



# 365 Days of Change:

## A Blueprint for Leadership Development in Rural Communities

TANF Rural Communities Initiative  
Leadership Forum

Charleston, South Carolina  
September 1-2, 2009



# 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

## Welcome

Welcome to the Rural Communities Initiative Leadership Forum. Being prepared for change is an important component of success. Managing change and harnessing your power to enact positive change for rural families requires a broad set of skills. Being able to **analyze** situations, having a clear **understanding** of current and future trends, and being able to **adapt** to new phenomena are all important components of an effective leader of change. Change—like leadership—does not exist in a vacuum. Rather, it is an ongoing process that seeks to harness all of the available resources to benefit your community. Leadership development is about change and it is a constant process. As circumstances change, your leadership qualities should change with them. Leadership, by its nature, is a work in progress. Welcome to the beginning of your next *365 days of change*.

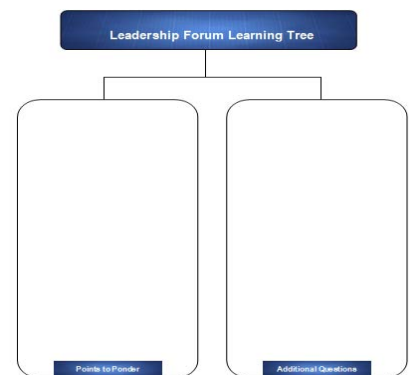
Leadership is learning empathy, challenging yourself, and persevering through adversity...

The Rural Communities Initiative Leadership Forum is a peer-to-peer interactive gathering of leaders of the 16 Rural Communities Initiative sites. The Forum is *not* lecture-style, rather it is highly interactive and requires active and ongoing participant engagement. Each session builds on your expertise, experience, and excitement and culminates in you being more prepared to tackle the challenges faced by residents in your local community. During the two days in Charleston, South Carolina you

will have the opportunity to not only hear from promising program representatives, but more importantly you will have opportunities to interact with your peers and discuss and strategize ways to continue to improve the lives of residents in your community. The Leadership Forum has been designed for information-sharing that will provide you with real-world experiences and recommendations for increasing the success of your rural TANF program.

This Guide to Leadership Development is simply a roadmap for you. It does not have any simple solutions, but rather it helps you to begin to ponder ways to improve your individual leadership and the leadership of your organization.

In order to capture the learning, you will find *Leadership Forum Learning Trees* throughout this guide that will allow you jot down “points to ponder” and “additional questions” for each speaker that you hear from. This will allow you to follow-up with the specific speaker to ensure that you get an answer to your question. More importantly, this will serve as the foundation for your *365 days of change*. What you put into the Leadership Forum, you will get out of the Leadership Forum. Take advantage of this opportunity to get to know your colleagues better and strategize with them.





## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

9:00-9:45 a.m. The Role of Community Leadership in Addressing Poverty

Activity #1

Daniel Dodd

Points to Ponder

Additional Questions



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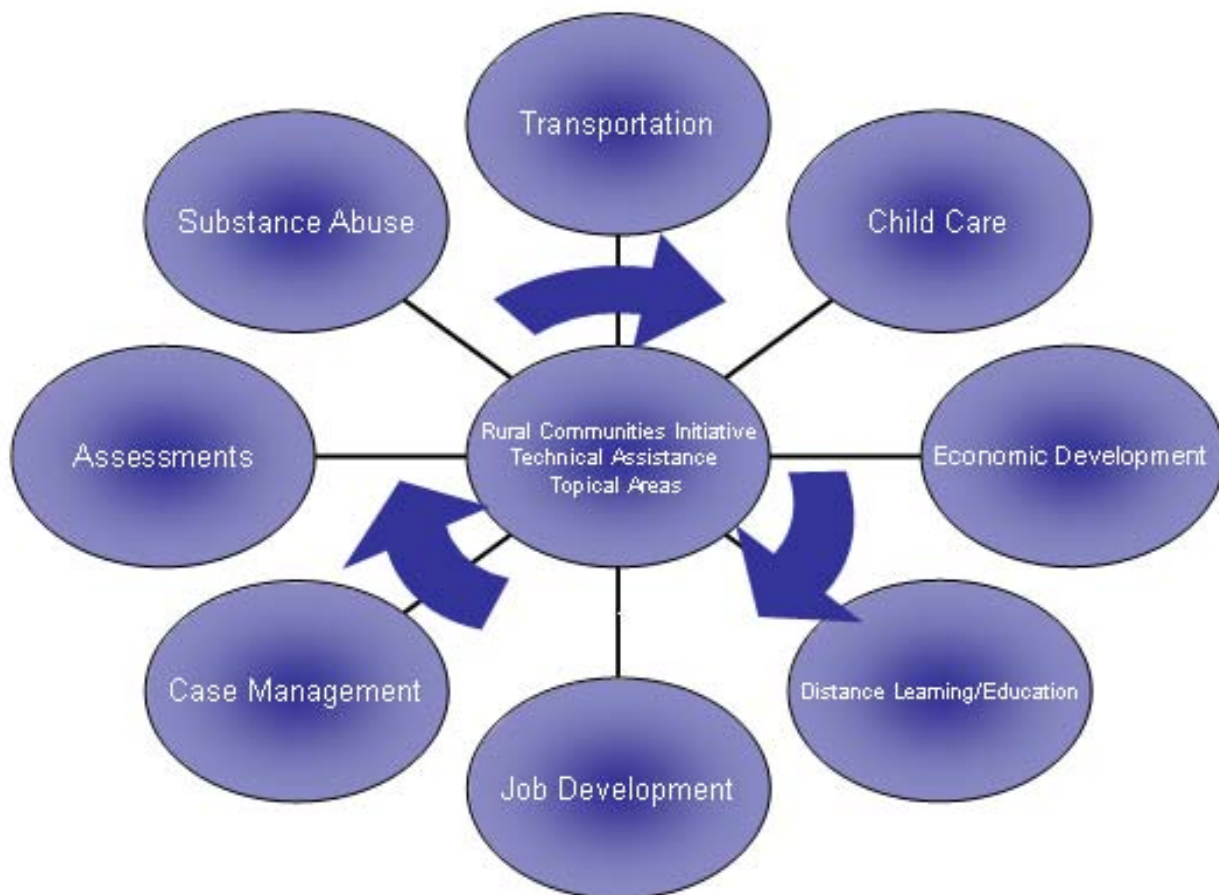
### 9:45-11:00 a.m. Round Robins: Looking at Topical Areas

