



Leadership Development on a Limited Budget

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PROGRAM OUTLINE

Leadership Development 101

I. Most organizations are over-managed and under-led!

- A. Many Associations are governed by the “spring loaded arm.”
Many volunteers (as well as staff) really want to excel in their given role. However, most are ill-prepared for a leadership role, and they are embarrassed/afraid to ask for help (“I’m the President; therefore I’m supposed to know all of this already!”)
- B. A Leadership Development catering to your specific association will provide a non-threatening, face-saving environment to hone their leadership skills (“I’m the President, therefore I’m supposed to know all of this already. But I need to be here to show my support...”)
- C. The Association Executive who implements a Leadership Development program increases their value to the Association, and creates a win-win for everyone.
- D. Leadership Development is a process, not an event. And the process consists of three parts: Planning, Content & Delivery, and Follow-up.

II. Planning

- A. Creating an Outline.
- B. Who is selected and How?
- C. How will they signify their willingness to commit?
- D. Will there be a cost to participate?
- E. How long will the sessions be, and how many sessions?
- F. When will the program be held?
- G. How to create/show value?

III. Follow-up

- A. How will the participants be recognized?
- B. How will the participants be used in leadership future positions?
 1. Elections
 2. Committee Chairs/Vice Chairs
 3. Community Volunteer Positions
- C. Evaluation and Modification

IV. Content & Delivery

- A. First off, are we talking about leadership, management, or both?
 1. What is leadership and why is it important?
 2. What is management and why is it important?
 3. Leadership vs. Management
 4. The roles of each in the Association.
- B. Components
 1. **Leadership**
 - Leadership Styles
 - Leadership Behaviors
 - Personality Types
 - Trust
 - Power
 - Politics
 - Dialogue
 - Consensus

- Values
- Observation
- Teamwork
- Visioning
- Strategic Planning

2. **Management**

- Delegation
- Financial Accountability
- Parliamentary Procedure
- Decision Making
- Personnel Law
- Anti-Trust
- Meeting Management

3. **Personal Characteristics**

- Mentoring
- Public speaking
- Communication
- Myers-Briggs
- Impression/Image
- Management
- Time Management

C. Determining YOUR needs.

1. Research
 - a. Survey
 - b. Focus Groups
 - c. Just Ask
2. Peer review
3. Observation
4. Other research
 - a. NAR
 - b. State Association
 - c. ASAE

D. Delivery/Speakers/Session Leaders

1. Local colleges
2. Your vendors
3. Your members
4. Other Execs

E. Course Policies?

1. Attendance...Required? Absences?
2. Cell Phones/Interruptions?
3. Assessments?
4. Will there be clock hours?

V. **References**

- A. Leadership Bibliography
- B. Web References
- C. The Art & Science of Leadership
(<http://www.nwlink.com/~donclark/leader/leader.html>)
- D. Sample Documents

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Leadership Development Web References

Online leadership articles (you may have to dig around a bit, but there are some excellent articles here):

<http://www.legacee.com/Info/Leadership/Articles.html>

<http://tppserver.mit.edu/esd801/readings/>

<http://tppserver.mit.edu/esd801/pdfs/>

<http://hbswk.hbs.edu/topics/all-leadership.html>

<http://www.maccoby.com/Articles/>

This site is filled with Leadership Development activities, concepts, and ideas.

<http://www.nwlink.com/~donclark/leader/leader.html>

He used to have an entire Leadership Development program on his site (as a shareware, use it and then pay), including a separate instructor's manual, but he has removed it. The email address is valid and he is good about answering. So you might want to ask him if he will share it with you.

(Note: These are all copyrighted material, so use accordingly.)

INTRODUCTION TO LEADERSHIP DEVELOPMENT PROGRAM

1. This program has been developed to meet a critical need of the Association – to ensure there are REALTORS prepared, and willing, to lead the Association into the future.

This is a formal program – with training modules and an organized curriculum.

