



Prifysgol Cymru

Y Drindod Dewi Sant

University of Wales

Trinity Saint David

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

ECAY6007

Professional Practice in Advocacy: Tensions and Opportunities



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Aims:

To identify legislation, codes, conducts and values associated with professional standards in advocacy work.





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Upon the successful completion of this module, the student should be able to:

- demonstrate a critical understanding of how management of personal behaviour/ interaction with others is influenced by legislation, codes, conducts and values associated with professional standards in advocacy work;
- identify and critically engage with appropriate standards relating to specific interest groups;
- explore interventions which support the voice of the individual;
- demonstrate a critical understanding of how current legislation establishes a framework of measures designed to maintain professional boundaries, professional practices and in the provision of effective advocacy services.





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Who are we as professionals?



Leading Beyond Authority

- Three types of people:
 - Leaf people; who just see leaves
 - Tree People; who see trees and leaves
 - Forest people; who understand that leaves and trees make up forests and that are very different

(Bell, cited in Middleton, 2007)

Common Purpose

- Networks
 - Partnerships
 - Coalitions
 - Working Groups
 - Community Partnerships
- Ideally seeing...that “the same situation, at the same time, will come to recognise how much they have in common and how, together, they can start to change things”

(Middleton, 2017)

Operating

- With a common purpose in support of communities, families and individuals
- With a sense of purpose
- With a sense of knowledge/experience based authority
- With a mandate from both client and organisation

Alliances

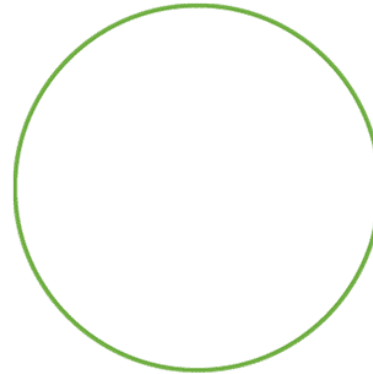
- Within
 - Pragmatic focus groups
 - Alliances
 - Operating networks
- Who carries authority?
- Who leads?
- Who's personality dominates?
- Who has legitimacy in leadership?

(Middleton, 2007)

“Natural” Authority?

- Should we recognise boundaries?
- That is should we work in Silos?
- Those vertical management systems that retain us
- What happens when we move out of our Circle of authority

Circle of Authority

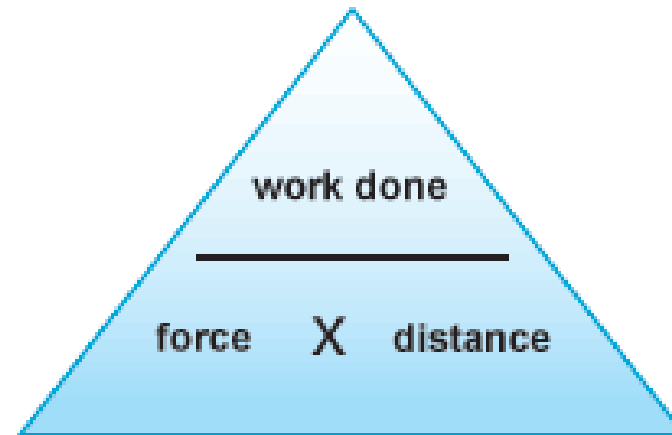


Legitimacy of 'Power to Operate'

- Where is this obtained from
 - Is it given?
 - Is it taken?
- Can it be lost, taken away or revoked
- Discuss/Describe under what circumstances might this happen

Measure of Power

- How is power measured?
- Or is it 'A measure of a person's power is that their circle of influence is greater than their circle of control'?



Sources of Power

- The Power of:
 - Position
 - Personality
 - Ideas
 - Intellect
 - To Connect
 - To Invest
 - To Reward

(Middleton, 2007, p 41)

Inner Circle Leaders

- Leaders with legitimate authority
 - They are in control
 - Can use that control to a greater or lesser extent
 - People follow them
- Operate within their 'Circle of Authority'
- Boundaries coterminous with their budgets
- Example: a department
- Recognition for work done in this space
- Training focus to be more effective in this area

Outer Circle Leaders

- Power usually derived from a position of legitimate authority by:
 - Position held
 - Knowledge
 - Expertise
 - Experience
- Middleton (2007) guides us to believe that ‘there is almost no chief executive... who does not want to get their organisation operating horizontally and vertically’
- They want ‘parts operating cleverly together’

Leading Beyond Authority

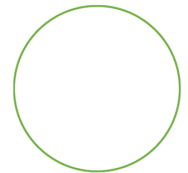
- Is this understood by an organisation participating in MA working?
- The instinctive look inwards on your organisation.
- Busybodies outside looking in and causing trouble?
- Failure to realise that problems don't fit neatly into departments
- Failure to look 'beyond' result in lost opportunities

Civil Society

- Needs leaders
- Represent organisations
- Connect to the outside world
- Individual citizens in their own right...
- Question/discussion point:
- ...Where does the balance of power sit when a leader begins to assert legitimacy of authority outside their circle of control?

