





Arizona  
**LeaderForce**



The  
**Collaboration**  
for a New Century



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(March 2011 Version)





## PROGRAM OVERVIEW





## **AZ LeaderForce Program Terms and Definitions**

### **The Collaboration for a New Century and AZ LeaderForce**

AZ LeaderForce is an initiative of the Collaboration for a New Century (the Collaboration – CNC). CNC is a Valley-based non-profit organization that rallies political, business and other stakeholders around significant quality-of-life issues. AZ LeaderForce provides the framework to develop a network of compassionate community leaders (“Coaches”) and human service partners (“Blue Ribbon” agencies) that are addressing these important issues. By 2020, the Collaboration hopes to engage more than 400 community leaders through AZ LeaderForce. These leaders will work with proven programs that will positively impact more than 500,000 people.

### **Blue Ribbon Agencies**

Each year, the CNC identifies six “Blue Ribbon” non-profit agencies that have the potential to greatly impact the community, but need additional assistance. The agencies are chosen to participate based on their track record of being innovative, community based, holistic, collaborative, and outcome focused. Finally, each agency must also fit into one of six human service categories: child development, education (youth), affordable housing, job training, family support, and affordable health care.

### **Projects**

In agreement with the agency staff and board of the directors, each of the six agencies selects at least one project that will help build their capacity and expand their impact. In some cases, the agency may select multiple projects.

### **Coaches**

AZ LeaderForce Coaches are business or civic leaders interested in sharing their expertise with a Blue Ribbon non-profit agency to help improve and expand the agency’s services.

### **Champions**

AZ LeaderForce Champions are Coaches from a previous year that agree to serve again. In addition to sharing their expertise, their main responsibility is to lead and advise the Teams. This includes providing insight and guidance to new Coaches in the development of their projects.

### **Coaching Team**

CNC partners four to six AZ LeaderForce Coaches and Champions with a Blue Ribbon agency, determined by their expertise and the agency’s needs. These Coaches/Champions form a Team that will be assisted and guided by CNC staff.

### **AZ LeaderForce Team**

The AZ LeaderForce Team is the combination of all six Coaching Teams.



## AZ LeaderForce Objectives & Activities

### Purpose:

Moving from ambition to meaning - Developing constructive relationships

### AZ LeaderForce Objectives:

#### 1. Raise Quality of Life Awareness

- Understand and participate in the operations of Six Blue Ribbon agencies
- Engage in non-profit environmental scanning
- Increase awareness of the Valley's economic future and demographic changes
- Discuss the quality of life issues serviced by the Blue Ribbon agencies
- Advance the objective of widened prosperity

#### 2. Enhance Personal Leadership Skills

- Enhance critical thinking abilities
- Increase awareness of your ethics
- Identify and apply various leadership characteristics
- Distinguished between responsibility and accountability
- Comprehend and appreciate individual influence
- Learn to help without being overwhelmed

#### 3. Develop Social Responsibility Acumen

- Enhance the ethic of service
- Embrace the diversity and inclusion of others
- Discuss the *social responsibility* of business
- Define and model effective volunteerism
- Match perceived unlimited opportunities with limited resources

#### 4. Create Community Networking Structure

- Amplify and enjoy social networking
- Communicate via Collaboration Web site and bulletin board
- Participate Blue Ribbon Agencies Forum
- Promote Blue Ribbon Agencies All-Star Series
- Play a part in other collaboration activities

#### 5. Complete Projects Successfully

- Identify agency needs and project scope
- Manage project process effectively and efficiently
- Define and measure project results
- Design long-term impact of project
- Ensure teamwork and collaboration in project construct



## Coaching Team Roles and Responsibilities

### Coaching Team

CNC partners four to six AZ LeaderForce Coaches and Champions with a Blue Ribbon agency, determined by their expertise and the agency's needs. These Coaches/Champions, along with the Blue Ribbon agency staff form a Coaching Team.

