2019 LAD Council Meeting Minutes
October 29-30, Panama City, Panama
recorders: Lori Bryan and Linda Wieser

Present: Karin Ali, Lori Bryan, Tiziana De Meo, Laurence Kher, Linda King-Garboriaud, Toshi Jolliffe, Juliet Matthee, Mariana Petersen, Roberta Samec, Alison Stanton, Linda Wieser
Absent: Cindy Garrison, Claire Davidson, Laura Laubach

Reports from Entities: Achievements and Challenges

LLL Alliance - Karin Ali
Last year in December Alliance became a Direct Connect Entity (DCE). 1200 Leaders, over 400 Groups. 150 Applicants in April. 30 LAD representatives. 4 RALAs (only 3 now), 18-19 CLAs. Karin is also on Alliance Council.

Achievements
- Successful Alliance Spring Staff meeting with all 4 LAD administrators attending along with other Alliance administrators.
- With Alliance Council, updated LAD pages & entire Alliance website. LARK on public page.
- Reviewing/updating Alliance LAD Orientation Notebook, and also all other local LAD docs. Will also be working on SAR forms. When revised will be on website.
- Continued support of all Alliance Areas; much more interaction with Leaders and Applicant

Challenges
- Keeping LAD positions filled. CLA positions are not being filled once vacated. I am the ALA, Interim RALA, and Interim CLA. All other RALAs are interim CLAs as well.
- After we became a DCE, most admins are very shy about taking on new positions in Alliance. Since then, there has been a lot of negative dialogue.
- A RALA and CLA left after separation was excluded from application.
- Morale is hard to keep up, and many LAD reps feel overworked.
- Lost LAD reps due to Alliance/USA split.

Karin will be leaving her position at the end of the year. Will stay in the LAD.

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Ligue La Leche (French-speaking Canada) - Linda King Gaboriaud

General information:
20 groups in 4 Canadian provinces (out of 10) who want to use French language. 78 Leaders registered (and among them 56 are considered active); 11 Leader Applicants; 2 accreditations so far this year …
In-person training for Applicants didn’t result in more accreditations so stopped. (in Montreal)
Good connections between LAD and Leaders/Applicants through bi-annual District Meetings in 4 different cities (for a total of 8 meetings per year) - LAD representative at each District Meeting.
Better connections between LAD and the Board via the ACL
LAD Skype meeting at least once or twice per year to determine our LAD goals for 12 months.
4 ACLAs for now.

Ongoing challenges:
Finding Applicants - workshops to encourage Leaders
Long application process - working with ACLAs about response time (being proactive with Applicants)
Translation and revision of LAD documents exhausting process. Get a document translated then a few months later new document. Linda is part of a translation group.

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LLL New Zealand - Alison Stanton
Staff: 7 including the Administrator of Leader Accreditation;
Note: Two of these LAD representatives are Leaders of 48 and 47 years service. One of the seven is LLLNZ’s Administrator of Leaders. All but two are employed outside of the home.

Changes in past 12 months:

● New constitution adopted in June, splitting the structure into a Governance Board and a Management Team.
  Governance Board:
  ● elected by the Leaders
  ● will make policies
  ● Administrators are no longer on the Board;
  ● Janet McClean, former AL and LAD Department, is now the Chair of the Board.
  Management Team:
  ● includes all administrators
  ● will implement Board policies
  ● Janine Pinkham, former Director, is the National Coordinator in charge of the Management Team. This is a transitional post for one year. Then the post will be advertised.

● A period of change/uncertainty (in New Zealand and LLLI) saw a larger than normal number of Leaders not renewing their Statements of Commitment and subscription in June this year. 112 Leaders. (may be as low as 100 now)

● The LLLNZ office in Porirua is to move to smaller, cheaper premises in early 2020. Potentially, LLLNZ might move to having no physical office in the future. (Note: Ligue la Leche has all books, pamphlets, files, etc. in a warehouse.)

Challenges:

● To identify and train new staff.
● To work with the new structure.

Achievements:

● Twenty-one new Leaders accredited since the 2016 Conference were acknowledged at a candle ceremony at the October 2018 Conference. An opportunity was provided at the conference for Leader Applicant to meet with LAD staff.

● ‘Steps to Becoming a Leader’ session was provided at an Area Workshop in June. Two who attended are now Applicants.

Immediate Plans:

● 11 November - meeting with Office Administration in Wellington to work on up dating documents and LAD material on LLLNZ website.
● Meeting with Administrator of Leader regarding plans for Coordinators Meeting in May 2020 and National Conference October 2020.
● Liaise with Social Media Team regarding interested parents who approach through the online meetings.
Discussion about inactive Applicants:
- Applicant is “inactive” if LAD representative has not heard from Applicant within 6 months.
- Start with prevention by responding regularly to Applicants.
- Consult supporting Leader.
Send a letter re: plan to continue with application work to Applicant and supporting Leader.

