



The
SOCIAL LEADER
Digital Workbook

thesocialleader.org

About the Author

Fr. Justin Mathews, Executive Director of Reconciliation Services, lives and breathes this work EVERY day and he is a true content expert!

In this course Fr. Mathews expertly delivers foundational, timely, and engaging content that is accessible to people at all levels of leadership and in any organizational context. The leadership skills he teaches in this course are desperately needed right now to safely and comprehensively address the tangled roots of complex social problems in our communities and to equip participants to learn to lead with greater social impact in every aspect of life.

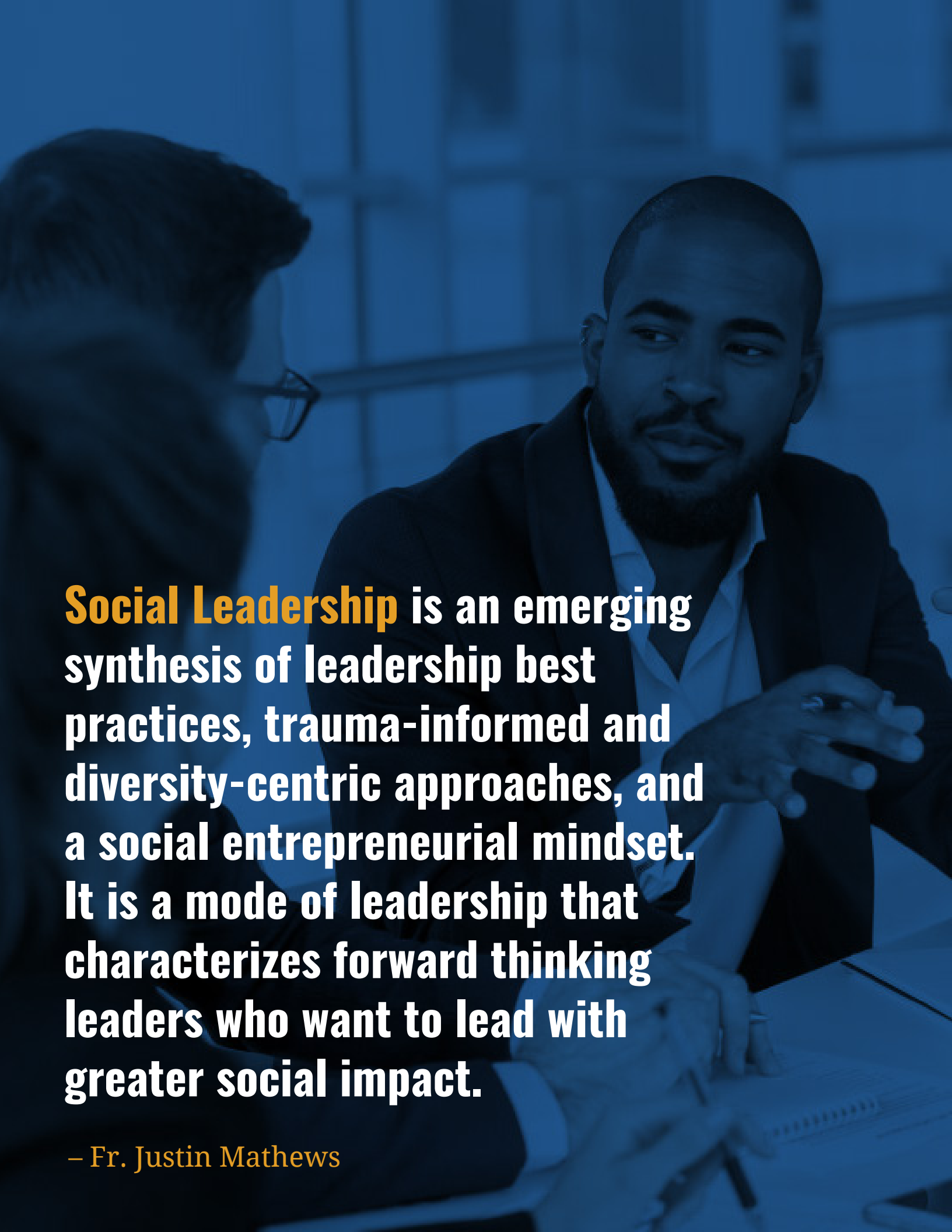
Fr. Mathews, The Social Leader Essentials e-Course author and facilitator, is passionate about educating and inspiring individuals and organizations to lead with greater social impact and operationalize their diversity, equity, and inclusion priorities sustainably. He is a well-known podcaster, public speaker, and author, addressing the critical leadership topics and community issues covered in this e-Course. He brings over two decades of experience in the non-profit and for-profit sectors as a social-entrepreneur, founder, consultant, and executive leader. He has made his life's work racial and economic reconciliation, serving in struggling communities, leading as well as participating in offering caring, transformative services to those who need them most.

