



Leadership Training for Staff and Peer Coordinators

Moving Forward for Children Modules



Moving Forward for Children Modules

**SERIES: PROGRAM MANAGEMENT &
LEADERSHIP (PEER COORDINATOR
SPECIFIC)**

Drew Dudley – Everyday Leadership Ted Talks



Advocate Leadership Skills



1. Flexibility
2. Diagnosis
3. Written plans

Leadership Behavior

Directive Behavior

Structure

Control

Supervise

Manage

Hierarchical

Supportive Behavior

Praise

Listen

Facilitate

Strength based

Partner with volunteer

Directive Behavior

Sets goals and objectives

Plans and organizes work

Identifies priorities

Clarifies roles

Evaluates work

Shows, tells and does

Supportive Behavior

Listens

Encourages

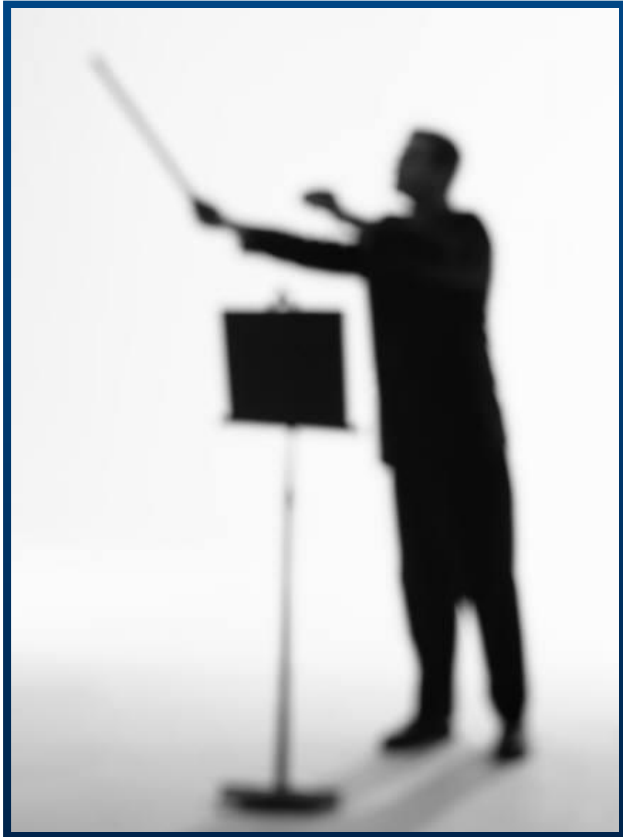
Solicits input

Supports advocate's strengths

Builds relationship

Collaborative partners

Leadership Styles

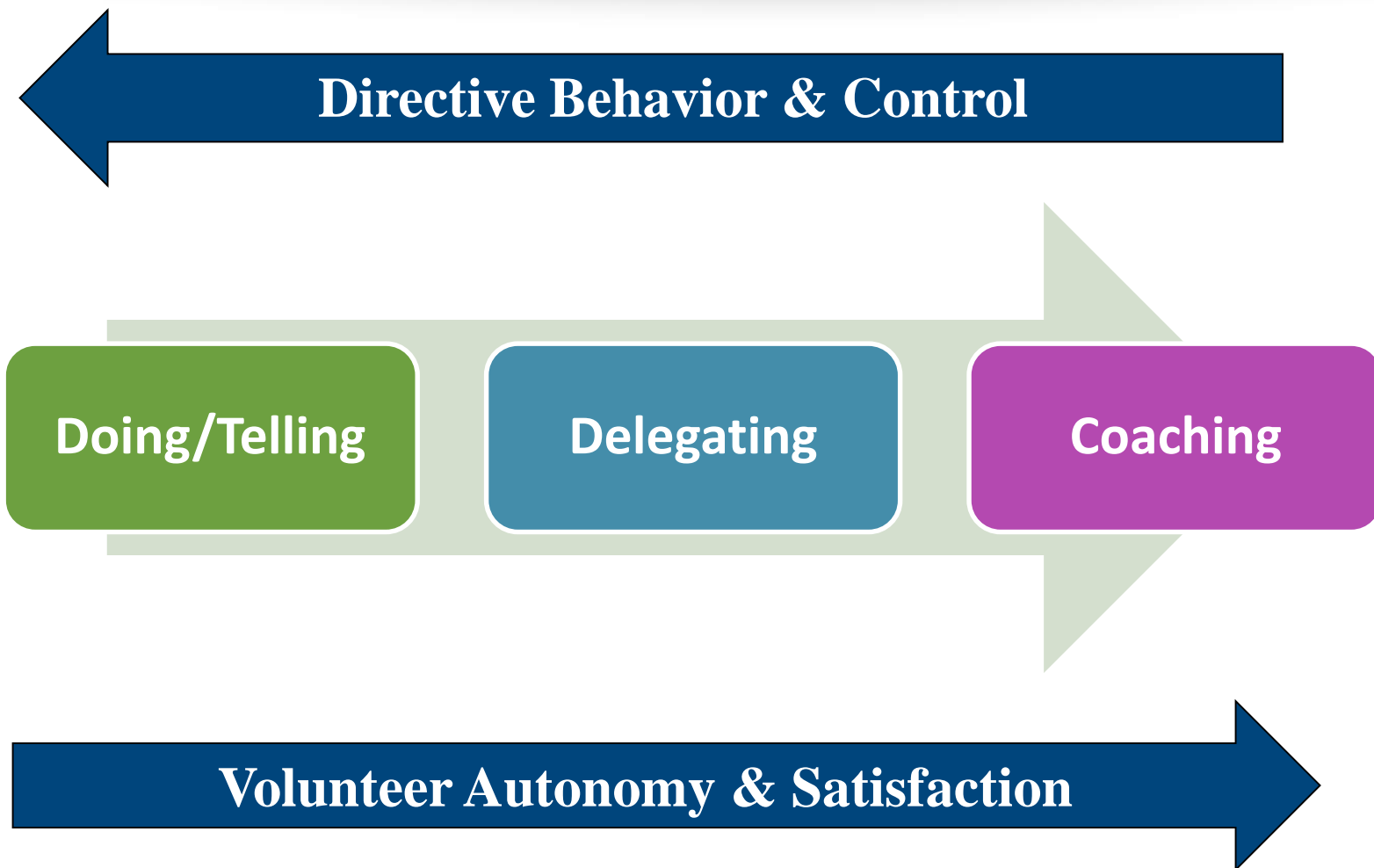


Style 1: Doing/Telling

Style 2: Delegating

Style 3: Coaching

Moving Along the Spectrum



Leadership Style: Doing/Telling

Controls decision making