LLL Europe - Laura Laubach & Tiziana De Meo
- Per spring SAR: 1,255 Leaders, 652 Groups, 285 Applicants, new Applicants 85;
- Laura and Tiziana have divided the countries they support
  - Laura - Spain, Lactancia sin Frontiera, Greece, Switzerland, Austria, Belgium, Flanders, Hungary, Netherlands
  - Tiziana: Germany, Ireland, France, Italy, RPA, Future Areas in Europe (FAiE)
- Communication is a problem with the different languages.
- New CLA searches for FAiE and RPA.
- Areas are overwhelmed with new documents. Want the documents to translate before they are shared with everyone.
- Next EMS to be held March 2020 in Frankfurt, Germany. Laura and Tiziana are planning LAD sessions.

Latin America - Mariana Petersen
Mexico, Caribbean, Central America, South America  225 Leader, 130 Applicants. There is one Applicant for every two Leaders.

Satisfactions:
- Great communication and friendships (feels this is a gift).
- WhatsApp used regularly - two group chats. One is for the Latin America LAD team and the other for Leaders who speaks Spanish anywhere in the world.
- Export Leaders to other countries, i.e., accredit Leaders and they move.
- Translation of Appendices 17 and 18 almost done

Challenges:
- Working on improving communication in some Areas.
- Mariana’s term (5 years) is up in October.

LLL Canada (English-speaking Canada) - Roberta Samec
Shared LLL Canada Annual report 2018-2019
- Focus on Equity and Inclusion - new policy and plan for training all LLLC Leaders.
- Health Provider Seminar (Toronto) being planned for April 2020. Indigenous speaker.
- Statement at beginning of meeting acknowledging that we are holding meetings on unceded land for the (name of indigenous) population.
- 385 Leaders, # attending meetings is up, 17 helplines and an 800 # for all of Canada.
- 27 new Leader Applicants.
- Share financials publicly.
- Fall appeal will be sent to previous donors; spring online appeal was not as effective.
- Human rights regulations in each province and nationally.
- LAD staffing is stable.
- There is a LLLC Board liaison to LAD.

LAD West - Lori Bryan
- LADW supports five Area Networks in United States, other than Alliance.
- Four RALAs with one retiring in 2020.
- There are 1364 Leaders in 36 Areas (May 2019 stats).
- 12 Areas (including GSAN, TX) have a CLA and 11 Areas have an Interim CLA.
- When Area Networks started forming, they needed to have a LAD connection. LAD West agreed to support these Areas but they needed to have a CLA.
- So far there are enough LAD representatives to work with incoming Applicants.
- We are finding that the supporting Leaders are slowing some of the applications down and a number of Leaders won’t work with Applicants saying it is too much work.
- Working to get all the updated forms to LAD representatives and Leaders.
- RALA notes that LAD work is much more enjoyable with the new separation policy. RALA feels she is now a mentor of Applicants instead of an interrogator. She has more time/energy to carry many Applicants as there are not constant questions about separation filling/stressing her days.

LLL Asia, Africa, Middle East (AAME) - Juliet Matthee
My term started in January 2017 and I support 4 CLA’s in Africa and Future Areas in Asia and Middle East (FAiAsia&ME). Will be ending my term as ALA in January 2020.

**Israel: Carol, CLA**
Carol Weissbrod opened a closed Facebook group for the Applicants where they could talk to each other and learn about our big Facebook group for mothers. It is a great way to practice communication skills and empathy in Carol’s opinion, and also gives them motivation to move forward in the process of becoming a Leader. There are several Leaders in the group as well. There are 2 ACLA’s: Guinat Spiegel and Ellen Longman.

**Future Areas in Asia and the Middle East: Shiuh-jane, CLA**
ACLAs-at-large and local Leaders help Shiuh-jane with her LAD work. Having correspondences with mothers and Applicants is her biggest achievement. If it does not go well, it becomes the biggest struggle. Interested mothers are usually introduced by local Leaders. Some write emails; others are referred by an ACL, LADI, or LLLI.

**JAPAN: Rika, CLA**
• On May 6, 2019, LAD Japan organized a LAD Workshop in Kyoto. All the Japanese LAD representatives including the new ACLA in orientation, Tomoko, and Toshi, DLAD, were able to come and we spent a productive time together. They discussed a new LAD publication for Applicants and it is now planned to be published in August.
• A team has been working on the new Japanese version of *The Womanly Art*. It is progressing little by little.

