Domestic Violence and the Military Services

Analyzing Acts of Violence
Family Violence Justice Center Alliance
Deborah D. Tucker
April 29, 2010
Responsibilities of the Movement to End VAW

- Collaborate with battered women and victims of sexual assault.
- Build organizations that learn and are responsive.
- Create cooperation, coordination and collaboration in the community.
- Create a society and world without violence.

— Debby Tucker
MANIFESTATIONS OF VIOLENCE

Abuse can occur in different forms. It can be physical, emotional, sexual, spiritual, social and/or economic. The diagrams below describe some of the abuse tactics batterers use as they attempt to gain or maintain power and control over their intimate partners. Abuse does not always progress in the steps shown here. Sometimes the abuse may advance from pushing or hitting directly to more severe physical violence such as the use of a weapon. Although each relationship is unique, any type of abuse must be considered a serious cause for concern. Despite different circumstances, it is important to remember that abuse can escalate (especially if there is no intervention). A coordinated community response holding batterers accountable for their abusive behaviors is essential, as is a response acknowledging and respecting the rights of victims of domestic violence.

**Exercise:** It is helpful to be aware of the different manifestations of domestic violence. Circle the type(s) of abuse you are now experiencing (or that you have experienced). Notice if the violence is increasing in intensity, severity or frequency. Talk to a domestic violence advocate to develop or review your current safety plan or explore your options. Remember, domestic violence is never your fault, even if you were drinking or using drugs.

---

**EMOTIONAL ABUSE**

- insulting jokes
- ignoring of feelings
- jealousy
- isolation
- humiliation
- harming of pets
- calling you “crazy,” a “drunk” or a “junkie”

- silent treatment
- insults
- blaming/accusations
- monitoring of activities
- threats
- degradation
- homicide/suicide

---

**PHYSICAL ABUSE**

- scratch
- slap
- push
- hit
- target hit
- kick
- strangle
- beat
- use of a weapon
- murder

- deny physical needs
- bite
- force drug use
- punch
- throw objects
- burn
- deprive of sleep
- poison
- disablement/disfigurement

*continued*
**SEXUAL ABUSE**

- embarrassing comments
- ignoring of sexual needs
- forcing one to look at pornography
- sex as duty
- control of contraceptives
- forced prostitution for drugs
- forced sex soon after pregnancy
- death

- sexual jokes
- unwanted touching
- treating one like a sex object; 13th step
- withholding of sex as a punishment
- demands of monogamy when abuser is promiscuous
- sex after violence
- rape

**SOCIAL/ENVIRONMENTAL ABUSE**

- uses gender myths/roles
- destroys property
- controls major decisions
- controls money or finances
- making threats to victim's family/friends
- complete isolation
- convincing victim that she or he is hysterical/paranoia/suicidal

- degrades culture, religion, gender, profession, recovery from substance abuse, etc.
- demonstration of strength
- denies access to work
- eliminates support system, including access to health care or substance abuse treatment
- child abuse/incest
- suicide

---

Produced and distributed by:

NATIONAL CENTER ON DOMESTIC AND SEXUAL VIOLENCE

Training - Consulting - Advocacy

N930 Emeal Drive, Ste 150 E • Austin, Texas 78741

tel: 512.407.0900 • fax: 512.407.0929 • www.ncdsv.org
Four theories: what causes domestic violence?

1. Individual pathology
2. Relationship dysfunction
3. Learned response to stress and anger
4. Theory of dominance
The person using violence has some kind of illness or condition (mental, PTSD, TBI)

Batterer is problem - not society

Individual problem preferred way of thinking

Individual psychiatric care, treatment for addiction, or counseling is a typical response
‘It takes two to tango’
Couple is playing off of each other
Either could stop the violence
Both parties are responsible
Couples counseling, or relationship counseling separately, is needed
Learned Response to Stress and Anger

- “Cycle of Violence” theory – Lenore Walker
  - tension-building phase
  - explosion of violence
  - honeymoon phase or respite
- Men socialized to use violence
- Increases in frequency and severity
- Popular theory
- Anger management is a typical response
Theory of Dominance

- System of power and control tactics
- Includes:
  - Physical violence
  - Sexual violence
  - Other tactics on Power and Control Wheel
- Battering comes from social conditions, not individual pathology
- Need to balance power differential by using power of the state
- Re-education and sanctions
Power and Control Wheel

Physical and sexual assaults, or threats to commit them, are the most apparent forms of domestic violence and are usually the actions that allow others to become aware of the problem. However, regular use of other abusive behaviors by the batterer, when reinforced by one or more acts of physical violence, make up a larger system of abuse. Although physical assaults may occur only once or occasionally, they instill threat of future violent attacks and allow the abuser to take control of the woman’s life and circumstances.

