

# Chapter 5 - Helping Others Become Leaders

## Table of Contents

### Introduction

### 1. Before the Application

#### 1.1 Pre-Application Dialogue

##### 1.1.1 About LLLI Prerequisites to Applying for Leadership

**BOX** 1) Personal Experience Prerequisites

**BOX** 2) Organizational Experience Prerequisites

**BOX** 3) Personal Skills Prerequisites

##### 1.1.2. La Leche League Philosophy

###### 1.1.2.1 The Ten Concepts

##### 1.1.3. The Work of a Leader

**BOX** The Five Basic Leader Responsibilities

**BOX** Definition of an Active Leader

##### 1.1.4. The Application Work

**BOX** Application Work Summary

##### 1.1.5. Costs of an Application

#### 1.2 Consulting with Co-Leaders

### 2. Applying for Leadership

### 3. During the Application

#### 3.1 Role of the Supporting Leader

#### 3.2 Role of the Corresponding LAD Representative

#### 3.3 Application Requirements

##### 3.3.1 Part 1: Personal History

##### 3.3.2 Part 2: Breastfeeding Management Skills

##### 3.3.3 Part 3: Leadership Skills and Attitudes

**BOX** Ways to Help Applicants Practice Checklist\* Topics

##### 3.3.4 Part 4: Background Reading/Learning

##### 3.3.5 Part 5: A Preview of Helping Questions and Group Management (Preview)\*

**BOX** Skills to Look for When Doing the Preview\*

**BOX** Ways to Complete the Preview\*

## **4. Finding Potential Applicants**

### 4.1 Making Leadership Attractive and Accessible

**BOX** Finding an Applicant

### 4.2 When There's No Applicant in Sight

### 4.3 Identifying a Potential Applicant

### 4.4 Workshop about Becoming an LLL Leader

## **5. Leaders' Concerns**

### 5.1 If There Are Differences

**BOX** LLLI Leader Statement of Commitment

"I just can't agree."

"I'm not sure if I agree."

"I think you've misunderstood."

### 5.2 When You Can't Write a Recommendation

**BOX** When You Think You Can't Recommend Someone for Leadership

### 5.3 When an Applicant Does Not Complete the Application

### 5.4 When There Are Doubts about an Application

## **6. Accreditation**

**BOX** LLLI Criteria for Leader Accreditation

## Introduction

Leaders have a tremendous influence in shaping the future of La Leche League. In most cases, someone who applies for accreditation as an LLL Leader does so with the help and encouragement of their local Group Leader(s).

Many mothers learn about breastfeeding and parenting by observing and interacting with other mothers and parents. In the same way, those interested in leadership learn about LLL and leadership by observing and interacting with Leaders. While attending LLL meetings and events, they begin building their knowledge about breastfeeding, LLL philosophy, and LLL as an organization. As a Leader, you give concrete meaning to “LLL” and “LLL leadership.” You demonstrate the Leader’s role leading meetings and managing the Group. When a potential Applicant goes on to explore and prepare to be a Leader, you represent LLL as both a role model and mentor.

To fulfill this basic Leader responsibility, Leaders:

- Help potential Applicants find out about leadership.
- Help Leader Applicants prepare for their new role.  
(See [3.1 Role of the Supporting Leader](#))

The goal of LLL is to accredit Leaders who have the experience, knowledge, and skills they will need to do their job with confidence and pleasure. The Applicant, Leader and Leader Accreditation Department (LAD) representative work together throughout the application so the Applicant will:

- Understand a Leader’s role and responsibilities.
- Appreciate how personal experience with breastfeeding and mothering forms a basis for credibility of both Leaders and our organization.
- Develop the knowledge and skills necessary to help those who need it.

Identifying and accrediting new Leaders is important because it:

- Ensures the future of the organization.
- Makes Group work more manageable.
- Keeps the Group fresh and responsive to the needs of those attending.
- Gives others the opportunity to develop their skills and talents to the benefit of all.

This chapter provides an overview of your role related to Leader accreditation. For detailed information, contact your LAD representative, who can answer specific questions as well as provide written resources and outlines for workshops. Read and keep on hand relevant articles from Leader publications. These will provide you with up-to-date information for attracting, encouraging, and assisting Applicants.

The documents and exercises with an asterisk mark (\*) are available in the [Leader Applicant’s Resource Kit](#) (LARK) and on the [Leader Applicant Resources](#) page on the LLLI website. (Username and password needed to access these.)

# 1. Before the Application

## 1.1 Pre-Application Dialogue

When you dialogue with someone about leadership, or are approached by someone, suggest reading [Thinking About La Leche League Leadership? FAQ](#). If a potential Applicant believes that all the prerequisites are met, arrange to meet for a pre-application dialogue. Ideally you will be able to meet in person. If not, you can meet via online video call or by phone. When you meet, use the *Leader's Pre-Application Packet* available on the [Pre-Application Information for Leaders](#) page to prepare for this dialogue. Have other resources, such as *The Womanly Art of Breastfeeding*, [Leader's Handbook](#), *LLL Today*, [Leader Today](#) (username and password required), and [Leader Today: Public](#), local LLL publications for Leaders, on hand. Please contact the local Leader Accreditation Department for the documents in the *Leader's Pre-Application Packet* in languages other than English and Spanish.

