

more welcoming to everyone? How can we help new NA communities around the world? And so on. Those concerns have shaped these key result areas.

What Are those Text Boxes?

Throughout this *Conference Agenda Report* you will see text boxes with descriptions of the key result areas, along with questions relating to each area that you can use for discussion during your CAR workshops. We hope these paragraphs from our strategic framework will give you a sense of where world services is focusing our efforts, above and beyond the services we have always provided. Action taken in the key result areas will move us closer to the fulfillment of our vision. Your delegate will be discussing the framework at the World Service Conference to help shape the work for the cycle to come. We provide this information here for you so that you may better understand the key result areas of the framework as well as the ideas contained in our motions and recommendations.

Conference Sessions

So what will participants actually be doing at the upcoming conference? WSC 2004 will have many of the same sessions that have occurred in the past, but many of them have changed drastically. These include:

- Orientation, with a review of the agenda for the week,
- Adoption of the minutes from WSC 2002,
- Introductions,
- Old and new business sessions,
- Proposals for the recognition of new conference participants,
- Reports on the activities of the last two years,
- The proposed budget and project plans for the next two years,
- Elections,
- Reports from some zonal forums, and
- Recovery meetings whenever possible.

Additionally, we schedule World Board meetings and provide an opportunity for those zones that request it to meet. With all of this said, you can begin to get a picture of our challenge: how to accomplish the business of the conference in a manner that allows maximum time for the discussions of those issues affecting NA.

We have many important topics that we would like to focus on for discussion at WSC 2004. They include the two fellowship issue discussion topics for the past couple of years: *Self-Support* and *Atmosphere of Recovery*. It also seems time to discuss the future of our service structure, and we have committed to leading a discussion about our *nominations and elections process at the WSC*, rather than making any motions about these processes at this conference. Two additional specific topics that we would encourage you to think about and be prepared to discuss are *cultivating leadership* and the *development and support of local infrastructure*. These topics come directly from the NAWS Strategic Framework, and **we think** all of them are critical to our growth as a fellowship.

Cultivation of Leadership:

Leadership and management key result area

As you can see in the excerpt from our strategic framework that appears on this page, leadership development is a key area of our attention right now. We need to work harder to provide opportunities for members to be engaged with, learn about, and take leadership positions within the service structure. Identification and cultivation of leadership have always been a challenge at all levels of NA service. Even so, discussing the concept of “leadership” can sometimes raise eyebrows in NA. There seems to be a misconception that leadership is somehow contradictory to the principles of the NA program. Our Second Tradition states, “Our leaders are but trusted servants.” It does not say that we have no leaders, rather that our leadership and service are inseparable.

Our Fourth Concept is clear: “Effective leadership is highly valued in Narcotics Anonymous. Leadership qualities should be carefully considered when selecting trusted servants.” The essay on Concept Four further elaborates on the principle of leadership, explaining, “As recovering addicts, any of us can fulfill a leadership role, providing a sound

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Leadership and Management

Leadership Development

It is increasingly apparent that, in order to progress consistently toward the fulfillment of NAWS’s vision and goals, ongoing development of qualified, informed, and engaged leaders at all levels of the service structure is critical. Any progress toward the completion of our objectives in this area will depend on a clear understanding of leadership roles and requirements within our structure. We must take a holistic look at our current strategies for leadership development and develop better ways to identify and cultivate the skills of our leaders. This cultivation should include expanding the involvement of member-volunteers.

Structure

Over the past several years, NA World Services has adjusted its structure to build a more efficient, responsive, and flexible organization. A core component of that structure is the oversight work performed by the World Board and interaction with regional delegates. We must continue to improve our structure to strengthen the relationship between world services and the fellowship and to better accomplish our goals and fulfill our priorities.

