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Re-Thinking the Bias Exercise
By Roberta Samae, Toronto, Ontario, Canada

Editor’s note: the documents referred to in this article as Bias Exercise #1 and Bias Exercise #2 are attached following the article.

At the October 2019 LAD Council meeting in Panama City I gave a presentation about the optional Bias Exercise. As part of the ongoing efforts to update LAD documents, the LAD Council is looking to update this exercise in the near future. After completing both versions of the Bias Exercise (referred to as Bias Exercise #1 and Bias Exercise #2) I solicited feedback from Canadian LAD representatives and Canadian Leaders. Currently, most Canadians Leader Applicants complete the optional Bias Exercise during their application.

Canadian LAD representatives and Leaders gave helpful feedback. LAD representatives had different opinions and preferences. One representative commented that, “(Bias Exercise #1) seems to generate longer answers and more discussion than (Bias Exercise #2). I believe it to be better preparation for actual helping situations when our biases may crop up. Even though this is an optional exercise, I request this from every Leader Applicant I work with and all have found it useful.” Another stated, “I remember the previous version (Bias Exercise #1) and found it was extremely helpful and challenging for me to have to look at myself and my own biases. This is the one exercise that I remember walking away from, thinking, ‘Wow, I have learned so much about myself!’ That’s also been the basis for how I listen/respond to parents without judgement. I would prefer to send out this (Bias Exercise #2) version to my Leader Applicants than the one I have been using.” A third commented that they preferred Bias Exercise #1, as Bias Exercise #2 didn’t seem to be as complete and lacked action steps.

Canadian Leaders also had helpful feedback. One felt that, “It should be more than one exercise. It’s a really hard skill and I think it’s something that should be a larger priority. I see acceptance poorly executed a lot in Leaders. To me nothing is more important than the ability to control personal bias. I would like to see more investment in developing that skill because when I think of all the times I was poorly serviced as a group parent (and mistakes I have made as well), it was because that personal bias was not under control.” A second noted, “I found this exercise to be insightful, in a way that makes you uncomfortable, think deeply and grow. Could this work be structured so that Applicants complete the Bias Exercise early in the application process and then revisit it later? Maybe with some follow-up questions about how their views have changed (or not) and some additional work. What if the LAD exercise was an introduction to a Leader’s work in this area and there were additional exercises that were part of ongoing Leader education?” Another Leader commented that, “Having people reflect on their known biases is important and useful but I think it could be valuable to have an exercise or two that delves into unconscious bias as well.”

I thought these comments were very interesting, because, at least for Canadian Leaders, the previous more guided exercise (Bias Exercise #1) was preferred. It is also obvious that Leaders and LAD representatives feel very passionate about this exercise. Most Canadian Leader Applicants complete the Bias Exercise, even though it’s optional.

After the slideshow presentation that presented the above comments, as well as some others, the LAD Council continued with a discussion. The results of the discussion were that we would explore making this a required exercise, and we would look at returning to a more guided version of the exercise. We also thought the Bias Exercise was something that would work well as a workshop at a Leader Day event, as a springboard to further reflection.
The LAD Council is currently working on a revision of the Bias Exercise.

Roberta Samec lives in Toronto, Ontario, Canada, with her husband Adam and two daughters: Isabella (10) and Roxanna (7). She is currently the ALA for LLL Canada. Professionally, she is co-owner of a national sales agency for book publishers, Hornblower Group.

The following are the two Bias Exercises used by Roberta.

This first one is referred to in the article as Bias Exercise #1:

**Acceptance Exercise:**
*Respecting Differences*

**How might our strongly held beliefs affect our ability to help mothers?**
We may have such strongly held beliefs, that we are amazed that anyone could seriously disagree with them. We may dismiss any contrary view. When our beliefs are challenged we may show our disapproval of another’s opinion. This sets up a barrier to communication. If a mother feels put down, she will be turned off and we will have lost the opportunity to help her.

**What can we do about it?**
When we identify and accept our own beliefs and recognize that we have valid reasons for thinking the way we do, we can accept that others do too, however different their views may be from our own. The confidence that we gain by recognizing and accepting our own beliefs and opinions allows us to step aside from our own feelings about the issue, so that they don’t interfere with communication.

