

The CalSAC Trainer Network

Deepening Skills, Growing Leaders



CalSAC: Enriching children by empowering professionals since 1982.

www.CalSAC.org

CALIFORNIA
SCHOOL-AGE
CONSORTIUM

Leading with Head and Heart

4.7.1

This module was developed as part of the Expanded Learning 360/365 project.

A CalSAC Module
Presented by:
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CALIFORNIA
SCHOOL-AGE
CONSORTIUM

The California School-Age Consortium

Our vision...

CalSAC is building a future where every child in California, especially those most underserved, has access to high quality, affordable out-of-school time programs. We see a future where every professional in the field has the resources they need and is valued for the important impact they have in the lives of children. We are committed to fulfilling the promise of an informed, engaged and empowered out-of-school time workforce, and a more equitable future for California.

Our mission...

CalSAC builds statewide professional networks that provide training, leadership development and advocacy to ensure all kids have access to high quality out-of-school time programs and to create a more equitable future for California.

Vision

Mission

Field Building

Paying It
Forward

Community

Equity

Empowerment

Objectives:

Participants will

- Understand how actions differ between managers and leaders.
- Gain tools to assess their own management and leadership behaviors within their current position.
- Become familiar with a counter-narrative approach to leadership.
- Participants will understand an approach to leadership that includes an awareness of social-emotional and character skills.

Welcome

- Choose a quote that reflects your leadership approach
- Share:
 - *Name*
 - *Quote and how it reflects your leadership approach*



Getting Started

- Training Agenda
- Bike Rack
- Group Introductions

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Group Agreements

- Try on new ideas and perspectives
- Move up/Move back
- Assume positive intent
- “I” Statements
- Confidentiality
- Both/And Thinking
- It’s okay to disagree
- Learn, grow, and have fun.

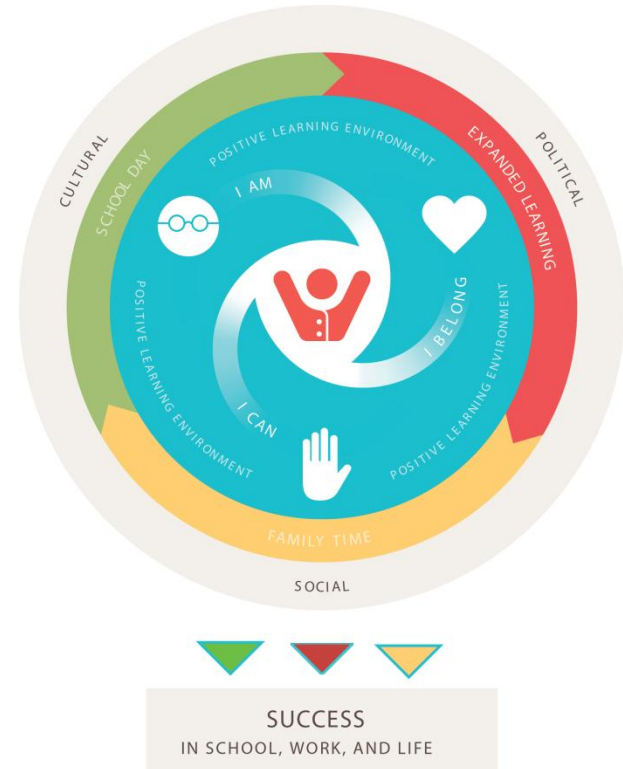
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Key Concepts

- All young people need social-emotional and character skills to be successful in school, work and life.
- We, as staff, also need to reflect on our own personal competencies as they relate to the implementation of practices that support young people in developing such skills.



