Building Strong Leaders

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Salt Lake County Youth Services
Recharge Conference 2019
A Little About Me...

- 6’2”, Brooklyn, NYC / Pine Ridge Indian Reservation
- Oglala Lakota / Arawak, Mayan & Garinfuna
- Programming gives me life!
- Indiana University-Purdue University; Social & Behavioral Health
- 4 years at Salt Lake County Youth Services, Program Specialist
What Makes a Great Leader?

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<th>The difference between</th>
<th>Boss</th>
<th>Leader</th>
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<td></td>
<td>Demands</td>
<td>Coaches</td>
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<td>Relies on authority</td>
<td>Relies on goodwill</td>
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<td></td>
<td>Issues ultimatums</td>
<td>Generates enthusiasm</td>
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<td>Says “I”</td>
<td>Says “We”</td>
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<td></td>
<td>Uses people</td>
<td>Develops people</td>
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<td></td>
<td>Takes credit</td>
<td>Gives credit</td>
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<td>Places the blame</td>
<td>Accepts blame</td>
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<td>Says “Go”</td>
<td>Says “Let’s go”</td>
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<td>My way is the only way</td>
<td>Strength in unity</td>
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“A man came across three masons who were working at chipping chunks of granite from large blocks. The first seemed unhappy at his job, chipping away and frequently looking at his watch. When the man asked what it was that he was doing, the first mason responded, rather curtly, “I’m hammering this stupid rock, and I can’t wait ’til 5 when I can go home.”
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“A second mason, seemingly more interested in his work, was hammering diligently and when asked what it was that he was doing, answered, “Well, I’m molding this block of rock so that it can be used with others to construct a wall. It’s not bad work, but I’ll sure be glad when it’s done.”
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“A third mason was hammering at his block fervently, taking time to stand back and admire his work. He chipped off small pieces until he was satisfied that it was the best he could do. When he was questioned about his work he stopped, gazed skyward and proudly proclaimed, “I...am building a cathedral!”
The Parable of the Three Masons

- “A man came across three masons who were working at chipping chunks of granite from large blocks. The first seemed unhappy at his job, chipping away and frequently looking at his watch. When the man asked what it was that he was doing, the first mason responded, rather curtly, “I’m hammering this stupid rock, and I can’t wait ’til 5 when I can go home.” [JOB]

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What is a vision?

1. The ability to see.
2. The image or insight of how something could or should be in the future.
Finding Your Vision

- Why did you choose this position?
- What do you hope your program will do for youth?
- What is your organization’s mission statement?
  - Mission: A task or purpose that needs to be carried out by a group of people
- What are some obstacles your youth face?
- “The youth in the ____________ community deserve ______________.”

To me, a leader is a visionary that energizes others. This definition of leadership has two key dimensions: a) creating the vision of the future, and b) inspiring others to make the vision a reality.

Vince Lombardi
What is your vision?

10 Mins
Setting Your Goals
Tying Your Goals to the Vision

- Start with your Quality Tool & OST Specialist
- Select with your team the goals you should include in your action plan***
- Complete your Action Plan
- Set up a Logic Model to stay on track
- Logic Model: A logic model visually shows the steps that need to take place to make your program goals happen***
Logic Model

Goals
- Make ASP a calming place.
- Have youth goals
- Use experiential learning.
- ASP Awareness
- Make ASP fun

Action / Steps
- No yelling, mutual respect, teach/share behavior/listening skills
- Define goals, individual goals, include behavioral goals.
- Be comfortable w/ kids encourage kids to try, build into lesson plans, practice
- Seek out local business, fundraisers for G.O.T.R, PTA partnership, learn about cooperative sponsorships
- Student of the week, build relationships

Inputs
- Staff, Micah All ASP Staff
- Reading groups
- Erica/Virginia
- Erica and Jen Jen
- All of us

Activities
- Silent signal, Meditation minute
- Review rules every Mon/Friday; Lower Voice Sign; Kid table louder
- Valentines; Friday makeup homework
- G.O.T.R. encouraging girls to try new excursions
- Erica: seeking out local business
- Target donations
- Every Friday

Outcomes
- Long/Short Term
- Relaxed Kiddos, Less yelling; Mindful
- Kids actually try better positive coping skills
- Included in every lesson plan; Student led learning
- Donations from people we know; CHICKEN FRY 4 FAY fundraiser
- Engaging activities
Follow Up to Goals & Practices

- **Abandon**: Did not work, don’t do again
- **Adapt**: Needs a few tweaks but works well
- **Adopt**: Perfect as it is, use again
Building Leaders
Staff Selection

- WHO do you need on your team?
- WHAT standards do you have for your staff?
- WHEN you hire directly ties into WHO you hire
  [Be Picky!]
- WHERE does their passion/inspiration/interest for the position come from?
- HOW do you go through your interview/selection process?
Building a Functioning & Competent Team

- Train your staff thoroughly
- Invest time in your staff
- Include Incentives/Recognition a.k.a. “Kudos”
- One on One’s
Inspiring Your Staff

- Heading in the same direction
- Understand where your staff are coming from
- Maintain a “Growth Mindset”
  - Send the message that life is about challenging yourself & learning to do what you couldn’t before
- You must first think about your staff to care about them***
- Who first inspired you and how did they do it?
Workshop Time!

10 Mins

Strengths = Opportunity for Innovation
Struggles = Opportunity to Build Potential
Building Accountable & Confident Leaders

“There is a difference between leading people through someone and leading someone who is leading others.”
Territory & Clear Boundaries

- Provide clarity about what space is theirs to command with little interference.
- Because you are building a team of leaders, you will need boundaries to avoid conflict when/if areas intersect.
- Be mindful & respectful if/when they share a boundary with you or others.
Objectives > Their Performance

- Leaders need mountains to climb and an opportunity to use their resources.
- If the goal is the size of their own talent and personal effort, you are treating them like a follower and you risk shrinking them to that size.
- Give them motivation to engage people and set the direction themselves.
Reasonable Time Frames

- To get stronger, you have to increase the weight/difficulty.
- Setting a time frame requires them to use their creativity, diligence, perseverance, and leadership to accomplish the goals.
- Challenge them to accomplish goals within a specific time frame.
Regularly Increase Capability Through Challenges

- If you want to lead leaders, you have to regularly increase their capability through challenges, not coaching.
- Leaders like coaching when they ask for it. Followers like coaching all the time.
- Be unyielding on accountability, be sure to clarify and be available to coach them when requested.
Potential Outcomes
Decrease Staff Turnover

- “Employees don’t quit jobs, they quit bosses”
- Staff know you are aware of them
- Staff actively participate in gauging progress
- Staff are treated like assets & experience real growth
Program Sustainability

- Your community knows who your team is & support your vision
- Your program’s capacity to achieve goals will increase
- Many solutions can be found in the community and leaders can help you find them
- Consistency ultimately helps the youth you serve
Sources

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Grit: The Power of Passion and Perseverance by Angela Duckworth PhD

Dare To Lead by Brené Brown PhD, LMSW