



BEST PRACTICE WORKSHOP

LESSONS ON LEADERSHIP DEVELOPMENT

Developing a comprehensive approach

**AmeriCorps Best Practices Conference
April 19, 2005**

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AGENDA

1. INTRODUCTIONS

2. DEFINITIONS: What kind of leadership are you developing and what are you developing it for?

3. LEADERSHIP DEVELOPMENT: Developing a comprehensive approach

4. PRACTICING WHAT YOU PREACH: Building a leadership development culture



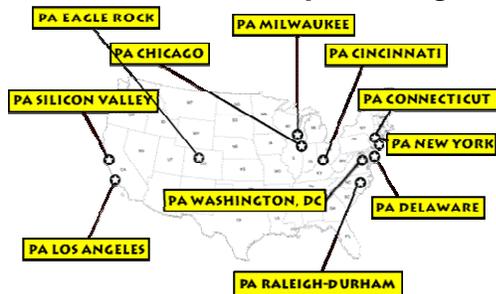
MISSION

Public Allies advances diverse young leaders to strengthen communities, nonprofits and civic participation



AMERICORPS PROGRAM

Public Allies recruits a diverse group of our communities' most promising young leaders, who commit to a rigorous and rewarding ten-month program of full-time community service and leadership training.



Over 1,500 Allies have completed the program to date in twelve communities. 259 are serving this year – our biggest class ever.



THE ALLIES

Public Allies recruits young leaders from diverse and under-represented backgrounds in our communities who are committed to careers working for community and social change.

- Public Allies is committed to developing indigenous leadership – we recruit in the communities and neighborhoods we serve.
- Allies come from many backgrounds – about 67% are people of color, 60% are women, 50% are college graduates, and 15% are LGBT.

Allies are paid about \$1,500 per month and receive health insurance, child care, and a \$4,725 education award.



THE PROGRAM

Nonprofit Apprenticeship: Allies serve four days a week at community-based organizations where they create, improve, and expand services to meet local educational, health, economic and community needs with measurable results.

Team Projects: Allies work as a team to develop and implement a project that achieves a measurable community impact one-half day a week and overtime.

Leadership Development: Allies participate in weekly training and receive individual coaching to gain the skills, abilities, and values to be effective leaders.

Alumni: PA continues to develop the leadership of our alumni through formal educational, career development, networking, and other activities.





RESULTS: ALLIES

- **Allies Graduate:** 85% to 90% of Allies graduate each year.
- **Allies Gain Important Skills:** The skills Allies report gaining the most are Interpersonal Communication, Team-work, Practicing Inclusion and Diversity, Project Planning and Evaluation. 84% of alumni report that we adequately prepared them for future educational and career goals.
- **Allies Remain in Public Life:** Over 80% continue careers in the nonprofit and public sectors.
- **Allies are Active Citizens:** They are more than twice as likely as peers to volunteer (78%), mentor a young person (64%), serve on a board (36%), attend political meetings (68%), protest (56%), and engage in other civic activities.



DEFINING LEADERSHIP

“Leadership is the process of persuasion and example by which an individual or team induces a group to take action that is in accord with the leader’s purpose or the shared purpose.” - John Gardner, On Leadership

Leadership is about influence – As we have developed our leadership program we have had to get clear about:

- **the how** – the values one uses to influence others; and
- **the what** – the ends for which one uses their influence.



DEFINING LEADERSHIP

THE HOW?



LEADERSHIP VALUES

We believe that leaders who value and practice:

- Collaboration
- Diversity and Inclusion
- Continuous Learning
- Asset-Based Change
- Integrity

will

- *unite individuals and organizations across boundaries,*
- *build more effective, inclusive and responsive organizations,*
- *engage the assets of more citizens,*

*and ultimately help create
a more just and equitable society for all.*



DEFINING LEADERSHIP

THE WHAT?



THE PROBLEM

At a time when demographics are changing, disparities are growing, the roles of government and civil society are shifting, services need reforming, and too many people are alienated or unengaged, we need new leadership working to create a more just and equitable society.

The Limits of Traditional Leadership Models

There is a need to address the limitations of traditional models of leadership in terms of:

Who is in leadership roles especially with regard to diversity and individuals most impacted by issues

How leadership is practiced and the limits of heroic, positional leadership over a values-based, inclusive and collaborative approach

The Limits of Current Change Efforts and Organizations

There is a need to address limitations of how change is approached in terms of:

• **Collaboration:** Work is fragmented by single issues, approaches to change, and organizations that rarely cross various boundaries

• **Mobilizing assets:** There is little community engagement and there are few pipelines for emerging community leadership

• **Leadership:** Organizational management interests are not balanced effectively with advocacy and accountability to the community.

