



Shared Authority

2017 Webinars | March 2017



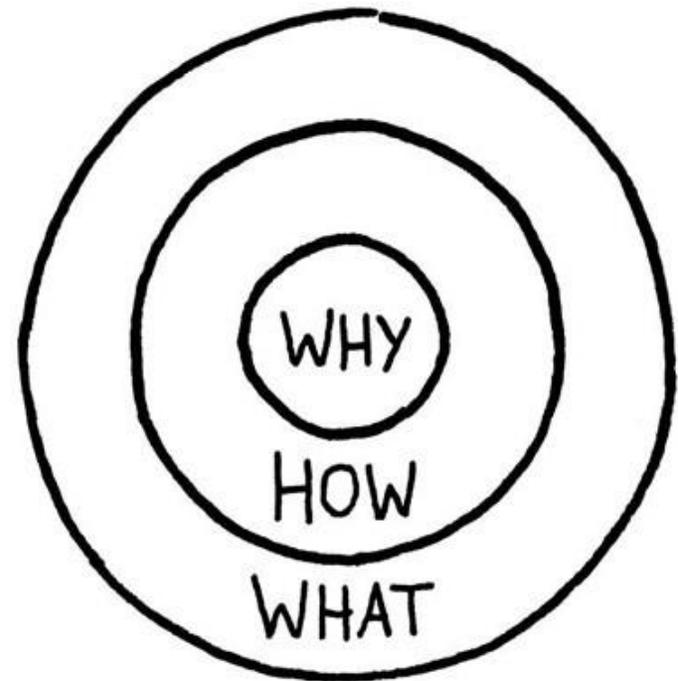
Goal and Plan for Today

Start with Why and Understand How

Goal: Depending on your specific role and on where you are in your personal journey with regards to leadership and service, what helps you **exercise the authority that you are mandated to exercise with others?**

Plan for this first session:

- **Why shared authority** (Vision): sources and structure of L'Arche authority
- **How to do shared authority** (Strategy): principles that guide us and strategies that help us exercise authority
- **What do we do** (Action): depends on role and situation – for you to figure out



Purpose of this Formation

Discernment – Critical Mind

Inspiration and / or
food for thought

"Do not believe every spirit, but test the spirits to see whether they are from God; because many false prophets have gone out into the world" (1 John 4:1)

In its simplest definition, discernment **the ability to decide between truth and error**, right and wrong. Discernment is the process of making careful distinctions in our thinking about truth.

Invitation: think critically and take your time!
Discern what resonates with you in your personal, spiritual and professional journey!

Reflection or Question
for you to pursue at
home or keep in mind
for next sessions



The Framework

Definition

What is Authority?

- **Auctoritas** is a Latin word and is the origin of English "authority". In ancient Rome, *Auctoritas* referred to the **general level of prestige a person had in Roman society, and, as a consequence, his clout, influence, and ability to rally support around his will**. *Auctoritas* was not merely political, however; it had a numinous content and symbolized the mysterious "power of command" of heroic Roman figures. (Wikipedia)
- **Authority:** 1. The power or right to give orders, **make decisions**, and enforce obedience. 2. A person or organization having political or administrative **power and control**. 3. The power to influence others, especially because of one's **commanding manner** or one's **recognized knowledge** about something. (Oxford Dictionary)



Definition

Types of Authority*



Traditional Authority: Power legitimized by respect for long-established cultural patterns.
George Vanier, Governor-General of Canada



Charismatic Authority: Power legitimized by extraordinary personal abilities that inspire devotion and obedience.
Jean Vanier, Founder of L'Arche



Rational-Legal Authority: Also known as bureaucratic authority, is when power is legitimized by legally enacted rules and regulations such as governments.
Alison Lindsay Cross, Chair of L'Arche International Stewardship Board



What type of authority do you exercise in your role and / or in your capacity as a member of L'Arche?