Operating Processes

As a member-driven organization, we have worked hard to understand and meet the needs of the fellowship through excellence in customer service and ever increasing productivity. Without effective systems to manage and prioritize the work, however, quality and follow-through can suffer. We must continue to implement a strategic management model, step by step. Within such a model, the NAWS Strategic Framework and Plan focuses the efforts of leadership and staff. Systems are also in place to gather the input and information needed to make informed decisions, prioritize issues, organize the resulting workload, and measure progress and results.

Discussion Questions

How do you encourage people to get involved in service? What do you expect from your leaders, and how do you communicate those expectations? How do you know when they are doing a good job? How can world services strengthen its relationship with the fellowship?

example, by serving our fellowship. This modest spirit of service to others forms the foundation of our Fourth Concept, and of NA leadership itself.”

How can we be of service to others? For most of us, involvement begins with someone reaching out their hand and asking us to come to an area service meeting, to stay for a group’s business meeting, or to stand for a service position. If we struggle to fill positions and get members involved at all levels of service, perhaps we need to look at how to make involvement more attractive.

We have tried to find ways in world services to identify and cultivate leaders. Events such as the worldwide workshops and the world service forums at WCNA, as well as involvement at the World Service Conference and World Board workgroup assignments, give members opportunities to demonstrate and improve their leadership abilities. We hope to improve our efforts and move closer to achieving the Leadership Development objectives in our strategic plan in the upcoming conference cycle.

One of the areas to which we have been giving our attention is the nominations and elections process at the World Service Conference. We know that many delegates would like to see change in these processes, and so would we. However, we need to have further discussions before we can judiciously make any changes. We see the nominations and elections issues as linked to the challenges we perceive in cultivating leadership, and we hope that as we continue in our transition from the old system to the new, we will better use opportunities such as workgroups to generate experience and cultivate leadership. Elections are just one component of a system, and we are engaged in an ongoing dialogue with regional delegates and the Human Resource Panel to evaluate each component of the system as well as the system as a whole. We have already surveyed the delegates about the issues, but we believe that recommending specific changes would be premature without a more thorough evaluation. We will be continuing to discuss these issues at the WSC so that we can move closer to reaching consensus about how to make improvements in an area where the conference has always struggled.

Perhaps even more importantly, we hope to discuss issues related to leadership development at all levels of service. One of the constants we have experienced at the worldwide workshops, no matter where we go, is the desperate need to find members willing to take and fulfill local leadership roles. Together we can move toward a future where service and leadership are seen as the privilege and gift they are, where all who serve our fellowship experience what the WSC Mission Statement describes as the “joy of selfless service and the knowledge that our efforts make a difference.”

Development and Support of Infrastructure:

Fellowship support key result area

Another topic upon which we will focus at the World Service Conference is the development and support of infrastructure. We struggled for a word to describe this topic, and we chose “infrastructure,” which the dictionary defines as the base or foundation of an organization, and for NA that means many people working together. The primary purpose of an NA group is to carry the message to the addict who still suffers, and a broad foundation of trusted servants and service committees help to make that possible. Accurate meeting lists, reliable phonelines, and members who provide information to the public—to name just a few services—all help addicts to find

our program. How many people might have found our program if there had been someone to answer the phone? How many professionals won't refer their clients to NA because they got a bad first impression of our program? Our vision statement looks forward to a day when "Narcotics Anonymous has universal recognition and

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Fellowship Support

Service Structure

A strong service structure operating at a consistently high level of performance is critical in providing wide access to NA and in building awareness of NA as a viable program for recovery. We must find ways to better support the operation of the service structure and increase the understanding of how components of the structure complement each other in achieving a common goal. Support must be tailored to the different needs and stages of development of NA communities around the world.

Community Development

NA's increasing diversity—geographically, culturally, by age, and in other significant ways—creates new challenges in attracting and continuing to engage members and potential members. In addition, the needs of newcomers to the program can differ significantly from those with greater experience. We must find ways to identify and address the issues that arise from growth and diversity, and which potentially serve as barriers to the recovery possible through NA.

