



Day 1

Who Is A Leader?

Entry Activity

Among your leaders in your local(s) who do you consider a leader? Why?

- Use Sticky Notes and Post on the Wall



UNISERV FOCUS ACADEMY

Effective Worksite Leadership Structures



We begin by acknowledging that we meet on the traditional lands served by the Cheyenne, Arapaho, Ute, Kiowa, Navajo, Apache, Shoshone, Comanche, and Pueblo people. We honor America's First People and all elders, past, present and emerging and we are called on to learn and share what we learn about the tribal history, culture, and contributions that have been suppressed in telling the story of America. We invite you to think about the spaces you are inhabiting and the Indigenous people who came before them and were stewards of the land.



Why are we here?



Three Day Agenda Overview

Day 1: Identifying Leaders and the power of structure

Day 2: Structure design and coaching

Day 3: Coalitions and presentations

Logistics to Remember

Parking Lot

Bathroom Location

Materials

Food

Room Temp

Sha as Resource

Questions?



Agenda Review – Days 1 and 2

7:30 – Breakfast-Superior
8:30 – Getting Started
10:00 – 10:15 Break
12:00 – 1:00 Lunch
2:15 – 2:30 Break
4:30 – Choice Networking
Time
5:00 - Adjourn



Agenda Review – Day 3

7:30 – Breakfast
8:30 – Getting Started
11:00 – 11:15 Break
1:00 – Lunch

No flights before 3:00pm



Getting to Know Each Other

Name
Location
Preferred Pronoun
15 Seconds Each



Community Agreements p. 2

Using Self-Awareness and Self-Knowledge
Listening for Understanding
Being Gracious
Staying Engaged
Being Open and Suspend Judgment
Saying "I"- tell your truth
Seeking Discomfort
Reaching Empathy
Expecting Non-Resolution and Non-Closure

*Adapted from "Embracing equity and inclusion", Annie E. Casey Foundation



Labor History Merry Mixer

ALBERT



Labor History Merry Mixer

- You each have a card.
- Find a partner – you each introduce your Person of Labor History
- (Three minutes per pair)
- At the signal – switch to another partner and repeat.
- Let's try to do this three times.



Who are leaders?

Reboot with Natural Leaders

ZAC

Leaders are those who take responsibility for enabling others to achieve purpose in the face of uncertainty



The SEA Theory of Change...

They said, "We can reboot Seattle EA by identifying natural school leaders, building relationships with them, and inviting them to lend their leadership to a new shared purpose."



Why REBOOT

2012

- PAC membership less than 25%
- Few political volunteers
- Close contract votes
- Felt powerless with District
- Rep Assemblies all about sending letters
- Transactional Relationship with members

2015 to 2018

- PAC Membership at 50% (and they doubled the minimum contribution from \$5 to \$10)
- Lead the state in volunteers for political initiatives
- Powerful strike in 2015
- Powerful strike vote in 2018
- Defeated budget cuts
- Rep Assemblies, well, they still send letters, but they also talk more about organizing
- Peer Assistance and Review System implemented- evaluation is increasingly meaningful
- Center for Racial Equity Established
- Relationships are more transformational



SEA's Theory...

"They can reboot SEA by identifying natural school leaders, building relationships with them, and inviting them to lend their leadership to a new shared purpose."



How it typically goes...

Members self-select into leadership roles

• "We don't have a building rep, so I told everyone I would volunteer."

We recruit members without confirming their leadership

• "She's excited about the union; I invited her to an event and to become a building rep."

Result:
"leaders" struggle to deliver when it counts

PLUS, lots of implicit bias as we choose "leaders" who meet our criteria



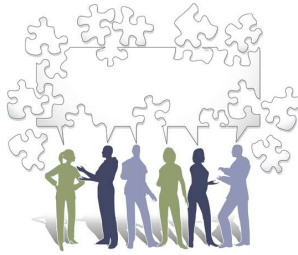
Organizing and Leadership

(definitions from Marshall Ganz)

Organizing is turning the resources they have into the power they need to get the change they want

Often, they say that their resource is "people"

But it's much more than that: the resource they have is people who have close working **relationships** with each other.



Organizing and Leadership

Leadership is taking responsibility for enabling others to achieve shared purpose in the face of uncertainty.

