

DAY 2

1

Entry Activity

The problem of practice is something that you care about that would make a difference for your locals if you improved it.

The more specific the problem of practice is, the more helpful the recommendations for your next level of work will be.

2



UNISERV FOCUS ACADEMY

Effective Worksite Leadership Structures

3

Feedback on Feedback

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Agenda Review - Today

8:30 – 10:15 -- Coaching Leaders
 10:15 – 10:30 -- Break
 10:30–12:00 – Leaders and Structures in Missouri
 12:00 – 1:00 -- Break
 1:00 – 2:15 – Problem of Practice Coaching
 2:15 – 2:30-- Break
 2:30 – 4:00 – Team Planning
 4:00 – 4:30 – Seminar
 4:30 – 5:00 – Networking Time



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Group Agreements



- Share Responsibility for the Success of Each Learning Session
- Move up, Move back
 - Respect Confidentiality
 - Be Responsible for Building Deep Understanding
 - Be timely with your presence, your speaking and your listening
 - Be fully present with speakers and open to new perspectives
 - Place tech on silent and stay checked-in
 - Share using "I" statements
 - Connect to your core values and speak from your heart

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Alice and Chad

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Get your clap on...

Need 4 volunteers to act
as Organizers

Need 4 volunteers to act
as Leaders



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Get your clap on...

Round 1

Please Clap



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Get your clap on...

Round 2

Please Clap



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Get your clap on...

Round 3

Successful clapping is...

Please Clap



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Get your clap on...

Round 4

Successful Clapping Looks Like

Please Clap

Your Rating

How to Improve

Please Clap

Your Rating



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Key Points

- Leaders Grow Best
- Clear Goals
- Clear Metrics
- Actionable Feedback
- Chance to Do Again

C4O

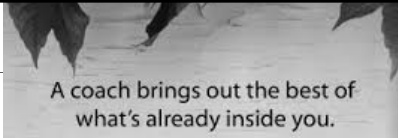
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Deb and Reggie

C4O

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Coaching



A coach brings out the best of what's already inside you.

- Coaching is a direct intervention in an individual or team's work process to help them improve effectiveness.
- Coaching enabled others to build their own capacity to act.
- Coaching moves leaders from a relationship where staff have an external control to one where they focus on how to grow.

C4O

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Effective Coaching Is	Effective Coaching Is Not
- Showing up and being present to another person's experience and listening, with both your head and heart	- Being so prepared that you figure out all the answers for the coachee before you even hear or observe their challenges
- Helping the coachee explore and make sense of their challenges and successes and what they learned from it all	- False praising of the coachee or only focusing on their strengths because you do not want not to hurt their feelings
- Helping the coachee to find solutions to challenges	- Solely criticizing the coachee for their weaknesses
- Asking questions that both support and challenge the person you are coaching.	- Telling the coachee what to do

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3 Kinds of Coaching

Motivational - Heart Coaching aimed at enhancing motivation

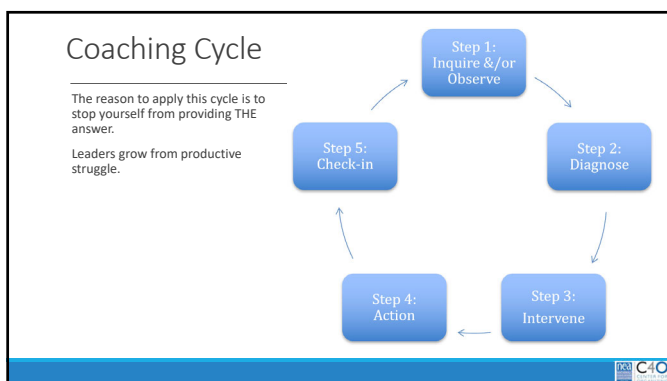
Strategic – Head Coaching aimed at helping plan, evaluate, strategize

Skills-based – Hands Coaching aimed at effective execution of a skill





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Now it is your turn...



Get into Teams - 4 to 5

Four Scenarios

Which "kind" of coaching "diagnoses" would you make



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Key Points



Coaching is about releasing your external control and enabling the leader to grow.

Coaching is as much about you changing your behavior and growing your skill as it is about growing a leader.

We only get good at coaching by practicing it.



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TAKE
A BREAK

BREAK



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Brigette Humphries

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Growing Members to Leaders

Overview of Unit

Stories to Share

Jennings
Hazlewood
Pattonsville
HNEA
SESPA



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Jennings

Listen for

- Why they had been weak
- Why they want strength now
- What structures and capacities are putting in place

Small Group Quick Discuss -

- How do you know when to walk away from putting serious organizing effort into a local?
- What tests, strategies, practices, conversations with your manager do you have?
- What is the hardest part for you about this?

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Hazlewood and Pattonville ESP

Listen for -

- Internal tension with Teamsters over strikes –private vs public sector
- How to challenge the members to lead tough conversations
- “It’s fine if you don’t want to be a member, but don’t ruin it for your coworkers.”
- Leadership is retiring (HASP), leadership stagnated (PESP)
- How current officers mentor new leaders
- Brigitte’s role as UD in the mentorship process

Small Group Quick Discuss -

- What are your practices as an organizer for reflecting about personalities and individual growth of leaders (feelings, things you look for, journaling, checklists, etc)?