Discussion Questions

What tools, information, or support could NA World Services provide to help groups, areas, and regions build a strong foundation to carry the NA message of recovery? How can we make NA more attractive and responsive to all of our members and potential members?

respect as a viable program of recovery," and strengthening our infrastructure is crucial if we are to reach that goal.

There is a direct connection between the strength of local services and our fellowship's overall ability to carry the message. The growth and continuation of our program of recovery depends on each level of service to provide specific, ongoing support. But, of course, local service committees sometimes struggle to meet the challenges before them. We know that the development of resource material is part of the solution, and we are dedicated to that effort, but what more can we do? How can we all move closer to the fulfillment of our vision, where "NA communities worldwide and NA World Services work together in a spirit of unity and cooperation to carry our message of recovery"?

The work we do together will determine how accessible we are to addicts, the impression we make on society, and how well we carry our message. We look forward to discussing these issues at the conference.

New Internet Resources

We have a couple of online tools to try to help with some of these leadership and infrastructure challenges by generating discussion and sharing resources. We have created new discussion bulletin boards, and we are working on a forthcoming site for conference participants. You can access both bulletin boards from this page: http://www.na.org/discussion_boards.htm.

First, we have created a bulletin board where NA members can post their thoughts about the two issue discussion topics identified at the last WSC, "Atmosphere of Recovery" and "Self-Support." Responses to these topics used to be published in the CAR. Now we have a very different process, which encourages members from around the world to discuss these issues with each other and share the results of those

discussions with us. Any member can post ideas about these two topics on our new discussion board. If you have not visited the issue discussion topic site, please give it a try and let us know what you think about it. Also encourage anyone who has information from local discussions to send it to the World Board. We hope that using all communication vehicles to discuss these topics will encourage dialogue and assist the board in its communication efforts. We will be presenting the 2004-2006 issue discussion topics for delegates to choose at the conference, and we could use input about the effectiveness of using the Internet for these discussions.

The second bulletin board, designed for WSC participants, is a forum where regional delegates, alternate delegates, World Board members, and the executive director of the WSO can discuss a variety of issues relating to service and the upcoming conference. Anyone who is registered can read the exchanges on this board, but only conference participants may post.

If you have visited either of these sites, you may have noticed that World Board members typically do not post there. Although we, as board members, may post individually to either site, many of us have been reluctant to do so. Our concern is that our comments could be perceived as “speaking” for the board when we post as individuals. This poses a dilemma for us; while some of us may want to share our individual ideas and personal experience, we have no desire to be perceived as speaking for the board as a whole in this activity.

Another tool that we hope will help conference participants is the site we will be creating for information about WSC 2004. Here, current and past conference participants will offer information to help others prepare for the World Service Conference. The resources on this site will assist with orientation for the conference, offering usable information that will tell you what to expect at the WSC and how best to prepare. Think of it as a kind of “library” where more seasoned participants will have contributed essays, ideas, and tips to help newer participants learn the ropes. The cultivation of leadership happens when one addict helps another. We will notify conference participants when this site is up, and we will make sure that conference participants without Internet access receive copies of all of the information that is posted.

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Resources

Financial Resources

Growth of the worldwide fellowship and ongoing member expectations for services place demands on our resources. To ensure that we build and maintain adequate resources that grow with the fellowship, we must take a fresh look at funding sources and the flow and use of world service resources. We must also find ways to raise fellowship awareness of the resources NAWS has and how they are used.

Staff Capacity

WSO staff must provide expertise and experience in developing and managing the projects, products, and services needed to fulfill the directives of the World Board, and staff members must be full partners in realizing the NAWS vision. To succeed, gaps in staff expertise must be identified and filled (or outside resources used), and existing staff must work as productively as possible. Our staff capacity must be routinely reviewed against and aligned with NAWS goals and priorities.

Discussion Questions

How can we increase fellowship awareness of the need for donations sufficient to cover services? What does self-support really mean?