Building Connection and Community: Leadership in a Time of Crisis

April 29, 2020

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)

CCEE
CALIFORNIA COLLABORATIVE
FOR EDUCATIONAL EXCELLENCE

plus
one
LEADERSHIP

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

plus
one
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
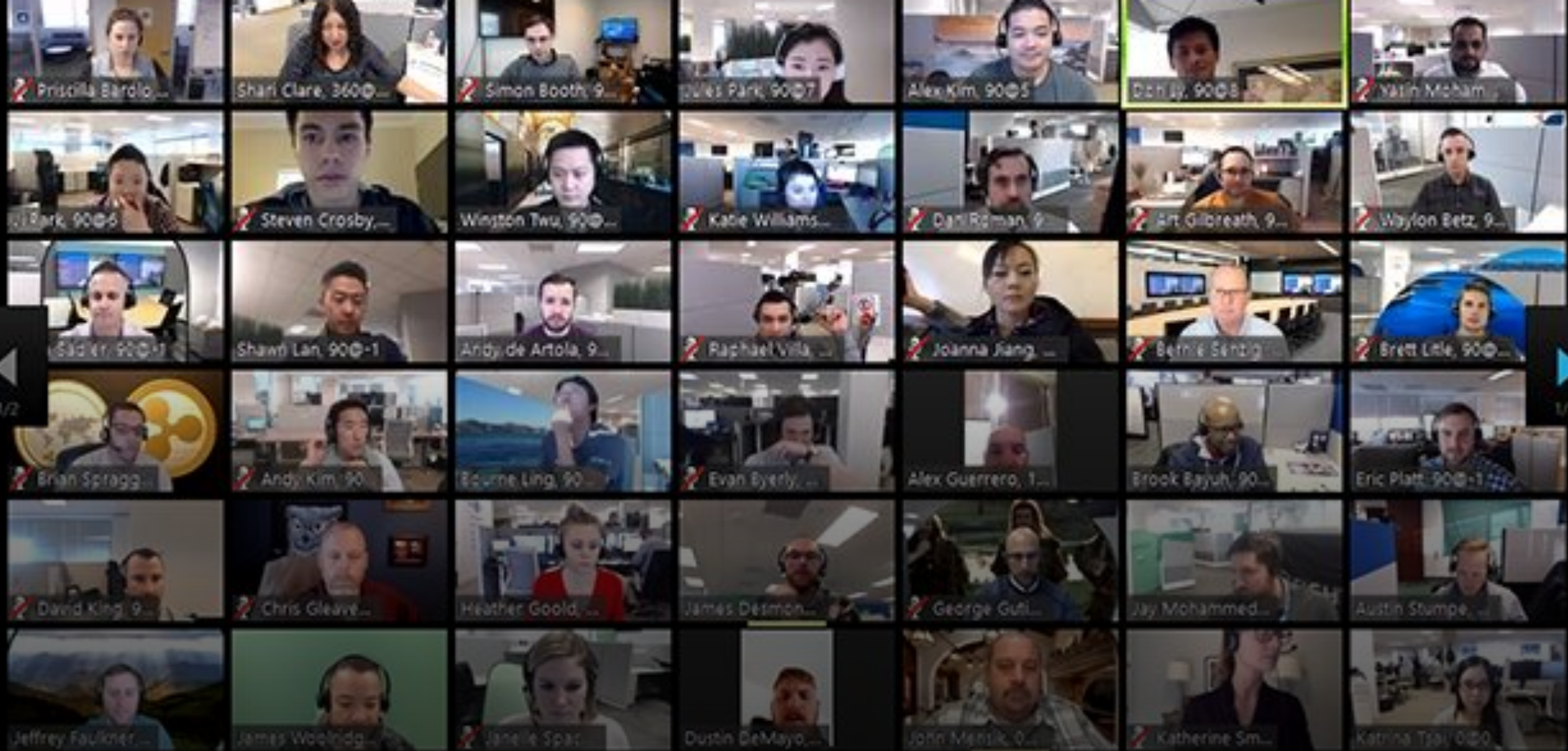
3. Affirm "Being Enough"

Chat to Connect:

What do you miss the most about meeting with people in person?

