

## Results shared leadership model

Why share leadership? History has shown us that shared leadership – in any group of humans – deepens commitment to the group, broadens ownership, develops skills and makes for a more fulfilling experience. On the flipside, when group members are merely the recipients of the direction of others, they are more likely to feel disengaged, disempowered, frustrated, under-utilized and under-appreciated. Group Leaders in those situations are also more likely to feel overwhelmed and drop the ball on important tasks that build the group.

It is for this reason that Results Canada coaches each group to have 3-4 people on their leadership team. Amongst these is the Group Leader who is the key contact with Results staff. But beyond these formal roles, leadership can be assumed by all members of a group.

### what is a leader? A leader is someone who:

1. Mobilizes around a condition, problem, or possibility
2. Engages in actions that they design to resolve, transform or fulfill the problem, condition or possibility
3. Examines and learns what works and what doesn't
4. Creates sustainability to ensure the transformation, resolution or fulfillment of the issue, condition or possibility beyond the foreseeable future.

*Leading* is causing such conversations to occur. Leaders generate ownership and call forth committed action.

When these four actions are widely present and available in a community, an “operating state of leadership” is present. People step up and take the needed actions. Often, these are people who neither see themselves, nor their actions, as leaders or leadership. They simply “do what’s there to be done.” When this kind of leading occurs in a community, no one person is held or viewed as THE leader. Instead, numerous leaders arise as needed, to cause conversations to bring about the actions noted above. The community members experience themselves as “the ones” who accomplish the result. Individual people may be acknowledged for specific actions taken, but every person in the community owns the experience of accomplishment. Good leadership allows individuals to thrive and reach their full potential, and work to create a world that works for all of us, now and into the future. Leaders must enable each of us to participate in the big issues of our time, by doing what is doable, where we live.

Even if you aren't a member of a Group Leadership Team, you can be the one to start a conversation for a Results group - a public conversation. Start with people you know and ask them to invite people they know. Leading is as simple as that. The task of leaders is to explore, experiment and distinguish what sustains change, calling for concerted effort to track initiatives, notice what does and does not work, distinguish the common practices, metrics, principles, and models. Our task is to look authentically, to listen, to see and hear what is missing and how it can be provided. In this way, the opportunity and responsibility to lead is within each of us.

## basic requirements of a Results group coordinator

The Group Leader leads the Leadership Team in activities that ensure group members are engaged and have the information and resources they need to take action. Approximate time required monthly: +4 hours (2 - hour group meeting + monthly communication with National Public Engagement Coordinator + tasks around key responsibilities).

### Key Responsibilities:

- Keep in touch with Results Staff and take information and requests back to the Leadership Team and/or group and vice versa.
- Ensure group activities are reported each month to Results staff via the [Action Tracker](#)
- Hold your Leadership Team members accountable for completing responsibilities promised.
- Mentor your replacement. Rotating the Group Leader position is healthy for the group.

## basic requirements of Results group leadership teams

Made up of at least 4 individuals, in addition to the Group Coordinator, the Group Leadership Team shares leadership that ensures group health and action taking including (but not limited to); planning of monthly meetings/activities, support and encouragement to citizen advocates for taking action, planning recruitment and retention activities. Approximate time required monthly: +3 hours (2 - hour group meeting + tasks around responsibilities)

**Joint key responsibilities (most groups have found this requires a team planning meeting each month):**

- Planning monthly meetings/activities
- Encourage citizen advocate action, track it and share it with staff via the [Action Tracker](#)
- Planning recruitment and retention activities
- Planning fundraising activities
- Be present on quarterly National Calls (usually first Sunday of month)

**Between the partners, the following responsibilities should be shared and occasionally rotated to ensure all partners have experience in all tasks in case one cannot participate for a period of time:**

- Personal phone calls or emails to active group members at least once a month to encourage and support action; record actions taken on the Action Tracker.
- Promote meetings widely.
- Lead facilitation of meetings.
- Contact contributors to meetings (group members with specific roles/tasks, guests, etc.) to ensure they are ready.
- Coordinate the logistical elements of meetings e.g. room reservations, coordinating snacks, AV equipment, etc.
- Coordinate recruitment activities and activities that give special attention to new recruits so that they feel welcome, oriented, supported and needed.
- Responsibility for MP meetings/calls – ensuring meeting time is confirmed, coordinating group and roles in meeting, ensuring follow up is completed.
- Coach citizen advocates on skills and confidence to advocate, participate.
- Constantly looking for opportunities for others outside of the Leadership Team to take responsibilities/tasks/roles.

Group leadership team members are not expected to do everything alone, be the 'boss' or know everything.

## qualities of a Results group leadership team member - could you be a Results group leader?

**People who volunteer their time and talents to co-lead Results groups are:**

- People with a strong commitment to making a difference in their community, country and world
- People who align with the [mission and vision of Results](#)
- People who share the passion and purpose of other Results citizen advocates
- People who see the 'big' picture and are not swayed by cynicism or resignation
- People who are compassionate, understanding and patient
- People who believe that a small group can make a big difference
- People who like to coach, teach, encourage others and have the perseverance to keep encouraging
- People who do what needs to be done but always look for openings to encourage others to participate and lead
- People who want to become more knowledgeable about poverty challenges and solutions
- People who want to gain more leadership and facilitation skills If you are interested in becoming a Group Leader, consult the current volunteer postings on the [Results Canada website](#) to see if there is an opening for a Group Leader near you!

## why become a member of a Results group leadership team?

- Being with like-minded and committed individuals.
- The satisfaction of engaging the community to realize their potential to create the political will to end extreme poverty.
- Learning new leadership and facilitation skills.

*Updated: March 2020*