

Leadership Development

Template Training Agenda

About this training

This is a training that Better Future Project put on for the Climate Organizing Fellowship. We have done it twice, most recently on March 18th, 2018. This agenda is from the training we did on March 18th. It was part of a longer day-long training that went from 11:00 AM-4:00 PM and included a whole separate section plus Welcome/Introductions and lunch. You will need to adapt your training to include Welcome, Introductions, and Community Agreements.

This training was created by Alyssa Lee at Better Future Project, with help from Anastasia Christilles from Brandeis Climate Justice. Some of the Propositions framework was adapted from National People's Action. It was last updated on [2018-03-19](#).

Any questions about this resource can be directed to Alyssa Lee at <alyssa@betterfutureproject.org>.

Considerations:

Length of Training	<p>3 hr 15 min total</p> <ul style="list-style-type: none"> - 1 hr 45 min for Training itself - 20 min for 'Commitments' breakouts (can be shortened) - 10 min for Closing <p>(In this agenda, the training took place from 1:45 PM-4:00 PM as part of a longer day-long training that went from 11:00 AM-4:00 PM).</p>
Min/Max Number of Participants	5-30 people
Facilitators	<p>2 facilitators</p> <p>(In this agenda, the facilitators were Alyssa Lee and Ana Christilles.)</p>
Audience	<p>This training was made for college students working on campus campaigns. It is generally applicable to most people working on a campaign.</p> <p>Keep in mind that this specific training agenda was used for a Fellowship where everyone was from different campuses but already knew each other beforehand.</p>
Tone	Inquisitive, upbeat, collaborative, sharing, brainstorming
Learning Styles & How they are engaged	<ul style="list-style-type: none"> ● Silent reflection (individual brainstorming and journaling, closing at the end) ● Auditory (lecture style, pair shares, storytelling) ● Visual (flipcharts, post-it notes) ● Kinesthetic (act out the ladder of engagement)
Training Space	<ul style="list-style-type: none"> ● Chairs ● Should have wall space ● Large enough for people to line up and move around in
Materials	<ul style="list-style-type: none"> ● Flipcharts ● Markers ● Painters tape ● Easel ● Meditation bells (or any kind of bell to signal when you're moving on) ● Timer ● Post-it notes

	<ul style="list-style-type: none"> • Leadership Development handout as supplementary resource
Pre-Work	Write out flipcharts, practice storytelling, set up scenario for Propositions Demo and actually practice, go over training script
Post-work	Debrief, go over any improvements to Propositions Demo
Disclaimers	This training does not go into deep detail about how to mentor or mentorship because there wasn't enough time.

Training Goals:

- Understand how to use a Ladder of Engagement to effectively move people up through leadership and think about how it applies on our own campaign
- Understand importance of having individual meetings and propositions to delegate tasks and roles
- Witness a demonstration of a proposition meeting
- Understand how a proposition is different from a one-to-one
- Get ideas on how to create a culture within campaigns that keeps people accountable and involved

[Flipcharts to Make](#)

[Finished Flipcharts from this Training](#)

Internal Agenda (for facilitators only):

9:30 AM - 10:30 AM	[1 hr]	Set up
10:45 AM - 11:00 AM	[15 min]	Arrive
11:00 AM - 11:10 AM	[10 min]	Settle in
11:10 AM - 11:35 AM	[25 min]	Welcome & Introductions
11:35 AM - 11:45 AM	[10 min]	Overview of Day
11:45 AM - 1:00 PM	[1 hr 15 min]	Campus Updates & Sharing
1:00 PM - 1:30 PM	[30 min]	LUNCH
1:45 PM - 3:30 PM	[1 hr 45 min]	Leadership Development Training
1:45 PM - 1:55 PM	[10 min]	Grounding (storytelling + reflection)
1:55 PM - 2:25 PM	[30 min]	Ladder of Engagement (framework + reflection)
2:25 PM - 2:30 PM	[5 min]	One-to-Ones (short review and connection)
2:30 PM - 3:00 PM	[30 min]	Propositions (framework + model + debrief)
3:00 PM - 3:10 PM	[10 min]	BREAK
3:10 PM - 3:20 PM	[10 min]	Inclusive/accountable culture (lecture + discussion)
3:20 PM - 3:30 PM	[10 min]	Practices for inclusive/accountable culture (discussion)
3:30 PM - 4:00 PM		Commitments & Closing