*Max Weber, Politics As Vocation, published as "Politik als Beruf," Gesammelte Politische Schriften. (München, 1921), pp. 396-450

Definition

Shared Authority in L'Arche

The principle of **shared authority** is the principle by which authority is exercised in partnership, so as to serve the mission of L'Arche. (2008-2012 Taskforce on Structures of L'Arche International)

Partnership: Trust and collaboration operate freely within L'Arche. The structures are to foster that dynamic and embrace the partnerships among the spiritual, legal, financial, and communal elements. (L'Arche USA Constitution)



Shared Authority: WHY

Source of Authority

The Parable of the Good Samaritan: one Mission

³⁰ In reply Jesus said: "A man was going down from Jerusalem to Jericho, when he was attacked by robbers. They stripped him of his clothes, beat him and went away, leaving him half dead. ³¹ A priest happened to be going down the same road, and when he saw the man, he passed by on the other side. ³² So too, a Levite, when he came to the place and saw him, passed by on the other side. ³³ But a Samaritan, as he traveled, came where the man was; and when he saw him, he took pity on him. ³⁴ He went to him and bandaged his wounds, pouring on oil and wine. Then he put the man on his own donkey, brought him to an inn and took care of him. ³⁵ The next day he took out two denarii^[c] and gave them to the innkeeper. 'Look after him,' he said, 'and when I return, I will reimburse you for any extra expense you may have.' ³⁶ "Which of these three do you think was a neighbor to the man who fell into the hands of robbers?" ³⁷ The expert in the law replied, "The one who had mercy on him." Jesus told him, "Go and do likewise."*

"In the Good Samaritan story the Samaritan derives his authority to act from the mission that all people must act with compassion and justice towards people who are marginalized. So also with L'Arche. Authority to act at all levels comes from L'Arche's mission. (...)"**



How does L'Arche's mission guide you in your leadership and the exercise of your authority?

*Luke 10:30-37, New International Version

**Gerry Arbuckle in his Address to the 2005 L'Arche International General Assembly, Assisi, Italy

Authority and L'Arche Culture

Historical Ambiguity

Founding – Just do It

60s-80s: Relationships, Charisma and Faith carry us through



The spirit of '68 in our L'Arche DNA. Strong charismatic leadership of Jean; early attempts to give a voice to the community

Building – Questioning

90s-2000s: Assessing and (Re)Structuring



Stage 2 of the I+M process: The role of authority in L'Arche is not clear; ambivalence about giving authority to those in leadership roles

Integrating – Adjusting

Today: Learn, Adjust and Systemize



“Develop greater synergy, coordination and supervision (...).” Proposed New 2017-2022 Mandate



Do you carry personal ambiguity around authority?

Authority and Tasks

Distinct Responsibilities Driven by One Mission

Spirit: Vision & Ethos
– **Culture and Impact**

Mind: Rationale & Logic –
Strategic Priorities



“(…) This will determine what role each member has in leadership. What leadership authority structures best serve the mission of L’Arche? At the international level? At the national level? At the local community level?”*