**What are your “hot topics”?**

**For each of your hot topics state your opinion/belief:**

**What Reasons do you have for believing as you do?**

**For each of these hot topics, imagine a situation or a question from a mother that might be challenging:**

**What could you say as a first response, putting aside your own beliefs/opinions?**
The following is referred to in the article as Bias Exercise #2:

**Bias Exercise (Acceptance Exercise)**

*Respecting Differences*

One aspect of preparing to be a La Leche League Leader is developing communication skills. To do our jobs well, Leaders have to hear what the other person is saying. “Biases” -- the things we think of as “right” -- can interfere with communication in many ways. When we hear ideas which are different from our own, we may feel threatened, challenged or disapproving. We may unwittingly send out conversation-stopping messages, or we may close our minds to new information.

For instance, it can be difficult for us to help mothers who choose to be away from their babies or parents who use sleep training. We may not be able to communicate the same caring and unqualified acceptance as we offer to mothers and parents whose choices, for whatever reasons, are more like our own. Some people are impatient with those who resist suggestions, especially if it is over a long period and there has been an investment of time and energy. Because body language and tone of voice communicate most of our message, the other person may sense our discomfort and feel turned away.

The following exercise can help us identify and feel comfortable with our biases. When we recognize that we have valid reasons for believing as we do, we are more likely to respect other people’s different ideas, too. Then the feelings that strengthen us cannot weaken or interfere with our communication with others.

1. Pick a topic you feel strongly about. Some examples: home birth, vegetarianism, family bed, homeschooling, methods of discipline, staying at home.
2. Look at an opinion you hold strongly regarding this topic.
3. Identify the reasons for your belief.
4. Understand that you have a right to your opinions.
5. Think about why someone might hold a different opinion on this topic.
6. Recognize that others have a right to their beliefs, too.
7. Think about how you might help a mother or parent with a belief different from yours.

By thinking through our own personal beliefs now, we can prevent less-than-helpful reactions when leading meetings or helping mothers. We need to remember that the Leader’s goal is to empower the other person by giving facts needed to make informed choices. We need to support mothers and parents as the experts on caring for their own baby.

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LAD Page on LLLI Website

Check out the newly created Leader Accreditation Department page on the LLLI website! As a LAD representative, you will automatically have access to this page when you log in as a Leader. If you are unable to access the page, please contact Linda Wieser at wieser.linda@gmail.com. The page will have all current documents that we use in LAD work. It will also have all issues of the quarterly newsletter, LADders. When you go to the page, you will find four subpages: Leader’s Pre-Application Packet, Application Resources, LAD Representative Resources, and LADders. In the future we will also have links to translations of these documents into other languages. You can access the LAD page by visiting https://www.llli.org/leader-accreditation-department-lad/.

If there are other LAD resources you would like available on this page, please contact Karin Ali karinali0407@gmail.com or Linda Wieser wieser.linda@gmail.com.

Current LAD Resources

Many of the resources we use in our LAD work have been revised in the past couple of years. Make sure you are using the most current version.

For translator’s versions of many of the revised documents, contact Linda Wieser, at wieser.linda@gmail.com.

Leader’s Pre-Application Packet

What to share and discuss with the potential Applicant

- Thinking about La Leche League Leadership? (Feb 2020)
- Concept Explanation (PSR) (June 2020) NEWLY REVISED
- Applying for Leadership (PSR) (Feb 2020)
- Overview of Application Work for Leader Accreditation (Oct 2019)
- La Leche League Purpose, Mission, Philosophy (Feb 2020)

For Leaders

- Pre-Application Guidelines for Leaders (Feb 2020)

Forms:

- Leader Recommendation form (Feb 2020)
- Application form (Feb 2020)

Application Resources

- LARK (Leader Applicant’s Resource Kit) (Oct 2019)
• *Leader Applicant’s Resource Kit—Leader’s Guide* (Oct 2019)
• *Personal History of Breastfeeding and Mothering* (Oct 2019)
• *Checklist of Topics to Discuss in Preparation for Leadership* (Jul 2019)
• *Breastfeeding Resources Guide* (Jul 2019)
• *Preview of Helping Questions and Group Management* (May 2019)
• *Leader’s Guide to the Preview* (May 2019)
• *Childbirth and Breastfeeding* (Sep 2018)
• *Leader’s Handbook 2020* (Intro, chapters 1,2,4,5) (Mar 2020)
• *INDEX, Breastfeeding Info A to Z* (Apr 2020)
• LLLI Bylaws (Mar 2020)

**LAD Representative Resources**

• *Appendix 1 to LADders LLL Philosophy Notebook: Sample Explanations to Applicants* (Feb 2020)
• *LLLI Statement of Commitment* (Feb 2020)
• LADI Chart (April 2020)
• *LAD Manual* (May 2020)
CALL for Donations - Karin Gausman Leader Accreditation Fund

Toshi Jolliffe served as the La Leche League International Director of Leader Accreditation Department (DLAD) for four years until April 2020. Toshi’s goal has been to accredit La Leche League (LLL) Leaders who will present LLL philosophy and represent our organization with confidence and pleasure.

