

# Check In... As you get settled

- Name/ Pronoun
- Title
- Organization

How would you categorize your leadership style:

- COLLABORATOR
- ENERGIZER
- PILOT
- PROVIDER
- HARMONIZER
- FORECASTER
- PRODUCER
- COMPOSER

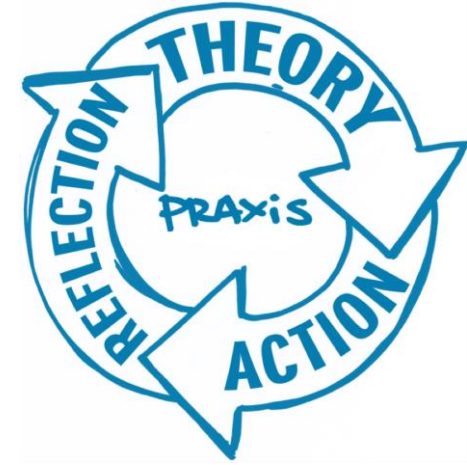


# Building a Transformative Organizational Culture



ILLINOIS QUALITY AFTERSCHOOL

# PRAXIS INSTITUTE



**Praxis works with partners who are youth centered and committed to high quality learning and developmental experiences. Our hands-on approach is inclusive of all stakeholders and is grounded in the application of anti-racist, healing-centered, evidence based and participatory engagement strategies. We provide support and services to help our partners integrate theory and practice in order to engage, empower, and embolden young people and communities to be agents in the creation of their individual and collective wellbeing. We work collaboratively with our partners to provide inclusive interactions and participatory practices that inform every step of the process.**

*Liberation is a praxis: applying theory, taking action, and reflecting... in order to transform the world.*

• Paulo Freire



**Fausto Lopez**



**Steven Rosado**



# The Praxis Institute

***Leading Communities of Praxis*** to bring practitioners together for critical reflection, collaborative learning, and provide access to vital research in order to bridge the theory and practice divide in positive youth development.

***Building Equity and Anti-Racist*** practice and policy.

***Coaching & Learning Experiences*** for practitioners to develop engaging, inclusive, objective-driven and high-quality youth programs.

***Developing High Quality Curriculum*** including research aligned resources & tools for practitioners and program participants.

***Democratizing Evaluation*** tools & implementation strategies for program improvement, stakeholder engagement, and collaborative data planning.

**PRAXIS**  
INSTITUTE



# Agenda

- ▶ Welcome
- ▶ Shared Agreements
- ▶ Check In
- ▶ Mind-Sets
- ▶ Transformative Leadership
  - ▶ Self-Assessment
  - ▶ Action Plan
- ▶ Transformative Culture
  - ▶ Organizational Self-Assessment



# Check In (Digging Deeper)

Though every leader has a “go-to” style, most of us have a few that we rely on. If you believe that’s the case for you, select one or two supplemental styles here. Recognizing all your styles, and learning when to use which, can help you succeed in a wider variety of leadership contexts.

- **COLLABORATOR:** empathetic, team-building, talent-spotting, coaching oriented
- **ENERGIZER:** charismatic, inspiring, connects emotionally, provides meaning
- **PILOT:** strategic, visionary, adroit at managing complexity, open to input, team oriented
- **PROVIDER:** action oriented, confident in own path or methodology, loyal to colleagues, driven to provide for others
- **HARMONIZER:** reliable, quality-driven, execution-focused, creates positive and stable environments, inspires loyalty
- **FORECASTER:** learning oriented, deeply knowledgeable, visionary, cautious in decision making
- **PRODUCER:** task focused, results oriented, linear thinker, loyal to tradition
- **COMPOSER:** independent, creative, problem solving, decisive, self-reliant

In the chat: “what is your go to” and what are your supplemental styles... when do you use them?  
Does your team have these attributes or roles? How do you know?



# Shared Agreements for Today

- Respectfully contribute your ideas
- Ask thoughtful and clarifying questions
- Reflect on past positive experiences
- Listen to understand
- Share ideas and resources.
- Respect diverse opinions and perspectives.



## Guiding Belief - Working Assumptions

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1. Every single person in this community is **good, wise, powerful, and profoundly interconnected**.
2. All human beings have commonalities including a deep desire to be in a **good relationship(s)**.
3. All students, teachers, parents, and staff members are **needed** for what **they bring**.
4. Everything we need to make positive change is already **here**.