### Team Purpose

The central function of a Team is to learn and grow together, developing a strong relationship with each other and their Blue Ribbon agency, culminating in the completion of a project(s). While completing a project is critical, the awareness building and personal development of each Team member is just as important. The Team should keep in mind all five AZ LeaderForce objectives: 1) raise awareness about quality of life issues; 2) enhance personal leadership skills for its participants; 3) create a community networking structure to get people talking and working together; 4) develop social responsibility acumen with its business volunteers; and 5) successfully complete an important project for its Blue Ribbon agencies.

### Head Coach

This will be a Champion. The Head Coach has primary responsibility of facilitating meetings for the Team and ensuring progress. They should be available to resolve disputes and work to maintain a positive, productive relationship with their Blue Ribbon agency and other Team members.

### Assistant Head Coach

This is another member of the Coaching Team. The Assistant Head Coach has the primary role of communicating with the Team. They will maintain a list of Team members and provide regular communication to the Team and CNC staff. They will be the "note-taker" to take notes at meetings and record action items.

### Coaches

A Coach will work to:

- Get to know their agency and learn about the issues it is confronting
- Build a positive relationship with other members of their Team
- Identify ways to help their agency develop capacity in specific areas
- Offer appropriate help based on their expertise and experience
  - Past examples include strategic planning, process improvements, marketing, staff and board development, technology, and finances.
- Commit to taking on a tangible role with the project - consider taking on more of a challenge to develop personal skills
- Reach out to their community contacts to find other ways to help
- Ensure the successful attainment of all five AZ LeaderForce objectives
- Do their part in assisting the agency to successfully transition the project long-term
- Honor your commitments

### Champions

In addition to providing the same type of assistance as a Coach (as needed), a Champion's primary responsibility is to provide leadership opportunities and strategic guidance to new Coaches and their assigned agency based on their experience.

### Agency Representatives

Each agency is required to commit a minimum of three individuals who can actively participate in the process. This should include the Executive Director/CEO (or designee), a key staff person, and one board member. While different board members can attend each required meeting, the same staff representatives should be present at every meeting.

Agency representatives will work with their Team to help them understand their agency and identify possible projects for them to work on. Agencies should be careful not to grow dependent on their Team, but work to improve their own capacity to carry on the work after their Team's service is complete.



## AZ LeaderForce Coach Job Description

**Objective:** An AZ LeaderForce Coach works in a team of four to six other volunteers with a designated non-profit agency to discover what they do and assist them with a strategic need. A Coach strives to develop a strong relationship with their non-profit partner and make the most of this volunteer opportunity. The means to this effort will be the completion of a needed tangible project for their non-profit partner.

**Location:** The main AZ LeaderForce meetings will be held at the University of Phoenix Northwest Campus at 2550 W. Union Hills Drive (NE side of I-17 exit) in rooms 102 & 103. There will be seven AZ LeaderForce sessions in **2011: April 8, May 6, June 17, July 29, September 9, October 21, and December 9.** Meetings will begin at 9:00 a.m. and run approximately to 3:00 p.m. Other meetings will take place between these sessions at the non-profit agency site.

### Key Responsibilities

- Get to know their agency and learn about the issues it is confronting
- Build a positive relationship with other members of their Coaching Team
- Identify ways to help their agency develop capacity in specific areas
- Offer appropriate help based on their expertise and experience, for example: strategic planning, process improvements, marketing, staff and board development, technology, and finances
- Commit to taking on a tangible role with the project
- Reach out to their community contacts to find other ways to help
- Ensure the successful attainment of all AZ LeaderForce objectives
- Do their part in assisting the agency to successfully transition the project long-term

**Qualifications:** Strong organizational and motivational skills. Demonstrated team player with ability to gain trust and confidence with colleagues. Ability to work with people from a variety of culturally diverse backgrounds. Effective communication skills and strong interpersonal skills. Problem-solving ability and dependability. This position requires a willingness to work weekends and evenings as necessary.

**Average Time Commitment:** 8-10 hours per month. The program runs from April to December.

**Support:** Training for this position will be provided. In addition, AZ LeaderForce staff will be available for questions and assistance.