Refer to the *Pre-Application Guidelines for Leaders*, in *Leader's Pre-Application Packet*, and discuss the following subjects in this suggested order:

1. [LLLI Prerequisites to Applying for Leadership](#)
2. [La Leche League philosophy](#)
3. [The work of a Leader](#)
4. [The application work](#)
5. [Costs of an application](#)

Unlike a workshop, where you are primarily sharing information, the purpose of this dialogue is to determine whether the potential Applicant's experiences meet the prerequisites and if LLL leadership suits the Applicant. After meeting together, the potential Applicant will decide whether or not to apply, and you will decide if you can fill out the Leader Recommendation form.

During the pre-application dialogue, the Leader helps a potential Applicant:

- Share breastfeeding and parenting experiences.
- See whether the Personal Experience Prerequisites are met.
- Review the Organizational Experience Prerequisites.
- Learn the personal skills a Leader needs and how they can be demonstrated.
- Understand how Leaders use these skills in their interactions with mothers and parents.
- Understand the type and amount of work required for accreditation.
- Explore how Leaders' goals will fulfill the mission of LLL.
- Understand the basic Leaders responsibilities.
- Determine if all the prerequisites are met.

If you have any doubts or questions, talk with your LAD representative.

It is important for you to feel confident that the individual meets the prerequisites before proceeding with an application.

### **1.1.1 About LLLI Prerequisites to Applying for Leadership**

There are three sections in the LLLI Prerequisites to Applying for Leadership. They are found in [Applying for Leadership](#), *LLL Policies and Standing Rules*. (See boxes below.)

Read each statement together to see whether the potential Applicant's experience and attitudes reflect the prerequisite. It is important to remember that those who have met all the prerequisites can apply for leadership. It is recommended to discuss the three prerequisite sections in order. To determine whether the above prerequisites have been met, Leaders can refer to:

- ➔ [Applying for Leadership](#), *LLL Policies and Standing Rules* (PSR)
- ➔ [Concept Explanations](#), LLL PSR
- ➔ [LLL Philosophy](#)

Make sure that the potential Applicant is familiar with the contents of the most recent edition of *The Womanly Art of Breastfeeding*, if available in an accessible language. If the potential Applicant is familiar with the book, it indicates a good understanding of the approach of LLL to breastfeeding. Share other LLL publications, such as *LLL Today*, [Leader Today: Public](#) and [Breastfeeding Today](#).

Look for a commitment to the Group and LLL:

- Becoming a member of La Leche League.
- Attending LLL meetings regularly, where available, and participating in the discussion.
- Volunteering for a Group job.
- Participating in Group activities.
- Wishing to be more involved.

Create opportunities to get more involved in the Group.

- Talk about becoming an LLL member or making a donation.
- Announce Group jobs.
- Invite attendance at Evaluation or Enrichment Meetings.
- Encourage participation in Group projects, such as fundraisers or family events.

To determine whether the Organizational Experience Prerequisites have been met, Leaders can refer to:

- [Applying for Leadership](#), *LLL Policies and Standing Rules*

In order to facilitate effective discussions, help others breastfeed, and represent LLL appropriately, a Leader needs to:

- Relate respectfully to others.
- Communicate effectively.
- Provide appropriate assistance.

An Applicant needs adequate language ability to:

- Complete the application work.
- Maintain a knowledge base about LLL and breastfeeding management.
- Communicate effectively with meeting attendees, other Leaders and health professionals.
- Report needs and accomplishments to the organization.

To determine whether the Personal Skills Prerequisites have been met, Leaders can refer to:

- [Applying for Leadership](#), *LLL Policies and Standing Rules*

### **1.1.2. La Leche League Philosophy**

The ten concepts are the essence of [LLL Philosophy](#). Even if you have discussed them on other occasions and are sure that the potential Applicant understands LLL philosophy, discuss them again one by one before the person applies for leadership. Consider recording your discussion or taking notes that the Applicant can use in the future when completing the personal history requirement. This can help assure both of you that the potential Applicant understands, agrees with, and can provide personal examples of LLL philosophy in action.

- Remember that the purpose of this discussion is to:
  - Learn how the concepts are revealed in the potential Applicant's experiences.
  - Help the potential Applicant see mothering through breastfeeding as a practical philosophy.
  - Show how we present LLL philosophy while respecting other choices.
- Take one concept at a time and ask what each means to the potential Applicant and how it has been practiced?
- Be aware that this may be the first time the potential Applicant has heard LLL philosophy expressed formally.
- Ask how the person would explain a concept to someone new to LLL.
- Invite questions.

### 1.1.2.1 The Ten Concepts

Here are the ten concepts with some sample questions and suggestions which may help initiate your discussion. One statement or question may be all you need to explore a concept. Use [Concept Explanations](#), *LLL Policies and Standing Rules*, to enhance your discussion.