**South Africa (LLLSA): Vicky, CLA**
According to Vicky Reynell, new Leaders enable La Leche League to offer breastfeeding support to more families than ever, not only in South Africa but also now in Kenya, where Josephine is the first La Leche League Leader. Juliet Matthee and Gerrie McClain are the ACLAs of South Africa.

**LLL in Africa map**
RuthAnna and Simela (ACL’s) have worked on creating this Africa map. They researched which main languages were spoken in these countries and decided accordingly which countries will go to FAiAsia&ME and which to LLLSA. Arabic, Portuguese and French-speaking countries went to FAiAsia&ME and English-speaking countries remained with LLLSA.

It took many months to come up with this map, each time there is a new Leader or someone moves out again Simela contact’s RuthAnna immediately and the map gets updated. The black asterisks next to country name shows where we have Leaders. LAD is very grateful to RuthAnna for compiling these maps and for RuthAnna and Simela working together to keep it up to date. This helps the LAD Department very much as the CLA in FAiAsia&ME can then clearly see who will work with the Interested mother or Applicant.
LLL Great Britain (LLLGB) - Laurence Kher for Clare Davidson
LLLGB has 81 groups who meet regularly and 218 Active Leaders. Works with LLL Europe but is not part of the European Area Network. It’s an Affiliate which reports directly to LLLI. Getting harder to find administrators. Eden Anderson is now chair of the LLLGB Board.

The LAD Department is coordinated by the GB LAD Director (ALA) assisted by 6 CLAs. All CLAs work with Leader Applicants from any area of Great Britain.

- Three of CLAs are new and are finding it challenging working with many Applicants.
- 2 CLAs in orientation work with Leader Applicants.
- 1 ACLA helps LLLGB from abroad.
- 4 more CLAs in orientation are working on discussion topics and sample letters.
- Many experienced LAD members have left.

In GB, most applications are completed using the Leader Applicant Handbook (LAH).

- LAH was developed originally as part of a grant to work with isolated Applicants. Now it is used in all of LLLGB and also in France and Russia.
- Leader Applicant’s Handbook (LAH) will be available online.
  - Applicants will work with it online.
  - Applicant responses will be sent directly to CLA working with her.

LAD Figures from the 16th April 2019 until today
10 CLAs work currently with 1 to 19 Leader Applicants (average 10). Applicants enjoy Leader Applicant workshops.
We had a higher volume of new applications in this period compared to previously. Some seem to have been made possible by last year’s change in pre-requisites and some by Scottish government funding. Funding also from Wales for new LLL Groups in low-income areas. The LAD in GB are a small team, many of us with young families, and our flexibility to respond to increases in applications is small though we have had some recent increased interest in joining the LAD after our National Workshop LAD sessions earlier this month.

Membership is £30 a year with fees for unwaged families. Membership includes subscription to *Breastfeeding Matters* (paper magazine, sent by post).

Application fees (£100) remain the same and include accreditation fees. All Leader Applicants are sent *Leader Applicant’s Handbook* (LAH) + set of leaflets.

**Website:**
- On the Website, Leaders and Leader Applicants can have access to LLLGB Leader pages. Leaflets are available to read on the public part of the website.
- LLLGB website continued to be used extensively last year with over 3 million page views from 1.4 million visitors from many countries around the world. GB is very proud of their website.

**New projects in UK:**
- LLLGB has been in receipt of grant money from the Scottish government to provide training for Leaders and funding for groups. This has had an impact on the number of applications.
- LLLGB is currently developing a programme “Breastfeeding voices” which will involve empowering mothers with basic breastfeeding information to support others in their own communities. The intention is to reach communities that our Groups are not serving by providing a single day workshop so that attendees can support their peers. Attendees may go on to explore LLL leadership, although this is not the focus.

**Discussion about the importance of peer counselor programs**

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**Sessions by ALAs**

**Re-examining the Bias Exercise - Roberta**

Handouts: Bias Exercise, Former Bias Exercise, Bias Exercise used as a group activity, LLLC Equity and Inclusion Policy

**Feedback from LAD Canada on Bias Exercise:**
- “Personally, I preferred the former exercise. Leader Applicants have said that there didn’t seem to be much to this exercise – not much to ‘do’. Steps #4 and #5 are not really action steps at all.”
- “It seems to generate longer answers and more discussion that the newer version. 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 LA I work with and all have found it useful.”
- “I remember the previous version 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 learned so much about myself.’ That’s also been the basis for how I listen/respond to parent without judgement. I would prefer to send out this version to my Applicants than the one I have been using.”