Round Robins are an effective way to hear from individuals and to gain more understanding about specific topical areas. Round Robins generally involve participants discussing topics of interest one at a time for short intervals and then moving on to the next person or group of people.

During this session you will have an opportunity to discuss with your peers specific topical areas. Based on the programmatic needs you identified and finalized with your TA Coordinator, you and your colleagues will separate and spend 15-20 minutes at a topical area table and then rotate to the next topical area table. Each participant has prioritized up to four (4) topical areas and will spend 15-20 minutes discussing **specific** program successes and challenges pertaining to the topic area with peers. Use **Activity #2** to capture the learning from this session.

*Management is doing things right; leadership is doing the right things...*

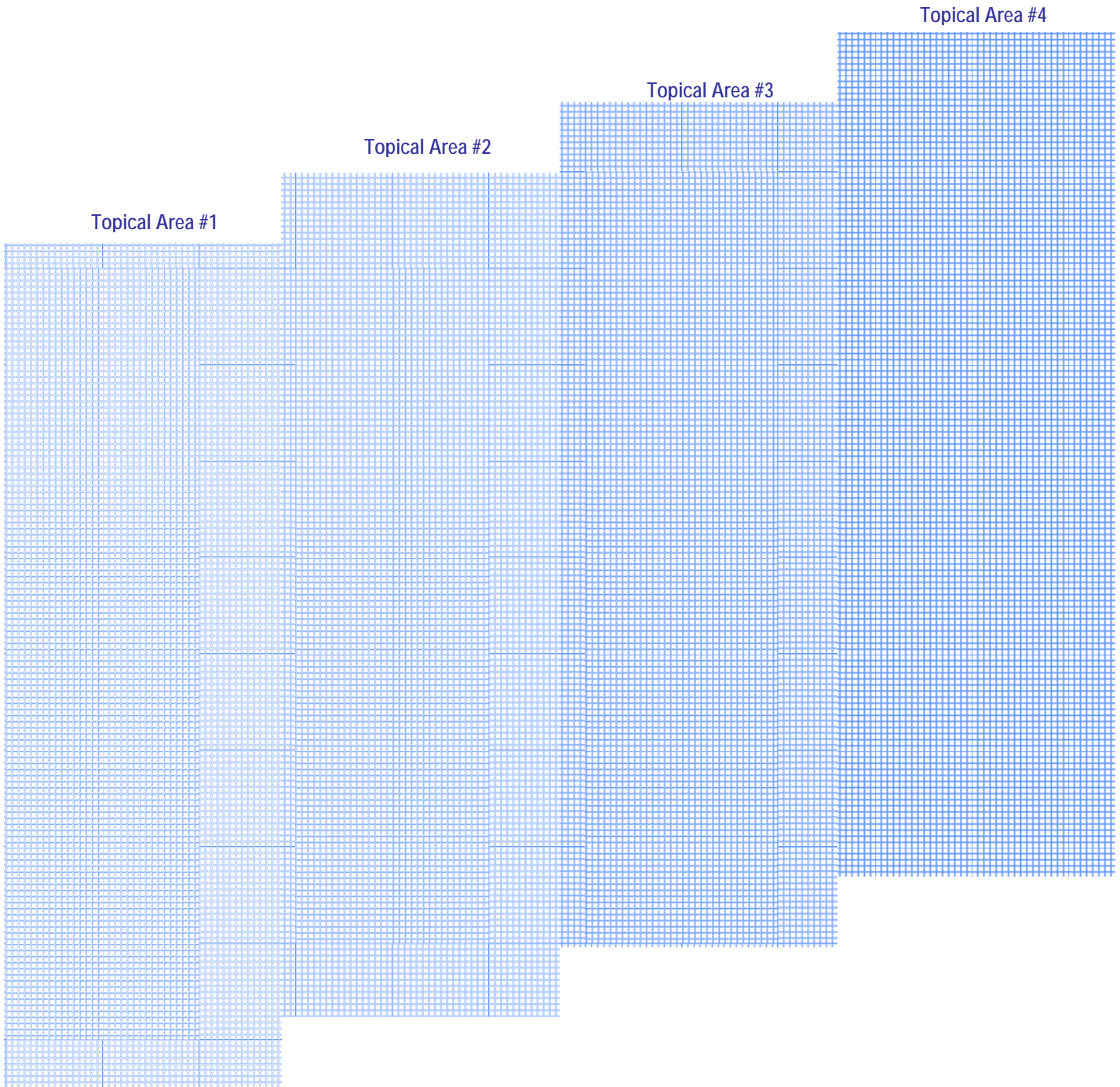
*Peter F. Drucker*





# 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

## Activity #2







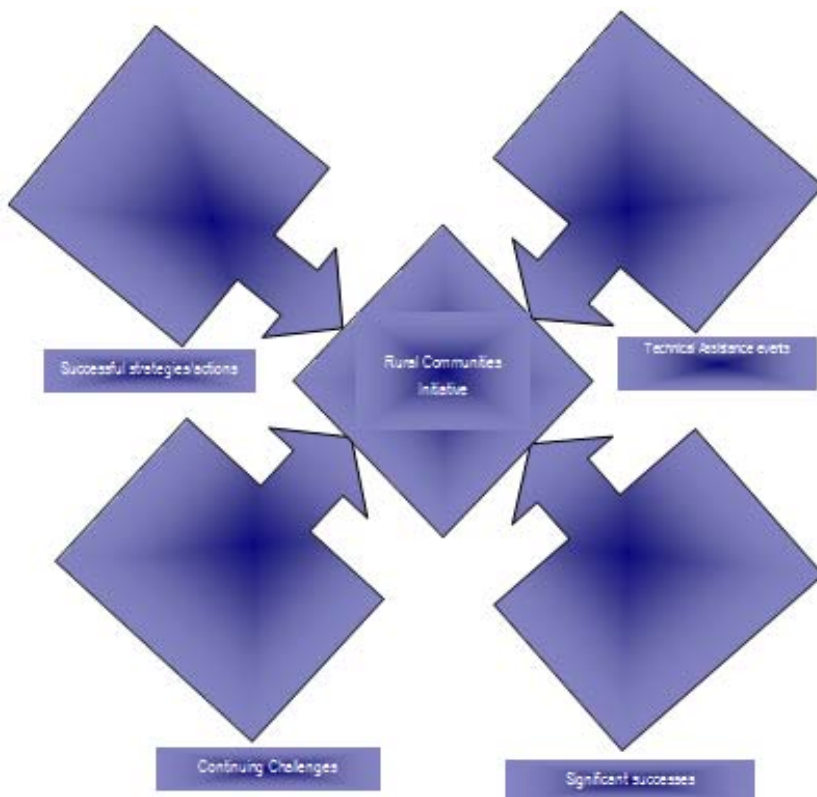
## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

### 11:15 a.m.-12:30 p.m. Show and Tell- Rural Sites Round Robin

During this round robin session you will have the opportunity to discuss specific strategies and actions, remaining challenges, exciting successes, and technical assistance events that you have experienced during the last year. Prior to the Forum you completed an activity (below) which will be the basis of what you share during this session.

Using **Activity #3** on the next page, document things of interest and jot down a few notes so that you are prepared to share some key points with your peers when the group rotates. Also, this will allow you to link your experiences to the experiences of your colleagues and lay the foundation for continued discussion, fruitful collaboration, and peer-to-peer learning. Specifically, think about your **strategies and**

**actions** that you outlined at the Rural Academy and implemented over the last year; think about some of the lingering or significant **challenges** to implementing your planned activities; think about your small and significant **successes**; and think about the **technical assistance events/activities** that you participated in during the last year and what you learned from them. During this time you will spend 10-15 minutes discussing your activities, challenges, successes, and actions. Then you will hear from a colleague about their activities, challenges, successes, and actions. You will then rotate to the next table or rural community.





## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

### Activity #3

Speaker: \_\_\_\_\_

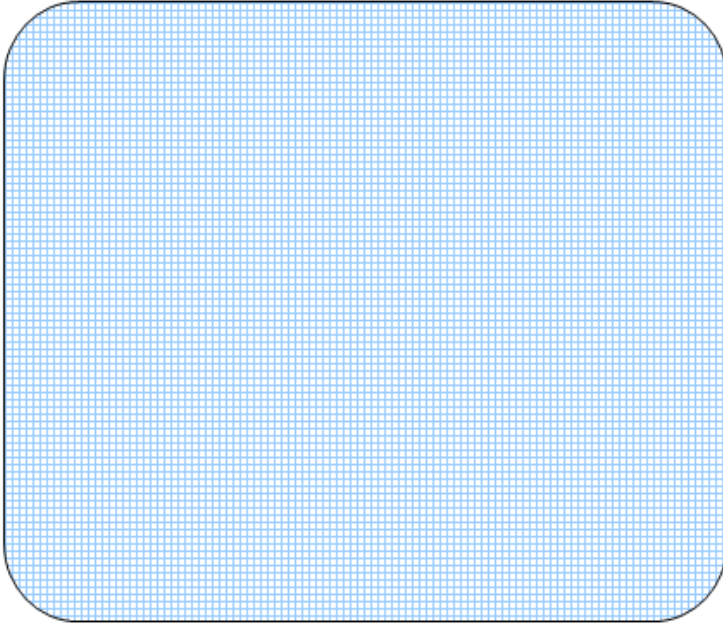
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Speaker: \_\_\_\_\_

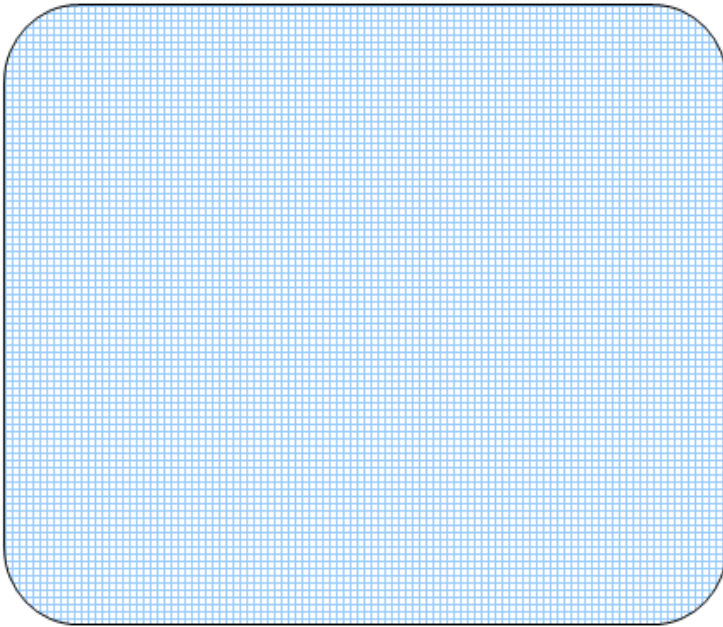
A second large, rounded rectangular area filled with a light blue grid pattern, identical to the first one, intended for writing notes or a response.

## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

Speaker: \_\_\_\_\_



Speaker: \_\_\_\_\_

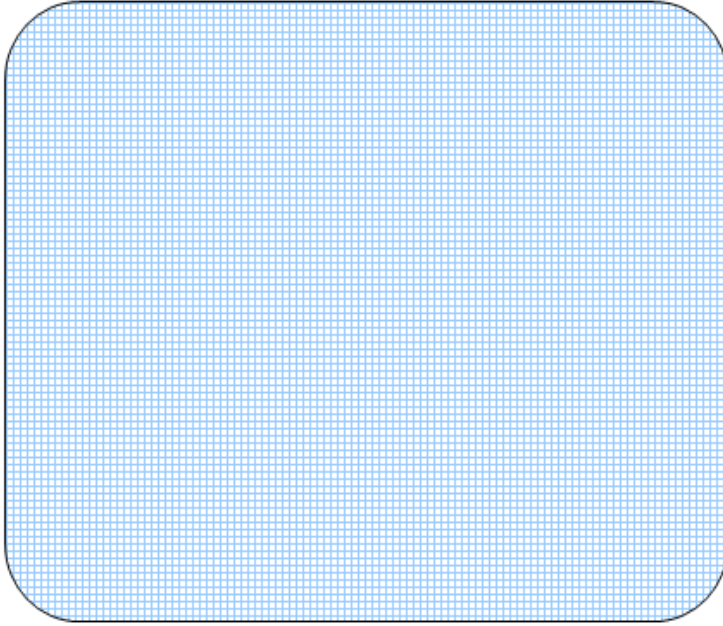






## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

Speaker: \_\_\_\_\_



Speaker: \_\_\_\_\_





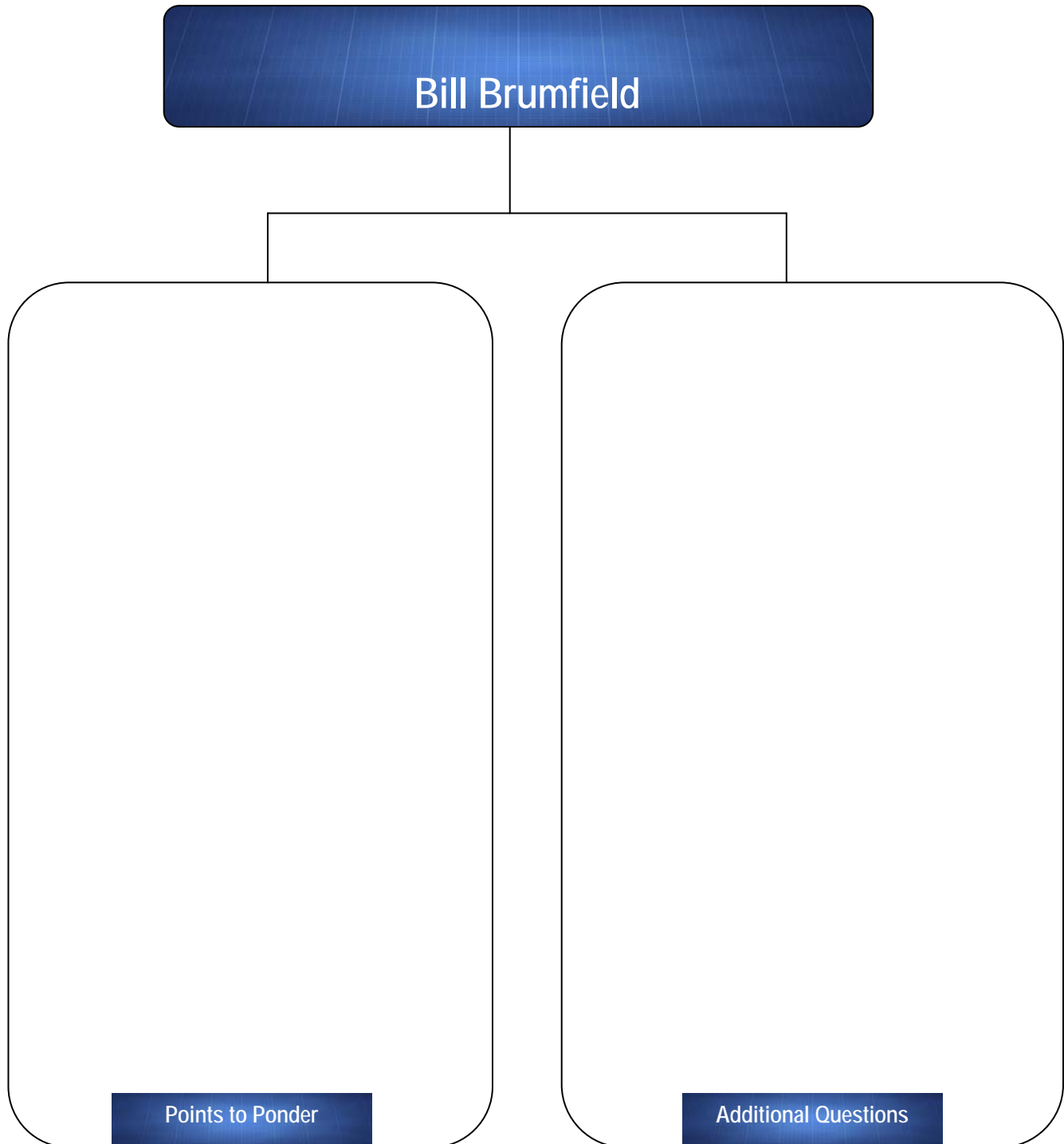
## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

### 8:45-10:45 a.m. Panel on Leadership

During this panel on leadership you will have the opportunity to hear from three experienced leaders in the Urban Partnerships Initiative, a previous technical assistance initiative led by the Office of Family Assistance. Each of these urban leaders will provide their perspective on the technical assistance provided by the Office of Family Assistance, insights on their continued involvement and leadership post-Urban Partnerships Initiative, and how they are leading their agencies through the current economic climate and maintaining the momentum of their goals and objectives in creating change and building capacity in their TANF agencies. Use the learning trees below to capture important points and to ask any specific questions. You will then rotate to the next individual.



## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities





# 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

Frank Brown

Points to Ponder

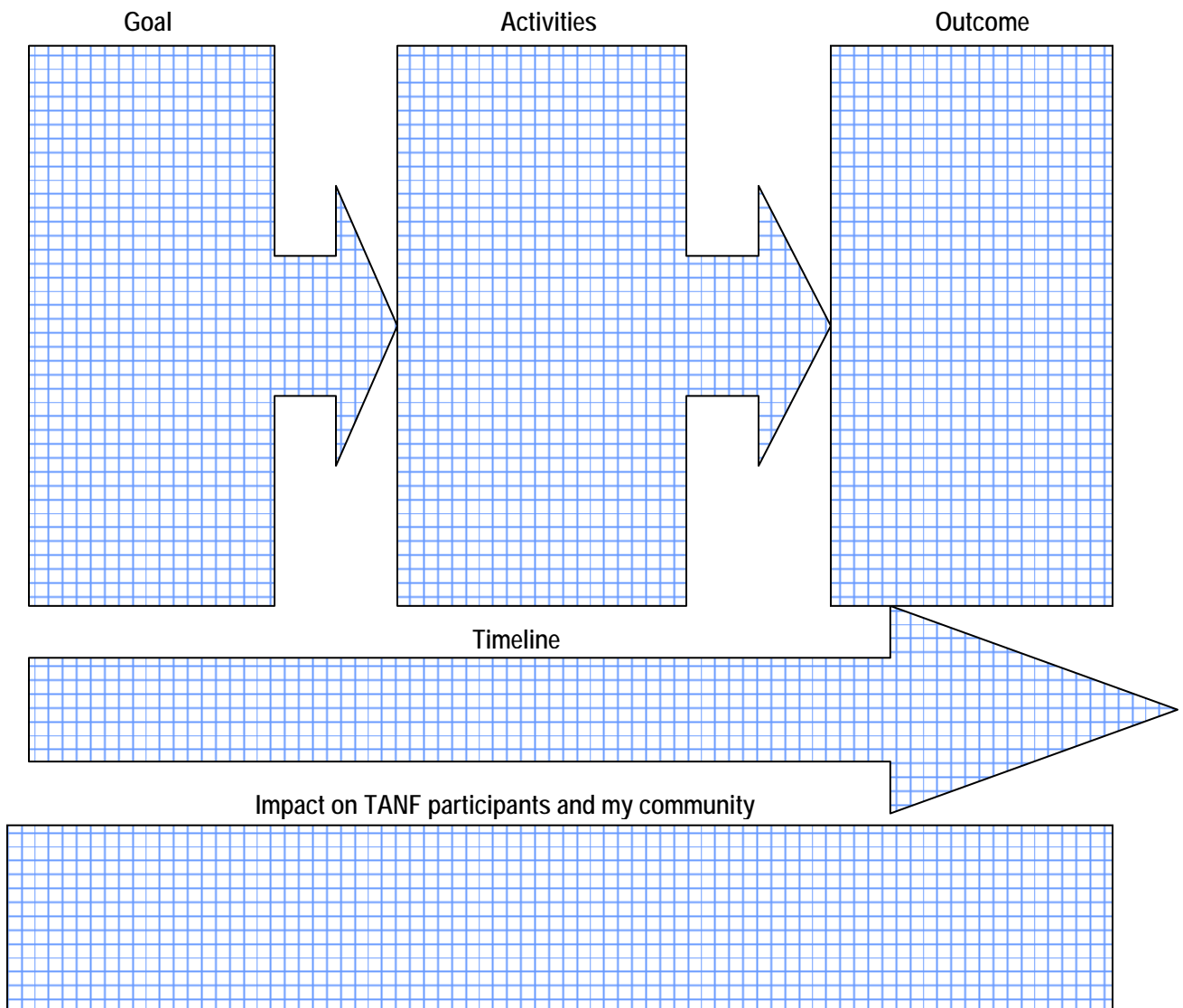
Additional Questions



## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

### Activity #4: Small Group Discussions and Work Session: Rural Leadership Develop Team

For this activity think about the specific leadership role in a specific activity that you can take that has the potential to benefit your local community. Whether it is reaching out to the local Workforce Investment Board or something as simple as learning more about subsidized employment, determine a goal that you *commit* yourself to and that you will take the *initiative* to complete. Also, think about the activities that go into completing that goal and what the desired outcome will be. Finally, think about what is the eventual impact that this activity will have on your community and the people you serve. As a group, think and strategize about different topics, but remember this is **your** goal.