Fr. Mathews holds a BBA in Business from Belmont University (TN), a Masters in Divinity from St. Vladimir's Orthodox Theological Seminary (NY), and has completed fundraising



certifications from the Indiana University Lilly Family School of Philanthropy. Fr. Mathews completed the “Trauma-Informed Community Development” training with the Neighborhood Resiliency Project at Duquesne University; holds a certificate in “Mental Health First Aid”; and has completed multiple de-escalation, cultural sensitivity, trauma-informed care, and diversity and inclusion trainings. He also completed the Racial Equity Institute training in Kansas City, which involved surveying historical, cultural, structural, and institutional analyses of racism in the United States.

In 2020, Fr. Mathews was awarded the “Ace Award” from the KC Chamber of Commerce as a champion of diversity and inclusion and Reconciliation Services received the “Excellence In Impact” Award from Nonprofit Connect. In 2019, he was recognized as a Buck O’Neil Honoree by the Royals baseball franchise, and in 2018 he completed the two-year Greater KC Centurions Leadership Program. In 2018, Fr. Mathews was appointed by the Mayor of Kansas City to the Heart of the City TIF Advisory Board and serves as the Vicechair. He is a Board member of the Fellowship of St. Moses the Black, and serves on the Kauffman Foundation “Forward Cities” Advisory Council.

A photograph of two men in business attire sitting at a table, engaged in conversation. The man on the right is looking towards the man on the left. The image has a blue tint. The text is overlaid on the left side of the image.

Social Leadership is an emerging synthesis of leadership best practices, trauma-informed and diversity-centric approaches, and a social entrepreneurial mindset. It is a mode of leadership that characterizes forward thinking leaders who want to lead with greater social impact.

– Fr. Justin Mathews

Welcome to The Social Leader Essentials E-Course

This course consists of three modules, each with multiple milestones that build on each other. You can complete each module at your own pace and there are pages included in this workbook for you to take notes. Each section also includes reflection questions to help you apply what you've learned to your own leadership context.



Module One: Social Leaders are Social Venturers

This first module introduces you to the social venturing leadership approach, how to move beyond charitable intentions to integrated priorities using the Integrated Priorities Framework, and the concept of Social Return on Investment (SROI) and how to use it to both evaluate and communicate your social impact.