Purpose

Purposeful Gatherings

The Art of Gathering
Priya Parker

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

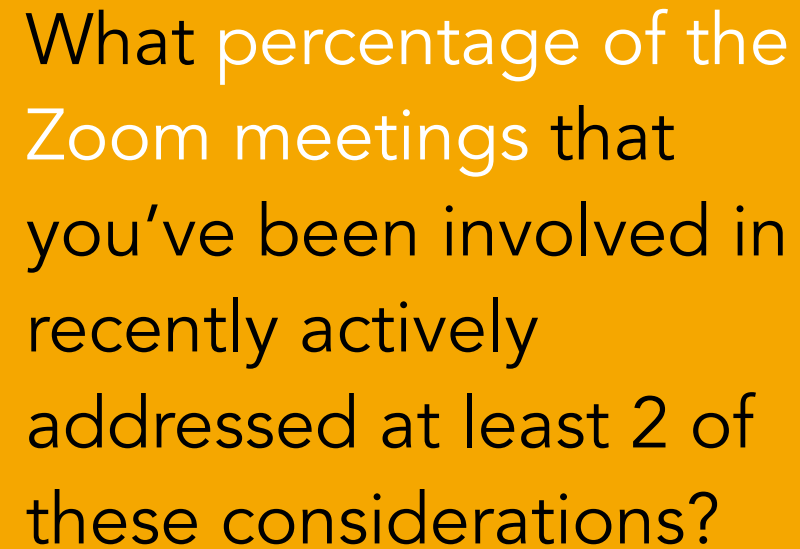- Affective

- 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?
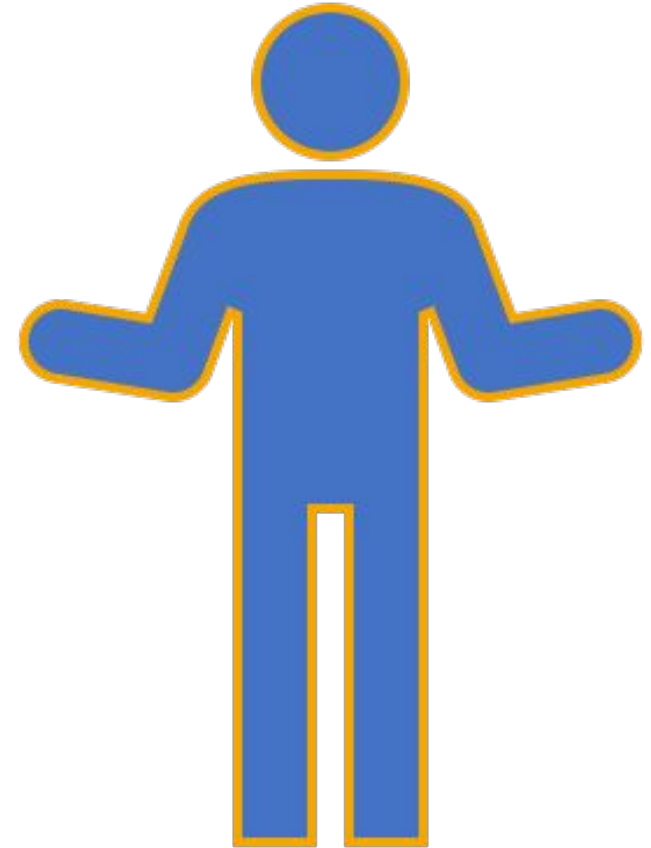
- What's giving you hope right now?

