
FSC Leadership Series

Leadership | Advocacy

Participant Guide

New Jersey Family Success Centers
&
Office of Training and Professional Development



Leadership - Prioritized Behavioral Indicators

1. Creates a formal process to receive recommendations for the center
2. Elicits recommendations from members through mix of methods including consultative conversations and instruments to gather feedback
3. Offers appreciation to members for contributing their views by communicating back to them about how their recommendations were instilled into practice
4. Networks in the community to recognize potential leaders
5. Recruits and selects potential leaders to the leader positions at the center according to their strengths and interests
6. Provides continuous support to co-leaders as needed, particularly when delegating
7. Builds empowerment by coaching the co-leader through decision making considerations
8. Assesses leadership strengths and needs of members who will participate in leadership activities
9. Coaches the member to become aware of their strengths and how to apply them
10. Provides training to member on the procedures and functioning of the particular aspect of the FSC that the member is going to be leading

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Exploring Leadership

- Leadership in practice
- Prioritized behavioral indicators
- Family and community partner perspective on top indicators
- Factors influencing family and community partner choice
- What needs to change
- Contributing factors

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Discuss

- Specific behaviors/actions that led to identified leadership strengths
- Specific behaviors that could be a challenge and what actions could address
- Chart highlights and actions to share

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Session 2 Recap

Progress with Engagement and Active Listening

Directions: Consider how engagement and active listening has improved at your FSC since our last session. Review the responses charted for ideas and inspiration and make a plan for continued success.

Engagement	
What has been done since the last session?	
What do you hope to improve/change in a month from now?	
What do you hope to improve/change in 6 months from now?	
What do you hope to improve/change in a year from now?	

Active Listening	
What has been done since the last session?	
What do you hope to improve/change in a month from now?	
What do you hope to improve/change in 6 months from now?	
What do you hope to improve/change in a year from now?	

NOTES

Leadership

Essential Function	Expected Outcomes	Prioritized Behavioral Indicators
<p>Leadership - FSCs engage in shared leadership of the Centers with parent and community partners.</p>	<ul style="list-style-type: none"> • FSC staff involve individuals, families, and community partners through a formal process in key decisions about the Center’s operations and programs/ services. • Individuals, families, and community partners lead efforts within the Center. • FSC staff help to build the leadership skills of members so they can participate in leadership activities and decisions at the center. 	<ol style="list-style-type: none"> 1. Creates a formal process to receive recommendations for the center 2. Elicits recommendations from members through mix of methods including consultative conversations and instruments to gather feedback 3. Offers appreciation to members for contributing their views by communicating back to them about how their recommendations were instilled into practice 4. Networks in the community to recognize potential leaders 5. Recruits and selects potential leaders to the leader positions at the center according to their strengths and interests 6. Provides continuous support to co-leaders as needed, particularly when delegating 7. Builds empowerment by coaching the co-leader through decision making considerations 8. Assesses leadership strengths and needs of members who will participate in leadership activities 9. Coaches the member to become aware of their strengths and how to apply them

Essential Function	Expected Outcomes	Prioritized Behavioral Indicators
		10. Provides training to member on the procedures and functioning of the particular aspect of the FSC that the member is going to be leading

Leadership Reflection

Directions: Using the Behavioral Indicators, please self-asses your FSC in terms of leadership.

Strengths	
What leadership behaviors is your FSC currently doing well?	
Behaviors	What specifically does your FSC and staff do?

Areas to Improve	
What leadership behaviors currently need improvement in your FSC?	
Behaviors	What are some possible contributing factors?

NOTES

Advocacy

Essential Function	Expected Outcomes	Prioritized Behavioral Indicators
<p>Advocacy - FSCs work on behalf of, in coordination with, and empower individuals and families to ensure their needs are met. FSCs partner with individuals and families to support the development of skills to advocate on their own behalf.</p>	<ul style="list-style-type: none"> • FSC staff support and coach members on how to access resources or services based on their interests, goals, and needs. • FSC Staff connect with external resources on behalf of the member in order to access the needed resources, when necessary. • FSC Staff work with community partners to address barriers to accessing services and resources (e.g. transportation). 	<ol style="list-style-type: none"> 1. Follows practices that create awareness of family and community interests, goals, and needs, within the FSC team/staff 2. Creates a bilingual coaching strategy to educate families on how to access resources 3. Coaches and trains families to use resources 4. Encourages families to use resources, make decisions on their own, while continuing to support them through the process, thereby empowering them 5. Connects with resources on behalf of the families that have challenges 6. Partners with community-based agencies to identify community needs and has clear purpose, communication, and agreed outcomes 7. Collects information on challenges and barriers to services faced by families 8. Identifies & prioritizes barriers that can be addressed by FSCs or FSC partners 9. Formalizes a mechanism for awareness among FSC team members, and volunteers regarding the newly found solution