<b>Keep</b>	<b>When possible, keep your camera on</b>
<b>Mute</b>	<b>Mute yourself if you are not speaking</b>
<b>Do</b>	<b>Do your best to participate in any activities</b>
<b>Utilize</b>	<b>Please utilize 'raise your hand' button to contribute</b>
<b>Don't be</b>	<b>Don't be shy about utilizing the chat box to engage by offering your thoughts asking questions or sharing resources.</b>
<b>Write</b>	<b>If everyone is ok with this, please write "Ok" in the chat box or give a thumbs up on camera.</b>

# Transformative Culture



# Shifting Our Mindset



## Traditional Perspective

**Transactional**  
**Judgmental**  
**Power over/Obedience**  
**Individual**  
**Deficit-Based/Reactive**  
**Punitive**  
**Siloed**  
**Operate from Dominant Culture**  
**Academics Only**



## Transformative Perspective

**Cooperative**  
**Curious**  
**Power with/Collaboration**  
**Environmental**  
**Strengths-Based/Proactive**  
**Restorative**  
**Integrated**  
**Cultural Humility**  
**Academic + Social & Emotional Learning**

# Transformative Leadership

- Causes change in individuals and social systems
- Creates valuable and positive change in the followers with the end goal of developing followers into leaders
- Enhances the motivation, morale and performance of followers through a variety of mechanisms
- Promotes a sense of identity and self to the mission and the collective identity of the organization
- Inspires team to be role models
- Challenges team to take greater ownership for their work, and understanding the strengths and weaknesses

In the chat: Who is a transformative leader that has modeled or inspired you?

# Transformative Leadership

## **Practice Self-Awareness**

Transformational leaders thrive on personal growth and know their strengths and weaknesses. They often take time to reflect and set daily or weekly goals. These leaders believe everyone, including themselves, should be continually learning and improving.

## **Humble and Open-Minded**

Transformational leaders take little issue with admitting they don't have all the answers. While they can remain confident in their goals and abilities, they're also able to keep their egos in check and do what's right for their team or organization. Remaining open to new ideas and fresh perspectives, these leaders regularly gather feedback and ideas from a range of sources before making strategic decisions.

# Leadership Styles

## **Adaptable and Innovative**

Good transformational leaders understand changing business dynamics and are always finding innovative ways to stay ahead of the curve. They're unafraid to alter traditional approaches that have worked in the past as they look toward the future.

## **Proactive**

Leaders cannot simply sit around and wait for change to happen. Rather, they make proactive decisions and bold choices that can set the tone for others to follow.





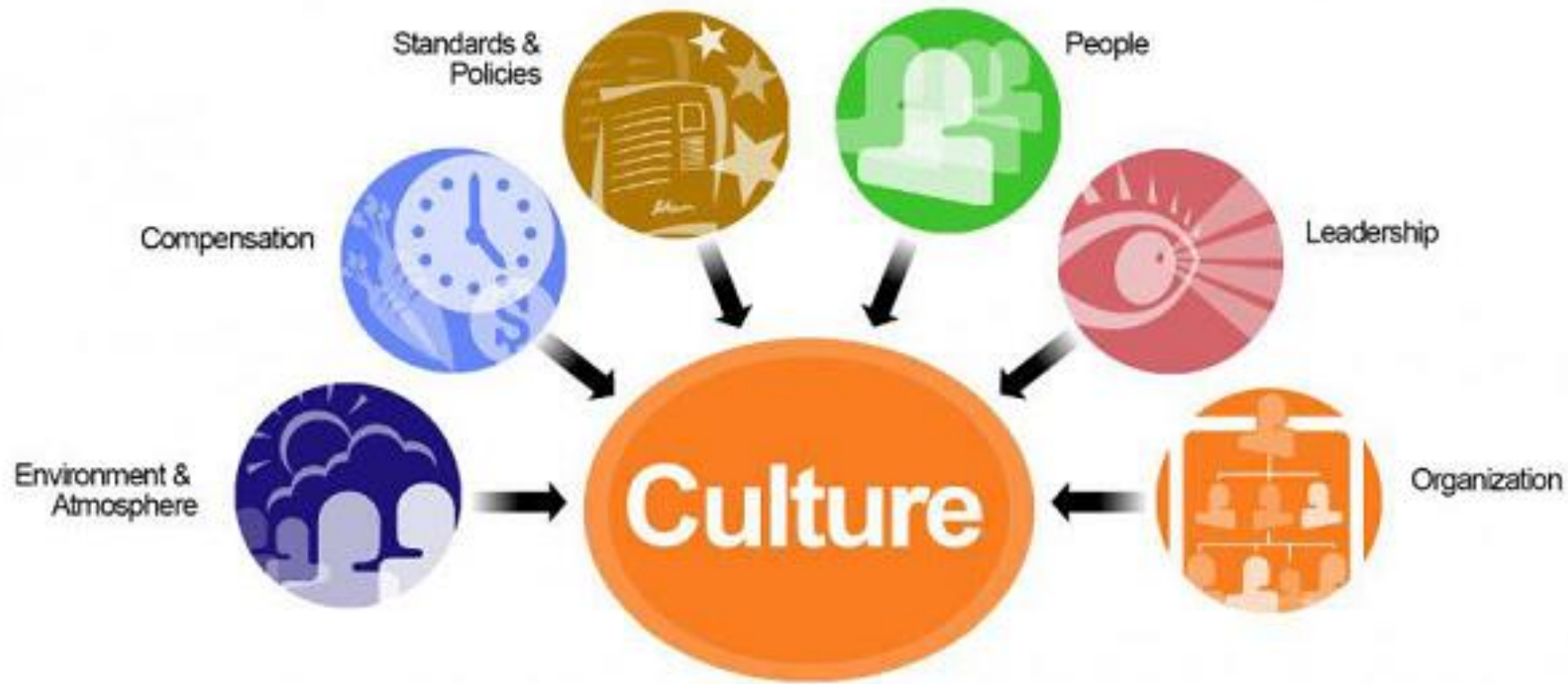
# Transformative Leadership Self- Assessment