Module Two: Social Leaders are Bias-Aware

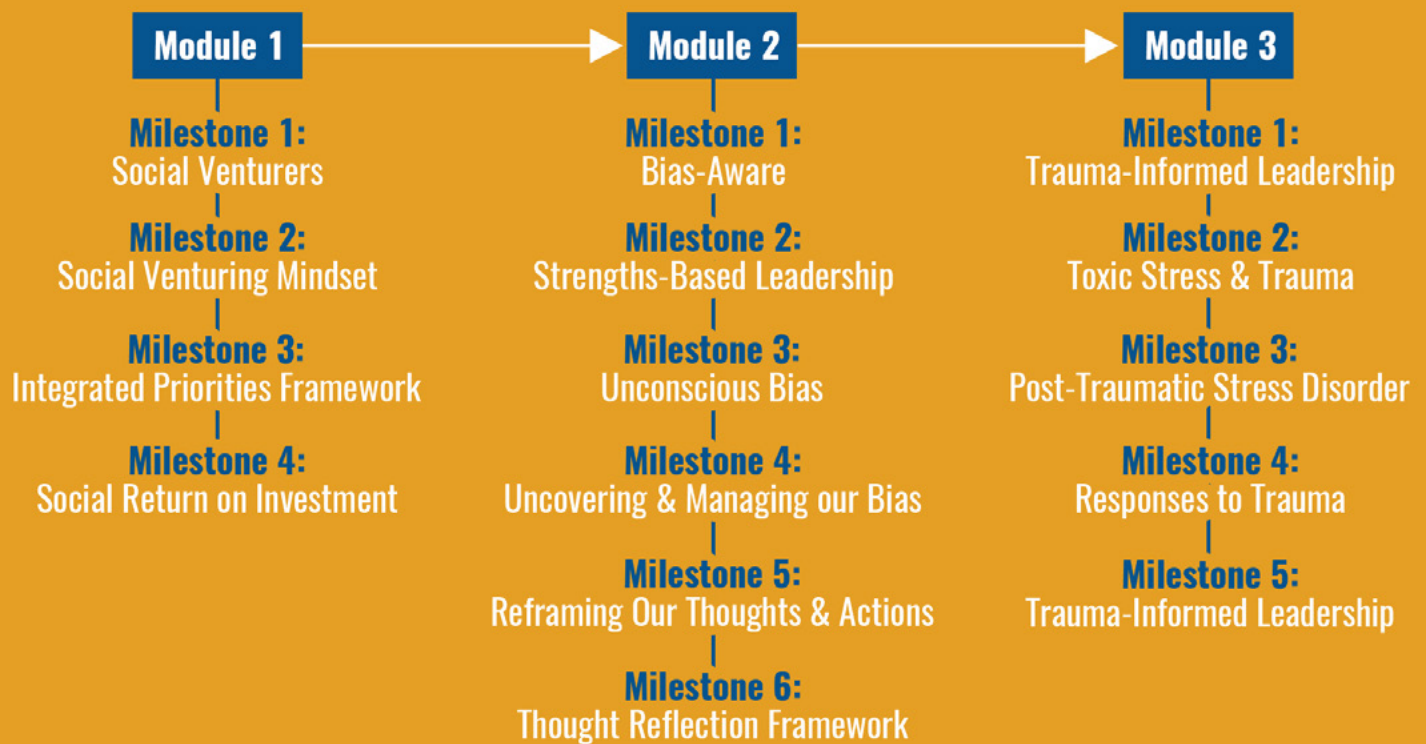
In the second module, we explore how hidden biases reduce creativity, productivity, and stifle employee engagement and potential. We'll introduce the "Thought Reflection Framework" and how to use it to root out unconscious bias. And, we will introduce nine practical and quickly implementable best practices that will help you address bias in your teams so you can become a more bias-aware social leader.



Module Three: Social Leaders are Trauma-Informed

Finally, in the third module, you will learn to identify strengths hidden in your experiences and the experiences of your teammates. You'll better understand how to recognize mental health challenges in yourself and in those you are leading, how to distinguish between stress and strain, how to define resilience, and how to know when stress becomes toxic. We'll also discuss two key practices of trauma-informed social leaders and the eight best practices of trauma informed organizations.

Course Outline



This course gives you multiple frameworks to help guide you in your learning and reflection questions that will help you implement what you've learned and apply it to your unique leadership context.

All of the course Frameworks, Reflection Questions and Next Action Assignments are included in this workbook and you get access to the Course and supporting slides for one year. When you complete the course you will be able to print the Social Leader Essentials certificate of completion.

You don't have to be a nonprofit leader, a philanthropist, independently wealthy, or a politician to be a social leader. You can do it right where you are. All we have to do is begin. So let's dive right in!



Example:

“Daily I will harness my passion for social venturing, my natural fluency in public speaking, and my professional network to make racial and economic reconciliation more possible today than it was yesterday.”