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

Verbal

1. Protocols

2. Participation Tracking for Equity

3. Practice Constructivist Listening

Non-verbal

1. Zoom tools

2. Zoom Rooms

3. Head nods/facial expression/gestures

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

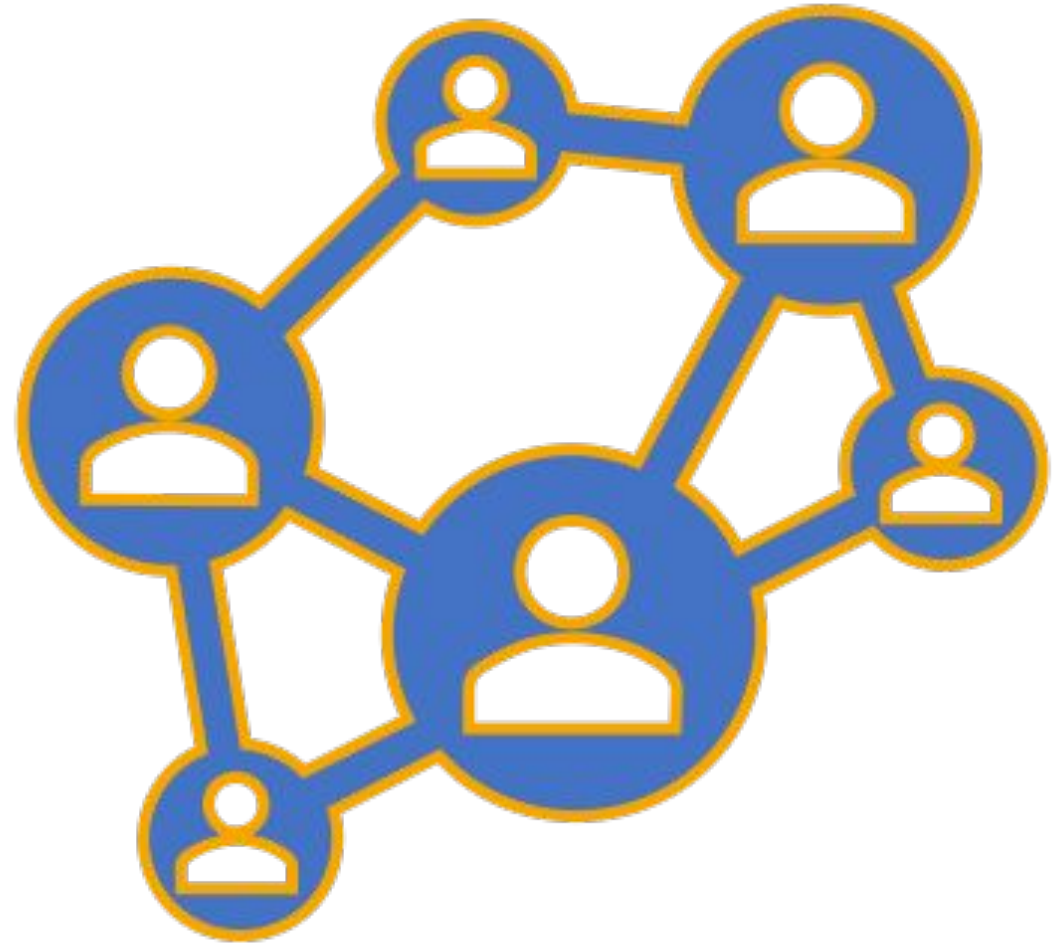2. Hand Gestures

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."
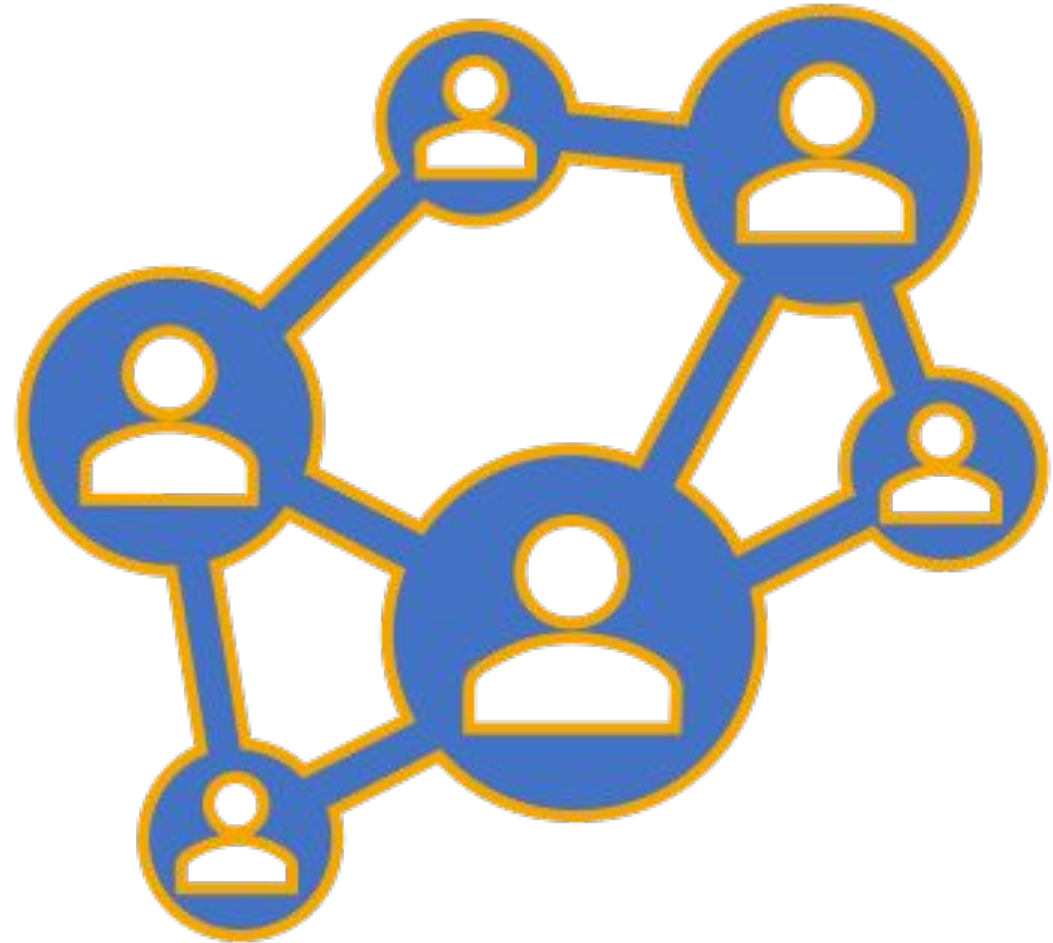
Brené Brown Dare to Lead™