The members who can lead most successfully are those who already have followers, i.e. people who trust and respect them.



The Blitz, an organizing tool

Have 10 minute individual conversations with as many members as possible in a building:

1. **What do you think are the biggest issues facing us in public education? In our school district?**
2. **Who's trusted and respected here in the building?**



Frequent Questions SEA got...

- Why is this any better than sitting in the staff lunch room?
- Isn't this a great opportunity to ask people to join the union or to contribute to the PAC?
- Why Trusted and Respected?



NORTHERN ELECTRIC 15					
CLASS	LETTERMAN	STUDENT	INSTRUCTOR	WAS	WAS
CERT 1	Lee	Tan	Hartman	Yes	Yes
CERT 2	Wae	Melina	Hartman	Yes	Yes
CERT 3	Wae	Wae	Chapman	Yes	Yes
CERT 4	Humbert	Chase </td <td>Verder</td> <td>Yes</td> <td>Yes</td>	Verder	Yes	Yes
CERT 5	John Brown	Chadler	Hartman	Yes	Yes
CERT 6	Wae	Wae	Hartman	Yes	Yes
CERT 7	Patrice	Wae	Hartman	Yes	Yes
CERT 8	Boydella	Wae	Hartman	Yes	Yes
CERT 9	Norma Novell	Lubina	Hartman	Yes	Yes
CERT 10	Leigton	Wae	Hartman	Yes	Yes
CERT 11	comany	Erica	Wentler	Yes	Yes
CERT 12	Hunter	Orla	Wentler	Yes	Yes
CERT 13	Wae	Wae	Wentler	Yes	Yes
CERT 14	McGee	Cecile	Wentler	Yes	Yes
CERT 15	Lock Link	Marionla	Wentler	Yes	Yes
CERT 16	Wentler	Wae	Wentler	Yes	Yes
CERT 17	Wae	Wae	Wentler	Yes	Yes
CERT 18	Rutledge	Stephan	Wentler	Yes	Yes
CERT 19	Wae	Wae	Wentler	Yes	Yes
CERT 20	Wentler	Wae	Wentler	Yes	Yes
CERT 21	Asym	Wae	Wentler	Yes	Yes
CERT 22	Wentler	Wae	Wentler	Yes	Yes
CERT 23	Wentler	Wae	Wentler	Yes	Yes
CERT 24	Schneider	Wae	Wentler	Yes	Yes

Person	Role	Yes
Susan	Member	Yes
Deborah	Member	No
Tina	Member	No
Stacy	Member	No
Jessica	Agency	No
Siohban	Member	Yes
Erin	Member	No
Heather	Member	Yes
Elisa	Member	Yes

Person	Member	Yes	No
Susan	Member	Yes	
Deborah	Member	No	
Tina	Member	No	
Stacy	Member	No	
Jessica	Agency	No	
Siobhan	Member	Yes	
Erin	Member	No	
Heather	Member	Yes	
Elisa	Member	Yes	

[illegible]

24 Credit Survey, Final question:

Who are three people you trust and respect to potentially represent your school?



Time to Talk

Where could
you start?

Key Points



- We recruit those who look and sound like us.
- We do the organizing first and THEN the membership drive.
- Resources include our members' relationships and their shared values
- Trusted and Respected IS the question
- Apply a race and equity lens to this work at all levels
- Staff Balance in the work – contract bargaining vs. non-bargaining



BREAK

Terri and Lakilia



What makes a leader?

Why did you identify the member you did in this morning's entry activity?



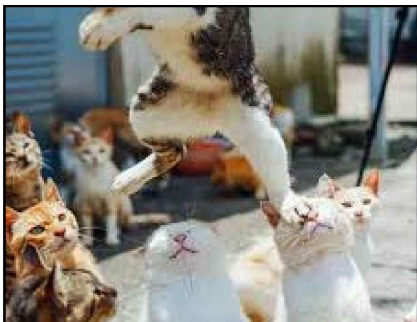
Rate the Leaders Activity

You are the UniServ Director for Walking Path High School and are trying to restart the school site leadership committee. This committee works closely with the building administration on solving work site problems around schedules, curriculum, and contract maintenance. The committee used to have 10 members but hasn't been meeting for a while. You would like to recruit some new leaders to the committee.



