



THE COMMUNITIES PROJECT

Impact Leadership Training
Michigan Department of Health & Human Services
Peer Recovery Services

Novi, MI

May 20, 2024 – 8:30 a.m. to 4:30 p.m.

• Welcome & Introductions	8:30
• Leadership & Storytelling	9:00
• BREAK	10:00
• Three Practices of Impact Leadership	10:15
• LUNCH	12:00
• Leading with Responsibility	1:00
• Self Reflection & Feedback	1:45
• BREAK	2:30
• Speaking to the Leader in Everyone	2:45
• Peer Coaching Model	3:30
• Final Thoughts	4:15
• COMPLETE	4:30



Ground Rules

- Interrupt me – not each other
- Expect me to engage actively with your questions and thoughts
- Participate freely – we all learn from each other
- Please be prepared at the start of each session – our time together is limited and every moment counts



Welcome & Introductions

How You Are Here

As leaders, we are always investing in other leaders. We are constantly given opportunities to invest in others – to be an opportunity for them.

The same has happened for each of us – someone, some time in our lives, has made a contribution to us being here.

Please turn to a partner at your table, and share someone who is responsible for you being here?



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Leadership & Storytelling

Telling Our Story Effectively

As leaders, we must effectively be able to introduce ourselves and tell our stories as they related to our audiences.

Three key elements to your story:

Challenge You Faced

Choice You Made

Outcome You Experienced

(“How To Tell Your Story of Self,” by John Light - <https://billmoyers.com/content/how-to-tell-your-story-of-self/>)



Your Stories

In your small groups, please introduce yourselves using the stories you developed prior to the training.

After each individual shares their story, please go one by one and everyone should share feedback on the following question:

What did you hear for yourself in their story?

You have three minutes per person to share your story, and two minutes per person for the group to discuss what they heard.



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Break

We will start again in 15 minutes

*"Never doubt that a small group of
thoughtful, committed citizens
can change the world; indeed, it's
the only thing that ever has."*