Your Integrated Priorities Statement:

“Daily I will harness my passion for _____
(community issue)
and use my natural fluency in _____
(your social fluency*)
and my professional _____
(ability/skills/access/influence/resources)
to help change _____”
(problem you want to help solve)

** Your Social Fluency is both the masterful integration of your knowledge, skills, ability and talent **AND** the utilization of these in the areas of your life where you are most uniquely positioned to make an impact.*

Skills, Abilities, Talents

Circle the items that most resonate with you.

3-D printing
Ability to Deal with Failure
Academics
Accounting
Acting / Drama
Activism - Leading or Attending Demonstrations, Marches or Protests
Adaptability
Administration
Advertising / Marketing
Advocacy
Affiliate Systems
Agriculture
Analytics
Architecture
Art - Drawing, Painting, Making
Articulate
Artificial Intelligence
Asking Questions
Athleticism
Attention to Detail
Automotive / Cars
Awareness
Big Data
Bio-Sciences
Board Development
Board Games / Strategy Games
Bookkeeping
Brainstorming / Concepting
Budgeting
Business Development
Business Relationships
CAD Design
Capital Campaigns
Catering
Charisma
Childcare / Eldercare
Ceramics
City Governance
City Planning - Permits, Codes, Processes
Civic Partnerships
Cleaning
Club Involvement - Small Groups, Team Sports, Discussion Groups
Coaching
Coding, Programming
Communication Skills
Community Bases Development
Community Building
Community Organizing
Community Projects
Computer Literacy
Computers / IT
Conflict Resolution
Consensus Building
Construction Management
Construction Trades
Consulting
Cooking
Crafting
Creativity
Critical Thinking
Curriculum Design
Customer Service
Database Management
Decision Making
Demolition
Design Thinking
Dexterity
Digital Literacy
Divergent Thinking
Door-to-Door Campaigning
Education
Electronics - Soldering, etc.
Emotional Intelligence
Empathy
Encouragement
Engineering - Civil, Electrical, Mechanical, Aerospace, Other
Enthusiasm
Entrepreneurship
Events or Event Production
Executing Ideas
Executive Presence
Fairness
Faith
Farming



Fashion - Design, Color, Modelling, Photography
Film Making
Financial Management
Financial Planning
Focus
Food Preparation or Cooking
Foreign Language
Fundraising
Future Thinking
Futuristic
Gardening
General Labor
Grant or Proposal Writing
Graphic Design / Graphic Arts
Group Activities / Icebreakers
Group Facilitation
Guerrilla Marketing
Health / Fitness
Helping
High Energy
Hiring / Recruiting
History
Home Visits or Deliveries
Hospitality
House Renovations
Human Resources
Identify Strengths and Weaknesses
Imagination
Imaginative
Influencing
Initiative
Innovation
Inspiring
Insurance Expert
Integrity / Honesty
Interior decorating
International Communications
Introspection
Intuition
Inventiveness
Jokes / Humor
Juggling
Landscaping
Leadership
Learner
Legal, Judicial
Letter Writing
Lip Reading
Listening
Lobbying
Logistics
Magic
Maintenance or Routine Tasks
Making Connections
Making Friends

Skills, Abilities, Talents

Circle the items that most resonate with you.

