

# Leadership for Justice

November/December 2018

## Introduction, Syllabus & General Information

*Leadership for Justice* equips equal justice leaders with the competencies needed to work in highly diverse settings, to help their organizations navigate and succeed in increasingly complex economic and policy environments, and to understand and address the high-stake challenges facing the clients and communities they serve.

Built upon five core practices that distinguish effective equal justice leaders, *Leadership for Justice* focuses both on sharpening leadership skills needed for effective external advocacy, as well as on the individual self-awareness and interpersonal skills needed to lead with authenticity and cross-cultural competency.



**Course Structure:** The *Leadership for Justice* course **takes place over two weeks** with online activities during the week of November 26, 2018 and onsite activities on December 4 – 7, 2018.

**Learning objectives:** This multi-day, transformative online and in-person training program will prepare advocates to:

- Communicate individual and institutional values, vision and mission, and motivate and engage others in pursuit of a shared purpose.
- Utilize systems thinking tools to analyze problems and develop effective, feasible solutions to achieve your goals.
- Engage diverse stakeholders in problem-solving and solution development in ways that build, maintain and develop relationships of trust and respect.
- Identify your personal values, behaviors, and styles, including how these are perceived by others, along with insights into their potential impact on your leadership effectiveness.
- Identify your leadership strengths and areas for improvement and build a plan for continued leadership development beyond the course.

**Time Commitments:** This training involves a significant time commitment. Since the training takes place over two weeks (see table below for details), it is essential that you clear your schedule for the times outlined below so you can participate in all activities. NOTE: All times are Eastern (ET)

**Syllabus:** This syllabus provides an overview of a short pre-training assignment to be completed by Friday, November 9, independent learning activities during the week of November 26, online group sessions on Thursday, November 29 and onsite activities on Tuesday - Friday, December 4- 7, 2018.

### Pre-Training Activity

(By) when	Activity	Time
By Friday, November 9, 2018	<p><b>360 Feedback</b></p> <ul style="list-style-type: none"> <li>Submit names of individuals to provide feedback - through the 360 Feedback survey - on your leadership strengths and areas for growth.</li> <li>Contact selected individuals to let them know that the Shriver Center will be sending them the 360 survey.</li> </ul>	15'

### Online Activities Monday - Friday, November 26 – 30, 2018

Following is a list of all online course activities.

(By) when	Activity	Time
By Tuesday, November 27, 2018	<p><b>Getting Stated.</b></p> <ul style="list-style-type: none"> <li>View online course tutorials and introductory materials.</li> </ul>	30'
	<p><b>Introductions.</b></p> <ul style="list-style-type: none"> <li>Introduce yourself through the online Discussion forum.</li> </ul>	15'
By Wednesday, November 28, 2018	<p><b>Leadership Practices – Self-Assessment.</b></p> <ul style="list-style-type: none"> <li>Review Leadership for Justice core practices and complete the Leadership Practices Self-Assessment.</li> </ul>	15'
	<p><b>Strategic Intent</b></p> <ul style="list-style-type: none"> <li>Review and discuss materials on the leadership practice of Strategic Intent, the “ability to communicate individual or institutional values, vision and mission, and to motivate and engage others in pursuit of a shared purpose.”</li> </ul>	45'
Thursday, November 29 1:00 – 4:30 EDT	<p><b>Live Online Sessions.</b> Join live sessions through the Adobe Connect platform</p>	
	<ul style="list-style-type: none"> <li><b>Session 1: Introduction to Leadership for Justice.</b> Explore leadership in a social justice context and review core leadership practices and skills.</li> </ul>	50'
	<ul style="list-style-type: none"> <li><b>Session 2: Introduction to Leadership Practice -- Strategic Intent.</b> Examine equal justice values, vision and mission and how these concepts and tools play out in your organizations and individual practices.</li> </ul>	30'
	<ul style="list-style-type: none"> <li><b>Small Groups</b></li> </ul>	45'

(By) when	Activity	Time
	<b>Break</b>	30'
	<ul style="list-style-type: none"> <li>● <b>Session 3: Introduction to Self-Awareness.</b> Review leadership practice of self-awareness – the ability to know one’s own values and vision, and to increase one’s ability to lead authentically.</li> </ul>	40'
	<ul style="list-style-type: none"> <li>● <b>Live Sessions Wrap-Up &amp; Preparing for Onsite: Get ready for onsite sessions</b> beginning on Tuesday afternoon, December 4, 2018</li> </ul>	15'
Monday, December 3, 2018	<b>Strategic Intent – Individual Level.</b> Review materials about strategic intent at the individual level.	20'
	<b>Systems Thinking:</b> Review article and short video on Systems Thinking.	20'
	<b>Renewal.</b> Review materials on self-care as a leadership practice	15'
	<b>Difficult Conversations.</b> Review first chapter of Difficult Conversations.	20'

