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Thank you all for your lovely feedback about the new online format of Leader Today. A number of you also asked for a pdf of the whole issue. I am pleased to report that the site now has a “pdf button” in the menu bar at the top of each page in addition to the print button at the bottom of each article. When printing, you can decide whether to include the pictures in each article or to print text only.

I would like to introduce Mary Francell who joins the Leader Today editorial team as a contributing editor for Keeping up to Date. Mary has been a La Leche League Leader for 20 years and is currently Area Professional Liaison for LLL of Georgia, USA. Mary is studying to take the International Board of Lactation Consultant Examiners (IBLCE) exam this summer. Welcome Mary!

In this issue Jo Hillard Carrane and Mary Francell look at pumping in the workplace with many tips and ideas to share with mothers—from the practicalities of pumping to legal resources. Kathy Grossman highlights using mothers’ introductions as the basis of a meeting topic and our list of ice breakers offers plenty of ideas to help mothers get to know one another. Cindy Garrison helps to simplify the important topic of mixing causes while Monika Purba describes the launch of LLL Indonesia. Finally, Hannah Katsman reveals a host of ideas that show LLL is thriving in Israel including how LLL Israel’s work with mothers led to an invitation to the Israeli parliament.

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Send in your ideas and articles

Whether you have an idea for a great meeting plan, fundraising tips for your Group, a photograph, an experience to share, or a request for an article on a specific subject, we would love to hear from you. Please send contributions for *Leader Today* to editorlt@llli.org

Philippa Pearson-Glaze,
Leader Today Managing Editor

When Meeting Introductions Are the Meeting

Kathy Grossman, Moab, Utah, USA

Adapted from eConnect, LLL of US West Area Network's electronic newsletter for Leaders, Issue 27, April/May/June 2013

A good time for participants to introduce themselves can be right before the discussion. Not only does this give them the opportunity to get to know a little about each other, it also helps them warm up to participating in the discussion. —LLLI

Leader's Handbook, Fourth Edition, 2003, page 37

Mothers' personal introductions are a typical feature of many La Leche League Series Meetings. Sometimes a Leader may want to get through those introductions quickly, so that she can move on to the discussion, perceived as the "real" meeting. But there are many advantages to letting round-robin introductions *be* the meeting. From setting the meeting tone, to identifying and answering hot topics and burning questions, to tailoring the discussion to the mothers who attend, introductions can put La Leche League mother-to-mother support on warm and empathetic display.

The tone of introductions can set the tone of the meeting. The *Leader's Handbook* suggests a Leader model mothers' introductions with a verbal example and template:

Set the tone by starting the introductions, giving your name, your children's names and ages, and/or your due date, if relevant. Then each participant in turn can introduce herself. —LLLI Leader's Handbook, 2003, page 37

Mothers will realize that we avoid an atmosphere of competition (baby's weight and health, birth experience, who nursed the longest, etc.) and that we affirm each breastfeeding experience as unique and successful in its own way. Mothers often learn from guiding and doing the talking themselves, expressing fears, and articulating concerns. A Leader can express LLL philosophy and perspective (and the occasional disclaimer), but for many mothers, this meeting may be their first opportunity to talk about their mothering journey with someone other than their partner, doctor, or family members. Mothers' responses to other mothers' comments during introductions may also give them a chance to demonstrate their own confidence and experience.

Hot topics can be identified and burning questions addressed. Leaders may write down issues and concerns as mothers introduce themselves, and plan to address questions later. However, sometimes discussions of *other* concerns and issues at a meeting can push those noted questions into the background. Answering questions and asking follow-up questions *during* introductions can calm and reassure a mother immediately.

The discussion is tailored to attendees, not to the mothers you *thought* might come when you were preparing your notes the night before. When I've come early to set up for meetings, I have often heard arriving mothers describe the hard night they had, how they almost didn't come to the meeting, or how much the baby cried in the car on the drive over. You don't have to make those mothers wait! You can address their concerns during introductions. A mother will feel the warm, attentive spotlight on her, and a

Leader can feel reassured that she is providing exactly the information the mother wants.

Milestones can be noted and celebrated. During introductions, Leaders can honor every mother's stage in mothering, from pregnancy to newborn to preschooler to teenager. Other mothers can join in the praise and acknowledgement when a mother mentions her baby was finally able to latch on, or that she finally had a successful solo trip to the grocery store with her baby, or that a mother-in-law finally understood the benefits of nursing beyond six months.

