Open Space Conversation
Conversación de Espacio Abierto

Yakima, WA

April 16, 2018 | 16 de abril de 2018
Open Space Conversation: How can We Support Leaders in our Communities?

Conversación de Espacio Abierto: ¿Cómo Podemos Apoyar a Los Líderes en Nuestras Comunidades?

Monday, April 16, 2018 | 16 de abril de 2018
Yakima, WA

Note: To deliver this ‘book’ quickly to participants, John used online translation apps to translate from English to Spanish. Please send edits to him. Thanks.

Nota: Para entregar este ‘libro’ rápidamente a los participantes, John usó aplicaciones de traducción en línea para traducir del inglés al español. Por favor envíale ediciones. Gracias.

ACKNOWLEDGMENTS

The Statewide Capacity Collaborative* (SCC) is a collective movement among funders to invest in efforts to strengthen the systems, structures, skills, and people of nonprofits and the nonprofit sector in our state. The SCC believes investing in the people leading the teams, organizations, and movements making positive change is vital to the nonprofit sector and the wellbeing of Washington state.

The SCC recruited a diverse Design Team and is convening Open Space events across the state to create a community-informed process to support leadership development. Learn more and find the 2016 SCC Leadership Scan here: wascc.org/leadershipscan.

Special Thanks to ESD 105 for offering their rooms for these dynamic and exciting conversations. Further thanks as well to the SCC staff and members of the Leadership Development Design Team for their efforts to make this day a success.

On Monday, April 16, 2018, thirty people discussed how to support leaders in over twenty small group conversations, many conducted in Spanish. Collected in this “book” are the notes from these sessions organized by themes that participants developed.

AGRADECIMIENTOS

El Cooperativo de Capacidad Estatal (SCC)* es un movimiento colectivo entre los financiadores para invertir en esfuerzos para fortalecer los sistemas, la estructura, las habilidades y las personas de las organizaciones sin fines de lucro y el sector sin fines de lucro en nuestro estado. El SCC cree que invertir en las personas que dirigen los equipos, las organizaciones y los movimientos que producen cambios positivos es vital para el sector sin fines de lucro y el bienestar del Estado de Washington.

El SCC reclutó un Equipo de Diseño diverso y está convocando eventos de Espacio Abierto en todo el estado para crear un proceso informado por la comunidad para apoyar el desarrollo del liderazgo. Aprender más y encontrar el 2016 SCC liderazgo análisis aquí: wascc.org/leadershipscan.

Gracias especiales a ESD 105 por ofrecer sus habitaciones para estas conversaciones dinámicas y emocionantes. Agradecemos también al personal de SCC y a los miembros del Equipo de Diseño de Desarrollo de Liderazgo por sus esfuerzos para que este día sea un éxito.

En lunes, 16 de abril de 2018, treinta personas discutían sobre cómo apoyar a los líderes en más de veinte conversaciones de
pequeño grupo, muchos realizaron en español. Recogidos en este "libro" son las notas de estas sesiones organizadas por temas que los participantes desarrollaron.

* Member foundations of the Statewide Capacity Collaborative include:

* Los miembros de la Fundación Colaborativa de Capacidad Estatal incluyen:

  Ballmer Group  
  Bill and Melinda Gates Foundation  
  Campion Foundation  
  Cedarmere Foundation  
  Group Health Foundation  
  Medina Foundation  
  Satterberg Foundation  
  Sherwood Trust  
  Seattle Foundation  
  Social Venture Partners

CONTACTS | Contactos

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If you have questions about the facilitation of this Open Space, please contact: | Si usted tiene preguntas sobre la facilitación de este Espacio Abierto, por favor póngase en contacto: 
    John Perkins, Ph.D., Keep the Change Consulting, johnp@ktchange.com, (206) 524-4496.
Statewide Capacity Collaborative

Open Space on Leadership Development

Espacio Abierto en el Desarrollo de Liderazgo

Monday, April 16, 2018
Lunes, 16 de Abril de 2018

Educational Service District #105
Distrito de Servicio Educativo #105
Yakima, WA

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Community & Family
(Theme 31)

Comunidad y Familia
(Tema 31)
Families in the Community
(Theme 32)

Familias en la Comunidad
(Tema 32)
Topic | Tema: Creating a healthy & safe community

Convener(s) | Convocantes: / 
Attendance | Participantes: How Many | Cuántos: 2 Names | Nombres: Vanessa Gutierrez, Elizabeth Torres, Brenda Rodriguez, Cecilia Gonzalez

[Write on One Side Only with Black Ink] Notes, diagrams, mindmaps, etc.
[Escriba en Un Lado Sólo con Tinta Negra] Notas, diagramas, mapas mentales, etc.