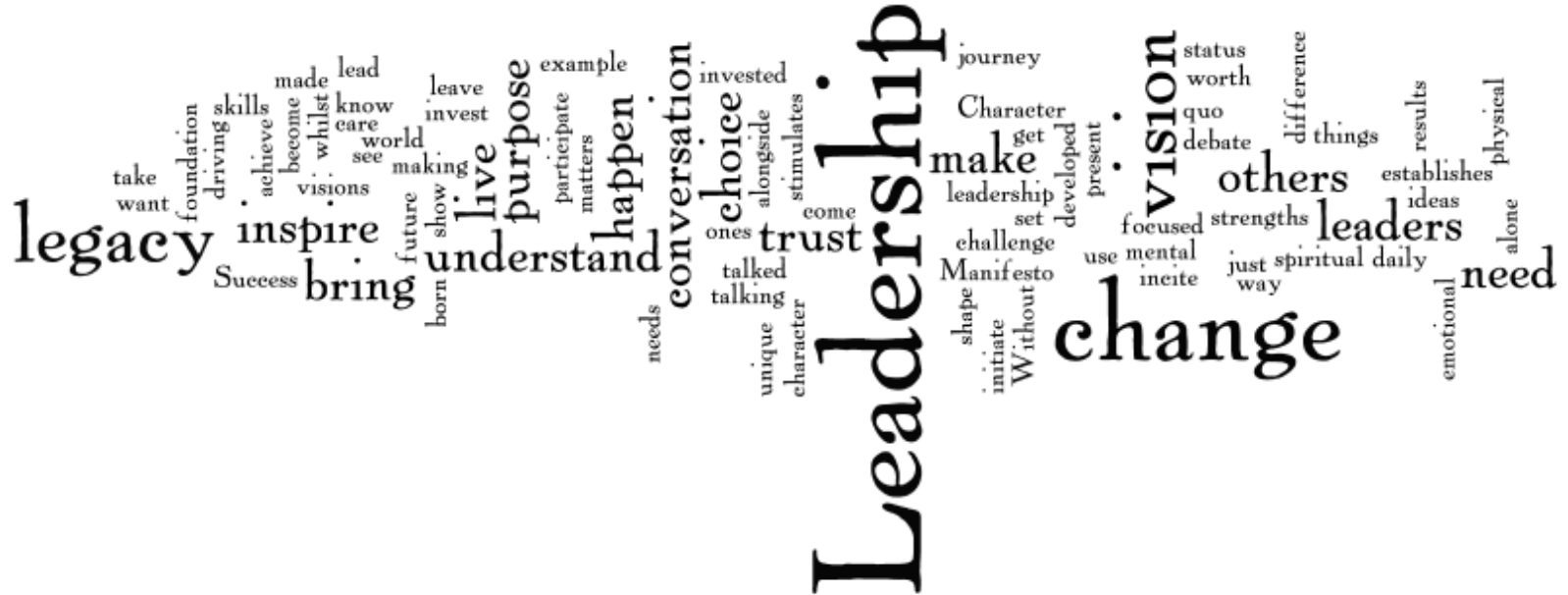
For more on the Expanded Learning 360/365 initiative, visit www.expandedlearning360-365.com

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Key Concepts

- As leaders in out-of-school time programs, we need to create safe, supportive environments for staff and young people by modeling self-awareness, interpersonal skills, growth mindset and social awareness in how we lead and manage.
- By aligning one's deep inner values and beliefs with action managers, directors and site coordinators can apply a type of leadership that inspires, achieves, and instills emotionally intelligent ways of being.

Leaders



EXPANDED LEARNING 360°/365 FOUNDATIONAL AREAS:



I AM

**Self-awareness
Self-management**



I BELONG

**Social awareness
Interpersonal skills**



I CAN

**Self-efficacy
Growth mindset**

Management and Leadership

Action	Management	Leadership
<i>Concerned with:</i>	Complexity	Change
<i>Creating an Agenda: Deciding What Needs to be Done</i>	Planning and Budgeting	Establishing Direction
<i>Developing Human Network for Achieving the Agenda</i>	Organizing and Staffing	Aligning People
<i>Execution</i>	Controlling and Problem Solving	Motivating and Inspiring
<i>Outcomes</i>	Produces Predictability, Order, and Key Results	Produces Dramatic Change and Useful Change

Source: John P. Kotter, *Forces for Change: How leadership Differs from Management*. Free press, 1990

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Characteristics of Managers & Leaders

Managers (Do Things Right)	Leaders (Do the Right Thing)
Deal with status-quo	Inspires change
Work in the system	Work on the system
React	Create opportunities
Control risks	Seek opportunities
Enforce organizational rules	Change organizational rules
Seek and then follow direction	Provide a vision to believe in and strategic alignment
Control people by pushing them in the right direction	Motivate people through shared decision making, coaching, feedback, rewards
Coordinate efforts	Inspire achievement, energize people, create networks
Provide instructions	Coach, create, empower self-leaders

Management and Leadership



Management is more often
from logical thought.



Leadership is passionate.
It comes from one's heart
and gut.

Job Description Discoveries



Job Description Review

After identifying management activities and leadership activities...

- What discoveries do you have about your job?
- What is one thing that stands out to you most about this comparison of management and leadership activities?
- How can you position yourself as a leader? A manager?
- Are there opportunities to increase your leadership activities within your job position?

“Leadership should be neither elitist, nor populist; rather it ought to be democratic, in that each of us stands in public space, without humiliation, to put forward our best visions and views for the sake of public interest.”

-Dr. Cornel West

What kind of leadership is needed....

- **Individual:** *“Leaders know best”*
- **Instrumental:** *“You are your job function”*
- **Transactional:** *“Focus on tasks”*
- **Control:** *“Do what you’re told”*
- **Dispassionate:** *“Emotions are unprofessional”*

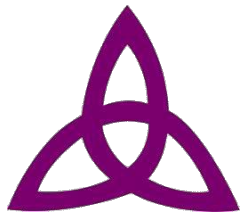
Dominant



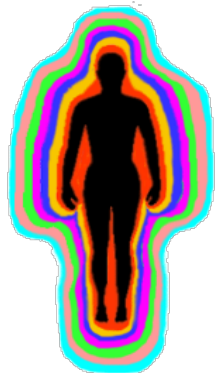
What kind of leadership is needed....



