



**School's Out™  
Washington**



*thecpin.com*

Collaborative Partners Initiative

**Strengthening  
Programs.  
Empowering  
Youth.**



April 2023



**Drew Ebersole & Sherry H.**

**School's Out Washington**  
*Staff and Leadership Roles in a Dynamic Organization*

April 14, 2023

# Ice Breaker

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Share about the shoes you are wearing. What is the story behind them and where have they taken you?



# AGENDA

- Understand and set clear expectations for roles within your organization
- Communicate constructively, supportively, and effectively to ensure those expectations are achieved together
- Build and sustain deeper levels of trust, dynamic collaboration and organizational harmony for maximum impact





# GOVERNANCE

Mission

MANAGEMENT

administration

Board

Staff

Committees

Policies

Responsibilities

Best practices

nonprofit

market mechanisms

Disposition

Performance

Vision

Values

ethics

roles

metadata

Gove

Rele

Policies

Position

Period

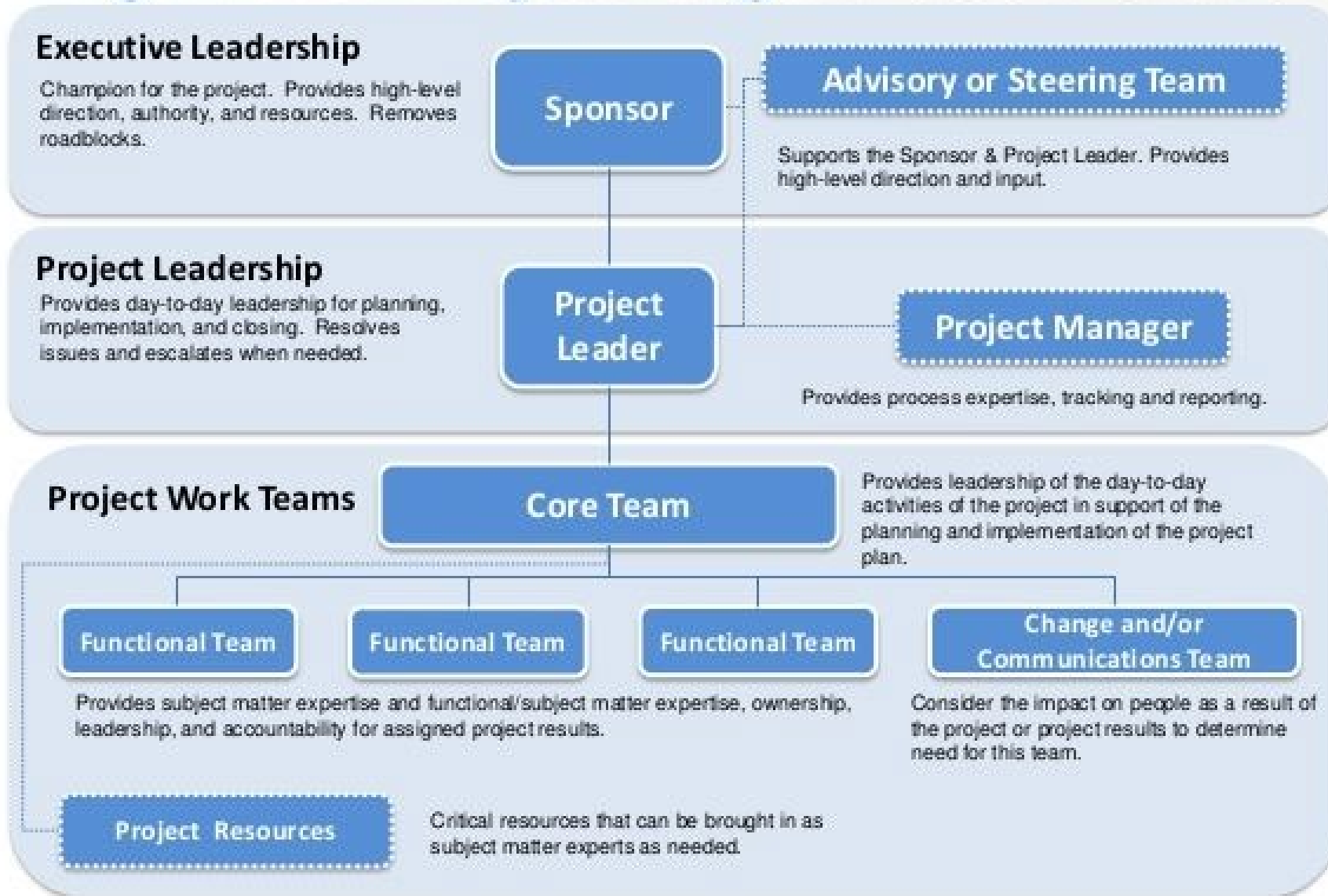
team





# Roles and Responsibilities

# High-level Project Organization Chart



# Characteristics of Staff and Leadership Roles

<b>Inspire Trust</b>  Trust is the most important ingredient for building a team. It is the confidence born of the character and competence of a person or an organization.	<b>Create the Vision</b>  Leaders shape the emergence of a clear, compelling purpose and vision – a North Star – that resonates throughout the organization and beyond.	<b>Architect</b>  Designing the organization as an open and empowered system, able to continually plan, execute, and adjust flow of resources across shorter working cycles in pursuit of its North Star.
<b>Catalyst</b>  <ul style="list-style-type: none"><li>➤ Remove roadblocks</li><li>➤ Foster connections</li><li>➤ Help people connect to the organization's vision</li><li>➤ Encourage an inclusive and welcoming environment</li></ul>	<b>Coach for Potential</b>  By asking more questions than prescribing solutions and seeking multiple perspectives to expand the solution space.	<b>Psychological Safety</b>  People feel comfortable bringing their full, authentic self to work and believe they won't be punished for humiliated for speaking up with ideas, questions, concerns or mistakes



# Set Clear Expectations

Why

- Provide clarity, context and alignment

Invite

- Ask rather than tell

Collaborative

- Include the person in the expectation-setting process

Success

- Communicate what success looks like
- Ensure that expectations are attainable

Trust

- Trust people to meet expectations





# 10 Most Common Leadership Styles

- **Coaching style** - A coaching leader is someone who can quickly recognize their team members' strengths, weaknesses, and motivations to help each individual improve
