

Leadership Training and Collaborative Governance Skills

**University Network for
Collaborative Governance
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THE LEE INSTITUTE
 **AMERICAN LEADERSHIP FORUM**
Charlotte Region Chapter



The Lee Institute

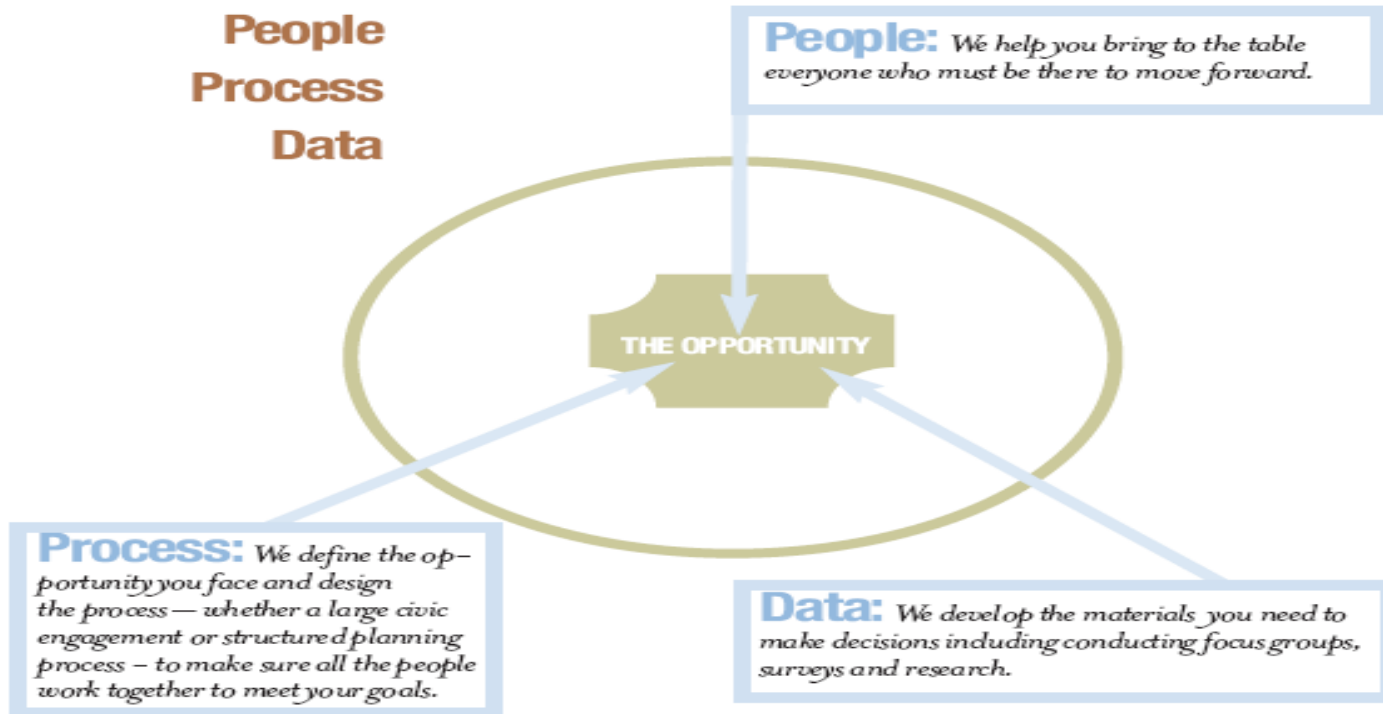
- **Vision:**
Collaboration builds strong communities.
- **Mission:**
We engage people, organizations, and communities in well-designed, informed and collaborative processes through education, facilitation, and consultation.
- **Values:**
Fair, Impartial, Ethical, Creative

Lee Institute Model

How it works

- People
- Process
- Data

We bring together the three key elements of a challenge in order to bring about solutions for change and progress:



Areas of Expertise

- Community collaboration efforts—process design, facilitation, project management
- Citizen Engagement
- Strategic Planning
- Project Design and Management
- Community leadership development

Lee Institute Projects Include...