- | | | | |
|---|---------------------------|-------------------------------|--|
| Management | Personal Productivity | Sales | Tax Preparation or Financial Counseling |
| Manufacturing | Persuasive | Science | Taxes |
| Mapping | Phone Calls | Security | Teaching / Training |
| Marketing | Photography | Self Control | Textiles |
| Math | Planning | Self Management | Therapy or Counseling |
| Mechanics - Small Motors, Fixing, Fiddling, Improving | Political Connections | Self-Assurance | Time Management |
| Medical Skills | Political Strategy | Self-Defense | Training |
| Meeting Management | Positiveness | Self-Discipline | Trend Spotting |
| Metal work / Welding | Predictive Analytics | Self-Management | Trouble Shooting |
| Military Service | Problem Solving | SEO | Typing |
| Model making - Model Trains, Armies, Planes, etc | Procurement | Sewing, Mending | Unions or Labor |
| Money Management | Product Design | Sign Language | Video Creation |
| Motivational Speaking | Professional Counselor | Singing | Vision Casting |
| Movie Buff - Write Reviews, Learn About Story, Learn About Acting | Programming | Situational Intelligence | Visualization |
| Multi-Lingual | Project Management | Social Intelligence | Volunteering |
| Music - Appreciation, Playing, Teaching, Live Performance | Public Speaking | Social Networking | Voter Engagement |
| Negotiating Skills | Public Transportation | Social Work | Web Design |
| Networking (in-person or virtual) | Qualitative Data Analysis | Software | Webinars |
| Nonprofit Management | Reading | Spatial Reasoning | Website |
| Nurse, LPN, PRN | Reception | Special Education | Well Read |
| Online Meetings | Regional Influence | Speech Writing or Scripting | Well Traveled |
| Organizing Spaces and Items | Relationship Building | Spiritual Leader | Wit |
| Organizational Culture | Relaxation | Sports Fan | Wilderness Survival |
| Outdoors Activities - Camping, Hiking, Climbing, etc. | Reliability | Story Boarding | Wisdom |
| Outsourcing | Relieve Stress | Storytelling | Woodworking |
| Peacemaking | Religious Perspective | Strategic Planning | Working with People with Diverse Abilities |
| Peer Mentoring or Mentoring | Research | Systems Management | Works of Mercy |
| | Risk Management | Systems Thinking | Writing |
| | Risk Taking | Task/Time Management | |
| | Robotics | Taking Minutes or Note Taking | |



Module 1: Reflection Questions

1. What social issues in the community capture your imagination, break your heart, or keep you up at night?

2. Go deeper: What are the root causes of the social problems you identified?

3. What positive or negative impact does your life, work, or organization have on these social issues?

4. If resources and time were not obstacles, how could you use your resources, access, social fluency, and skills to help solve one or more of these problems with (not for) the community who is experiencing them?





Module 1: Next Action Assignments

1. Use the Integrated Priorities Framework to write your Integrated Priorities Statement and then share it with at least three people from memory.
2. Consider a project you are working on right now. Then review the concept of Social Return on Investment (SROI) with this project in mind. Write down how you can use this concept to create more inclusive project management, include social impact in the project outcomes, and use SROI to communicate the positive or negative impact of the project and outcomes with multiple stakeholders or your community.



Nine Principles of Strength-Based Leadership

1. Reveal everyone's unique strength
2. What gets our attention becomes our reality
3. Embrace strengths-oriented language
4. Accept change & adapt
5. Be authentic to strengthen relationships
6. Everyone has a voice—amplify it!
7. Build upon lived-experience learning
8. Be flexible, available, teachable
9. Collaborate & value differences

2-STEP THOUGHT REFLECTION WORKSHEET

Step 1:

Write down at least three thoughts that seem like common sense to you and that undergird how you live your life and how you interact (or do not interact) with others.

Step 2:

Then ask yourself the following questions about each thought you have noticed: Is this message or assumption really true? Where did I learn it? Would a person say this to another person? If not, why am I saying it to myself or allowing it to guide my actions?

Now dig deeper: What do I get out of thinking this thought? Is it protecting me or those I care about from something I perceive as a danger or annoyance? How might it contribute to stifling creativity or kill momentum towards achieving my goals (especially my Integrated Priorities Statement)?

