



# MINI-RETREAT PART I

*Principled Leadership &  
Empathy in Action*

SEPTEMBER 10, 2021

# Program Objectives



The MFLA will accomplish the following:

1

## Targeted Skill-Building

Equip participants with essential leadership skills to enhance their ability to create connectedness and community

2

## Enhanced Alignment

Strengthen Leadership's connection and commitment to HCB's Diversity, Equity, & Inclusion Affirmations, Mission, and Values

3

## Situational Readiness Training

Train Leadership to respond to the reactions, feedback, and challenges they may face as the Club continues to reemerge

4

## Individualized Action Planning

Equip each participant with a personal plan of action to meaningfully impact the HCB community and advance its Covenant statements

# Housekeeping



## In Person

01

COVID-19

02

Meal Arrangements

03

Breaks

## Virtual

04

Keep Audio Muted

05

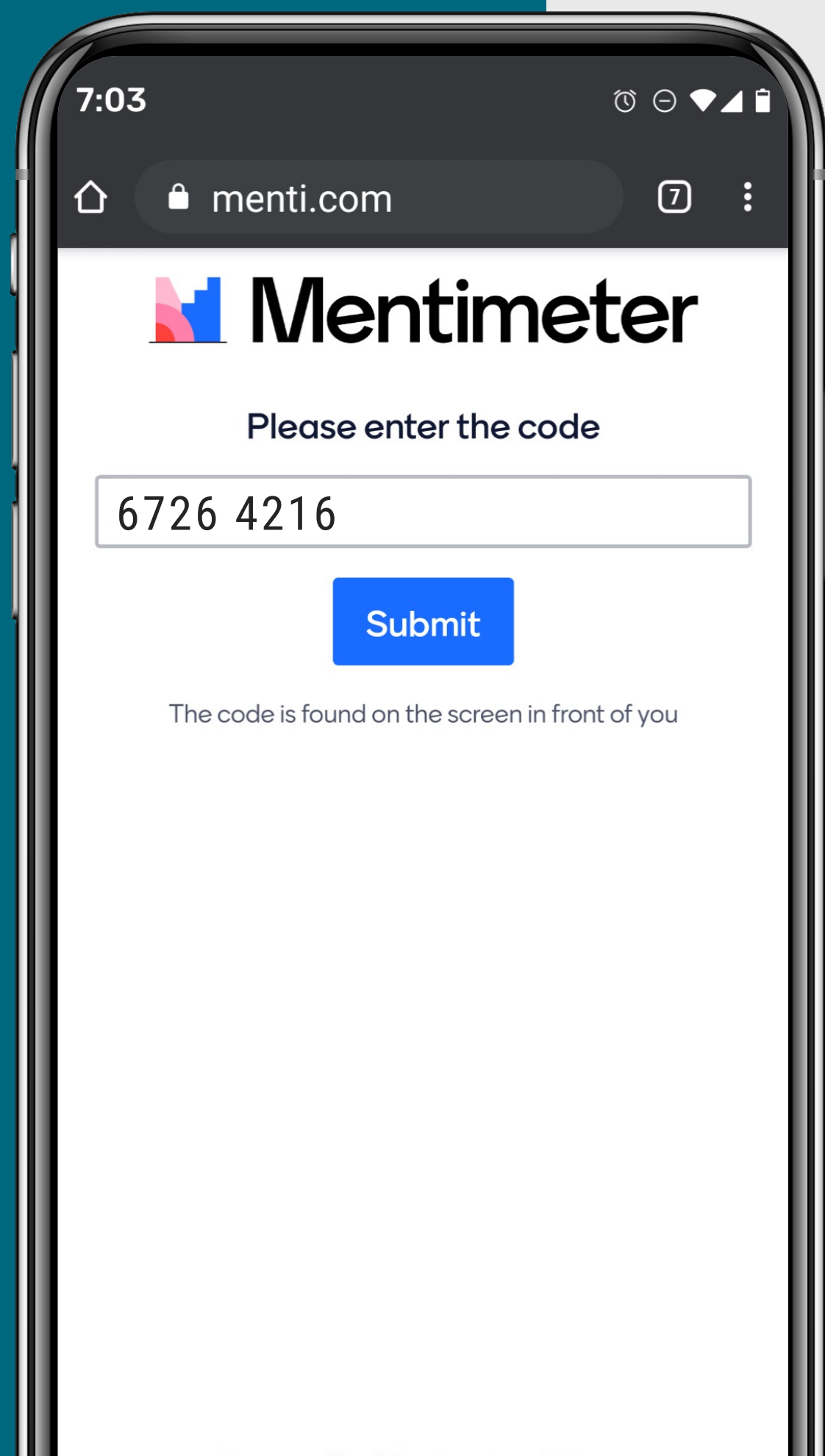
Pin Speaker & Crowd View

06

No Food Fights!