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# Transformative Leadership

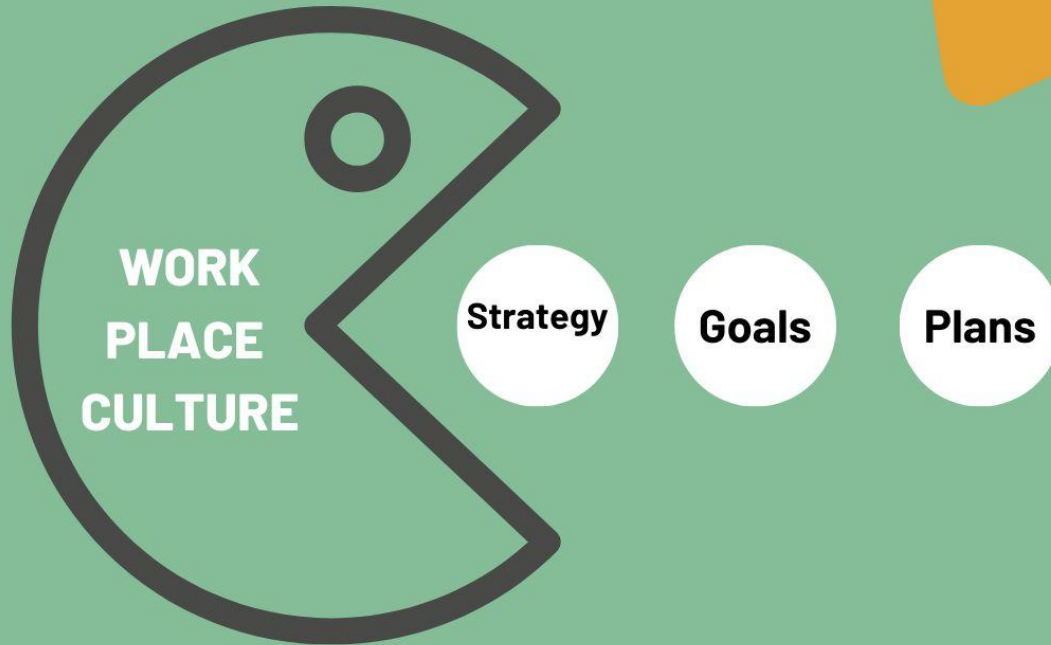
- Facilitates growth
  - Capacity Building
  - Formative observations/assessments
- Engages Others
  - Distributive Leadership
  - Meaningful roles
  - Participatory and Collaborative Planning
- Builds Efficiencies
  - Peer Coaching
  - Action Planning
- Self-Aware
  - Models Expectations
  - Focus on wellness