Leader Ranking Debrief

- Who was the # 1 recruit?
- Who was the last person you'd talk to?
- WHY?
- What are other ways you identify leaders?



Key Points



- Who is the "best leader" – "it depends" as there is little to indicate what their agenda is and there is too little information about what the "union" agenda is.
- How you invite someone into YOUR agenda matters
- Understanding their agenda and their willingness to link it with your agenda matters
- Determining how the interaction between other leaders' agendas matter



Albert and Jessica

Why do we do
one-on-ones?



Talk at your tables
and chart responses.



Three Kinds of One on Ones

Small group- count off 1-6

1-2 Recruitment

3-4 Maintenance

5-6 Escalation

Refer to handout pages 14-15



In your role, how
would you facilitate
having a one on one
with every worker in
your unit?

Balancing One on Ones

Staff Focus

- Identified leaders and on identifying leaders
- To build relationships and seek commitment around common agendas
- Coaching leaders and escalating commitments

Governance Focus (Local Level)

- In your context is this closer to staff or closer to Member Leader?

Member Leader Focus (Building Level)

- All workers to build a presence and identify possible leaders
- To build relationships and seek commitment around common agendas
- To gather data about agendas
- To ask – Who is trusted and respected?



Key Points



If you are talking to EVERYONE, then you don't have time to follow through on the higher-level work of developing leaders.

The initial meeting with an identified leader has a Relational goal - discover the leader's agenda – suggest where the union shares that and other leaders share that – explore the dynamics and agendas.



Let's watch...



Using your handout on page 20

- What were the kinds of questions that were asked?
- What was the organizer's agenda?
- When did it become clearer to you if this person would be a leader or not, aligned with the agenda presented by the organizer?

What Did You See?



Key Points



Power comes from our commitment to work together to achieve a common purpose, and commitment is developed through relationships.

The one on one is the key tool for establishing relationships, seeking commitments and growing and coaching leaders

Lakilia



Leadership In The Age of Complexity



Read and prepare to discuss

10 Minutes



Table Talk

- What does this article make you think about when it comes to how we should approach or how we have been approaching our work as staff?
- What does this article make you think about what it means to be a “Trusted and Respected” leader?
- What does this article make you think about how we help identified leaders lead?



Charting the Challenges

Count by 4's

Challenge Charts:

1. Illusion of controls
2. Challenge from Superiors/Managers
3. Re-Engaging People
4. Journey from Hero to Host

Questions for Each Group to Answer:

How do you overcome the challenge?

What is the positive outcome from overcoming this challenge?



Key Points



To build Ownership and Leadership we must provide our members the opportunity to experience:

- Authentic Importance
- Connection to Shared Purpose
- Adult autonomy AND accountability
- Growth in Opportunity
- Growth in Capacity

Lunch



We will resume at:

1pm

Zac

Building Engaged Leaders



“Social scientists have found that tasks designed to yield “intrinsic” rewards (inherently satisfying) produces great motivation, commitment, and adaptive learning than tasks that only yield financial, recognition or status rewards.”

-Hackman and Olham, 1980

Task Design

Sierra Club Leadership Development Project



SIERRA CLUB
FOUNDED 1892

How to redesign any task to enhance their motivational properties, and how to create levels of responsibility that move volunteers up the “ladder” to become partners in exercising leadership.



1

Experience meaningfulness: the task is important in the overall scheme of things.

2

Experience responsibility: how well the task gets done is up to me.

3

Experience results: as I do the work I can see whether or not I am doing well.

Conditions of Motivational Task Design

Conditions of Motivational Task Design are Achieved When:

Task Significance – understand and recognize the impact of the work on the world

Task Identity – one’s own contribution, from start to finish, is clear in the final result

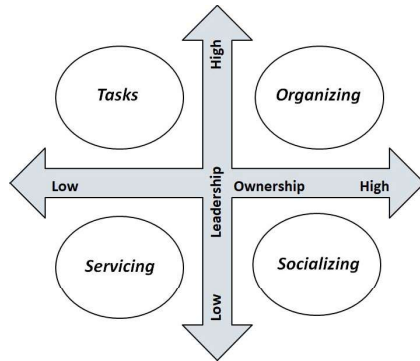
Skill Variety – engaging a variety of skills, including heart, hands, and head.