- Charlotte Housing Authority
- Jewish Federation Strategic Planning
- Achieve Together (Gates Foundation funding)
- SC First Steps Regional Summits
- NC Partnership For Children - Public Engagement
- MeckConnect

Observations on Community Leadership

- Context for community leadership has changed dramatically in the past two decades
- The leadership capacities/competencies needed today are very different from those that worked in the past
- Progress on critical community issues is limited not by a lack of technical knowledge or potential solutions, but by an inability to bring people with diverse interests together to reach agreements.

Tenets of Democracy

- *The future of democracy depends on our success in getting along.*
 - Tolerance
 - Critical thinking and decision making
 - Thinking together and making meaning
 - Power sharing and empowerment
 - Individual responsibility and civil involvement with others

American Leadership Forum (ALF)

- Founded in 1980 in Houston, TX
- Mission: Join and strengthen established leaders to serve the common good
- Nine active chapters across the country
- A national network of 2000+ Senior Fellows
- An effective and tested curriculum for personal and community change

American Leadership Forum Chapters

Tacoma, WA

Oregon

Michigan

Great Valley
Mountain Valley

Silicon Valley

Charlotte, NC
Waccamaw, SC

Houston, TX

How We Came To Be

- Citi-States Report identified a changing leadership dynamic in the region in 1997-1998
- Rapid regional growth where issues didn't stop at county or state lines
- Strong community leaders would need to have the ability to cross boundaries
- The model would have to be different from classic leadership development models
- ALF Charlotte Region Chapter launched in 1999

Focus of the American Leadership Forum – Charlotte Region

- Collaborative leadership in the civic arena
- ‘Arts’ of democracy
- Awareness of our region as a whole
- Balance between ‘being’ and ‘doing’

Who We Recruit

- Experienced leaders from our 14-county region who:
- Represent the diversity of the region across sector, political beliefs, religion, geography, gender and race
 - Understand and value the need to collaborate
 - Want to learn about servant leadership
 - Are interested in the long-term viability of our region
 - Will commit to struggle with the issues involved in collaboration
 - Will roll up their sleeves and work on a community initiative using their collaborative skills

Charlotte Region Chapter of the American Leadership Forum: Joining and Strengthening Community Leaders In Service of the Public Good