Demotes volunteer to supporting role

Announces solutions

One way communication

Does everything for the volunteer

Decides direction of case with no input

Leadership Style: Delegating

Sets goals and objectives

Controls decision making

Gives specific directions

Assigns tasks to volunteer

Announces solutions and decisions

Low volunteer autonomy

Leadership Style: Coaching

Volunteer and leader are equals

Collaborate on action plan for child

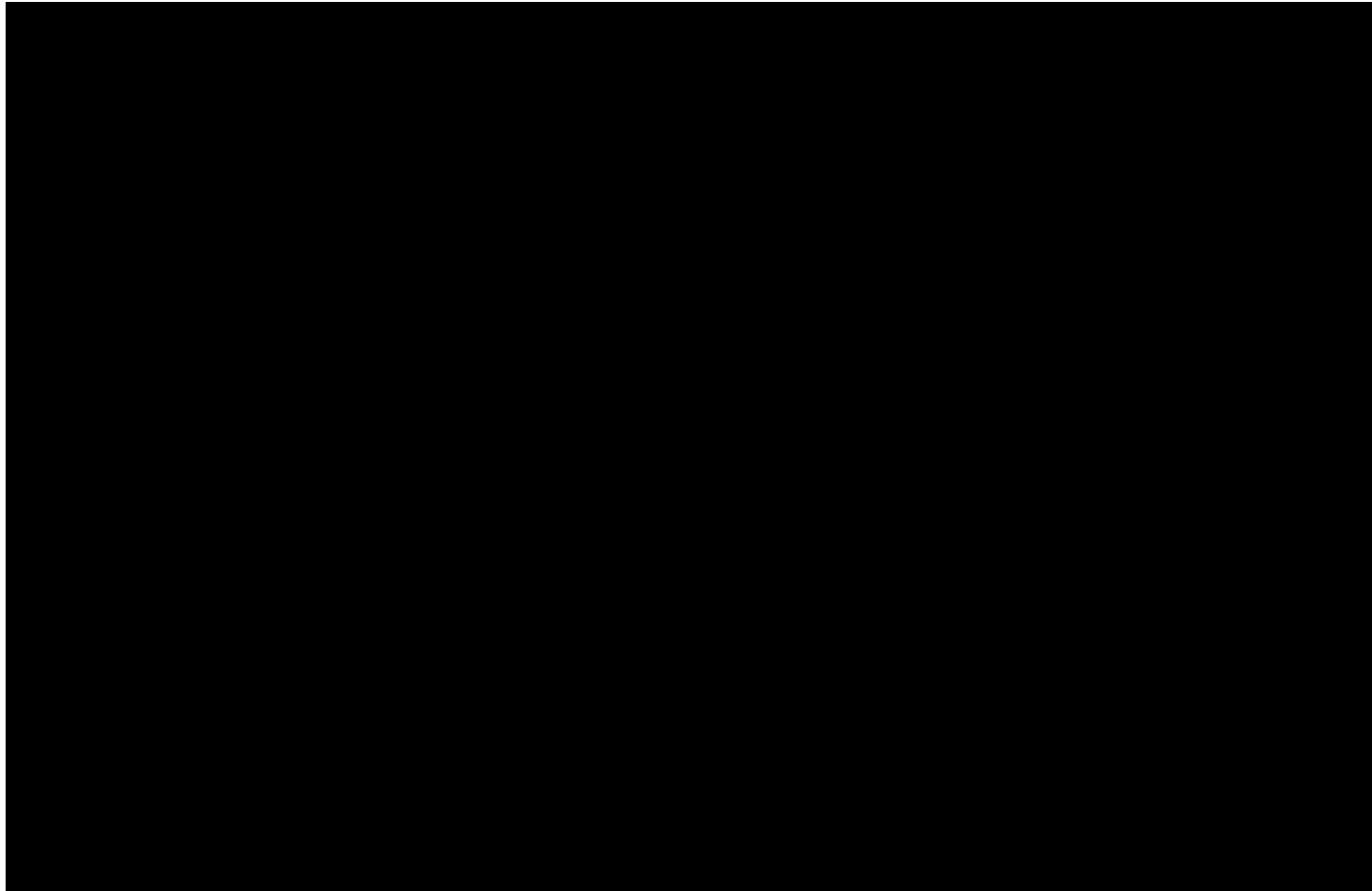
Encourages advocate initiative

Helps volunteer identify solution

Shares decision making and problem solving

Builds on volunteer strengths

David Marquet: Greatness



Worksheet

Control How can you give control, not take control?

Competence How can you create competence in the program and answer, “Is it the right thing to do?”

Clarity How can you be clear about the program’s goals and answer, “Will this advance permanency?”

Courage How can you resist the urge to follow cultural stereotypes of the “in charge” leader?

We aim to embed the capacity for “**GREATNESS**” in our advocates and the practices of our program and decouple it from the personality of the Coordinator.

How might we do this?

How Do the Leadership Styles Differ?



Direction/Control



Support



Autonomy

Leadership Variables

Advocate Factors

Competence level

Commitment level

Behavioral tendencies

Leader Factors

Competence level

Commitment level

Behavioral tendencies

Leadership Variables

Goal or Task Factors

Time requirements

Seriousness/importance

Complexity

Uniqueness

Organizational Factors

Organizational culture

Significance of situation

Priority

Stability

What Do we Diagnose?



Competence



Knowledge or Skill Level



Education and Training



Experience

Commitment



Confidence



Motivation



Enthusiasm

Let's Practice



You are assigned an advocate who has:

Group 1: High competence, variable commitment

Group 2: High competence, high commitment

Group 3: Low competence, high commitment

Group 4: Some competence, some commitment

The Experts Say:



A Leader Has Three Choices



Match

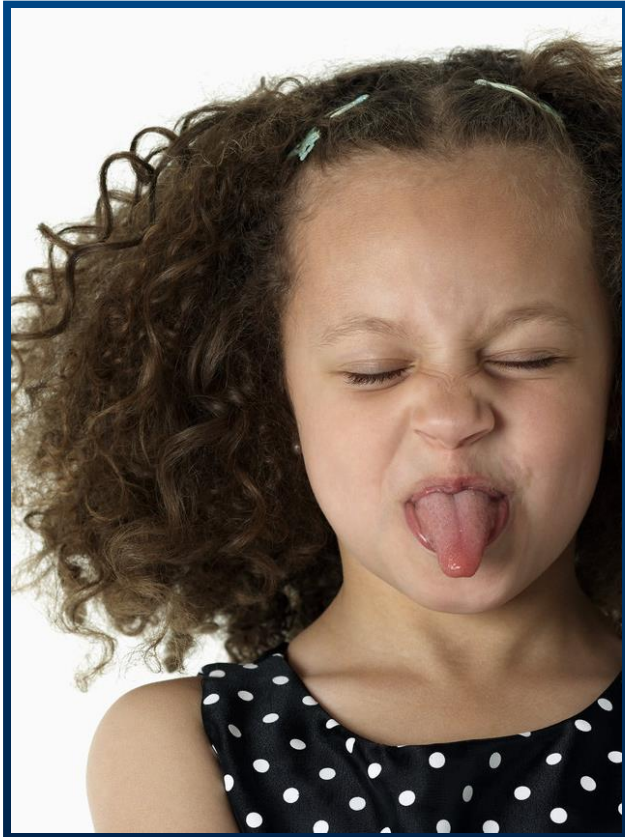


Over supervise



Under supervise

Reactions to Over Supervision



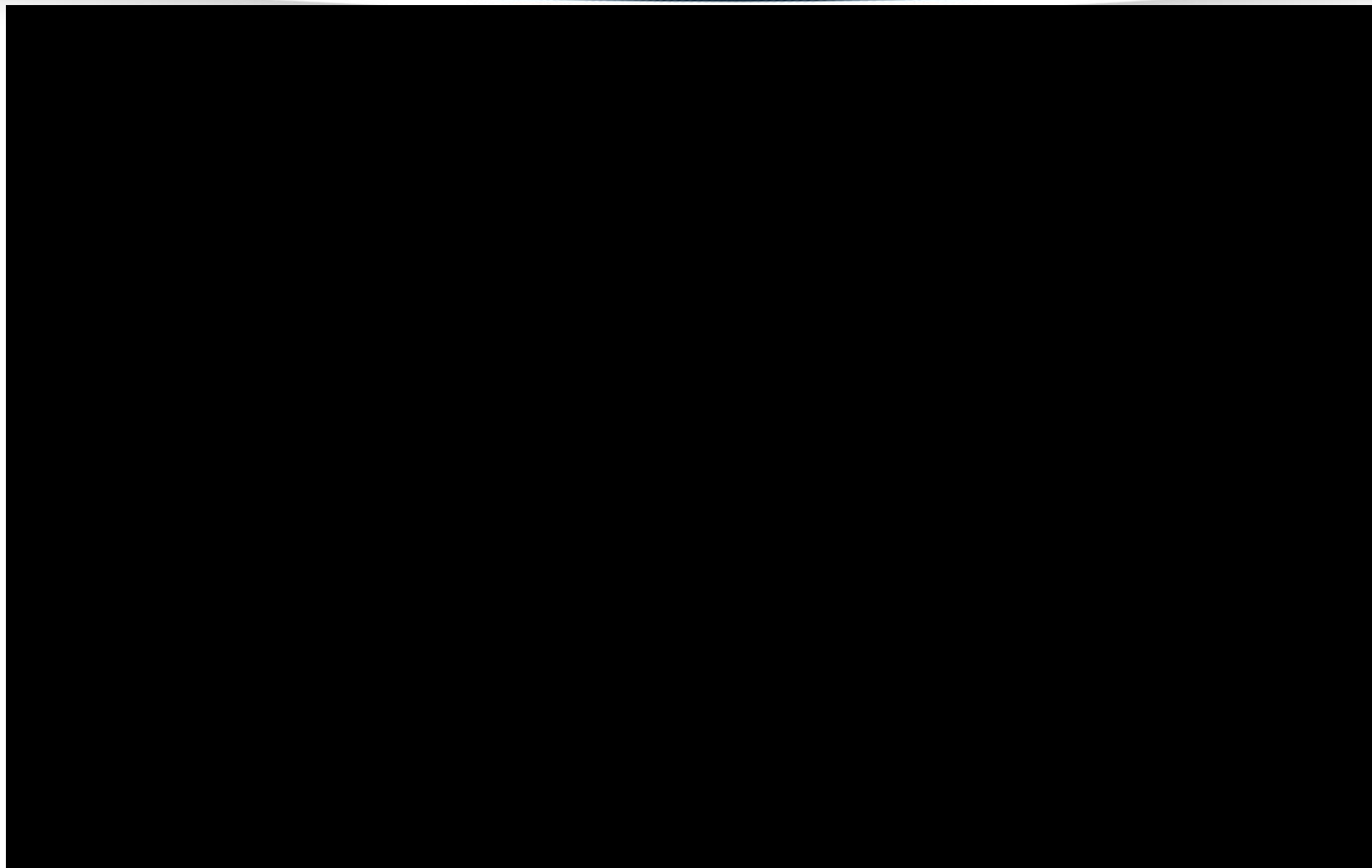
Reduced involvement
Frustration, resentment
Less self-initiative
Flight or fight reaction
Dependent job performance

Reactions to Under Supervision



Ineffective advocacy
Frustration/resentment
Flight or fight reaction
Risk to child
Risk to program

The Tree



Five Practices of Exemplary Leadership

Model the Way

Inspire a Shared Vision

Challenge the Process

Enable Others to Act

Encourage the Heart

James Kouzes & Barry Posner, *The Leadership Challenge*

Closing Thoughts



Advocate leadership is not something you **do to** people, but something you **do with** people

Resources

Bennis, Warren (). *On Becoming a Leader*.

Greenleaf, L., Spears, C. & Covey, S. (). *Servant Leadership: A Journey in the Nature of Legitimate Power and Greatness*, 25th Anniversary Edition.

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Maxwell, John (). *Leadership 101: What Every Leader Needs to Know*

Maxwell, John (). *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*

Rath, T. & Conchie, B. (). *Strengths Based Leadership*.