2. How and why are candidates chosen?

- a. Some committee and sub-committee chairs
- b. Some vice-chairs
- c. Some at-large volunteers
- d. Some REALTOR members identified by others within the Association.
- e. ***All are chosen for having demonstrated leadership traits***

3. Who are you - or will you be?

- a. Future leaders of the Association
- b. People who know - or want to know - more about the Association
- c. Those who care about the future of the Association and service to its Members

4. Remainder of the program

- a. Curriculum review
- b. Explanation of source documents

5. What lies ahead?

- a. As members of the first class, you are obvious choices for chairs, Directors and Officers
- b. In fact, you will be expected to become/remain involved in the Association, with a goal of serving as the President some time in the future.
- c. The program will be offered once this year and probably once every other year
- d. If you think the program is worthwhile, your responsibility is to recruit others into leadership development program

LEADERSHIP DEVELOPMENT PROGRAM

APPLICATION FORM

Name: _____

Address: _____

Name of Firm: _____

Home Phone: _____ Work Phone: _____

Position in firm: _____ Time in real estate: _____

Previous involvement in Association activities:

1. Committees: _____

2. Activities: _____

3. Other: _____

Other Civic or Community activities: _____

STATEMENT OF PURPOSE:

Briefly set forth below your reasons for being interested in the Association's Leadership Development Program; state what you hope to gain from having participated.

Date

REALTOR
Company
Address

Dear xx:

Enclosed is a copy of the curriculum of a very special program of the Association of REALTORS®. It is our hope that early identification of talented individuals like you will result in increased strength for the Association. Thus the birth of this program!

Participation in this activity is by invitation only, and we are limiting the class to those members for whom we have great hope and from whom we anticipate the best service. As you can see from the curriculum, the program is designed to sharpen your communication and organization skills, as well as provide you with the tools of leadership that we all need in business, in volunteer organizations and in our personal lives.

This may well be the most powerful educational program you will ever attend - both from the quality and expertise of the instructors as well as the quality of your fellow participants. As such, it is our intent that, upon completion of this program, you will invest some of your time and qualities in the Association to repay the investment made in you by the Association.

This is designed to be an eight-week program (one morning per week). Attendance and participation at all sessions is required to successfully complete the course. This will require a commitment, but it is a commitment that we feel will be repaid many times over.

I look forward to your participation in the Leadership Development Program, and I welcome you to the start of your career as a leader in the Association of REALTORS®. Please call XX at the Association office (xxx-xxxx) as soon as possible to accept this invitation and return the attached application form before January 25.

The first class will be at the REALTOR Building, 9 a.m. till Noon, on Wednesday, February 20. There will be refreshments, and a course notebook will be distributed.

Truly yours,

Xxx, President
Association of REALTORS®

Determining Organizational Values in an Association Of Realtors®

By Jonathan M. Wallace, PhD

Terrence E. Deal and Allen A. Kennedy, state in *CORPORATE CULTURES*, that “Values are the bedrock of any corporate culture. As the essence of a company’s philosophy for achieving success, values provide a sense of common direction for all employees and guidelines for their day-to-day behavior”.

As such, one would think that everyone would be able to easily - and quickly - state what the values of their employer are as well as their own, personal values. This is not the case, however, as values seem to be hard to define and even harder to articulate. And this reality was found to be very present within the subject Association of REALTORS® as we embarked on our quest to define what we value as an organization - and employees.

Values, it seems, is a very ambiguous term. Everyone feels they know what it means but no two of the definitions are the same. So my first step was to define the term and help all employees “work off the same page”. This was accomplished through a memorandum to all staff providing a succinct, yet clear, definition of what organizational values are and are not.

Staff then used this information to identify 64 different values (there were many duplicates). We then met in a session to see where we could combine some the items on this lengthy list. From this session we scaled down our list to 26 values (and an additional 4 that could be re-written to be practical, should any employee choose to do so.)

This list of 26 values was then combined onto a **VALUES Tally Sheet (Attachment “A”)** on which employees were given a total of 26 votes to use in whatever manner they choose - all 26 votes for one value, 1 vote for each value, or somewhere in between. I realize that it may be better to define an organization’s values by consensus rather than popular vote, but the opinions were so diverse that I felt the use of a weighted voting system would get us closer to a consensus process.

I then took the tally sheets and transposed the votes into an EXCEL spread sheet (**Attachment “B”**). This gave us a good opportunity to see just where these individual values that we had identified rated in priority order - not only by collective total votes, but also how the values rated on each individual tally sheet.