## 365 Days of Change: A Blueprint for Leadership Development in Rural Communities

### 10:30-11:45 a.m. Small Group Discussion and Work Session: Rural Leadership Team Examples

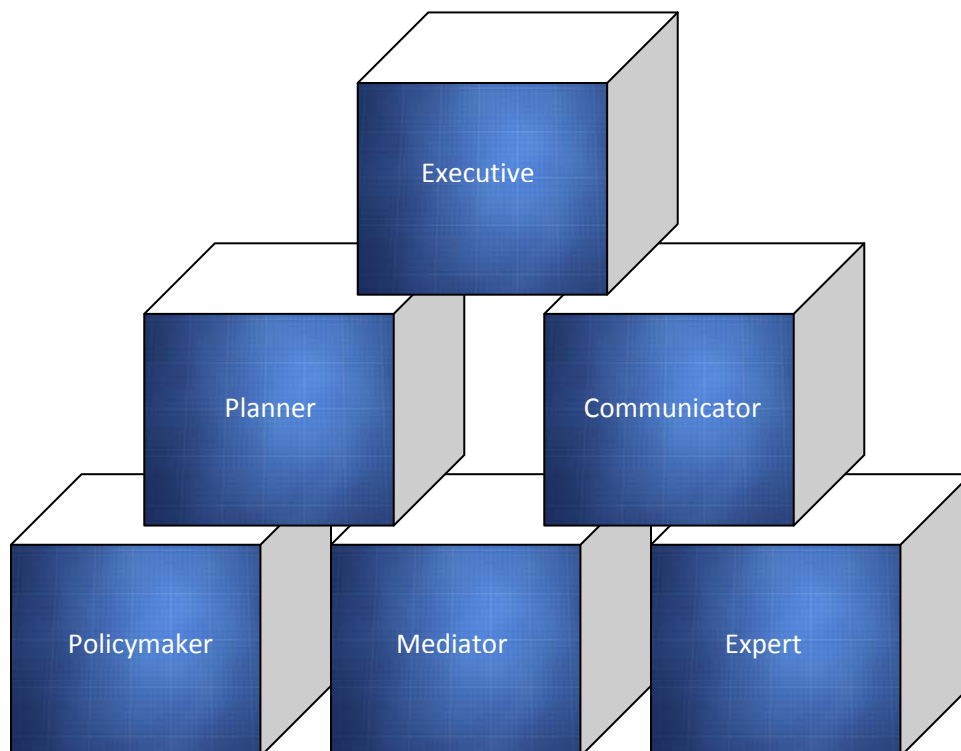
There are many different types of leaders in an organization, an agency, or a group. You, no matter your title, are a leader and responsible for change within your program. There are five main types of leaders that all have important roles. Whether it's the executive, the planner, the communicator, the policy-maker, the mediator, or the expert, each is an important building block to success. What any team does on a daily basis may well depend on the functions of each member and how collectively the team reaches a common goal.

*The very essence of leadership is that you have a vision...*

*Theodore M. Hesburgh*

During this session, in small groups, you will be engaging in discussions with your peers about specific things that you can do individually in the next 3-6 months back home and what impact your specific action will have on rural families. Think about what you can do to demonstrate leadership around TANF and poverty issues. How would you use your leadership role in your TANF program, community, or State to improve services for TANF participants?

Drawing on the previous discussions on leadership, your understanding of leadership, and what you would like to see happen that would benefit your TANF community; you will write a postcard to yourself outlining a goal for action. This postcard serves as a reminder that you are moving toward a goal and a "jumpstart" in case you get sidetracked. Your TA Coordinator will mail the postcard back to you in the future.