*Mothering through breastfeeding is the most natural and effective way of understanding and satisfying the needs of the baby.*

- Describe your breastfeeding relationship.
- How does your baby show he needs you?
- How has breastfeeding helped you learn about mothering and meeting your baby's needs?
- Share examples of how you respond to your baby's needs both day and night.

*Human milk is the natural food for babies, uniquely meeting their changing needs.*

- How has your milk been important to your baby?
- How is your milk suited to your baby's needs?

*Alert and active participation by the mother in childbirth is a help in getting breastfeeding off to a good start.*

- Describe your birth experience and how you feel about it.
- Is there anything you would do differently for a subsequent birth?
- From what you know, how does the birth experience affect the initiation of breastfeeding?
- Why discuss childbirth at a La Leche League meeting?

*Mother and baby need to be together early and often to establish a satisfying breastfeeding relationship and reliable milk production.*

- Describe how you initiated breastfeeding with your baby.
- How did the setting for the birth affect the time you spent with your baby immediately following the birth?
- What kind of assistance was helpful when you initiated breastfeeding?
- If you experienced any initial difficulties, please explain.
- What were your first weeks of breastfeeding and mothering like?
- How was "early and often" a help in getting breastfeeding off to a good start?

*Breastfeeding is enhanced by the loving support of the baby's father, a co-parent, a partner, and/or close family members who value the breastfeeding relationship.*

- What types of support did you find helpful when you started breastfeeding?
- How has your support network fostered the breastfeeding relationship?

- How is your baby’s relationship with his father, or those in your support network, different from his relationship with you?

La Leche League expects Leaders to recognize the importance of fathers. We also know that not all families have an active father.

The family situation—married, single, divorced, etc.—is not relevant. As long as all the prerequisites have been met, a potential Applicant will be eligible and can apply for leadership. When a baby’s father is not present or supportive, encourage the potential Applicant to read this concept in broad terms and to describe how support given by other people enhance the breastfeeding relationship.

*In the early years, the baby has an intense need to be with his mother which is as basic as his need for food.*

- What does this concept mean to you and how does it relate to your experience with your baby?
- How does your baby show that he needs your presence as well as your milk?
- How have you and your baby benefitted from mother-baby togetherness?
- How would you explain this concept to others at a meeting?

*For the healthy, full-term baby, human milk is the only food necessary until the baby shows readiness for complementary foods, about the middle of the first year after birth.*

- When and how did you introduce complementary foods to your baby?
- What signs of readiness did you see in your baby?
- What information on introducing complementary foods is important to share with others?
- Why wait until about the middle of the first year to introduce foods other than human milk?

*Good nutrition means eating a well-balanced and varied diet of foods in as close to their natural state as possible.*

- For you, how is this concept related to breastfeeding?
- Describe the importance of good nutrition for your family.
- How do you ensure a healthy diet for your family?

*Ideally the breastfeeding relationship will continue until the child outgrows the need.*

- Describe your experience with weaning.
- If your child has completely weaned, how and when did weaning happen?
- What does “outgrowing the need to breastfeed” mean to you?



*From infancy on, children need loving guidance which reflects acceptance of their capabilities and sensitivity to their feelings.*

- How do you see loving guidance following naturally from the breastfeeding relationship?
- What is your experience with this concept so far?
- How do you practice loving guidance?
- How has your relationship with your baby developed as your baby has grown? If your baby is still very young, how do you think loving guidance will unfold in the future?
- What does the term "loving guidance" mean to you?
- How do you see loving guidance developing as part of your interaction with your child from infancy on?

### **1.1.3. The Work of a Leader**

Make sure that the potential Applicant understands what each Leader responsibility includes. Explain that La Leche League values putting family first; yet be clear that leadership is a commitment.

As you discuss Leader responsibilities, include these aspects:

- Accountability—what is expected of a Leader and what a Leader can expect from the Area, Area Network, Affiliate Direct Connect Entity (DCE), LLLI; the importance of reporting and consultation.
- Resources—printed/online LLL resources and a Leader’s support network.
- Mother-to-mother/peer-to-peer help—the approach used by LLL Leaders to provide breastfeeding support.
- Confidentiality—how and why Leaders keep mothers’ personal and identifying information private.
- Commitment—how Leaders balance LLL work and family needs.

During the application period, Leader Applicants learn the skills and knowledge about all five basic Leader responsibilities.

You can proceed to the next step of the pre-application dialogue: “The Application Work.” if:

- The potential Applicant’s experiences and goals are compatible with La Leche League philosophy
- The other prerequisites are also satisfied
- The potential Applicant is willing and able to:
  - Stay up-to-date with Leader education
  - Communicate regularly with the organization
  - Do the application work

# Application Work Summary

*Leader Applicant's Resource Kit: LARK*

\* Each item is hyperlinked.