You may not want to do extended introductions at every meeting, and not all rounds of introductions will have the staying power to sustain a full meeting. Timid and overwhelmed mothers, especially if they are new to La Leche League, may need extra time and empathetic understanding—and perhaps a more structured format—to feel comfortable bringing out deeper concerns. Some mothers may only want to give their own and their baby's names. However, there is no *single way* to facilitate La Leche League meetings. Introductions can provide a natural platform for breastfeeding information and support.

Kathy Grossman first introduced herself at a La Leche League meeting in 1982 in Carlsbad, New Mexico, USA, when she was pregnant with her first child. Several years later, when the Leader of that meeting had moved away, Kathy became accredited by

mail. Her far-flung sons, Sam, Ed, and Monty, enjoy visiting her high-desert home in Moab, Utah, USA.

Icebreakers!

(Compiled by Philippa Pearson-Glaze)

In a La Leche League monthly Series Meeting, mothers gather in a group for an informal discussion for the first part of each session. The Leader will often start by going around the circle asking everyone's name, their children's names and ages and any challenges they are facing. In *When Meeting Introductions Are the Meeting*, Kathy Grossman explains more about the advantages of this type of sharing.

An alternative approach before or after the introductions is for the Leader to ask a more specific "icebreaker" question to encourage everyone sharing, laughing and relaxing. When we meet someone for the first time, it can be handy to find some neutral ground to start a conversation or "break the ice." Icebreakers (questions that can encourage people to talk) help us get to know one another and feel more comfortable together. On the LLL Leaders Facebook page, we asked for some of your favorite icebreakers.

How did you sleep last night? (The discussion that follows can take up a whole meeting)

Barbara Higham, LLL Great Britain

How did you choose your baby's name?

Devon Miller, Lancaster, Pennsylvania, USA

What is the biggest change in your baby during the last month?

What has been the biggest change in your family's life this year?

J. Elder-Gomes, LLL Canada.

What makes you smile about your baby?

What have you achieved this morning?

What's your favorite place to breastfeed?

What makes your toddler giggle?

Justine Fieth, LLL Great Britain

**What are you most looking forward to about spring, summer, fall, or winter?
What did you resolve for this year (or what would you resolve if you had time for resolutions!)?**

What is one great memory you have of your first child's birth?

Karen Smith, Illinois, USA

“Tell me two truths and a lie.” Hand out a small piece of paper and ask mothers to write down their two truths and one lie about themselves. They read them out loud and other members have to guess which one is not true. It can easily generate a good discussion.

Melissa Peddy., Virginia, USA

What did you have for breakfast?

Emma Gardner, LLL Great Britain

If you had to choose one meal or one food to eat for the rest of your life, what would it be?

Mariana Mastracchio, New York, USA

What did you have for dinner last night? Shows how we are all different but have all come to the same meeting for breastfeeding.

How do you dry your clothes? This one shows how ingenious women are at using what they have or parts of the house in a way not originally intended!

Nik Harris, LLL Great Britain.

How do you dry and sort family socks after washing? Going round the circle it is surprising how many different answers there will be and generates quite a bit of fun, laughter, and jokes about odd socks. It leads nicely into, “We don’t all launder our socks the same way and we won’t all mother the same way. Please take what ideas you like from the meeting and leave the rest behind!”

Anna Burbidge (from an original idea by Alison Parkes), **LLL Great Britain**

What was on your list of "I will never" before the baby or before pregnancy that you have embraced now?

Michele Karver, Pennsylvania, USA

LLL Thriving in Israel

Hannah Katsman, Petach Tikva, Israel

LLL Israel revived!

Just two or three years ago, we thought that LLL Groups in Israel were dying. One of our Leaders said “moms don't bother to leave the house anymore. We should focus our efforts elsewhere.” But we have seen a revival. Of 23 Groups, many are now thriving, and a number of them have 15–20 mothers at each meeting.

Secrets of our success

We think the secrets to our success include the following:

1. Social media

LLL Israel has a countrywide Facebook group (over 12,000 members) and we actively promote the Groups, inviting mothers who have been to a meeting to share their experiences. One of our Leaders posts the upcoming meetings every week on our Facebook group and page, and on our website help forum.

2. Leader support

Most of our Leaders report on their meetings directly to all Leaders through our Yahoo email group. Previously our Leaders had not been sending in meeting reports very often. Through the Yahoo list Leaders get encouragement, ideas, and support from other Leaders.