# Let's Connect In Real Time.



**STEP 1**

[www.menti.com](https://www.menti.com)

**STEP 2**

6726 4216





# *LUNCH*



# Group Expectations



01 Process

---

02 Curiosity

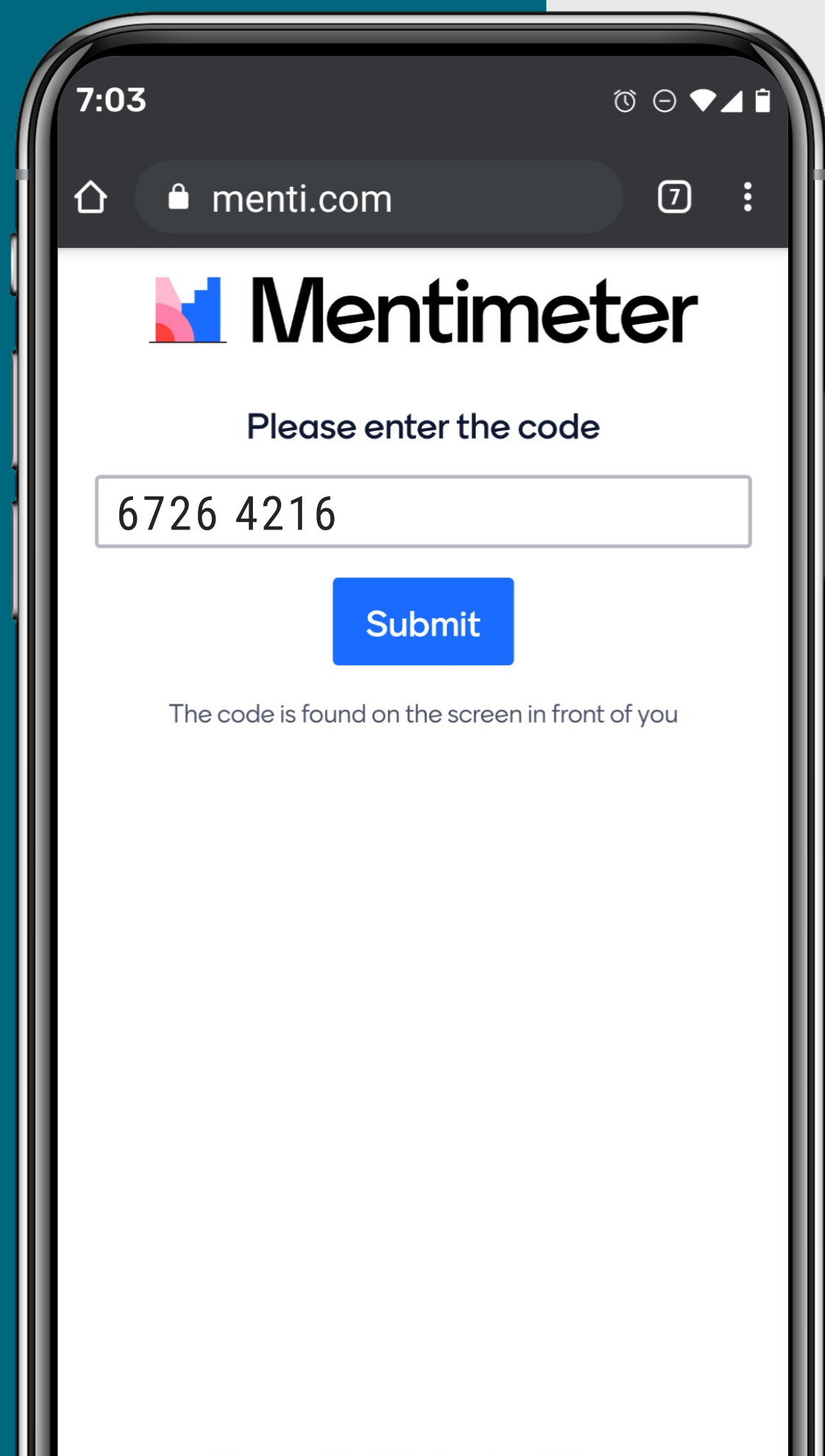
---

03 Honesty

---

04 Engage

---



**STEP 1**

[www.menti.com](https://www.menti.com)

