Building Connection and Community: Leadership in a Time of Crisis

April 29, 2020
CHECKING IN

Our meeting will start shortly.

Please complete the “Do Now” activity as we wait for everyone to sign in and check their equipment.

Do Now:  
→ Right click on your name in your picture. Choose option to Re-name. Type in your first name, and a word that describes your emotional state as you participate in this session.

→ Complete this prompt in chat: Greetings from ____ (your name). I lead as a ____ (role) in _____ (location). (Ex. Greetings from Mickey. I lead as a leadership coach/facilitator in Sonoma County CA)
Meet Mickey

• Experienced Site Administrator
• Superintendent
• County Deputy Superintendent
• Creator/Boss Lady
  PlusONE Leadership
• Certified Dare to Lead™ Facilitator
• Leadership Coach/Facilitator
• Curious Learner of all Things Leadership
Invitation to Participate

- Bring your FULL self
  Whatever that means now

- Let go of Perfect

- Embrace the Weird

- Beginners Mind: Shoshin (初心)
Platform Norms

- Stay on mute – unless speaking
- Chat to everyone
- Need tech help? Chat to Amanda
- Breakout Rooms - Randomly assigned
Curbside Delivery
Our Outcomes Together

Technical Tasks:
1. Purpose
2. Practices (3 Signature Practices - CASEL)
3. People, People, People

Affective Aims:
1. Create Community
2. Experience Shared Vulnerability
3. Affirm “Being Enough”
Chat to Connect:

What do you miss the most about meeting with people in person?
A Category is not a purpose.

What problem might it help you solve to meet?

What will be different because you met
What will be Different?
*True in EVERY Gathering*

Technical
- Above the Green Line
- Task
- Content

Relational
- Below the Green Line
- Affective
- Relational/Maintenance
Chat to Connect:

Refer to the 3 guides to determine purpose:
- Category is not a purpose
- What problem are you solving?
- What will be different?

What percentage of the Zoom meetings that you’ve been involved in recently actively addressed at least 2 of these considerations?
Key Resource
CASEL’s 3 Signature Practices
#1
Welcoming Routines
Designed for INCLUSION
See Me!

Verbal
• Norms
• Welcome
• Invitation to bring emotions in the room
• Connection Activities/NOT Ice breakers
• Names

Non-verbal – in a 2D world!
• Eye contact
• Facial expressions
• Hand gestures
• Virtual Background
Sample Alternatives to “How are You?”

- How are you taking care of yourself today?
- What part of shelter in place have you come to appreciate?
- What habit have you started/broken during quarantine?
- What’s something that you miss that surprises you?
- What times of the day/week are the hardest?
- How do you want this experience to change you?
- What’s giving you hope right now?
But we have so much TO DO!!

“Leaders must either invest a reasonable amount of time attending to fears and feelings or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior.”

Brené Brown
Dare to Lead™
Chat to Connect:

Think of a gathering that included a Welcoming Routine that created inclusion.

How did you feel?

How did it affect your participation?

How much time did it take?
#2
Engaging Strategies
Engaging Strategies

Attentive Listening
## Strategies to Create Engagement/Attentive Listening

<table>
<thead>
<tr>
<th>Verbal</th>
<th>Non-verbal</th>
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<tbody>
<tr>
<td>1. Protocols</td>
<td>1. Zoom tools</td>
</tr>
<tr>
<td>2. Participation Tracking for Equity</td>
<td>2. Zoom Rooms</td>
</tr>
<tr>
<td>3. Practice Constructivist Listening</td>
<td>3. Head nods/facial expression/ghostures</td>
</tr>
</tbody>
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Go to your Room!

*Room Conversation:*

Share an activity that you have either led or participated in that promoted Attentive Listening/Engagement
#3 Optimistic Closure
"You must never confuse faith that you will prevail in the end — which you can never afford to lose — with the discipline to confront the most brutal facts of your current reality, whatever they might be."

James Stockdale/Stockdale Paradox

“Gritty Faith and Gritty Facts”...

Brené Brown Dare to Lead™
Optimistic Closure
Forward Facing/Action Orientation

Verbal
1. Activity to link learning to outcomes
2. Name “What’s changed”? 
3. "Finding the Thread”: prepare for re-entry

Non-verbal
1. Art as Expression
2. Hand Gestures
3. Physical Item from office
People, People, People
“Look out into the audience. These are people. Just people, people, people. Just like the rest of us. Look at them. They are people.”

