

# When everyone leads

How the toughest  
challenges get seen  
and solved

**FACILITATOR GUIDE**

JULIA FABRIS MCBRIDE



KANSAS  
LEADERSHIP  
CENTER

## **YOUR When Everyone Leads FACILITATOR GUIDE**

This booklet prepares and guides you to transform the way people define and practice leadership. By the end of this 5-hour program, participants will feel energized by the idea that leadership as an activity that anyone can do. This program empowers participants to exercise more leadership more often for the sake of what matters most.

As a *When Everyone Leads* facilitator, you'll invite people to radically shift their mindset about their own agency and the possibilities for progress when everyone leads.

Whenever you facilitate *When Everyone Leads*, you'll help people see that to solve tough 21st century challenges we need everyone leading. There may have been times in history when just one or two people spurred major progress on a big issue. But today's dynamics are different. The rate of change is too fast.

Our communities too diverse. Today, progress toward our big aspirations requires everyone seeing and seizing their moments to lead.

This facilitator guide, program slides and accompanying materials give you everything you need to successfully deliver *When Everyone Leads*.

## **OBJECTIVES FOR THE When Everyone Leads PROGRAM**

**By the end of this program participants will successfully:**

1. Describe the meaning of the KLC principle “leadership is an activity, not a position or authority.”
2. Summarize at least two big ideas from the book *When Everyone Leads*.
3. Personalize the big ideas from the book *When Everyone Leads* to your situation.
4. Describe how you will apply the principle “leadership is an activity, not a position or authority” in your own life.
5. Select three ways you will exercise leadership after the program.

## PROGRAM EVALUATION

Within 48 hours of completion of the When Everyone Leads program, participants will be emailed the following questions with a request for their feedback\*

1. How likely is it that you would recommend When Everyone Leads to a friend or colleague?
2. The program facilitator(s) clearly communicated important topics from *When Everyone Leads*.
3. The program facilitator(s) helped to keep learners engaged and participating in productive dialogue.
4. The program facilitator(s) encouraged learners to explore new concepts in this course.
5. Program teachers' actions reinforced the development of a sense of community among learners.
6. Getting to know other program participants gave me a sense of belonging in the course.
7. I felt comfortable participating in large-group discussions.
8. I felt comfortable interacting with other people in small groups.
9. I felt that my point of view was acknowledged by other participants.
10. Examples posed in the program increased my interest in applying what I was learning.
11. Discussions were valuable in helping me appreciate different perspectives.
12. Combining new information helped me answer questions raised in small-group activities.
13. I can describe specific ways to test and apply the knowledge I learned in this program.

\* Participants will be asked to rate the first question on a scale of 0-10; 0 = not at all likely, 10 = extremely likely. They will be asked to rate questions two through thirteen on a scale of 1-4; 1 = strongly disagree, 2 = disagree, 3 = agree, 4 = strongly agree.

# AGENDA

- 9 - 10 A.M. .... **Session One: Identify the Gap**  
**Everyone Can: Ask Powerful Questions**
- 10 - 10:15 A.M. .... **Break**
- 10:15 - 11:25 A.M. .... **Session Two: Barriers to Progress**  
**Everyone Can: Make Multiple Interpretations**
- 11:25 A.M. - NOON ..... **Session Three: Start with You**
- NOON - 1 P.M. .... **Lunch Break**
- 1 - 2 P.M. .... **Session Four: Use the Heat**  
**Everyone Can: Act Experimentally**
- 2 - 2:15 P.M. .... **Break**
- 2:15 - 3 P.M. .... **Session Five: Everyone Can Lead**  
**Everyone Can: Make Leadership Less Risky for Others**

## FACILITATOR CUES

The following icons will help you anticipate your next mode of participant engagement.



