



Investing in Leadership Development

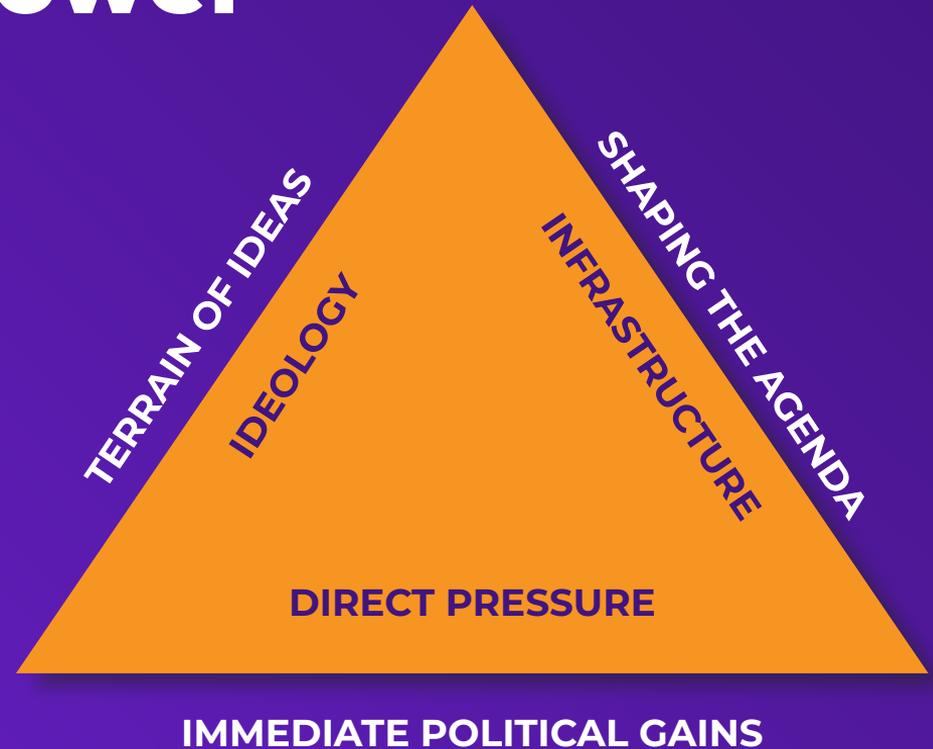
3 critical conversations

National Campaign for Transit Justice

676

Three faces of power

- **FIRST FACE OF POWER:** Winning immediate political gains through *direct pressure* like signature gathering, lobbying, public meetings, direct action, and strikes
- **SECOND FACE OF POWER:** Strong organizations and leaders are the basis for political *infrastructure* that gets our issues on the agenda
- **THIRD FACE OF POWER:** Developing the political analysis of community leaders to build a shared worldview and *ideology* at the grassroots level



Principles of Leadership Development

Directly impacted people can lead: People have to take the lead in their own liberation.

Listen More and talk less: People have the answers and the knowledge.

Organize based on local context: Be relevant to the culture and conditions of the community.

Education is key: People have the ability to understand their own conditions.

Leadership Growth

Contact



Supporter



Dependable Participant



Pacesetter



Recognized Leader



Motivation

Interests

- Material needs
- “Self-interest”
- Threats

Identity

- Sense of community
- Belonging
- Identity group
- Friends and family



Ideas

- Values
- Belief System
- Worldview
- Hopes

Move from Tasks to Development

3 Critical Conversations to
support leadership
development



Matching self-interest with a role

Assess Motivation, Creating Roles & Connecting Opportunities

- Recognition
- Motivation revisited
- Connect with opportunity - get feedback – discuss the importance of the role (why)
- Make proposition
- Do clear Delegation



Development Conversation

- Recognition: job well done
- Get Feedback and Revisit Motivation revisited
- Connect with new opportunities consistent with motivations – discuss the importance of the role (why)
- Make proposition
- Do clear Delegation



Critical Conversation

- Recognition: lack of follow-through impacted team outcomes
- Get Feedback and Revisit Motivation revisited - how are you feeling, name the problem behavior and hear from them
- Share the impact of the behavior
- Highlight new opportunities - get feedback – discuss the importance of the role (why)
- Make proposition



ACTIVITY - Engage Leaders by creating roles

20 min. in pairs



Roleplay a 1-1: Your leader did 5 home visits and was able to meet their goal of turning out three people to the meeting. Hold a “development conversation.”

ACTIVITY - Engage Leaders by creating roles

20 min. in pairs



Roleplay a 1-1: You leader did not go out and do their outreach (5 home visits) and as a result no new people attended the meeting with the decision maker. Hold a “critical conversation.”