External Agenda (given to participants):

- 1:45 PM - 3:30 PM Leadership Development Training
Alyssa and Ana will lead a training on developing leaders, going over a Ladder of Engagement, how to delegate tasks, and create a welcoming, inclusive and accountable culture that allows everyone to take leadership.
- 3:30 PM - 4:00 PM Commitments & Closing
We will each make individual commitments for what we want to do before our last training in April, and we'll go over the agenda for that training.

Leadership Development Training

Time	Item	Description	Facilitators & Prep Notes
9:30 AM - 10:30 AM	Arrive, set up	<p>Alyssa & Ana arrive and set up</p> <ul style="list-style-type: none"> - Put up flipcharts - Agenda, Goals, Community Agreements - Fill up water pitchers - Ana makes coffee - Prepare handouts - Bring down materials (usual materials + speakers) - Unpack and set up snacks - Set up 14 chairs in a circle + 1 table for snacks. - Set up 3 easels - Put sign on door for Fellowship and ask people to ring doorbell to get in 	<p>Alyssa & Ana</p> <p><u>Materials:</u></p> <ul style="list-style-type: none"> - Speakers - Easels - Pitchers <p><u>Flipcharts:</u></p> <ul style="list-style-type: none"> - Agenda - Goals - Community Agreements
10:45 AM - 11:00 AM	Participants arrive & settle in	<ul style="list-style-type: none"> - Get coffee - Get water - Go to bathroom 	Alyssa & Ana greet them
11:00 AM - 11:10 AM [10 min]	Settle in	<ul style="list-style-type: none"> - Have everyone sit in a circle 	
11:10 AM - 11:35 AM [25 min]	Welcome & Introductions <i>Purpose:</i> Get people settled in and feeling part of the group.	<p>[4 min] Grounding Meditation --- ALYSSA</p> <p>[10 min] Active Listening Trio Share: What has been hard recently and what has been bringing you joy recently? --- ANA</p> <ul style="list-style-type: none"> • 2 min each <p>[4 min] Check-in go-around: Name, Campus, Pronouns, How you've been since last month --- ALYSSA</p> <p>[4 min] Review Community Agreements --- ANA</p> <ul style="list-style-type: none"> • Read out loud • See if anyone has anything to add or comments 	<p>Alyssa & Ana</p> <p><u>Materials:</u></p> <ul style="list-style-type: none"> - Meditation bells - Timer <p><u>Flipcharts:</u></p> <ul style="list-style-type: none"> - Community Agreements
11:35 AM - 11:45 AM [10 min]	Overview of Day <i>Purpose:</i> Give participants expectation of the tone/flow and goals for the day. Give times and items for the agenda today.	<p>[4 min] Go over Goals --- ALYSSA</p> <ul style="list-style-type: none"> • More structured day • Focus on sharing with each other • End with motivation for strategy, better understanding of leadership development, and at least a few commitments for developing leaders <p>[4 min] Go over Agenda --- ANA</p> <ul style="list-style-type: none"> • Go over goals for each section • Ask for questions 	<p>Alyssa & Ana</p> <p><u>Materials:</u></p> <ul style="list-style-type: none"> - Timer - Easel <p><u>Flipcharts:</u></p> <ul style="list-style-type: none"> - Training Goals - Training Agenda