- look at our families from bottom up (homes)
- what do they need?
- how can those needs be addressed?

We know our needs:
- immigration
- education
- housing
- health
- financial
- many resources
- in place, how do we work collectively?

We have resources/services:
- organizations
- BUT our community doesn't know how to navigate the system OR the current systems have too many hurdles

challenge: rather than having the agency come to the people, the people →
should know where those services are

holistic approach:
  - build relations
  - how can we create a system to ensure successful collaboration?

- we need to know who we serve
  - as people in positions of "leadership"
  - selfless
  - we need to listen
  - so we need to educate ourselves

step away from
- them vs us: isolates community
  - step up / step down
  - change mentality that we are serving them

have resources available @ all times w/ a person to contact regardless of what your organization does
  - if working w/ health

have immigration resources
Outreach to community:
- build relationship to engage folks
  stray away from generic ways such as posters/flyers/radio

Intercambio cultural:
- the professionals (health, educators)
interact w/ community to learn about our culture so they can better serve them

How do we make our community feel safe:
- share success stories not focus so much on the negative
- partnership among orgs
- bring our community to the table
Role of allies:
- engage them in the entire process especially conversations so they learn culture/struggles/to listen

Replicate successful programs/methods in rural areas

Promotor/promoters:
- have connection w/ community
- immediate environment
- compensate them
- powerful group
- develop an entire system that trains these individuals not based on agency’s structure

* a statewide coalition is already being developed that focuses on health
  - how can we enhance this? to replicate it in our community
[Write on One Side Only with Black Ink] Notes, diagrams, mindmaps, etc.
[Escriba en Un Lado Sólo con Tinta Negra] Notas, diagramas, mapas mentales, etc.

EOC Steps:

1. Stray away from "how do we engage" and think about "how can we best serve them."

2. Evolve along with the community - different people/environment same struggle

3. Focus on different venues - education - health - immigration

4. COLLABORATION among organizations

5. Promotoras - to disseminate and gather information/needs

6. Funding - sustainability - compensation to ensure full commitment - open to everyone - empowerment
**Topic | Tema:** WAYS TO EMPOWER PARENTS TO BE THE BEST ADVOCATE FOR THEIR CHILD

**Convener(s) | Convocantes** MONICA RODRIGUEZ  LORENA ORTEGA

**Attendance | Participantes : How Many | Cuántos: ** 5 **Names | Nombres:** Esmeralda, Alicia Peña, Luna, Ana Rosa

*Write on One Side Only with Black Ink* Notes, diagrams, mindmaps, etc.

*Escriba en Un Lado Sólo con Tinta Negra* Notas, diagramas, mapas mentales, etc.

- Bring Awareness of Available Resources to Families
- Inform Ourselves as Parents/Know Who to Ask
- Community Organizations Offering the Tools
- Motivate by Means of Social Gatherings
  - Offer Door Prizes/Refreshments
  - Present Info on Importance of Family Involvement, Leading How to Advocating For
- Help Parents Lose the Intimidation They May Feel
Services in the Community
(Theme 33)

Servicios en la Comunidad
(Tema 33)
Topic | Tema: Ending the Stigma of Mental Illness in our Community

Convener(s) | Convocantes: Mary Stephenson, Minerva Pardo

Attendance | Participantes: How Many | Cuántos: 3 Names | Nombres: Minerva Pardo, Mary Stephenson, Petra Montes

[Write on One Side Only with Black Ink] Notes, diagrams, mindmaps, etc.

[Escriba en Un Lado Sólo con Tinta Negra] Notas, diagramas, mapas mentales, etc.