The Power & Control diagram is a particularly helpful tool in understanding the overall pattern of abusive and violent behaviors, which are used by a batterer to establish and maintain control over his partner. Very often, one or more violent incidents are accompanied by an array of these other types of abuse. They are less easily identified, yet firmly establish a pattern of intimidation and control in the relationship.
DoD Definition of Domestic Abuse and Violence

Two Levels

1. For use in intervention programs

2. For use in proceedings under the UCMJ or for prosecution on federal or state land
Domestic Abuse

Is (1) Domestic violence or (2) a pattern of behavior resulting in emotional/psychological abuse, economic control, and/or interference with personal liberty....
Domestic Violence

An offense under the United States Code, the Uniform Code of Military Justice, or State law that involves the use, attempted use, or threatened use of force or violence against a person of the opposite sex, or
Domestic Violence

the violation of a lawful order issued for
the protection of a person of the opposite
sex who is:

- (a) A current or former spouse;
- (b) A person with whom the abuser shares a child
  in common; or
- (c) A current or former intimate partner with
  whom the abuser shares or has shared a common
domicile.
MILITARY POWER AND CONTROL WHEEL

POWER AND CONTROL

VIOLENCE

physical

sexual

physical

sexual

USING CORRUPTION AND THREATS:
- Telling her, "If you report me, you'll lose your income, your housing, the kids, be deported.
- Throttling her with fear, threats, saying, "Do what I tell you or I'll kill you.

USING INTIMIDATION:
- Telling her you're trained to kill and mean it.
- Controlling her with threats, locks, and gestures.
- Playing with or stealing her weapons around her.
- Hurting pets.
- Destabilizing her property.

USING EMOTIONAL ABUSE:
- Ignoring her when you return from work or deployment.
- Thrashing her concerns. "You don't think you can win."
- Telling her she's a bad mother, a failure, a loser. Making her downcast.
- Cutting her or ruining your others.

MINIMIZING, DENTING, AND BLAMING:
- Saying she's trying to "get you." Claiming he provided it by playing around, getting drunk, not shutting up or not doing what you told her.
- Blaming the violence on substance.
- Alcohol abuse.

CLAIMING MILITARY PRIVILEGE:
- Using her dependent status or cultural/religious tradition to keep her in line.
- Keeping all legal documents in your name.
- Saying you're the CO and the family is your king.
- Taking over as head of the household post-deployment.

USING CHILDREN:
- Refusing to help with the children. Threatening to get custody.
- "Don't want her around the children. He's a bad mother. Getting the children to disrupt lives.
- Threatening to hurt the children if she doesn't comply.

USING ECONOMIC ABUSE:
- Leaving no allotments during deployment.
- Not sharing any financial.
- Making her what she can buy.
- Preventing her from getting a checking account, credit cards, a job, or schooling.

Produced and distributed by:

NATIONAL CENTER on Domestic and Sexual Violence research - consulting - advocacy
1645 South Delta Blvd. Austin, Texas 78758
512-485-9000 (phone and fax) • www.ncdsv.org
Use of Violence has Different Intents

1. **Battering** - intends to control the relationship

2. **Resistive violence** - intends to stop the battering

3. **Situational violence** - intends to control a situation

4. **Pathological violence** - intent is controlled to some degree by pathology

5. **Anti-Social Violence** - abusive to many in public and private settings
Battering

- System of power and control
- Includes:
  - Fear
  - Threats
  - Intimidation
  - Coercion
- Belief in entitlement
- Social movement
Resistive Violence

- Substantial numbers of victims of battering use force against the batterer
- May not legally qualify as self-defense
- Victim’s violence *usually* different
- Less sympathy from practitioners
- Different impact - individual and social
Situational Violence

- The violence is related to a situation
- Not part of a larger system of controlling tactics
- No pattern of dominance
- Battering looks like this if the pattern is invisible
**Pathological Violence**

- Violence is due to some kind of illness
  - Mental health
  - Alcohol
  - Drugs
  - Brain injury
  - PTSD

- Not typically part of system of controlling tactics

- Because a person’s violence is linked to a pathology does not preclude that its intent can also be to batter, to resist battering, or to control a situation
Anti-Social Violence

- Abusive in several settings: bars, work, home, sports field, etc.
- No empathy, shame, or remorse, and little understanding of consequences
- Not gendered - appears to be caused by childhood abuse, neglect and chaos
- Not amenable to change through self-reflection or therapy, may not benefit from existing batterer’s programs (Gondolf, 1999)
- 25% of men court ordered to batterer’s programs could be ‘anti-social’ (Gondolf, 1999; Gondolf & White, 2001)
- Separate anti-social violence of individuals from group violence created by systematic oppression and domination
Understanding Intent or “Cause” is Important

Why?