<p>1:45 PM - 3:30 PM [1 hr 45 min]</p>	<p>Leadership Development Training</p>	<p>[10 min] Grounding (storytelling + reflection) [30 min] Ladder of Engagement (framework + reflection) [5 min] One-to-Ones (short review + connection) [30 min] Propositions (framework + model + debrief) [10 min] BREAK [15 min] Inclusive/accountable culture (lecture + discussion) [10 min] Practices for inclusive/accountable culture (discussion)</p> <ul style="list-style-type: none"> ● Delegation and structure ● Training and knowledge-sharing ● Mentorship (handout) ● Retention & turnover <p><i>Throughout, make sure to revisit A-A-T and Spectrum of Support.</i></p> <ul style="list-style-type: none"> ● <i>Call back to concepts</i> ● <i>How do these concepts connect to ladder of engagement?</i> 	
<p>1:45 PM - 1:55 PM [10 min]</p>	<p>Leadership Development Training: GROUNDING</p>	<p>[10 min] Grounding --- ALYSSA</p> <ul style="list-style-type: none"> ● [3 min] Start with Alyssa's story of bad leadership development - UCLA Student Food Collective experience ● [4 min] Why is good leadership development important? <ul style="list-style-type: none"> ○ Thinking about that story, why is it important to develop leaders and to have a culture that promotes leadership development? ○ Scribe on flipchart -- ANA ● [2 min] Go over training's goals and purpose: <ul style="list-style-type: none"> ○ Write on flipchart beforehand. ○ Understand how to use a Ladder of Engagement to effectively move people up through leadership and think about how it applies on our own campaign ○ Understand importance of having individual meetings and propositions to delegate tasks and roles ○ Witness a demonstration of a proposition meeting ○ Understand how a proposition is different from a one-to-one ○ Get ideas on how to create a culture within campaigns that keeps people accountable and involved ○ Recognize that mentorship is a part of leadership development and get more 	<p>Alyssa & Ana</p> <p><u>Materials:</u> - Tape - Markers - Timer - Easel</p> <p><u>Handouts:</u> - Leadership Development handout</p> <p><u>Flipcharts:</u> - Why Is Good Leadership Important? - Leadership Development trainings goals</p>

		<i>resources on that through a handout</i>	
1:55 PM - 2:25 PM [30 min]	Leadership Development Training: LADDER OF ENGAGEMENT	<p>[30 min] Ladder of Engagement</p> <p><i>Main Learnings:</i></p> <ul style="list-style-type: none"> ★ <i>Framework of a ladder - we need to move people up, no gaps in the rungs, have next steps and opportunities for moving up</i> ★ <i>Brainstorm your ladder - do you have rungs?</i> ★ <i>Structure at each level to engage people at each level (and to move them up)</i> ★ <i>Tactics for moving people up (→ transition to one-to-ones and propositions)</i> ★ <i>It's okay that not everyone moves up from 'expressed support' - the goal is to always have opportunities for people to move up</i> <p>=====</p> <ul style="list-style-type: none"> ● [2 min] Intro section and present framework --- ALYSSA <ul style="list-style-type: none"> ○ Show flipchart of blank ladder. ○ What is the Ladder of Engagement? ○ 3 tiers <ul style="list-style-type: none"> ■ Expressed Support ■ Mobilizable ■ Organizing ○ Call back to Spectrum of Support ● [10 min] Build out a Ladder of Engagement --- ANA <ul style="list-style-type: none"> ○ [5 min] Post-It Notes: Have fellows think of 'types of people' at each tier and write on post-its <ul style="list-style-type: none"> ■ Write an example you see of each tier on your campus. (5 post-it notes each, at least 1 on each section) ■ Add post-it notes to the Ladder once you're done. ○ [1 min] Show example flip of Ladder of Engagement. --- ANA <ul style="list-style-type: none"> ■ Take a moment to look at it. ■ <u>Expressed Support</u> <ul style="list-style-type: none"> ● Newsletter ● Social Media ● Referendum ● Petition ■ <u>Mobilizable</u> <ul style="list-style-type: none"> ● Attend meetings ● Attend actions/events ● Take on temporary tasks ● Occasionally help with recruitment 	<p>Alyssa & Ana</p> <p><u>Materials:</u></p> <ul style="list-style-type: none"> - Post-it Notes - Pens - Tape - Timer - Makers - Easel <p><u>Flipcharts:</u></p> <ul style="list-style-type: none"> - Blank Ladder of Engagement (post-it notes activity) - Filled out Ladder of Engagement - Blank flips for ideas from pair share