Brené Brown Dare to Lead™
“The dynamic of the group is grounded in the life of emotion and feeling. A crucial role of the facilitator is managing the dynamic directly at the affective level.”

John Heron
Challenging Group Dynamic: What’s the temperature?

- **104° AMYGDALA HIJACK**: Distress consumes and distorts the group dynamic, throwing it into rigid, reactive behaviors.

- **98° COOL COMPLIANCE**: The group is compliant, but members are locked into one type of learning and appear estranged from emotion, creativity, and authentic conversation.

- **96° EMOTIONAL REPRESSION**: Participants’ attitudes and behavior are constricted by the norms of the surrounding culture.

- **101° RISING ANXIETY**: Tension escalates as the group shows signs of one or more forms of anxiety.

Manage your own triggers, and be the leader people need you to be.
# Challenging Group Dynamic

## Possible Indicators

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<th>101°</th>
<th>104°</th>
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<tr>
<td>- A few people dominate the discussion.</td>
<td>- Participants comply with leader requests.</td>
<td>- Furrowed brows, tense shoulders, and frowns point toward rising distress.</td>
<td>- Participant walks out of meeting.</td>
</tr>
<tr>
<td>- There is minimal participation and few questions are asked.</td>
<td>- Facial expressions are largely neutral.</td>
<td>- There are frequent side conversations, whispering, or passing notes.</td>
<td>- People announce a refusal to participate.</td>
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<td>- There is limited eye contact and closed body language: arms crossed, sitting back in chair, hunched over.</td>
<td>- There is an appearance of &quot;doing work&quot; vs. learning or collaboration.</td>
<td>- Participants yawn or get up frequently to grab water or take a &quot;break&quot;.</td>
<td>- Angry or accusatory comments indicate a tipping point in anxiety.</td>
</tr>
<tr>
<td>- Patterns of participation reveal racial and/or gender disparities.</td>
<td>- Only clarifying questions are asked.</td>
<td>- Room is uncomfortably quiet.</td>
<td>- May see shortness of breath or shallow breathing in some people.</td>
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## Facilitation Moves

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<td>- Help the group establish agreements.</td>
<td>- State your intention for the group to engage in open, meaningful dialogue.</td>
<td>- Raise awareness of the anxiety in the room or issues being avoided.</td>
<td>- Name the tension in the room.</td>
</tr>
<tr>
<td>- Ask for a volunteer process observer to collect and share participation data.</td>
<td>- Build in movement activities.</td>
<td>- Ask people to journal and talk in groups about their fears and feelings.</td>
<td>- Model mature empathy stems.</td>
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<td>- Engage the group in setting an improvement goal for participation.</td>
<td>- Actively use the experiential learning cycle to promote whole-person learning.</td>
<td>- Respect that every individual chooses when and how to take risks.</td>
<td>- Hold space for emotion and dialogue (e.g., dyad, fishbowl, etc.).</td>
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<tr>
<td>- Encourage questions.</td>
<td>- Vary your modalities and types of learning.</td>
<td>- Use structured protocols to lower the effective filter (Chapter 2) and increase well-being.</td>
<td>- Give people explicit permission to be candid and vulnerable.</td>
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<td>- Model distress-free authority in the face of hard questions.</td>
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<td></td>
<td>- Stage a debate in which two people or teams publicly argue both sides of a contested issue; debrief together.</td>
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Productive Group Dynamic: What's the temperature?

Productive Group Dynamic

- **104° BREAKTHROUGH!**
  Members become visibly animated as the group hits an innovative note and feels a sense of discovery and accomplishment.

- **98° FOCUSED FLOW**
  The group is collaborating productively on a task. The three forms of anxiety are minimized, and people seem to be in a state of flow.

- **96° QUIET REFLECTION**
  Participants are engaged in reflection, thinking deeply about the work, their values, and their experiences.

- **101° LIVELY DIALOGUE**
  The energy in the room is high as group members actively engage in learning and freely exchange ideas.