- Help us to differentiate between acts of violence
- Help us to determine most appropriate response
- Not getting it right could be dangerous
Pathological Violence, Military Context

Active Duty and Veterans

Post Traumatic Stress Disorder

Traumatic Brain Injury
Post Traumatic Stress Disorder

- Anxiety disorder after a traumatic event
- During event, your life or others’ lives are in danger
- Feel afraid or that you have no control
- Anyone who has gone through a life-threatening event can develop PTSD
Post Traumatic Stress Disorder

- Events can include:
  - Combat or military experience
  - Child sexual or physical abuse
  - Terrorist attack
  - Sexual or physical assault
  - Serious accident, such as car wreck
  - Natural disasters, fire, tornado, etc.
Post Traumatic Stress Disorder

- Not clear, why some develop and others do not. Likeliness may depend upon:
  - Intensity and length of trauma
  - Whether someone dies or is badly hurt
  - Proximity to the event
  - Strength of reaction
  - Feelings of control
  - Help and support received afterwards
What to Look For?

<table>
<thead>
<tr>
<th>Physical</th>
<th>Behavioral</th>
<th>Emotional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatigue</td>
<td>Withdrawal</td>
<td>Anxiety or Panic</td>
</tr>
<tr>
<td>Chest Pain</td>
<td>Restlessness</td>
<td>Guilt</td>
</tr>
<tr>
<td>Weakness</td>
<td>Emotional Outbursts</td>
<td>Fear</td>
</tr>
<tr>
<td>Sleep Problems</td>
<td>Suspicion</td>
<td>Denial</td>
</tr>
<tr>
<td>Nightmares</td>
<td>Paranoia</td>
<td>Irritability</td>
</tr>
<tr>
<td>Breathing Difficulty</td>
<td>Loss of Interest</td>
<td>Depression</td>
</tr>
<tr>
<td>Muscle Tremors</td>
<td>Alcohol Consumption</td>
<td>Intense Anger</td>
</tr>
<tr>
<td>Profuse Sweating</td>
<td>Substance Abuse</td>
<td>Agitation</td>
</tr>
<tr>
<td>Pounding Heart</td>
<td></td>
<td>Apprehension</td>
</tr>
<tr>
<td>Headaches</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Traumatic Brain Injury

- Occurs if the head is hit or violently shaken (such as from a blast or explosion)
- Results in a concussion or closed head injury, not life-threatening but may have serious symptoms, worse if exposed more than once, behavior and personality changes possible
Common Symptoms of Brain Injury

- Difficulty organizing daily tasks
- Blurred vision or eyes tire easily
- Headaches or ringing in ears
- Feeling sad, anxious or listless
- Easily irritated or angered
- Feeling tired all the time
Common Symptoms of Brain Injury

- Trouble with memory, attention or concentration
- More sensitive to sounds, lights, or distractions
- Impaired decision-making or problem-solving
- Difficulty inhibiting behavior, impulsive
Common Symptoms of Brain Injury

- Slowed thinking, moving, speaking or reading
- Easily confused, feeling easily overwhelmed
- Change in sexual interest or behavior
Consider the Source of the Conduct

- Regardless of source, offender must be held accountable and victim protected.
- Accountability strategy must take into account the source and how to intervene appropriately.
- In other words, untreated TBI sufferer unlikely to be helped by battering intervention.
Consider the Source of the Conduct

- Nor should a batterer escape appropriate consequences for conduct by alleging TBI or PTSD when those are NOT the cause.
- We must be thoughtful and vigilant to ensure the intervention fits the offense.
**How do we determine the source?**

- Is the conduct new?
- Have there been other incidents of violence directed to non-family?
- What other factors require attention?
- Does the offender avoid situations that remind him of the original trauma?
- Are power and control tactics more pronounced?
Principles of Intervention