		<ul style="list-style-type: none"> ● Other support (take photos/video, turning out other groups) ■ <u>Organizing</u> <ul style="list-style-type: none"> ● Bottom-liners ● Intention to take leadership ● Taking on roles ● Attend meetings ● Having 1-1s ● Training others ● [5 min] Talk about importance of having ‘rungs’ in the ladder --- ANA <ul style="list-style-type: none"> ○ Most campaigns struggle with a huge gap between Expressed Support and Organizing. ○ Raise your hand if you’ve seen that in your campaign. ○ Have a couple of Fellows give examples. ○ Important Learning: We always need to have a next step. ○ Some people may never take it - but we need to always present people with the next ask and try to move them up. ● [10 min] Discuss: How can people be engaged at each level? --- ANA <ul style="list-style-type: none"> ○ [6 min] Pair Shares ○ [4 min] Share back 1 idea that you are either already doing or that you will start doing. ○ Scribe on flipchart. --- ALYSSA 	
<p>2:25 PM - 3:00 PM [5 min]</p>	<p>Leadership Development Training: ONE-TO-ONES</p>	<p>[5 min] One-to-Ones --- ALYSSA <i>Main Learnings:</i> ★ Review one-to-ones ★ Remind people that this is a keyway to move from ‘expressed support’ to ‘mobilizable’ (aka passive to active) ★ Open up to questions: How have one-to-ones been going? Do you need any more tips? Etc.</p> <p>=====</p> <ul style="list-style-type: none"> ● [2 min] Act out Ladder of Engagement <ul style="list-style-type: none"> ○ Have everyone stand up and stand in a line - Pretend you’re at the bottom of the ladder at ‘Expressed Support’ ○ Now pretend you’ve had a one-to-one! Take one step up. Now you’re at ‘Mobilizable’ ● [2 min] Connect one-to-ones with Ladder of Engagement <ul style="list-style-type: none"> ○ Remember one-to-ones? This is a 	<p>Alyssa</p>