- **Visionary style** - Visionary leaders have a powerful ability to drive progress and usher in periods of change by inspiring employees and earning trust for new ideas
- **Servant style** - Servant leaders live by a people-first mindset and believe that when team members feel personally and professionally fulfilled, they're more effective and more likely to regularly produce great work.
- **Autocratic style** - Also called the "authoritarian style of leadership," this type of leader is someone who is focused primarily on results and efficiency. They often make decisions alone or with a small, trusted group and expect employees to do exactly what they're asked.
- **Laissez -faire style** - This is the opposite of the autocratic leadership type, focusing mostly on delegating many tasks to team members and providing little to no supervision.

# 10 Most Common Leadership Styles

- **Democratic style** - The democratic style (also called the “participative style”) is a combination of the autocratic and laissez-faire types of leaders. A democratic leader is someone who asks for input and considers feedback from their team before making a decision.
- **Pacesetter style** - The pacesetter style is one of the most effective for achieving fast results. Pacesetter leaders are primarily focused on performance, often set high standards, and hold their team members accountable for achieving their goals.
- **Transformational style** - The transformational style is similar to the coach-style in that it focuses on clear communication, goal-setting, and employee motivation.
- **Transactional style** - A transactional leader is someone who is laser-focused on performance, similar to a pacesetter. Under this leadership style, the manager establishes predetermined incentives—usually in the form of monetary reward for success and disciplinary action for failure. Unlike the pacesetter leadership style, though, transactional leaders are also focused on mentorship, instruction, and training to achieve goals and enjoy the rewards.
- **Bureaucratic style** - Bureaucratic leaders are similar to autocratic leaders in that they expect their team members to follow the rules and procedures precisely as written.

A top-down view of two people shaking hands over a light-colored wooden desk. The person on the right is wearing a grey sweater and a watch with a green and blue strap. The person on the left is wearing a blue and white checkered shirt. In the background, there is a laptop, a blue folder, a small potted cactus, and a row of white electrical outlets. The text "The Power of Communication" is overlaid in white on the bottom right of the image.