Shane Safir
shanesafir.com
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| **Room feels calm, yet alert.**  
**Participants write, think, or listen to a partner.**  
**There are no technology distractions, no side conversations.**  
**Facial expressions are contemplative.**  
**Emphasis on affective routines** | **Every group member is actively engaged in the task at hand.**  
**Leader or facilitator assumes a guide-by-the-side role.**  
**Facial expressions and body language appear at ease and unself-conscious.**  
**Team members ask one another for support.**  
**Emphasis on practical routines** | **Participants lean in toward one another to listen intently.**  
**There are no technology distractions, no side conversations.**  
**Smiling, laughter, nodding, etc, signal high engagement and emotional safety.**  
**Room feels abuzz with energy.**  
**Emphasis on conceptual routines** | **There is a sudden elevation in volume or tone, or a ripple of laughter across the room.**  
**People lean forward or stand up in excitement.**  
**A wide range of group members speak up how promising the idea or the work feels.**  
**A participant comment is met with vocalizations, head nodding, or “thank you!”**  
**People start scribbling down their thoughts and reactions.**  
**Emphasis on imaginal and practical routines** |
| **Engage people in journal writing.**  
**Use Constructivist Listening structures (e.g., dyads).**  
**Invite people into a walk-and-talk on a reflective prompt.**  
**Facilitation moves** | **Review team agreements to promote group safety.**  
**Facilitate safe-to-learn inquiry cycles.**  
**Remind the group of the “good-enough vision.”**  
**Chart and celebrate progress.**  
**Affirm people’s hard work and effort.**  
**Build in breaks and movement.**  
**Create moments for simple, iterative feedback (e.g., “I like, I wonder”).**  
**Emphasis on conceptual routines** | **Use varied discussion structures to maximize engagement (Socratic Seminars, pair-share, text protocols).**  
**Stage debates to tease out competing sides of an issue.**  
**Facilitate a Kiva Process to promote public dialogue and inquiry on a key dilemma.**  
**Emphasis on practical routines** | **Celebrate the breakthrough!**  
**Use metacognitive prompts like, “What happened, and what can we learn from this moment?”**  
**Facilitate a protocol like Success Analysis (InSrHarmony.org) to leverage the learning opportunity.**  
**Coach the group to draft a skinny plan that builds off of the breakthrough.**  
**Model a bias toward action. Ask people to name a few next steps they can commit to.**  
**Emphasis on imaginal and practical routines** |
People, People, People

**Verbal**
1. Use names
2. Caring Inquiry
3. Express own Vulnerability

**Non-verbal**
1. Eye on Equity
2. Create Caring Structures
3. Pay (even more) attention
Looking Ahead

| Complete the survey for this session: https://tinyurl.com/connect427 |
| Office Hours with Mickey: https://tinyurl.com/ConnectOH |
| Distance Learning Strategies register at: www.ccee-ca.org |
| SELPA Distance Learning Modules |

May 4 – Distance Learning and EL Students with Disabilities
May 4 – Making Distance Learning Accessible to Students with Disabilities Part 1

May 5 – Bias Toward Action: Co-Creating the Distance Learning Experience
May 6 – Supporting Families and Communities in Distance Learning
Our Optimistic Ending: Technical Tasks

Silent Reflection

• Think about an upcoming gathering. What is one idea/concept from the 3Ps below that you will incorporate into that meeting?
  • Purpose
  • Practices
  • People, People, People
Chat to Connect:

Share one idea from the 3Ps that you are going to incorporate into an upcoming gathering.
Our Optimistic Ending: Affective Aim

Using the Poll

• Indicate where you are after our time together in the following Affective Aims for our gathering:
  • Rate 1-3 (One - not so much; Three - Ahhhh, yes!)
    • Create Community
    • Experience Shared Vulnerability
    • Affirm Being Enough
“My friends, do not lose heart. We were made for these times. I have heard from so many recently who are deeply and properly bewildered.

Ours is not the task of fixing the entire world all at once, but of stretching out to mend the part of the world that is within our reach. Any small, calm thing that one soul can do to help another soul, to assist some portion of this poor, suffering world, will help immensely.

It is not given to us to know which acts, or by whom, will cause the critical mass to tip toward an enduring good.”

Clarissa Pinkola Estes, Ph.D
You Were Made for This