[Personal History](#)  
[Part 1](#)



[Preview](#)  
[Part 5](#)



[Breastfeeding](#)  
[Resource Guide](#)  
[\(BRG\)](#)  
[Part 2](#)



[Background Reading;](#)  
[Childbirth Information](#)  
[Part 4](#)



[Checklist](#)  
[Part 3](#)

#### 1.1.4. The Application Work

Let the potential Applicant know that the application work focuses on developing the knowledge, attitudes, skills, and approaches necessary to fulfill basic Leader responsibilities. Share your own experience of the application as well as Leader resources such as *LLL Today*, *Leader Today* and local LLL publications. Explain application work by using the “Application Work Summary.” For detailed information about the application requirements see 3.3 of this chapter and refer to *Leader Applicant’s Resource Kit (LARK)*.

Application requirements:

- Correspondence with a LAD representative.
- Writing a personal history.
- Required reading: *The Womanly Art of Breastfeeding* and [Leader’s Handbook](#) (username and password required), if available in an accessible language. LLL entities should make it a priority to have these resources available in accessible languages, and seek help from their Direct Connect Entity, LAD Council or the LLLI Board if they can’t manage that themselves.
- Childbirth information requirement.
- Using the *Breastfeeding Resources Guide\** (BRG) to learn about the topics of breastfeeding management and resources available to Leaders.
- Regular meetings with a supporting Leader to complete
  - *Checklist of Topics to Discuss in Preparation for Leadership\** (Checklist).
  - *A Preview of Helping Questions and Group Management\** (Preview).

The Applicant is welcome to complete additional exercises such as:

- Listening Exercise.\*
- Bias Exercise.\*
- Mixing Causes Exercise.\*

What to expect:

- The application requires time and reflection.
- Completing the requirements for accreditation takes about 6-12 months. Some Applicants need more time than others. Some applications slow down because of a move, illness in the family, arrival of a new baby or a return to work or school.
- The LAD encourages Applicants to share their learning style. Each application is different, because each breastfeeding relationship, each Applicant and each Leader is unique.
- Applicants are expected to attend Group meetings regularly, where available virtually or in-person.

- It is important for Applicants to keep both their LAD representative and supporting Leader updated.

### 1.1.5. Costs of an Application

- Discuss the current fees/costs of application and accreditation, if required by your Area, Area Network or DCE-
- Discuss sources of financial help.
- Review "Is there a cost involved?" in the [Thinking About La Leche League Leadership?](#) FAQs

## 1.2 Consulting with Co-Leaders

If a Leader has a concern or question about a potential Applicant's readiness to submit an application for LLL leadership, it helps to discuss it with co-Leaders.

If any Leader in the Group disagrees about the appropriateness of an application, explore the issues together.

- Which prerequisite does it relate to?
  - Personal Experience Prerequisites
  - Organizational Experience Prerequisites
  - Personal Skills Prerequisites
- If it relates to the Organizational Experience Prerequisites, is there a way for the potential Applicant to meet the prerequisite? For instance, the person may need to become an LLL member.
- If the concern is about one of the Personal Skills Prerequisites, identify what it is. Does the potential Applicant need to learn how to communicate with a respectful attitude? Does the potential Applicant plan to develop the skill in providing information and support without judgment? If so, consider how, when, and where you might help the person work on these skills. You might begin by saying something like, "Jane, I have some questions about a comment you made at the last meeting. Can we talk about it?"

To help your co-Leader(s) resolve their concerns:

- Focus on providing information about Leader expectations, problem solving and communication skills.
- Present an objective viewpoint.
- Explore possible solutions.
- Look for an approach that will solve the concern.

Although Applicants work on many skills during their applications, you want to have the reasonable expectation that the potential Applicant can and is willing to develop the skills necessary to represent LLL as a Leader. If you are uncertain, consult with a LAD representative. Suggest that the potential Applicant work on communications skills before you agree to write the recommendation. Introduce Communication Skills Department sessions if available.

On the other hand, after talking together, you and your co-Leaders may discover that the concern relates to personal preference or style. In this case you can proceed with the confidence that Leaders are a diverse group bound together by a common philosophy and one-to-one approach.

Or, you may decide that you need more information about the potential Applicant's experience, beliefs, and interests.

If you decide that the potential Applicant does not meet the LLLI Prerequisites to Applying for Leadership and you can not write a recommendation, consult with the Area Coordinator of Leader Accreditation (CLA) before declining to support the application. If both you and the CLA agree to decline the application, send the potential Applicant the [Accreditation Appeals Procedure](#) and the [Accreditation Appeals Form](#).

## **2. Applying for Leadership**

When you have completed the pre-application dialogue and you, the potential Applicant and your co-Leaders are in agreement to proceed:

- Ask the Coordinator of Leader Accreditation (CLA) for the current Leader Recommendation and Application forms.
- Complete the Leader Recommendation form.
- Consult with the CLA as to whether to send both the Application and Leader Recommendation forms at the same time, or only your recommendation first.
- Ask about payment of the application fee, if required. Some Areas, Area Networks or DCEs invoice the Applicant; others ask that payment, or receipt of online payment, accompany the application.
- Ask the Applicant to fill out the Application form.

