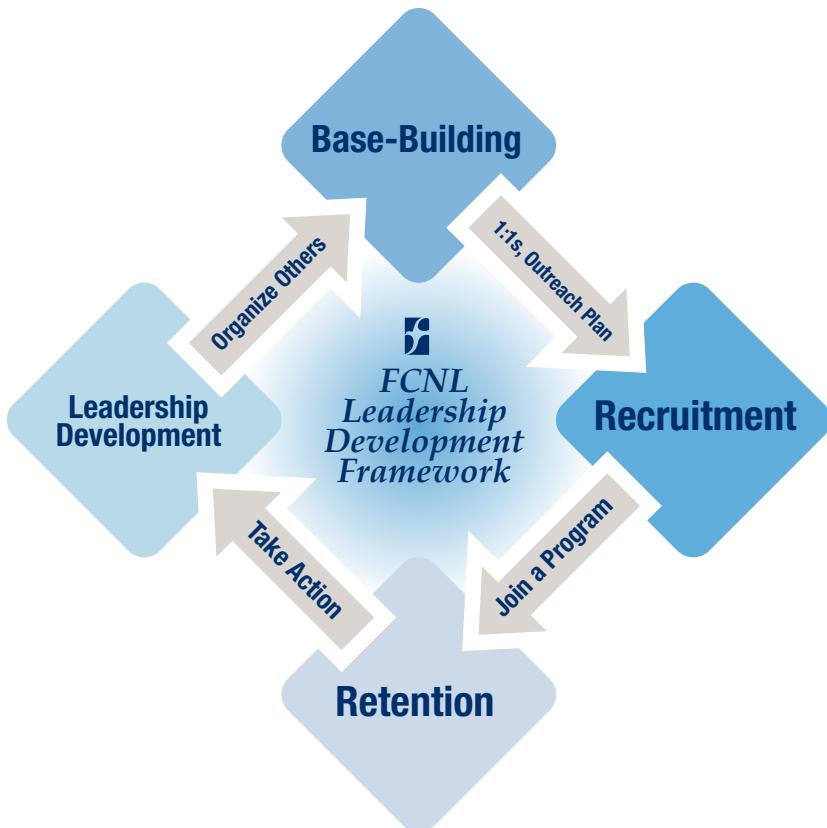


# Leadership Development

Intentionally developing the leadership of others is essential to sustaining and strengthening your team. We often say the best organizers work themselves out of a role by creating opportunities for others to learn new skills and take ownership of tasks. If you're in a specific leadership role, consider this question: what would it look like to train someone who could step into your role in 1-2 years, freeing you to focus elsewhere?

At FCNL, we visualize leadership development as a cycle of engagement with four phases.



## Base-building

All new and prospective advocates start here. Through one-on-one conversations and intentional outreach efforts, we identify individuals that are interested in getting involved.

*Examples: Meeting at the FCNL table at a community fair, attending an interest session at a local faith community*

## Recruitment

At the recruitment phase, we invite those individuals to join a program.

*Examples: Intro to Advocacy, start or join an Advocacy Team, introductory phone call or meet-up*

## Retention

Once they are in a program, we seek to keep them involved by inviting them to take advocacy actions.

*Examples: National Calls, lobby visits, writing Letters-to-the-Editor (LTEs), holding community events*

## Leadership Development

When an advocate is taking action consistently in a program, the next step is to support them to organize others so that we can grow our movement. With regular coaching, advocates can lead others around the leadership development circle: bringing others in, starting their own base-building, recruitment, and retention efforts.

*Examples: Recruiting new members to your team, becoming a statewide coordinator, helping to start a new Advocacy Team in a neighboring city or county*

# List Work: Making Concrete Plans with Your Team

List work is an activity that core team members (often Communicators and Coordinators) should engage in regularly to keep their membership engaged, committed, and developing as organizers.

'Doing listwork' means going through a list of contacts name by name, taking notes about each person and making a concrete plan to follow up with them, inviting them to take on a project or task to help them develop a new skill or try out a new role.

Regularly working through your list of members, talking to them, and following up with them will help your members stay engaged. With time, this practice will enable you to identify and recruit individuals who can take on new team leadership roles to help sustain your team when a team leader needs to step back.

## Tips for effective leadership development

- Observe members' interests and talents and skills
- Recruit people for specific roles for set amounts of time
- Build trust
- Value people's skills and experiences and ideas
- Gradually increase responsibility

| Name   | Current Role(s)       | Notes   | Long-term Leadership Goal           | Next Step                               |
|--------|-----------------------|---|-------------------------------------|---|
| Olivia | At-large team member  | First joined last year. Regularly attends team meetings and has expressed interest in outreach. | Outreach coordinator                | Organize next tabling event with Eleni. |
| Eleni  | Outreach coordinator  | Joined two years ago. Has lead our team outreach. Interested in taking a break from the role.   | Train the next outreach coordinator | Coach Olivia through tabling event      |
| Hajar  | Congressional liaison | Joined three years ago. Very experienced with planning lobby visits.                            | Team coordinator                    | Plan a team social event                |

# Create Your Own List

**Name:** Who are the members on your team?

**Current Role(s):** What specific role, if any, do they currently hold on the team?

**Notes:** These could be on their work or civic background, interests, skills, schedule, and history of engagement: when did they first join the team? Do they regularly attend team meetings or national calls? Have they served in a role previously?

**Long-term leadership goal:** Based on this person's skills and interests, what is a leadership role you could see them taking on? Where is there a need on the team, and how might they help to meet that need?

