

# GENTLE BALANCED LEADERSHIP

“With this form of leadership, we believe the pilgrim family of UNBOUND will continue at a sustainable pace to be a liberating force of love in our world today.” — *Bob Hentzen*

## 1. SELF-AWARENESS

I am self-aware and comfortable with self-examination. I see my formation as continual and on-going. I do not personally dominate, nor draw attention to myself. I specifically expose myself to feedback. I am in healthy relationship with myself, with others, and with the world.

## 2. AUTHENTICITY

I am personal and authentic. I am transparent and work with integrity. I seek out knowledge and awareness of the health of relationships among work teams and among staff and families. I am dedicated to building relationships.

## 3. HUMBLE VIEW OF ROLE

I am part of something larger. I do not drive a personal agenda. I see myself as more than my role, that is, I do not get all of my identity from my role. I strive to create obsolescence in my own role, helping others to develop to perform my current role. I am open to change and do not see my role as a lifetime appointment. I will step aside for the organization's sake to grow the potential of the movement. I will leave the organization with a clear group of potential leaders.

## 4. STUDENT OF FAMILIES

I believe in our families. I remain a learner and humble companion of families. I seek out to learn and be formed through visits in sponsored family homes. I seek creative ways to learn about the realities, gifts, and strength of our families and other marginalized people.

## 5. BELIEF IN OTHERS (GENEROSITY OF SPIRIT)

I am not only concerned with 'what' I do, but 'how' I do it. I view everyone as a leader in their own role. I see all others as agents of change. I believe wholeheartedly that families can be the primary agents of change. I am available to relate with sponsored members and families as individuals. I take time to relate personally with sponsored families.

## 6. FROM POWER TO LOVE (GLOBAL PERSPECTIVE / ADVENTURE OF DOWNWARD MOBILITY)

I recognize the historic power imbalance in the world. I believe power can injure or free. I work diligently to understand power dynamics among and within cultures and between roles and individuals. I believe building community will counterbalance the process of poverty and isolation. I work creatively to unlock the 'culture of silence' in which lives or is sought refuge by a 'dominated group', whether that dominated group may be my close colleagues, staff at-large, staff in other countries, or sponsored members. I commit to building vision and related objectives that are mutually established with the UNBOUND global community. I work diligently to ensure that power is not centralized in one person or small group. I avoid and limit pressure 'from the top'.

## 7. INFORMED, INCLUSIVE AND TRANSPARENT DECISIONS APPLICATION OF GBL IN DECISION MAKING

### Voice of Families in Decisions

At all levels of the organization, we must ask ourselves if we truly share power with the families in our decisions.

### Subsidiarity

The principle of subsidiarity requires that decisions will be made closest to where the impact of those decisions will be felt.

### Input-based Decisions

I seek input from all levels of the organization on the most important decisions or directions. I test my beliefs against reality, listening to others, specifically bringing in voices to decisions which are missing, voices which may be ordinarily ignored.

### Data-based Decisions

I prudently use data and research to inform decisions.

### Feel the Decision

I make decisions from the heart. I feel for the person(s) on the hurting end of my decisions. I sense the impact of my decisions.

### Transparent Decisions

I am open, always free, and my hallmark is transparency in decisions.

### Communication of Decisions

I respectfully communicate decisions.

## 8. ACCOUNTABILITY FOR EXCELLENCE

I shine in the excellence of my work. I hold myself accountable and expect myself to be held accountable. I hold others accountable in a thoughtful and balanced way according to GBL principles. I do not ask of others what I do not demand of myself. I am well prepared for my respective responsibilities. I do my homework. I focus on behaviors, skill sets, structures, and talent development with myself and others to reach objectives.

## 9. BALANCE REFLECTION AND ACTION

I am future-oriented yet also fulfill current responsibilities. I am patient, careful, compassionate, courageous, and honest. I am committed to responsibly take action after careful consideration and application of principles of Gentle Balanced Leadership. I am able to be quiet and listen. When I listen, I really try to understand what I am hearing. I consistently and purposely renew my energy and spirit so that I do not burn out or resort to styles of leadership that are personally taxing to an extreme or harmful to others around me. I am kind to others even in the midst of conflict.

## 10. COURAGE TO INNOVATE (SPIRIT OF JUST BEGINNING)

I contribute to and help create an atmosphere of learning, prudent risk taking and innovation. I contribute to and help create an environment that encourages experimentation and use of new knowledge.

## 11. FUTURE ORIENTATION (WE ARE ALL CO-CREATORS)

I believe Unbound is under construction. It is not completely built. I help make it more resilient and reliable for the long journey ahead. It is not static, but always in movement, formation and growth. I will be proactive. I help prevent and do not condone or tolerate unjust or intolerable situations. I am able to identify and address current situations which may be holding the organization back from living out its core values and proceeding forward with its stated objectives. I surround myself and help choose and retain other good and humble leaders. I have an optimistic view of an exciting future. I am co-creating Unbound.