Above, I mentioned the importance of reaching a “consensus” in regards to organizational values. The challenge is, “consensus” is much like “values” in that everyone seems to know what it means, but none of the definitions are the same. My personal definition of “Consensus”, and the one that I choose to use within my organization, is “reaching the point of agreement or disagreement in a discussion where those that still do not completely agree at least do not disagree to the point where they choose to expend any energy to change the outcome.” As such, from this weighted list of values, we were able to achieve a consensus of the values that we, as an entire staff, felt were important enough that we would want this list to be our benchmark for judgment of success - by ourselves as well as our customers.

I then took this final list of values and asked for volunteers to take one value and further articulate what it means - both personally and organizationally. When these statements were completed, we met to discuss and formalize these statements. From this came our final product (**Attachment “C”**).

This has been a very useful process not only because we now have a published list of corporate values that we can share with customers and new employees, but, more importantly, because all of the staff now have ownership in this set of values. This is by far the most important role this process can fulfill in the business world. I understand that for values to work they must be felt at the top of the organization. However, for values to be of “real value” they must be felt, believed and understood by the entire organization.

Top management and all staff now have this ownership, our next step is to share it with our members and customers. They may not have been involved in this process from the inside, but they can become stakeholders in the organization's values via staff action (since actions speak louder than words).

And we do not intend for this to be a static process that is completed once framed and hung on the wall. I have seen such positive results from this process that I plan to include our values statements in every staff meeting agenda and as a standard during our annual organizational evaluation. I have since recommended this process to several other organizations. There is tremendous potential for organizational and personal enhancement through this type of process - I am only upset that it took so long for me to discover something this simple.

REFERENCES

Connors, Tracy Daniel, (1995), The Non-Profit Management Handbook, John Wiley & Sons, New York, NY

Deal, Terrence E. and Kennedy, Allan A. (1982), Corporate Cultures, The Rites and Rituals of Corporate Life, Addison-Wesley, San Francisco, CA

Drucker, Peter F., (1990), Managing the Non-Profit Organization, Principles and Practices, HarperCollins, New York, NY

VALUES Tally Sheet

You have a total of 26 votes to use in any combination and for any value that you feel is important. Take some time to reflect and think about this task before beginning. When ready, place your votes on the line to the left of the value. If you feel that they are equal in value, than cast 1 vote for each. If you feel there is one value that is the absolutely, most important, then cast all 26 votes for that value. However you use your votes, the total of all votes cast may not exceed 26. When finished, place your tally sheets in the box on the round table in my office. Deadline is 5 p.m. Tuesday, August 29.

1. _____ teamwork
2. _____ extra effort
3. _____ enthusiasm
4. _____ integrity
5. _____ fun
6. _____ part of a family
7. _____ responsibility
8. _____ loyalty to staff and members/customers
9. _____ top notch customer service
10. _____ positive attitude
11. _____ productive work performance
12. _____ preservation of the Code of Ethics
13. _____ respect for the membership
14. _____ openness to individual ideas
15. _____ strong leadership
16. _____ knowledgeable staff

VALUES TALLY SHEET

Page 2

17. _____ high personal standards

18. _____ equality for all members/customers
 19. _____ responsiveness to the needs and attitudes of our
members/customers
 20. _____ fairness to customers and employees
 21. _____ doing the job right
 22. _____ doing the job well
 23. _____ trust of employees
 24. _____ dedication to our jobs
 25. _____ ethical employees
 26. _____ flexibility
-
-

To be re-written:

1. _____ members/customers
2. _____ member/staff relations
3. _____ outstanding informational services
4. _____ “The voice for real estate in Pierce County”

