



LEADERSHIP 101: Developing Others' Capacity

Program Description

The work of chapter advisors is a juggling act: part coach, part counselor and part liability officer. Knowing when to step into each role is often confusing, especially when we want our members to be successful. In this session, participants will identify key skills to help build leadership capacity within their teams.

Learning Objectives

- Define leadership capacity and describe the role of community and failure in its development.
- Identify behaviors that empower others.
- Develop questions that encourage problem solving.
- List essential resources that build accountability.



Who are you committed to developing as a leader within Gamma Phi Beta?

Leadership Capacity

An individual's skills, abilities and potential to lead others toward a common goal.

Strategies for Capacity Building

Counseling: focus on listening to empower

- Rephrasing – The easiest way to do this is by saying “It sounds like...”
- Affirming – These are things like, “I appreciate your honesty” or “I’m sorry that happened to you. That must have been really difficult.” Or even, “Mmm hmmm” or nodding of your head can also be affirming.
- Silence –This allows time and space for the other person to share what is important to them.

Advising: development of questions that encourage problem solving

- Open-ended
- Start with how, what, why or “tell me”
 - Be aware that starting a question with “why” can sometimes elicit defensive responses.
- Application- or solution-focused

Prescriptive: holding others accountable to build credibility

- Directing leaders to important policies, procedures, manuals or other resources that are non-negotiable and foundational to Gamma Phi Beta operations.



Asking: Development of Questions that Encourage Problem Solving

Write down questions that could encourage critical thinking and/or problem solving.

Theory of Challenge and Support (Sanford, 1962)

Sanford's Challenge and Support Theory outlines how individuals need both validation and moments that question their decision making for growth and development during their collegiate experience. Using a combination of the strategies and roles above can be incredibly effective in developing others' capacity.

Challenge: Have your leaders think differently about their experience, push them to engage in a new/different type of activity or recommend that they revise standards or act more responsibly.

Support: Validate them in the work they are doing, applaud their efforts to try new things or appreciate the decisions the organization makes as a collective.



Prescribing: Holding Women Accountable to Important Policies, Manuals and Resources

With your table, write down the most frequently referenced or cited policies, procedures or manuals. Make sure to make a note about when to reference these resources (i.e. what pain point they fix!).

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Take It Home

- How will you ensure that you are using active listening skills with your women?
- What is most challenging about using silence?
- What are some of the obstacles you might face when implementing these new skills of counseling, advising or prescribing?
- What can you use to remember the three strategies? How will you be accountable for practicing these skills?
- How can you practice good questions during the rest of the REAL Leadership Conference with your team?