- Victim Safety and Well-being
- Offender Accountability
- Changing the Climate of Tolerance to Violence in the Community
A few processes domestic violence victims may encounter when involved with child protection, civil and criminal justice systems, AND the military response.
Landlord/HRA Notified

Warning Given

Eviction Hearing

Sheriff Evicts

Praxis – Rural Technical Assistance on Violence Against Women
ORDER FOR PROTECTION – CIVIL COURT PROCESS

Advocacy Program
  ➔ Files OFP
    ➔ Seeks Shelter
      ➔ Judge Reviews
        ➔ Ex Parte Denied
        ➔ Ex Parte Granted
          ➔ Sheriff Serves Respondent
            ➔ Civil Court Hearing
              ➔ OFP Granted
              ➔ OFP Denied
                ➔ OFP Filed
                  ➔ Supervised Exchange/Visitation
                  ➔ Reliefs Granted

Praxis – Rural Technical Assistance on Violence Against Women
CUSTODY MAP

Files for Divorce

Family Court Hearing

Interviews by Evaluator

Temporary Custody

Custody Evaluation

Custody Hearing

Final Divorce Hearing

Child Support Established

Custody Awarded

Supervised Exchange/Visitation

Praxis – Rural Technical Assistance on Violence Against Women
Praxis – Rural Technical Assistance on Violence Against Women
Military Domestic Violence Incident Response
Report of incident may enter the system at several points
Praxis – Rural Technical Assistance on Violence Against Women
Advocacy
Usual Understanding of Advocacy

Helping Battered Women:

- Consider options
- Devise strategy
- Make decisions
- Implement justice
- Speak/advocate for self/children
Advocacy Wheel

Empowerment

Respect Confidentiality ...
All discussion must occur in private, without other family members present. This is essential to building trust and ensuring her safety.

Promote Access to Community Services ...
Know the resources in your community. Is there a hotline or shelter for battered women?

Believe and Validate Her Experiences ...
Listen to her and believe her. Acknowledge her feelings and let her know she is not alone. Many women have similar experiences.

Acknowledge the Injustice ...
The violence perpetrated against her is not her fault. No one deserves to be abused.

Help Her Plan for Future Safety ...
What has she tried in the past to keep herself safe? Is it working? Does she have a place to go if she needs to escape?

Respect HER Autonomy ...
Respect her right to make decisions in her own life, when she is ready. She is the expert on her own life.
"Empowerment advocacy believes that battering is not something that happens to a woman because of her characteristics, her family background, her psychological “profile”, her family origin, dysfunction, or her unconscious search for a certain type of man.

“Battering can happen to anyone who has the misfortune to become involved with a person who wants power and control enough to be violent to get it.”

— Barbara J. Hart, JD, *Seeking Justice: Legal Advocacy Principles and Practice*, Pennsylvania Coalition Against Domestic Violence, Harrisburg, PA
Where You Stand Depends on Where You Sit

- Community-based Advocates work in local shelters, domestic violence programs, rape crisis centers, coalitions and can be located inside the system.

- System Advocates typically work in police/sheriff departments, DA’s offices, hospitals and also the military.
Goals of Community Advocacy

- Safety
- Agency/Authority/Autonomy
- Restoration/Resources
- Justice
Goals of System Advocates

- Safety of victims
- Accountability of perpetrators
- Deterrence of perpetrators
- Services for victims
- Seamless response, cooperation with criminal justice and social service agencies
Advocates in the Military Community

- Meshing of roles, usually divided in civilian communities
- Bifurcated responsibilities the same
  - Individual Advocacy
  - Systemic Advocacy
  - Social/Cultural Change
Where do victims of domestic violence seek help?

- Domestic Violence Specialists, Shelters, 911, Women’s Groups, Batterer Programs
- Employers, Schools
- Informal Support Networks
- Counselors, Therapists
- Social Service Agencies
- Health Providers, Faith Communities
- Friends, Family, Neighbors
Assessing Risks: Domestic Violence & Addiction

Both

- Involve power and control dynamics
- Impact entire families, often harming three or more generations
- Thrive in silence and isolation
- Carry great societal stigma and shame
Assessing Risks: Domestic Violence & Addiction

- Involve denial systems, including minimizing and rationalizing

- Despite some similarities, domestic violence and addiction are different problems requiring different interventions
Assessing Risks: Domestic Violence & Addiction

Denial Serves Different Purposes:

- Victims fear for their safety or may be coerced into denying the truth

- Batterers avoid accountability and may falsely blame their behavior on their partner, substance abuse or anger

- Alcoholics/addicts fear they won’t survive without using and deny avoiding pain
After 1980, when the efforts of combat veterans had legitimated the concept of post-traumatic stress disorder, it became clear that the psychological syndrome seen in survivors of rape, domestic battery, and incest was essentially the same as the syndrome seen in survivors of war.

