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

High Functioning Local

Membership Engagement and Organizing

Knowledge and Ideas

Communications

Policy and Politics

Community Engagement
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

<table>
<thead>
<tr>
<th>Extra Pairs of Hands</th>
<th>Trainer</th>
<th>Expert</th>
<th>Developer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team issues for which best suited</td>
<td>Temporary need for help on something team would normally do themselves</td>
<td>Team or individuals need specific information, knowledge or skills to perform effectively</td>
<td>Non-recurring problem needs expertise (not available internally) to create or install a solution</td>
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<tr>
<td>Primary activities</td>
<td>Pitch in until missing team members return or volume of work is reduced</td>
<td>Build competency for the present and future</td>
<td>Provide solutions for specific problems or team processes</td>
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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..."

Intervene
- Influence
- Clear and brief statement

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