CREATING SHARED STRUCTURE
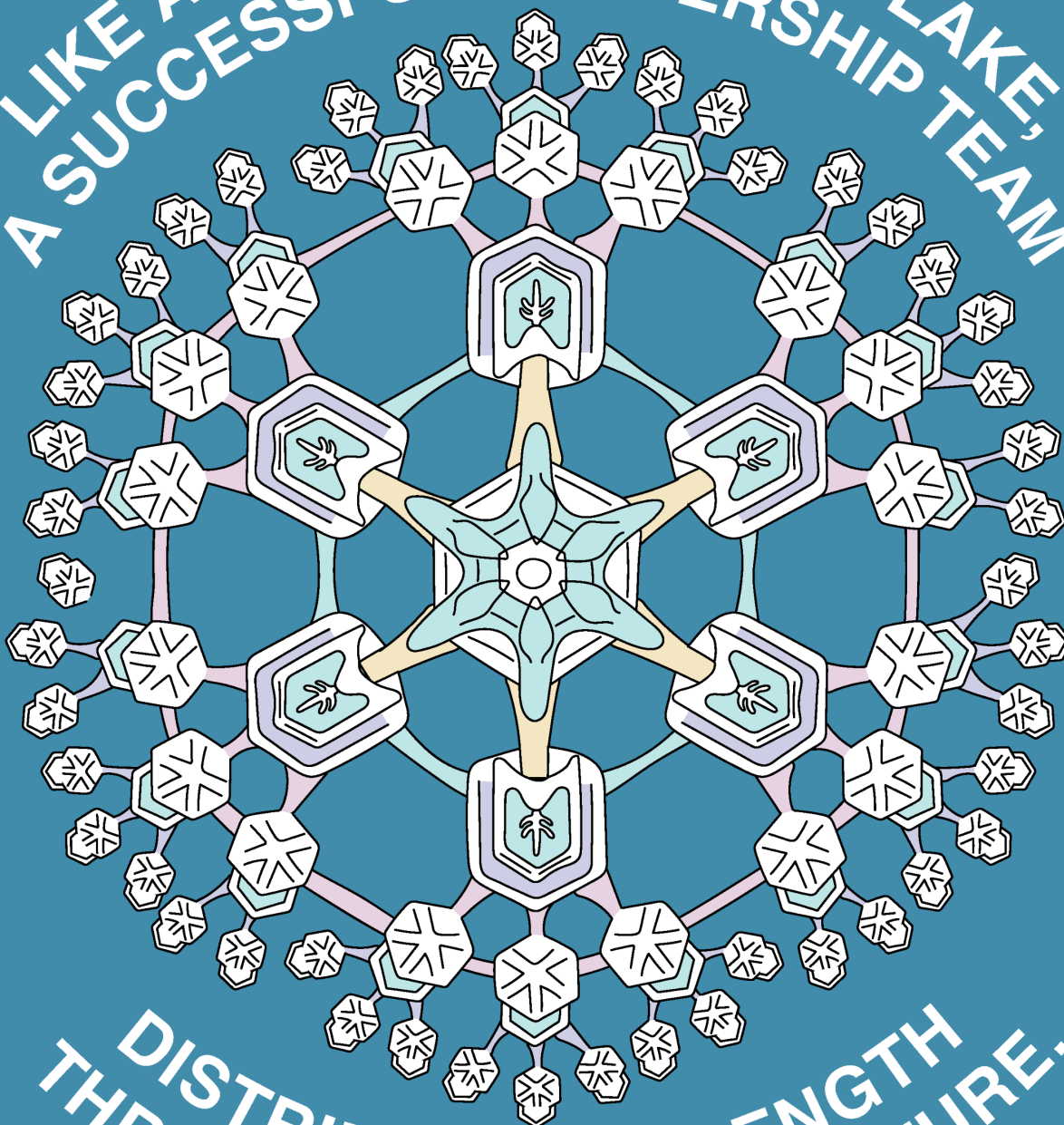
Worksheet Packet

LIKE A BRANCHING SNOWFLAKE, A SUCCESSFUL LEADERSHIP TEAM DISTRIBUTES STRENGTH THROUGHOUT ITS STRUCTURE.