Feedback – results are visible to the person performing the task as they perform it.

Autonomy – having the space to make competent choices about how to do the work.

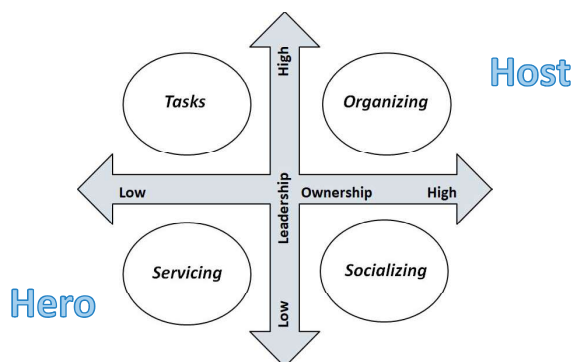
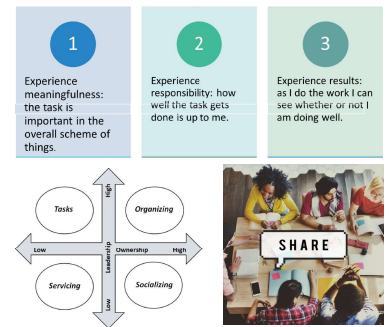
How we
categorize tasks
and activities...

...Let's sort it out



Debrief

- Why did you place the tasks and activities in the quadrant you did?
- What might be ways to move a task/activity to a different quadrant?



Key Points



Tasks must be meaningful and members need to own them.

Our job is to look for opportunities to increase ownership and leadership wherever possible.



Terri

Definitions for Today

Leaders – Trusted and respected by their colleagues in ways that cut across communities of workers- is connected by values and influential relationships with mobilizers, activists, and those not yet part of the work. Get people to move their thinking and take action.

Mobilizers – Are already convinced members, who are already willing to take action. They are connected to the other already convinced.

Activists – Supportive and willing to act if invited but not able to move others.



Leaders, Mobilizers, and Activists – Scenarios



Leaders, Mobilizers, and Activists



Who do you identify as the Leader who has moved people the most? Why?



Who is the mobilizer – actively working on the behalf of the union and carrying out actions that get others involved? Why?



Who is an activist – a pro-union supporter and may take action if asked? Why?

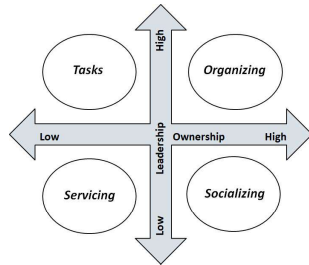
In what order should you be building relationships with your choices?



Bringing it back home

Which quadrant do Activists typically occupy? Mobilizers? Leaders?

How do you help move them into quadrants with more leadership and ownership?



Key Points

- People grow when they have to stretch. When the **union staff step back**, members can step forward.
- Tasks have to be meaningful and members need to own them.
- Our job is to look for opportunities to increase ownership and leadership wherever possible.



BREAK

Albert

Consider this...

Structures allow for the distribution of power and responsibility and prioritizes leadership development. Because we think about organizing as a leadership practice that enables people to turn the resources they have into the power to make the change they want... structures are typically “groups of people” organized around a common purpose or value. Teams, committees, networks, boards, coalitions ... etc.



Leadership Structure Challenge

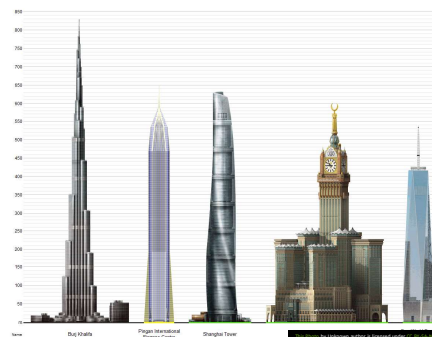
Instructions: build the tallest freestanding structure

Spheres and beads are workers.