To honor Toshi and her work, please consider donating to the Karin Gausman Leader Accreditation Fund (KGF). Before becoming a LAD representative 19 years ago, Toshi had never written letters in English. She has fond memories of studying both English and LAD work while working closely with Karin. Toshi set up the KGF when Karin passed away from cancer four years ago: https://www.lli.org/support-us/karin-gausman-fund/

Funds are used to help Leader Applicants with their application and accreditation fees with priority given to Applicants with financial difficulties. LAD representatives with financial difficulties will receive help to attend LLL conferences and other LLL-related educational opportunities.

Your donations will help us accredit more Leaders who will support breastfeeding mothers and babies, especially in many underserved and unserved locations.

Toshi Jolliffe and Karin Gausman
2003 LLLI Conference, San Francisco, California, USA
Dear Carlotta CLA,

I am working with an isolated Applicant whose first language is not English. She is not comfortable writing her personal history in English and there is no LAD representative who speaks or writes her native language. I have agreed to let her respond orally. We will be meeting next week via Skype.

I know I need to document our conversation. I am wondering how much to include. Do I write everything she and I say? Do I dialogue with her and ask questions?

I’d appreciate some guidance from you.

WarmLLLly,

Ariana ACLA

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Dear Ariana,

Thanks for your email. It's a special situation. My suggestion would be for you to ask the mother for permission to record your conversation. However, it's also recommended that you note the key points from her personal history and ask her to review them. Both files (video and notes) could be saved. I would refrain from a dialogue and only ask questions if I did not understand.
I hope my answers help and I wish you a successful conversation.

LLLovely greetings,

Carlotta

Kathrin Bühler
Jona, Switzerland

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Dear Ariana,

Thank you so much for reaching out and sharing the creative ways you are supporting this Leader Applicant. I really appreciate your willingness to utilize strategies that are comfortable for the Applicant.

Since much of our LAD work these days is done via email, it is sweet for me when I can communicate with Leader Applicants through calls. It seems to be a great way to build connections. I hope you enjoy your Skype conversations, as well.

In regards to your questions, you do not need to document every word. I imagine it might have seemed daunting to do that. You can definitely create a system that works for you. As you know, the purpose of the personal history is to gain understanding of how the Leader Applicant’s parenting experience reflects their understanding of La Leche League philosophy. Since I don’t have as good of a memory as I did before becoming a mother, I usually take notes as they share about each of the concepts. Keeping a summary of the responses in their file (which could consist of bullet points or more complete sentences) is sufficient so you can refer back to it as necessary.

Hope this gives you ideas and strategies to try. As always, feel free to reach out with questions anytime.

SincereLLLy,

Carlotta, CLA

Sara Segall
Indiana, USA
Dear Ariana,

It will be a challenging situation for both of you. Probably you know that Skype has an option to record a call. You could ask permission from the Applicant. That would help you to focus on the conversation rather than having to write. In case the Applicant does not agree, writing notes looks like the only option. Make a short summary on each topic when you finish discussing it instead of writing every single word said. The Applicant can confirm if the summary includes everything important or there is something to add.

Asking questions helps us to understand better what the other side means. I think that questions are important for the dialogue.

I hope this gives you some ideas.

LLLLove,
Carlotta

Elena Gvozdeykova
Sliven, Bulgaria
Dear Ariana,

What an interesting and challenging application to work on! Isn't she lucky she met you and that you're willing to work with her via Skype?

It sounds like a wonderful opportunity to dialogue with her, and a great way to progress step-by-step in the application. Technology is on our side when communicating with isolated Applicants, and there are an ever-growing range of possibilities.

As you’ve said, some kind of documentation of the work on the application is needed. If you're both willing, it could be as simple as a recording of your conversation. (It may be better to ask her to sign a release.)

