Leadership Development Training Guide

This outline was written to support students organizing in their high school environmental clubs - but can provide a guide for workshop facilitators of any age.

Workshop Objective: To give student leaders additional tools and ideas to develop emerging leaders at their schools.

Pre-Training

Gather Materials:

- Sign In Sheet
- Snacks
- Paper
- Markers
- Pens
- Tabling worksheet or script

Practice and divide roles with co-trainer

1

00:00 Intros (10 min)

Purpose: For students to learn about each other, and for the facilitator to review ground rules and introduce the topic.

Facilitator:

1.Introduce self

2.Group intro question: what is a characteristic that makes you a good leader? Or, what makes someone a good leader?

3. Go over any last minute logistics, where is the bathroom, etc.

2

00:10 Why Leadership Development? (10 min)

Purpose: To challenge students to think of themselves as people who can foster leadership in others.

Questions for Group Discussion:

1. Leadership development is an integral part of running a club and building a movement. But why? Why should we develop leaders? (put answers on the board)

2. What does this mean to you?

Write or draw for a few minutes about what a good leader is to you

Open share with the group

00:20 Principles of Leadership Development (10 min)
Purpose: To review the basics of leadership development, why good leadership matters - and that good leadership is bringing others into leadership positions. Begin to discuss how organizing is different from service volunteering.

Go through each principle. Use examples of ask group to share an example of how they have or could use each principle.

1. Look for the leadership potential in everyone. Anybody who supports your issues and campaigns might want to be actively involved. Anyone who is actively involved may want to take on more responsibility. Avoid making assumptions about people.

2. People who care about these issues need to be motivated to act upon their concerns. Most of us do not understand how the actions we take can make an impact on an issue we're concerned about. We must communicate that there are real problems to be concerned about, but there are also real solutions that we can be a part of.

3. We need to create opportunities for people to take on more responsibility. It's hard for new volunteers to know what step to take next. They need direction from you in how to best fit into the overall program work. We need to create an individual leadership ladder for each student.

4. People stay involved because they feel challenged and that their work matters. Once someone masters a basic task (i.e. tabling) they should be asked to do something more difficult. This could be training other students to table, or it could be a new, more challenging task altogether.

5. People take on more responsibility because they feel needed. If we need people to do more then we need to ask them to do more. After each volunteer activity we should be talking with each volunteer about what they are doing next.

6. People become leaders because someone takes time to appreciate their work, give them feedback and build their confidence. When a task is completed, students should be debriefed: how did it go, what went well, what could have gone better, how do students feel about the experience, etc. Then we can ask them to do something more.

7. People stay involved because they feel that they are a part of a community. Make the atmosphere fun and encourage people to get to know each other.

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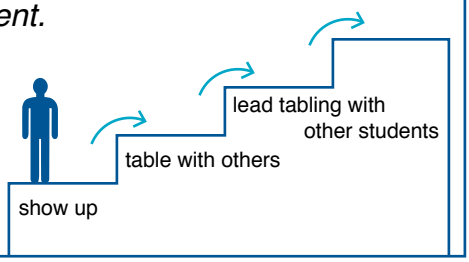
00:30 Leadership Ladder (10 min)
Goal: To introduce a mindset that encourages students to engage other students as leaders.

Leadership Ladder- a model for thinking about leadership development

Toneset:
Everyone has leadership potential and everyone has their own individual path to leadership. This individual path is known as the leadership ladder. The leadership ladder is any chain of events that moves a member from beginner volunteer tasks to more challenging work which often entails more responsibility. Each student brings different skills and experiences to the group, meaning each student will have their own leadership ladder. There are however some basic principles that should guide everyone's leadership development.

Draw a leadership ladder and walk students through an example.



5

00:40 Indy Meetings (15 min)
Purpose: To give students ideas and practice on how to move others up the leadership ladder through individual conversations.

Toneset:
How do we find out what people are interested in and move them up the leadership ladder? We ask them!!

Individual Conversation
- Check in with them.
  - Debrief
  - Ask what they liked and didn't like
  - Ask them to do another task, do they want to
  - Propose a clear and specific task
  - Explain how it fits into the groups goals
- Give a concrete example
- Practice if there is time

Things to remember:
Leadership development is not a stand-alone thing. It is how you accomplish more and create something that lasts beyond your personal time and effort. You should work this into what you are already doing. Give examples.

00:55 Commitments & Wrap Up(10 min)
Purpose: For students to begin to process the training, identify next steps and make personal commitments

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Students write down their responses to the following questions:
1. How do you want to become a better leader? What steps do you want to take up the ladder?
2. What are you going to do in your club to develop others as leaders?
3. Ask for feedback or use a paper survey about training.

Students share their reflections
Final Thoughts
End at 1:05

Post Training

Debrief with co- trainer. What went well with the training, what went well with each trainer? What could be improved?

Sourced from MPIRG and New organizing Institute Trainings, January 2015

Don't Go It Alone! Recruitment and Retention Training Guide

This outline was written to support students organizing in their high school environmental clubs - but can provide a guide for workshop facilitators of any age.

Workshop Objective: To give student leaders additional tools and ideas to recruit and retain emerging leaders to their campaigns, projects and clubs.