Heart: Feeling & Emotion –
Relationships, Marketing

Body: Health & Sustainability –
Operations

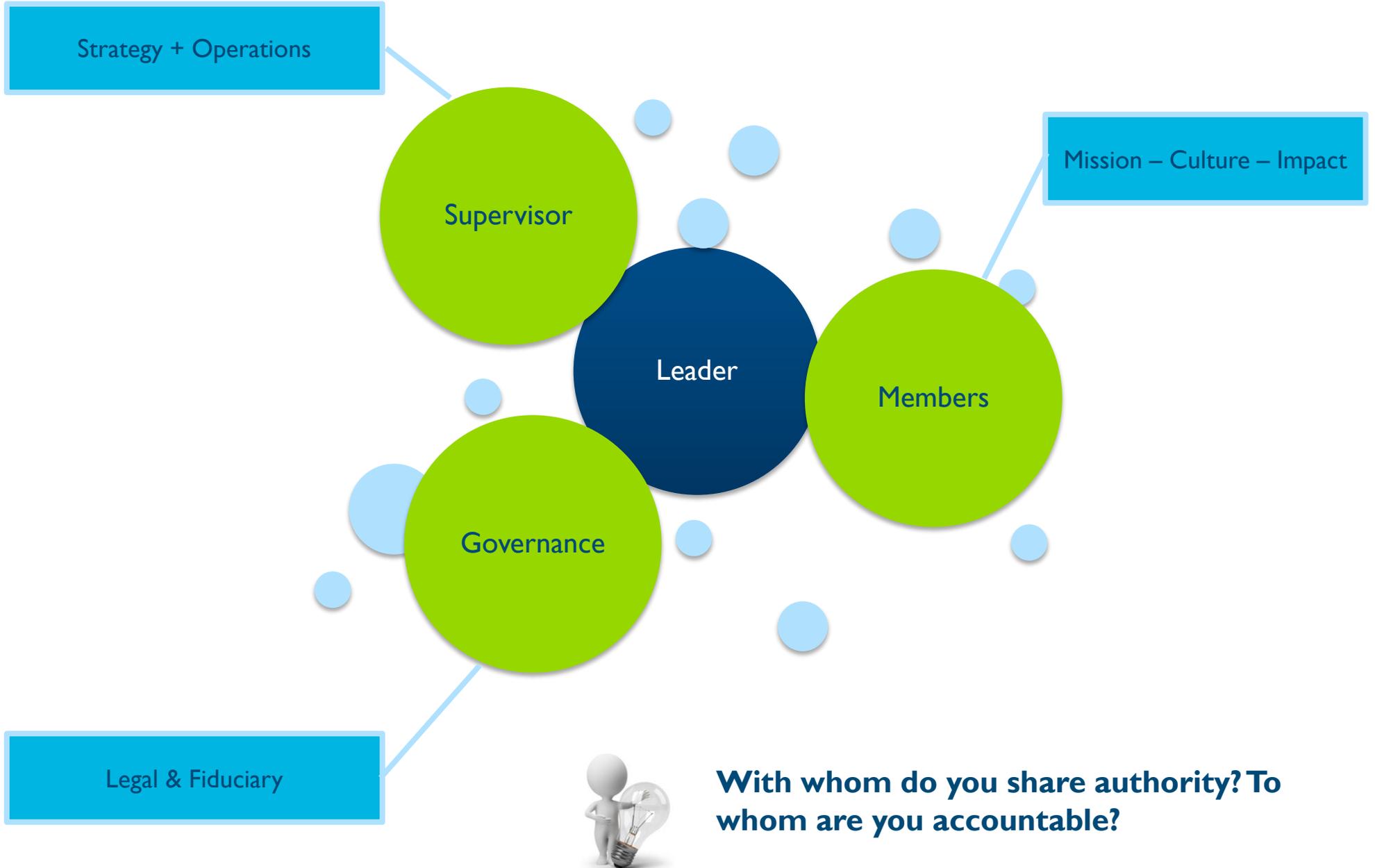


What type of responsibility do you carry to further L’Arche’s mission?

*Gerry Arbuckle in his Address to the 2005 L’Arche International General Assembly, Assisi, Italy

