



Emerging State Leaders: Leading Change and Influencing People

The State Capacity Building Center is sponsoring a peer learning forum for emerging state leaders who are seeking to improve their knowledge and skills around leading change and influencing others as part of their contribution to building a strong early learning system. The opportunities and challenges States and Territories face are crosscutting and complex. They require leaders at all levels to achieve results by coordinating groups of people, resources, and policies beyond their immediate control. Leading change and influencing others are necessary skills for contributing to the development of a strong early learning system. Although formal position and authority inform leadership, many people who lead systems work from various positions within States stand to benefit from cutting-edge research and theory.

This peer learning forum is for emerging state leaders who are critical to implementing the Child Care and Development Fund (CCDF) program. This peer learning forum will engage a diverse group of 8 to 12 emerging leaders in the early childhood system who work at the state level and seek to improve their knowledge and skills around leading change and influencing people as part of their contribution to a strong early learning system. Preference will be given to leaders who have assumed duties for some or all of the leadership of their State's CCDF plan in the past year.

Overview

This peer learning forum will focus on critical aspects of personal leadership around change and influence in the context of the early learning system. It will include the following:

- ◆ Instruction in leading research and theory
- ◆ Guided practice space for exercising techniques that promote systems building and sustainability
- ◆ Peer networking opportunities that cultivate an emerging leadership community
- ◆ One-on-one coaching and consultation



Schedule

The Emerging Leaders peer learning forum will consist of three webinars along with individual consulting for participants throughout the forum.

- ◆ Webinar 1: June 2016
- ◆ Webinar 2: September 2016
- ◆ Webinar 3: October 2016

Webinar Series Details

The purpose of this webinar series is to build the capacity of emerging leaders to better understand leading change and influencing people within the context of creating a strong early learning system.

Webinar 1

Using research on the neuroscience of change, webinar 1 will share information about core brain networks that are significant when collaborating and influencing others, as well as ideas for application.

Learning Objectives

- ◆ Examine the five domains of the SCARF model.
- ◆ Understand the neuroscience drivers that help individuals and organizations function more effectively, reduce conflicts, and increase good performance.
- ◆ Articulate personalized practices and strategies for effectively using these insights to develop participants' leadership skills.

Resources

Rock, D. (2008). SCARF: A brain-based model for collaborating with and influencing others. *NeuroLeadership Journal*, 1(1) 44–52.

Webinar 2

This session will focus on building collective leadership and systems-thinking skills. Content will include the three core capabilities that system leaders develop to foster collective leadership, and practices for embodying these capabilities.

Learning Objectives

- ◆ Understand collective leadership and systems thinking within the context of being an emerging leader.
- ◆ Examine three core capabilities to see the “whole” system, foster reflection and creativity, and set new directions collectively.
- ◆ Develop skills, strategies, and practices to integrate the core capabilities into participants' leadership roles.

Resources

Senge, P. (2013). Systems thinking “Quick Talk” [Audio recording]. Retrieved from <http://www.solonline.org/?page=PeterSenge>.

Senge, P., Hamilton, H., & Kania, J. (2015). The dawn of system leadership. *Stanford Social Innovation Review*, winter, 27–33.



Webinar 3

This session will provide an opportunity for emerging leaders to practice the new content through shared stories and strategy development.

Learning Objectives

- ◆ Compare and contrast experiences and highlight new leadership practices.
- ◆ Develop and plan a strategy for engaging in new leadership practices.
- ◆ Examine the use of the peer network by using leadership practices to create a peer leadership community.

Consultation Component

Participants will be matched with consultants for individual content-based conversations. These conversations will be informed by the following definition of consultation:

Consultation is a collaborative, problem-solving process between an external consultant with specific expertise and adult learning knowledge and skills and an individual or group from one program or organization. Consultation facilitates the assessment and resolution of an issue-specific concern—a program-/organizational-, staff-, or child-/family-related issue—or addresses a specific topic.¹

The purpose of the consultation component is to provide a forum for participants to determine how to integrate new leadership skills and strategies learned in the webinars into their leadership positions. The content of the conversations will center on the webinar information, with the consultant and participant developing goals for the duration of the relationship. Examples of goals include developing and implementing strategies, enhancing individual leadership skills, and better understanding the content of the webinars and how it applies to the participant's position as an emerging leader. Two conversations will take place during the webinar series, with the third occurring after completion of webinar 3. Consultation will be scheduled individually with each participant.

¹ National Association for the Education of Young Children & National Association of Child Care Resource & Referral Agencies. (2011). Consultation. In *Early Childhood Education Professional Development: Training and Technical Assistance Glossary*. (P. 12). Washington, DC, and Arlington, VA: Authors.

The State Capacity Building Center (SCBC) works with State and Territory leaders and their partners to create innovative early childhood systems and programs that improve results for children and families. The SCBC is funded by the U.S. Department of Health and Human Services, Administration for Children and Families, Office of Child Care.

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