- Concern - families with ACEs (Adverse Childhood Experiences). Protective Factors need to be emphasized. Focus on what’s right - what will develop resilience.

- Minerva is implementing protective factors framework.

- When there are children in school with issues, the faculty think it is a mental health condition. I think only 20% may have an issue.

- NAMI has programs for families, support groups, classes, presentations, but not en español.

- Families have drug problems.

- There is culture shock. It is important to provide the right information.

- The family may feel discrimination, but it may be miscommunication.

Mary

- NAMI would like to sponsor a Community Forum for May.

Minerva;

- Multicultural events, parenting, English classes, interpretation, etc.
The "Well Behaved Kid" a program en español @ Farm Workers Clinic.

Possible Topic:

- Aces - Protective Factors

- Problem for undocumented to receive services. Due to lack of insurance, Ex. Right now I am not working / do not have insurance. I have to pay fee / discount.

- Next step will meet to plan a community activity.
Place-Based Leadership
(Theme 34)

Liderazgo Basado en el Lugar
(Tema 34)
Barriers are limited resources, limited mentorship (in college towns, some leaders are turnover very frequently, while others "overstay" or are senior leaders with no succession in view)

Youth come up, move to larger communities with professional growth opportunities

Young, emerging leaders are often dismissed, unconnected

Little support for leaders emerging, critical mass for doing community, collaborative work

How do we provide conversational space as collaborative work (beyond a data-gathering mode).

Can't be unified way, as tied to $4, needs to be "community" based.

New, different topics but need to go deep on problem-solving.
IS THERE A RURAL CANVUS FOR THOSE VOICES ACROSS THE STATE/REGION?

CAN WE BUILD EVEN A COALITION OR CANVUS FOR BRINGING RURAL VOICES!

WOW! WOULD ASK FOR URBAN & SUBURBAN ALLIES TO HELP ADVOCATE - I WANT TO HAVE THE SHARED VOICES TO BRING RURAL NEEDS ACROSS THE STATE

- UFW PARTNERED W/RADIO TO BRING A LOUDER VOICE IN THE PUGET SOUND AREA: SPORTS FIGURE (SPENCER HAYWOOD) BROBOLT THE MESSAGE COMBINED WITH VALUE PROPOSITION

- Organize and get endorsements from places like Gates Foundation and mobilize to take action on Nordstrom specific topics/issues

- More support and involvement from universities, they get the land grant money

- The old leadership of “white men” is not willing to let go, share power, there is fear about “being taken over” (entrenched white privilege leadership)

- There is a legal aspect to the work that needs to be done such as legal foundation WA, some other groups use the courts to fight the battles and make progress
- Make the stakes high enough to hear the voices, by using lawsuits of the courts.
- When asked to "cross" the street to lead beyond local credibility, many are not leading from the heart.
- Racism institutionally is keeping the people of color with a voice who don't "go along" with the people in power.
- Language is a barrier
- Different culture dynamics
- You already feel like an outsider

Changes, when we think about the dominant language
- America doesn't have an official language
- Demographics change to minority/majority
- State going more fast

We have the intention of more POC in leadership
- Create opportunities for others to be a part
  of the conversation. However long it takes.
- Takes courage to say this is not right
- Change won't happen overnight.

Some leaders are born, some learn how.
- A lot of us see our sisters as workers.
- We see ourselves as spectators.
- Have a project she's working on. How to serve on council.
- Don't have to be leader in the traditional sense.
  Liked to hear that there are other methods of leadership.
- Delegate responsibility, you feel included.

We are experiencing a culture making everyone feel included.

Sometimes a leader who has good intentions,
- Does the wrong things.
- You propose ideas, but if you don't have the support.
- Low/lowe relationships about leadership.
  Action often doesn't follow ideas.
- What is the action plan.
- Make decisions based on information.
  If you see yourself as a customer, ask for info.
  If you are a leader, show information.
Leadership, collection of characteristics, different levels of leadership, different types of leadership.

Leadership is a position vs. Activity

Facilitative Leadership
- Individual competence
- Support action from
- Relationships & trust

Different qualities that make up a leader;
- part of a larger movement? Where is the action of leaders working together?