# The Power of Communication



**86% of employees and executives cite lack of communication or collaboration for workplace failures!**

*Source: Salesforce*



**99.1% prefer a workplace where people identify and discuss issues truthfully and effectively.**

*Source: ProofHub*

# Communication

## 5 Benefits of Effective Communication



Builds  
Trust

Increases  
Engagement

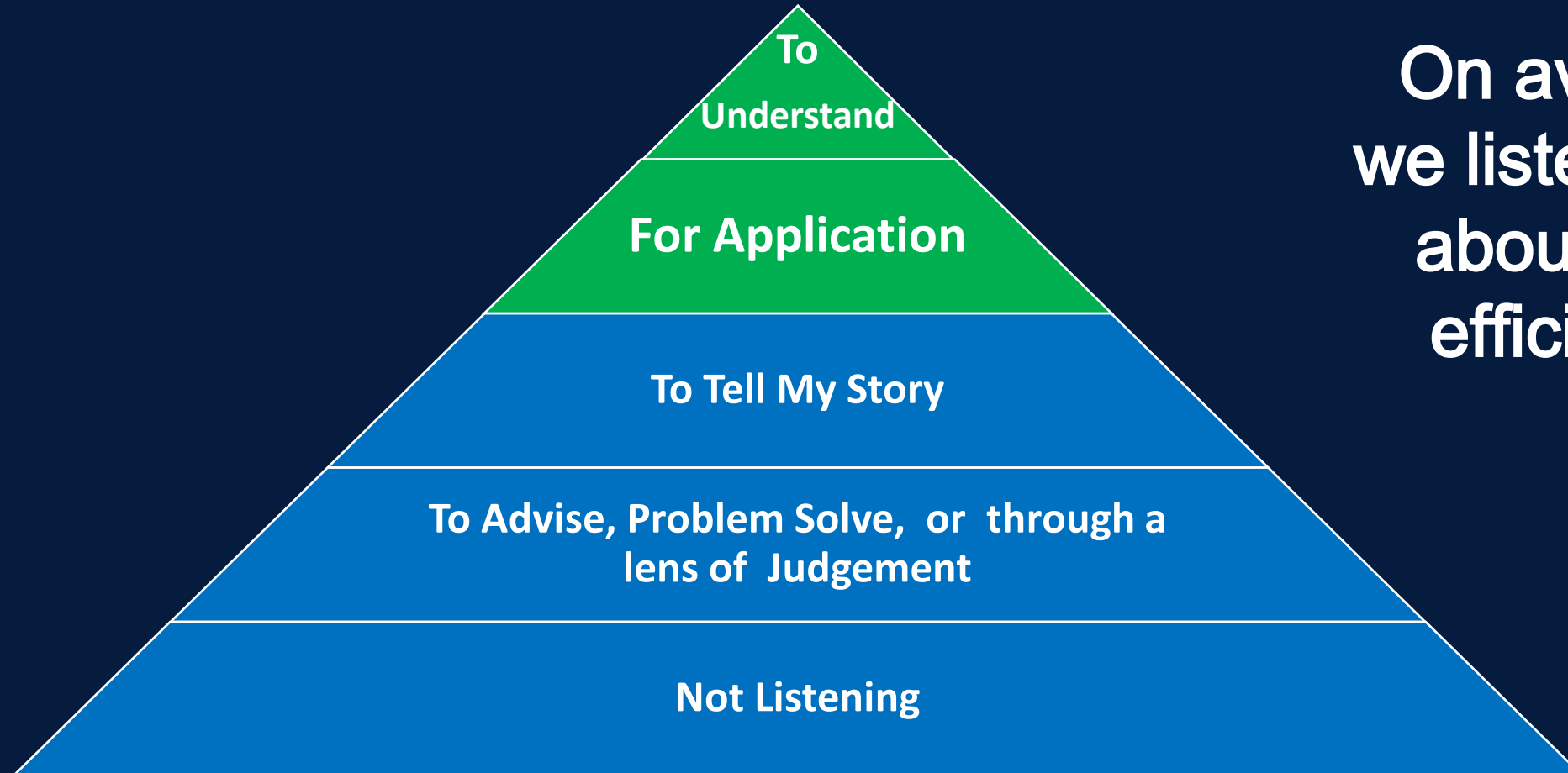
Problem  
Solving

Compassion

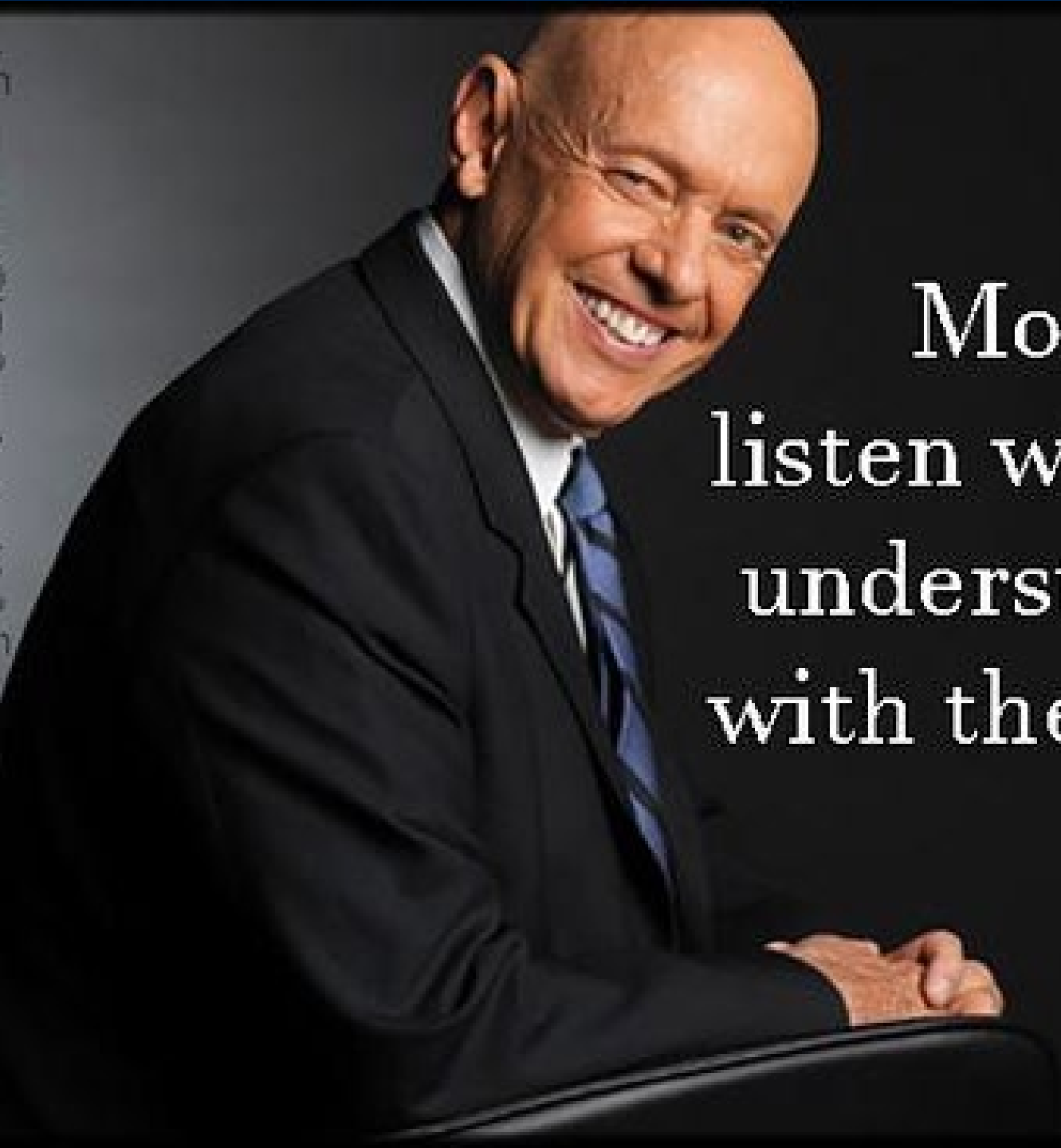
Social  
Inclusion



# Presence & Listening



On average  
we listen with  
about 25%  
efficiency



Most people do not  
listen with the intent to  
understand; they listen  
with the intent to reply.

*~Stephen R. Covey*



## Partner Share:

- One person shares a recent challenge.
- The other person listens with minimal speaking. Notice where your attention goes while listening.
- Try to respond with authentic empathy.

What do we miss when  
we don't listen well?





of employees believe  
empathy drives  
employee motivation.

