



Day 2

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.



UNISERV FOCUS ACADEMY

Effective Worksite Leadership Structures

Agenda Review – Days 1 and 2

7:30 – Breakfast
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



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

Feedback on Feedback



Albert Jones

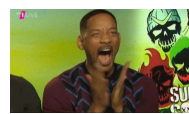
It's Time To Get Your Clap On!



We Need 4 volunteers to
act as **Organizers**



And 4 volunteers to act as
Leaders



Get your clap on...

Round 1

**Please Clap
And Exit**



Get your clap on...

Round 1

**and the
Judges say...**



Get your clap on...

Round 2

Please Clap



Get your clap on...

Round 2

**and the
judges say...**

**Why?
(Feedback)**



Get your clap on...

Round 3

Please Clap ...



Get your clap on...

Round 3

and the judges
say...

Successful
clapping looks
like:
(Aligned
Expectations)



Get your clap on...

Round 4

Successful Clapping Looks Like:
(shared expectations)

Please Clap

And the judges say...

Improvement would look like:
(Coaching)

Please Clap

And the judges say...



Key Points

Leaders Grow Best
When they Know:

- Clear Goals
- Clear Metrics
- Actionable Feedback
- Chance to Do Again



Yvie and Zac

Coaching



Regroup!

- You will need to get into groups of 3.

Note: there may be 1 group of 4

Coaching Content Page 43-49



- Coaching is a direct intervention in an individual or team's work process to help them improve effectiveness.
- Coaching enables 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.

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 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

3 Kinds of Coaching-p.44-46

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



Coaching Cycle

The reason to apply this cycle is to stop yourself from providing THE answer.

Leaders grow from productive struggle.

p.45



Now it is your turn...



Get into Teams - 3...there may be 1 team of 4

Four Scenarios found on Page 49 (refer to p.45)

Which “kind” of coaching “diagnoses” would you make



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.





BREAK

Problem of Practice

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Terri

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.

30 Day Structure for Action Challenge



- On your charts, with your team,
- Describe the structures you would need to put in place to achieve the goal of your challenge.
- Be as detailed and “out of the box” as possible.



30 Day Action Structure Challenge

- 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
- 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.
- 1 month to get a 90+% commitment to strike vote out of 3000 members on a paper ballot
- 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
- 1 month to get at least 10,000 certified signatures for a ballot initiative
- 1 month to secure at least 50 canvassers who will do a GOTV (get out the vote) including a literature drop in your endorsed candidate's district – looking to make 500 contacts.



Debrief



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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Lunch



We will resume at:

1pm



Lakilia



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Problems of Practice

Triads

Find the "Consultancy Protocol" on page 50

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.



Discuss the Protocol Page 50

Opening (We are doing that part now)

Presenter – Shares the Dilemma

Clarifying questions (NOT Probing)- Review pages 51-52

Group Fishbowl – Presenter steps out and listens to the group.

Closing – Presenter shares what they learned



Problems of Practice

50 Minutes Total

Each person has a chance to be the presenter

15 Minutes per round



BREAK



Jessica



Team Planning for Leaders and Structures

1. Teams will select a scenario.
2. Identify a goal for the scenario and a basic campaign timeline.
3. Focus is not on actions – but on leaders and structures needed to achieve the various “wins along the way” to reach the ultimate win.



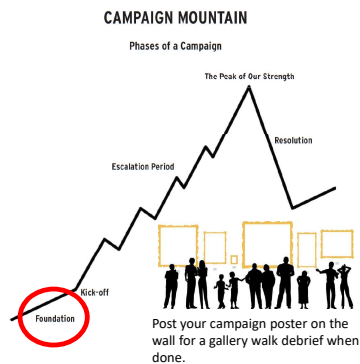
Example

For Example:

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

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 **identifying** possible future volunteers for actions.

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



Heidi



Your
thoughts
so far...



Ending it Right

- Choice Networking
- Housekeeping
- Day 3 Checking out, Flights, Taxis
 - Check out BEFORE you come down tomorrow
 - Luggage can be checked in the lobby
 - Check or post to the "ride share" board to share a ride with a colleague to the airport.
- Plus and Delta at the Door



"The opposite of
networking is
NOT working"

– Someone smart

Choice
Network
Time