Or you could take notes - you don't need to write down the complete conversation. If you take notes, it’s important to send them to her afterward to make sure that she agrees with your summary of the conversation.

Often it’s easy to save the chat box from your conversation, so you only have to write it down once. And voice-to-text technology can enable you to dictate your notes.

You can also share with her, in the Skype chat, the checklist of required work you use to tick off the topics discussed, so you both know where you are in the application.

By the time you finish with this application you'll be ready to write the next article for LADders!

WarmLLLly,
Carlotta CLA

Laura Laubach
Pamplona, Spain

Dear Ariana,

How wonderful to have LLL potentially available in another language. Those ripples are still spreading out.

I have never understood that it is necessary to have a verbatim record, but it is important to include all key points with enough detail to give a complete picture of personality and feelings as well as facts. Although it happens rarely, there needs to be a record sufficient to understand the whole situation in the event of a referral.

I have usually followed up a call with a normal written response and included all the key points so that the Applicant also has a record of the call and all the richness of your experience in LAD. "You said ....." "As I understand it, you ....."
As well as the calls, which, depending on her level of comfort with English, might also be challenging, you might consider each writing in your own language (I do this a lot with Applicants in Europe) and, if necessary, use translation software. From what you write, it seems that she might be able to read English and be able to understand you, even though she is not comfortable writing it for something like the personal history.

Translation software has its limitations. The first thing, in my experience, is for the reader, not the writer, to use it. In that way, you have her authentic voice, her own thoughts in her own words. It is notoriously unreliable for subtlety and can sometimes lead you astray but can nevertheless be useful. You need to read with imagination, intelligence and a desire to understand her. For example, I once used it for a language that has the same form for "they" and the formal "you". The programme translated everything as "you" when she meant "they." Luckily, I was able to see the original and find this usage so that I could understand it. If something remains unclear, you can always check.

Good luck with this new adventure. We will look forward to welcoming a Leader who can extend our reach to a new community.

In LLL friendship,
Carlotta

Eileen Harrison
Dossenheim-sur-Zinsel, France

Dear Ariana,

Thank you for supporting this Applicant! Your work is so vital to the growth of La Leche League. Language barriers can certainly be a challenge as we work with Applicants in new parts of the world. It’s fortunate that this Applicant is comfortable enough speaking English to talk through her personal history with you.

It is possible to record a Skype call, and you could ask the Applicant for her consent to do this. A recording of the call would provide complete documentation and give you the freedom to just listen as she talks or jot down some quick notes. You can always review the recording later and take more notes. Since we ask Applicants follow-up questions about what they write in their personal histories, it is appropriate to do this during your call.

Multiple Skype sessions may also be necessary depending on schedules, family needs, and the Applicant’s conversational stamina in English. You might consider finding a mutually convenient time to talk weekly for a month to set realistic expectations and take the pressure off both of you to rush through the personal history in one call.
I hope you have fun talking with this Applicant and keep up the great work!

Warmly,
Carlotta CLA

Sarah Quigley
San Francisco, USA

Dear Ariana,

Working with an isolated Leader Applicant is a challenge in itself, but you have the additional challenge of the Applicant not feeling competent to write her personal history in English.

When you and the Applicant chat together on Skype you will probably find it far too time consuming to write down everything each of you says. You can both have on hand the personal history section of the Leader Applicant Resource Kit (LARK). This will guide your conversation through “About You” and the philosophy concepts. You may find the questions under the concepts very helpful. Mention at the beginning of your Skype session that you might be asking her lots of questions. Make brief notes on her responses as she speaks, and repeat to her what you have written, asking her if you have truly reflected what she said. Whenever necessary ask her to clarify or expand upon what she tells you.

You may need several Skype sessions to complete the personal history. The advantage of having your Applicant respond orally and on Skype instead of writing her personal history is that as you question and she responds, you will not only be speaking with each other but also noticing body language. You may get to know her better and more quickly than if she had submitted a written personal history.

One other solution, if you have not already done so, is to ask on the LADialogue email list-serve whether there is an ACLA-at-Large who speaks and writes the same language as the Applicant and could work with her.

Warmest regards,
Carlotta

Vicky Reynell
Knysna, South Africa
Dear Carol CLA,

What should my relationship be with supporting Leaders? Some send me reports after each meeting with an Applicant and others I never hear from until they need to send me the Preview evaluation. How often should I be communicating with them?