The Limited Engagement and Support of Young People

There is a need to address the limited engagement and support of diverse young people who:

• do **not** feel **represented** by and **lack trust** in current systems

• **desire alternatives** to institutions and systems that do not value or engage their assets

• Are **not aware of how to create viable careers in nonprofit** and public service

• **do not receive the training and support** needed when entering the nonprofit workforce, and are **not developed as leaders**

The convergence of these factors **reinforces privilege** in who attains and maintains leadership, **creates few opportunities** to develop diverse young leaders, and emphasizes leadership practices that result in the **fragmented service of social needs** rather than increased community engagement, leadership development and collaboration to create more systemic solutions



SOCIAL CHANGE MODEL

The social change model shows the cause-effect relationships that lead from our mission to our vision and identifies our five long-term outcomes.

Young adults from diverse and under-represented backgrounds and a lifetime commitment to working for positive community and social change join Public Allies.

Through our program, Allies gain a framework and a network to work for change. Allies:

* build community with a talented and diverse network of peers working on different issues in the community.

* serve in paid apprenticeships with community organizations with responsibility for achieving measurable service results.

* receive training, coaching and support to practice leadership that values collaboration, inclusion, community assets, continuous learning, and integrity.

Communities receive expanded and enhanced services from nonprofits.

Nonprofits have greater capacity through the Allies' service and sharing PA's values and approach.

1. Young people from diverse backgrounds are seen as assets in their communities

2. Ally and Staff alumni join a network of changemakers - social entrepreneurs, servant leaders, reformers, and activists - working both in influential positions and on the front lines in communities.

Vision: a more just and equitable society for all

5. Nonprofit, public, and civic organizations are more diverse, collaborative, and asset-based, and effectively develop diverse leadership in their organizations and in their communities.

4. Ally Alumni engage the assets of their communities so more citizens are engaged in collective change efforts.

3. Ally alumni work together and with others across issue, approach, sectoral, positional and cultural boundaries resulting in new approaches and solutions.

Mission: advancing diverse young leaders to strengthen communities, nonprofits, and civic participation

Alumni Programs continue connecting and advancing the skills, networks, and leadership of the Ally network

Action Learning Model (10 months)

Systemic Change Model (10-20 years)

HOW YOU DEFINE LEADERSHIP?

How do you want your members to be as leaders?

What are you preparing your members to do with their leadership?



LEADERSHIP DEVELOPMENT

Recruitment & Selection

- Recruitment goals, messages and outreach
- Interview questions and selection criteria

Service Activities

- Individual placements with responsibility for outcomes
- Partner orientation & expectations

Evaluation & Assessment

- Allies track outcomes
- 360 reviews with feedback circles
- Presentations of learning
- Ally and alumni surveys

COMPREHENSIVELY REINFORCED

Building Community

- Deepening knowledge and trust in each other
- Honest, empathetic, authentic and direct communication
- Taking on difficult issues and differences

Member Development

- Individual development plans and coaching
- **Leadership Development Curriculum**
- Ally Leadership Opportunities
- Connecting to community leaders, organizations and resources

Leadership Development values inform and are reinforced by all aspects of our program.



CURRICULUM

Allies receive structured coaching and participate in workshops, dialogues, critical reflections, and other activities to develop the skills, attitudes, and values necessary for effective leadership.

Learning Outcomes: Asset-Based Change, Collaboration, Continuous Learning, Diversity and Inclusion, Integrity

Learning Units

- Self-Awareness
- Diversity and Privilege
- Team Work
- Understanding the Community
- Asset-Based Community Development
- Civic Engagement
- Critical Thinking
- Professional Skills
- Nonprofit Management
- Leadership



YOUR LEADERSHIP DEVELOPMENT

Recruitment & Selection

Service Activities

Evaluation & Assessment

Building Community

COMPREHENSIVELY
REINFORCED

Member Development



STRIVING TO MODEL

Public Allies has been continuously evolving practices internally consistent with our leadership development program, striving to better practice what we preach:

- Clarifying our Values vis-à-vis Management Practices
- Internal Team Building and Team-work across levels and functional silos
- Staff Development, Support, and Advancement
- Staff Individual Development Plans, Coaching, 360s, and Presentations of Learning



MODELING LEADERSHIP

How does your definition of leadership come to life internally? What systems or practices do you use or could you use to reinforce your leadership goals?



CONCLUSION

Creating a leadership development program requires:

- Clarity on leadership values as well as competencies
- Clarity on the purpose for which you are developing leaders
- Intentionality about reinforcing leadership development throughout all aspects of the program
- Efforts to model and practice the leadership internally you are seeking to develop among members.