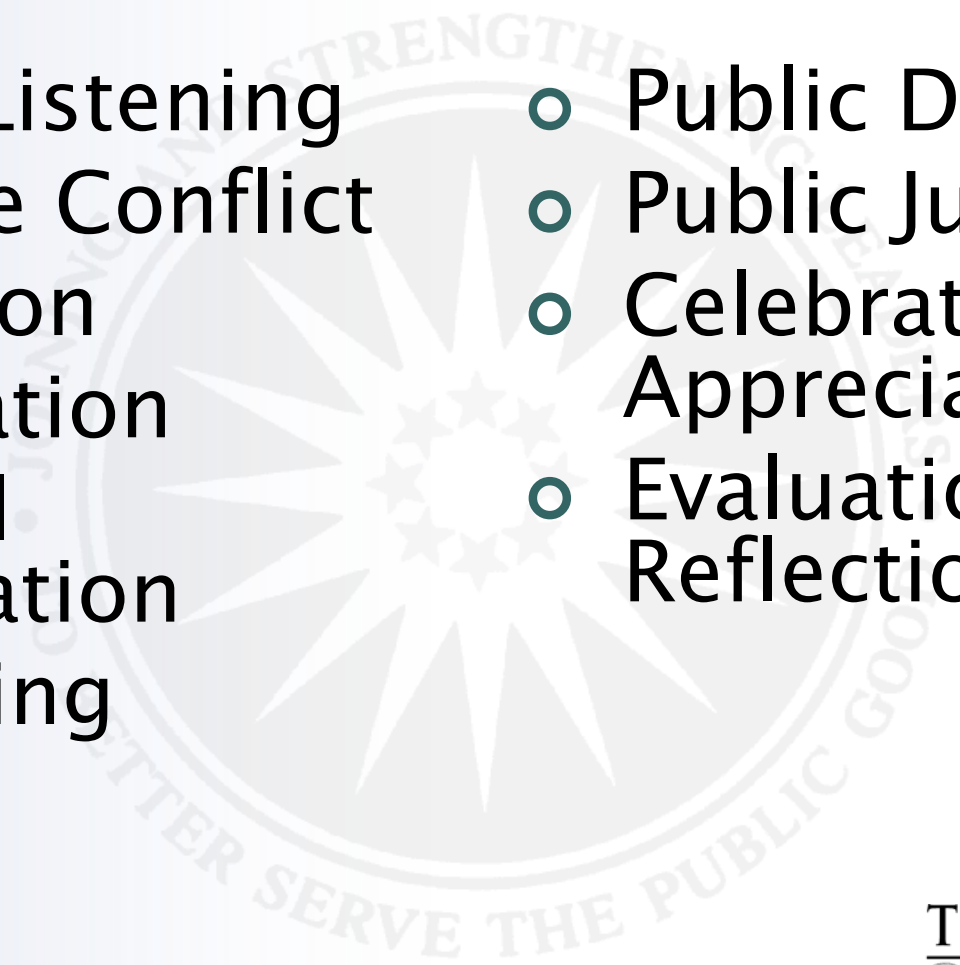
ALF Cornerstones

1. Building trust and relationships among diverse leaders
2. Motivating leaders to be catalysts for positive change
3. Strengthening collaborative leadership skills in the arts of democracy
4. Exploring the interconnections of communities within the region
5. Enriching and renewing personal values while fostering a balance between being and doing
6. Understanding and empowering self and others
7. Exploring, understanding and valuing diversity
8. Inspiring leaders to a lifetime of active public engagement



Arts of Democracy

- Active Listening
- Creative Conflict
- Mediation
- Negotiation
- Political Imagination
- Mentoring
- Public Dialogue
- Public Judgment
- Celebration and Appreciation
- Evaluation and Reflection





ALF Curriculum

- Civic Engagement
- StrengthsFinder
- Wilderness Experience
- Ethics
- Dialogue
- Leading Across Differences
- Adaptive Leadership
- Use of Self
- Facilitative Leadership
- Innovation
- Leadership In Action

Direct Benefits of ALF to the Charlotte Region

- Class projects have permanent impact
- Senior Fellows approach their work differently
- Senior Fellows approach organizations differently
- Senior Fellows use their network to ‘get things done’
- Senior Fellows engage in their communities in different ways

Key Thinkers in Collaborative Leadership

- Peter Block – *Community, The Structure of Belonging*
- Richard Harwood – *Hope Unraveled*
- Peter Senge – *The Necessary Revolution*
- David Chrislip – *Collaborative Leadership*
- Ronald Heifetz – *The Practice of Adaptive Leadership*
- Adam Kahane – *Wisdom of Crowds*
- Kerry Patterson – *Crucial Conversations*

On-line Resources in Collaborative Leadership

- Alliance for Regional Stewardship at www.regionalstewardship.org
- Civic Matters at www.civicmatters.org
- Community Building Institute at www.communitybuildinginstitute.org
- Everyday Democracy at www.democracyspace.org and www.everyday-democracy.org
- National Coalition for Dialogue and Deliberation at www.thataway.org

Other Reference Materials for ALF

- *Synchronicity: The Inner Path of Leadership* – Joseph Jaworski
- *Now, Discover Your Strengths* – Marcus Buckingham and Donald Clifton
- *Leadership for the Common Good: Tackling Public Problems in a Shared Power World* – Barbara Crosby and John Bryson
- *The Community Leadership Handbook* – James Krile
- *The Collaborative Leadership Fieldbook* – David Chrislip
- www.alfcharlotteregion.org

*“The ALF program is specifically designed to...prepare leaders across all sectors to **collaborate and to develop a national network of leaders who accept responsibility for our communities’ and our nations’ shared concerns.** These ‘responsibility networks’ are effective and flourish because they are different from the old exclusionary established networks. Their hallmarks are **access, openness, and a spirit of trust.**”*

Joseph Jaworski, 1981