



# The William C. Friday Fellowship for Human Relations

## Program Description

The two-year Fellowship program is committed to developing a model of leadership that advances the principles and practices of integrity, intention and inclusion as the foundation for improved human relations. The development of the model emerges from a curriculum that is focused on core competencies and delivered through four program components. Fellowship groups are comprised of 15-20 leaders from across North Carolina.

### **Our Interpretation of Human Relations**

Human relations is a way of being in which individuals invest themselves in sharing their experiences and beliefs, challenging their assumptions and perspectives and exploring and learning from the realities of others. Engaging in this kind of sharing, challenging and learning is an expectation of participation in the two-year Fellowship program and in the life-long engagement in the Fellows Action Network. Fellows' willingness to engage at a deeper, more complicated and sometimes more challenging level is crucial to the success of their work together as a Fellowship group, in the greater Fellows Action Network and in all their leadership roles. One should apply to the program with the expectation of working with fellow Fellows on improving human relations, in the group and in one's home contexts.

### **Eligibility**

The Friday Fellowship is designed to identify, bring together, and develop a group of committed, emerging leaders in North Carolina. To be eligible, an applicant must:

- Have 5 to 20 years of professional and/or community leadership experience: enough leadership experience to contribute to dialogue thoughtfully, and enough of a leadership horizon to continue to make a meaningful impact.
- Be a resident of North Carolina.
- Be willing and able to commit 6 days of professional time in each of the two years to attend three seminars a year (each four days, Thursday through Sunday), and further time for assignments between seminars.
- Be willing to sign a policy that outlines grounds for dismissal from the program.

### **Cost of the Program**

The Fellowship is fully subsidized by WLI, and the Fellows bear no cost. Neither do their organizations.

### **Diversity of the group**

In order to develop the practice of good human relations, individuals must have opportunities to relate with one another across deep differences in identity and ideas. It is for this reason that the Fellowship groups are intentionally diverse across race, gender, age, sexual orientation, spiritual affiliation, work sector, political ideology, professional discipline and more.

## Size of the Group and Commitment

The Fellowship group is comprised of 15-20 leaders from across the state and across many differences. Each candidate's direct supervisor must sign off on 6 days of release time a year, beyond any vacation or other personal leave, for attendance at seminars (held Thursday through Sunday). In addition to attendance at seminars, time is required for considerable reading, reflection, writing, participation in coaching, and other Fellowship activities. We recommend that you also seek the support you may need from family, friends, co-workers and others who may be affected by your making this commitment. While carrying a large time commitment, the program places much emphasis on intention and focusing one's priorities. The full participation of each Fellow—in seminars and in the work beyond-- is crucial to the success of the full group. Please reflect upon your ability to commit to the work as a part of your application process.

## Core competencies:

The curriculum for the Fellowship program is developed around the following core leadership competencies to promote the principles and practices of:

*Integrity:* acting in alignment with one's well discerned and publicly stated values

*Intention:* acting with purpose in accordance with one's passions and abilities

*Inclusion:* engaging authentically across deep differences in identity, experience and perspective

- **Integrity**
  - The ability to investigate one's core values that drive decision-making and understanding the differences in motivations amongst us; challenging oneself to recognize and face integrity dilemmas, digging into the complexity of right/wrong and right/right.
- **Reflective practice**
  - The ability to cultivate practices that promote quiet and thoughtfulness in one's day to day leadership; examining and configuring priorities to ensure living and working in one's passions and best abilities; listening to one's inner teacher to create self-directed learning
- **Adaptive and Servant Leadership**
  - The ability to define and confront gaps between reality and a desired state and mobilize people for change; motivating deep change in values, attitudes and behavior to affect sustainable change for complex challenges; creating an environment that includes divergent voices, promotes shared leadership and is motivated by service
- **Discerning Context and Complexity**
  - The ability to hear and understand others' realities, even if profoundly different from one's own; the ability to hold two divergent truths as equally valid; the ability to dig into the complex and overlapping issues facing the state
- **Negotiating Difference**
  - The ability to understand, appreciate and work across deep differences of all kinds; understanding the forces of privilege and oppression (racism, sexism, etc.) and how they operate as well as boundaries created individually (personality, politics, etc.), and how to recognize and overcome boundaries in a meaningful way
- **Attending to Group Dynamics**
  - The ability to understand the way groups form and work; cultivating the ability to recognize and publicly name the dynamics that are operating in groups and teams that catalyze or hinder progress

## Four components:

- **Education and Reflection Seminars:** Six seminars, each four days in length, held around the state and focused on the above core competencies within the WLI model of leadership. There is a strong focus on sharing stories among Fellows and a fireside chat series that asks prominent leaders to share their personal leadership journeys.
- **Self-directed Learning:** Development of a self-directed learning plan to further one's work around core competencies and improve leadership effectiveness. Self-directed learning funds in the amount of \$500 are available for each Fellow.
- **Coaching:** One-on-one coaching every three weeks to develop a support and accountability relationship and do intensive work on specific areas of development and/or particular leadership challenges.
- **Peer Mentoring:** Pairing of a Fellow who has completed the program with a current Fellow based on common interests and mutual benefit. Multiple opportunities for consultation with peers in the program on development needs and decision-making.

## **Duration of the Fellowship Program and Education and Reflection Seminar Dates**

The Fellowship program begins during the summer of its starting year, when the Program Director and Executive Director will visit each Fellow in his/her town. The first seminar is in October of that year and the program ends in June, twenty months later, with the final seminar. **Attendance is mandatory for the full period of each seminar. If you are unable to attend any of the dates noted, please do not apply for the program.** In the event that you cannot apply, you may defer your nomination one time to the following cycle if you have not already deferred. If you have, you must be re-nominated for a future cycle.

## **Selection: Nomination and Application**

WLI has a network of leaders upon whom it calls to offer names of emerging leaders as good candidates for the program. All Friday Fellows and Board members are nominators as well as other influential leaders in the public, for profit and private sectors in disciplines in the arts, medicine, education, social service, advocacy, politics, law, media and more. Nominations are requested in the early part of the selection year.

Once individuals are nominated, WLI sends an email to nominees asking if they would like to apply and then application packets to those interested. Individual applications are reviewed by two members of an eight member Core Selection Committee made up of WLI Board Members and Friday Fellows.

The 40 finalists identified from this process are invited to attend a Selection Weekend, held in June of the new cycle's first year, and participate in an individual interview, a group interview and social events with their fellow finalists and the now 18 members of the Selection Committee. The class of 15-20 Friday Fellows is chosen from this group of 40 finalists and those Fellows begin their program during the summer of the cycle's first year.

Selection of the finalists and the Fellows is based on established criteria and a rigorous selection process that the 18 members of the committee undergo. Fellows are chosen based both on the merit of their applications and interviews as well as consideration for the diversity of the ultimate Fellowship group in terms of geographics, demographics, work and sector and more. It is a competitive process by nature as the applicant pools number typically between 80-120 and there are 15-20 positions that are intended to honor the diversity of leadership in our state.

***For more information on the program, please contact  
Kathleen Clark, Program Director, using the information below.***