



Learning, Leading, Changing

Leadership Academy for Middle Managers (LAMM)

TRIBAL COACHING Participant Handouts



National Child Welfare Workforce Institute
A service of the Children's Bureau, a member of the T/TA Network

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Acknowledgements

This publication represents a collaborative effort by the partners of the National Child Welfare Workforce Institute (NCWWI): University at Albany/SUNY, University of Denver, Fordham University, University of Iowa, University of Maryland, Michigan State University, University of Michigan, Portland State University, and University of Southern Maine. Thanks to Nichole Culley and Michelle Zhao for their editorial support. Special thanks to Mary Wolf, MSW, for her guidance and edits.

NCWWI is funded through a cooperative agreement with U.S. Department of Health and Human Services, Administration for Children and Families, Children's Bureau, Award No. 90CT0145. Special thanks to Randi Walters, Children's Bureau Project Officer, and to Robert Lindecamp, Child Welfare Program Specialist (CB/ICF), for their support.

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Recommended Citation

National Child Welfare Workforce Institute. (2013). *LAMM tribal coaching participant handouts*. Albany, NY: Author.

For More Information

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Schedule at a Glance

Facilitator and Coach Prework: Sunday (3:00 p.m. – 7:30 p.m.)

Facilitators and Coaches Meeting: Review Agenda, Discuss Roles and Responsibilities; Talking Circle	3:00 – 5:30 p.m.
Welcome Participants, Introductions, and Dinner	6:00 – 7:30 p.m.

Day 1: Monday (8:30 a.m. – 5:00 p.m.)

Breakfast	7:30 – 8:30 a.m.
Welcome and Overview of Training	8:30 – 9:00 a.m.
Personal Story of Leading a Change Initiative, Part 1	9:00 – 10:00 a.m.
Break.....	10:00 – 10:15 a.m.
Personal Story of Leading a Change Initiative, Part 2	10:15 – 11:00 a.m.
Review of NCWWI Leadership Model and Tribal Perspective to Create Change	11:00 a.m. – noon
Lunch	noon – 1:00 p.m.
World Café Discussion.....	1:00 – 2:30 p.m.
Break.....	2:45 – 3:00 p.m.
Icebreaker	3:00 – 3:05 p.m.
World Café Discussion (continued)	3:05 – 4:00 p.m.
Large-Group Discussion	4:00 – 4:15 p.m.
Personal Journals	4:15 – 4:45 p.m.
One-Word Debrief and Adjourn	4:45 – 5:00 p.m.

Day 2: Tuesday (8:30 a.m. – 5:00 p.m.)

Breakfast	7:30 – 8:30 a.m.
Reflections and Review of the Day.....	8:30 – 8:45 a.m.
Adaptive Leadership in Tribal Child Welfare	8:45 – 9:15 a.m.
Adaptive Leadership: Small-Group Coaching	9:15 – 10:15 a.m.
Break.....	10:15 – 10:30 a.m.
Addressing Challenges	10:30 – 11:45 a.m.
Lunch	11:45 a.m. – 12:45 p.m.
Trauma and Leadership.....	12:45 – 1:30 p.m.

Strategies for Change.....	1:30 – 1:45 p.m.
Talking Circle	1:45 – 2:45 p.m.
Break.....	2:45 – 3:00 p.m.
Ice Breaker	3:00 – 3:05 p.m.
NCWII Leadership Principles	3:05 – 4:15 p.m.
Personal Journals.....	4:15 – 4:45 p.m.
One-Word Debrief and Adjourn	4:45 – 5:00 p.m.

Day 3: Wednesday (8:30 a.m. – 3:30 p.m.)

Breakfast	7:30 – 8:30 a.m.
Agenda and Objectives; Reflections and Review of Previous Day.....	8:30 – 8:45 a.m.
Leading for Sustainable Systems Change	8:45 – 10:00 a.m.
Break.....	10:00 – 10:15 a.m.
Change Initiative Revisions	10:15 – 11:00 a.m.
Culturally Responsive Logic Model.....	11:00 a.m. – noon
Lunch	noon – 1:00 p.m.
Change Initiative Action Plans	1:00 – 2:15 p.m.
Parking Lot.....	2:15 – 2:20 p.m.
Evaluation	2:20 – 2:30 p.m.
Closing the Circle	2:30 – 3:30 p.m.
Adjourn	3:30 p.m.

The Four Agreements

Don Miguel Ruiz

Be Impeccable With Your Word

Speak with integrity. Say only what you mean. Avoid using the word to speak against yourself or to gossip about others. Use the power of your word in the direction of truth and love.

Don't Take Anything Personally

Nothing others do is because of you. What others say and do is a projection of their own reality, their own dream. When you are immune to the opinions and actions of others, you won't be the victim of needless suffering.