Traumatic events violate the autonomy of the person at the level of basic bodily integrity. The body is invaded, injured, defiled.
Assessing Risks: Impact of Trauma/PTSD

- Helplessness and isolation are the core experiences of psychological trauma.

- Traumatic reactions occur when neither resistance nor escape is possible. The human system of self-defense becomes overwhelmed and disorganized and impacts the ordinary human adaptations to life that give people a sense of control, connection, and meaning.
Assessing Risks: Impact of Trauma/PTSD

- Traumatic events destroy the belief that one can “be oneself” in relation to others. The individual’s point of view counts for nothing, and shame, doubt, and guilt appear in the aftermath of the traumatic events.
Assessing Risks: Impact of Trauma/PTSD

- Observers who have never experienced prolonged terror or traumatic events and who have no understanding of coercive methods of control presume that they would show greater courage and resistance than the victim in similar circumstances.
Assessing Risks: Impact of Trauma/PTSD

Therefore, the common tendency is to account for the victim’s behavior by seeking flaws in her personality or moral character.

- *Violence and Recovery*, Judith Lewis Herman
Assessing Risks: Impact of Trauma/PTSD

- Victims experience PTSD after the violence.
- Those who use violence MAY be experiencing PTSD from prior victimization, or
- As a result of trauma in combat.
Five Things to Say to a Battered Woman

- I am afraid for your safety.
- I am afraid for the safety of your children.
- It will only get worse.
- I am here for you when you are ready for change.
- You don’t deserve to be abused.
Five Things to Say to an Abuser

1. I’m afraid you’ll really hurt her badly or kill her next time.
2. I’m afraid you’ll hurt your children.
3. It will only get worse.
4. I’m here for you when you’re ready to change.
5. No one, including you, has the right to abuse/hurt another person.
"Norman won't collaborate."
Challenges...

...to Coordinate a Community Response
Coordinated Community Response Challenges

1. Keeping a shared focus on victim safety
2. Maintaining trust and information exchange between agencies
3. Building effective child protection into domestic violence response
4. Reviewing policies and procedures using interagency working groups
5. Holding each other accountable while maintaining effective working relationships
COMMUNITY ACCOUNTABILITY WHEEL

This wheel begins to demonstrate the ideal community response to the issue of domestic violence. Community opinion, which strongly states that battering is unacceptable, leads all of our social institutions to expect full accountability from the batterer by applying appropriate consequences. The wheel was developed by Mike Jackson and David Garvin of the Domestic Violence Intervention Project (DOV), Box 130107, Ann Arbor, MI 48113, tel: 313.769.6334.

COMMUNITY OPINION

MEN WILL: Acknowledge that all men benefit from men’s violence. Actively oppose men’s violence. Use peer pressure to stop violence against women and children. Make peace, justice, and equality a core value. Vigorously confront men who adhere to misogynistic behavior. Seek out and accept the leadership of women.

GLORY WILL: Confront both men when the congregation regards domestic violence and provide a safe environment for women to discuss their experiences. Develop internal policies for responding to domestic violence. Speak out against domestic violence from the pulpit. Organize multi-faith coalitions to educate the religious community. Interact with the existing domestic violence intervention community.

EDUCATIONAL SYSTEM WILL: Dialogue with students about violence in their homes. The dynamics of domestic violence, and how it is founded on the oppression of women and the subjugation of men. Provide a leadership role in educating and recognizing the importance of gender justice, equal opportunity, and peace. Promote awareness, abuse, violence, and development of girls and women in the educational system.


MEDIA WILL: Educate the community about the epidemic of violence against women. Emphasize safety, equal opportunity, and justice for women and children, even if it means “violence against men.” Expose and condemn patriarchal privilege, abuse, and terrorism. Create the glorification of the violence of men and women.

SOCIAL SERVICE PROVIDERS WILL: Become local change agents for battered women. Assist battered women to accountable intervention programs. Stop enabling batterers’ behavior in myths such as drugs and alcohol, family history, wage provocation, “lost of control,” etc. Design and deliver services that are sensitive to women and children’s safety needs. Minimize how batterers use them to continue battering their families.