- Restores **humanity**
- **Interrupts** patterns of domination
- Fosters the ability to imagine, envision and create new realities as a **whole person**
- Embraces multiculturalism - leads as a **collective**, as **collaborative**, with **compassion**, and connects to **social context**



Counter-Dominant



What kind of leadership is needed....

- **Individual:** *"Leaders know best"*
- **Instrumental:** *"You are your job function"*
- **Transactional:** *"Focus on tasks"*
- **Control:** *"Do what you're told"*
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Dominant



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- **Interrupts** patterns of domination
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Counter-Dominant



Training Opportunities:

- **Specialized Training Projects** - access more specialized training and resources for your program!
- **eLearning** – FREE online modules available on our website to deepen your learning and practice.
- **Apply to be a CalSAC Trainer!**

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Leadership Opportunities:

- **3-Day Leadership Intensive Retreats** – regional, fee-based management and leadership trainings.
- **Leadership Development Institute Fellowships** – year-long, cohort based fellowships aimed at increasing the leadership capacity of the OST field.
 - LDI for Emerging Leaders of Color
 - LDI 360/365

Design a Professional Learning Community (PLC) to meet the unique leadership development needs of your team or organization.

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Grassroots Advocacy:

- **Join a Chapter** in your area!
- **Attend CalSAC's Afterschool Challenge May 15-16, 2017 @ the State Capitol**
- **Join us online:**  Twitter,  Facebook

www.calsac.org

Thank You and Evaluations

Please take a few minutes to complete the evaluation for this module. Your feedback is greatly appreciated.



Thank you

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4.7.1a Leadership Quotes: Trainer Handout

When one tugs at a single thing in nature, he finds it attached to the rest of the world.

John Muir

If you want to build a ship, don't drum up people together to collect wood and don't assign them task and work, but rather teach them to long for the endless immensity of the sea.

Antoine De Saint-Exupery

God grant me the serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.

Reinhold Niebuhr

An idea that is not dangerous is unworthy of being called an idea at all.

Oscar Wilde

When I dare to be powerful - to use my strength in the service of my vision, then it becomes less and less important whether I am afraid.

Audre Lorde

It is not our differences that divide us. It is our inability to recognize, accept, and celebrate those differences.

Audre Lorde

Freedom is not worth having if it does not include the freedom to make mistakes.

Mahatma Gandhi

Love and compassion are necessities, not luxuries. Without them, humanity cannot survive.

Dalai Lama XIV

In spite of everything, I still believe that people are really good at heart.

Anne Frank

It is better to remain silent and be thought a fool than to open one's mouth and remove all doubt.

Abraham Lincoln

Yes We Can!

Barack Obama

Education is our passport to the future, for tomorrow belongs to the people who prepare for it today.

Malcolm X

I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear.

Nelson Mandela

Do not judge me by my successes, judge me by how many times I fell down and got back up again.

Nelson Mandela

If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward.

Martin Luther King Jr.

The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.

Martin Luther King Jr.

Seven Deadly Sins

Wealth without work

Pleasure without conscience

Science without humanity

Knowledge without character

Politics without principle

Commerce without morality

Worship without sacrifice
Mahatma Gandhi

If you are humble nothing will touch you,
neither praise nor disgrace, because you know
what you are.

Mother Teresa

Be who you are and say what you feel, because
those who mind don't matter, and those who
matters don't mind.

Dr. Seuss

Life is not measured by the number of breaths
we take, but by the moments that take our
breath away.

Maya Angelou

Once social change begins, it cannot be
reversed. You cannot un-educate the person
who has learned to read. You cannot humiliate
the person who feels pride. You cannot oppress
the people who are not afraid anymore.

César Chávez

Never doubt that a small group of thoughtful,
concerned citizens can change world. Indeed it
is the only thing that ever has.

Margaret Mead

He who has never
learned to obey cannot
be a good commander.

Aristotle

Anyone can hold the
helm when the sea is
calm.

Publilius Syrus

Leadership is influence.

John C. Maxwell

A man who wants to lead
the orchestra must turn
his back on the crowd.

Max Lucado

Whatever you are, be a
good one.

Abraham Lincoln

Do what you feel in your
heart to be right—for
you'll be criticized
anyway.

Eleanor Roosevelt

Have enough courage to
trust love one more time
and always one more
time.

Maya Angelou

Don't find fault, find a remedy.