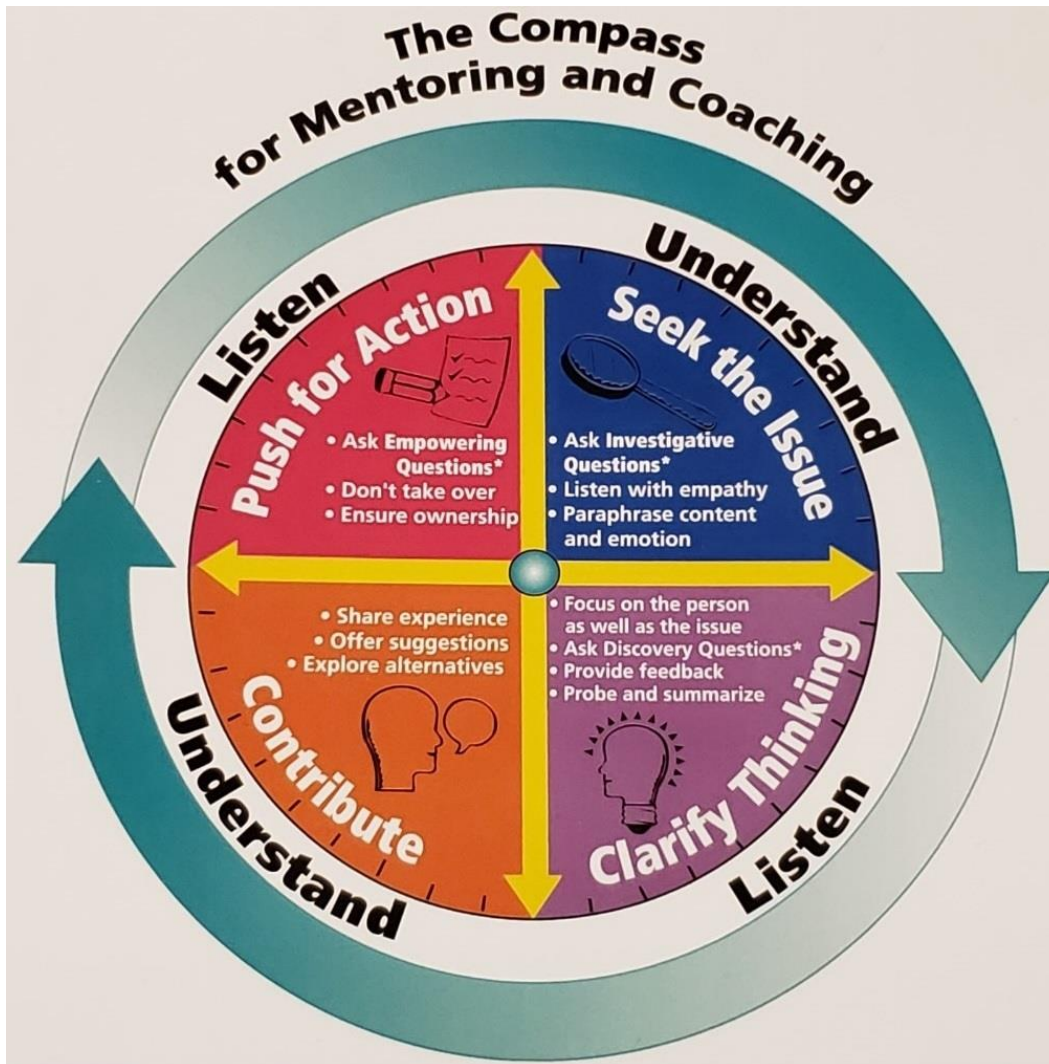
Advocacy Reflection

Directions: Using the Behavioral Indicators, please self-asses your FSC in terms of advocacy.

Strengths	
What advocacy behaviors is your FSC currently doing well?	
Behaviors	What specifically does your FSC and staff do?

Areas to Improve	
What advocacy behaviors currently need improvement in your FSC?	
Behaviors	What are some possible contributing factors?

NOTES



- ◆ Help the person identify the real issue or problem.
- ◆ Help the person define how he or she is contributing to the problem.
- ◆ Probe for information and listen with empathy.
- ◆ Use discovery and empowering questions.
- ◆ Challenge the person to think in new ways.
- ◆ Don't "take over".
- ◆ Push for action.

Questions With Strategy

During the mentoring and coaching process, you often begin with Investigative Questions - to understand the issue at hand. And when basic understanding has been accomplished, you can move to Discovery and Empowering Questions - to push the person to learn and to make a decision or a commitment to a course of action.

Investigative Questions solicit facts, objective data.

- Tell me what you have accomplished so far.
- How long has this been going on?
- What's Happened?

Discovery Questions push the person to draw conclusions, learn from experience and discover new knowledge or insights.