3. Two meetings every month

Several of the Leaders decided to hold meetings twice a month. Some of our Leaders are lone Leaders, some have co-Leaders, and some alternate Leaders each meeting.

Most of our Group meetings are on weekday mornings, so having meetings every two weeks means that mothers are more likely to get to two or three meetings before returning to work. In Israel mothers have 26 weeks of maternity leave, with 14 of those weeks paid.

5. New Groups to meet demand

The mothers in an isolated area complained about not having an LLL Group. So we organized a way to send one or two Leaders each month to the city of Beersheva (a one to two-hour drive for most Leaders). Twenty-eight mothers came to the first meeting and there is already one Leader Applicant!

6. Our own meeting format

Most Groups here don't follow the Series Meeting format and only a few Groups announce a topic or plan a topic in advance.

An invitation to the Israeli Parliament

La Leche League went to the Knesset (the Israeli parliament)! We were invited by Dr. Aliza Lavie, a Knesset member and head of the Committee to Advance the Status of Women. The committee held a special session, "Protest on behalf of breastfeeding in public: Breastfeeding is not a dirty word."

The background for the session was an incident involving a woman visiting a local mall with her two young children. After she began breastfeeding, the mall manager approached her accompanied by a security guard. The manager told the mother she

could not breastfeed there, and that she should go to the breastfeeding room. The mother tried to explain that the room was small and stifling and on a different floor. But the manager insisted, so the mother decided to leave the mall. She felt humiliated. There have been several similar incidents, some of which made the press.

As a result of this, two women, Ivana Sela and Tammar Neeman-Golan, decided to take action. They asked people to change their Facebook profile pictures to a breastfeeding picture, whether of themselves, someone else, or a piece of art, for a week in November 2013. Secondly, they planned "nurse-ins" in malls throughout the country for December 24. This attracted a lot of attention in both social media and the news.

LLL Israel did not officially endorse the protest, but many Leaders took part or promoted the event.

Special session of parliament

Lavie's office invited representatives of LLL Israel, the Israeli Association of Certified Lactation Consultants (IACLC), the organizers of the protest, representatives of women's organizations, and the Health Ministry to attend the special session. The women's organizations did not send anyone. In the past, breastfeeding legislation has been opposed by these organizations, presumably because they see breastfeeding as conflicting with women's employment opportunities.

Dr. Lavie opens each session of her committee by highlighting a female pioneer in the topic under discussion. The day before the session, her aide asked Ivana Sela, an organizer of the protest, if she knew of a suitable candidate. Since Sela has no children and is not familiar with the history of breastfeeding support, she asked me for a suggestion. Naturally I thought of the co-Founders of La Leche League, and Sela agreed it was a wonderful idea.

While I was on my way to the Knesset in Jerusalem, Lavie's aide called to ask me to open the session! Efrat Feldman, a Leader from Givat Shmuel, who also came to the discussion, pointed out that if the co-Founders had chosen not to nurse in public at the church picnic in 1956, La Leche League might never have gotten off the ground. I mentioned that in the introduction.

When Lavie introduced me, she mentioned that she herself had benefited from the support of LLL.

Israel has no laws relating to public breastfeeding. A survey presented by a health ministry representative showed that in some sectors, a majority of Israelis are uncomfortable around breastfeeding. Most women report that they have never been challenged for breastfeeding in public. Yet it only takes one or two publicized instances for mothers to be concerned about harassment when they breastfeed in public.

Proposals from the session

Ideas proposed included **a law prohibiting discrimination against breastfeeding women**, and **a requirement for new public buildings to include a breastfeeding room**. Lavie was extremely supportive, promising that her committee would start work on these proposals. She invited Yael Broida, a researcher who wrote her doctorate on legal aspects of breastfeeding in public, to join her committee. Another Knesset member has already proposed an addendum to an existing law prohibiting sex discrimination that would also protect breastfeeding mothers from harassment and discrimination.

LLL Israel and IACLC submitted a joint position paper that was printed out and distributed to the participants.

Lavie, a professor of women's studies, encouraged anyone who had experienced discrimination or poor treatment as a breastfeeding mother to report it to her committee's office. She has written a book, a collection of Jewish prayers written by women, and read aloud a 1786 prayer by a pregnant Italian woman, who asked that she have enough milk to raise her child to adulthood.

Pleasantly surprised

We were pleasantly surprised by the reception LLL received at this session. It is wonderful when LLL gets public recognition for the work we do that touches the lives

of so many mothers and babies. We hope that LLL participation in this session will help ensure that breastfeeding in Israel will be protected by public policies.