Shared Authority and L'Arche Structure

Interdependent Roles with multiple Accountabilities

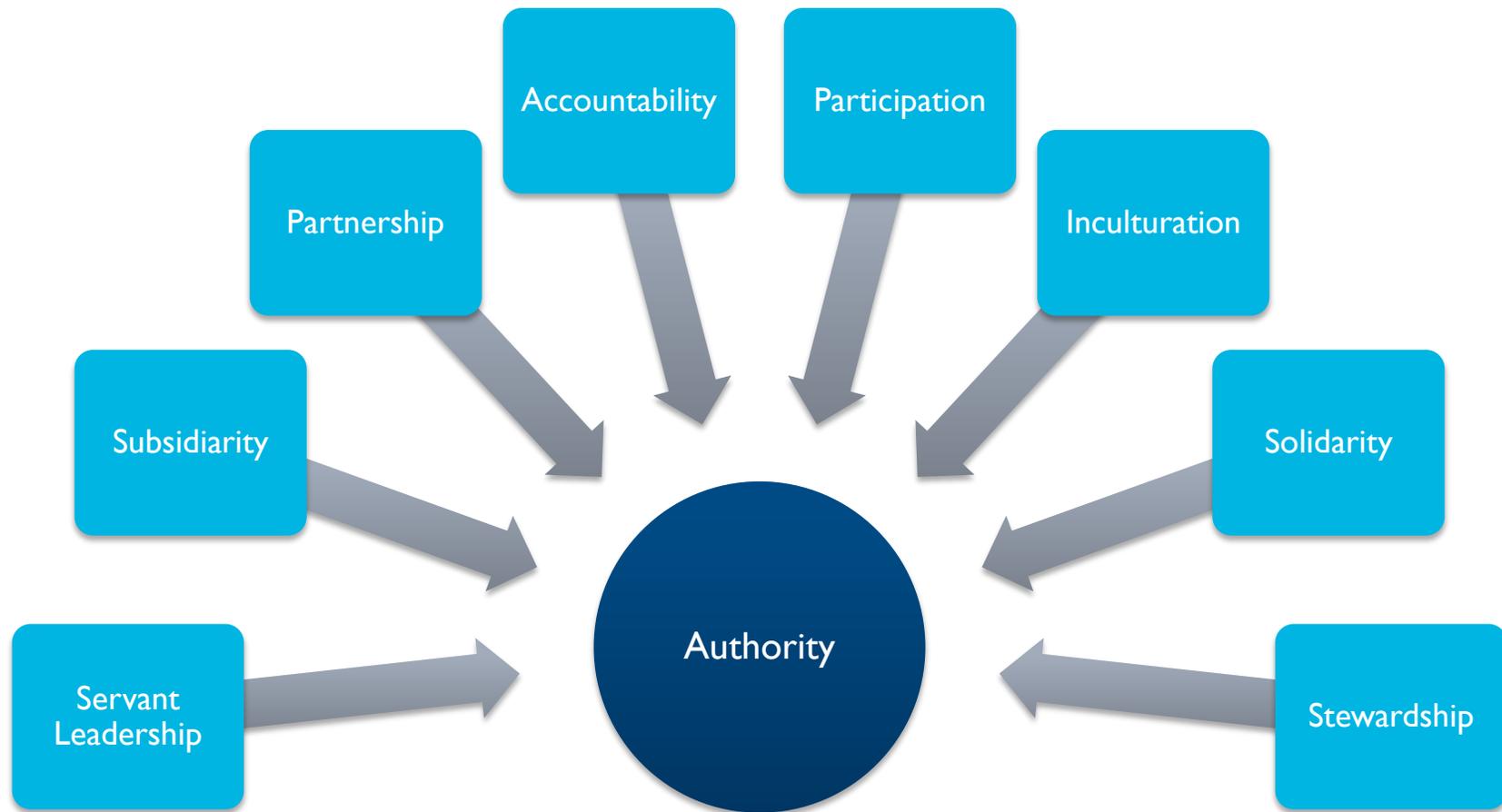


Shared Authority: the HOW

Principles and Strategies

The Exercise of Shared Authority in L'Arche

Guided by eight Principles



Servant Leadership

Servant Leadership: Roles and structures of the Federation are at the service of the mission as lived out in our communities. People are called to leadership for limited terms after discernment processes. Those in authority gain wisdom through respectful listening and taking counsel. (L'Arche USA Constitution)



Spiritual source of Servant Leadership

Washing of the Feet

²The evening meal was in progress, and the devil had already prompted Judas, the son of Simon Iscariot, to betray Jesus. ³Jesus knew that the Father had put all things under his power, and that he had come from God and was returning to God; ⁴so he got up from the meal, took off his outer clothing, and wrapped a towel around his waist. ⁵After that, he poured water into a basin and began to wash his disciples' feet, drying them with the towel that was wrapped around him. ⁶He came to Simon Peter, who said to him, "Lord, are you going to wash my feet?" ⁷Jesus replied, "You do not realize now what I am doing, but later you will understand." ⁸"No," said Peter, "you shall never wash my feet." Jesus answered, "Unless I wash you, you have no part with me."