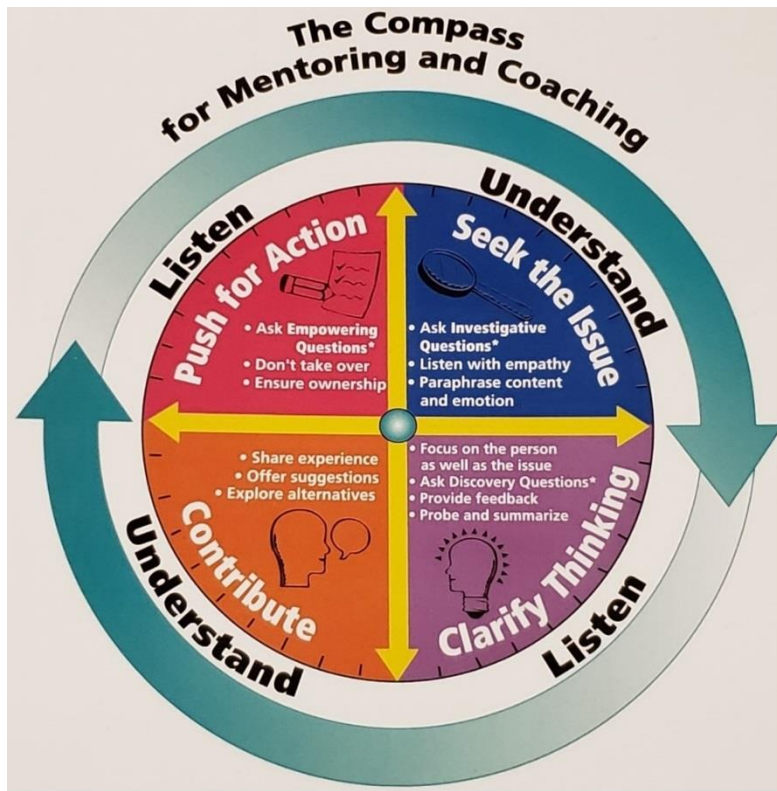
- What have you learned from this?
- If you had it to do all over again, what would you do?
- What worked best?
- What advice would you give someone just starting out on a project like this?
- What concerns you?
- What are your ideas on this?
- What would happen if you did?
- What scares you most about taking this on?
- Tell me three things that you would consider in making a decision on that.
- What are you most comfortable with?
- What conclusions do you draw from this experience?
- What caused you to say that?
- What makes it necessary to do it that way?
- What is your reasoning?
- What did he/she do that helped most?
- Give me two alternative ways of thinking about this.
- What could you have done?
- If Charlie says this, what could you say back?
- What else could you have done?
- What is most important to you?

Empowering Questions inquire into what the person being mentored or coached is feeling, planning, wanting, and is ready to commit to.

- What outcome are you looking for?
- What will you do first?
- What must you do to make it happen?
- How will you begin?
- How will you know when you have it?
- Who else needs to know this?
- What resources do you have/need?
- What is the risk of doing this? Not doing this?
- How might you get in your own way?

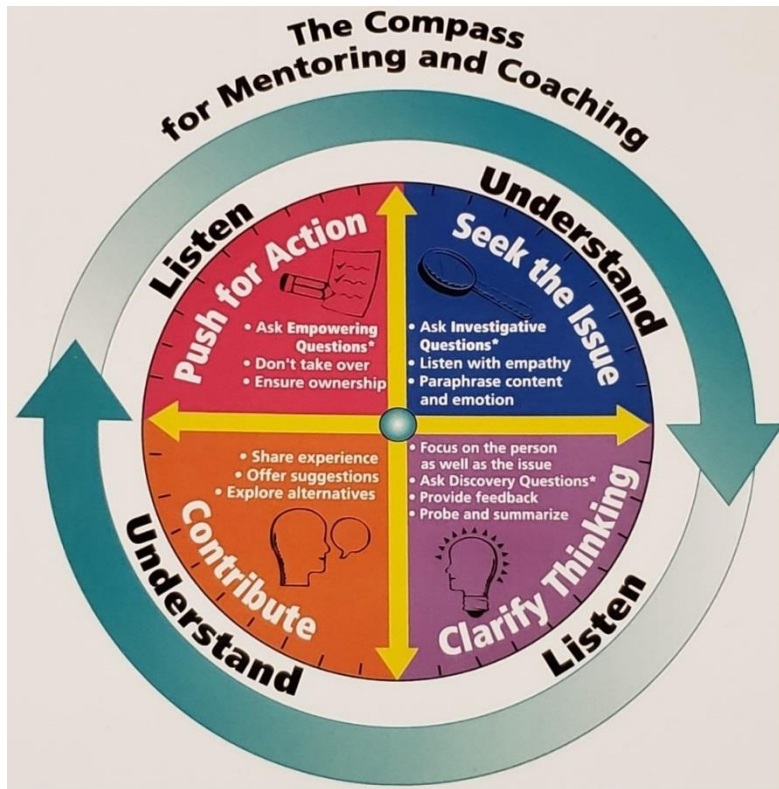
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OBSERVATION SHEET 1



NOTES

OBSERVATION SHEET 2



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