Hannah Katsman is a mother of six and currently serves as Area Coordinator of Leaders for LLL Israel. She lives in Petach Tikva, Israel, and is an International Board Certified Lactation Consultant in private practice. She blogs at: [A Mother in Israel](#) and [Cooking Manager](#).

Pumping in the Workplace

Adapted from “Handling Legal Calls: Pumping in the Workplace,” *Northern LLLights*, LLL of Minnesota and the Dakotas’ Area Leaders’ Letter, Winter 2014 Jo Hillard Carrane, Eden Prairie, Minnesota, USA

In a typical helping call, mothers bring the challenges they and their nurslings encounter when establishing breastfeeding relationships. Leaders are available to share information and reassurance to mothers in these situations. However, calls about external interference with the nursing relationship may leave a Leader feeling helpless. An unsupportive employer may be a major obstacle for a mother and baby already struggling with breastfeeding. It can be helpful to mentally frame these calls in two different parts: the legal questions and the breastfeeding questions. The breastfeeding questions are the ones a Leader can answer.

Practical pumping questions

- **Does the mother feel overwhelmed trying to provide enough pumped milk?**

You can discuss a normal amount to pump (two to four ounces total per session) and paced bottle-feeding¹ so the baby doesn't gulp milk too quickly. "Planning Your Milk Supply" on pages 268-269 of *The Womanly Art of Breastfeeding* (2010 edition) suggests that if a mother is away from her baby for nine hours (work plus travelling time), her baby will probably need about six 2-ounce ((60 ml) containers of her milk each day. The Kellymom article, [How much expressed milk will my baby need?](#) has a milk needs calculator (for the exclusively breastfed baby).

- **Is the mother struggling to maintain an adequate milk supply at work? Or does she feel her milk supply has been affected?**

Babies between one and six months take about 19–30 ounces or 570–900 milliliters of breast milk (Kellymom, 2011) in 24 hours. In *Breastfeeding Answers Made Simple 2010*, Nancy Mohrbacher quotes 25–35 ounces or 750–1035 ml. Ask whether the mother is pumping as often as she would be feeding and discuss ways to pump more breast milk, such as looking at a picture of her baby, recording her baby's cry to play back while pumping, and smelling an unwashed piece of her baby's clothing. Some mothers find that meditation or visualizing a waterfall can help. Assure her that many women see a drop in pumping output as time goes on and that there are ways to increase it.

¹ Paced bottle-feeding is described in *The Womanly Art of Breastfeeding*, 8th Edition, 2010, on pages 425–426.

Maximizing pumping

- **Does the mother have a good pump?** A high quality pump meets the mother's needs and effectively removes the milk. Double electric pumps are most often recommended for mothers who experience regular separation from their nursling.
- **Does the mother know how to hand express?** Hand expression in addition to (or sometimes instead of) the electric pump can maximize milk expressed.
- **Hands on pumping.** Jane Morton, MD, of Stanford University School of Medicine in California, USA, has found that breast massage during pumping increases pumping output. See her video [here](#).
- **Does she have a new pump for this baby?** Or is she using a pump she used with an older child? If the mother is using a secondhand pump (other than a "closed-system" pump), she needs to be aware of hygiene cautions and concerns. Used pumps can be contaminated and unhealthy for mother and/or baby. There is also no way to know how much life is left in a secondhand pump. Has she had the pump tested to make sure it is still effective? Some retailers will test pumps, or some hospitals, clinics, or International Board Certified Lactation Consultant practices have that capability. When a mother is dealing with the stress of pumping at work, the last thing she needs is a drop in supply due to an ineffective pump. See also "What about Used Pumps?" on page 296 of *The Womanly Art of Breastfeeding*, 2010 and "[Are Used Breast Pumps a Good Option? Issues to Consider](#)" by Nancy Mohrbacher, *Leaven* June-July 2004, pages 54-55.