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LEADERSHIP STRUCTURE: SNOWFLAKE
## Shared Structure Worksheet 1 (Page 1 of 3)

Change is specific, concrete, and significant. It requires focus on goals that will make a real difference that we can see. It is about specifying a clearly visible goal, then mobilizing your resources to achieve it. **Implementing the snowflake structure enables us to develop the leadership of others in this goal, even as we exercise our own.**

Sometimes we think leadership is about being **the person that everyone goes to:**
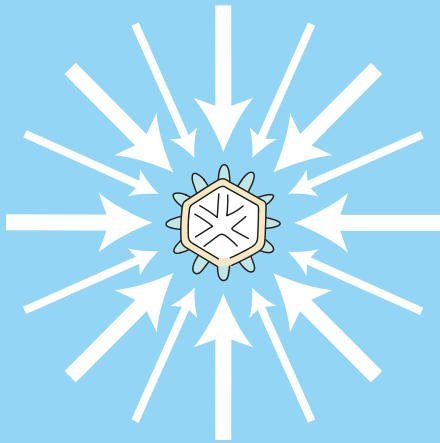
How does it feel to be the dot in the middle of all those arrows? How does it feel to be one of the arrows that can't even get through? And what happens if the "dot" in the middle should disappear?

Sometimes we think **we don't need leadership at all because "we're all leaders"**, but that looks like this:
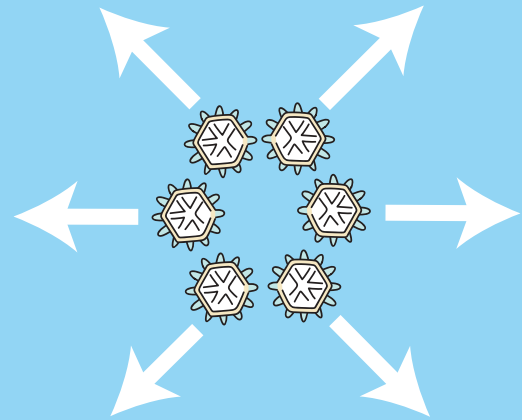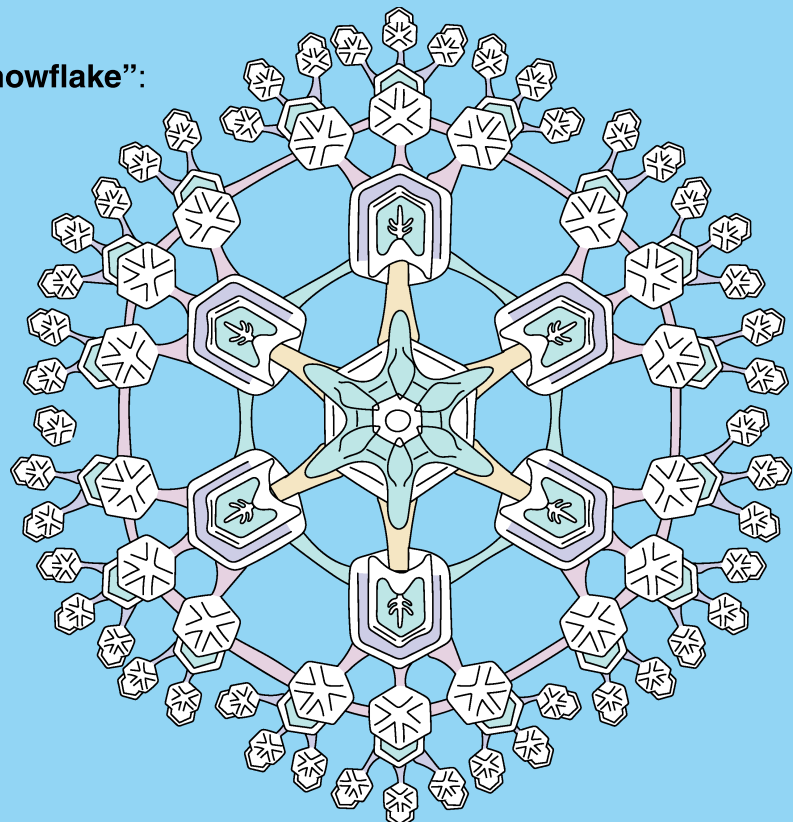
Who's responsible for coordinating everyone? And who's responsible for focusing on the good of the whole, not just one particular part?