If you have any doubts that a potential Applicant meets the prerequisites, consult the CLA first. It is desirable to resolve any concern before the person sends the Application

form and pays the application fee, and before you submit the Leader Recommendation form.

After receiving your recommendation, the Application form, and confirmation that the fee, if applicable, has been paid, the CLA may have questions about something you have written. If it is clear that all prerequisites have been met, the CLA will assign the application to a LAD representative.

To initiate the application, the assigned LAD representative writes separately to the Applicant and to you, as the supporting Leader, and will answer any questions you may have initially or at any time during the application period.

### **3. During the Application**

The documents and exercises with an asterisk mark (\*) are available in the [Leader Applicant's Resource Kit](#) (LARK) (username and password required).

Although one Leader in the Group often takes on the responsibility of working with the Leader Applicant, it helps if all the Leaders support the application and share their knowledge and experience with the prospective Leader. The Applicant, supporting Leader and LAD representative work together during the application to help the Applicant prepare for leadership.

You and the LAD representative support the Applicant to:

- Explore how the Applicant's breastfeeding and mothering experience relates to LLL philosophy.
- Enhance the Applicant's understanding of LLL philosophy and the role of a Leader.
- Improve communication and leadership skills.
- Increase knowledge of breastfeeding management.
- Become familiar with LLL resources and LLL-related websites.
- Prepare to take on the responsibilities of leadership.
- Find ways to balance LLL work with the family needs.

The Applicant is responsible for the pace and progress of the preparation for leadership. As the supporting Leader, you are expected to meet regularly with the Applicant to complete the work which needs the Leader's participation.

You and the Applicant can expect to hear from the LAD representative within two weeks. This response policy allows LAD representatives to work with more than one Applicant. If at any time you, or the Applicant, are waiting for more than two weeks for a response, please contact the LAD representative again to make sure that your message was received.

### 3.1 Role of the Supporting Leader

As the supporting Leader, you have an important role in the application. *Overview of Application Work for Leader Accreditation* from the *Leader's Pre-Application Packet* provides you with a guide for the application period.

To support an Applicant, it's important to:

- Help the Applicant develop a flexible plan for completing application work while continuing to meet family needs.
- Assure the Applicant that both you and the LAD representative will be available to offer guidance, give support and answer questions.
- Review each part of the [Leader Applicant's Resource Kit](#) (LARK, username and password required), available at for Applicants.
- Arrange to meet regularly to work on the *Checklist\** (LARK, Part 3, "Leadership Skills) and *Preview\** (LARK, Part 5 "Preview").
- Consider group work for the *Checklist* and *Breastfeeding Resources Guide*
  - Many Areas and DCEs are offering online workshops for Applicants.
  - Work together with other Leaders and Applicants in your Area.
- Include the Applicant in planning meetings and other Group activities.
  - Look at Series Meeting guides in Chapter 7 of the [Leader's Handbook](#) (username and password required).
  - Share past meeting plans.
  - Explore new ideas together.
  - Discuss a variety of approaches considering the needs of the Group.
- Role-play specific helping situations.
- Discuss working on the *Breastfeeding Resource Guide\** (LARK, Part 2, "Breastfeeding Management Skills") together, at the Applicant's request.

Keep in mind that prior to accreditation, Applicants are not representatives of La Leche League and are not covered by liability insurance. They cannot lead LLL meetings, help mothers and parents one-to-one as a Leader, or speak to outside Groups in the name of LLL. Applicants should not be put in a position where they might appear to represent LLL, whether a Leader is available or not. To avoid confusion, Applicants should not introduce themselves or be identified as Applicants at Series Meetings, on Internet chat lists or in any public settings. Applicants can attend Leader Workshops and identify themselves as an Applicant.

Use your creativity to think of ways to offer the Applicant opportunities to practice one-to-one helping and leading meetings without putting the Applicant in the position of representing LLL before being accredited as an LLL Leader.

## 3.2 Role of the Corresponding LAD Representative

- Dialogue with the Applicant about LLL philosophy and their breastfeeding and mothering experiences in writing and/or orally.
- Support application work by:
  - Corresponding with both Applicant and supporting Leader on a regular basis.
  - Encouraging the Applicant to use a checklist to monitor their progress.
  - Reminding the Applicant of work completed and work left to do.
  - Ensuring consistency in Leader accreditation worldwide.
- Complement the work of the Applicant and Leader by:
  - Acknowledging the progress of the application.
  - Discussing topics from a broader, perhaps Area, Area Network, DCE or LLLI point of view.
  - Suggesting alternative focuses.
  - Covering additional topics.
  - Finding resources or letting Leaders know about new ones being developed.
  - Answering questions and helping to resolve challenges.

## 3.3 Application Requirements

The documents and exercises with an asterisk mark (\*) are available in the [Leader Applicant's Resource Kit](#) (LARK, username and password required), Parts 1-5.