**Measure of Success:** While completing a project is the primary tangible outcome, the awareness building and personal development of each Coach is just as important. The Coach should keep in mind all five AZ LeaderForce objectives: 1) raise awareness about quality of life issues; 2) enhance personal leadership skills for its participants; 3) create a community networking structure to get people talking and working together; 4) develop social responsibility acumen with its business volunteers; and 5) successfully complete an important project for its non-profit agency partner. Above all else, our Coaches are expected to have fun!

**Benefits:** Gain experience in working on important key community issues. Play a key role in shaping a non-profit's future that will ultimately impact the lives of vulnerable people. Opportunity to network on different levels, improve leadership skills, and gain experience that can be used on the job.

**Application:** Send an e-mail of interest along with a bio or resume to Steve Capobres at [scapobres@cox.net](mailto:scapobres@cox.net) or go to <http://www.thecollab.org/azsubmitresume.php> to submit on-line. For questions, call 480-699-3356.



## AZ LeaderForce

### Program Ground Rules

1. Embrace the experience and opportunity - honor your commitments
2. Set your intentions regularly
3. Be an active listener - respect and motivate
4. Keep best interest of the agency in mind - respect time on all sides
5. Be open and transparent - respect confidentiality
6. Communicate consistently and timely
7. Get traction early and keep moving - recognize and celebrate wins
8. Stay connected to other groups - share resources
9. Apply the experience to your professional and personal life
- 10. Have fun!**

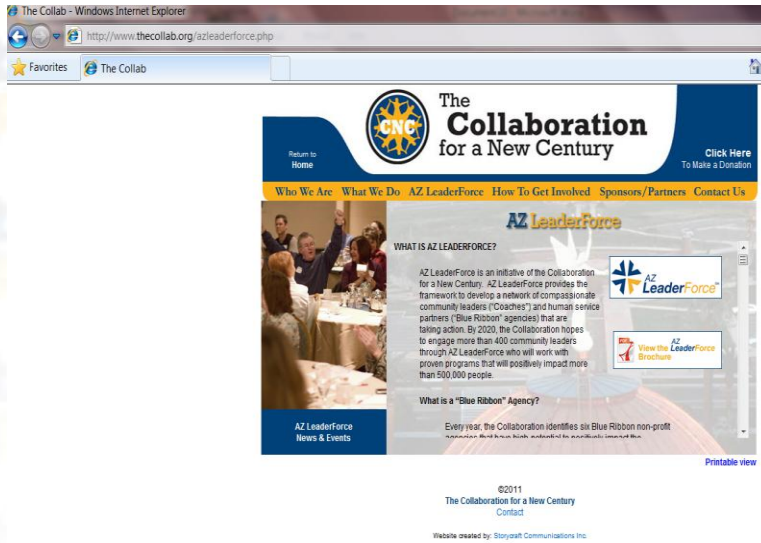
*Others (from participants):*

-



## Communication and Information Tools

**Website: [www.thecollab.org](http://www.thecollab.org)**



**Facebook:**



**Conference Call Number:**

- Phone number – 1-877-886-3404
- Code - 5551109
- Leader PIN - 1990





The **Collaboration**  
for a New Century

2010 Annual Report

## AZ LeaderForce Engages Leaders for the Community

The Collaboration for a New Century (CNC) works to increase community involvement in effective programs that have a positive impact on Arizona's quality of life through an initiative called "AZ LeaderForce." AZ LeaderForce is an annual process of engaging a select group of volunteer leaders to inspire, equip and meaningfully involve them in efforts to meet community needs. After four years, CNC has had 85 unique volunteers assisting 24 critical programs that help thousands of people. Each year, over 30 new and returning volunteers work in teams with six new partner non-profit organizations called "Blue Ribbon" agencies. These volunteers allow agencies to expand their services by providing help in areas such as: strategic planning, process improvements, marketing, staff and board development, technology, or finances.