Henry Ford

One isn't necessarily born with courage, but one
is born with potential. Without courage, we
cannot practice any other virtue with
consistency.

Maya Angelou

We are caught in an inescapable network of
mutuality, tied in a single garment of destiny.
Whatever affects one directly, affects all
directly.

Martin Luther King, Jr.

A teacher affects eternity; he can never tell
where his influence stops.

Henry Adams

There are two ways of spreading light: to be the
candle or the mirror that reflects it.

Edith Wharton

To handle yourself, use your head; to handle
others, use your heart.

Eleanor Roosevelt



4.7.1b

Action Area Signs Handout

Setting a Direction

Developing a vision of the future, often the distant future, and strategies for producing the changes needed to achieve that vision



Social-awareness



**Self-efficacy
Growth mindset**

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Planning & Budgeting

Establishing detailed steps and timetables for achieving needed results, and then allocating the resources necessary to make it happen



Self-management



Self-efficacy

Aligning People

Communicating the direction through words and deeds;
includes all whose cooperation may be needed to influence
the creation of teams and coalitions that understand the
vision and strategies, and accept their validity



Self-awareness



Social-awareness
Interpersonal skills



Growth mindset

Organizing & Staffing

Establishing structure for accomplishing the plan, staffing that structure with individuals, delegating responsibility and authority in carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation



Interpersonal skills



Growth mindset

Motivating & Inspiring

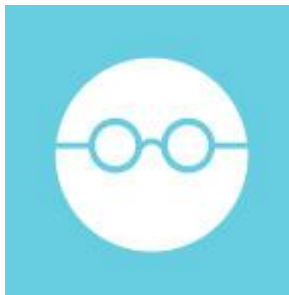
Energizing people to overcome major political, bureaucratic, and resource barriers by making the work important; satisfying very basic, but often unfulfilled, human needs



Social-awareness
Interpersonal skills

Controlling & Problem Solving

Monitoring results in comparison to the plan, identifying deviations, and then planning and organizing to solve these problems



Self-management



Interpersonal skills



Self-efficacy



4.7.1c Management v. Leadership Handout

Action	Management	Leadership
Creating an Agenda: <i>Deciding What Needs to be Done</i>	Planning and Budgeting: Establishing detailed steps and timetables for achieving needed results, and then allocating the resources necessary to make it happen • <i>Self-management</i> • <i>Self-efficacy</i>	Setting a Direction: Developing a vision of the future, often the distant future, and strategies for producing the changes needed to achieve that vision • <i>Social-awareness</i> • <i>Self-efficacy</i> • <i>Growth mindset</i>
Developing Human Network for Achieving the Agenda	Organizing and Staffing: Establishing structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibility and authority in carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation • <i>Interpersonal skills</i> • <i>Growth mindset</i>	Aligning People: Communicating the direction through words and deeds; includes all whose cooperation may be needed to influence the creation of teams and coalitions that understand the vision and strategies, and accept their validity • <i>Self-awareness</i> • <i>Social-awareness</i> • <i>Interpersonal skills</i> • <i>Growth mindset</i>
Execution	Controlling and Problem Solving: Monitoring results in comparison to the plan, identifying deviations, and then planning and organizing to solve these problems • <i>Self-management</i> • <i>Interpersonal skills</i> • <i>Self-efficacy</i>	Motivating and Inspiring: Energizing people to overcome major political, bureaucratic, and resource barriers by making the work important; satisfying very basic, but often unfulfilled, human needs • <i>Social-awareness</i> • <i>Interpersonal skills</i>
Outcomes	Produce Predictability and Key Results: Produces a degree of predictability and order, and has the potential of consistently producing key results expected by various stakeholders	Produce Change: Produces change often to a degree, and has the potential of producing extremely useful change

Source: John P. Kotter, Forces for Change: How leadership Differs from Management. Free Press, 1990



4.7.1d Characteristics of Managers and Leaders Handout

Managers (Do Things Right)	Leaders (Do the Right Thing)
Deal with status-quo	Inspire change
Work in the system	Work on the system
React	Create opportunities
Control risks	Seek opportunities
Enforce organizational rules	Change organizational rules
Seek and then follow direction	Provide a vision to believe in and strategic alignment
Control people by pushing them in the right direction	Motivate people through shared decision making, coaching, feedback, rewards
Coordinate efforts	Inspire achievement, energize people, create networks
Provide instructions	Coach, create, empower self-leaders

Developed by: BlueThistle Consulting



- Management characteristic activities that produce predictability, order, and consistency?
- Leadership characteristic activities that produce useful, dramatic change?

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After identifying management activities and leadership activities...

What discoveries do you have about your job?

What is one thing that stands out to you most about this comparison of management and leadership activities?

How can you position yourself as a leader? A manager?

Are there opportunities to increase your leadership activities within your job? What skills would be most helpful to pay attention to and use?