

Be the Leader You Want to Follow: Lessons in Compassionate and Facilitative Leadership for Equity

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The background of the image is a soft-focus photograph of several wooden chess pieces, likely pawns, arranged on a light-colored surface. The pieces are out of focus, creating a bokeh effect with warm, muted tones of brown and beige. The lighting is gentle, highlighting the smooth texture of the wood. The overall mood is calm and thoughtful, suggesting a strategic or leadership theme.

My Leadership Story

Row row
row row
your boat

An embroidered illustration of a brown boat with a blue oar. The oar is positioned vertically, with its handle extending upwards and its blade resting in the boat. The boat is positioned between the second and third lines of text.

Stitch

Three blue stars are arranged in a triangular pattern to the right of the word 'boat'.

Lesson #1:
Engage People
(at and in the moment/s of interaction)



A large group of skydivers in various colorful suits (red, blue, green, yellow, black) are falling against a clear blue sky. They are scattered across the frame, with some in the foreground and others further away, creating a sense of depth and movement. The skydivers are in various poses, some with arms outstretched, some with legs tucked, and some with parachutes partially visible.

Icebreaker

Each person will connect with two other people in the room and identify similarities between you and the other people. The similarities should not be physical traits. Rather, participants should search for deeper insights, like a shared experience of traveling to the same country or growing up in the same town.

Lesson #2:
*There is always one thing
that connects you to
someone else.*





Session Goals

Session Goals:

- Introduce and review leadership types and styles.
- Introduce the 4 I's of Oppression.
- Consider Cultural Competencies in Leadership.
- Understand Facilitative and Compassionate Leadership

By the end of the session, participants will:

- Learn to bring out the best in others by applying and adapting your leadership type and style, and leading to drive outcomes.

Norms

- There is no such thing as a “silly question.” The only silly question is the one you have that you don’t ask.
- Every voice deserves to be heard.
- Don’t be afraid to step out of your comfort zone.
- Maintain confidentiality- what happens in this space stays in this space.
- Be respectful during differences and conflicts
- Listen actively- listening to comprehend, rather than to respond.
- Presume positive intent.
- Request clarification instead of being complacent.
- Be curious, not judgmental.



Defining Basic Terms

- **Leadership - the ability to influence and guide people.**
- **Compassionate Leadership** – involves a focus on relationships with others through careful listening, understanding, empathy and support, in order to enable them to feel valued, respected and cared for, so as to do their best work.
- **Facilitative Leadership** – involves providing direction without taking control. Facilitative leaders engage in collaborative leadership that ensures everyone on the team is involved in general decision-making.
- **Oppression** – The actions that create gaps for marginalized people.

Leadership Type vs. Leadership Style

A leader's type refers to the approach used to inspire, influence, and guide others toward a common goal or vision.

A leader's style refers to their preferred method for providing direction, implementing plans, motivating employees, and/or leading people.



Leadership Types

The six most common leadership types are:

- Transformational – emphasizes change and transformation.
- Delegative – delegates actions to others.
- Authoritative – gets familiar with each team member and their skills/talents.
- Transactional – establishes roles and responsibilities for each team member.
- Participative – involves team members in the decision-making process.
- Servant – puts the needs of others first.



Leadership Styles I

- **The coercive style.** This style is a “Do what I say” approach, which can be impactful in a turnaround or crisis situation, a natural disaster, or when working with problem people.
- **The authoritative style.** An authoritative style takes a “Come with me” approach. The leader states the overall goal and gives people the freedom to choose their own means of achieving it. This style works well when an organization is unstable.
- **The affiliative style.** The hallmark of an affiliative leader is a “People come first” attitude. This style is particularly useful for building team congruence or increasing morale..