Another way to practice leadership is like this **"snowflake"**:

Leadership practices by developing other leaders who, in turn, develop other leaders, all the way "down".
Although you may be the "dot" in the middle, **your success depends on developing the leadership of others.**

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Questions to Guide Your Thinking on Snowflake Structure:

Reflecting on your strategy, how many people do you need to mobilize to build the power you need? And to reach that number, how many do you need to organize to recruit for your team structure? How many organized teams on the ground do you need to perform your strategy?

Once you decide on the number, how will you organize the people you will recruit into your structure? How do you imagine your campaign structure? Do you need geographic teams? Or technical teams? Or based on a specific social constituency? Write down a list of names of teams you think you could possibly need.
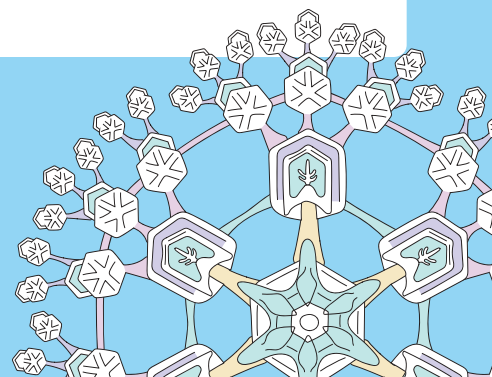
Which of those teams that you listed for the previous question, after thinking of their roles and responsibilities could have 1 or 2 people perform the mission and doesn't in reality require a whole team with regular meetings...etc. Which of those teams are only temporary and will not need to be ongoing stable teams?

Who will you recruit first and how? Write down six names.
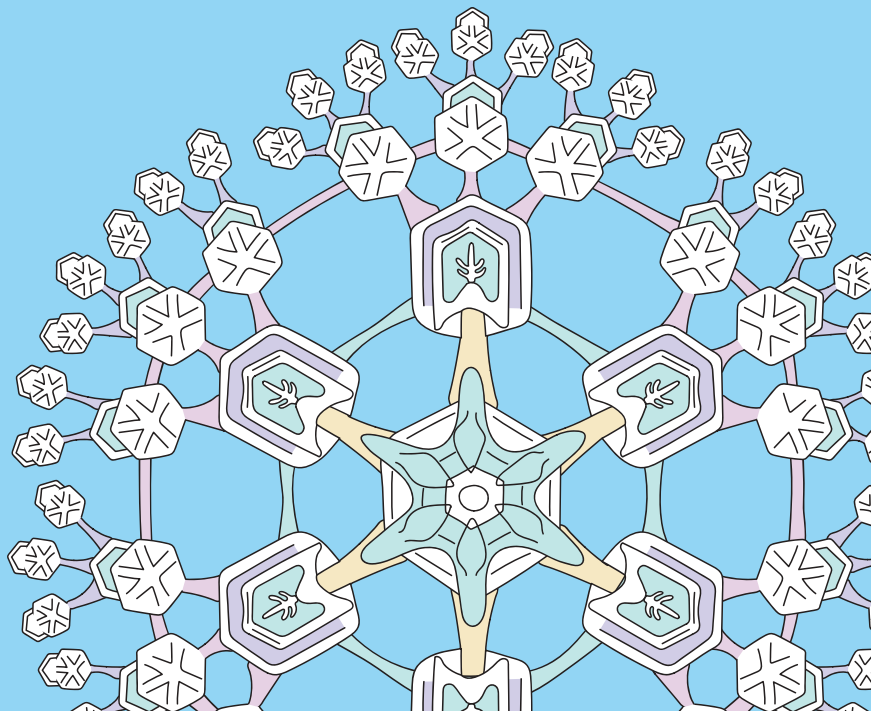
Team Norms
Shared Structure Worksheet 2 (Page 1 of 3)

With your team, discuss, decide upon and document your team norms and rules based on your shared values. Be sure to include group norms on each theme herein and how you will self-correct if the norm is broken. (If you don't self-correct, the new norm will be breaking the norms.) Consider some of the examples provided and add, subtract or modify as needed to suit your team.