**STEP 2**

6726 4216



# What expectations should we set as a group to get the most out of the MFLA program?

Trust, respect, empathy, live the values we created or change them, true care for each other and the entire community

Honest answers

Trust, respect, empathy, live the values or change them, care for all in the community

Build skill on connectedness , teamwork and alignment as a group to deal effectively with challenges facing the club.

Build skills on connectedness , teamwork and alignment to allow us to deal effectively the challenges facing us.

Connect, listen, and understand each other to move our community forward.

100% participation.

uncomfortable honesty

Honesty, participation and respect



# What expectations should we set as a group to get the most out of the MFLA program?

No finger pointing

Honor each other's roles, include committee process and industry standards of successful similar clubs

Make sure we are respectful in all interactions.  
Agree to disagree We need to understand the best ways to foster, cultivate connectedness

Xx





– ICEBREAKER –

Where's the  
common ground?



# Empathy in Action

# What is Empathy

έν

πάσχω

πάθος





In or among another's  
experience; in or among  
what one has suffered; in  
or among the emotions of  
a person's soul





The ability to be  
aware of, understand,  
and appreciate the  
feelings and thoughts  
of others





# Benefits



# Misconceptions:

- Being nice
- Agreeing
- Sympathy





# Quick Tips:

- Take a step back
- Ask clarifying questions
- Be present
- Dig deeper
- Rephrase