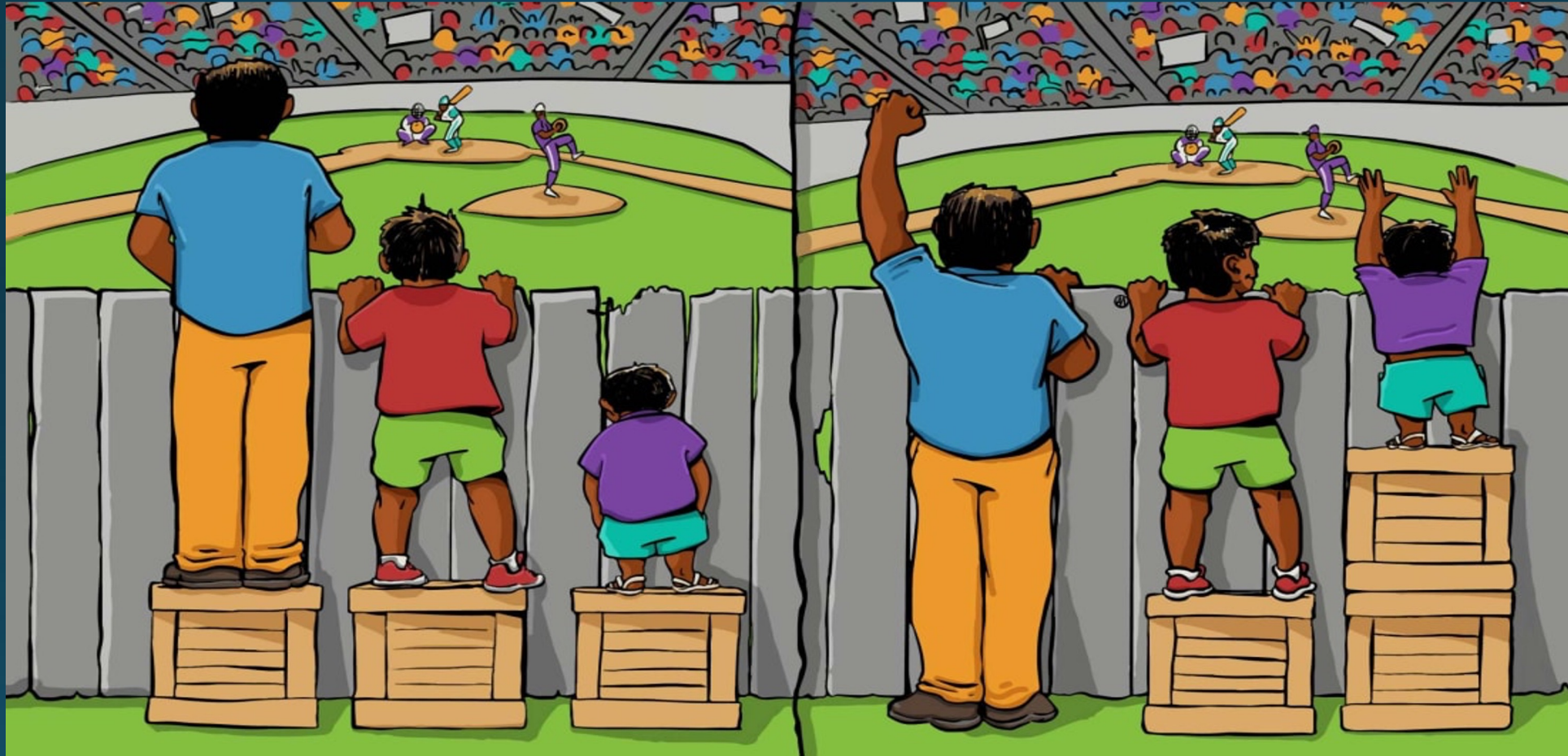


Leadership Styles II

- **The democratic style**. This style's impact is not as high as one may imagine. By giving people a voice in decisions, democratic leaders build organizational flexibility and responsibility, and help generate ideas.
- **The pacesetter style**. A leader who sets high performance standards and exemplifies them. This style has a positive impact on others who are self-motivated and highly competent.
- **The coaching style**. This style focuses more on personal development than on immediate tasks. It works best when people are already aware of their limitations and want to improve but are sometimes resistant to changing their ways.