Decision-Making: What is the process by which we will make decisions?

Examples:
- Majority Rules: Whatever gets the most votes wins.
- Consensus: Everyone must agree.
- Delegation: Nominate one or two people on your team to be the ultimate decision-makers.

Discussion & Decision-Making: How will we discuss options and reach decisions as a team to ensure robust input and debate?
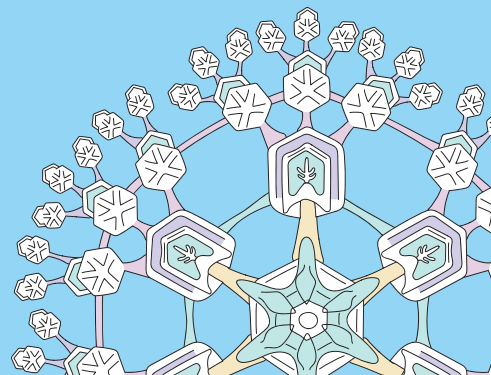
Examples:
- *Always Do:*
  - Engage in open, honest debate
  - Ask open-ended questions
  - Balance advocacy with inquiry
- *Never Do:*
  - Engage in personal attacks
  - Fail to listen to what others say
  - Jump to conclusions

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Team Norms

Meeting Management: How will we manage meetings to respect each other's time?

Examples:
- *Always Do:*
  - Start on time; stay on time
  - Be fully present throughout the meeting

- *Never Do:*
  - Come to meetings unprepared
  - Answer cell phones or email

Accountability: How we will delegate responsibilities for actions and activities? How will we follow through on commitments?
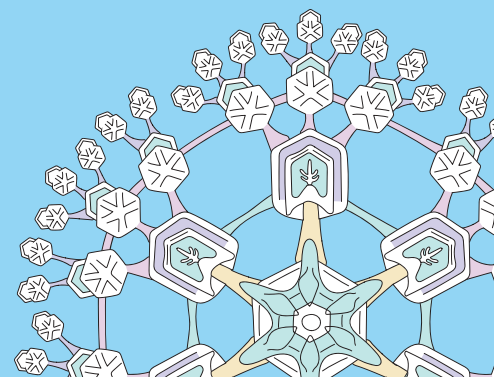
Examples:
- *Always Do:*
  - Clarify understanding
  - Provide follow-up on action items
  - Ask for/offer support when there is a need
  - Weekly check-in

- *Never Do:*
  - Assume you have agreement
  - Assume tasks are getting done
  - Commit to a task that you know you
  - won't do

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Self-Correction: How will you "self-correct" if norms are not followed?