Module 2: Reflection Questions

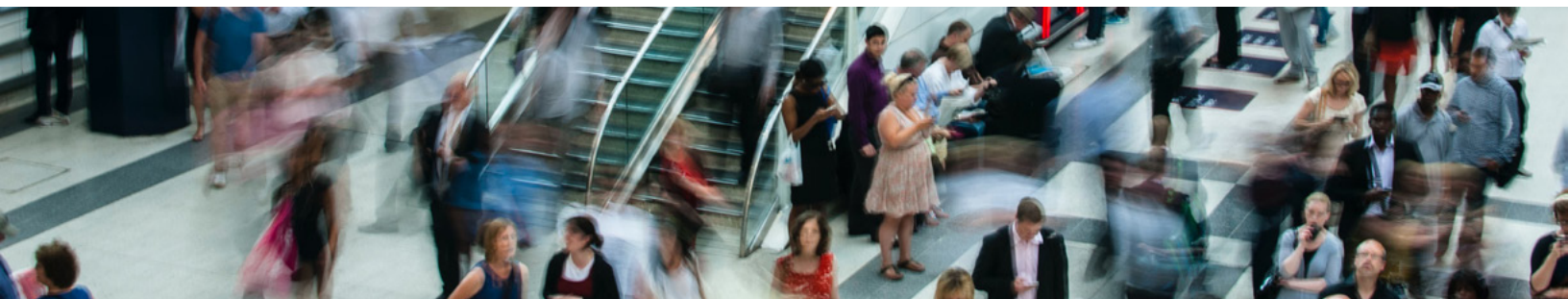
1. What are my biases and blind spots? Do I have any noticeable patterns in my decision making that may be impacted by bias?

2. When I am uncomfortable does it remind me of someone or something bad in my life? If so, how does that impact my thoughts and actions?

3. Who in my life provides me with honest feedback and represents a different perspective or lived experience than my own?

4. Who do I encourage to speak out in meetings? And who makes me uncomfortable when they speak? Who might be missing from these conversations altogether?

5. How do I identify people as leaders or to lead a team or project? Do I have the same “go to” people or types of people all the time?



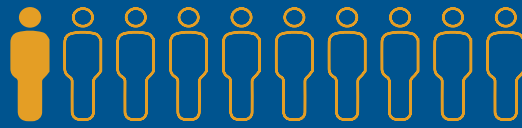
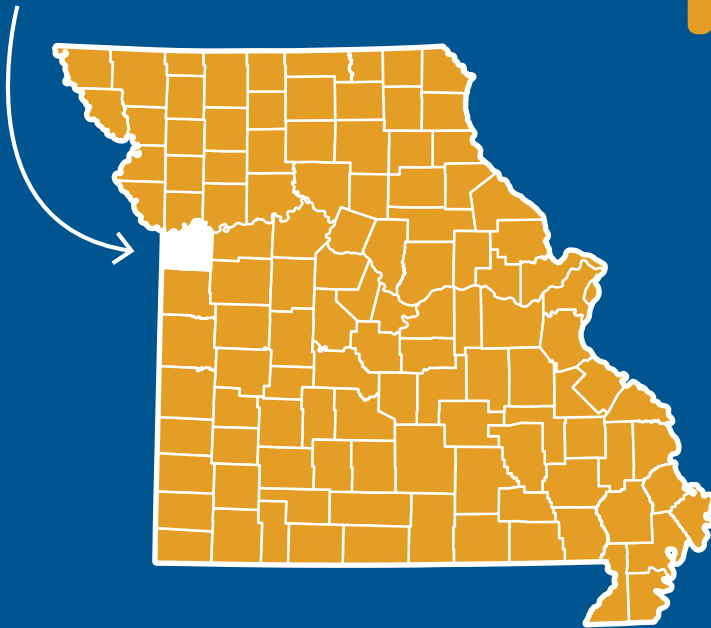


Module 2: Next Action Assignments

1. Set aside 90-minutes this week to use the “Two-Step Thought-Reflection Framework” to examine your thoughts and begin practicing being intentional about cultivating the thoughts that determine your life and shape your social leadership.
2. Review and make a plan to implement the Nine Practices to become more Bias-Aware as outlined in this Module.

In-Focus: Local Trauma By the Numbers

Jackson County (Missouri)



1 in 10 adults suffer serious mental illness



40% of those are untreated

10%+ are also suffering from PTSD



(Source: Health Forward Foundation)

Individual trauma results from an event, series of events, or set of circumstances experienced by an individual as physically or emotionally harmful or life-threatening and has lasting adverse effects on a person's functioning and mental, physical, social, emotional, or spiritual well-being.