# Organizations that incorporate empathy into their thinking, planning and doing, experience:

**50%** Less employee mistakes, absenteeism, and sickness

**250%** Improvement in productivity

**45%** Lower costs

Jim Collins, *Good to Great*

Kimball Fisher, *Leading Self-Directed Teams*

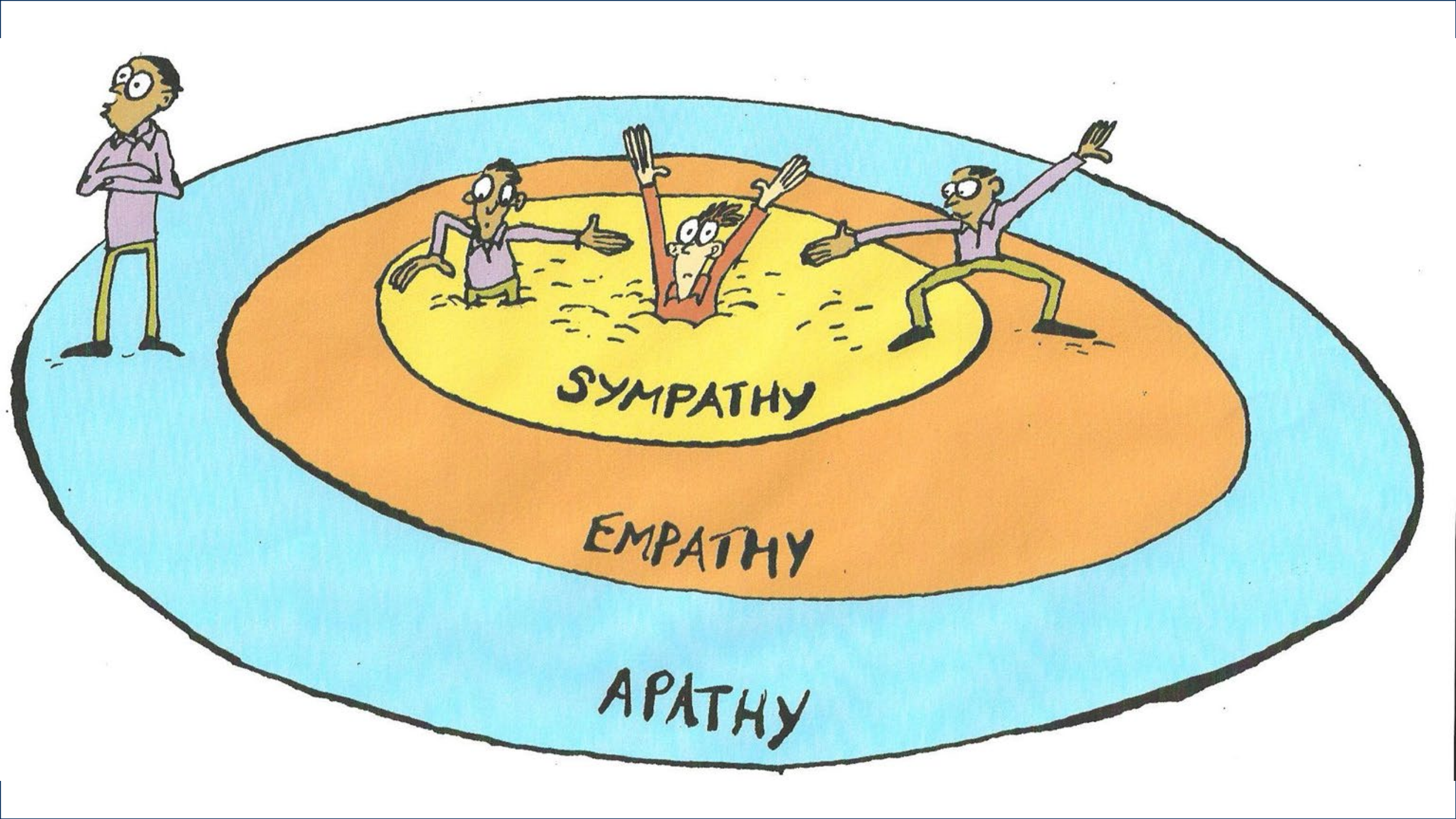


# Empathy Definition

Empathy is understanding the **NEEDS** of ourselves and those around us.

Empathy is about being real, authentic, transparent, and connecting with the person in front of us at an emotional level.





SYMPATHY

EMPATHY

APATHY



# Empathy Phrases

“I can imagine or that sounds hard, challenging, frustrating, scary, etc.”

“Wow, that must have been really difficult.”

“I don’t know what to say, I’m just glad you told me.”