Leaders Operating in Civil Society, why?

- Useful to them...
- Society needs them?
- Because they want to be there!
- Making a difference beyond their 'core circle'
- Civil society enables this... How?
- Links to philanthropy claimed



Philanthropy

the desire to promote the welfare of others, expressed especially by the generous donation of money to good causes.

synonyms:

benevolence, generosity, humanitarianism, public-spiritedness, altruism, social conscience, social concern, charity, charitableness, brotherly love, fellow feeling, magnanimity, munificence, liberality, largesse, open-handedness, bountifulness, beneficence, benignity, unselfishness, selflessness, humanity, kindness, kind-heartedness, big-heartedness, compassion, humaneness

The great 'They'

- Delegation to the great 'they'
 - E.G. politicians, someone should etc.
 - The 'experts'
- Sometimes there is no 'they' its actually 'us' or 'me'
- When you 'stand up' it can be viewed as 'acting illegitimately' unless you have a title
 - Politician, boss, expert, professional
- Do we legitimise ourselves or need to be legitimised?

(Middleton, 2017, p10)

Partnerships

- According to Gaymer (2007) leading ‘beyond authority’ is...
 - ‘A balance of consultation with direction’
- Getting the balance wrong
 - Indicators
- ‘...when people start objecting to lots of things and eventually get you stuck’

Common Purpose

- Leading Beyond Authority programs assert that we/you should ‘jettison’ certain pre-concepts i.e.
 - Giving Instructions
 - Intellectual Rigour
 - Strict Hierarchies
 - Instinct to Tidy
- Urging us/you to ‘Kick the ball, not the player’ and to ‘suppress the urge to teach, preferring to use questions really well’

(Nyumbu *cited in* Middleton, 2007, p 57)

Four Main Principle Positions

- Rebel (passionate, energy, connect, 'bug you')
- Transformer (breaking boundaries, recognises opportunity)
- Useful Idiot (Has legitimacy, prevention tactic, see also ML King)
- Expert Idiot (Knowledgeable about a small area of focus)
- Questions: How might these work?, be used and be useful positions to adopt.

What Position are you Going to Play?

- The...
- Cynic
- The Grown-up
- Enthusiast
- Earnest
- Mr Chairman
- Busy
- The...
- Worried
- Complicator
- Simplifier
- Lost
- Ambitious

Marin Luther King

- We will have to repent in this generation not merely for the words and actions of the bad people, but for the appalling silence of the good people
- Useful idiots do more than say nothing: their passivity gives dictators tacit support which they are happy to use in advantage.

Lord Patten, Gov of Hong Kong

- The most dangerous useful idiots are the ones who have huge legitimacy but lack either wisdom or courage'

Questions

- Is working with a common purpose a good practice?
- What are the benefits of working in partnership?
- Is co-production a good idea? Or does this dilute focus?
- What are the dangers therein?
- Is there a potential for the 'greater good' of clients/service users to become secondary the 'common purpose imposed by a dominant group?

Independent Study Task

- On the next slide there are a number of links to organisations and people that challenge the legitimacy of people to exert 'power' outside their circle of authority.
- People who challenge the idea of 'common purpose' as a subversive and self-centred use of power to shape and re-shape society to meet the needs of the few.
- Consider reading Julia Middleton's 'Beyond Authority' (2007) and then listening to Brian Gerrish's critiques of 'Common Purpose'

Discussion

- Brian Gerrish
<https://www.youtube.com/watch?v=jqVBmCxXewc>
- Bilderberg
<https://www.google.com/search?q=what+is+%27bilderberger%27&ie=utf-8&oe=utf-8&client=firefox-b>
- DEMOS
<https://www.google.com/search?q=who+are+%27Demos%27%3F&ie=utf-8&oe=utf-8&client=firefox-b>
- Stepping Stones
<https://www.youtube.com/watch?v=fa1skElywNI>