Eight Best Practices of Trauma-Informed Organizations

1. Commit to offering Education & Resources
2. Evaluate leadership and organizational practices
3. Partner with others offering help & healing from trauma
4. Offer mental health supports in insurance policies
5. Encourage peer support & deep listening
6. Develop an authentic spirit of collaboration
7. Offer options for mental health & self-care
8. Make yourself more available

Module 3: Reflection Questions

1. What is the difference between good stress and bad stress?

2. What are the impacts of distress in your life? In your leadership? On a team you lead?

3. When someone acts erratically or “badly” do you stop to ask “What happened to them” or “What is wrong with them?”

4. What can you do to foster a trauma-informed culture in your organization?





Module 3: Next Action Assignments

1. Review the best practices presented in Module 3 and write down three to five concrete things you will commit to do this week to embrace a trauma-informed leadership approach.

Resources for Further Study

Module 1

Essentials of Social Innovation

by Stanford Social Innovation Review | ssir.org

5 Reasons Why Social Entrepreneurship Is The New Business Model

by MeiMei Fox | [Forbes.com](https://forbes.com)

What It Means To Be A Social Entrepreneur

by Gautam Sen Gupta | entrepreneur.com

What Factors Go Into Calculating Social Return on Investment (SROI)?

by Jean Folger | investopedia.com

An Introduction to Social Return on Investment

by Laura Arrillaga-Andreessen and David Hoyt | gsb.stanford.edu

The Social Leadership Handbook

by Julian Stodd | amazon.com

Module 2

Project Implicit Study | harvard.edu

Breaking Free from Bias: Preventing Costly Complaints, Conflict and Talent Loss

by Marilyn O'Hearne | amazon.com

What is a Strength-Based Approach?

by Erika Stoerkel | positivepsychology.com

Unconscious Bias: How It Affects Us More Than We Know

by Dr. Pragya Agarwal | forbes.com

SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach |

ncsacw.samhsa.gov

Are Emily and Greg More Employable Than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination

by Marianne Bertrand and Sendhil Mullainathan | uh.edu

Unconscious Bias: What is it and Can it be Eliminated? | theguardian.com

Historical Geniuses and Their Psychiatric Conditions

by Kathy Benjamin | theatlantic.com

Entrepreneurs Who Battled Depression For Years

by Nidhi Singh | entrepreneur.com

Mental Disorders in the Entrepreneurship Context: When Being Different Can be an Advantage

by Johan Wiklund, Isabella Hatak, Holger Patzelt, and Dean A Shepherd | ris.utwente.nl





Additional Readings to Consider

**Restoring At-Risk Communities:
Doing it Together and Doing it Right**
by John M. Perkins | [amazon.com](https://www.amazon.com)

**Streets of Hope : The Fall and Rise
of an Urban Neighborhood**
by Peter Medoff and Holly Sklar | [amazon.com](https://www.amazon.com)

**Reinventing Leadership:
Strategies to Empower the Organization
(Collins Business Essentials)**
by Warren G. Bennis and Robert Townsend |
[amazon.com](https://www.amazon.com)

**Traumatic Stress: The Effects of
Overwhelming Experience on
Mind, Body, and Society**
by Bessel A. van der Kolk, Alexander C.
McFarlane, and Lars Weisaeth | [amazon.com](https://www.amazon.com)

**Crucial Conversations Tools for Talking
When Stakes are High**
by Kerry Patterson, Joseph Grenny, Ron
McMillan, and Al Switzler | [amazon.com](https://www.amazon.com)

A Framework for Understanding Poverty
by Ruby K. Payne | [amazon.com](https://www.amazon.com)

**Tattoos on the Heart: The Power of
Boundless Compassion**
by Gregory Boyle | [amazon.com](https://www.amazon.com)

**The Color of Law: A Forgotten History of
How Our Government Segregated America**
by Richard Rothstein | [amazon.com](https://www.amazon.com)