- The larger the sphere, the more leadership that person embodies. The larger the sphere the more engaged and aligned with the agenda of the structure the person is.
- **Sticks are relationships.**
- Sticks are connections, commitments, influence, and shared purpose. Larger and longer sticks are stronger. The longer the stick, the more substantial the relationship.



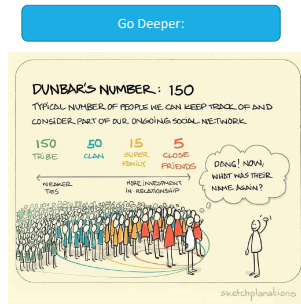
MUST use ALL materials!



Challenge

The team will have 15 minutes to build the tallest, freestanding structure using only the ingredients in the bag.

What Did You Notice?



Key Points



Without enough leaders who have enough connections with members, you can't build and use power.

The size of the "spheres" can change, the amount of engagement that leaders take on causes their influence to grow.

The role of staff is in the development of structures by connecting leaders.

Yvie



Members Into Structures



Leaders from different worksites connect through structures



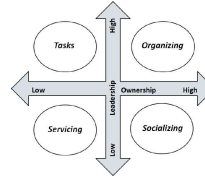
We create (or re-create) structures so that we can connect leaders in pursuit of important shared agendas



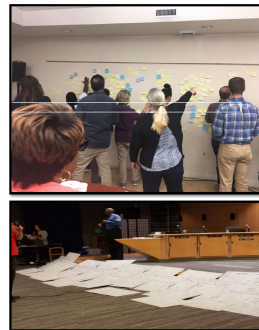
Also a way to invite leaders into the union. They could see their agenda being realized through the union.



Listen for the Following Connections



Task and 'ask' design that allows for:
Authentic Importance
Connection to Shared Purpose
Adult autonomy AND accountability
Growth in Presence
Growth in Capacity

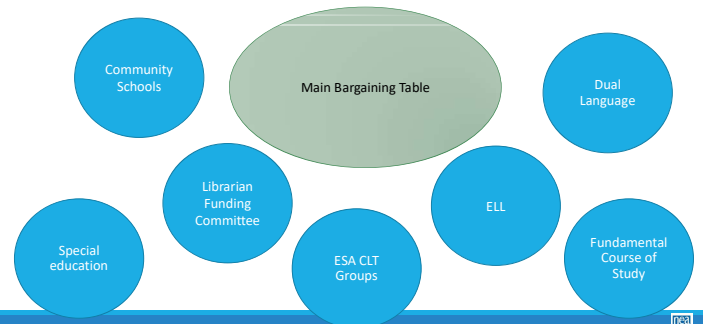


2019 Bargaining Team



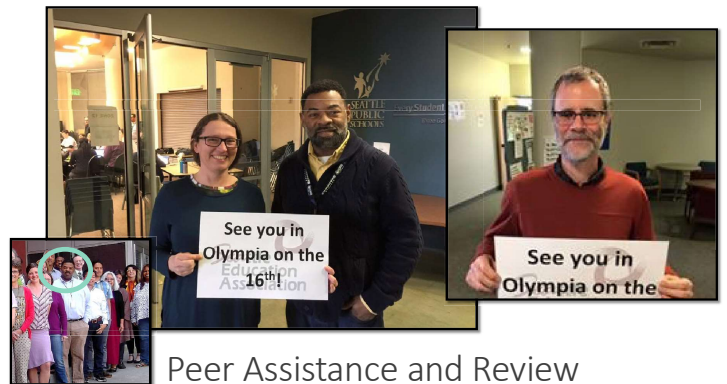
Bargaining Groups: 2019

Total Team: 42
Sub Tables: 60
Invited to work on issues: 100
Total: 202(ish)