### 3.3.1 Part 1: Personal History

The Applicant describes their experience with the ten concepts and shares some personal information in a letter called "About You." This is called "personal history" and is explained in *Personal History of Breastfeeding and Mothering*.\* The Applicant submits their thoughts in writing or orally to the LAD representative. It is possible to send a complete personal history letter at once or send it in parts. Writing about the ten concepts can be done in any order. If writing is challenging for an Applicant, it may be done orally or in another format. In this case, either the LAD representative or supporting Leader writes down what is said by the Applicant who then reviews it. Or a video calls or messages can be recorded and saved electronically with permission of all participants. The Applicant can discuss all options with the LAD representative.

The LAD representative responds to everything the Applicant sends. The Applicant's written or oral responses and the corresponding LAD representative's responses form a conversation which enhances the Applicant's understanding of LLL philosophy and how it will affect future work as a Leader. The LAD representative's responses build on what the Applicant describes, relating personal experiences, knowledge, impressions and attitudes to the work of an LLL Leader.

As the supporting Leader, you can help by:



- Playing with the children while the Applicant writes.
- Suggesting books from the Group library.
- Encouraging Applicants to work in a preferred learning style at a steady pace.
- Writing down the Applicant's personal history, if requested.

### **3.3.2 Part 2: Breastfeeding Management Skills**

The *Breastfeeding Resource Guide* (BRG)\* is a list of resources which provide information about the normal course of breastfeeding and common concerns. It can be completed in many ways.

The Applicant may:

- Work on it alone, with you or with other Applicants.
- Use the questions for discussion or write out answers.
- Participate in a session about the BRG.\*
- Make notes on where to find information about each topic or put tabs on pages in written resources, such as *The Womanly Art of Breastfeeding*.
- Work in a group with each Applicant preparing and presenting a topic.
- Use the BRG\* to research a topic and then follow up with a question from the *Preview\** (see [3.3.5](#)).
- Participate in a Leader Applicant workshop with a number of Leaders and Applicants. This can be an effective way for Applicants to help and motivate each other.

### **3.3.3 Part 3: Leadership Skills and Attitudes**

Use the *Checklist of Topics to Discuss in Preparation for Leadership (Checklist)\** to discuss leadership skills and attitudes with the Applicant.

- Share details of how things work in practice in your Group. Each Group has its own character. The size and location of your meetings will affect the way that you plan for meetings and the format that will work best for your circumstances.
- Relate the *Checklist\** topics to the responsibilities of leadership (see 1.1.3 [The Five Basic Leader Responsibilities](#)).
- Follow up with practice telephone helping and meeting situations.
- Share online resources with the Applicant.

### **3.3.4 Part 4: Background Reading/Learning**

- If the Applicant has read the most recent edition of *The Womanly Art of Breastfeeding* prior to applying for leadership, suggest reading it again, this time from the Leader's perspective.
- The [Leader's Handbook](#) (username and password required) is often read in conjunction with working on the *Checklist.\**
- The Applicant sends a short report to the LAD representative after having read these books.

- Knowledge covering a variety of birthing choices, interventions, and experiences, and their effect on the start of breastfeeding is also required. Ways to meet the requirement of childbirth information include:
  - Having in-depth discussions with a Leader who is knowledgeable about this subject.
  - Attending a workshop or conference session which focuses on this subject.
  - Watching a webinar on this topic.
  - Reading a comprehensive book on childbirth or the LAD publication, [Childbirth and Breastfeeding](#) (username and password required)
- The Applicant reports to the LAD representative when the childbirth requirement has been completed:
  - How this required knowledge was acquired.
  - Comments on a book if the Applicant chooses this method.

### **3.3.5 Part 5: A Preview of Helping Questions and Group Management (Preview)\***

You and the Applicant work together on the *Preview*. \* This exercise gives the Applicant opportunities to practice communication skills and share information. It brings together what the Applicant has learned, identifies areas that would benefit from more work, and assures everyone that the Applicant has the basic information and skills to begin working as a Leader.

The *Preview*\* exercises cover:

- One-to-one helping situations.
- Group situations, including:
  - Facilitating discussion.
  - Handling challenges to leading a discussion.
  - Responding to criticism.
  - Helping others prepare for leadership.

The Applicant can choose which *Preview*\* topics to tackle. It is required to cover five questions from the *Helping Questions* section and three situations from the *Group Management* section. Many Applicants choose to practice more. It is helpful to select topics the Applicant is comfortable with as well as others that are more challenging. This way the *Preview* practice can help the Applicant build both confidence and knowledge. You can add other situations that come up frequently in your Group. The LAD representative may also recommend certain *Preview*\* topics.

When the *Preview*\* has been completed, both the Leader and Applicant send their evaluations of the exercise to the LAD representative by responding to the questions which are listed at the end of the *Preview*.\*

## 4. Finding Potential Applicants

### 4.1 Making Leadership Attractive and Accessible

Showing how much you enjoy being a Leader and sharing information about La Leche League encourages others to become interested in LLL leadership. Mention volunteering with La Leche League during introductions at LLL meetings, gatherings and other events.