**Bury My Heart at Wounded Knee:
An Indian History of the American West**
by Dee Brown | [amazon.com](https://www.amazon.com)

**The New Jim Crow: Mass Incarceration
in the Age of Colorblindness**
by Michelle Alexander | [amazon.com](https://www.amazon.com)

Module 3

**Coping with Fatigue, Fear, and Panic
During a Crisis**
by Tony Schwartz and Emily Pines | hbr.org

**Center for Workplace Mental Health
by American Psychiatric Association |
[workplacementalhealth.org](https://www.workplacementalhealth.org)**

Mental Health in the Workplace | [cdc.gov](https://www.cdc.gov)

Trauma Informed Community Development
by Fr. Paul Abernathy | [TEDxPittsburgh](https://www.tedx-pittsburgh.org)

**Shattered Assumptions (Towards a New
Psychology of Trauma)**
by Ronnie Janoff-Bulman | [amazon.com](https://www.amazon.com)

Violence Prevention | [cdc.gov](https://www.cdc.gov)



Acknowledgements & Appreciations

I must begin by thanking Father Alexii Altschul and his late wife, Mother Thelma (Michaela), for entrusting their life's work, Reconciliation Services (RS), to the RS team and for pouring themselves for decades into the work of loving our neighbors on Troost. May Mother's memory be eternal!

I owe Father Alexii a special debt of gratitude for believing in, equipping and teaching, counseling, and keeping me accountable to the RS mission and our common Orthodox Christian faith tradition. He has provided a powerful example of social leadership and helped me grow in cultural humility and gain a deeper understanding of the connections between racism, discrimination, class, trauma, and poverty.

None of this work would have been possible without the years of dedication and prayer of Bishop Longin, Abbess Bridget, Mother Johanna, Mother Musa, Mother Katherine, Fr. Moses, the Fellowship of St. Moses the Black, and so many other dedicated community volunteers, both past and present.

Further, I am eternally indebted to all of the RS client-guests and partner-guests whose co-suffering-love, resilience, and philanthropy has revealed to me the hidden strength of this community. You are my greatest teachers, my neighbors, and earnest co-laborers!

I owe a debt of gratitude to many other people who helped to inspire, review, and edit the Social Leader Essentials E-Course, especially the following colleagues: **Dr. Matt Walsh** of Duquesne University whose consultation and trauma-informed community development training helped me organize my thoughts and benchmark Module 3 with current SAMSHA standards; **Marilyn O'Hearn**, quoted in Module 2, who assisted me in reviewing that module and whose book provided benchmarking and inspiration on becoming more Bias-aware; My long-time friend **Tia Sandstrom Levings** for reviewing an early draft of the course and encouraging me to continue writing; **Steve Gardner** for encouraging me to pursue writing this course from the very beginning; **Jodi Mathews**, Marketing and Engagement Director



for RS (and my beloved wife!) for many hours reviewing and editing copy, compiling the workbook, and encouraging me to continue when things were difficult; **Ashley Reynolds**, at ashleyrenaedesign.com, for her excellent design work, illustrations and photography selection, as well as hours of video draft review and web design. **Drew Martin**, at madcapdigital.com, for so many hours of video editing and for making this project look and sound as polished as it does.

I must also recognize the Health Forward Foundation, Reach Healthcare Foundation, Jackson County Mental Health Levy staff, United Way, Hallmark Cards, Evergy, Lockton Insurance, and so many companies, foundations and RS donors (I couldn't possibly name them all!). These generous men and women, foundations and organizations, have fueled our work in the community, teaching me so much along the way, and some invested early on in The Social Leader E-Course.

Finally, I must thank the RS Board of Directors and amazing RS team for encouraging me to pursue bold entrepreneurial endeavors, being willing to innovate and pivot quickly as needed, for teaching me and always keeping those struggling to survive and succeed as our first priority!


Fr. Justin Mathews



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***Thank you for purchasing the
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Every purchase helps provide social and mental health services to those most in need.

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