Feedback from LLLC Leaders on Bias Exercise
- “I think it should be more than one exercise. It’s actually 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.”
- “I feel like it dealt with my biases about things like circumcision or sleep training but I think we need to tackle more. MUCH more.”
- “I think that it's easy to skim over it, so I'd like to have a way to force us to dig deeper. I'd also like to see a recurrence period for this.”
- “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?”
- “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 like the idea of including external resources, e.g., the implicit association test that examines implicit biases about several different areas.”

Discussion:
- Canadian Leaders felt the guided version would be preferred by Applicants.
- Should the Bias Exercise be a springboard to further self-reflection after accreditation?
- Consider making the Bias Exercise a requirement for accreditation.
- There is a Checklist item that the Leader and Applicant talk about bias (It is under communication skills.)
- Consider doing this exercise at a Leader Day. It’s a good reminder.
- Revise Bias Exercise. Consider a more guided format and including unconscious bias.

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LLL Membership, What It Means - Lori Bryan
- Appendix 18 says – “is a member of LLL or contributes as appropriate for the entity in which the application is being submitted.”
- LLLI no longer requires a portion of the membership money nor do they offer memberships.
- Membership money is kept locally or shared between a Group and the Area.
- Money helps the Group and Area to function.

How membership is handled
- Some Groups have levels of membership with a range of $40 with The Womanly Art to $10 showing support for LLL.
- Some Groups refer parents to the Area website or LLL USA for a donation starting at $10 to be considered a member.
- Some Groups are on-line and don’t offer memberships.
- Some Groups don’t mention memberships, so those attending aren’t aware there are memberships.
- Some Groups consider their members a parent who has shown commitment to the Group and never have collected membership dues.
  - regularly attends meeting
  - holds a Group job
  - organizes a World Breastfeeding Event
  - plans a Group fundraiser
  - are active on Facebook, WhatsApp or other social media
  - One CLA said “I was happy to work, just couldn't take away from the very little bit of money we had at the time”

**Question:** How is membership handled in the entity or Area Networks you support?

- **LLLC** - no memberships because being a member means they could vote at the Annual General Meeting; $45 application fee; waiver if potential Applicant can’t afford it.
- **Italy** - no memberships because being a member means they could vote at the Annual General Meeting. Give Applicants a printed copy of LARK, *Childbirth and Breastfeeding*, binder with photocopies of the *Leader’s Handbook*.
- **Ireland** - memberships, members get newsletter
- **Ligue la Leche** - have health professional memberships (have access to a specialized journal), regular members (get electronic journal - *La Voie Lactée*). Group gets a portion and Affiliate gets a portion. C$20
- **LLLGB** - 30£ a year; lower price for low-income mother; can pay monthly; get *Breastfeeding Matters* by postal mail. 100£ for application fee.
- **France** - similar to GB
- **South Africa** - yearly ($20) or half-a year membership; reduced price on *The Womanly Art*; if Leader does a home visit, Leader recommends the mother takes a membership. Application fee about $6.
- **Alliance** - $15 application fee. Memberships are $25 or $40
- **FAiE** - Application fee is $15€. All Areas in Europe help fund FAiE.
- **New Zealand** - no Leader accreditation fee; Leader accreditation membership $80; Leader membership $90; ordinary member is $50.
- **Guatemala** - membership $20,

**Positive Aspects of Membership**

- Allows Groups to have funds without doing fundraisers
- Is an avenue for a parent to support the mission of LLL
- Allows Groups to help pay the costs of applying for and becoming a Leader
- Applicants may finish by the one year mark if they don’t want to renew their memberships

**Membership challenges**

- Is paid membership perhaps obsolete? Is paid membership a barrier for some to apply?
- Paid memberships are not the norm in many Groups, and Leaders are asking the CLAs how a candidate can pay a membership to become an Applicant.
- Nothing in the current LLLI literature talks about membership requiring paying money.
- Could not find anything in the literature about an Applicant needing to be a current member at accreditation – just assumed?
- Many Groups no longer have checking or savings accounts so no place to keep the membership money; discourage Leaders putting LLL money into personal checking account.
Many USA Groups struggle to get mothers to return to meetings more than once or twice, and if we ask them to pay, they'll just not come back even if told they don't need to be a member to attend.

Lots of free breastfeeding support services in many towns including on-line.

Leaders concerned about LLL's built in exclusion for the working poor, poverty and financially disadvantaged population. Paying membership may not be on some people's budget.

Some CLAs just ask the supporting Leader if the candidate has met the requirement for membership that Group has and this isn’t always financial; not all countries are asking for a paid membership.

**Question:** *What are the rest of you doing or not doing regarding Applicant membership status?*

- In FAiAsiaME, need to have active membership to be accredited. LAD has to monitor this.
- South Africa - accreditation fee depends on when it is paid - full or half-year membership.
- Alliance - have two memberships $25 and $40; have to pay Leader dues in the future.
- Questions raised during discussion:
  - Does membership need to be paid with money?
  - Can Group decide what membership is?
  - Can Applicant show a commitment to the Group that is not necessarily money?

