



Leadership

Good community organizing involves leadership development -- actively and intentionally developing individual and shared stories, skills, and vision through the process of cultivating shared purpose and moving from the world- as-it-is to the world-as-it-should-be.

Leadership is about empowering others to achieve shared purpose in an uncertain world.

LEADERSHIP STYLES

Most leaders demonstrate different styles of leadership depending on a situation, but often have a few styles that they resonate most with, are most comfortable with, and demonstrate most frequently.

No leader is fully accomplished in every leadership style, which is why cultivating a community or team of leaders is so important.

Process leader: attentive to building community, resolving conflict, and ensuring people can participate and be heard. This is the “vibe checker” who is attentive to group formation & decision-making processes. This person notices who isn’t talking or hasn’t been given space to participate, and makes sure everyone feels comfortable.

Task leader: attends to the details and is concerned with ensuring each task has someone assigned to it, with clear accountability and support for accomplishing things on-time. This is the person who often makes to-do lists, and remembers to write agendas and bring sign-up sheets and nametags.

Ethical leader: concerned that things are done honestly and with integrity. This person calls a group back to its vision, and why we’re organizing in the first place. This person is attentive to whether the means equal the ends in campaign plans and tactics.

Visionary leader: Good at seeing the world as it ought to be and articulating an inspiring picture of that better world to those they work with. Often motivational in a campaign. Excels in being a public face of the effort -- often through strong networking, public speaking, or personality.

Strategic leader: Good at seeing the big picture and making a plan for how to get from here to there. Often sees the connections that need to be made to succeed, and thinks three steps ahead about what needs to be in place in a campaign plan. This is the person who gets up in a meeting and starts drawing timelines or plans on the board.

From Wellstone Action -- check them out for more great organizing resources!

LEADERSHIP IS:

LEADERSHIP IS NOT:

An inborn trait that only a few possess	An inborn trait that only a few possess
Facilitating processes to reach agreement	Making all the decisions
Admitting mistakes	Always being right
Inspiring others	Commanding others
Giving and receiving feedback	Only giving feedback
Sharing responsibility	Doing all the work



TALK ABOUT LEADERSHIP!

In one-on-one conversations: discuss passions, skills, and interests. Share what you want to learn about and get better at, and ask learn about how others’ want to develop their leadership. Discuss how you can support each other.

As a group: discuss the Leadership Styles. Allow everyone to share which 1-2 they resonate most with, and discuss the strengths and challenges. Note what you have in your leadership team, and what you need. Talk about how roles & tasks in the group and campaign can give people opportunities to develop their leadership.

The future will not belong to those who sit on the sidelines. The future will not belong to the cynics. The future belongs to those who believe in the beauty of their dreams. Senator Paul Wellstone



LEADERSHIP AND ORGANIZING SKILLS

Organizing is about developing leadership to form community and build power. Ongoing reflection allows us note our leadership development and where we have room to grow, to develop our own skills and experiences and those of our leaders. *Which of the following leadership & organizing skills are your strengths? Where do you have room to grow and further develop your leadership and organizing?*

LEADERSHIP SKILLS

CONSCIOUSNESS

- Clear sense of why you are doing a real food campaign and why this work is important to you
- Belief in yourself, understanding your own strengths, weaknesses and how you want to learn and grow through organizing
- Thoughtfulness and action around your own identities in leadership & organizing

CONFIDENCE

- Resiliency in the face of challenges
- Inspiring others to stay connected, committed
- Communicating goals and plans to succeed

COMMITMENT

- Reliable communication and follow-through
- Hunger for learning, growing the movement, and building personal skills

CAPACITY

- Balance of organizing and other commitments
- Developing potential to take on more or new responsibility and leadership

CONNECTIONS

- Coalition-building with individuals and organizations on-campus and in the community
- Relationship-building with food system stakeholders across the Real Food Wheel -- food chain workers, farmers, industry folks, etc
- Drawing people into opportunities with Real Food Challenge -- attending trainings & other gatherings, joining Working Groups, etc.

ADDITIONAL SKILLS

Many other skills contribute to strong leadership and good organizing. Which skills do you contribute? Which would you like to develop?

- Developing curriculum - trainings, workshops
- Research - about food systems, strategy, etc
- Public Speaking, Facilitation, Networking
- Communications - media outreach, writing, social media coordination, etc
- Data Management, tracking systems
- Personal organization practices and tools

ORGANIZING SKILLS

Unorganized Individuals Can Be:	Organizers:	Organized Community Has:
Disconnected	Build relationships	Trust
Confused	Interpret	Understanding
Apathetic	Agitate	Motivation
Divided	Unify	Common Purpose
Going Nowhere	Plan	Direction, Inspiration
Scared/Complacent	Challenge	Confidence

BUILD RELATIONSHIPS

- Connecting with people, convening one-on-one conversations
- Knowing the people you work with & why they care about what they are doing
- Articulating why you believe in someone & how you can develop their leadership
- Telling your own stories and supporting others to tell their stories

INTERPRET

- Making sense of situations that people are facing, offering clarity & insight
- Offering "sign-posts" about what is happening in the organizing process, what is ahead, and what needs to happen to move forward
- Giving mini-trainings as needed on organizing skills & leadership development
- Sharing your own stories & stories of other campaigns to clarify and unify participants' experiences

AGITATE

- Challenging someone to get real about the issue(s) they are facing
- Getting people out of their head ("when I read Omnivore's Dilemma...") and into their belly or heart ("This upsets/inspires me because..." "I want to take action because...")

UNIFY

- Drawing people together, forming connections amongst individuals and groups
- Cultivating opportunities for students & food system stakeholders to connect
- Coordinating good event-planning and turn-out
- Supporting good group process, meetings, and decision-making
- Strong, thoughtful facilitation of meetings and workshops

PLAN OF ACTION

- Strategic thinking and good messaging about a plan to win
- Creating and articulating a plan for success, on the small scale/short-term (how you will complete this flyer) to the large scale/long-term (how this campaign can unfold over the course of the year)

CHALLENGE

- Encouraging a leader to take steps forward in their campaign & leadership
- Reminding leaders what they believe in and what it will take to get there
- Challenging someone to do something they think is out-of-reach and supporting them to be successful through the challenge