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Reggie



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30 Day Structure for Action Challenge

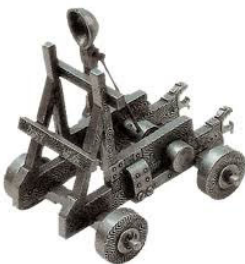


Table Teams

Chart Paper and Markers

For your assigned challenge

Identify the structures required to achieve the goals

Identify the STAFF person’s role in this work would be.



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30 Day Action Structure Challenge

- A. 1 month to get at least 500 people, with 200 picket signs, all wearing the same color, at a march, starting at the union parking lot and ending at city hall with a 3 hour rally
- B. 1 month to get 25 worksites to sticker up at least 50% of workers and post group pictures by noon on the day of the sticker up.
- C. 1 month to get a 90+% commitment to strike vote out of 3000 members on a paper ballot
- D. 1 month to get volunteers to cover 4 hour shifts (noon to 4, and 4 to 8) across five days at 20 polling locations – 2 Volunteers per shift per location -- At least 400 Volunteers
- E. 1 month to get at least 10,000 certified signatures for a ballot initiative
- F. 1 month to secure at least 50 canvassers who will do a GOTV including a lit drop in your endorsed candidate's district – looking to make 500 contacts.



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Debrief



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Key Points



Our primary job is to identify leaders who can share power, responsibility and authority

We support members and leaders by helping them identify structures that distribute power, responsibility and authority

We are not the leaders – we are a resource



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Brigette Humphries

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HNEA

Listen for -

- Structures currently in place: crisis team, rotating bargaining team (not always that same bargaining team in HNEA from year to year)
- Connie's focus on community connection: Chamber of Commerce
- Several tough bargains recently—What does HNEA do as a result
- What makes HNEA strong and what other locals might learn from them
- Bringing in dissidents—“nay sayers” added to the bargaining team – what do they say now

Small Group Quick Discuss -

- What is your approach to training leaders?
- What do you still want to learn how to do in training and coaching leaders?

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Reminder

The problem of practice is something that you care about that would make a difference for your locals if you improved it.

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Lunch



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Alice and Ellen



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Problem of Practice

The problem of practice is something that you care about that would make a difference for your locals if you improved it.

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Problems of Practice

Triads

Find the "Consultancy Protocol"

The purpose for the listeners is to ask good questions – not provide answers.

The purpose for the presenter is to determine what about their work with this problem needs to change.

There will not be a group debrief



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Brigette Humphries



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SESPA

Listen for -

- 2 de-certs and low ownership
- Why do they want to be visiting all of the schools now? What conversations did you have with them?

Small Group Quick Discuss -

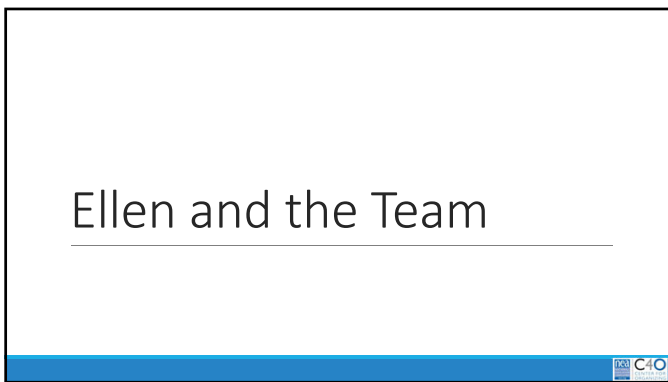
- Do you have any intentional practices that you use in coaching ESP that differ from coaching teachers (certified staff)?



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Team Planning for Leaders and Structures

Teams will select a scenario.

Identify a goal for the scenario and a basic campaign timeline.

Focus is not on actions – but on leaders and structures needed to achieve the various “wins along the way” to reach the ultimate win.

C4O

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Example

For Example –

What sort of leaders do you need in **the foundation stage** and what sort of structures are being developed?

Want to make sure there are at least 3 leaders in each building who want to make sure the union turns out the vote for the democratic candidate. This team is talking to members and non-members, doing surveys and working ID'ing possible future volunteers for actions.

Structure – Political Action Team in each building that is part of the locals Political Action Network.



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Deb Lotan

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Your
thoughts
so far...

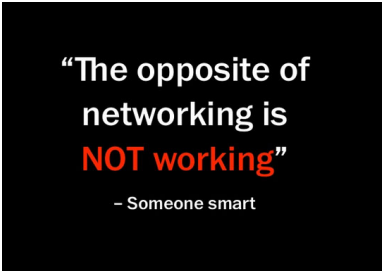
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Ending it Right

- Choice Networking
- Housekeeping
- Checking out, Flights, Taxis
- Plus and Delta at the Door

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Choice Network Time

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