*Large Group*



*Small Groups*



*Pair Share*



*Individual Reflection*



*Poll*

## SUPPLIES & SETUP FOR IN-PERSON TRAINING

- 12 high-top tables at the back sides of Konza ready to be distributed across the whole back during the lunch or afternoon break.
- Butcher paper for Gap session, labeled with headings “Concerns” “The Gap” “Aspirations”
- Pads of BIG post-its and a good thick marker for each participant.
- Tape to use to stick the Multiple Interpretations cards on the wall
- Art supplies for 12 high-top projects

## KLC-COPYRIGHTED MATERIALS

- Reflection and Discussion Guide (*1 for each participant; for virtual program, this is a fillable PDF.*)
- Gap template for document camera
- Barriers to Progress posters
- Multiple Interpretations deck
- Haiku Happening directions for virtual version of final activity

## PRE-WORK FOR PROGRAM PARTICIPANTS

**Recommended:** Read *When Everyone Leads: How the Toughest Challenges Get Seen and Solved*.

### Required:

#### OPTION 1

Read the following excerpts from *When Everyone Leads: How the Toughest Challenges Get Seen and Solved*.

- Chapter 1, Redefining Leadership: A Manifesto, pages 4-19
- Introductions to parts one through five  
Pages 20-22, 64-66, 114-116, 168-170, 202-203
- Chapter 24, When Everyone Leads: A Call to Action, pages 247-251

#### OPTION 2

- Read Chapter 1, Redefining Leadership: A Manifesto pages 4-19
- Watch five 2-minute videos on your *When Everyone Leads Leadership Management Page* (found at [kansasleadershipcenter.org/when-everyone-leads-special-author-content/](https://kansasleadershipcenter.org/when-everyone-leads-special-author-content/))

## TEACHING GUIDE

9 – 9:15 A.M. .... Getting Started: Redefining Leadership

### Objectives:

1. Feel energized by others and intrigued by the plan for the day.
2. Meet the When Everyone Leads team.
3. Use the Reflection and Discussion Guide, and *When Everyone Leads* book as tools for this course.
4. Agree to norms for our time together.



*Large Group*



**INTRODUCE** self and welcome group to When Everyone Leads.

If it's a custom program bring in the custom tag.





**ASK** What kind of culture do you want to go to work in? What type of culture do you want build in the places where you serve and volunteer?

**FACILITATE** responses from 4-6 people.

**MAKE POINT** that our research shows that when organizations saturate themselves with the ideas in this book:

<p><b>When everyone leads the toughest challenges get seen and solved.</b></p>	<ul style="list-style-type: none"> <li>• Our organizations are more flexible, equitable and open to change.</li> <li>• Employees are more engaged and fulfilled.</li> <li>• People trust their organization more.</li> <li>• They feel empowered to make things better.</li> </ul> <p style="font-size: small;">Research by ORS Impact and Third Floor Research available at <a href="http://www.kansasleadershipcenter.org">www.kansasleadershipcenter.org</a></p>
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**AND** starting with the end in mind:

When everyone leads,  
we make progress on our  
most important challenges.

Research by ORS Impact and Third Floor Research available at [www.kansasleadershipcenter.org](http://www.kansasleadershipcenter.org)

**When everyone leads the toughest challenges get seen and solved.**

Objectives:

1. Describe the principle “leadership is an activity not a position or authority” and how you will apply it in your life.
2. Summarize at least two big ideas from *When Everyone Leads* and personalize them to your situation.
3. Select ways you will exercise leadership after the program.

**Our hopes for you today are that by the time we wrap up you will be able to:**

1. Define and describe the principle “leadership is an activity, not a position or authority” and how you will apply it in your life.
2. Internalize and be able to summarize at least two big ideas from the *When Everyone Leads* book and discuss how you will apply them to your situation.
3. Select three ways you will exercise leadership after the program. Fair warning, to make sure we are doing our jobs, there may be some pop quizzes along the way.

**Getting Started  
(Re)defining  
Leadership**

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SARAC  
CENTRE

**THANK YOU FOR ATTENDING When Everyone Leads**  
*How the Toughest Challenges Get Seen and Solved.*

Reflection and discussion guide for participants to use during and after the program.

1. What is the principle “leadership is an activity, not a position or authority” and how will you apply it in your life?

2. Summarize at least two big ideas from *When Everyone Leads* and discuss how you will apply them to your situation.

3. Select three ways you will exercise leadership after the program.

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**DIRECT** people to pull out *When Everyone Leads* reflection and discussion guide. Program today includes five sessions – aligned with the 5 parts of the book.

**Before that we'll take time to:**

- Introduce the *When Everyone Leads* team.
- Identify Norms for how we'll work as a group.
- Connect with few people and form a small group that you'll work with throughout the day.
- Share your personal reason for being in the room today.