"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

Shane Safir
shanesafir.com

Challenging Group Dynamic: What's the temperature?

No matter what the temperature is, always model warmth, respect, and affirmation.

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

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

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.

Manage your own triggers, and be the leader people need you to be.

Challenging Group Dynamic

Shane Safir
shanesafir.com

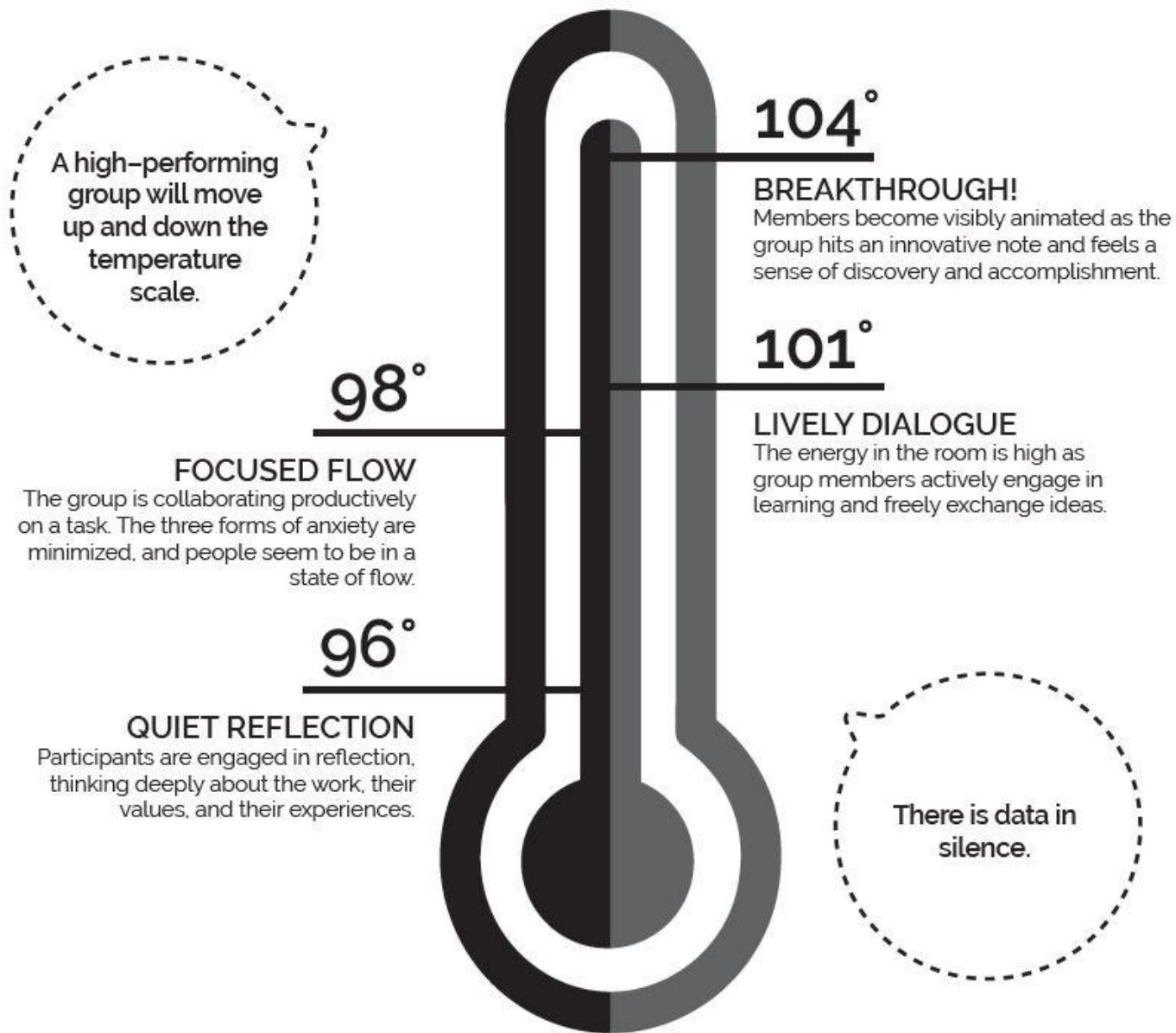|	96°	98°	101°	104°
POSSIBLE INDICATORS	• A few people dominate the discussion. • There is minimal participation, and few questions are asked. • There is limited eye contact and closed body language: arms crossed, sitting back in chair, hunched over. • Patterns of participation reveal racial and/or gender disparities.	• Participants comply with leader requests. • Facial expressions are largely neutral. • There is an appearance of "doing work" vs. learning or collaboration. • Only clarifying questions are asked.	• Furrowed brows, tense shoulders, and frowns point toward rising distress. • There are frequent side conversations, whispering, or passing notes. • Participants yawn or get up frequently to grab water or take a "break." • Room is uncomfortably quiet.	• Participant walks out of meeting. • People announce a refusal to participate. • Angry or accusatory comments indicate a tipping point in anxiety. • May see shortness of breath or shallow breathing in some people.
FACILITATION MOVES	• Help the group establish agreements. • Ask for a volunteer process observer to collect and share participation data. • Engage the group in setting an improvement goal for participation. • Encourage questions. • Model distress-free authority in the face of hard questions.	• State your intention for the group to engage in open, meaningful dialogue. • Build in movement activities. • Actively use the experiential learning cycle to promote whole–person learning. • Vary your modalities and types of learning.	