

Leadership Development 101: Empowering Leadership

Learning Objectives:

Skills, knowledge, or attitude which learners should take away from this session.

- Recognize and appreciate different leadership styles
- Understand collaborative, empowering leadership is an anti-oppressive practice that supports others in the movement to realize their own leadership.

Achievement Objectives:

Tangible steps learners will take to advance real or simulated campaign work.

- Reflect on our own leadership styles
- Reflect on different team models and their purposes or effectiveness

Time needed: 60 minutes (1 hours)

Normal = say out loud

Underlined = flipchart this!

Italics = trainer notes/instructions

Bold = key point

Anchor: The ANCHOR step invites learners to reflect on past experiences which relate to the learning of the session. (e.g. “Think back to a time when _____. What did that feel like?”)

1. Introduction [10 mins]

Call to mind one or two leaders you have worked with whom you admire. How would you describe their leadership? What traits and behaviors worked for you and maximized your experience of participation?

(flipchart answers on left side of a t-chart)

What about leaders you have not vibed with. What traits or behaviors have they exhibited which minimized your experience of participation? How would you describe their leadership?

(flipchart answers on right side of a t-chart)

Are you noticing any themes among these traits? What words could you use to describe the qualities you loved and the qualities that didn't work for you?

By the end of this session you will have a clearer sense of how you want to practice leadership in your organizing, and the ways you would like to grow as a leader in the climate justice movement.

Read the Objectives (flipchart Objectives).

Add: The ADD step introduces new information and tools for learners to consider.

2. Leadership Types [30 mins]

(This tool was adapted from Training for Change).

Introduction [10 mins]

Before the training starts, make a sign for each type and hang them in four corners of the room. To help Sproggers understand the types and keep them straight, draw a picture for each type. The pictures can be simple – stick figures, for instance: East with a light bulb and multiple thought bubbles above its head, South with a heart on their chest, West with a clipboard or at a computer, and North pointing decisively.

Announce that you are going to do an activity to help everyone reflect on their own natural leadership abilities. Explain that you will be describing four different roles, and as you do, Sproggers should reflect on whether that role applies to them. As you read each role, point out its corresponding sign in the room.

Read the role descriptions one at a time. (Note: These descriptions are in the training handouts, but avoid having Sproggers follow along with the handout as you are reading. If they do, they will tend to nitpick about whether each line applies to them instead of getting a general feel for each role).

EAST: East are idea people. When they look at a situation, they see the big picture and many possibilities for what could happen. They are rarely at a loss for new ideas, which means they sometimes tend to get sidetracked by all the possibilities they see, or become overwhelmed and not follow through on ideas because of a lack of focus. They like to explore and experiment. East is also called the Visionary.

SOUTH: People from the South are relationship people. While East people see ideas, South people see relationships. They are value-driven, using the relationships around them to accomplish tasks. They are supportive, feeling-based, and tuned into and concerned about the health of the group. Because they are so feeling-based, they sometimes have trouble saying no to requests, and may tend to internalize blame or accept responsibility even if they are not responsible. South is also called the Nurturer.

WEST: Where East is idea-focused and South is all about relationships, West is into data and information. West people want to see all the information before making a decision so they can weigh all the sides of an issue. They are logical and are often seen as practical and thorough with tasks. They can also be seen as stubborn, and can be indecisive because they get so mired in details. West is also called the Analyst.

NORTH: North people like to act. They are assertive and decisive. They carry a sense of urgency for action, which sometimes leads them to lose patience with others. They may try to rush decisions, take control of a group, or move ahead on a plan without the group's support. They enjoy rising to challenges. North is also called the Warrior.

Answer any questions about the types, but try to quickly get people moving into the four groups. If anyone is having trouble settling on one type, encourage them to pick the one that fits best, or to start by listening in on others' conversations if they need to. People might create new groups, like Southeast, Northwest, etc. That is fine – just make sure everyone has at least one other person to talk with.

Discussion [20 mins]

When everyone has settled into groups, reveal the first set of questions.

- What is it like being in your role?
- What natural strengths do you bring to a group?
- What would it be like if you were the only ones in charge?

After 5-7 minutes, bring attention back to the full group and open the floor to report-backs: Let's hear some highlights from your conversations! Who wants to share something you talked about?

Give each group a chance to share. During this conversation, point out when the different styles surface even in how people talk: for example, notice aloud when North people go first, acknowledge when South ask permission from the other groups to go next, or when West make a list, or when East ask to add "just one more thing". This will help Sproggers internalize the concept and observe the dynamics at play. Keep things light, and encourage laughter!

Take about 10 minutes for this conversation, then reveal the next set of questions and repeat the process:

- What annoys you about the other types?
- What request would you make to the other types to help you work together better?

NOTE: *This activity can sometimes bring up a lot of feelings for participants, especially if they get the impression that their leadership style is bad or harmful. Trainers can use stories to help demonstrate how important each type is to a group. For example: "I was once part of a student group where the one North person was always pushing their ideas over the group's process and butting heads with everyone else – but when that person graduated and left the group, I realized that the group had a lot of trouble making decisions and getting anything done without them!" Consider telling these stories while introducing the types – it could also help Sproggers get a better feel for the types.*

Away: The AWAY step invites learners to connect their new understanding to the real world context of their lives. (e.g. a personal action plan, commitment, projection into future, etc.)

3. Reflection and Harvesting Learnings [20 mins]

When you've heard report-backs from groups on the second set of questions, move into a bigger-picture conversation to pull insights out of this discussion.

10 minutes reflecting on how different leadership styles are or are not valued, along with how leaders with different identities land differently in mainstream society. Facilitator is encouraged here to refer to the mainstream and margins activity from AO101, which will have happened right before this training.