The Collaboration for a New Century  
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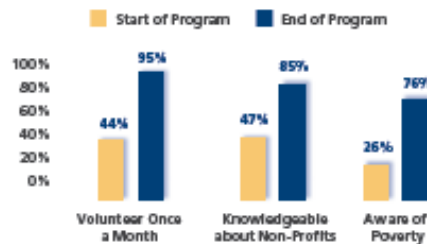
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**AZ LeaderForce**  
Rodo Sofranac

## VOLUNTEER CHANGES IN KNOWLEDGE AND ATTITUDES



AZ LeaderForce provides a network of community leaders and human service partners taking action.

**Step 1** — We identify, through a rigorous screening process, Blue Ribbon human service agencies that have proven results.

Blue Ribbon agencies focus on:

- Affordable housing and health care
- Family support and job training
- Education and child development

GOAL

Increase the agencies' capacity, improving and expanding services to assist more people.

**Step 2** — We connect business and civic leaders with Blue Ribbon agencies, facilitating a one-year partnership to build their capacity and expand their impact.

Business/civic leaders offer their:

- Time
- Expertise
- Resources

GOAL

Re-establish the ethic of community involvement and social responsibility in a new generation of business and civic leaders.

## 2010 AZ LeaderForce Score Card

In 2010, 33 volunteers spent a total of 2,800 hours getting to know six Blue Ribbon agencies while working on needed projects. When you combine the value of their donated expertise along with cash donations and other pro bono services, the tangible contribution of AZ LeaderForce was well over \$300,000. All participants (both volunteers and agency staff) thought their participation in AZ LeaderForce made a difference. More specifically, participants indicated the following based on a post program survey:

### AZ LeaderForce Objectives Achieved (Strongly Agree or Agree)

1. Raised quality of life awareness	90%
2. Enhanced personal leadership skills	93%
3. Created community networking structure	100%
4. Completed projects successfully	93%
5. Developed social responsibility acumen	93%

### Major Areas of Learning

Collaboration: team building & working together	87%
Leadership: visioning & advancing a project	83%
Interpersonal: communication & diplomacy	73%

### How Agency Was Helped (in addition to projects)

Strategically: moving them into the future	86%
Creatively: bringing fresh ideas	79%
Inspirationally: staff motivated by experience	79%
Visibly: new community connections	48%
Technically: building staff capacity	35%
Financially: new resources were obtained	31%

### Specific Skills Used by Volunteers

Organizational development	80%
Strategic planning	75%
Community relationships	60%
Management/administrative	50%
Public relations	40%
Finances or Fundraising	40%

## About The Collaboration for a New Century

The Collaboration for a New Century (CNC) was formed in 1999 by former Phoenix Suns owner Jerry Colangelo and his friend Dr. Bill Starr whose concern for the Valley's poor led them to take action. They understood that in order to improve living conditions, basic human needs must be addressed more effectively through collaboration. CNC's vision is to see business, faith, philanthropy and government leaders working together to ensure that individuals and families in vulnerable communities have healthy, independent lives. Our mission is to cultivate leadership and social sector partnerships to improve Arizona's overall quality of life and raise Arizona's status as a state that cares.



2010 AZ LeaderForce Team

### 2010 AZ LeaderForce Volunteers

AZ LeaderForce volunteers are referred to as "Coaches" or "Champions" (those who return for another year). They choose to participate for three primary reasons: 1) make a difference, 2) grow professionally, and 3) network—build long-lasting community relationships. Two-thirds of our volunteers come to AZ LeaderForce in the second half of their careers, while the other third represents the next generation. All indicate that AZ LeaderForce provides them a way to make a significant and meaningful contribution in a short period of time.