**Next Step/Follow up:** What task or action are we going to ask this person to take on next to help them try out a piece of that role and build new skills?

- » The next step should ideally be tailored to each individual member and their skills, interests and availability. For example: rather than asking someone who works nights to come to a meeting in the evening, ask them to come to a community event on a weekend morning
- » Next steps should build in responsibility over time in order to build capacity within your team. One month, ask them to take notes; the next, ask them to facilitate!

| Name | Current Role(s) | Notes | Long-term Leadership Goal | Next Step |
|------|-----------------|-------|---------------------------|-----------|
|      |                 |       |                           |           |
|      |                 |       |                           |           |
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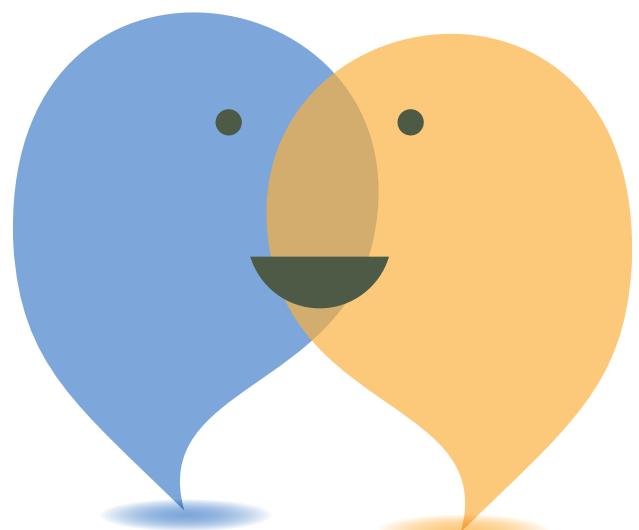
# Leadership Development One-on-Ones: The Art of the Proposition

After you have been meeting regularly with members of your team and building your own personal relationship with them, you might consider inviting them to take on a new leadership role using this conversation framework called a leadership proposition.

Leadership propositions are best made in a conversation rather than by email or text, though it's helpful to give advance notice about the topic. You might say something like: "It has been so great to work with you on our team this past year. I have an invitation I'd love to share with you and talk through together—I think you'd be an incredible team coordinator."

## Components of the conversation

- **Acknowledging:** Naming the work that the person has done and valuing their specific contributions.
- **Need:** Identify the need that the team has.
- **Interests:** Connect to why this person advocates for peace and justice and how taking on this next leadership step would help them act on their interests.
- **Vision:** Painting a picture of what the group could look like with them in this role.
- **The Role:** The name of the role, purpose of the role, different activities and responsibilities, and time commitment.
- **Support:** What support and resources would they get in the role? How will you help them to be successful?
- **Obstacles:** Think through obstacles and how to overcome them.



## Acknowledging

## Interests

## Need

## Vision

## The Role

## Support

## Obstacles

### Sample Conversation Script

Janet, I am so grateful for your consistent attendance this year and how helpful and organized you've been taking notes at our lobby meetings.

I know you've shared before with me about how even though you've been so frustrated with Congress this year, you've found such hope and inspiration from our team and meeting with others.

We have a big need right now for help getting our team meeting on a regular schedule.

I'd love to invite you to step into the role of team coordinator this year starting in March. With your help, I could see our team getting to know each other so much more closely and being an even more connected and engaged group!

Being a team coordinator would mean sending scheduling polls, calendar invitations, Zoom links or location information, and meeting agendas. It would also mean helping to send any follow up reminders to people who committed to action items at past meetings. It would take about two to three hours of work each month outside of our team meetings.

I could help you as you get started, working together on agendas and scheduling and sharing templates that I have used in the past.

I know you have a busy schedule and your time is limited, but I view this role as absolutely crucial into making sure our time is used intentionally. Let's talk together about how to make it manageable and how it might fit into your weekly rhythm.

What do you think, would you be up for stepping into the team coordinator role for this year?

# Developing Leaders by Delegating Tasks

Asking a member to take on an entirely new role for an undefined period can feel overwhelming at first. One way to begin developing leadership capacity on your team is to break projects into clear, manageable tasks, and delegate them among many individuals.

Even when one person serves as the lead or point person, this approach allows more people to share responsibility and build skills through meaningful participation.

**Get started:** Below are some example projects and a list of necessary tasks to accomplish them. By breaking the project into tasks, you can begin to see how you could invite people into taking on small pieces of leadership. As you develop plans with your team, choose a project, identify which tasks to invite others to take on, and assign who will be doing what. If you assign a timeline and a due date for when you want each task accomplished by, even better!

As you develop plans with your team, choose a project, identify which tasks to invite others to take on, and assign who will be doing what.

## Planning a Lobby Meeting

- Sending out a scheduling poll among team members
- Send the scheduling request to the office and follow up
- Scheduling the prep meeting
- Facilitating the prep meeting and assigning roles
- Preparing a personal story to share in the lobby meeting
- Gathering and printing any leave-behinds, sign on letters, or printed materials
- Taking notes and submitting the lobby report to FCNL
- Drafting the thank you-email to the office you meet with

## Planning a Tabling Event

- Researching upcoming tabling opportunities
- Reaching out to the host to reserve a table
- Printing any materials (or requesting materials from FCNL)
- Gathering other supplies
- Transporting the supplies on the day-of
- Recruiting volunteers
- Drafting tailored talking points for volunteers

## Planning a Social Event

- Sending a scheduling poll among members to find a date
- Finding a venue and coordinating with the venue host
- Developing a plan for refreshments: potluck, cooking, ordering
- Publicizing the event
- Greeting attendees as they arrive