So far we've reflected on our own experiences. Let's take a step back now, and think about our organizing worlds. Think about organizations, campaigns, or projects that you've worked on before. Ask the following questions, taking responses after each one and asking follow-up questions if appropriate to dig deep into the reflections that emerge.

- Have you seen all of these types of leadership equally valued?
- Who have you seen playing each of these roles?
- How have you seen people treated differently within each of these roles?

10 minutes: Reflection

Return to the t-chart flipchart of leadership characteristics you recorded during the Anchor. Ask participants to reflect on these different ways of showing up as a leader. Ask participants to silently journal about the below prompt.

I want to invite you to take some time to reflect on the leadership you would like to bring to your organizing and the climate justice movement in this moment in history. Take a minute on your own to reflect on the leader you want to be. What traits do you want to exhibit? How are these similar or different from what you have experienced most in your life? What learning and support do you need to live into your vision of leadership? Who and what can give you this support? How will you seek feedback and hold yourself accountable to your vision?

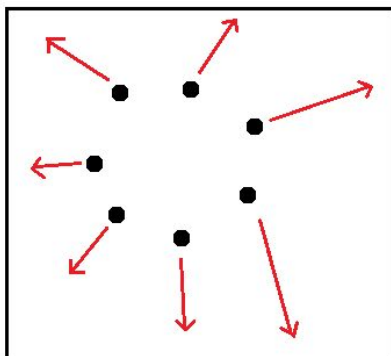
-- Optional Content if there is more time in Agenda--

NOTE: In the recommended Macroagenda, this session directly follows AO 101 on the first full day of training. AO and the leadership types activity can sometimes bring up strong feelings for participants. If you are using that Macroagenda, watch vibes closely during this training. You might notice that Sprogers are emotionally exhausted. Trainers for this session should **be open to ending the training at this point** if you sense that the group needs something else.

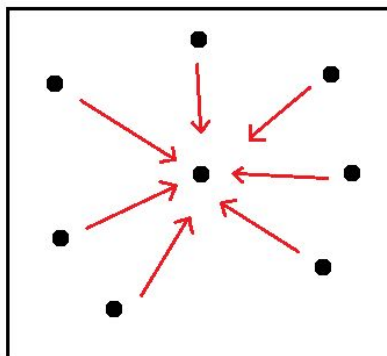
Anchor: The ANCHOR step invites learners to reflect on past experiences which relate to the learning of the session. (e.g. "Think back to a time when _____. What did that feel like?")

5. Team Models [5 mins]

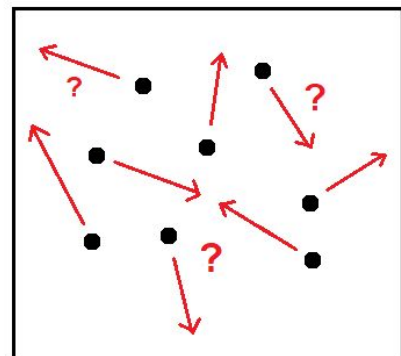
Flipchart the following diagrams and show them one at a time.



"We're all leaders!"



"I'm the leader"

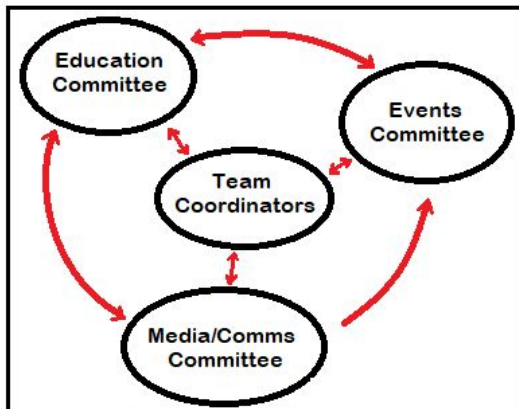


"No one is the leader
...and what are we doing again?"

After showing each picture, ask: Who has been a leader in a group like this? What did that feel like? What did the group do that made you feel that way? What was challenging about this model?

Add: The ADD step introduces new information and tools for learners to consider.

6. The Snowflake [10 mins]



The Snowflake Model

Flipchart the snowflake diagram, and this time start by asking Sprogers to describe the model: What's happening here? What different roles might exist in this group? What might a person in the Coordinators circle be responsible for?

Then ask reflection questions: Who has been in a group with leadership structure that looked something like this? What did it feel like to be part of that group?

NOTE: Be clear that the snowflake model is not the only good way to structure a team – it's just one tool. Very different team structures might work best for different teams, and finding the right one for a given team can take some trial and error.

*Focus in on the team at the center and ask: This central leadership team holds a lot of responsibility in this structure. **What does a leadership team like this need to function?** Flipchart responses. Trainers should add responses if they aren't mentioned: clear roles, norms, purpose, balance of leadership styles.*

Apply: The APPLY step invites learners to utilize the new information in a task, challenge, or focused conversation. (e.g. practice, application, case studies, compare, etc.)

7. Team Practice [20 mins]

Here, Sprogers could either get into teams clarify roles for their action this week, or they could get into their teams from back home to talk through the below questions.

- What is the vision for how we want to be together as a team?
 - How are we supporting each other?
 - How do we treat and welcome new people?
- What are 1-2 things that we can do to make our teams more welcoming and clear for new people wanting to join?
- What roles and needs are there for members of your team? Be really specific so that you can be asking members to take on different roles to support your organizing community!

Away: The AWAY step invites learners to connect their new understanding to the real world context of their lives. (e.g. a personal action plan, commitment, projection into future, etc.)

8. Team Commitments [5 mins]

Pause conversations and add one more task: Identify 1-2 small next steps for making this team vision real.