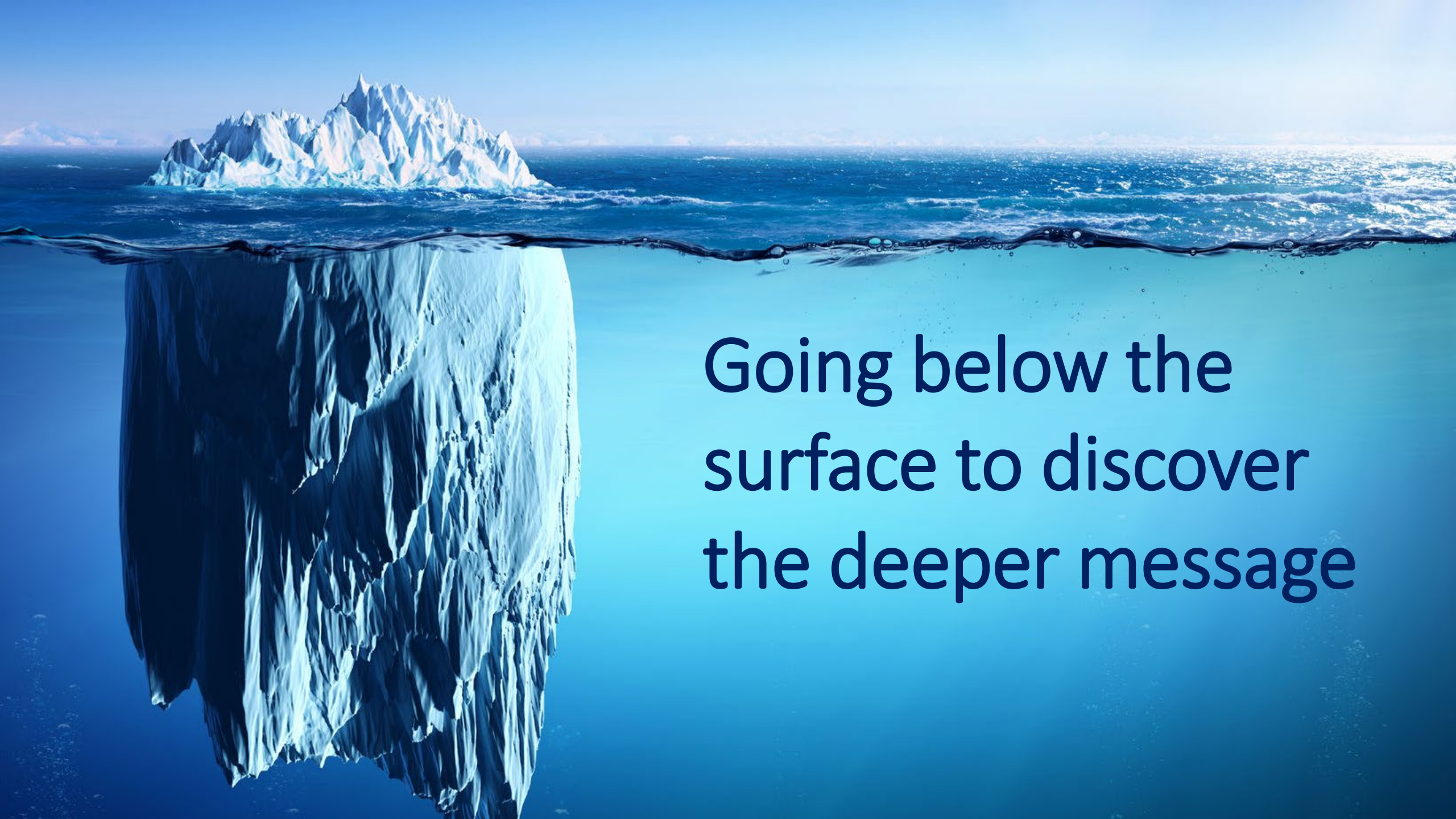
Ask, “What’s your biggest need or concern right now?”

“That’s wonderful news. You must be so happy!”

“I can imagine how proud you are.”

“I am so glad you told me!”





Going below the  
surface to discover  
the deeper message

# Good Questions

Tell me more

How are you feeling about this?

What do you need?

What is this about for you?

What is your intention for telling me this?

What else?



# The Art of Giving and Receiving Feedback



# Giving Feedback

## Purpose:

To encourage optimal growth and engagement.

- First identify successes
- Reinforce those successes
- Explain why those successes work, and then
- Offer a different perspective to create new learning, in a safe, inviting, and inspiring manner.