Status Reversal: "That ceremony—a footwashing ceremony to be continued—is meant to remind the disciples of the need to engage in ongoing status reversal."*

Belonging: "In L'Arche, the deepest bonds between community members lie in their shared vulnerable common humanity. L'Arche community members belonging to different Christian traditions realise that the rules of their different churches regarding Eucharist are irreconcilable. Where community members can fully share and participate, however, is in the washing of the feet."**

John 13:2-8, New International Version

*Mark A. Matson, To Serve as Slave: Footwashing as Paradigmatic Status Reversal,

**Thérèse Vanier, One Bread One Body (Ottawa: Gracewing and Novilis, 1997) quoted in Catherine Anderson, Sandra Carroll: The Foot-Washing in John 13:1-20, in the context of L'Arche, Australian eJournal of Theology 20.3 (December 2013), p.168

Exercising Servant Leadership is challenging

Balance of Serve and Command

Jesus and Vulnerability*: “After that, he poured water into a basin and began to wash his disciples’ feet, drying them with the towel that was wrapped around him.”

The Leader serving // A relational act of Hospitality and Love, close to her people

Jesus and Authority**: “No,” said Peter, “you shall never wash my feet.” Jesus answered, “Unless I wash you, you have no part with me.”

The Leader commanding // A managerial act: failure to comply leads to consequences

“in a participative system, authority authorises the relational, but it also authorises the establishment of certain limits“***



Which position is comfortable, which challenges you?

*Jean Vanier, Drawn into the Mystery of Jesus Through the Gospel of John (Ottawa: Novalis, 2004)

**Mark A. Matson, John, John Knox Press, p.86

*** G ery de Radigu es: Authority and Principles of Governance in L'Arche, Workshop given at the 2008 International General Assembly, Kolkata, India

Exercising Servant Leadership is challenging

Joint vs. Lone Decision-making



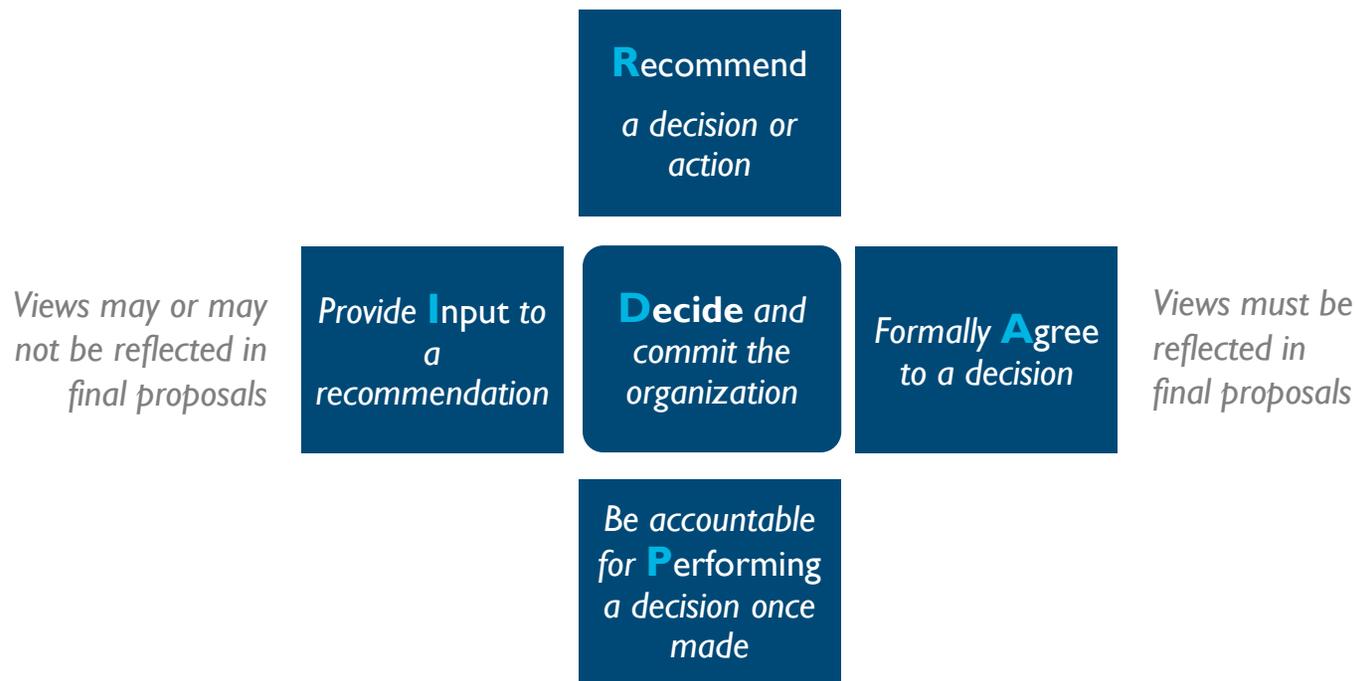
**Are you more comfortable / more challenged
in the position of partner or in that of “the boss”?**

