

Campaign Academy: Coaching Skills to Develop Campaign Leaders Day 3

March 2026



Carrie





Campaign Academy

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Community Agreements

Using Self-Awareness and Self-Knowledge

Listening for Understanding

Being Gracious

Staying Engaged

Being Open and Suspend Judgment

Saying “I”- tell your truth

Lean into Discomfort

Reaching Empathy

Expecting Non-Resolution and Non-Closure

Adapted from “Embracing equity and inclusion”, Annie E. Casey Foundation

Feedback on Feedback

Reflection

- › How might your coaching skills help you build the capacity of your local union?
- › How might developing coaching skills help you grow as a person?



What is Campaign Lab?

1. Leadership Development through Peer Coaching
2. Campaign and Organizing Fundamentals: Tools and Training
3. Assessment, Evaluation, and Centering Equity
4. Strategizing and Collaboration

Do you want to build the
power of your local?
Apply to the Campaign Lab.



Experienced in leading
campaigns?
Apply to be a Coach!



Time	Activity
8:30am-8:50am	Welcome, Feedback, and Changing Relationships
8:50am – 10:20am	Awareness-Based Systems Change
10:20am- 10:35am	BREAK
10:35am- 11:45am	Back Home Planning: Review assessment, coaching agenda, coaching campaign, system beliefs
11:45am – 12:20pm	Presentations
12:20pm- 12:40pm	Closing



Awareness-Based Systems Change

Fabricio

Awareness-Based Systems Thinking

- To change a system, you have to understand it.
- To truly understand the system, you must also understand how the people inside the system **think**.
- To change the system, you have to make people understand that they **ARE** a part of the system, they have to a role to play in making the change, must decide they want to change it, and act on that decision.
- To make transformational change, you must be able to imagine and embody what a different, emerging, possible, future can be.



Can you name a system?

Our ability to make change in
our lives, our union, our schools
and the world....

is enabled and/or limited by...

the conditions inside of us, our
local and our union.



Find a partner who you don't work with.

2 Minute Talk and Swap:

Discuss a time when you, or someone else, proposed trying something new in your union and the idea was shut down.

What was the mindset and patterns that were working in that example?

Shift	Beyond an individual perspective into sensing the broader system.
Notice	Recurring patterns and our own role in creating them.
Move away	From "reacting to the past" towards "sensing the future" and what is emerging.
Help	Leaders test new ways of acting, learning quickly from failures rather than fearing them.
Build	New structures that support and sustain the change.

Systems Awareness: Group Activity

- › **Instructions:**

- › You all are union member leaders in an imaginary local union.
- › **Select one scenario** you want to work on.
- › **Select one person to write** the responses on the butcher paper.
- › **Select one person to read** the scenario, out loud, to the group.
- › Draw an iceberg on the paper and a water line.

Be sure to leave a lot of room on the paper to write the responses to the following questions.

3 Scenarios

- 1. A divided union in a large urban district**
- 2. Rebuilding the union and winning raises in a suburban district**
- 3. Building community defense with immigrant families**

Developing Systems Awareness

Consider the different people affected by the scenario.

Write your responses down the left side of the iceberg:

STEP 1: Seeing the problem with fresh eyes and from different perspectives.

1. How is the way the union is structured impact what's happening (behaviors + events)?
2. In a sentence, state what each group of people believes about the union and their relationship to it.

STEP 2: Force for and against change

3. What patterns are you seeing that keep the problem in place? *By patterns we mean habits, people dynamics, union or member behaviors.*
4. What incentives are there to keep the problem in place? What incentives are there to disrupt it?

RIGHT SIDE OF THE ICEBERG

STEP 3: What needs to change?

5. Awareness: What **awareness** do the leaders need to cultivate to address this problem?

6. Organizing: What **can the leaders do** in relation to each constituent group to achieve their goal of more powerful union?

7. Mindset: What **beliefs and mindsets** in the union will support this change?

8. Practices: What **practices and behaviors** do you think will support change?

Building Systems Awareness Debrief

- › What did you learn?
- › What are the patterns you can disrupt?
- › How can you use this when you go home?



Break!

10:20 – 10:35 A.M.



Back Home Planning

Kristin and Katie

Back Home Planning

- Review your self-assessment of local union strength and growth.
 - If you do not have one- look at the materials on the additional resources page to find the filled-out assessments and sections to use.
- Select one section to create a coaching agenda to take back home to your local.
 - Organizing and Engaged Membership
 - Bargaining and Worksite Advocacy
 - Communications
 - Politics and Policy
 - Infrastructure

Planning a Coaching Agenda – 60 minutes

Get into your local teams or individually to work on an agenda to take back home.

On chart paper create a plan that includes:

1. What section is the largest challenge for your campaign?
2. Has your team set goals for growth and participation?
3. Based on these goals who are the leaders you want to coach?
4. What do you think are your strengths that will allow you to build an effective campaign?
5. What are the main barriers you face?
6. What is the timeline?
7. How are you centering equity around your campaign?

Presentations



Team Presentations

- › Take your chart and find another group.
- › 20 minutes total
 - 5 minutes to present to one group.
 - 5 minutes to get coaching feedback
 - (swap for a total of 20 minutes of time).

Gallery Walk – 10 minutes

- › Put your chart on the wall and complete a gallery walk to see other plans.
- › Leave feedback/wonderings on post it notes for each chart.



Closing It Out

Carrie

- › What is your commitment?
- › What can before you leave today to take a step toward your commitment?
- › What can do this month?

Give us
Your
Feedback
Please





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