GOVERNMENT WILL: No law that defines behavior by men or crimes behavior without analysis, vigilance, and protective mechanism; setting behavior, create standards for accountable batter intervention programs, and require coordinated systems of intervention in domestic violence. Produce ample funding to complete the goal of eradicating domestic violence.

BATTERERS

EMPLOYEES WILL: Condition batterers’ continuing employment on remaining married. Actively intervene against men’s violence in the workplace. Support financially and otherwise, advocates and services for battered women and children. Continuously educate and provide about domestic violence issues through personal services.

Produced and distributed by:
NATIONAL CENTER ON DOMESTIC AND SEXUAL VIOLENCE 1510 South Creek Blvd. Austin, Texas 78758 512.467.9439 (phone and fax) www.ncdsv.org

INFORMATION ON DOMESTIC VIOLENCE: A CALL TO ACTION FOR ALL COMMUNITIES (DOV/2001) 572:2-34

INSPIRED AND ADAPTED FROM "THE POWER AND NORMALITY OF Community Accountability Wheel" DEVELOPED BY:
DOMESTIC ABUSE INTERVENTION PROJECT 201 West Minneapolis Street
Duluth, MN 55802 218.722.4144
DTFDV Reports

www.ncdsv.org

- Military Tab
  - DTFDV
  - DTFDV Implementation
  - Other Tools
  - TFCVSA Implementation
  - News Accounts
  - Stats/Research
  - Sexual Violence Issues
  - Congressional Testimony……and more
Domestic Violence Prevention Conceptual Model

Toolkit*

- Separate from Military and/or Disciplinary Action As Appropriate
- Urgent Danger Assessment & Safety Planning

- Risk & Danger Assessment
- Safety Planning
- Victim Advocacy
- FAP Assessment
- Offender Intervention Program
- Administrative and/or Disciplinary Action As Appropriate
- Child Witness Program
- First Offense Programs

Groups at Risk

- Substance Abuse
- Couples with Problems
- Child Abuse History
- Pregnant Women
- History of Violence Against Anyone

- ADM w/PTSD
- Child Witnesses
- Immigrant Spouses
- Controlling Spouses

- Couples Counseling
- Targeted Programs
- New Parent Support
- Child Witness Programs
- Health Care Screening

- Command Climate of Non-Tolerance
- New Accession DV Training
- Public Service Campaigns
- Dating Violence Prevention Programs in DoD Middle & High Schools
- Health Care Screening
- Education and Training
- New Parent Support

* Not all inclusive
** Risk for reoccurrence and danger/lethality
Resources (see full listing)

- Battered Women’s Justice Project
  www.bwjp.org

- Domestic Abuse Intervention Project
  www.duluth-model.org

- National Center on Domestic and Sexual Violence
  www.ncdsv.org

- National Council on Juvenile and Family Court Judges
  www.ncjfcj.org

- Mending the Sacred Hoop
  www.msh-ta.org

- Praxis International
  www.praxisinternational.org
Ten Commitments of Leadership

PRACTICES

Challenge the process.

COMMENETS

1. Search out challenging opportunities to change, grow, innovate and improve.

2. Experiment, take risks, and learn from the accompanying mistakes.
Ten Commitments of Leadership

**PRACTICES**

*Inspire a shared vision.*

**COMMITSMENTS**

3. Envision an uplifting and enabling future.

4. Enlist others in a common vision by appealing to their values, interests, hopes, and dreams.
Ten Commitments of Leadership

**PRACTICES**

*Enable others to act.*

**COMMITMENTS**

5. Foster collaboration by promoting cooperative goals and building trust.

6. Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering visible support.
Ten Commitments of Leadership

**PRACTICES**

*Model the way.*

**COMMITMENTS**

7. Set the example by behaving in ways that are consistent with shared values.

8. Achieve small wins that promote consistent progress and build.
Ten Commitments of Leadership

**PRACTICES**

*Encourage the heart.*

**COMMITMENTS**

9. Recognize individual contributions to the success of every project.

10. Celebrate team accomplishments, regularly.

— Felicia Collins-Correia, Domestic Violence Intervention Services, Inc., Tulsa, OK
Contact Information:
Debby Tucker
512-407-9020
dtucker@ncdsv.org

NATIONAL CENTER
on Domestic and Sexual Violence
training • consulting • advocacy
4612 Shoal Creek Blvd. • Austin, Texas 78756
tel: 512.407.9020 • fax: 512.407.9020 • www.ncdsv.org