Meeting Time & Place: Teams work best when you have a regular, reliable time to coordinate together. What will your team's regular meeting time and place be?
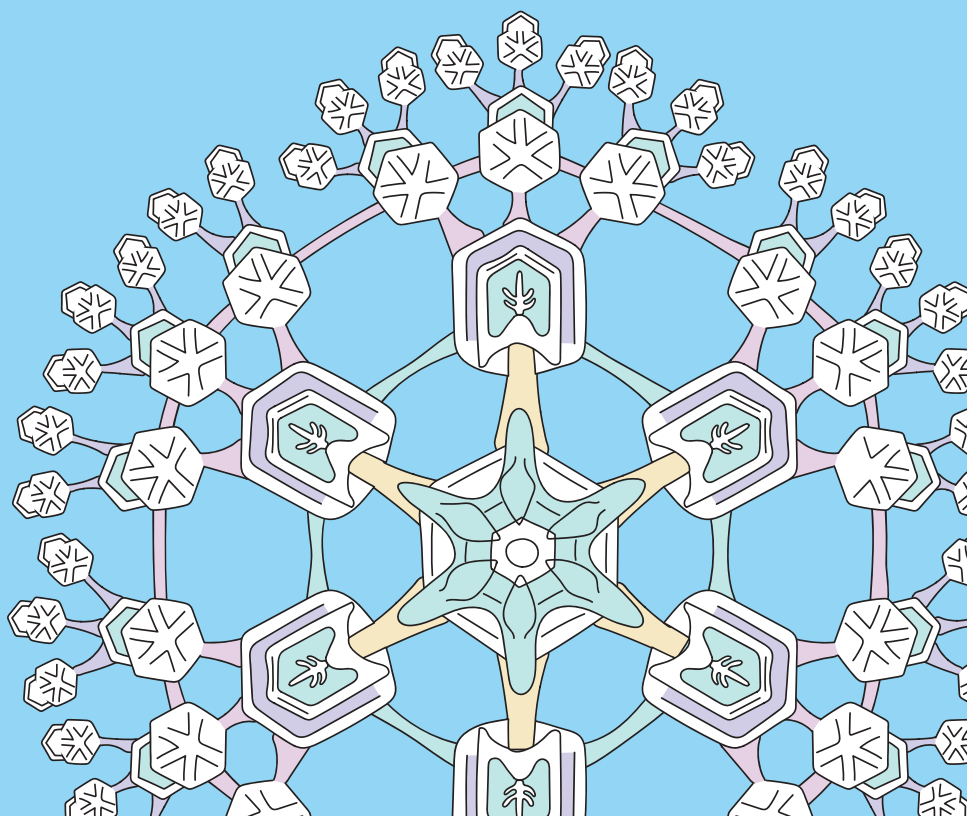
Team Roles
Shared Structure Worksheet 3 (Page 1 of 3)

With your team, fill out the first three columns of the chart below as you discuss what kinds of team roles are needed to create an interdependent leadership team that supports the team's strategic goals. What would each role have to be good at?

Next, based on that discussion about the roles, **go around the circle and ask each person to tell the team:**
- What experience and talents they have that might contribute to the leadership team
- What specifically they want to learn about and develop skills on

Then, as a team fill out the fourth column below: How might each person's talents match up to the particular roles listed? Are there any clear "fits?"

Note: These team roles should not be seen as permanent. For the team to be strong, all leaders should have to earn leadership by carrying out responsibilities relevant to the role they seek.

Role	Responsibilities	Qualifications	People (Interested Team Members & Their Related Skills/Talents)

Continue as needed on the next page...

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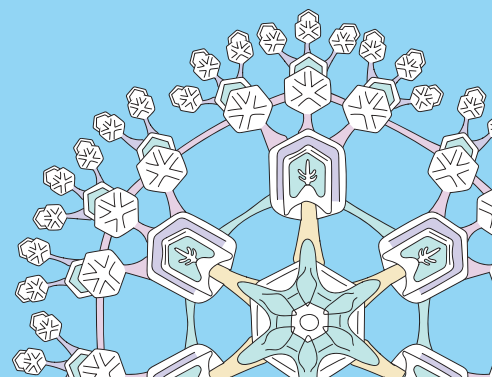**FIELD GUIDE**
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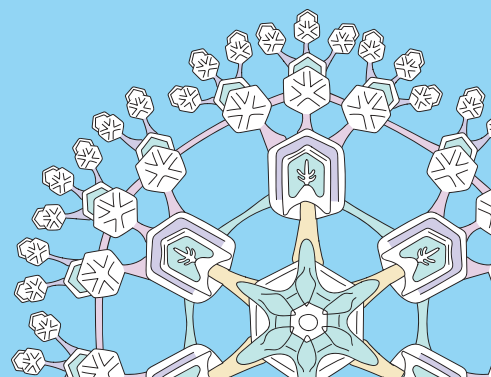
Team Roles
Shared Structure Worksheet 3 (Page 2 of 3)

Multiple copies of this continued chart can be made as needed based on the size of your team.

Role	Responsibilities	Qualifications	People (Interested Team Members & Their Related Skills/Talents)

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Team Roles
Shared Structure Worksheet 3 (Page 3 of 3)

Start sketching out your team's structure based on the determined roles, people and snowflake structure: