see the entire place as one big ongoing workshop, experiential.
- \$\$ Consider financial reality. Provide opportunity for learning.
- Volunteer opportunities.
- No “Diploma” necessary (?) Certificate (?) What is the advantage?
- University sabbatical spent at The Haven.
- Bodies more moving more often.
- 20-30 year olds.
- Long-term vision. Biz community looks to The Haven to develop leadership.
- That we are a learning organization. CULTURE OF DIALOGUE.
- Community outreach worker.
- Connecting kids and elders.
- Touch literacy.
- Whole staff doing erotic work together – boundaries, embodiment, daring to go even deeper than we can imagine in terms of connection.
- Nightmares: rainbow coloured robes, big gate, eating all vegan, chewing 15 times/bite, slight blemish (arrow to ironing, just a resort here).
- Residency programs. Accessibility. Racial diversity. Support through \$\$ + opportunity. Work exchange, work study.
- Youth residence program.
- Financing to committed outreach.
- Experimenting with new technology. Attitude and seen as not so old and hippie and seedy. Willingness to transform and integrate with present modalities. Innovation team at Haven.
- 50% new young highly trained leaders (arrows to) proportionally and total. (arrow to) expanding programs. (arrow to) pathways for commitment and mentorship (outside of financial options).
- Workshop ideas (arrow to) leadership that encourages new ideas. Value of sleep.
- Collaborating with other centres (arrow to) look at their models (arrow to) shared offering.
- Outreach programs (arrow to) get people into it, (arrow to) inspire ideas of Haven to new populations. Structure and ideas are foreign. Applying and expanding Toolkits.
- Diverse racial backgrounds in Haven leadership.
- Expansion of Haven foundation.
- Haven as more of a continuous community than just separate networked participants. Community of people living on property, working part time. (arrow to) volunteers in residence.
- 20s and 30s support.
- Youth become integral, not side project.
- Mew metabolization. Relevant – present, context sensitive. Honouring wisdom with evolving structures.
- More visible diversity (across ranges) (arrow to) programs aimed at diverse groups.
- Connecting elders and children.
- Outreach programs - in schools, visiting lectures, participation workshop.
- Sabbaticals.
- Outreach. High retention. Collaboration. Cultural sensitivity. Innovation.

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(Rosemary on Slack)

- Leadership 10 years later: I hope for elders to still be a beacon for younger leaders. I hope younger leadership will have more diversity and bring awareness to current world/life challenges. I hope they will want to dedicate their passion for taking Haven Principles global and for the continuity of Haven. I hope they bring new awareness for "what we might be missing".
- To not get rooted in what we know I think asking these questions is vital: What do we stand on/for? What are we not seeing because of this stance?
- Maybe there is a model of some sort that can be developed based on this? Just a thought...

(feedback from online participants)

- Recurring theme - standing on/for. What are we missing because we are standing on it?
- Continued inclusion of more ways of caring and being with. Going out to other centres. As leaders doing our own work with other organizations and bring it back. Including more natural connection to the world and creativity.
- Love the idea of eldership and youth perspectives.
- More of where we are partnered with other organizations - like Linda at Esalen - and more, doing as segment of an MBA, social work. Integrating/connecting with other programs. Different ways in which we are included in other programs and they are included in ours.
- Supporting/integrating into other programs - e.g. counselling, nature based programs, creativity, movement, business.
- In service to others - other cultures, parts of the world geographically, how we can carry ourselves into other possibilities of connection. Different ways the world is changing.
- More for young people at Haven. We make room for more things that young people can be involved in.
- In 10 years leaders that are strong in core. We have found a way to bring in new leaders with ease and grace. Reflected in different ages of leaders.
- Pre summit webinar - represents diversity that we want to see.
- Something between the cushions and the chairs that we can sit on!! (Rosemary on Slack) I agree with the seating comment! Seating is not great for me personally. Something that could also accommodate a wider bottom? And a little more padding?

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Post summit comments

- Linda Nicholls from email - one thing to add -- I don't recall seeing the actual words "group process" or "circle work" on the boards, which I think is what we are teaching and using exceptionally well and which is a somewhat unique and potential offering we could be offering to organizations, communities and so on.
- Linda Nicholls from email - Something I think noteworthy: after Summit I spent a bit of time with Jenna. She commented that she and other younger people had noticed how often some (not all) of the older haven leaders referred to "I" do this/"I"did" -- and that the younger people's paradigm much prefers "we," which they believe is a reflection of the reality.
- Denise Goldbeck on Slack: really great dialogue - mythopoetic realm being brought forward by Linda - I am still plunged into deep thought around it!



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- Brad Jarvis on Slack: I'd like to suggest another topic/theme for course(s). Background: boys and young men have in recent decades experienced significant new challenges in succeeding in both education and employment. I believe that the causes of these new patterns lie within the scope of Haven's current curriculum. My suggestion: create course(s) specifically to support boys and young men with the intention of supporting the success of participants in both education and employment. Clarification: nothing in this suggestion is intended to diminish or challenge the increased success girls and young women have experienced in some educational fields and some fields of employment during this same period. I support all in succeeding in education and employment.