Outside of the traditional idea of leader, people feel like they are not a part of the movement.

Different types of characteristics

- A leader has many different qualities:
  - Sometimes one does not have public speaking ability, but can lead in other ways.
  - There we define leadership by position/title.
  - We can all be leaders based on the situation.
  - We need more education about how to be leaders, even when we don't hold titles/positions.

Concept of leadership is very sticky. Formal/informal leadership:

- Defining what informal leadership
- Example: Manager vs. leader
- Average: Need different types of leaders (bunch of hooligans)

- How can we use our leadership to influence for good.
- How does can we include more people into leadership.

- Who do you trust and where do you go for help.
- Feeling inclusive.
How to put into practice what we are talking about:

- Connect with other resources. Know what other orgs/agencies do to connect community to team.

**Community Leadership classes**

- Catalyst leadership roles
  - Convener (making sure everyone feels included)
  - Issue advocate (communicate out)
  - Facilitator/Negotiator
  - Implementation champion (sheering up and do it now)

**Network of communication**

- I don't make decisions by myself.
  - Need to get feedback and input.
  - When his lead asks for something, he has to circle it in red.

- Support Action Team (Pierce/Pierce County)
  - 6 communities of interest
  - Elements of support for Action Team
    - Short-term
  - Decision making process (consensus)
    - 5 - everyone agrees
Redefining Leadership
(Theme 35)

Redefinición de Liderazgo
(Tema 35)
* muchas veces, tengo ideas, pero no las realizadas.

* muchas veces, algunos son líderes por su propio mérito. Un buen líder identifica un verdadero objetivo y mueve al grupo hacia ese objetivo.

* The hard part is to find the words / direction muy clara - Cristina.

* need a passion for something, but sometimes you don't know how.

* There are already good examples of leaders. But sometimes, we have a perception of who the “leader” is by what they're in front of the organization or have the microphone, etc. There's a perception of needing to have specific “characteristics”... change the stereotype or perception of leader. Challenge the traditional mindset of a “leader” - Magaly.

* There are many leaders - in their homes, they maintain their homes, their families. There are leaders who go above and beyond personal interests. Many types of leaders. Many people can feel minimized because this word is very “Big” - so people feel like - oh, this isn't me, I'm not a leader - Mary Lopez. How do we see leaders in other ways. How to make leadership more inclusive.

* Leadership is a mix of characteristics - can be a leader at home, at work, in community - Consuelo.

* Some believe it's a position, but it's an activity. Anyone anywhere can be a leader. - Noelle

* Learning leadership - collective leadership - "support action team." - Henri
anyone can be a leader...they come from different places & backgrounds...people outside of traditional leadership feel lack of confidence & not networked to be feeling like a "leader". ex: I live 2 hrs away but this is the closest group - isolating - Kaylin

I believe a leader has lots of characteristics - here in our community I think we have a misperception of a leader. That usually a leader is someone in a position or a title, or always talking. BUT all of us can be leaders in our circumstances, etc. I think we need more education of the different types of "leaders." - Alex

Often, people outside of "traditional" leadership feel intimidated b/c they may not have the characteristics that society dictates. But often people access those characteristics b/c of access to opportunities to develop - Laura

Formal v. informal leadership. A manager v. a leader.
Types of leadership. Quiet v. outspoken. Diversity among all leaders. Leadership in relation to power & influence. Do ppl. develop leadership or are born as a leader? You need diversity among leadership. - Luis G.

How do we challenge the definition of leadership? We are all leaders in different ways, and can be leaders in different circumstances. How do we take advantage of opportunities for leadership. Reflecting on leadership as a position or as a way of being (an activity). So, how do we develop the activity & then support one another in those moments - creating a system of support. In my story, I came here & we saw ourselves creating a "network" as "the help". But, I've explored many ways to step up & develop my community. I think this is true for many immigrant families. - Jose.

As the director of an organization, how do I learn/listen to the voices of non-traditional leaders? - Kaylin. Henri: we interview people & ask "who do you trust? Who do you turn to for help?" Cristina: I'm looking for inclusive spaces. How can you make it an inclusive process & invite people who would not know about "leadership," etc. Jose: That's my leadership story too. I was muted even
I was listened to... and slowly, I built that more & more... as an undocumented student, I never knew alot. nonprofits & my voice hadn't been heard before. So I was quiet for 1.5 yrs, but slowly saw I was being heard. Now I'm in a leadership role. 

Example of inclusiveness: everything is in English, or there's a language barrier between communities, so we don't get to learn from each other. Many people here were leaders in their countries, but here, because of language, culture, etc. get scared & can't be in leadership b/c of these barriers. -Crisma

Kaylin: it's a problem b/c we don't have meetings in English & Spanish. Hay 2 problem: technical = needing to speak Spanish & adaptive = being comfortable doing both.

Zavazam: This challenges the dominant culture b/c in 15 years...

Magaly: an important part is we usually say, we want more people of color/diversity at the table, but this will change the whole table, the whole system AND —
that it’s really not an easy change - and having courage to actually call out that it’s not an easy stuff. It takes having your courage.

Hana: I like to hear that a leader can be by activity, not just the person on front. Working on a project of how to support others to step up as leaders. Reding included - also when someone delegates a responsibility. Sometimes, I see myself as a “spectator” b/c I don’t feel like a leader, or a follower b/c I have my own ideas. (Jose)

Alex: How do we integrate people of other cultures + languages - how to do we make people feel part of the club (included) from both perspectives, like we’re doing it now.

Consuelo: Sometimes leaders’ intentions lead to wrong actions, even if they have good intentions. Sometimes leaders aren’t always right. Need the support of others. I was in a public office position - I got lots of ideas, etc., but people don’t always know how that system works...

Luis: I like talking about leadership but I also hate it b/c...

What’s next? So, I’d like to talk about ideas on practical next steps:

Empowerment through:
- data/information to base decisions + ideas is if you’re a “wonder”
- ask questions... if you’re in a leadership position, give the information to workers. It’s part of your responsibility.

Alex: When we act as a team, refer people to other organizations/services to help the people seeking support.

Nalle: catalytic leadership roles: when movement really takes off: 4 roles -
- conveners-making sure people are around the table, they’re comfortable/inclusive
- issue-advocate - reminding us all why we’re here
- facilitator/negotiator - making sure people keep coming, and offer a critical perspective
- implementor - don’t want to go to meetings, but excited to do all the work/implementation.

Manuel: A network of communication - be open to getting different opinions/viewpoints.

- 600 institutions participate in Support Action Team model - Henry

Jose - Connect, Share, take action together. A leader who makes decisions alone won’t be as effective as one who works together.
- Henry - consensus model = harder but more effective, people have to work together.
Nonprofit Sector vs Public Sector - often city council and others do not understand the issues on the ground. Don’t see other agenciees outside of city council as responsive - could be using other entities to drive change like County Comm. or school board.

How do we create a leadership base that is representative of community and a positive force?

Discussion is often disconnected from policy or facts:

- How do we train and support the younger leaders to help them understand the power dynamics in play?

- How do we identify even younger leaders in schools, leadership intact

- Values-driven leadership and ethics

- Need something that builds the leadership of board members and potential board members at local nonprofits - could be training for board members

- Could bring United Way Seattle - building more board members

- How do we prepare new leaders? - start with leadership - total leadership awareness, continuous - How to make it stick - can be a good education for participants
Many dollars come from from outside the community, with exception of some core family financiers.

- Who are the unofficial leaders in the community?
- Many graduates leave or don't come back.
- How to build leaders beyond just the elected leaders?
- Almost need a conversation on the bi-racial nature of the community.
- Need a conversation on power sharing.
Leadership Accountability
(Theme 36)

Responsabilidad de Liderazgo
(Tema 36)
Tech Support
(Theme 37)

Apoyo Técnico
(Tema 37)
TOP NOTES -

STARTED FUNDATION - GLOBAL VISION / LOCAL ACTION

SCALEABLES

SPR, STARTUP NONPROFIT WORK, MUST WEAR MULTIPLE HATS

- WEB DESIGN
- SOCIAL MEDIA
- FORMS

Also important to leverage others with limited admin/support budget.