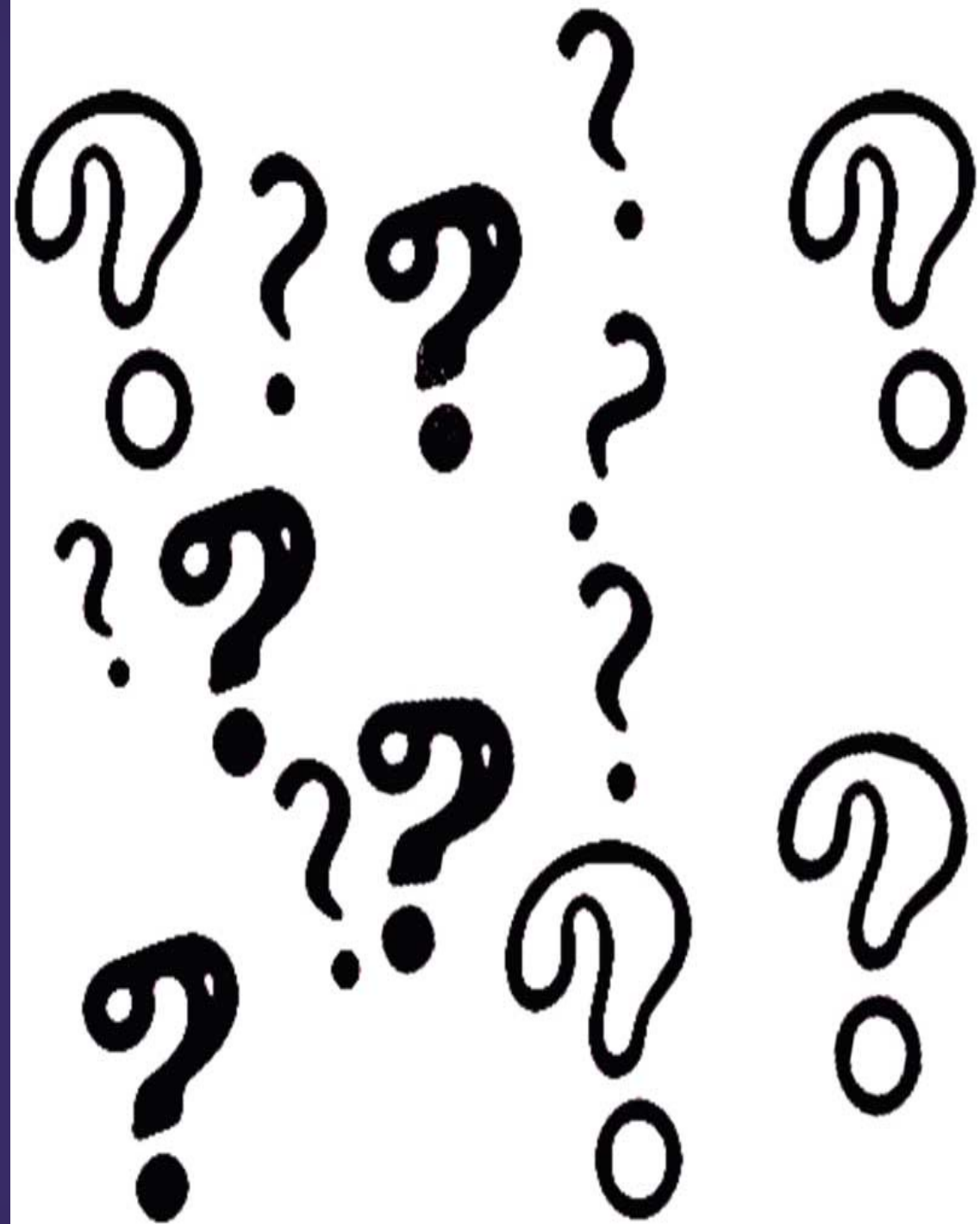
- Margaret Mead



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Three Practices of Impact Leadership

*What have you always
wanted to know about
leadership but have
never asked?*



The Communities Project believes:

- The potential for leadership exists in everyone
- We do not “create” leaders
- We lead effectively when we identify what is blocking us

Our conversation will focus on how we break through the cages that hold us back from producing the results we seek.



Impactful leadership means that we...

- Lead with Responsibility
- Are Self Reflective and seek Feedback
- Speak to the Leader in Everyone





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Lunch

We will start again 1:00

*"I spend half my time
comforting the afflicted, and the
other half afflicting the comfortable."
-Wess Stafford*



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Leading with Responsibility

Leading with Responsibility

Leading with responsibility means that we own the results that we are always producing, whether they are desired outcomes or not.

- Leaders use responsibility language

“At our meeting today, I want to take responsibility for ensuring that we remain on task and focused”

- Leaders never place blame on others – they own their part of every conversation

*“I want to take responsibility for not following up with you sooner.
If this task is going to get completed, my follow up is critical to that process”*

What are you hearing for yourself regarding responsibility as a leadership principle?

Being Responsible for Success

In your small groups, please go around the table and discuss one result from YOUR recent work that has **produced a success**. You will have 12 minutes for this conversation, so be mindful of your time.

Discuss what your contribution was in producing that result.

*Small Group Discussion: Are your fellow group members taking responsibility for the results **THEY** are producing?*



*You will have 12 minutes
for this discussion*

Being Responsible for Stuck

In your small groups, please go around the table and discuss one result from YOUR recent work where you **are finding yourself stuck**. You will have 12 minutes for this conversation, so be mindful of your time.

Discuss what your contribution was in producing that result.

*Small Group Discussion: Are your fellow group members taking responsibility for the results **THEY** are producing?*



*You will have 12 minutes
for this discussion*



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Self Reflection & Feedback

Being Self Reflective & Seeking Feedback

Self-Reflection is the practice of examining what you are contributing to the results you are producing, and doing so absent judgement.

- The events we have been hosting have low turnout – ***what is my contribution?***
- I am not growing in my position– ***how have I contributed to that result?***
- My co-workers are critical of my job performance – ***what is my contribution?***

What are you hearing for yourself regarding self reflection as a leadership principle?