**The Future**

- Perhaps instead of talking about membership, replace with "parent has shown commitment to the Group" - whatever that means to that Group.
- If an interested parent has attended the required # of meetings and has read *The Womanly Art* and has gone through the pre-app items that shows plenty of commitment in my mind.
- Can we offer another way to show support for LLLI and broaden our reach into communities we have not helped?
- Given the application fee, accreditation fee, and annual dues, Leaders already contribute financially to LLL. Asking a potential Applicant for the gift of time should be enough.
- Anyone who wants to make a donation or purchase a membership is more than welcome to do so!

**Discussion**

Think that Applicants shouldn’t have to pay a membership to apply. Each entity should decide who “members” are. Entity Councils should make decision about memberships and options available.

- Karin Gausman Fund (KGF) Leader Accreditation Support - Karin Ali
  - Named after Alliance Leader and past LADI Director who passed away from breast cancer.
  - Fund to assist Applicants with application and accreditation fees - $50/Applicant and LAD Council travel.
  - Person looking for funding fills out an application and has a recommendation.
  - Money currently in 4 different locations - LADW, Alliance (restricted fund within Alliance bank account), Japan and Europe.
  - Has supported Applicants in several countries and LAD members attending LAD Council Meetings. Funding for LAD representatives is draining the funds.
  - Now LLL Luxembourg is the only donor.
  - How are we going to help this fund survive?
  - Perhaps re-name the fund KG Leader Accreditation Fund.
Currently have $1800 in Alliance, $500 LADWest, $367 Japan, $1100 Europe = $3767 total

Ideas for funding

- LAD Council Cookbook in multiple languages.
- Appeal to alumni members (Friends of LLL), especially those who worked in LAD.
- Have tax receipts available for those who donate.
- Something to sell that is reusable or recyclable.
- Could it be a restricted fund under LLLI?
- Ask Friends of LLL if they would consider taking on the project of running the KG Fund.
- LAD representative would need to oversee fund - Karin has volunteered to continue working with the KGF
- Recontact previous donors.
- Can the funds be used just for applications and have LLLI cover the LAD Council cost?
- Ask the LLLI Board to organize this fund as an LLLI project.

Upcoming ALA Searches - Toshi
Three ALA searches - Latin America, Alliance and AAME

Reviewed Thank you address for joint meeting with Board - Linda KG (see notes from meeting with the LLLI Board)

When a Candidate for Leadership Applies through Social Media - Alison Stanton, Karin Ali

- Perhaps the candidate has not attended a La Leche League meeting in person but has attended an online meeting.
- Or a Leader who runs an online meeting identifies a potential candidate for Leadership, how do they proceed?
- What if a mother attends online meetings only, even when meetings are held nearby?

Discussion

- Appendix 18 has recently changed to “has attended a series of meeting in person or via the internet.”
- LAD Manual - working with isolated potential Applicants - supporting Leader found for them or LAD representative works with them as a supporting Leader too. Roadblock for LAD representative, possibly being overwhelmed with too much work.
- New LLLI site for Applicants - talks about isolated Applicants. Best to have two sets of eyes for application. Need chapter for working with Applicants on-line ASAP.

Questions for discussion:

What do we need to consider with such applications?

- Importance of having supporting Leader in addition to the LAD representative so Applicant gets two different perspectives.
- Consider having a LAD liaison to deal with social media inquiries.
- Leader who runs the on-line Group should be the one to support the Applicant (potential Applicant). If that Leader can’t work with them - Area can ask if anyone else is interested to work as a remote supporting Leader.
LAD protocol: Applications are organized by the LAD of the candidate’s or Applicant’s locations. LAD representative and supporting Leader can be from another Area or another part of the world. This was confirmed once again.

References:
LAD Manual 2.81 Working with Isolated Applicants pp. 22-23
LLLI Website – Get Involved, Become a Leader https://www.llli.org/get-involved/

Birth of an ALA - Laurence, Linda KG
“Congratulations! You are now an ALA!” Do you remember how you felt when you received this confirmation? Were you relieved, happy, excited, proud, anxious?
Becoming an ALA is a commitment. Presenters compare it to becoming a mother.

An organization needs planning, for sustainability’s sake. We have to keep LLL’s future in mind. When a position is vacant or is about to be vacant, we have to start thinking about who the next ALA might be. Maybe we should even start thinking of the ALA coming after us, right after being appointed ourselves!