Pumping logistics

- How often does the mother plan to pump during the day? In an eight-hour working day most women pump during morning and afternoon breaks and during lunch. It can help to discuss what Nancy Mohrbacher, author of *Working and Breastfeeding Made Simple*, calls the “magic number“: the number of times a mother’s breasts need to be drained each day to maintain a full milk supply. Mohrbacher says, “Due to differences in breast storage capacity, some mothers’ ‘magic number’ may be as few as 4 –5 or as many as 9–10.” (Refer to [The 'Magic Number' and Long-Term Milk Production.](#)) An employed mother with a higher “magic number” may need to nurse more at home if she can’t pump frequently at work. Talk about ways to rest while night nursing and refer her to the chapter on working in *Sweet Sleep: Nighttime and Naptime Strategies for the Breastfeeding Family* (LLLLI, 2014). Also, it can be helpful to take advantage of breastfeeding just before leaving home and as soon as she arrives at day care after work, which has the added bonus of signaling her breasts to make antibodies to the specific germs her baby is exposed to during the working day.
- What options does she have for a location to pump? A private space (that is not a restroom) with a comfortable chair and access to electricity, a sink, and a refrigerator would be ideal. However, sometimes an employed mother must be creative. Mothers have curtained off open work spaces and used white noise to mask the sound of a pump. Some teachers and other employees with limited

private space have even used car outlet adapters and rigged makeshift blinds so they can pump in their vehicle. A cooler with cold packs can substitute for a refrigerator. Having an extra set or two of pump parts means a mother can use a clean set at each pumping and take them home to wash.

Caregivers

- Is he or she familiar with handling human milk? Current milk storage guidelines and tips on usage are found at: <http://www.llli.org/faq/milkstorage.html> and a tear-sheet on milk handling is on page 493 of *The Womanly Art of Breastfeeding?* and online at <http://www.llli.org/toolkit> (Day care provider sheet – milk handling link, second page)
- Has the mother talked to her caregiver about paced bottle-feeding? She can find information in *The Womanly Art of Breastfeeding* on pages 425–426, and a tear-sheet on page 491 or <http://www.llli.org/toolkit> (Day care provider sheet – paced bottle-feeding link)

Questions about pumping and the law

The mother may also have questions about how she can still provide her own milk for her baby with a less-than-accommodating employer. When responding to any legal question, Leaders need to make it very clear to the mother that they do not provide legal advice. When wearing your LLL hat, you are not an attorney, legislator, or mediator. Leaders are there to support the mother. One of the more common legal situations is a nursing mother who returns to work and faces an employer and/or co-

workers who are unhelpful and may even seem hostile to breastfeeding. Even in a supportive environment, returning to work can feel overwhelming for a new or experienced mother. Help the mother clarify her concerns by going over the issues.

We're all in this together

One of the most helpful things a mother can do is to consider her approach to the situation. Very often, a mother is understandably angry about an employer's lack of support and wants to know more about her right to breastfeed in the workplace. As a Leader, you can provide a friendly ear and listen to her struggles. Gently suggest going to her employer with a "we're all in this together" and a "how can I help you to help me?" approach. Enquire whether the mother has yet had discussions with her employer regarding pumping when she returns to work. What accommodations are allowed, if any? Does the mother know why her employer thinks pumping at work will cause a problem? Has the mother discussed with her employer how she will still complete her work on time or if there are any opportunities to telecommute?

The mother can also explore available resources. Is there a human resources department? Is there an employee handbook that might discuss accommodations? Are there other mother allies who have pumped at the place of work in the past?

Ask whether the mother has discussed with the employer the benefits of an employee who is a breastfeeding mother. Breastfed babies tend to be healthier, which means the mother misses less work to care for her sick baby. Additionally, time is normally allotted

for smokers to take breaks and pumping usually takes less time overall than smoking breaks. In the US, it may help for her to share with her employer the “Business Case for Breastfeeding” from the United States Department of Health and Human Services. This document outlines benefits and other information on lactation programs and is online at <http://mchb.hrsa.gov/pregnancyandbeyond/breastfeeding/> Other countries or regions may have similar resources (check with your Area or Area Network).

Legal requirements

Finally, you can provide the mother with the legal resources. If the mother is convinced her employer is blatantly violating the law, you can gently suggest the mother document her situation and consult with legal counsel. Do not let her outrage talk you into making a legal conclusion on whether she has a case.

You can contact a Professional Liaison Leader for information about the laws in your province, state, or country. In the United States, refer to [Workplace Support in Federal Law](#). In the United Kingdom, see [Accommodating Breastfeeding Employees in the Workplace](#).

Often, with a little bit of conversation, creativity, and a good dose of determination, mothers can develop a solution specific to their situation. You as a Leader may be just the one to provide the tools and suggestions to make that happen.

For additional reading

Roddy, A. [Gentling Baby to a Bottle: When a Breastfed Baby is Bottle-fed.](#) *Leaven* 2009; 45(1):12-15.

