

IMPACT LEADERSHIP 2007

THE LEADERSHIP INITIATIVE

DEADLINE: APRIL 30, 2007

What is a Leadership Initiative?

A *Leadership Initiative* is a project, proposal, plan, or idea relating to justice in your state, community, or agency, that you could imagine initiating within the next several months. The initiative might involve taking a new approach to an existing project that needs an infusion of energy, or it may involve a nascent idea that you would like to shape and set on course. Your leadership initiative could be a project that is internal to your agency, or an initiative that involves contact with and support from the community. Examples of a leadership initiative include the following:

- Developing a community-outreach plan to address client reentry issues such as housing, mental health, and employment needs.
- Designing a strategy to improve communication within your office or management team.
- Establishing a community advisory board for a public defense program, or a working partnership with the local legal aid program to enhance client services.
- Creating a new training and evaluation program to improve client services and attorney performance.
- Developing a community coalition to increase public support for the right to counsel.
- Collaborating with law enforcement and law makers to address gang violence or other local community issues.

Describing Your Leadership Initiative

In preparation for this leadership training, focus on a project, proposal, plan, or idea you would like to initiate, then put “pen to paper” (“fingers to keyboard”) and tell us about it. If more than one person from your office will be attending the conference, only one submission is required per team. To help you organize your thoughts and to help ensure faculty have the type of information they need to inform their teaching, we’d like you to use this outline as a guide in describing your initiative:

1. **Situation: What is your Leadership Initiative?**
 - a. What issue(s) does your Leadership Initiative address?
 - b. Why do you/your organization want to address this issue?
 - c. What, exactly, will you/your organization do as part of this initiative?
 - d. How can you build support for this initiative?
 - e. What are the most significant barriers to the successful implementation of your initiative?
 - f. Have you attempted to address this issue in the past? If so, what was the result?
2. **Strategy**
 - a. What objective do you have in mind in doing this work?
 - b. What is your plan for achieving that objective?
 - c. What unique knowledge, skills, or perspective do you/your organization bring?

3. **Audience: Who are your target audiences? With whom do you need to communicate to achieve your goal?**
 - a. Who will work with you to achieve your goal?
 - b. Who are your stakeholders?
 - c. Who will benefit from this work?
 - d. Who will be threatened by it?
 - e. How will this initiative help your clients, your community, and/or your justice system?
 - f. What are the shared values with your audiences?
 - g. What are the fears or counter claims?

4. **Outline the Venues for your Initiative: Where do you need to communicate?**
 - a. Internal Venues: staff meetings, newsletters, colleague meetings, training events, informal conversations
 - b. External Venues: media, public events, forums, internet, informal conversations

5. **Describe the Critical Elements: What other factors are likely to impact your strategy, and, ultimately, your success?**
 - a. Climate: emotional, political, cultural
 - b. Timing: triage, future-paced, scheduled
 - c. Conflicts: money, personalities, fear
 - d. Potential: change, values, social impact
 - e. Wild Cards: something waiting in the wings

6. **Personal Communication Challenges**
 - a. What are your concerns and aspirations?
 - b. What are your communication weaknesses?
 - c. How is your personal style an asset?

7. **Mapping the Process**
 - a. What are (were) the first steps?
 - b. Who do (did) you need to contract with in order to advance your initiative?
 - c. Where do you want to end up?
 - d. How long can you sustain your campaign?

Your Leadership Initiative Description should have seven distinct parts to it that are responsive to the seven categories outlined above. If you have questions about how to write up your leadership initiative, we've provided examples of leadership initiative descriptions on NLADA's website. They can be accessed at http://www.nlada.org/Training/Training/Train_Defender/Train_Defender_Leadership_Impact

If you need assistance in developing your leadership initiative, please contact Catherine Beane by email at catherine@beaneconsulting.com, or by phone at (202)270-4944.

Please submit your description via email to Caitlin Colegrove at c.colegrove@nlada.org by April 30, 2007.