

Leadership Inquiry

August 14-15 Leadership Summit Info

While the retreat in June aimed to help you *prepare* for your leadership role, the summit in a couple weeks will require you to *practice* leadership. Teachers will facilitate some framing and reflection for the larger group, but a bulk of the time will require you to facilitate purposeful conversation with team and get to work.

While we imagine that you've developed ideas about the purpose, goals, and culture of your organization, the August days will be an opportunity for you to collaboratively refine those ideas and invest your team in the work ahead by including them meaningfully in your process. As tangible outcomes of your work, leadership inquiry students will be responsible for the following (one per organization):

- **Mission & Vision Statement** that speaks to the purpose of your organization (revise from previous years, if applicable)
- **Goals** document that clearly articulates the specific projects, products, or outcomes that you want to complete throughout the year
- **Culture** document that articulates agreements that your team collectively makes about your organizational norms and expectations (e.g. showing up to meetings on time). Remember "culture of action" from June?

On the following pages, you will find: (1) an overview of the schedule for Aug 14-15; (2) a suggested plan for your time with your team; and (3) more detailed expectations for the three deliverables listed above. These August days will be a rare opportunity for your team to work together for an extended period, so we encourage you to make the most of every minute you have.

If you have questions, concerns, or need additional support in preparing do not hesitate to let your faculty moderator know.

Schedule Overview

Tuesday, August 14

12:00-2:30	Leadership Inquiry Students Arrive <i>This will be time for you and your co-leaders to eat, catch-up, and make sure you're prepared for the meetings you will lead when the larger group arrives.</i>
2:30-3:00	Other Leadership Students Arrive <i>Ambassadors, Class Officers, Section Editors, Affinity Group leaders, etc.</i>
3:00-4:30	Teacher-Facilitated Opening, Introduction, and Guided Reflection
4:30-6:30	Student-Facilitated Planning Meetings (Orgs w/o Inquiry students teacher-led) <i>Discuss and articulate organization purpose, goals, culture, and build relationships</i>
6:30-8:00	Pot-Luck Dinner and Closing

Wednesday, August 15

9:00-9:30	Espacio
9:30-10:15	Teacher-facilitated Session
10:30-12:00	Student-Facilitated Planning Meetings (Orgs w/o Inquiry students teacher-led) <i>Discuss and articulate organization purpose, goals, culture, and build relationships</i>
12:00-12:15	Whole Group Closing

Suggested Meeting Plan

This plan is detailed but generalized, so that it might work for a pretty varied collection of school organizations and programs. You *will* have to add, subtract, and adjust to make it work for you and your organization/program. There may be important tasks or conversations specific to your organization that you need to tackle, times may need to be adjusted, and more.

Tuesday 8/14 4:30-6:30 (2hrs)

Group Check-in (5min)

Give everyone in the group an opportunity to take notice of how they are a feeling and be sure to take notice yourself. Sometimes it's nice to just ask people to rate how they're doing on a scale from 1-10 without any explanation necessary.

Team-Building (10-20min)

Facilitate a structured activity that allows people to start to get to know each other, or know each other a little better. Some options:

- Ask everyone to take two minutes to find three objects in their bag (or, if necessary, you can let people run to their car or go outside) that represent them. Then give everyone a chance to share what they found and why they chose those items.
- Two Truths and a Lie
- Ask everyone to line-up in order of age without speaking or writing

Mission & Vision Discussion (30-40min)

While a clear mission/vision statement is an important outcome of this discussion, remember that real value of crafting such a statement collaboratively is to build an authentic and truly shared understanding of why your organization exists.

→ Individual Thinking (5min)

- ◆ Ask everyone to take a few minutes to write individually about why they think the organization exists: What purpose does it serve for our community?
- ◆ It's important to give everyone some space to think individually before you exchange ideas. Otherwise, everyone just agrees with the first person to talk.

→ Discussion: What purpose does our organization serve for our community? (10-20min)

- ◆ Make sure someone is taking notes, ideally on a whiteboard, so that everyone feels like their ideas are being valued.
- ◆ Instead of offering your own ideas or making statements agreeing/disagreeing, as a facilitator, try to only ask questions.
- ◆ As the conversation progresses, try to refine the group's thinking into 1-3 clear, concise, concrete bullet points (e.g. "we bring happiness" or "we make people think" is too vague.)

→ Mission & Vision Statement (15-25min)

- ◆ Give everyone a copy of last year's mission and vision statement and five minutes to find one sentence or phrase that they think could be made more clear, concise, or concrete and draft a revision.
- ◆ If your organization is new or doesn't have a mission statement, give everyone a chance to draft one.
- ◆ Emphasize that a statement like this is useful only if it's clear and specific. Resist the temptation to write words that sound nice, but don't really mean anything.

Break (5min)

Goals (50-70min)

The goals you articulate as a group should translate the big picture of your mission/vision into the concrete actions you will take this year. At the end of the day, you want it to be obvious whether or not you completed the tasks or action steps you articulate.

→ Non-negotiables (10-15min)

- ◆ What tasks, products, or events are you definitely going to make happen? This might be issues of the Heart Beat or Yearbook deadlines, specific events like Spirit Week or the Women's talent show, or specific tasks like finalizing the title for the SJTI.