Sharing Power is complex

Clarity in Decision-making Processes (RAPID®)

“The co-existence of 3 dimensions in L'Arche, the spiritual, the community, and the professional and its organization at different levels, local, national and international, combine in fact to multiply the structures and the key people. The sharing of power constitutes a factor of complexity.”*

Shared Authority requires solid coordination mechanisms (clarity and communication)



* Géry de Radigués: Authority and Principles of Governance in L'Arche, Workshop given at the 2008 International General Assembly, Kolkata, India
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Review and Conclusion

Shared Authority in L'Arche

Summary and Conclusion

The Source of any Authority in L'Arche is the Mission. It is also the Mission that defines distinct roles and responsibilities as part of a participative system. (Parable of the Good Samaritan)

“In a participative system, authority authorises the relational, but it also authorises the establishment of certain limits“* (Washing of the Feet)

Effective exercise of shared authority relies on the individual and the system.

The principle of Servant Leadership entails inherent challenges for every individual.

The principle of Shared Authority relies on a well-oiled system of interrelated and yet distinct roles and responsibilities. This requires excellent coordination mechanisms, particularly good communication and decision-making processes.



* Géry de Radigués: Authority and Principles of Governance in L'Arche, Workshop given at the 2008 International General Assembly, Kolkata, India

Resources

Federation Policy DI-313-2-The Role of the Board in L'Arche-EN

Gerry Arbuckle, Address to the 2005 L'Arche International General Assembly, Assisi, Italy

Géry de Radigués: Authority and Principles of Governance in L'Arche, Workshop given at the 2008 International General Assembly, Kolkata, India

L'Arche International Reflection Group, Report, I&M Process, 2004

Thérèse Vanier:

- L'Arche Communities – a challenge for gentleness, Spirituality and Health International, Volume 5 Issue 2, 2004, Whurr Publishers Ltd
- One Bread One Body (Ottawa: Gracewing and Novilis, 1997)

Catherine Anderson, Sandra Carroll: The Foot-Washing in John 13:1-20, in the context of L'Arche, Australian eJournal of Theology 20.3 (December 2013), p.168

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Mark A. Matson, To Serve as Slave: Footwashing as Paradigmatic Status Reversal

Max Weber, Politics As Vocation, published as “Politik als Beruf,” Gesammelte Politische Schriften. (München, 1921)

Simon Sinek: Start with Why: How Great Leaders Inspire Everyone to Take Action (Portfolio, 2011)

RAPID® Bain & Company

L'Arche Canada Servant Leadership Model:

http://www.larchecommons.ca/en/national/news/larche_canada_servant_leadership_model_2012-12-14

Questions?