Understanding Equity vs. Equality





Visual credited to Google images: oppression game



A Cry for Anarchy, Freedom, Love and Immortality

Bill Allerton

The Fox and the Fish

SYSTEMS



Ideology

Institutional

BELIEFS

PRACTICES

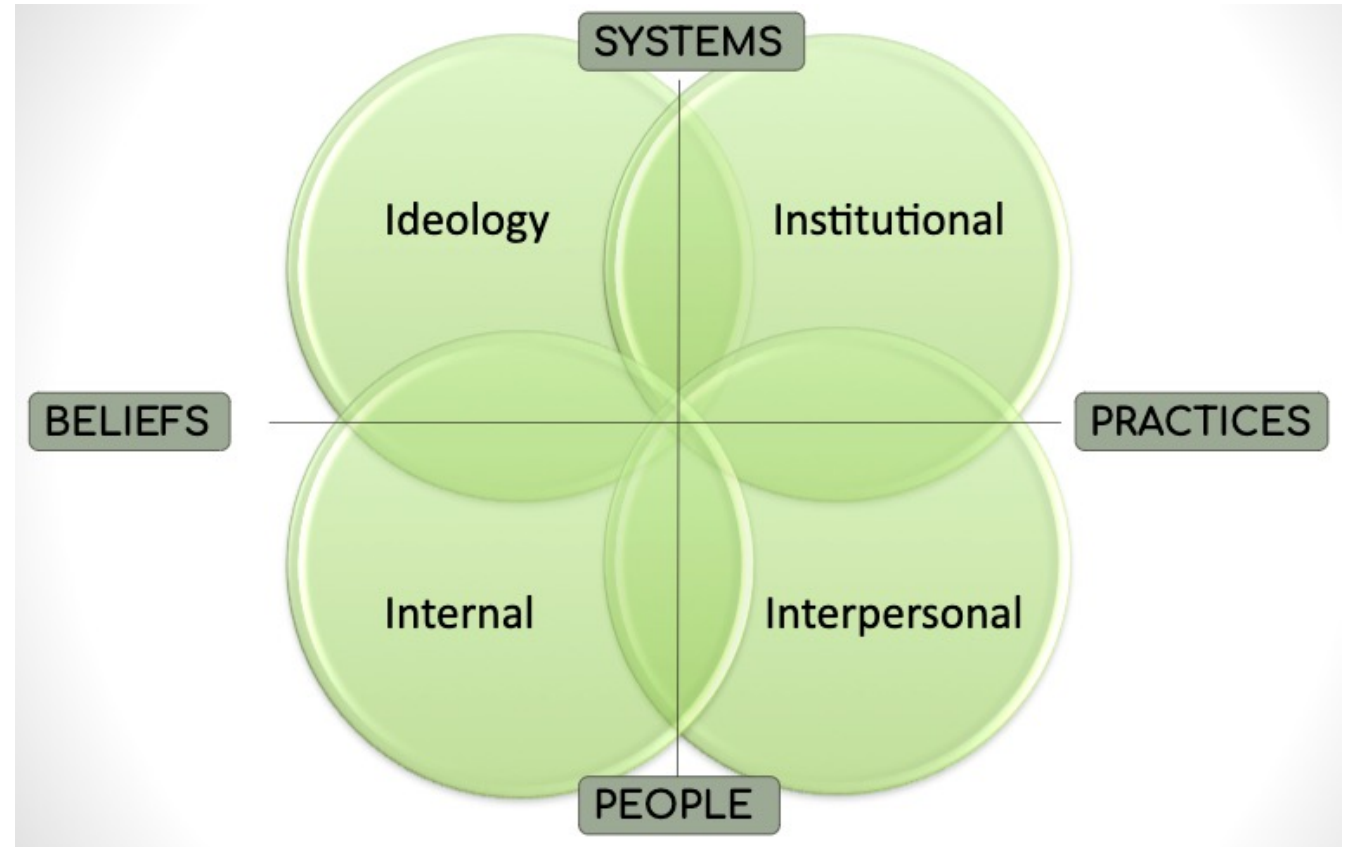
Internalized

Interpersonal

PEOPLE

Systemic Oppression - The 4 I's

- Internalized- Implicit Bias, Unconscious Bias, Internalized Privilege, Internalized Oppression.
- Interpersonal- Macroaggression, Microaggression, Stereotype Threat.
- Institutional- Explicit and Implicit Policies/Practices.
- Ideology- Race, Racism, Privilege, White Privilege, White Supremacy, Whiteness, Systemic Oppression, Structural Racism



WHAT IS BIAS AND WHEN DOES IT OCCUR?



- Biases (conscious or unconscious) are thoughts and feelings for which people are unaware and which influence judgements.
- Biases are rooted in preferences for or against something, which may lead to favorable or unfavorable biases.

When do Unconscious Biases Occur?


To understand our unconscious biases we must learn when they are most likely to occur.

Unconscious biases happen automatically and are triggered by our brain making quick judgments and opinions of people and/or situations. They occur when your preferences towards or against something impacts your actions. These behaviors happen most frequently when under pressure, multitasking, or simply being in a hurry.