## Organizational Self-Assessment



**"Culture eats strategy for breakfast."  
- Peter Drucker**



Freedom Lifted

PRA

# Participatory Planning

- ▶ Research supports “participation” as a best practice in program development
- ▶ Facilitates organizational accountability
- ▶ Provide opportunities for stakeholders to engage in program planning, implementation & evaluation
- ▶ Stakeholder voice in determining which practices & programs meet their needs

# Participatory Planning

- ▶ Require professional to do things differently
- ▶ Engage in dialogue with stakeholders in decision-making roles
- ▶ Acknowledge power dynamics within existing structures that limit genuine participation & work to alter these relations
- ▶ Trust and vulnerability (e.g., willing to make mistakes)
- ▶ Listen openly & work toward mutual understanding
- ▶ Self-reflexivity & commitment to learning/growth



# Participatory Processes

Organizations must also do things differently

- ▶ Slow down the pace & remain flexible & creative
- ▶ Provide ongoing training & professional development to youth & adults
- ▶ Embed a culture of participation within the organization
- ▶ Explore new organizational structures
- ▶ Embrace the movement toward accountability



DO SOMETHING THAT BRINGS YOU JOY

GET SOME FRESH AIR

WRITE DOWN WHAT YOU ARE GRATEFUL FOR

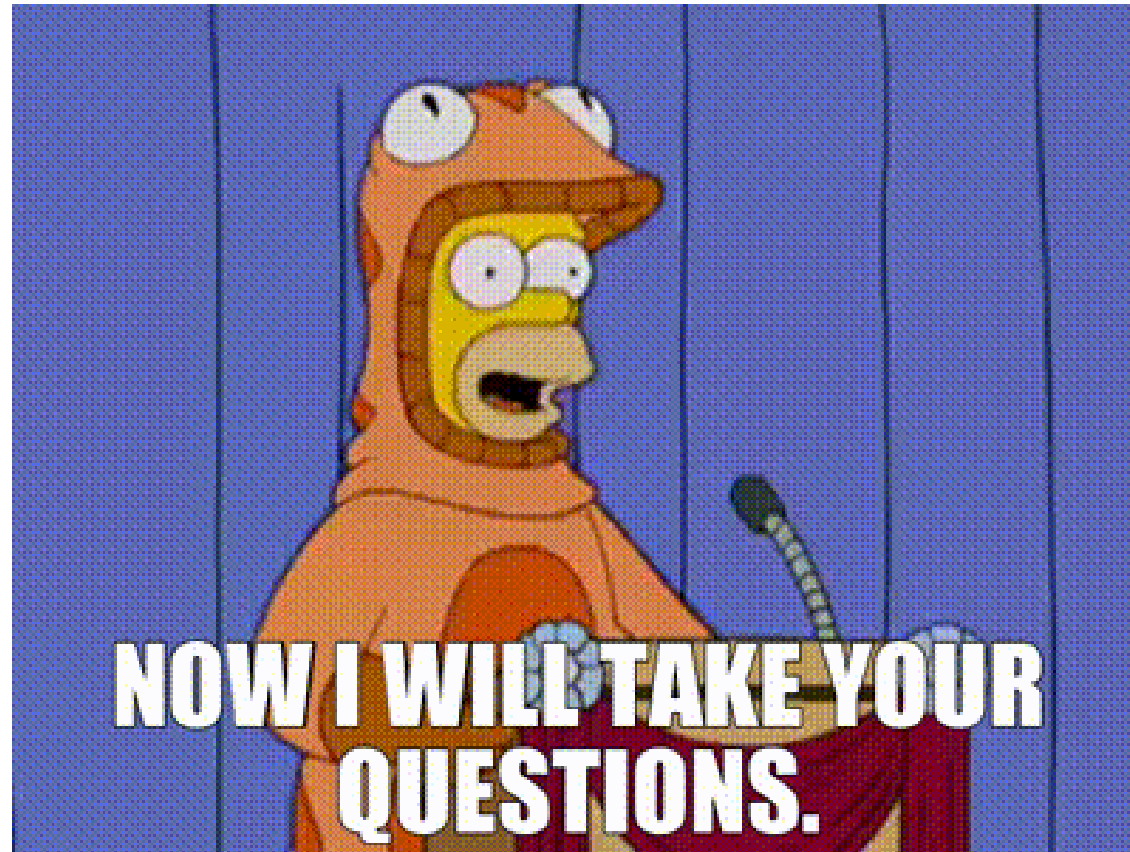
TAKE A MOMENT OUT FOR YOURSELF

LEARN SOMETHING NEW





# Questions







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