Michael Andrews*	Andrews & Associates
Joel Bjorkstrand*	On The Way Ministry
Michale Brazzler*	Discover Financial Services
Debbie Broosmann	U.S. Department of Housing & Urban Development
Peter Burger	Monarch Communities
Michael Certo	Imortgage
Victoria Crawford	Way of Discovery
Kathy Dreyer	RSC Equipment Rental
James Goergan	Architectural Millwork Design
Kath Groner	Wells Fargo Bank
Terry Hamlin*	ALL-IN Inc.
Tom Hoover*	Design Arts Inc.
Rebecca Kanyon	UBS Financial Services
Douglas Lanz	University of Phoenix
Christopher Long*	Honeywell Aerospace
John Lyman*	Intl Corporation (Retired)
Jayson Matthews	Tempe Community Council
Scott McClintock*	Rio Hondo Yachts
Randal Mills*	U.S. Bank
Frank Mittin	NPO Backstop
Joanna Morrow	Strategic Benefits Consultants
Ely Oliveira	Harvest Foundation
Larry Ortega	Collins International
Charles Provine*	Solar Hawk Enterprises
Mark Publow*	Charity Impact
Heldi Schaefer*	Salt River Project
Brian Swanton	Goman & Company
Sandy Tiller	Community Volunteer
Jim Tiggs	Money Management International
Kath Underwood	Imperial Club Management
Deborah Ward*	Western Governors University
Jim Walter	Jim Walter Consulting Services
Dawn Wharton	Consumer Credit Counseling Service Southwest

\* Champions

### Blue Ribbon Agencies and Projects



			Operational or Program Improvements	Business or Strategic Plan	Funding	Marketing	Volunteer Recruitment & Management	Buildings & Facilities	Websites & Technology
Child Development	2010	Hope Village	✓	✓	✓	✓			
	2009	Childhelp	✓			✓			
	2008	Aid to Adoption of Special Kids (AAS K)	✓				✓		
	2007	Glendale Family Development Center	✓	✓					
Education (Youth)	2010	MentorKids USA	✓	✓					✓
	2009	Arizona Quest for Kids	✓		✓	✓			✓
	2008	Greater Phoenix Youth at Risk				✓	✓	✓	✓
	2007	Big Brothers Big Sisters of Central AZ	✓			✓	✓		
Affordable Housing	2010	Habitat for Humanity Central AZ	✓			✓			
	2009	Arizona Housing Inc.		✓				✓	
	2008	Homeward Bound	✓						✓
	2007	Community Services of A.Z (CSA)	✓						
Job Training and Placement	2010	Greater Phoenix Urban League				✓			
	2009	Concerned Citizens for Community Health	✓				✓		
	2008	Arizona Opportunities Industrial Center (OIC)			✓	✓		✓	
	2007	Arizona Women's Education and Employment (AWEE)		✓	✓				
Family Support	2010	UMOM New Day Centers			✓	✓			
	2009	Open Table	✓			✓			
	2008	Helping Hands for Single Moms				✓			
	2007	Save the Family			✓	✓			
Affordable Healthcare	2010	Keogh Health Connection	✓	✓	✓		✓		
	2009	Mission of Mercy	✓				✓		
	2008	St. Vincent De Paul, Virginia G. Piper Clinic		✓					
	2007	Chandler Care Center		✓					✓

2011 agendas are: Downtown Urban Community Kids (DUCK), Tumbleweed Center For Youth Development, Neighborhood Housing Services of Southwestern Maricopa County, Lodestar Day Resource Center, Catholic Charities Community Service, and Neighborhood Outreach Action for Health (NOAH).

### Major 2010-2011 Supporters



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Contact us at: [info@thecollab.org](mailto:info@thecollab.org) or call 480-664-6377

[www.thecollab.org](http://www.thecollab.org)



## PROCESS OVERVIEW (Project Milestones)





## AZ LeaderForce 2011

### Activity Schedule

- February 4<sup>th</sup>    **LeaderForce Orientation with Agencies**
- February 18<sup>th</sup>    **Summit**
- March 10<sup>th</sup>    **A.M. Champions Orientation**  
**P.M. Coaches Orientation**
- April 8<sup>th</sup>    **Session #1 - Getting to know each other and agency introductions**
- May 6<sup>th</sup>    **Sessions #2 - Team building and team selection**
- May – June    **Agency Site Visits**
- June 17<sup>th</sup>    **Session #3 - Team agency discoveries**
- June    **All-Star Series Workshop**
- July 29<sup>th</sup>    **Session #4 - Project selection and training**
- Aug    **All-Star Series Workshop**
- September 9<sup>th</sup>    **Session #5- Training and updates**
- Sept    **All-Star Series Workshop**
- October 21<sup>st</sup>    **Session #6 - Training and updates**
- December 9<sup>th</sup>    **Session #7 - Final presentations**

