Leadership Development – PLN (Discussion Group)

Action Team for Next Steps (from Wednesday's discussion)

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Subheadings for the Topic of Leadership

1. There are Internal and External leadership Models

2. Professional Development is a form of leadership development
    a. youth development
    b. succession planning
    c. develop staff, faculty, admin- develop across the generations

3. Community Leadership
    a. develop community leaders

4. Public Policy Leaders
    a. develop leaders (employees, community, orgs, agencies) to manage public policy issues

5. Its development of a specific skill set (conflict management, employees' development, facilitation, communication skills, develop inclusiveness = develop organizational competencies [Note: NC has a mode using both org competencies (skill set for all to develop) vs subject manner expertise …)

6. Look some type of P & T structure to develop staff credibility, advanced their learning and engagement of others. [note: Louisiana has a model that includes agents to specialists to admin. Think about a similar system to advance credibility].

7. Establish a leadership code of conduct, culture.

Resources to Address the subheadings

1. External:
    a. Lead 21
    b. Elected Officials Academies
    c. 4-H Programs targeting external audiences
    d. NC/FL – Natural Resources Leadership Institute Models (address cross cutting public policy issues)
    e. Municipal Management Academies

f. Community Leadership Program
g. Facilitation Programs
h. Programs targeting leadership in partnership with others (Farm Bureau,..)

2. Internal:
  a. Graduate classes - [several southern states LA, NC,]
  b. County Extension Director – New and Aspiring Leadership Program (NC)
  c. Partnership model with GA and SC developing new and emerging leadership (young, seasoned, middle managers in civic engagement, emerging issues,…)

Needed Resources

1. Partnerships – partner more with external organizations such as farm bureau, chamber of commerce, other orgs,….. Other potential partners: other states, other orgs, agencies,

2. Ensure a tighten communication link between faculty, admin, field faculty.
3. How to keep our resources relationships sustainable.
4. Transfer of learning – built into the training and development model including. Ensure applied learning and reinforce it such that the concepts are understood but the ability to them apply is forefront.

Envision the Future/ Brainstorm
1. Ideals for Leadership in the Future

  a. Self-perpetuating – grow, thrive
  b. Adaptive leadership
  c. Principal setting
  d. Molded into
  e. Highly responsive
  f. it applies to all levels of the org (admin prof, agents, CEDs, DEDs, Program Leaders, Directors (we lead from where we are)

2. More integrative programming across subject matter expertise (Ag/Nat Res, Hort, 4-H, FCS, .._ within and across boundary states

3. Track success across the generations/programs/initiatives with more longitudinal data

4. Provide online leadership curriculum, evaluate for outcomes and impacts (what is the public value) and show case the success stories. Build and reinforce (ensure transfer of learning and future development) for everyone including staff, agents, specialists, field faculty, admin,…

5. Collaboration on resources, curriculum, professional development, at regional level

6. Cross state leadership competencies to develop assessments for future training needs with an intro into shared leadership models for more traditional leaders and developing more informal leaders (who may not want to lead but will/can lead informal groups).

7. ID competencies of emerging, new, and seasoned leaders, include reflection time, time for development of self-awareness, mentoring, and grounding the leadership curriculum in leadership theory, teaching and learning

8. Develop a core leadership program that could be offered to all staff throughout the country
   a. core program could consist of a universal set of topics for an effective leader
   b. create a tracking system to assist in capturing the individual outcomes and societal impacts

9. ID competencies for several areas – across the subject matter
   a. share ideas, best practices that work in each area
   b. entry, middle, and seasoned leadership skills
   c. ground curriculum in teaching, learning theory
   d. experiential in routine
   e. context adaptable

10. Reinforcement – meet every other month or quarterly to remind or keep on track to entrenchment of the leadership culture.

11. Leadership curriculum and components online; have a follow-up survey component as a mechanism for success stories

12. Inclusive of all members – not just top performers – all extension employees engaged.

13. Share success stories; put online – consider generational differences, keep youth and adult leadership development at forefront.

14. Have the south develop a cultural competency model for the 21st century that looks at the distinctions of culture, race, ethnicity, affiliation,..

What will we do? Eventually what was envisioned.

How will we do it over the next 12 months? Define the leadership culture in extension and acquire cross-state leadership competencies to develop effective programs

1. Review the lit
   a. what is currently understood in extension with respect to leadership development (ECOP, NIFA,..)
   b. what is the definition of leadership in an extension context
   c. preliminary findings: leadership in extension advances the mission and vision of the org and
      conducts itself using core values

2. Develop a survey
   a. team discusses during conference calls the format of the poll
      (what value does this add to the southern region? To the individual states?)
   b. questions we may explore (in no order of importance):
      1). what is your leadership culture
      2). what competencies are used throughout your leadership structure
      3). what succession plan do you have or examples?
      4). how do you reward competence? Deal with incompetence?

5). Do you make distinctions between management and leadership?

6). how do you define leadership within the context of extension and all levels of your org (admin prof, agent, CED, DED, Senior leadership

7) how do you develop leadership within your organization?

8) what internal and external leadership program do you offer – and who is point of contact for them?

9) focus on internal leadership? Do we really have programs to develop community leaders agents, specialists (GA, VA), on managing leadership. (not just career advancement but how we operate within our communities

c. Determine who we would survey? Who is point of contact?

1) which states

2) send copy of draft poll to 5 or 6 states (members of the PLNetwork). Either have their own EOD and can review for appropriateness

3) Refine poll based on responses

4) Distribute to all southern region states and others states part of the PL Network (examples: Ok, WVA).

Attendees from Monday' Discussion

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