		<p>major tactic for getting from 'Expressed Support' to 'Mobilizable'.</p> <ul style="list-style-type: none">● [1 min] Move to Propositions<ul style="list-style-type: none">○ How do you get from 'Mobilizable' to 'Organizing'?<ul style="list-style-type: none">■ → Propositions!○ Take one step up○ Have everyone sit back down.	
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<p>2:30 PM - 3:00 PM [30 min]</p>	<p>Leadership Development Training: PROPOSITIONS</p>	<p>[30 min] Propositions <i>Main Learnings:</i></p> <ul style="list-style-type: none"> ★ 4 C's - connect, context, commitment, catapult ★ Inviting people directly into a role - recognize their contributions, ask for their interest, make an invitation ★ Learning: You need to ask people individually to do things - that should feel intentional and also affirming to the other person ★ Model a couple different propositions (more intimate one, and a more common one) <p>=====</p> <ul style="list-style-type: none"> ● [5 min] Present framework --- ALYSSA <ul style="list-style-type: none"> ○ Connect to Ladder of Engagement ○ Propositions are a major tactic for how we get from 'Mobilizable' to 'Organizing' ● [8 min] Definition + key learnings --- ALYSSA <ul style="list-style-type: none"> ○ Read Definition of a proposition flipchart ○ Read Recruitment vs. Propositions flipchart <ul style="list-style-type: none"> ■ Go over how recruitment (aka delegation) is different from propositions ● [7 min] Demo + debrief <ul style="list-style-type: none"> ○ [1 min] Intro section and set up scene: Alyssa is a student studying abroad, Ana is student who has attended some core meetings, attended campaign strategy training, volunteered for lots of stuff, hasn't bottom-lined <ul style="list-style-type: none"> ■ Interests: Collaborate with other groups, build a coalition ■ Support needed: bottom-line with someone else/mentorship ■ Next steps: Join core team meetings ○ [5 min] Alyssa & Ana do a demo <ul style="list-style-type: none"> ■ Finding a role within group ■ Collaborative ■ Acknowledging and uplifting what someone's already doing and their potential ■ Why you thought of this person ■ Ask person about their vision ■ Suggest next steps, ask what support is needed ● [10 min] Debrief --- ALYSSA <ul style="list-style-type: none"> ○ Ask in popcorn style 	<p>Alyssa & Ana</p> <p><u>Flipcharts:</u></p> <ul style="list-style-type: none"> - Definition of proposition - Recruitment vs. Propositions - Blank flipcharts for proposition debrief
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		<ul style="list-style-type: none"> ○ What did you notice about this meeting? <ul style="list-style-type: none"> ■ Person-focused ■ Uplifted the person ■ Asked what support needed ■ Asked for a commitment ○ How is this different from a one-to-one? <ul style="list-style-type: none"> ■ Invite person into a role ■ They were already involved ○ Any questions? ○ Scribe on flipchart. --- ANA <ul style="list-style-type: none"> ● We can talk about this more as we get to best practices. 	
3:00 PM - 3:10 PM [10 min]	BREAK	<ul style="list-style-type: none"> - Time for 8 minutes - Prep for next section 	<u>Materials:</u> - Meditation bells - Timer
3:10 PM - 3:20 PM [10 min]	Leadership Development Training: INCLUSIVE / ACCOUNTABLE CULTURE	<p>[15 min] Inclusive/accountable culture</p> <ul style="list-style-type: none"> ★ <i>Learning:</i> How to create a culture where people want to get involved and feel accountable ★ Share ideas like: Gratitude and appreciation, knowledge-sharing, mentorship, individual asks <p>=====</p> <ul style="list-style-type: none"> ● [1 min] Intro section --- ANA <ul style="list-style-type: none"> ○ This section is about how do we create a culture that's oriented to developing many leaders? <ul style="list-style-type: none"> ■ A "leader-ful" movement ● [1 min] What was the culture of the UCLA SFC before? --- ALYSSA <ul style="list-style-type: none"> ○ Only the core team are leaders ○ Everyone else is not a leader ○ Everyone else has to wait to be directed - no one was taking initiative ○ Leadership wasn't transparent ○ Leaders felt like they had to do all the work ○ No culture of propositions ● [4 min] What is the culture we do want? --- ANA <ul style="list-style-type: none"> ○ [1.5 min] Pair Share ○ [2 min] Very short share-out <ul style="list-style-type: none"> ■ What did you talk about in your pair shares? ■ Scribe on flipchart. --- ALYSSA ○ Examples: <ul style="list-style-type: none"> ■ Anyone can lead a project ■ We have bottom-liners, not leaders 	Alyssa & Ana <u>Materials:</u> - Easel - Markers - Tape - Timer <u>Flipcharts:</u> - Blank flip for 'culture we want' share-out