# Practice





# ***BREAK***



***— 10 MINS —***



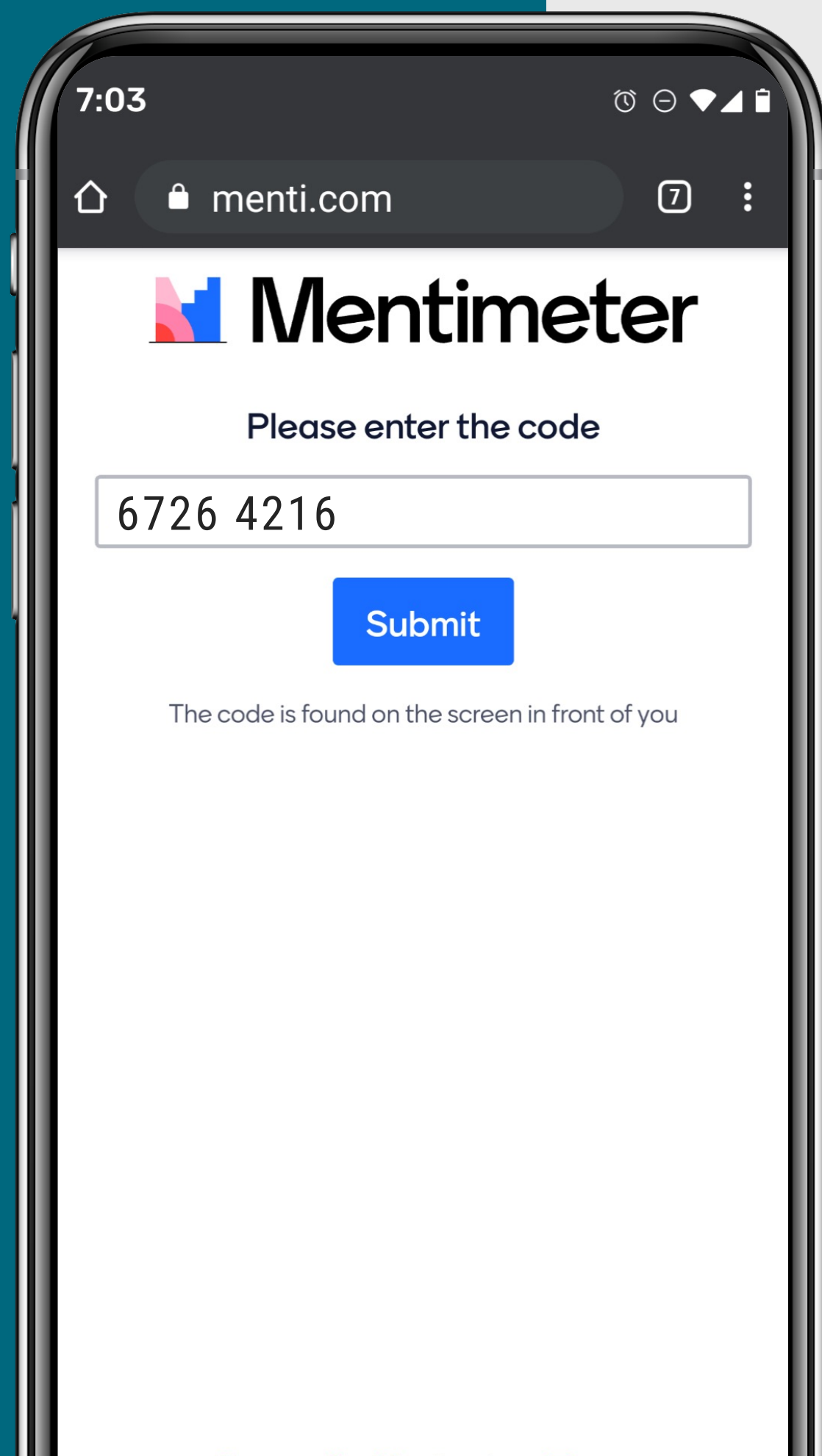


# Principled Leadership



– NEIGHBOR DISCUSSION –

# Mini-Retreat Ideation & Adventure



**STEP 1**

[www.menti.com](https://www.menti.com)

**STEP 2**

6726 4216



## – COVENANT ACTIONS – SMALL GROUP DISCUSSION

- ❑ What does this Affirmation / Value mean?
- ❑ Why is it important?
- ❑ What are 5 actions you can take in alignment with each statement?





# ***BREAK***



***— 10 MINS —***





# Empathy in Action Part II

# Leadership Insights + Best Practices



- Care, focus, and emphasis placed on leadership
- Focus on empathy
- Stand up for what's right
- Alignment
- Emphasis on roles & responsibilities



# Board & Club Insights + Best Practices



- Constantly Evolving
- Exceptional Experience
- Transparency
- Diversity



# Board Members Insights + Best Practices

- Focused on strategic governance
- Focused on the long term
- Understand not-for-profit business model
- Take fiduciary responsibility seriously
- Crystal clear on club's business model



# Roles & Responsibilities



Area	Board of Governors	General Manager	Executive Staff / Staff
Long-Term & Strategic Goals	Leads process	Provides input	Provide input
Day-to-Day Operations	No role	CEO + COO	Execute w/ GM's direction
Budget + Capital Purchases	Approves	Recs to Budget Committee	Make recommendations
Supply Purchases	Approves budget, makes recs to GM	Manages all supply purchase requests	Make recommendations
Policies (e.g., fees, personnel, etc.)	Establishes, w/ GM's input	Provides input, adopts, and administers	May provide input; abide by policies

# Roles & Responsibilities



Area	Board of Governors	General Manager	Executive Staff / Staff
Staff Hiring, Performance, and Evaluation	GM only	Oversees for all Staff	Involved w/ direct reports
Membership Growth	Develops strategy in collaboration w/ GM	Collaborates w/ Board to develop strategy and implements	Make recommendations and implement strategy
Culture + Values	Co-creates w/ GM	Co-creates w/ Board and oversees them	Adhere to them
Employee Engagement + Morale	GM Only	Oversees + manages for all Staff	Provide feedback to GM
Board Engagement + Morale	Solely responsible	Provides input, based on interactions	No role