Pearson-Glaze, P. [How Can I Pump More Breast Milk?](#) 2014, <http://breastfeeding.support/how-can-i-pump-more-breast-milk/> (accessed 2 March 2015).

Pearson-Glaze, P. [Do I Need a Breastpump?](#) 2014 <http://breastfeeding.support/do-i-need-a-breast-pump/> (accessed 2 March 2015).

Colburn-Smith, C. and Serrette, A. *The Milk Memos: How Real Moms Learned to Mix Business with Babies—and How You Can, Too.* New York: Tarcher/Penguin Books, 2007.

Jo Hillard Carrane lives in Eden Park, Minnesota, USA, with her husband Andy, their children Mike (5), Joey (2), and stepdaughter Kenzie (15). Accredited in 2012, she is the Area Professional Liaison for LLL of Minnesota/Dakotas, USA. In addition to La Leche League, she works as a jury consultant.

Mary Francell is the mother of three breastfed children. She has been a La Leche League Leader for 20 years and is currently Area Professional Liaison for LLL of Georgia, USA. Mary is studying to take the International Board of Lactation Consultant Examiners (IBLCE) exam this summer and plans to open a private lactation practice.

Mixing Causes

Cindy Garrison, Interim Director of the Leader Accreditation Department (LAD)

Cindy and Mariana Petersen, Interim Administrator of Leader Accreditation (ALA) for Latin America, presented several LAD sessions at the Latin American Regional Conference held in Costa Rica on November 2-4, 2014. This article is inspired by one of their presentations.

What is “mixing causes”?

Mixing causes is a term used in La Leche League (LLL) to refer to the ethical importance of keeping the mission and philosophy of the organization clear and distinct from other issues that may be closely related but are not part of the purpose of LLL. Whether leading a meeting or talking to a mother on the phone, it is important that Leaders keep their own personal biases, practices, or business ventures out of the conversation and provide information based on The Womanly Art of Breastfeeding and other LLLI materials. This discussion is especially important during the application to help mothers interested in leadership know the boundaries within which they will work.

Personal biases

Leaders and mothers who seek to be Leaders are passionate about breastfeeding. They might also be passionate about topics that seem to be in line with LLL philosophy and the mission but are not part of them, such as homeschooling, home birth, cloth diapers (nappies), family bed, vaccine or immunization decisions, or vegetarianism. As an LLL Leader, it is important to be careful about what is said and how it is said to help keep personal biases out of the discussion and so avoid alienating mothers.

Example #1 Home birth

Nancy Newmom is seven months pregnant and attending her first meeting. She is quiet but very observant. She notes the LLL publications on display and starts to look through the Group library. She sees many books on home birth. She had never considered this idea and during the meeting she asks for more information. Gina Groupmom is quick to point out that she had all her babies at home and can give Nancy her midwife’s name and contact information so she can set it up.

How can the Leader avoid mixing causes?

Layla Leader can thank Gina for her offer and refer to the The Womanly Art of Breastfeeding. She can explain that The Womanly Art reflects LLL philosophy and encourage Nancy to read the birth section to learn more about birth and ways to

prepare for the experience. Layla can ask others to share their favorite tip for preparing for birth. Layla can also remove some of the home birth books and make sure the library offers a range of books on different birth options.

Example #2 Homeschooling

Nora Newmom has been talking to Luisa Leader for several months about her breastfeeding concerns. Luisa has been very helpful and encourages Nora to attend the next meeting. Nora arranges to have her mother watch the older children and attends with the baby. As they do introductions, Maria Mother asks where the other children are. When Nora explains, Maria replies that they make sure the meeting room is childproofed and adds “Most of us are homeschooling so there is always a teenager or two present to help with the toddlers.” Nora’s oldest child is enjoying kindergarten but Nora now wonders if she would be expected to agree to homeschool to continue to attend the meeting.

How can the Leader avoid mixing causes?

Luisa can respond, “LLL believes that every parent makes the best decisions for their situation and their child. Homeschooling is one option for educating children. As a child gets closer to school age, parents are encouraged to look at all the options and choose the one they feel is best for their child.”