Circle of an ALA position
Besides the job description, we can look among the people we know, who might have as many important qualities as possible. In small entities, it can be a huge challenge, especially when the simple fact of being fluent in English can eliminate very valuable candidates. Maybe the ideal future ALA isn’t in LAD yet. It can seem a huge task to pick someone outside LAD however, in rare occasions, this is what most benefits everyone.

Skills for an effective ALA:
- to think outside the box; clever; having different perspectives
- devoted, can commit
- fast communicator
- sense of humor
- heart for the philosophy
- good listener
- wants to do the job
- having an ability to think globally and bring that perspective back to the entity

If you recognize qualities for international LAD work in a LAD representative, invite her to discuss it. You must ask yourself if she has what it takes to take on the ALA position. Of course, several skills can and will be worked on during the orientation period, but she must first meet the prerequisites to apply as an ALA.

Although there are no specific prerequisites to become ALA, here are some helpful assets;
- Knows her LAD entity well and LLLI in general
- Has a good experience working with Leader Applicants - this is ideal but flexible
- Communicates well and is good at active listening
- Demonstrates efficient team work at all levels
- Shows organisational skills
- Is ideally available for annual LAD Council meeting (family first also applies to her)
- Speaks/understand English …

During the search, and before a candidate is chosen the DLAD discusses with all potential ALAs. In consultation with the entity, she tries to make sure to pick the right person; remembering a good deal is a “win-win contract”. The ALA needs to be happy and confident she can do it.

“That's it, you're pregnant!” or “You have been chosen / or elected”
The process of finding a new ALA.
- Each entity is different so search can be flexible.
- DLAD contacts the ACL or entity Board/Council and asks how they want to proceed.
- DLAD explains her plan.
- DLAD drafts a search letter; entity sends it out signed by the DLAD and CLA.
- Recommendations go to DLAD starts a dialogue with the ACL or entity Board/Council and asks for any concerns

There is a formal orientation but often it starts earlier as you consider someone for the position.
- When talking to a LAD representative who is interested in ALA work, it is important to have a discussion about the basic responsibilities of the ALA and how she plans to play this role.
The interested LAD representative must understand what she will be doing as an ALA before applying to a search.

What are the interested LAD representative’s motives to become ALA?

The orientation begins as the search starts; from the moment the candidate says “I may be interested, can you tell me more about the position”… until she feels ready to completely fulfil the position with occasional consultations with the DLAD.

Orientation is a very flexible process, depending on who has been chosen for the job.

Ideally, it is performed both with the DLAD and the entity.

For some ALAs it’s the first time they experience LLL beyond their entities.

“Nine months to become a mother, as much to become an ALA.”

Unlike a Leader Applicant's work toward leadership, a pregnancy has a relatively fixed duration. Nine months to a year probably represents a realistic duration for an active LAD representative who does not encounter pitfalls during her orientation as ALA. Of course, even if orientation is officially over, the new ALA is always encouraged to consult as needed.

Generally speaking, the new ALA has to somehow take on her duties rather quickly as everyone counts on her. Of course, within LLL, we are never alone so we are not alone as ALA either. One day, the new ALA will find out she’s able to fly on her own, consulting only when she feels necessary.

While the orientation process lies with the DLAD and the ALA-to-be, we as ALAs can support a new ALA in orientation in our own way. You can first welcome the new ALA and share your passion for supporting the LAD reps in your entity through the LAD Council Yahoo group. You could engage in a discussion with the new ALA by writing her personally, etc.

We on the LAD Council all have a role in the ALA’s orientation/adaptation as we can offer companionship sessions via Skype (and other ways to communicate verbally), email exchanges, welcoming words on the LAD Council Group discussion, etc.

“The birth of an ALA”

That's it, it's the last effort. You have to push one last time to cover all the orientation topics. When we thought we could not give anything more, we still have the strength to respond to these exchanges with our DLAD. The assurance that all topics have been covered is the climax for many, as they take the measure of their new skills and find confidence in their abilities.

We must make the jump to ALA work and it can be worrying for some to finally and officially take the ALA role. Sometimes an ALA might extend the last stages of the orientation process, as if she were afraid that it will end too soon. The DLAD is the best person to reassure the ALA in orientation and to tell her that she’ll remain present for any consultation the new ALA needs. Orientation is a gradual process. It takes from 9 to 12 months to feel ready. One day, we see the new ALA is welcoming and supporting other LAD Council members. With her unique perspective, she is an important part of the team. All LAD Council members support the new ALA.