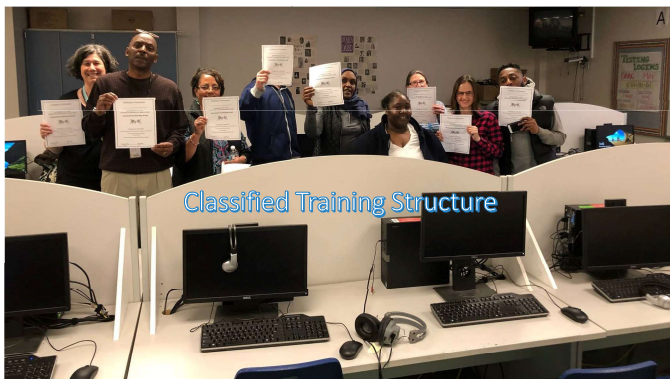


SEA Center for Racial Equity

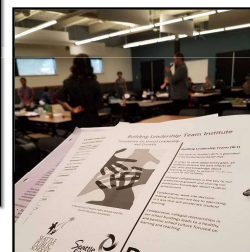
- Advisory Board
- Annual leadership summit
- Created a coaching program for the RETs, run entirely by the CRE
- Project committees
- Member on release is now an elected officer
- Doubled the CRE Budget in Sept 2019



Peer Assistance and Review

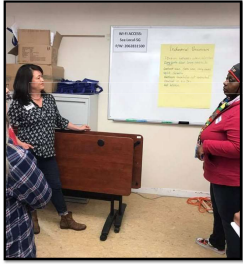


Building Leadership Teams Training



SEA Members lead this training with support from governance and staff.



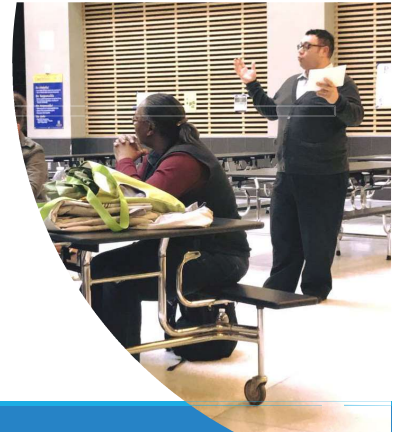


Rep Training



Member leader developed the materials and lead the training with staff support and coaching.

Now staff only do 1:1s with identified leaders and begin thinking of ways to invite them into active leadership with the union.



Seattle Structures



Identify Leaders



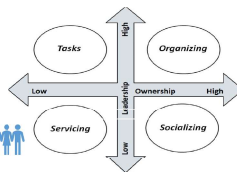
Know what your leader's issues are



Ask them to join in shaping the agenda with other leaders



Give leaders meaningful tasks/roles around the issues they care about.



Key Points



Don't do for others what they can do

Structures allow adults to use their agency to pursue THEIR agendas

Structures are defined by issues, purpose, and relationships

Structures can either endure or be time bound

Structures are how we help people convert their resources into power to make change

Don't be afraid to create new structures

Yvie

Reading Jigsaw – Same Article Groups

Three Guiding Questions on p.40:

- What were the ways that leaders were identified and grown?
- What were the structures that were developed, expanded and tested?
- What do you think was the role of the staff in these examples?



Reading Jigsaw – One of Each Groups

Using your handout – each person shares answers from the guiding questions as it relates to their article.



Whole Group Debrief

What were some things that were similar across all articles?

What was surprising to you in these examples?

What are you left wondering?



Article Assignments

Indiana Teachers Go Green p. 20-22

Greg Ardoin
Nathan Coutsoubos
Rachel Grabowski
Nicole Sipka
Heidi Miller

Trusted and Respected p.23-31

Ginny Bollwahn
Lois Dubay
Allen Gumm
Izaak Standridge
Albert Jones

What Vermont Paraeducators Learned p.42-46

Rachel Brown
Angelina Gallesi-Schmidt
David Peacock
Emily Wytiaz
Lakilia Bedeau

Colorado Coalition p.57-62

Kathleen Cheshire
Tara Gonzalez
Sobia Sheikh
Zac Johnson

Nashville Teachers Union p.49-56

Wendy Cannon
Jennifer Given
Jedd Rivera
Tina McMullin
Terri Jones

It's Not Magic p.33-39

Alex Borenstein
Pamela Ferrill
Randal Oddi
Matt Tomko
Jessica Minguéz



Whole Group Debrief

What were some things that were similar across all articles?

What was surprising to you in these examples?

What are you left wondering?

What looked familiar to your life back home?



Ending it Right

- Choice Networking
- Housekeeping
- Plus and Delta at the Door

For Tomorrow...

A 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.



“The opposite of
networking is
NOT working”

– Someone smart

Choice
Network
Time