• Raise awareness of the anxiety in the room or issues being avoided. • Ask people to journal and talk in groups about their fears and feelings. • Respect that every individual chooses when and how to take risks. • Use structured protocols to lower the affective filter (Chapter 2) and increase well-being.	• Name the tension in the room. • Model mature empathy stems. • Hold space for emotion and dialogue (i.e., dyad, fishbowl, etc.). • Give people explicit permission to be candid and vulnerable. • Stage a debate in which two people or teams publicly argue both sides of a contested issue; debrief together.

Productive Group Dynamic

Shane Safir
shanesafir.com

Productive Group Dynamic: What's the temperature?

A high-performing group will move up and down the temperature scale.

104°

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

101°

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

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.

There is data in silence.

Productive Group Dynamic

Shane Safir
shanesafir.com

96°

POSSIBLE INDICATORS

- 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.

FACILITATION MOVES

- Engage people in journal writing.
- Use Constructivist Listening structures (e.g., dyads).
- Invite people into a walk–and–talk on a reflective prompt.

Emphasis on affective routines

98°

POSSIBLE INDICATORS

- 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.

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 practical routines

101°

POSSIBLE INDICATORS

- 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.

FACILITATION MOVES

- 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 conceptual routines

104°

POSSIBLE INDICATORS

- 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 to 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.

FACILITATION MOVES

- Celebrate the breakthrough!
- Use metacognitive prompts like, "What happened, and what can we learn from this moment?"
- Facilitate a protocol like Success Analysis (nsrfharmony.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

May 5 – Bias Toward Action: Co-Creating the Distance Learning Experience

May 6 – Supporting Families and Communities in Distance Learning

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

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