Attachment B

Values Voting Results

teamwork	5			2		2	2		5	16
extra effort							3			3
enthusiasm	2			1					2	5
integrity	2	3		1	1	2		5	1	15
fun				1					7	8
part of a family	2	2		2					6	13
responsibility						2	6	4		12
loyalty to staff and members/ customers				5	1		3	3		13
top notch customer service	5			10	4		3		10	33
positive attitude	2	2	26	5	2	1			4	44
productive work performance						2	2		2	8
preservation of Code of Ethics					1					1
respect for the membership	1	3		1	2	3			2	17
openness to individual ideas	2	2		1		2	1		4	12
strong leadership	2			2						5
knowledgeable staff				5	2	2			2	12
high personal standards	2			2						4
equality for members/ customers				2						2
responsiveness to the needs and attitudes of our members/ customers						6	3	5	1	17
fairness to customers and employees								1		1
doing the job right		3							1	4
doing the job well		3							1	4
trust of employees							1		1	4
dedication to our	5			1	2	5			2	18

jobs

ethical

employees

flexibility

1 3

1

2

1

1

2
7
0
0
5
0

Needs to be re-written

members/
customers

member/staff
relations

outstanding
informational
services

5

"The voice for
real estate in
Pierce County"

**TOTAL VOTES
PER BALLOT**

26 26 26 26 27 24 26 26 26 26 26

**Tacoma-Pierce County Association of REALTORS®
Tacoma-Pierce County Multiple Listing Service, Inc.**

- Staff Values Statement -

- I. *Fun*** - Excellence in work is a by-product of fun. Fun means enjoying everyday and the challenges provided by the work we do.
- II. *Integrity*** - We believe in a firm adherence to a high standard of values. When we say we will do something for our members / customers / fellow staff / public they can count on the fact that we will deliver.
- III. *Top Notch Customer Service*** - We commit ourselves to providing not only good service to the customer but also providing a service that will keep the customer coming back.
- IV. *Trust of Staff and openness to new ideas*** - We dedicate ourselves to be credible so that the members will view us as informed employees who have the resources and expertise to make the right decision and put forward new ideas.
- V. *Positive Attitude*** - Positive attitudes create positive people - positive people create a successful business. As such, we strive to provide the clear and absolute feelings and thoughts needed for problem solving so that this organization will remain successful.
- VI. *Loyalty and Respect for Members / Customers*** - Loyalty is an unwavering commitment to a person or cause regardless of the circumstances. However, loyalty is dependent upon respect. As such, we commit ourselves to earn the respect of our customers / members and to show them loyalty at the same time.
- VII. *Dedication to the job*** - We dedicate ourselves to ensure that the job is done to the best of our ability, that responsibility is delegated when needed, and that the product or outcome meets or exceeds the high standards we set for ourselves.
- VIII. *Loyalty to the staff family*** - We commit ourselves to support and help our fellow staff members whether with personal or professional challenges and to not betray the trust they put in us.
- IX. *Team Work*** - Teamwork means being able to work together with a diverse workforce to meet a common goal. As such, we dedicate ourselves to keep a positive attitude in difficult situations, to understand and help meet the needs of our co-workers, to support our co-workers in their decisions while preserving a functional family atmosphere.
- X. *Leadership*** - As important as the role of the leader in the leadership function is the role of the follower. To be a good leader one must also be a good follower. As such, we commit ourselves to play whatever role we are asked to perform for the success of the organization and its customers / members - be it leader or follower.

Self-Evaluation Checklist for REALTOR® Volunteers

Name _____ Date _____

Check the items about which you need more information.

THE ORGANIZATION: DO I UNDERSTAND...

- The stated purpose of the Association?
- The organizational structure
- The bylaws of the Association
- The policies and procedures of the Association
- The goals of the Association
- How the Association may plan to change

THE LEGAL SIDE OF BOARD MEMBERSHIP: DO I KNOW...

- What the role of the Board of Directors is
- What my legal responsibilities are
- Whether I am insured
- What are my liabilities as a Director

THE BOARD MEMBER: DO I KNOW...

- Each member of the Board
- What the position of each person on the Board is
- What the skills are of each Board Member
- What position each Board Member holds in the office
- What position each Board Member may hold in the community
- What role each person plays in the fulfillment of the purposes of the Association
- What my commitments of time and money are

- For what scheduled assignments am I responsible
- What are the occasional tasks for which I am responsible
- To whom am I immediately responsible
- Who is immediately responsible to me
- For what records am I responsible

THE BUDGET: DO I...