Warmly,
Angela ACLA

How would you respond? Send your ideas for a reply or an extract you would like to share with other LAD representatives to Linda Wieser at wieser.linda@gmail.com.
Hello! My name is Sara and I became passionate about La Leche League after seeing the countless benefits nursing provided to my children, Ryan (20) and Lily (17). It was helpful for me to attend my first La Leche League meeting in 1999 and connect with other families before embarking on this incredible parenting journey. I have been volunteering with the Meridian-Kessler, Indiana La Leche League group since 2014 and a co-Leader since 2017. As a Leader, I enjoy connecting with other families and supporting them on their path, just as I was supported so many years ago.

I joined the Leader Accreditation Department in 2018 (as ACLA & then CLA of Indiana) and now as RALA for the Mountain East Region, LLL Alliance, USA. It has been just what I needed as I transition to the realities of having an empty nest (although I am loving having us all under one roof again during COVID19).

Before devoting my time to healthy living, compassionate communication and homeschooling, I earned my Masters of Social Work degree and had the honor of supporting trauma survivors as they moved towards healing. I have been fortunate to be married to my college sweetheart, Bob, for almost 24 years.

I am grateful for the work you all do to support families around the world. Even though I may never have the pleasure of meeting each of you in person, I feel a connection knowing we are all striving to create a world that supports, promotes and protects families—one nursing dyad at a time.
Hi Everyone,

I’m Vicky Reynell from South Africa, and from now until October I am acting ALA for AAME. I’m presently also CLA for LLL South Africa.

My husband Dave, our son Ben and I live with our Staffordshire bull terrier Pinto in Knysna, a small coastal town on the “Garden Route”, about six hours drive from Cape Town. Our suburb is an island on a tidal estuary, linked to the mainland by a causeway. On the island are about 500 houses, a park, a library, a little grocery shop and two restaurants, and we can be in central Knysna in 10 minutes by car.

I am mom to four boys, with my third and fourth being twins. My first baby was six months old when I discovered La Leche League. He is now an adult, living in Queensland, Australia and has two children of his own. I was honoured to be there shortly after the birth of each of them.

My own leadership journey was a very slow one. I crept towards accreditation at a snail’s pace but my mentor, Paula Crawford Brunt, didn’t give up on me. Several years after I became a Leader Paula nudged me towards the LAD, where I found a warm welcome and a happy home.

Outside my family and my LLL work I enjoy yoga, Pilates (a low-impact exercise), belly dancing, swimming, baking, and needlepoint. I love reading too, but only real books with paper pages!

From left to right: Vicky, Dave, Edward, and Alex
My name is Brittany Casey. I am 35 and a Leader in Connecticut. I am a homeschooling mother to three children: Ella, 8, Gloria, 7, and Finn, 4. My husband, Patrick, works in southeast Connecticut in defense contracting and is a veteran of the U.S. Navy. We have lived in Connecticut for almost four years, after moving here on military orders.

I am originally from Florida, where I attended the University of Florida. My academic background is in communication, and I have worked in news media for various publications, and freelanced at home, mostly before having my third child.

I joined La Leche League after moving to southeast Georgia with my then nine-month old. Looking for like-minded parents in a tiny town where I never saw or heard of another nursing parent, I joined the local group and then became a Leader in early 2013, just after my second daughter was born. A year after moving to Connecticut and continuing Leadership here, I became CLA, knowing my passion in La Leche League always stemmed from continuing to grow our organization through Leadership.

I loved serving as a supporting Leader, and I wanted to continue working within LAD to further my connection and commitment to La Leche League. I am still interim CLA here in Connecticut, and in 2020, I tried on a new hat: RALA for the Northeast region of LLL Alliance. I am excited that La Leche League continues to allow me to grow and change as a Leader, while continuing to support Leader Applicants and those interested in pursuing peer-to-peer support. In my free time, I raise chickens, garden, lead a local homeschool cooperative, and read as many books as I can get my hands on.

From left to right: Ella, Patrick, Gloria, Brittany, and Finn on a beach in northeast Florida
Promenade

Congratulations on your appointment!

Kathrin Bühler, CLA, LLL Switzerland

Jolie Scott, LAD Secretary, LLL Pacific Horizons
Where's your favourite spot for doing La Leche League work? Send a photo of your "LLL Corner," preferably with you in it! Tell us why you choose this spot, or whether it is just because it's the only place your family isn't already using.