Conclusion: “Become a supporting ALA in return”/the circle starts over again
One of the responsibilities of the ALA is to encourage Leaders/LAD reps to become a CLA/RALA. When you are a new ALA, you may doubt that you are ready to take on this role. One may mistakenly think that this role is only for the more experienced ALAs. Yet, we have just been there ourselves and we certainly have a fresh memory of what it requires to be a CLA/RALA. We must not hesitate to project ourselves into the role of supporting ALA soon after our orientation process, to identify the LAD reps who could become CLA/RALA, to convey our joy of being an ALA and invite them to discuss the opportunity with you. Please don’t wait till you plan to leave the LAD Council before looking for a replacement, just like a Leader should look for Applicants all the time, not just when she plans to retire and has nobody to leave the Group to. Assign extra projects. Who do you see as a future ALA? Consult regularly with the team. Keep sharing information with the team. Use online meetings to get together with one’s team.

Pushing a task for later on makes this task less and less attractive. As ALAs, we can start immediately to act with the conviction of being able to make a difference and help LAD representatives to become an ALA.

Together we could make a difference!
For mothers,
For hundreds of babies,
For future Leaders,
For the future of LAD International
For LLL all over the world…

Joint Meeting with LLLI Board, LLLI Executive Director, and LAD Council members
(Cindy Garrison and Clare Davidson attended via Zoom)

Thank you to the Board - Linda KG
It is such a privilege for me to be here today and to have the honor to start our anticipated joint meeting.

As we learned last fall in Raleigh, being grateful for what people do is crucial to the well-being of our organisation and this is why I am starting our joint meeting with words of gratitude. In the LAD Council’s name, I would like to thank each and every one of you for sitting on this Board. We can only try to imagine the tremendous amount of work you accomplish on a daily basis and we would like to thank you for it. It is easy to see how much each one of you cares for La Leche League.

We would also like to thank you for keeping LLL thriving as best as possible. Dealing with volunteers all around the world is a huge challenge at all levels and we are appreciative of all the efforts you put towards harmony through cultural differences, language differences, legal/law differences and so on. We are also very thankful for you funding LAD Council. Meeting face-to-face is so important.

Finally, what has touched us the most is the relationship you value with the LAD Council through our DLAD. The simple fact that the LAD Council feels heard and listened to is a boost of energy for
all of its members. It makes us feel that you care about our opinion and that you respect the
expertise we developed within the LAD.

So please accept our heartfelt gratitude and thank you very much for having us here with you today.

Self-Introductions

Toshi: When I was appointed I wanted to rebuild trust between LAD Council and the LLLI Board. I
feel so supported by the Board. I am so grateful.

There were organizational changes in 2010; International Division separated into European Area
Network (EAN) and International Area Network (IAN). LLL Germany and LLL Switzerland
decided to affiliate with EAN.

**Graph of Leader #s:** Affiliates stable; IAN and EAN increasing; USA decreasing; thus total # of
Leaders is decreasing. Continued to go down with changes to App 17 and 18.

**Graph of Group #s:** IAN and EAN increasing; now have more Groups than USA; # in the USA is
decreasing

**Graph of Applicant #'s:** IAN, EAN and Affiliates are stable; Applicants in USA are decreasing
Note: Most Leaders don’t know about revisions to Appendix 18 so these figures may not reflect
changes. Graph of most recent new Applicants shows slight increase 2017-2019 (going up in USA)

**Graph of new applications #s:** Both the LLLI total and the USA total finally increased after a long
time. These numbers will be reflected in the Leader numbers in the future. Although it may be too
early to make an assessment, this can be a positive sign of Appendix 18 revision in 2018.

Concerns for Board:

1. **Non-English Speakers**
   - LAD Council concerned not enough help is being given to translations. When we met with
   the LLLI Board last year, we were told that there would be translations into 7 languages.
   - When major decisions are made, please include in translations the background for those
decisions.
   - Avoid excessive wording because it makes work more difficult for translators.
   - Online discussions often take place in English and non-English speakers often withdraw.
   They become invisible in discussions. They are mute online. Some of the major decisions
   (example - LAD Task Force) non-English speakers take longer to process information. Web-
based mailing list, discussion groups are banned in China—Google is not usable. Often
decision is made before the non-English speaker has gotten a say.

   - **Discussion:**
     - Social Media committee members have been posting in English and other languages.
       Google translate.
     - Non-English speakers get overwhelmed by English voices. Need to slow down
discussions. Take time for each member to be heard.
     - Board is working to deal with this issue. Keep sharing ideas. Contact chair before
       non-English Leader leaves the committee.
2. Release of revised Concepts
   ● Please, could these be released two or more at a time, rather than one at a time? Translators have to go back to revise.
   ● Discussion:
     ○ Board has father concept ready to release for review. It was approved on first vote. First reading will be in LLLI News.
     ○ Translate into other languages before sending. Volunteers recruited to translate it.
     ○ It was renamed the Family Support Concept.