- Have a copy of the current Association budget
- Understand the Association's budget
- Know who develops, approves and administers the budget
- Know if the organization keeps within its budget or runs a deficit
- Know what the main revenue source is
- Know what the procedures and revenue sources for capital expenditures are
- Who audits the Association
- Is there adequate insurance
- Know what non-dues revenue sources are possible
- Know how the size of the budget is determined
- Know how dues amounts are determined

TIME: DO I KNOW HOW MUCH TIME...

- I am expected to give to the organization
- I am expected to give to Board meetings
- I am expected to give to special events
- I am expected to give to committees

Leadership versus Management...how do they differ?

Leadership Is About...	Management Is About...
Ideas Shape and Influence Process Creating a vision Innovation Coping with change Anticipating crises Doing the right thing Empowerment Developing Focusing on people Focusing on concepts Removing barriers	Facts Control Content Developing a plan Administration Coping with complexities Resolving Crisis Doing things right Supervision Directing Focusing on tasks Focusing on personalities Setting Policies

Source: Bennis (1989)

Parliamentary Procedure

What is it?

A set of rules for conduct at meetings.

Basic Truths...

1. The organization is paramount.
2. All members are equal.
3. A quorum must be present for action to be taken legally.
4. Only one main proposition at a time; and only one person on the floor at a time.
5. Full debate unless...
6. The issue, not the person, is under discussion.

Why is it important?

A time-tested method of conducting business meetings.

Objectives

1. Expedite business
2. Maintain order
3. Insure justice and equality for all

Principles

1. Courtesy to all
2. Justice to all
3. Rule of the majority
4. Right of the minority
5. Partiality to none
6. Protection of the absentee
7. One thing at a time

Tips

1. "I so move" is not a motion - state your motion clearly.
2. You must vote on ending debate when someone moves the previous question.
3. If you want to suspend discussion - perhaps indefinitely - "I move to table the motion". If you want to postpone discussion, do so until a time certain.
4. A motion to reconsider a previous motion must come from the winning side.

What does it include?

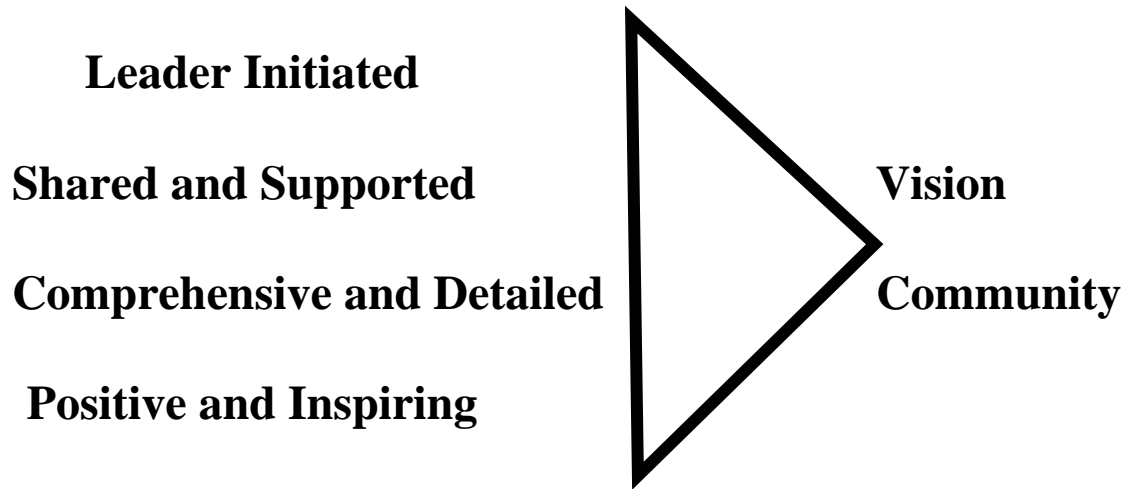
1. **Agenda**
2. **Quorum** - the number of members that must be present for business to be conducted legally.
3. A method for members to have their say:
 - **Present Motions** (make a proposal)
 - **Second Motions** (express support)
 - **Debate Motions** (give opinions)
 - **Vote on Motions** (make a decision)
4. General types of Motions:
 - **Main Motions** - Introduces a subject; beginning of action.
 - **Subsidiary Motions** - Changes how the motion is handled, delays or disposes of main motion. Example: Amend.
 - **Privileged Motions** - Urgent, unrelated to pending business.
 - **Incidental Motions** - Questions on procedure.
5. Some general questions regarding motions:
 - ***Is it in order?*** The Motion must relate to the business at hand, and be presented at the right time. It must not be obstructive, frivolous or against the Bylaws.
 - ***May I interrupt the speaker?*** Some motions are so important that the speaker may be interrupted to make them. The original speaker regains the floor after the interruption has been attended to.
 - ***Do I need a second?*** Usually, yes. A second indicates that another member would like to consider your motion. It prevents spending time on a question which interests only one person.
 - ***Is it debatable?*** Parliamentary procedure guards the right to free and full debate on most motions. Some privileged and incidental motions are not debatable.
 - ***Can it be amended?*** Some motions can be altered by striking out, inserting, or both at once. Amendments must relate to subject as presented in the main motion.
 - ***What vote is needed?*** Most require only a majority vote, but motions concerning the rights of the assembly or its members need a two-thirds vote to be adopted.
 - ***Can it be reconsidered?*** Some motions can be debated and revoted to give members a chance to change their minds. The move to reconsider must come from the winning side.