Pre-Training

Gather Materials:

- Sign In Sheet
- Snacks
- Paper
- Markers
- Pens
- Tabling worksheet or script

Practice and divide roles with co-trainer

00:00 Intros (10 min)

Purpose: For students to learn about each other, and for the facilitator to review ground rules and introduce the topic.

1

Facilitator:

1. Introduce self

2. Group intro question: What do you hope to get out of today? Or why did you first show up to your green team?

3. Go over any last minute logistics, where is the bathroom, etc.

00:10 Why Recruit (5 min)
Purpose: For students to understand why recruitment is critical to group sustainability and long-term impact. And to introduce goal setting and recruitment planning.

Introduce and pose question to the group, give them a chance to respond, write their answers on the board.

2

When we are building an organization or a movement we need to have plans for recruitment and leadership development. So shout out the answers and I'll put them on the board,
Why do we recruit?
Potential answers include:

- *People power*
- *Seniors graduate*
- *People need to be motivated; people don't show up if you don't ask them*
- *Builds the movement*
- *We accomplish more*

00:15 Basic Principles of Recruitment Planning (10 min)

So here are some basics of recruitment planning. We can work these into campaigns and events to be more successful in reaching our goals and to have a more sustainable club.

3

Recruitment Drive Plan

1. Set Goals
    a. Goals should be clear and realistic
    b. Track progress
    c. Make timelines and roles ('someone' is not a person and 'sometime' is not a time)

2. Break down the goals- rule of halves
    a. Explain the rule of halves*

3. Use a variety of different methods. Remember nothing works like talking to people
    a. Active- Tabling, class raps, one on one conversations, phone banking
    b. Passive- posters, social media, chalking

4. Message and inclusivity
    a. Keep your message simple. "At earth club we work to make a difference and we have fun"
    b. Ask everyone. Don't assume because they are different than you they won't be interested.

4

00:25 Making an Ask (20 min)
Purpose: For students to practice communicating their message. Provides a good midpoint in training for students to stand up and interact.

We generally don't just walk up to people and ask them to come and expect them to show up. We need to engage them authentically and think of this as an opportunity to meet and learn about new people.

1. Explain: Ask, inform, involve, thanks
2. Show what it looks like (co-trainers do this together, or if training alone pull someone from the training- it is best if you practice this ahead of time.)
3. Hand out tabling worksheet or a script if wanted
4. Students pair up and practice
5. Debrief practice
   - What was hard? What was easy? What surprised you?
   Always share that it was hard and you were nervous when you first did this too.

5

00:45 Retention - The Next Step! (5 min)
Purpose: To think about what comes after recruitment

Ask group: *Someone comes once then what? What makes you stay in a club?*
Ask students to start by writing down answers on paper then sharing
Potential answers include
- Community
- It's important, their work matters
- It's fun

Talk about how the meeting should look and feel. What can everyone do to make a meeting or event feel welcoming for new people?
- Introduce yourself; don't talk with your friends talk to new people.
- Be interested in what new people think.
- Have everyone sign in so you can follow up with them.
- Put an agenda on the board so people know what to expect.
- Keep the meeting on time and moving.
- Explain insider knowledge without waiting for them to ask.
- Follow up later, in person, social media or email.

00:50 Wrap Up (15 min)
Purpose: For students to begin to process and think about how they will use the information.

Conclude the training and open up to ideas for your club.

- How do you want to include this in your work? Students can write down and share commitments for what they are going to do in their club.
- Ask if people have questions
- Ask what they think or fill out trainer feedback forms

Final Thoughts
End at 1:05

Post Training

Debrief with co- trainer. What went well with the training, what went well with each trainer? What could be improved?

**Rule of Halves*

For any event you should recruit twice as many people as your goal. If you want 50 people to attend, than 100 people have to agree to come - which means you have to talk to 200 people.

January 2015
Developed from MPIRG and Sierra Student Coalition Trainings

Tabling for Change: Effectively Conveying Your Message

What is Tabling?

Tabling is a time-tested organizing tool that allows you to hold many one to one conversations with people that you know and don't know to build support and awareness of your campaign, project or group. Tabling is 2+ people standing around a table with materials, talking with people as they pass by. Successful tabling is actively reaching out to everyone that walks by with a well thought out message. This guide can help you develop an effective message to better reach and engage your intended audience.

1

1. Discuss and write down your answers to the following questions:

Who are you talking with:
Students, parents, community members?

What are you asking them to do:
Sign a petition, come to an event?

When will this happen:
At lunch on Wednesday? Tuesday and Thursday before school? Do other members in your club know about this?

Where will this happen:
Lunch? In the commons? Do you need to reserve a space?

2

2. Prepare your conversation outline:

Ask: (What is your 'stop' question)

Inquire: (What are you going to ask them so they are more meaningfully engaged in the conversation)

Inform: (Talk about what you are working on, why it matters to you, and how it fits with what they care about, if it does. Ask them to take action.)

Thank: (Thank them for talking with you and for taking action)

3

3. Get out there and talk to people. Your cause is worth organizing for!

Sourced from MPIRG and New organizing Institute Trainings, January 2015

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