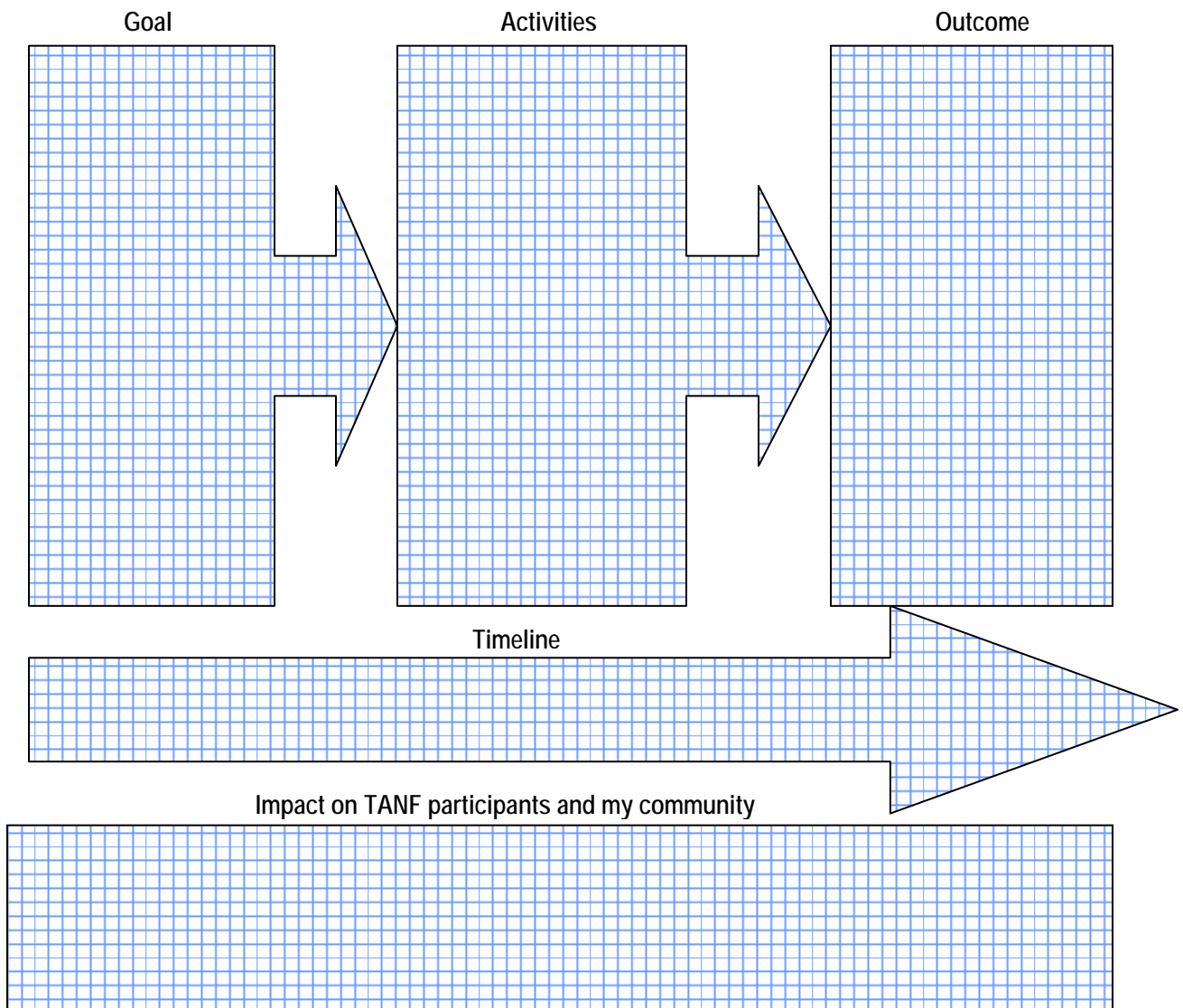




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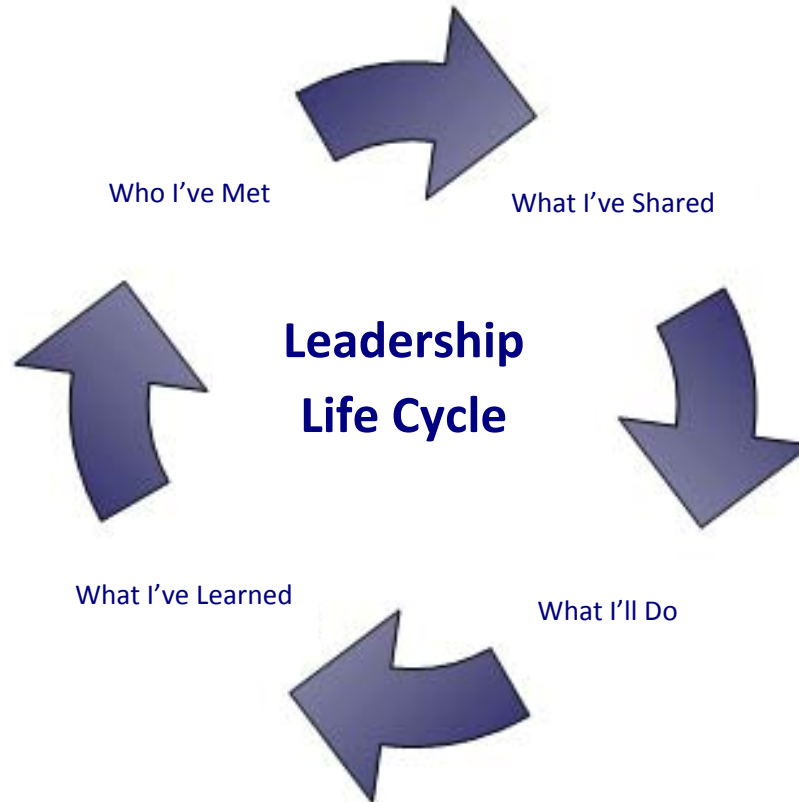




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### 11:15- 11:45 a.m. Report Out and Large group Discussion

During this session you will have the opportunity to discuss (1) what you have learned; (2) what you have shared; and (3) what you will do to make it happen. Leadership is about making a plan and putting that plan into practice. During the last two days you have shared your experiences with each other and now it's time to take what you have learned and shared and put it into action. Most importantly, leadership is about developing networks and nurturing relationships, so you will have the opportunity to briefly share something about someone you have met during this time and why that person and your interaction was so significant.



*Leadership can be thought of as a capacity to define oneself to others in a way that clarifies and expands a vision of the future.*

*Edwin H. Friedman*