Top Four People Skills for Successful Leaders

- Communicate clearly – give and get details clearly. A good communicator expects to be misunderstood (and to misunderstand), and are prepared for it.
 - Honesty, Integrity, and Objectivity – has little to do with virtue, has to do with “walking your talk.”
 - Tactfulness – being able to address issues without attacking.
 - Self-control
-

Agree to communicate
about communication
before the need
for communication arises.

Vision in Organizations



POWER OF VISION

***“We gain
through the strength
of our visions,
the power
to shape the future.”***

POWER OF VISION

“The future no longer

*will be discounted in the present
when vision frames the future
and guides the present.”*

POWER OF VISION

“Where there is no vision, the people perish.”

Book of Proverbs (KJV)

Vision is...

- **“A mental journey from the unknown, creating the future from a montage of current facts, dreams, and opportunities.”**
CREATING EXCELLENCE
 - **“Vision is a desired state.”**
THE VISIONARY LEADER
 - **“A realistic, credible, attractive future for your organization...”**
VISIONARY LEADER
-

“Vision without action is merely a dream.

Action without vision just passes the time.

Vision with action can change the world!”

Joel Barker

**“...it is essential to think about, dream about,
and ultimately envision our own futures.”**

**“...having a positive vision of the future is perhaps the most
forceful motivator for change an organization can possess.”**

The Role of Leaders in Transforming Groups to Teams

By Jonathan M. Wallace, PhD

According to Tom Peters...

“In the future, the majority of all work done in America will be done in Project Teams.”

Why?

- Teams outperform individuals acting alone or in larger organizational groupings.
- Teamwork improves productivity, not just morale.
- Teamwork design builds greater flexibility into operations.

The challenge...

- Creating real teams, not just groups that management calls “teams”.
- Ultimately, creating an environment that encourages – and rewards – high-performance teams.

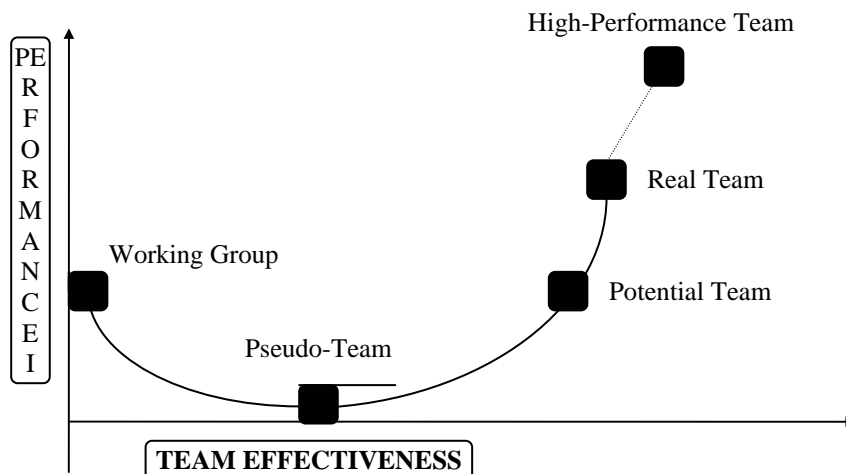
Real Teams are committed to...