Building Cultural Competency in Leadership

Cultural competence is the ability of a leader to skillfully manage and support people, combining knowledge and skills with awareness, curiosity and sensitivity for other cultural beliefs.



How leaders can develop cultural competence:

Listening actively

Asking open and
curious questions

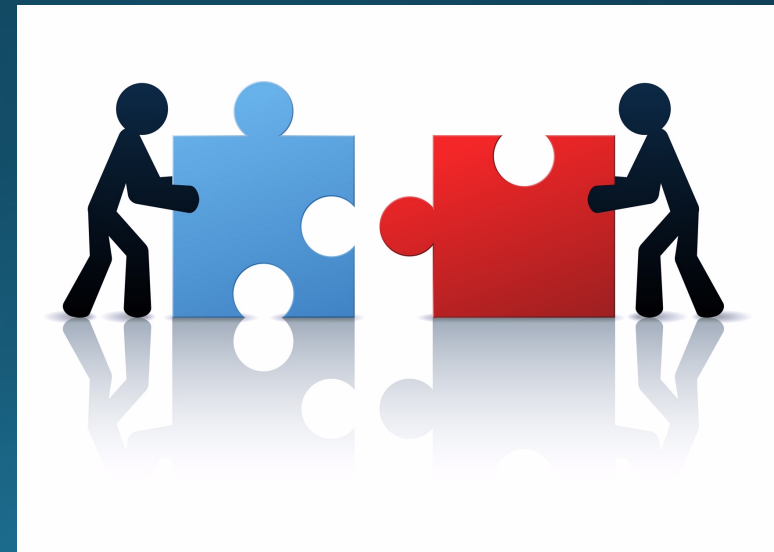
Displaying
empathy without
judgement

Facilitative Leadership

- **LEADER:** A person who has commanding influence (power).



FACILITATE: To make easy or possible.



A Facilitative Leader:

Facilitative Leaders: Empower others to work together and achieve common goals through relationships, processes and outcomes. They make it easier for people to:

- Think, understand, & communicate their thoughts
- Work with others and focus on group goals and outcomes
- Speak up when there are challenges
- Make and carry out decisions
- Allow members to develop their own leadership potential
- Achieve high quality results through the group's abilities



Lesson #3: Leadership Is About Having A Vision For Equity



Lesson #4:
Leadership Is About
Inspiring Trust



Lesson #5: Leadership Is About Seeing Possibilities



How many
rectangles
do you see?