Leaders represent LLL

It is also important to discuss the nonverbal ways in which the LLLI mission can seem blurred and other causes can seem related. A Leader Applicant may not think about how the T-shirt she wears promotes her feelings on birth choices. Her tote bag from a vegetarian grocery store or her bumper sticker for her homeschooling group could suggest that these are LLL-related or even sponsored causes. The Leader Applicant may need to be reminded that as a Leader, she will be speaking for the organization, not herself, and therefore needs to be conscientious about how her words and nonverbal cues represent the mission and philosophy of LLL.

In the same way, a Leader Applicant who includes a signature line on her emails will need to be reminded that when she is corresponding with mothers as a Leader, her emails cannot refer to any business she may have, any personal causes she supports, or a personal belief that could cause a mother to presume that this is also supported by LLL. It is recommended that a Leader or Leader Applicant set up a new email address for her LLL correspondence so that there is no confusion. Her phone voice mail should also not refer to any personal job or business she has, or to her personal beliefs or causes she supports.

Example #3 Promoting organic gardening

Muriel Mom has become very involved in her organic home garden, preserving food and herbs by canning, freezing, and drying. She also belongs to a local food cooperative. She makes sure she wears a T-shirt that advertises the food co-op to LLL meetings and always has several co-op and seed catalogues with her to pass out. She loves the meeting on nutrition and dominates the conversation, bringing the discussion back to self-sustaining farming and organic gardening whenever she can. Lydia Leader tries to counter Muriel's dominance by asking others to share how they have improved their family's eating. Muriel feels it is her mission to encourage healthy eating and that LLL supports this. This is one reason why she would like to be a Leader.

How can the Leader avoid mixing causes?

If the behavior persists, Lydia can find a time to talk to Muriel privately. She can express her appreciation for Muriel's participation in the Group and her interest in healthy eating. She can share the LLL concept on nutrition and the ideas for the nutrition meeting described on page 76 of the LLLI Leader's Handbook (2003). She can also share the discussion of mixing causes found on pages 46-47 of the Leader's Handbook. Lydia can be clear that the meeting is for discussing general nutrition, not focusing on one particular type of diet. Lydia can also discuss the difference between the Leader's role and that of being a mother in the Group. Lydia can offer Muriel other options for sharing her information such as at a Group Enrichment Meeting or as a session during an Area Conference.

When a Leader runs a related business

Some Leaders are also lactation consultants, doulas, or childbirth instructors. This can be confusing for a mother who attends the Group meetings and who learns of this additional role of the Leader. The mother may not understand the difference between the help provided as a Leader and the help offered in a Leader's other role. These Leaders are guided by the Code of Ethics: Leaders with Personal, Professional or Commercial Interests (see references at the end of this article). They cannot mention their additional role during meetings. They are to keep separate phone lines and email addresses to keep their roles distinct. It is also not appropriate for Group members to promote their businesses through LLL.

Example #4 A Group member works as a birth doula

Mandy Mother has a home business as a birth doula. She attends the Smalltown LLL Group. She would like to hand out her brochures to every new mother who comes to the meetings.

How can the Leader avoid mixing causes?

The Leader can explain that even though alert and active participation in birth is one of the basic tenets of LLL, an LLL Group cannot promote or endorse one person's business over any other business with a similar focus. This is especially important when it could be for the personal profit of a Group member or Leader.

Example #5 A Leader is also a lactation consultant

Linda Leader works for a hospital or in private practice as a lactation consultant and also leads a La Leche League Group.

How can the Leader avoid mixing causes?

As a Leader, Linda is careful not to mention her outside employment during the meeting and reminds her co-Leaders and any mothers who are aware of her job not to bring it up in the meeting. Linda also keeps to the guidelines in the sidebar.

Guidelines for the Leader who is also a Lactation Consultant

Linda cannot charge for her services if:

- a mother first calls Linda as a Leader. Linda is a Leader throughout the relationship and cannot charge for the help she gives. The exception to this would be the mother whose needs became increasingly clinical in nature and beyond the scope of an LLL Leader (see below).

Linda can charge for her services if:

- the mother's first contact with Linda is as a lactation consultant with fees payable and then the mother contacts her for follow-up care in the same capacity.
- the mother's first contact with Linda is as a lactation consultant in the hospital or privately. Later, the mother goes to the local LLL Group and discovers Linda is one of the Leaders. The mother later calls for help on the hospital or private lactation consultant phone number. Because the mother knowingly contacts Linda in her role as a lactation consultant, Linda can explain the cost and arrange the private consultation.

If a Leader does not have a separate line at home because she does not have a private lactation practice, but is employed by a health care facility or practice, she is encouraged to ask callers who request a private consult a few simple questions to help clarify the role:

- Where did you get my number?
- How did you know to call me?