TECH SPOUT = SOFTWARE

TACONIC WE USE A "CROUP" OF RESOURCES TO HELP WITH ALL THE TECH ISSUES BEYOND SOFTWARE:

- WEB DESIGN + UPSERV
- DATABASE WORK
- SOCIAL MEDIA
- TRAINING (LIVE, ESP.)
- EMAIL CAMPAIGNS
- BROCHURE / GRAPHIC DESIGN

3-4 WEBINARS/YEAR - HOW TO SET UP TO SPREAD THE WORD

SUBSCRIPTIONS

- HOW TO MANAGE SUBSCRIPTIONS FOR MAILINGS - USE A "COMBO" SUBSCRIPTION CAN ACCESS FOR FREE / LOW COST
- FROM FUNDER / SOURCE
How to do website management without a tech, having to start by themselves
- Can a bank of service providers/volunteers with expertise
- Not a leadership development item, but leadership support
  (similar to admin support role who supports leadership)
  to keep leadership above the details

Social media is time-intensive, needs daily curating—
you to stay on top without trying to wear too many hats—use resources who have familiarity and

how do we keep up to date w/platforms for social media
technology? Can we share resources to provide support—tech bank of experts and volunteers

their time to keep small/under-resourced orgs
from being in the weeds.

TECH BANK

from combined resources for

So much support of non-profit leaders
Appendix

Themes & Topics

Apéndice

Temas y Tópicos
FAMILIES IN THE COMMUNITY

FAMILIAS EN LA COMUNIDAD
creando una comunidad segura y saludable

creating a healthy and safe community

Elizabeth Torres / Brenda Rodríguez
WAYS TO EMPOWER PARENTS TO BE ADVOCATE FOR THEIR CHILDREN

MANERAS DE EMPoderAR A LOS PADRES PARA HACER ABOGAR POR SUS HIJOS

C.R.
E.G.
Ana Rosa

L.G.
Cristina

Mónica Rodríguez
Lorena Ortega

Round/Ronda 1
SERVICES IN THE COMMUNITY

SERVICIOS EN LA COMUNIDAD
Facilitating communication with Latina communities in their language, regarding medical insurance that is more accessible.

MR

Round/Ronda 2
Ending the Stigma of Mental Illness

Mary Stephenson

Terminar el estigma de Salud Mental

AG DM
Salud mental en la familia.

Mental Health in our families

Miren Pardo

Cristina
Education: Do they need more help? (Luna)

What about tuopu (the teachers)?

Do they need more attention to L6?

Education

Por que no ponen más atención los maestros a los niños que necesitan ayuda?
legal Defense

Defensa legal

VGM

Mary

Round/Ronda 2
Place Based Leadership
LEADING IN A RURAL COMMUNITY
Cultivando liderazgo en vecindades.

¿Cómo?

nc A.P CAROL

Cultivating Neighborhood Leadership

How?
Redefining Leadership
The mindset of a leader

La mentalidad de un líder

M.A. BB

Luis Gomez NC
Como aprender a ser líder

Ana Elena Alvarez

How to Learn a Leader

Ana Rosa Hernandez

E

Lunch/Almuerzo
¿Quién define un líder?

Cristina. ¿Quién es?
How do you define leadership?

Luis nc mc

VGG nt BB

F

Round/Ronda 1

Como defino Liderazgo?

Jc

M.S.

Jos V. AB

Laura A.
Let's stop using "Leader" as a word. 

Ja

Terminar con la palabra "Lederes."

R.M.

VeGi

M.S.

A

David Morales
LEADERSHIP ACCOUNTABILITY
1) Analysis & ID of community leadership

2) Discussion on leadership values - ethics, ego

3) Servant leadership - doing the right things

4) Preparation for leadership - community engagement, education (prof & ethics, etc.)
How do we facilitate a unified voice among community "providers."

Como apoyamos una voz mas unida con proveedores en la comunidad.
Developing a staff and board that is representative of the populations served.

Desarrollar personal y la junta directiva que representa a la población servida que sirve.

Kaylin Battice
Tech Support
- web design
- social media
- mass mailing platform
- analytics

Apoyo técnico
- diseño de web
- media social
- plataforma de correo massivo
- analíticos

Randie Gottlieb