– SMALL GROUP DISCUSSION –

# Empathy Scenarios

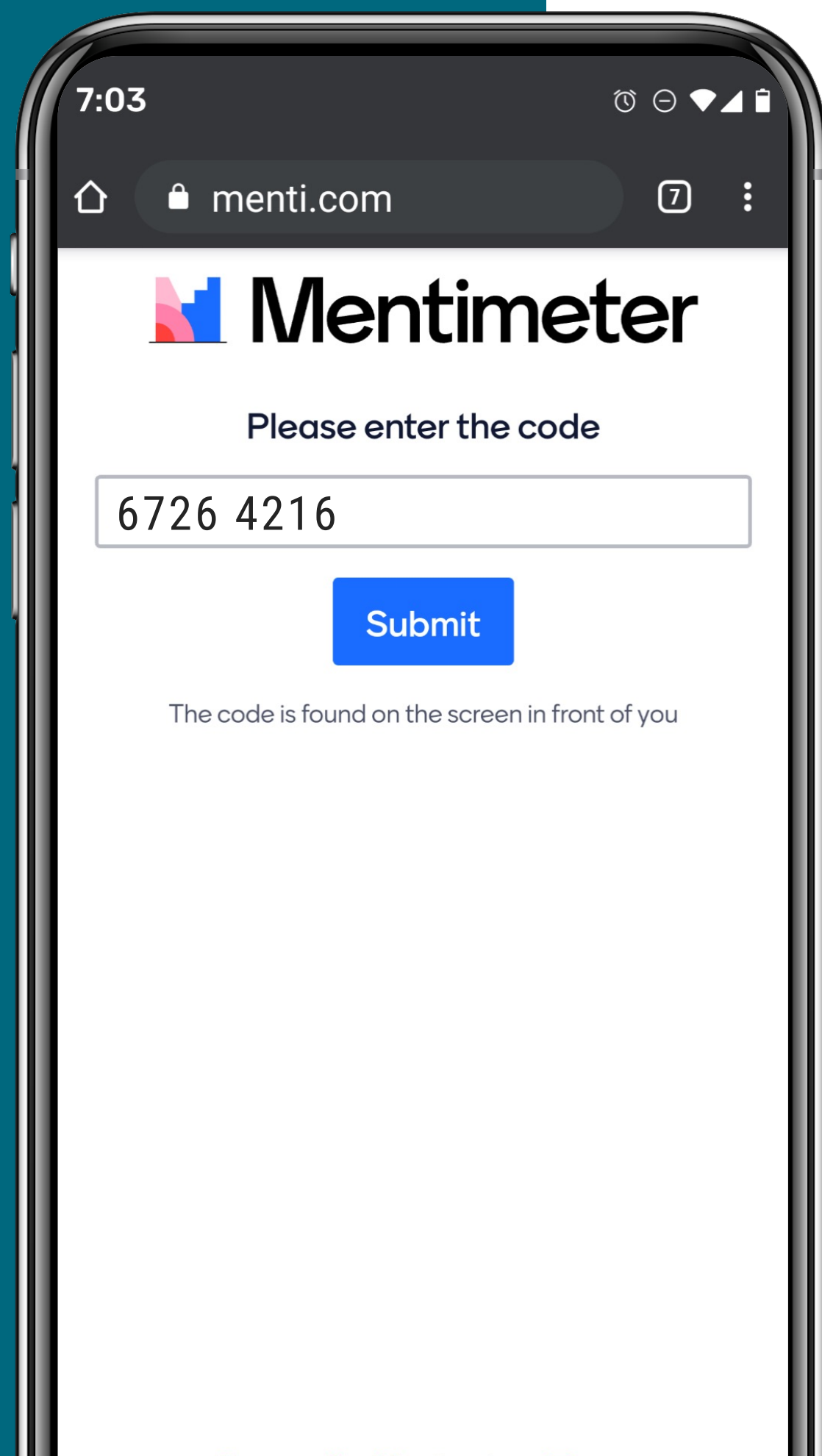


# Individual Action Plans





# Debrief



**STEP 1**

[www.menti.com](https://www.menti.com)

**STEP 2**

6726 4216



# What is one key takeaway from today?

Without empathy there is no community

Staff and Board are a great team

The empathy gap in club leadership board and staff.

Exercising empathy is a life's skill and very helpful from today's session

We have a lot to learn about our community and people are clearly hurting and frustrated--potentially a volcano that may erupt?

Find more ways to engage with other board members and executive staff on a deep level between board meetings

Get up to speed with recent board history and lack of empathy issues

We do not work well together at the Harvard Club of Boston and there are layers of frustration--perhaps even resentment since empathy is low

We need to have greater empathy and should require it as part of our board/leadership culture.



# What is one key takeaway from today?

We made need more specifics on best practices

Empathy is all important on an individual and group basis.

\* We need to take our breakdown in empathy very seriously. We must evaluate it causes, acknowledge our failings, repair the relationships, and collaborate in a way so that empathy continues as an operating principle for the BOG and staff.





Next Steps