Self Reflection & Feedback

Leaders are producing results every day. In order to understand the source of our actions and continue producing positive results (and understanding results that are less than favorable), we must build a leadership practice of self reflection that is:

- Non-Judgmental of ourselves
- Open-minded in order to see all there is to see
- Willing to change and engage in new behavior patterns in order to produce different results

Small Group Discussion – Limits of Self Reflection



*What might be some of
the limits of Self
Reflection?*

5 minute discussion.

Feedback – Self Reflection's Partner

Leaders must seek ongoing feedback because self reflection will only take us so far.

Feedback is about how you land with THEM. It's not the truth – IT'S JUST FEEDBACK.



When having a feedback conversation:

- State that you are looking to enhance your leadership and feedback helps you understand your successes and shortcomings.
- Ask for feedback, and remind the people you ask that everything they say is a contribution
- Do not argue with or debate the feedback! Simply state, ***“Thank you, is there anything else?”***

Pair Share – Feedback Exercise

Please pick a partner and using the language outlined on the previous slide, please ask your partner if they have feedback on your participation in our training over the past two days.

“I want to ask you what feedback you have on my participation in our training this week– how have I showed up effectively, and where do you think I’m coming up short. Anything you say will be a contribution.”

You will have 10 minutes for this exercise.



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Break

We will start again in 15 minutes

“There is strength in numbers, but organizing those numbers is one of the great challenges.”

- John C. Mather



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Speaking to the Leader in Everyone

Speaking to the Leader in Everyone

Leaders are focused on investing in everyone by speaking to them as leaders.

- Be wary of advice –empower and speak to the leader in everyone around!
- Listen before speaking - focus on what you are hearing from people rather than what your intent for them might be
- Create opportunities for others based on what you hear from them

What are you hearing for yourself regarding speaking and investing in others as a leadership principle?

The Leader in Everyone

By investing in the leadership of those around us, we will empower them to achieve greater results in their own professional lives.

This will:

- Improve your relationships with everyone around you (coworkers, supervisors, peers, etc.)
- Give you the opportunity to speak to the greatness in everyone
- Empower others to not only improve their results, but improve the results of their communities

Delegation vs. Partnership – The Differences

There are fundamental differences between delegating tasks and inviting our staff and direct reports into partnerships...

- Delegating is about helping us get what we want - Partnerships are about being interested in what others want for themselves
- Delegating is assigning tasks – Partnerships mean having conversations and seeking input

Why are partnerships more effective?

Role Play: Speaking to the Leader in Everyone

Please pick a different partner for this exercise.

For this role play, one participant will be a direct report, and one will be a supervisor.

The supervisor is wanting to have a weekly check in conversation with their direct report. Earlier this week at an event, ten volunteers were expected to turn out, and only three showed up. The supervisor must speak to the leader in the direct report in order to see what might happen in the future in order to produce a different result.

Please refer back to the responsibility & self reflection language!



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Peer to Peer Coaching



Investing in Each Other

Every conversation is an opportunity because as leaders, we are always speaking to and investing in the leader in everyone else around us.

- This means we are leadership peers in every conversation
- We are wary of “problem solving”
- Create space for people to develop their own solutions.
- Listening and coaching

COACHING

What is the challenge you are facing?

What would it look like if this challenge were solved?

What is standing in the way of you tackling this challenge?

What are some things you can you do to remove this obstacle?

How are you going to commit to taking this action?



Peer to Peer Coaching Practice

You will be broken out into pairs. Please use the framework of the peer-to-peer leadership coaching on the previous slide and “coach” your peer through the challenge they are facing.

Remember:

No advice

No problem solving

No helping

Listen, and reflect.



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Leadership Coaching



Moving Forward

The Communities Project will offer 50 total one-on-one leadership coaching sessions for those in attendance today.

These conversations will focus on YOU and what YOU are doing in your leadership.

Scan the QR Code, and you will also receive an email with a link to set up an appointment on my calendar!



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COMPLETE

IF YOU HAVE ANY QUESTIONS, PLEASE EMAIL

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