Don't Make Assumptions

Find the courage to ask questions and to express what you really want. Communicate with others as clearly as you can to avoid misunderstandings, sadness, and drama. With just this one agreement, you can completely transform your life.

Always Do Your Best

Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick. Under any circumstance, simply do your best, and you will avoid self-judgment, self-abuse, and regret.

Principles of Consultation

1. Respect each participant and appreciate each other's diversity. This is the prime requisite for consultation.
2. Value and consider all contributions. Belittle no one. Withhold evaluation until sufficient information has been gathered.
3. Contribute and express opinions with complete freedom.
4. Carefully consider the views of others—if a valid point of view has been offered, accept it as your own.
5. Keep to the mission at hand. Extraneous conversation may be important to team-building, but it is not solution-driven consultation.
6. Share in the group's unified purpose: a desire for success of the mission.
7. Expect the truth to emerge from the clash of differing opinions; optimum solutions emerge from diversity of opinion.
8. Once stated, let go of opinions. Rather than “defend” your position, let it go. Ownership causes disharmony within the team and almost always gets in the way of finding the truth.
9. Contribute to maintaining a friendly atmosphere by speaking with courtesy, dignity, care, and moderation. This will promote unity and openness.
10. Seek consensus. But if consensus is impossible, let the majority rule. Remember that a decision, once made, becomes the decision of every participant. After the group has decided, dissenting opinions are destructive to the success of the mission. When decisions are undertaken with total group support, wrong decisions can be more fully observed and corrected.

Steps for Taking Unified Action

Adapted From Four Worlds International Institute

1. Define the problem clearly. Make sure everyone has the same understanding of what is being discussed. It may help to display the question or issue in writing for all to see.
2. Identify the human values or spiritual principles related to the issue. Think about the values and principles that should be part of the solution and how violating those values and principles has contributed to the problem.
3. Gather information that might help you make a good decision. This information may be held as common knowledge by the group members and merely needs to be made explicit; or you may need to consult relevant literature or talk to experts and lay people. Don't try to make a decision or evaluate the information while you are gathering it.
4. Make sure everyone in the group understands all of the gathered information.
5. Give everyone the opportunity to express their opinion about what should be done, based on the guiding principles you have identified. Let everyone have a chance to speak once before anyone speaks twice.
6. Avoid taking offence at someone else's point of view. The clash of differing points of view is what produces creative solutions. In the same spirit, avoid speaking in ways that may be offensive to others.
7. Don't hold on to your point of view. Once it has been given to the circle, it doesn't belong to you anymore. You don't have to keep defending it.
8. After all the participants have contributed their ideas, the facilitator (or another group member) should synthesize what has been said into a course of action that everyone can agree on.
9. Anyone who feels that an important point has not been taken into consideration in this synthesis should be given a chance to speak again.
10. Repeat steps 5 through 9 until a consensus is reached. If it becomes evident that a vital piece of information is lacking, be sure to get it before proceeding.
11. If you can't reach total consensus, use a majority vote as a last resort.
12. Once you have reached a decision, it is important for everyone to support it wholeheartedly even if you are not in full agreement. Through this type of united action, any flaws in the plan will be revealed and can be remedied without hard feelings or conflict.

From the Elders of the Hopi Nation

Oraibi, Arizona
June 8, 2000

To My Fellow Swimmers:

Here is a river flowing now very fast. It is so great and swift that there are those who will be afraid, who will try to hold on to the shore. They are being torn apart and will suffer greatly.

Know that the river has its destination. The elders say we must let go of the shore. Push off into the middle of the river, and keep our heads above water.

And I say see who is there with you and celebrate. At this time in history, we are to take nothing personally, least of all ourselves, for the moment we do, our spiritual growth and journey come to a halt.

The time of the lone wolf is over. Gather yourselves. Banish the word *struggle* from your attitude and vocabulary.

All that we do now must be done in a sacred manner and in celebration. For we are the ones we have been waiting for.



Resources

NCAI Policy Research Center and MSU Center for Native Health Partnerships. (2012). *Walk softly and listen carefully: Building research relationships with tribal communities*. Washington, DC & Bozeman, MT: Authors. Retrieved from http://www.ncai.org/attachments/PolicyPaper_SpMCHTcJxRRjMEjDnPmesENPzjHTwhOlOWxlWOIWdSrykJuQggG_NCAI-WalkSoftly.pdf

Bartgis, J. (2010). *Native American worldview and development of a culturally relevant logic model*. Tulsa, OK: Indian Health Care Resource Center of Tulsa. Retrieved from <http://www.calendow.org/uploadedFiles/Native%20American%20Worldview%20and%20Development%20of%20a%20Culturally%20Relevant%20LM.pdf>