We make LLL leadership attractive by:

- Acknowledging a potential Applicant's contributions to the meeting discussion.
- Listening and responding to questions about LLL and LLL leadership.
- Inviting participation in other LLL events, such as fundraising, family picnics, Couple's Meetings.
- Inviting help in Group management through Group jobs.
- Encouraging attendance at workshops and conferences.
- Talking about the benefits and satisfaction of leadership.

We make LLL leadership accessible when we:

- Share where to find information including *The Womanly Art of Breastfeeding*, [Leader's Handbook](#), LLL Internet resources.
- Describe the LLL support system.
- Discuss becoming an LLL Leader with those interested in leadership.
- Hold workshops about applying for LLL leadership. (See 4.4 [Workshop about Becoming an LLL Leader](#).)

Time spent working with Applicants is not only an important responsibility of leadership, but is an investment in the future of the organization. Sometimes it may seem simpler just to do everything yourself. Remember that an Applicant will share Leader responsibilities with you as your co-Leader in the future. By helping others become Leaders, you are also helping the Group and LLLI.

### 4.2 When There's No Applicant in Sight

There may be times when you don't see any potential Applicants on the horizon. If you are a lone Leader or leading a new Group, it may take time for the Group to grow. Be patient.

If it seems that you do not need any help in running the Group, then it's possible no one will offer. Group attendees may see you as someone who is easily able to do everything yourself. Perhaps they think that they could never do everything that you do. Encourage

them to participate in the life of the Group and build their confidence by telling them how much you appreciate their help.

If there are already several Leaders in the Group, attendees may think that no more Leaders are needed. You appear to be a well-established and smooth-running team. When there are several Leaders, it may be time to split the Group, add additional meetings or offer a Breastfeeding Café, which is an informal drop-in gathering. This style of meeting may take place in locations where meetings typically would not occur, such as a maternity store, café, etc. or may be held virtually. Some Leaders may decide to do outreach or participate in a project organized by the Area, Area Network, Direct Connect Entity or LLLI.

### **4.3 Identifying a Potential Applicant**

[LLL Philosophy](#) is represented by a range of “mothering through breastfeeding” styles, rather than one “right” way. Knowing that a Leader’s experience is an example of LLL philosophy in action shows that it is a realistic approach, rather than an unattainable ideal. It gives the Leader credibility to represent the organization. As meeting participants watch you and listen to what you say, they see and hear what LLL recommends.

When considering someone as a potential Applicant, pay attention to all aspects of the LLLI Prerequisites to Applying for Leadership, [Applying for Leadership](#), *LLL Policies and Standing Rules*. Ask yourself if the person is likely to meet the prerequisites.

In order to write a recommendation, you will need to get to know the potential Applicant you are recommending. If you are approached by someone full of enthusiasm after their first LLL meeting and if that person wants to be a Leader, take the time to get to know each other.

The prerequisite of attending at least four meetings in-person or virtually, where available, will give you the opportunity to learn more about the potential Applicant. This may include Breastfeeding Cafés, as well as Series Meetings. Both offer the potential Applicant opportunities to learn about LLL and to feel a part of the Group. Explain that the person’s enthusiasm is welcome and suggest taking on a Group job or helping with a fundraising project. If the potential Applicant has not yet read *The Womanly Art of Breastfeeding* recommend reading it in order to become familiar with our approach to breastfeeding management.

Observe those attending your meetings. Listen to what they say and how they offer suggestions to others. Consider how their personal experiences reflect what LLL

recommends. Think about how they meet the LLLI Prerequisites to Applying for Leadership:

- Personal Experience Prerequisites.
- Organizational Experience Prerequisites.
- Personal Skills Prerequisites.

#### **4.4 Workshop about Becoming an LLL Leader**

A workshop can be simple or elaborate. Invite those who have expressed an interest in leadership or whom you have observed in the Group and would like to talk to about leadership. It's helpful to have more than one Leader present. Ask your local Leader Accreditation Department for copies of the following three underlined documents.

- Give each participant a copy of:
  - *Thinking About La Leche League Leadership* (PDF version)
  - *Overview of Application Work for Leader Accreditation*
- Explain the following sections of the *Pre-Application Guidelines for Leaders* in the *Leader's Pre-Application Packet*. (See 1.1 [Pre-Application Dialogue](#).)
  1. LLLI Prerequisites to Applying for Leadership
  2. La Leche League philosophy
  3. The work of a Leader - basic Leader responsibilities
  4. The application work - discuss each part of application in detail
  5. Costs of an application
- Encourage discussion and answer questions.
- Explain that the next step is a pre-application dialogue.

## **5. Leaders' Concerns**

### **5.1 If There Are Differences**

If the potential Applicant's point of view seems to differ from the LLL Mission, Purpose and Philosophy, explore the differences before you proceed. Review the relevant concepts again. If the person voices disagreement or if the person's actions seem to conflict with our philosophy, explain that as representatives of LLL, Leaders are expected to agree with and provide examples of LLL philosophy in action. Share the *LLLI Leader Statement of Commitment* and explain that Applicants are required to sign it before accreditation.