# Receiving Feedback



## Purpose:

- To learn and grow
- Listen openly
- Non -judgmentally & non -  
defensively
- Depersonalize
- Release assumptions
- Look for the nugget of truth

# Role Play to address a challenge

## Scenarios:

- Less Effective
- More Effective
- Specific Recognition



Bring concepts and ideas  
together for meaningful  
capacity building





Critical Positivity Ratio = 3:1

To have balanced relationships  
i.e. balanced positive vs. negative energy

have at least 3 positive interactions  
for every 1 negative interaction

ABOVE

Positivity Ratio

11:1

*Flourish*



2.9:1

Losada Line



1:1

*Languish*

BELOW

# Gratitude at Work

- Ask for volunteers to express gratitude for another person at the end of a meeting or huddle
- Start your day by writing a thank you note or email to a colleague/employee
- Seek out someone to thank verbally each day
- Find a buddy to share gratitudes with daily

# The Golden Circle

## WHAT

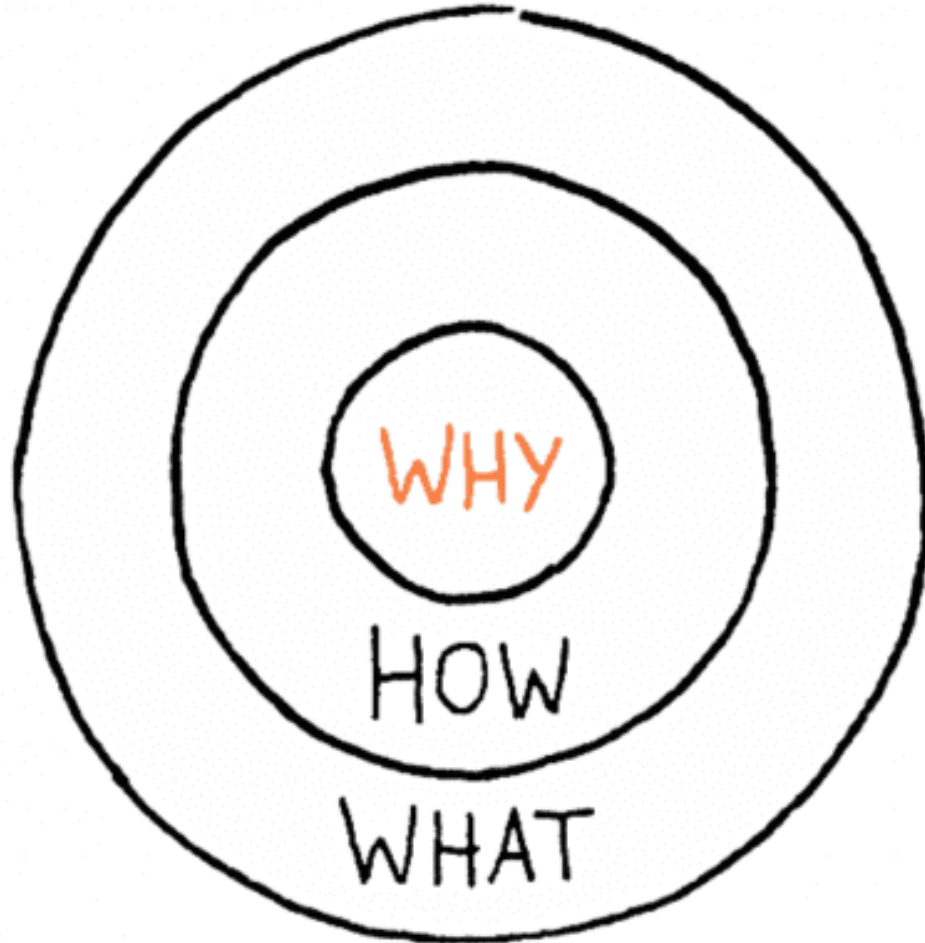
Every organization on the planet knows WHAT they do. These are the products they sell or the services

## HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

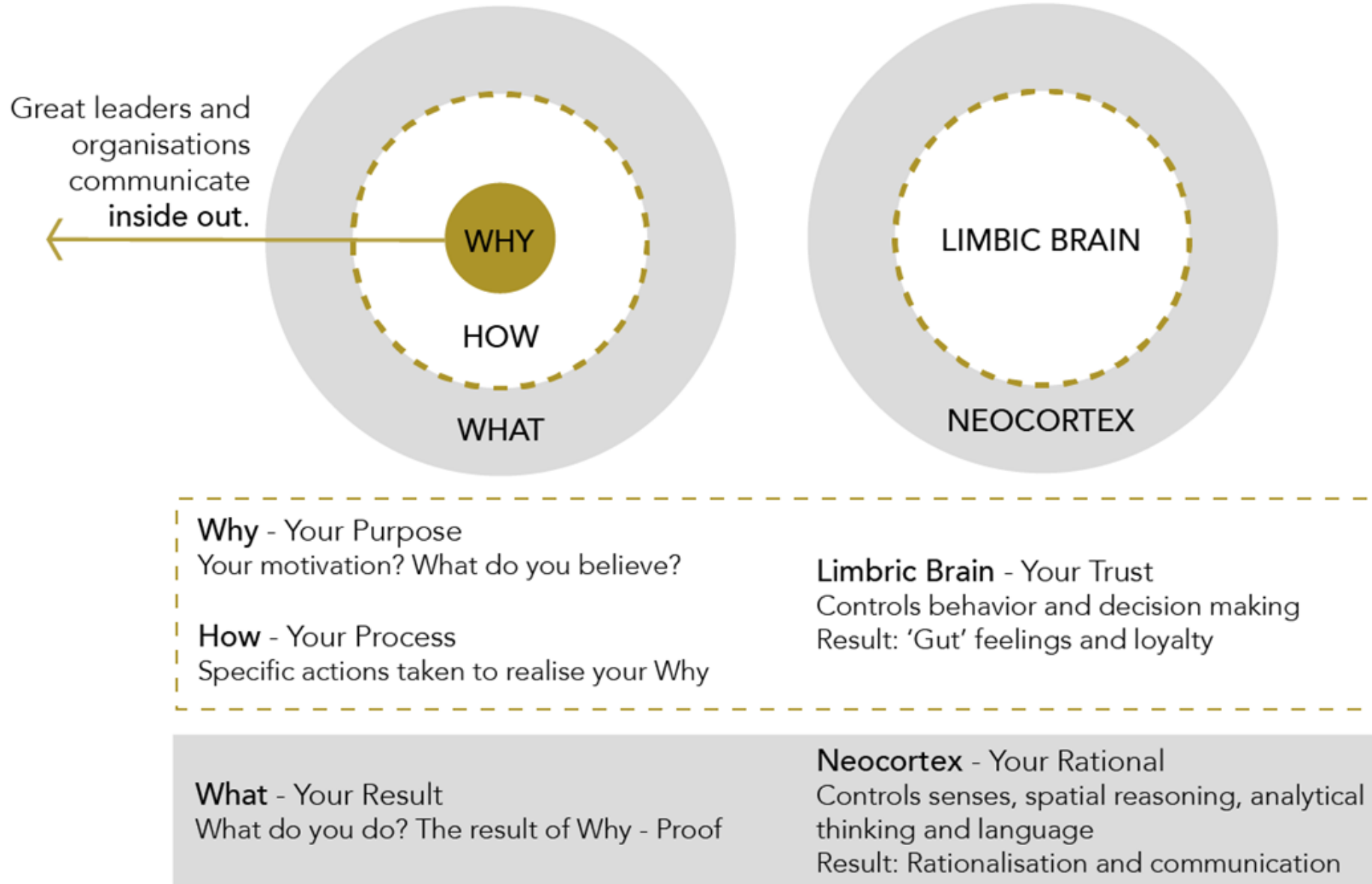
## WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



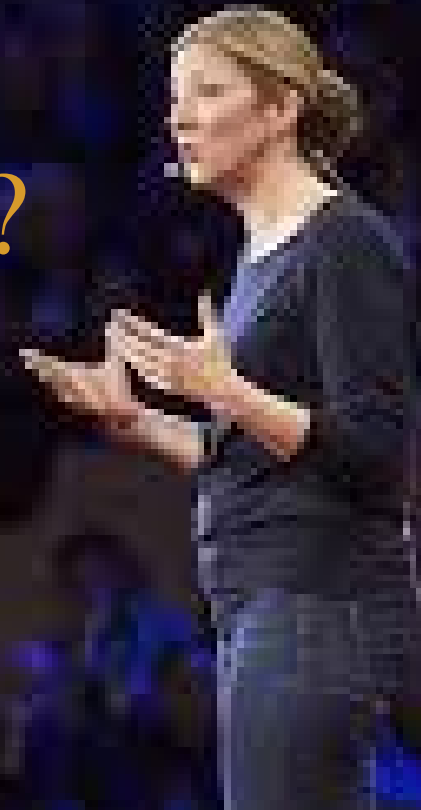
Simon Sinek

# The Golden Circle + Human Brain



What is your why?

How would you  
communicate your why?



# Summary for Today and Next Steps





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# Questions?



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