→ Calendar (15-20min)

- ◆ Pull out a school calendar for this year and tentatively select dates for these non-negotiables.
- ◆ Add deadlines for the non-negotiables to a shared calendar document

→ Brainstorm (10-15min)

- ◆ Take a few minutes to brainstorm ideas of things you want to do accomplish above and beyond the non-negotiables.
- ◆ These might be specific elements of a non-negotiable (e.g. a special investigative article in a certain issue of the paper) or a distinct initiative (e.g. a marketing campaign). They can be organization or even community-wide goals or they can be specific to one team member's section or role.
- ◆ In a brainstorm, there is no bad idea. If something broad or vague comes up like "build awareness" or "improve writing", that's okay. You will just need to eventually break that down into specific and concrete tasks you can cleanly accomplish.
- ◆ Make sure to record ideas as they're shared. Post-it notes available.

→ Assign and Refine (15-30min)

- ◆ Even if everyone on the team is going to support every goal, research shows that you want one "owner" who runs point for a given initiative. Give everyone a chance to tentatively sign-up to lead one or more initiative(s) or project(s). It's okay if goals remain temporarily unassigned.
- ◆ Give each individual a chance to refine the goal, break it down into concrete tasks (if necessary), and add the tasks to the shared calendar.
- ◆ Share out and debrief

Accomplish Tasks (0-20min)

There are undoubtedly important tasks that you and your organization need to accomplish that are specific to your organization (style guide or editorial policy, start of school event to plan, etc.) Identify one or more tasks that the group can tackle either all together as a whole or in smaller groups.

Close (5min)

Say thank you and give everyone a preview of tomorrow.

Wednesday 8/14 10:30-12:00 (1.5hrs)

Group Check-in & Team Building (10-20min)

Follow the same basic structure you did the day before, but select a different team-building activity for today.

Review Mission, Vision, and Goals (10min)

Ideally, inquiry students will have a chance Tuesday to clean-up whatever was produced the previous day into almost-final versions. Give everyone a chance to read it, ask questions, or raise concerns. Take notes.

Team Culture (30-45min)

Given the important work ahead, take some time to think together about what kind of team you will need to become in order to be successful this year. We'll frame this as a matter of team culture.

→ Individual Thinking (10min)

- ◆ Take a moment to explain to everyone what you mean by “culture” and ask them to think of a time that they were a part of a team with a good culture and a time they were a part of a team with not-do-good culture.
- ◆ Give everyone a chance to share out

→ Discussion: What do we want our team culture to look and feel like? (10-20min)

- ◆ Make sure someone is taking notes, ideally on a whiteboard, so that everyone feels like their ideas are being valued.
- ◆ Instead of offering your own ideas or making statements agreeing/disagreeing, as a facilitator, try to only ask questions.
- ◆ As the conversation progresses, try to refine the group's thinking into 1-3 clear, concise, concrete bullet points (e.g. “we have fun but work hard”).

→ Agreements (10-15min)

- ◆ Brainstorm specific rules, norms, expectations, or other agreements for the group that you all want to hold each other accountable for (e.g. “we always show up to meetings” or “we communicate directly if we have a problem or concern”)
- ◆ Make sure to record ideas as they're shared. Post-it notes available.
- ◆ Consciously shift gears from no-bad-ideas brainstorming, to critical assessment. What can everyone agree to hold themselves and other accountable to?

Accomplish Tasks (10-40min)

There are undoubtedly important tasks that you and your organization need to accomplish that are specific to your organization (style guide or editorial policy, start of school event to plan,

etc.) Identify one or more tasks that the group can tackle either all together as a whole or in smaller groups.

Close (5min)

Say thank you and clarify the next time the group will meet.

Assessment Criteria

The following four deliverables will be **due in class on Wednesday, Aug. 22** and represent the first graded assignments for the Leadership Inquiry course. The fourth item, a personal reflection, will be explained and facilitated during the first couple class periods.

Mission & Vision Statement (20pts)

- Purpose of organization is clear and meaningful. Anyone who reads it will understand the character of your organization, what it does, and why it is an integral part of the SHP community.
- Language is concise, specific, and compelling; 200-400 words total.
- Presentation (formatting, spelling, punctuation, etc.) suggest a high level of care and attention to detail.

Goals Document (30pts)

- 3-5 big organizational goals represent an ambitious but achievable scope of work for one school year
- Each goal is broken down into several concrete, cleanly achievable tasks or action steps for which there will be little ambiguity as to whether they are completed.
- Goals and action steps assigned owner or point person
- Presentation (formatting, spelling, punctuation, etc.) suggest a high level of care and attention to detail.

Culture Document (25pts)

- Brief 50-100 word culture statement qualitatively describes the kind of culture you hope to build in your organization in concise, specific, and compelling language.
- Norms, expectations, and other agreements the team are listed and clearly align with the culture described in your statement.
- Presentation (formatting, spelling, punctuation, etc.) suggest a high level of care and attention to detail.

Personal Reflection (25pts)

- Reflection indicates an authentic, genuine attempt to respond to prompt and a willingness to engage self-critically.
- Presentation suggests a high level of care and attention to detail.