LEAD Purpose
Leadership Education and Development

The LEAD Program is an integral component of and engine for the AFT's organizational change process designed to make Solution Driven Unionism real and powerful and enable locals to reclaim the promise.
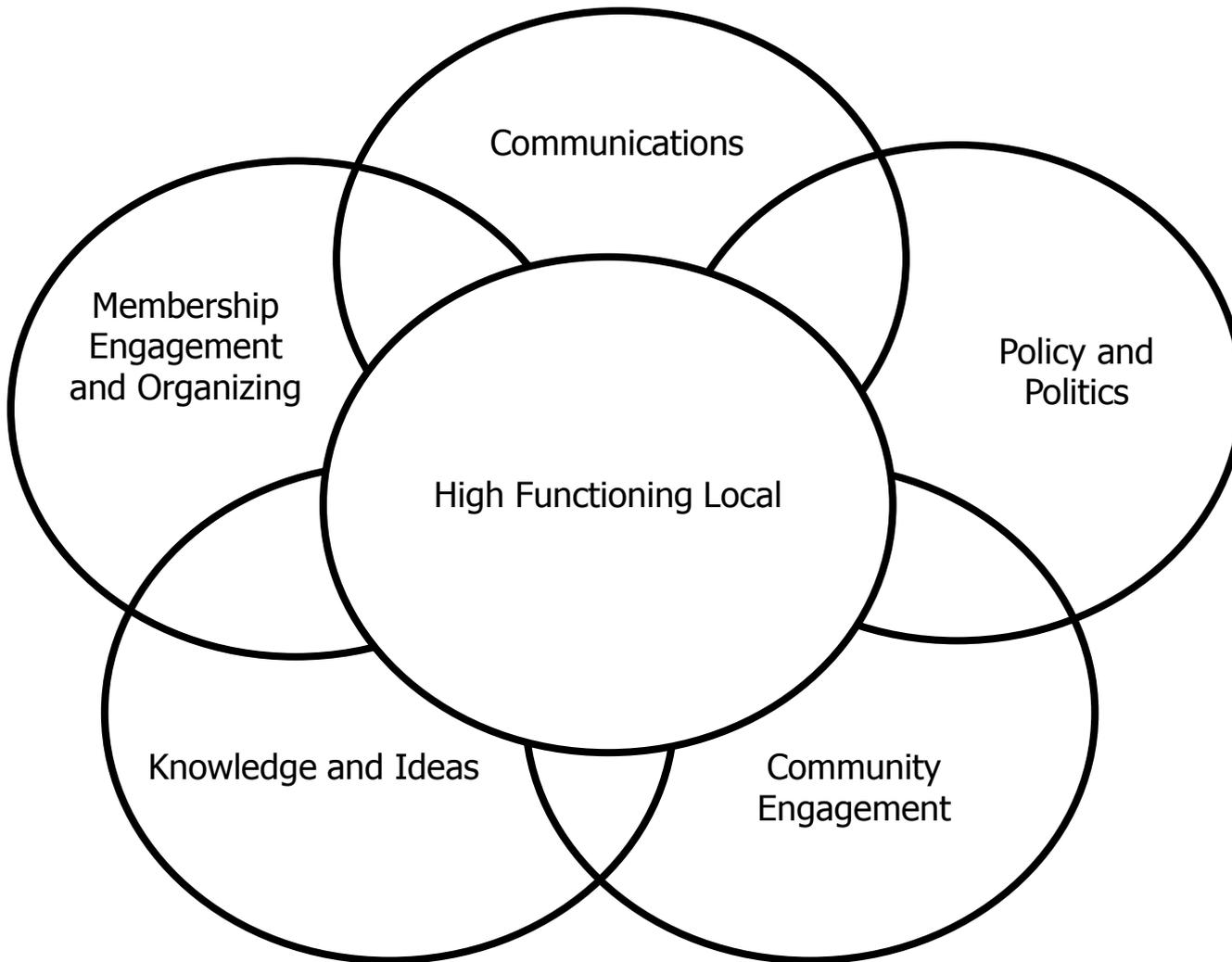
Leadership Education and Development
Four LEAD Components

1. Local Union Development

2. Individual Leader Development

3. Open Learning through Online and Social Media

4. Staff Development to Support Change Process

Steel Magnolia

LEAD Process Basics

Selection of Locals

LEAD Year Launch
- Develop a Vision
- Self-assessment of local needs
- Identify priorities
- Choose a campaign

Planning & Execution

Follow up support and training based on the needs of the locals --individual or collective

State LEAD Strategy and Plans

The "headline" for our state's strategy for LEAD

Our general approach and why we chose it

What principles or structures for LEAD stayed the same this year? What was different from previous years?

Successes—what worked? What results have we seen? How did we measure or track results/activity/participation?

Challenges—if others were to try to adopt our approach, what should they watch out for

Any surprises?

Four Approaches to Supporting Local Development

	Extra Pairs of Hands	**Trainer**	**Expert**	**Developer**
Team issues for which best suited	Temporary need for help on something team would normally do themselves	Team or individuals need specific information, knowledge or skills to perform effectively	Non-recurring problem needs expertise (not available internally) to create or install a solution	Team needs to develop internal resources to deal with recurring issues or needs
Primary activities	Pitch in until missing team members return or volume of work is reduced	Build competency for the present and future	Provide solutions for specific problems or team processes	Improve overall effectiveness of the way the team operates

Based on Freedman, A.M., & Zackrison, R.E. (2001). *Finding your way in the consulting jungle*. San Francisco: Jossey-Bass.

Developer Competencies

Able to…

✓ Facilitate the local team's ability to continuously learn through reflection and in-the-moment learning

✓ Help the team build consensus and commitment

✓ See and name issues in team process, progress, or growth

✓ Assist team in creating and implementing solutions to team problems

✓ Coach

✓ Empathize, be optimistic

Four Actions of the Developer

Experience
- *Relate Here and now*
  - "I am..."
  - "I am aware of ..."
  - I feel, see, hear, taste, smell..."

Observe
- *Recognize Patterns & Connections*
- "I am aware of..."
- "I notice..."
- "I see..."

Theorize
- *Make Meaning*
- Generalize
- If X, then Y
- When X, then Y
- Metaphor

Intervene
- *Influence*
- Clear and brief statement