**Onsite Activities**  
Tuesday - Friday, December 4 - 7, 2018

**Day 1 – Tuesday, December 4**

Schedule	Session
2:00 – 3:30	<b>Welcome &amp; overview.</b> Meet Leadership for Justice colleagues and faculty.
3:30 – 3:45	Break
3:45 – 4:45	<b>Leadership Stories.</b> Explore the practice of leadership stories as a critical tool to communicate strategic intent and engage others in supporting your leadership goals.
4:45 – 5:45	<b>Intro to Renewal.</b> Review the leadership practice of Renewal, the use of reflective practices for personal, professional and institutional renewal.
5:45 – 6:45	<b>Dinner</b>
6:45 – 8:15	<b>Self-Awareness.</b> Explore the leadership practice of self-awareness through the Milestones activities; identify initial elements of your leadership story of self.

**Day 2 – Wednesday, December 5**

Schedule	Session
8:30 – 9:00	<b>Continental breakfast</b>
9:00 – 9:25	<b>Day 1 Evaluation &amp; Start-up</b>
9:25 – 10:50	<b>Strategic Intent</b> – Individual Level. Prepare and discuss story of self.
10:50 – 11:00	<b>Break</b>
11:00 – 12:30	<b>Intro to Systems Thinking:</b> Review the leadership practice of systems thinking and key tools for analyzing complex systems.
12:30 – 1:30	<b>Lunch</b>
1:30 – 3:00	<b>Workable Unity – Stakeholders &amp; Decision-Making.</b> Explore the leadership practice of Workable Unity and tools for successfully engaging key stakeholders in understanding and developing strategies for addressing leadership challenges.
3:00 – 3:45	<b>Renewal: Walk &amp; Talk</b>
3:45 – 5:00	<b>Workable Unity – Pathways to Action.</b> Review and apply a collaborative planning model for moving leadership initiatives forward.
5:00 – 5:45	<b>Break</b>
5:45 – 6:45	<b>Dinner</b>
6:45 – 8:00	<b>Evening Activity.</b> Further explore the leadership practice of <b>workable unity</b> .

**Day 3 – Thursday, December 6**

Schedule	Session
8:30 – 9:00	<b>Continental breakfast</b>
9:00 – 9:15	<b>Evaluation of Day 2 and Start-up</b>
9:15 – 11:00	<b>Workable Unity: Power &amp; Difference.</b> Explore tools for recognizing and working effectively across issues of power and difference.
11:00 – 11:15	<b>Break</b>
11:15 – 12:00	<b>Leadership Sharing &amp; Peer-Support.</b> Use this time to meet with course participants and faculty on leadership challenges not addressed directly through the Leadership for Justice curriculum.
12:00 – 1:00	<b>Lunch</b>
1:00 – 2:30	<b>Self-Awareness: 360 Feedback.</b> Review 360 feedback responses regarding your leadership strengths and areas for growth.
2:30 – 3:30	<b>Renewal:</b> Identify and share renewal practices for keeping us centered and

Schedule	Session
	supported in our social justice work.
3:30 – 5:15	<b>Workable Unity: Productive Conversation.</b> Learn how to prepare for and conduct a productive conversation on challenging issues related to your leadership issue or other topics of concern to you.
5:15 – 5:45	<b>Reflections:</b> Use time to reflect on Leadership for Justice practices and experiences so far.
5:45 – 6:30	<b>Reception</b>
6:30 – 7:15	<b>Dinner</b>
7:15 – 8:15	<b>Potential evening activity</b>

**Day 4 – Friday, December 7**

Schedule	Session
8:30 – 9:00	<b>Continental breakfast</b>
9:00 – 9:15	<b>Day 3 Evaluation &amp; Start-Up</b>
9:15 – 9:45	<b>Leadership story preparation</b> – Prepare your leadership story & call to action.
9:45 - 11:15	<b>Leadership story presentations:</b> Present and receive feedback on your leadership story and call to action.
11:15 – 11:30	<b>Break</b>
11:30 – 12:30	<b>Taking the Work Home.</b> Review & integrate leadership practices and skills and develop initial action plans for continuing leadership work back home.
12:30 – 1:15	<b>Lunch</b>
1:15 – 2:00	<b>Taking the Work Home, cont'd:</b> Identify vehicles for continuing to support each other's ongoing leadership development.
2:00 – 2:30	<b>Evaluation &amp; Closing</b>