3. Appendix 38 - A gentle reminder. Please can this document be finalised soon

4. Non-geographical areas in relation to how to best serve Leader Applicants
   ● It is long-standing protocol of LAD to accept an application and assign a CLA from the area where the person resides. Once a Leader, the person can decide their primary connection.
   ● The LAD plans to maintain this protocol so that future Leaders will have adequate local support and that the compilation of LAD statistics will be possible
   ● LAD is preparing a list of concerns about accrediting Leaders from non-geographical Areas.
   ● Discussion:
     ○ If someone contacts LAD, they will be fostered in the Area where they live. For some Isolated Applicants the only way we meet those Applicants via Leaders online.
     ○ If the Applicant is part of an online Group, it is that Group, not the local Area, who is investing the time working with the Applicant
     ○ The Board replied that significant changes are being made in regard to primary and secondary connections. These policy changes would be for Leaders, not Applicants. The changes will address the difficulty of having more than one connection.

5. Karin Gausman Fund
   ● Name to be changed to Karin Gausman Leader Accreditation Fund (KGLAF)
     ○ To raise the profile of the fund and hopefully attract donations.
     ○ Funds Leader Applicant fees and LAD staff training.
     ○ Currently divided into four collection points: Japan, Europe, LAD West and Alliance.
   ● LAD Council wishes to work with LLLI for there to be a central collection point for donations for this fund. Or possibly Friends of La Leche League (alumni association)?
   ● Resource Development Committee will work with LAD on that. Susan is the chair. Karin Ali is the LAD contact for the KGLAF.

6. Peer Counsellor Programme
   ● Would LLLI encourage Areas to resume, develop or continue a Peer Counsellor Programme to reach underserved communities with breastfeeding information and support?
   ● Program Services Committee is looking into that. Amy Shaw will create a summary of examples of peer counselor programs. There are many different designs for this program.
   ● It’s a critical program that the Board wants to promote.

7. Leader’s Handbook Look forward to all the chapters of the LH being completed.
   Discussion:
   ● LAD chapter is with Toshi for editing.
   ● Code chapter needed some additional changes and has to go back to Code Committee.
   ● Aware that we have Leaders who are dyslexic; and generally the literacy rate is down.
   ● Talking about shorter books and variety of ideas.

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Nice to Meet You!  Free Questions and Answers - Zion Tankard, LLLI Executive Director  
(Cindy Garrison and Clare Davidson attended via Zoom) Informal discussion. No minutes taken.  
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Discussion re: Definition of Breastfeeding  
Board has been asked to define “breastfeeding” because it isn’t clear due to some statements by at least one entity.  LLLI had a statement in the last LLLI News.  
- Can human milk pumping be considered breastfeeding?  
- LLLUSA has a meme that says “Pumping is breastfeeding.”  Is it possible that someone who exclusively pumps meets the personal experience prerequisite? Article on “Pumping is Breastfeeding” (from LLLUSA)  
- Appendix 18 says: LLLI defines the act of feeding the baby directly at the breast as breastfeeding.  
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Leader Accreditation Resources - Linda W  
Childbirth and Breastfeeding (Sept 2018) - revised by Cindy Garrison  
- This resource is for Applicants and Leaders only, not to be shared with parents.  
- Cindy is working on creating a similar resource for parents.  

Resources revised or created in 2019  
- Preview of Helping Questions and Group Management (May 2019)  
- Leader’s Guide to the Preview (May 2019)  
- Breastfeeding Resources Guide (July 2019)  
- Checklist of Topics to Discuss in Preparation for Leadership (July 2019)  
- LLLI Website, Breastfeeding Info A to Z (July 2019)  
- Application form (Oct 2019)  
- Leader Recommendation form (Oct 2019)  
- Thinking about LLL Leadership? (Oct 2019)  
- Pre-Application Guidelines for Leaders (Oct 2019)  
- LARK (Leader Applicant’s Resource Kit) Combined (July 2019)  
- LARK Leader’s Guide Combined (Oct 2019)  
- La Leche League Purpose, Mission, Philosophy (Oct 2019)  
- Overview of Application Work (Oct 2019)  
- Leader Accreditation Videos  
  - Because they are posted on YouTube, a listener can add closed caption.  
  - May also be able to add subtitles in another language.  
  - Can translate script into other languages.  

Future projects:  
"Finding and Working with Leader Applicants,” in the Leader’s Handbook - revision in process  
LAD Manual - revision in process  
Bias Exercise - revise, work with Roberta  
Listening Exercise and Mixing Causes Exercise - review  
Personal History of Breastfeeding and Mothering - review; look for consistency with other revisions  

Possible new projects:  
Exercise on diversity and inclusion  
Need a video about LLL Meetings - what is an LLL Meeting.