With these explanations, a potential Applicant might say:

**"I just can't agree."**

When this is the case, the potential Applicant will most likely decide not to apply.

**“I’m not sure if I agree.”**

You have the opportunity to help the person learn more about LLL philosophy. Offer relevant reading material (e.g., sections of *The Womanly Art of Breastfeeding*, [Leader’s Handbook](#), Leader publications) and an opportunity to discuss it. Consult your LAD representative for more specific suggestions. Reading and reflecting can help the potential Applicant see whether LLL leadership is a right goal. If the difference is something the person cannot, or will not, work on, explore other ways of helping mothers breastfeed their babies.

**“I think you’ve misunderstood.”**

This calls for careful listening on your part. When you believe you have come to understand the potential Applicant’s point of view, ask for feedback to make sure. Continue to clarify and offer more information on LLL philosophy. Clear communication can help the potential Applicant make a decision.

## **5.2 When You Can’t Write a Recommendation**

As a Leader, you are responsible for discussing leadership with someone who expresses interest.

If you cannot recommend the person, first consult with the Area CLA. If you and the CLA agree to decline the application, explain why to the potential Applicant and give them the [Accreditation Appeals Procedures](#) policy, which explains how to appeal the decision to LLLI. Accreditation Appeals Procedures can also be found in the Leader’s Pre-Application Packet. Please contact the local Leader Accreditation Department for the documents in the Leader’s Pre-Application Packet.

Remember that the LAD representative is willing to answer your questions.

## **5.3 When an Applicant Does Not Complete the Application**

During the course of the application, the Applicant might decide that there is no time to do the work of a Leader. Circumstances may change or the application for leadership is not what the Applicant expected. It may become necessary for the Applicant to withdraw the application.

Explain that you enjoyed working with the Applicant and that if the situation changes, the application can be restarted within two years. The Leader Accreditation Department will keep the application file for two years. During that time frame, it won’t be necessary to send a new Application form, repay the fee or redo any work.

## **5.4 When There Are Doubts about an Application**

In some cases, issues or questions might arise which leave you in doubt as to whether accreditation will be the outcome. Not only must a potential Applicant meet the LLLI

Prerequisites to Applying for Leadership at the start of the application, it is required to continue to do so in order to meet LLLI Criteria for Leader Accreditation, [Applying for Leadership](#), *LLL Policies and Standing Rules*. There may be concerns about the Applicant's communication skills or ability to represent the philosophy and/or policies of LLLI.

### LLLI Criteria for Leader Accreditation

To be accredited as an LLL Leader, an Applicant shall:

- meet the LLLI Prerequisites to Applying for Leadership,
- demonstrate understanding and practice of LLL philosophy,
- complete all steps of the LLL Leader application work as described below in Breastfeeding Management Skills and Leadership Skills criteria, and
- sign LLLI Leader Statement of Commitment.

*La Leche League is a worldwide, educational, nonsectarian, non-discriminatory service organization.*

[Applying for Leadership](#), *LLL Policies and Standing Rules*,

To help avoid this disappointing situation:

- Have a thorough pre-application dialogue.
- Be sure to cover all the necessary information prior to submitting your recommendation and the application.
- Help maintain the Applicant's learning and interest by arranging meetings to explore, discuss, and practice what the Applicant needs to prepare for LLL leadership.
- Invite questions; work with doubts and concerns before they become impediments.

If you have concerns at any point during the application, contact your corresponding LAD representative or the Coordinator of Leader Accreditation (CLA).

## 6. Accreditation

When the application work has been completed and the Applicant is ready to be accredited, the corresponding LAD representative sends the *LLLI Leader Statement of Commitment and Database Form* for the Applicant to sign (see 5.1). The Applicant may also be asked to pay an accreditation or new Leader fee. A new LLL Leader can be accredited after having met all the LLLI Criteria for Leader Accreditation.

You, the Leader Applicant, and the LAD representative will ensure that the Applicant has met the Criteria for Leader Accreditation as an LLL Leader, set by the LLLI Board of Directors.

As soon as the LAD representative receives the signed *Statement of Commitment* and fee, if applicable, the Applicant will be notified: *You are now an accredited LLL Leader and may assume all the responsibilities of leadership.* The LAD representative will also notify you and your co-Leaders. You can announce the new Leader's accreditation in the Group and welcome the former Applicant as a co-Leader. Congratulations!

To help your new co-Leader transition to the Leader role:

- Plan together who will lead the next series of meetings.
- Talk about how you will support each other's role at meetings.
- Focus participants' attention on the new Leader at Series Meetings.
- Discuss Group responsibilities. Decide together who will complete the meeting report, order books, support each Group worker, etc.
- Bring the new Leader's talents to the attention of administrators of the Area, Area Network or DCE so that the new Leader can be invited to help with administrative work in the future.



When you are closely involved in an Applicant's preparation for leadership, it ensures steady progress of application work. Your dedicated work mentoring a future LLL Leader contributes to providing support to more breastfeeding mothers, parents and babies and helping your future co-Leader enjoy LLL work with confidence and pleasure.