Here’s a picture of me at the desk where I like to do my La Leche League work. Our internet is actually so dodgy (unreliable) that I often work at our dining room table or in the kitchen, so I can be closer to the router! But I’m sending you this picture because of my interesting desk. My grandmother used it before me, and it was converted from a pianola – a self-playing piano. I’m holding open the lid which covered the space where the brass cylinder carrying the music was placed. The wooden box on the left-hand side of the desk needs a new conversion. It was originally a knife box and now holds paper and envelopes which aren’t so useful anymore!

Vicky Reynell
Acting ALA, LLL Africa, Asia, and Middle East (AAME)
Here I am at my "desk," a little end table that fits perfectly next to my dresser in my bedroom. I do my La Leche League work here, as well as virtual lactation consults and prenatal breastfeeding classes.

Prior to shelter in place, I did not have an appointed desk and usually worked at my dining room table or sat on my living room couch. Now that my husband and two daughters are home with me all day, I have carved out this quiet corner and find that it suits my needs perfectly. My bedroom has always been my favorite place, so I am quite at home here!

Sarah Quigley
CLA, Northern California/Hawaii USA
RALA, LLL USA LAD
I asked my nine-year old to take a picture of me in my work and La Leche League corner that “doesn’t show too much mess,” and he laughed at me and took one very close up! I work in what looks like to many, chaos, with so many different aspects of my life all crammed into one space, and left available for whenever I get a minute to look at it. Having no visitors hasn’t worked to make me tidier.

Helen Lloyd  
CLA, LLL Great Britain
There are two favorite spots for me: the first picture is on the balcony, away from screens, near my herbs and flowers. I have a bed there and I hear the birds singing. I wish I could send you a video so you could hear them, too.

The other one is in my bedroom. The photo was taken on Saturday in the early morning. The five Greek LAD representatives are on a Zoom call- Amalia, Irene, Eleni, Maria and myself. This is the place I do all the LAD and CSD sessions.

LLLove,
Natasha Kapsali
CLA LLL Greece.
Reminder!

A Leader cannot be a volunteer with another breastfeeding organization as a peer supporter. There are questions about this on both the Application and Recommendation forms.

On the Application form:

I currently (do) (do not) volunteer for another breastfeeding organization.
If yes, provide: Position
Name of organization

On the Recommendation form:

The candidate:
○ currently volunteers with another breastfeeding organization.
☐ Yes  ☐ No
If yes, provide: Position
Name of organization

If the potential Applicant or Leader writing the recommendation wants written information supporting this, you will find it in the LLLI policy Cooperative Action: https://www.llli.org/leader-pages/policies-standing-rules/. The relevant section is highlighted in blue.

LLLI and all its representatives have the option of taking advantage of opportunities to cooperate with others who support, promote, and protect breastfeeding. The main focus of any cooperative action should be helping mothers worldwide to breastfeed, which is the mission of La Leche League as defined by the LLLI Mission Statement and Bylaws.

The role of La Leche League Leader is not to be used as a forum for a Leader’s non-LLL interests or to do the work of organizations other than LLL. Leaders may not use their Leader status for commercial gain derived from non-LLL activity or to promote their personal non-LLL interests.

In order to protect the LLLI brand and to continue to be covered by LLLI Leader liability insurance, an LLLI Leader may not represent another similar organization nor provide volunteer mother-to-mother breastfeeding support on behalf of another similar organization. LLLI Leaders may, nevertheless, be donors or members of similar organizations.

If any LLLI entity becomes aware of a Leader acting in a similar volunteer role in another mother-to-mother breastfeeding organization, her Area or primary connection support will be notified of the situation and will contact the Leader to remind her of this policy, giving the Leader 30 days to decide which organization she will represent. If, at that time, she chooses to represent another mother-to-mother volunteer breastfeeding support organization, she will be retired as an LLLI Leader.

Leaders with paid roles should refer to the LLLI policy “Code of Ethics: Leaders with Personal, Professional, or Commercial Interests.”
Editor’s Note:

You may have noticed different graphics contained throughout this issue of LADders. With the start of a new decade of LADders providing information and experiences to LAD representatives around the world, I thought it would be an appropriate time to update the graphics and clip art used in the magazine. I hope you enjoy the changes!

-Rachel

LADders Team

Contributing Editors

Good Idea! / Reminder!
How Would You Respond?
LAD Promenade
A Taste of LAD International
Semi-Annual Reports

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