		<ul style="list-style-type: none"> ● [3 min] Lessons --- ALYSSA <ul style="list-style-type: none"> ○ Alyssa will just say this. ○ People are more accountable when they have a role and have responsibility. ○ People want to be invited to do more, but they often feel like they can volunteer themselves or they don't feel like they have the training. ○ We think people are apathetic or lazy when they don't volunteer or aren't accountable. Actually, it's about creating the space for people to act. (Propositions do that.) 	
<p>3:20 PM - 3:30 PM [10 min]</p>	<p>Leadership Development Training: PRACTICES</p>	<p>[9 min] Present practices for creating this inclusive/accountable culture</p> <ul style="list-style-type: none"> ● [1 min] Intro section --- ANA <ul style="list-style-type: none"> ○ We are going to present this list of practices. If you have ideas or questions at any point, just raise your hand - we want to have this spark sharing among you all. <p>Write these on flipchart beforehand.</p> <ul style="list-style-type: none"> ● Delegation and structure --- ANA <ul style="list-style-type: none"> ○ Individually ask people to take on tasks, not just mass messages (Ana shares about their experience in Brandeis) ○ Have regular roles and/or working groups ○ Clearly assign tasks a meetings ○ Check in on tasks at meetings and individually ● Training and knowledge-sharing --- ALYSSA <ul style="list-style-type: none"> ○ Plan skills trainings, like facilitation, tabling, and event planning ○ Have a 'senior panel' at end of semester ○ Always debrief activities ● Mentorship (refer to handout) --- ALYSSA <ul style="list-style-type: none"> ○ Experienced members should be propositioning and checking in with new members ○ Identify opportunities to mentor ● Address retention & turnover proactively --- ANA <ul style="list-style-type: none"> ○ Make a transition plan in Spring for the summer/fall ○ Find out who's leaving and who's staying ○ Have proposition meetings to replace 	<p>Ana & Alyssa</p> <p><u>Materials:</u></p> <ul style="list-style-type: none"> - Easel - Markers - Tape - Timer <p><u>Flipcharts:</u></p> <ul style="list-style-type: none"> - Best practices for inclusive / accountable culture - Blank flip to catch other ideas or questions

		<ul style="list-style-type: none"> people ○ Best way to retain is to actually get people to do stuff (and to be doing stuff as a campaign) ○ Have a ladder of engagement (attend → volunteer → bottom-line → train) 	
3:30 PM - 3:50 PM [20 min]	Commitments & Sharing	<p>[1 min] Give instructions --- ALYSSA</p> <ul style="list-style-type: none"> ● Break out for 8 minutes in your campaign and answer the questions. ● Write on a flipchart. ● You will present for 1 minute afterward. <p>[9 min] Quick campaign break-outs --- ALYSSA</p> <ul style="list-style-type: none"> ● Write these on flipchart beforehand. ● Alyssa float around and time. ● What did you learn today? ● What are some things you want to implement? ● What do you want to get done before our next meeting? ● Note any requests you have for resources from either BFP or other campuses <p>[1 min] Give instructions --- ANA</p> <ul style="list-style-type: none"> ● Each campaign presents flipchart and shares 1 learning & 1 campaign goal - 1 min each ● Also note any requests <p>[9 min] Campaign Go around --- ANA</p> <ul style="list-style-type: none"> ● Each campaign presents (1 min each) ● Record on flipchart. 	<p>Alyssa & Ana</p> <p><u>Materials:</u></p> <ul style="list-style-type: none"> - Easel - Lots of markers - Tape - Timer <p><u>Flips:</u></p> <ul style="list-style-type: none"> - Campaign <p>Breakout questions</p> <ul style="list-style-type: none"> - Blank flips for each campus (7x) - Campaign Commitments (blank)
3:50 PM - 4:00 PM [10 min]	Closing	<p>[5 min] Closing in circle with gratitudes</p> <ul style="list-style-type: none"> ● Have everyone stand ● Name a gratitude for someone or something you learned today 	<p>Alyssa & Ana</p> <p><u>Materials:</u></p> <ul style="list-style-type: none"> - Easel - Markers - Tape <p><u>Flips:</u></p> <ul style="list-style-type: none"> - Plan for April 15th Fellowship Training
4:00 PM - 4:30 PM [30 min]	Clean-up	<ul style="list-style-type: none"> - Put away chairs - Put away food - Wash all dishes, cups, and utensils - Wipe down table and put away - Photograph all flipcharts and recycle/put away - Pack up all materials and move upstairs - Sweep and mop the floors 	Alyssa & Ana