If Linda thinks the mother is calling for a lactation consultant, Linda can verify by asking “Are you calling to speak with a lactation consultant whom you expect to pay for services?” This is especially important because many Leaders are comfortable with doing home visits, but Leaders who also work as lactation consultants usually avoid doing home visits as a Leader because of the confusion that could arise between the two roles.

When a mother needs more...

If Linda takes a call on her Leader number, she is to help that mother to her fullest ability without charge. Linda can proceed with the call as she normally would. However, if she realizes that the mother needs more intervention than Linda is comfortable giving as a Leader (test weights, physician's reports, or anything clinical in nature), she can provide the mother with the names and contact information for lactation consultants within the local area. Linda should consult her local entity's guidelines to determine whether she can include her own practice details and costs involved.

Further information

The La Leche League International (LLL) Board of Directors has developed a “Code of Ethics” which includes several policies to help define and clarify the importance of keeping other causes about which Leaders may be passionate separate from LLL work. The policies which make up the “Code of Ethics” are the “Code of Ethics: Leader,” “Code of Ethics: Leaders with Personal, Professional, or Commercial Interests,” “Code of Ethics: Funding,” and “Cooperative Actions—Guidelines for Leaders,” found in the Policies and Standing Rules Notebook (PSR). Additional information is also available in the Leader's Handbook on pages 46-47 and 194-195.

Mixing causes distracts from our primary mission and may turn off mothers who need our help. Every breastfeeding mother needs to feel that she belongs in La Leche League, regardless of how she parents in other ways. Remember that mothering through breastfeeding and the ten concepts are the heart of La Leche League—that's something we can all feel passionate about!

References

Exploring the new policy: Code of Ethics: Leaders with Personal, Professional or Commercial Interests. *Leaven* Jan-Feb-Mar 2007; 43(1):22.

Buckley, S. Recognizing our limits: where to go when you don't know. *Leaven* 2014; 2:22-25 (lactation consultant sections on pp. 23-24).

Cindy Garrison has been a Leader for nearly 40 years with the same LLL Group she first attended. She and her husband have three grown sons and seven grandchildren. She has held many administrative roles in LLL. Before becoming the Interim Director of the Leader Accreditation Department, she served two terms on the LLLI Board of Directors, including three years as co-Chairman.

First LLL Meeting in Indonesia

F.B. Monika Purba, LLL Indonesia

Monika became a Leader in the United States. After living in New York, USA, for several years, she returned to Indonesia. Several months later, she started a new La Leche League Group in Bandung, Indonesia.

Monika said "It was a challenge to start a new Group in Indonesia because only a small percentage of mothers in Indonesia know about La Leche League."

A few working mothers from PT Len Industri (Persero) were interested in the idea of La Leche League Series Meetings and proposed the meetings to their human resources department. It didn't take long before the company approved monthly meetings to be held inside the office during the lunch break.

The first Series Meeting was held in November 2014. No babies came to the meeting because the mothers couldn't bring their children to work during office hours. Some of the mothers express milk during office hours (between eight and nine working hours) and Monika's suggestion of a pumping or breastfeeding room is currently under review with the managers. Fifteen working mothers excitedly attended that first meeting and they were all really looking forward to the next one.

Translation of LLL leaflets

Monika has translated the LLL tear-off sheets *Breastfeeding Tips, Is My Breastfed Baby Getting Enough Milk, Introducing Complementary Foods* and the *Womanly Art of*

Breastfeeding Tear-Sheet Toolkit into Bahasa Indonesian. The translation of *Breastfeeding Tips* is already in print and the mothers of LLL Indonesia were delighted to receive a copy during their third meeting in March 2015. Monika explained “The tear-off sheets are much more useful than books. All the LLL books that I have are in English and most Indonesian mothers can't read English.”

More than 20 mothers came to the meeting last month and the company management allowed an employee's wife (who doesn't work in the building) and her baby to be present, too. This meant they had their first baby in attendance!

For further information about La Leche League Indonesia see <http://www.llli.org/indonesia.html>

F.B. Monika Purba, LLL Indonesia

Monika Purba lived in the United States for several years and became accredited as an LLL Leader in September 2013 with Rochester South New York Group. In June 2014 she moved back to Indonesia, becoming the first La Leche League Leader there. Monika lives in Bandung, West Java, Indonesia, with her family, including her two sons aged eight and six years old.