- a common, meaningful purpose.
- common goals.
- developing a common approach.
- mutual accountability

Roadblocks to Team Forming...

- Lack of conviction by group members.
- Personal discomfort and risk.
- Weak organizational performance ethics.
- Little or no support from the top.

The Team Performance Curve...



Source: *The Wisdom of Teams*

Working groups...

- have no significant incremental performance need or opportunities that requires them to become a team.

Pseudo-teams...

- could have a significant performance need or opportunity, but they have not focused on collective performance and are not really trying to achieve it.

Potential teams...

- have a significant, incremental performance need, and they are trying to improve their performance impact.

Real Teams...

- are a small number of people with complimentary skills who are equally committed to a common purpose, performance goals, and working approach for which they hold themselves mutually accountable.

High-Performance Teams...

- meet all of the conditions of ‘real teams’ and have members who are also deeply committed to each other’s personal growth and success.

Characteristics of High-Performance Teams...

- Exhibit behaviors similar to those of a newly converted member of a religion or an elite club.
- They have significant organizational support and in turn strongly support the organization.
- They are the in-house change agents and are continually shifting the way business is done.
- They have a tremendous influence both inside and outside of the organization.
- They are a primary vehicle for involvement and leadership for those populations who may be under-represented in many organizations.

Steps to Success...

- The organization establishes an urgency and direction whereby all members begin to believe that the team has a worthwhile purpose.
- The leaders select team members based on skills - or skill potential - not personalities.
- Pay particular attention to the first meeting and the actions therein.
- Set very clear initial rules of behavior.
- Set and seize upon a performance-oriented goal that can be reached immediately.
- Challenge the group often with additional facts and information.
- Exploit the power of positive feedback, recognition, and reward.

The biggest role that the leader can play...

- Shifting the leadership mindset and “recognizing many leaders, not just one” .
- Understanding that, in “today’s environment, leadership is a function, not a position”.

Ensuring the proper success of the organization requires “the full application of many people’s skills and talents, both as leaders and followers”.

“Performance results - that’s what teams are all about” The opportunity for increased performance is too great to let misunderstanding, inexperience, uncertainty, or false assumptions - or even past team failures - stand in the way. And the risks and actions necessary to team performance are well within the capability of most of us”.

TEN POINTS TO REMEMBER ABOUT CONFLICT

A summary of “Ten points to remember” when you are given the opportunity to deal with CONFLICT.

1. Conflict is like breathing. There is no relationship without it. Recognize that conflict isn't good or bad...it just IS.
2. The presenting, or surface, problem is almost never the real problem. Getting stuck in the former isolates you from yourself and others and prevents resolution.
3. To resolve conflict, you need to create a safe space. A safe space is one in which you feel free to share vulnerabilities, knowing that you won't be judged, attacked or reacted to.
4. Conflict is about intimacy (the concept of “shared pain”.) To be intimate requires doing something that will get attention. Being human, we tend to create some kind of negativity in order to be noticed. The core of real connection is shared pain.
5. Change occurs right at the edge of your comfort zone. Our comfort zone is a place we go to heal, to relax, to be quiet. We need to step out beyond that zone to grow and to learn...and to step out of any rut we may be in.
6. That which you resist...persists. Conflict seeks resolution, just as a discordant note in a melody seeks resolution. Sooner or later, you need to get to the root of the matter at hand.
7. You need to be 100% present in a conflict. This means you are not only physically present, but also emotionally and mentally present. The more open you can be to your feelings – to what is happening around you and your responses and reactions – the more genuinely you can participate in the conflict at hand. Being present also involves letting go of preconceived images, outcomes and judgements, viewing and receiving whatever is happening here and now with a fresh set of eyes and an open heart.
8. Gender is an element of *every* conflict.
9. Guilt and fear block the resolution of conflict.
10. There are no absolute truths.

WARRIORS OF THE HEART

Dannan Perry