*All gatherings are held at the University of Phoenix Northwest Learning Center  
2550 W. Union Hills Drive - NE side of I-17 Union Hills exit*



## AZ LeaderForce Projects

### Project Overview

- Should match the **expressed need** of agency (preferably something it is trying/planning to do)
- Realistic and **achievable** with clear objective(s) and anticipated outcome(s) [at least one, can be multiple]
- Can be the execution of an **activity or** development of a **plan** the agency can implement. Clear definition what the **team** plans to complete by the end of the year (**short-term**) and what the responsibilities of the **Blue Ribbon agency** will be moving forward (**long-term**).

### Project Outline

Projects should be developed with the following in mind:

1. **Project Identification:** Creativity of ideas and project appropriateness; project addresses a pressing problem/opportunity and advances the agency's mission.
2. **Project Management:** Project was well documented with goals, specific timelines and deliverables; all team members engaged; team demonstrated fun and enthusiasm.
3. **Project Results:** Project goals were met with clear accomplishments of tasks; increased participant knowledge and capacity; met and/or exceeded the agency's expectations.
4. **Project Long-Term Impact:** Agency has the ability to sustain the project on their own; project will have a significant impact on the community and is a model for others.
5. **Project Teamwork and Collaboration:** Team showed support for one another and other teams; other volunteers were brought in; collaborations with other organizations were formed.

### 2011 Project "Deliverables"

Session 2 May 6	<b>Team Formation:</b> <ul style="list-style-type: none"> <li>• Team selection, role agreements and identification of team name</li> <li>• Team building activities</li> <li>• Team site visit and meeting schedule (outside meetings)</li> </ul>
Session 3 June 17	<b>Agency Discoveries:</b> <ul style="list-style-type: none"> <li>• Team presentation to introduce their agencies               <ul style="list-style-type: none"> <li>– Agency issues and opportunities</li> </ul> </li> <li>• Short list of possible projects (scope and definition)</li> </ul>
Session 4 July 29	<b>Project Initiation:</b> <ul style="list-style-type: none"> <li>• Project identification and agency signoff</li> <li>• Project objectives and anticipated outcomes</li> <li>• Project timeline and deliverables</li> <li>• Individual roles and assignments</li> </ul>
Session 5 September 9	<b>Project Progress Report:</b> <ul style="list-style-type: none"> <li>• Accomplishments since last meeting               <ul style="list-style-type: none"> <li>– Successes and challenges, project adjustments (if any)</li> </ul> </li> <li>• Activities between now and the next meeting</li> </ul>
Session 6 October 21	<b>Project Progress Report and Final Preparations:</b> <ul style="list-style-type: none"> <li>• Remaining project tasks to be finished</li> <li>• Final presentation outline and assignments</li> </ul>
Session 7 December 9	<b>Final Project Presentations</b> <ul style="list-style-type: none"> <li>• Team presentation and self assessment</li> </ul>



**Project Plan Outline**  
(Suggested)

**A project plan should consist of:**

- a. Project or projects defined
- b. Expected short-term project outcome (by December)
- c. Expected longer-term project outcome (after AZ LeaderForce)
- d. Project objectives and expected outcomes
- e. For each objective: action steps, who's responsible and due dates

**Each project plan should have the following. Complete more than one if multiple projects.**

<b>Project #1:</b>	
<b>Expected Short-Term Outcome (by December):</b>	
<b>Expected Longer-Term Outcome (after AZ LeaderForce):</b>	
<b>Project Objective(s)</b>	<b>Expected Outcome</b>
a.	
b.	
c.	

**Each project should outline objectives & actions steps. Use multiple charts for more than 1 objective.**

<b>Project Objective #1:</b>		
<b>Expected Outcome:</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Due</b>
a)		
b)		
c)		

<b>Project Objective #2:</b>		
<b>Expected Outcome:</b>		
<b>Action Steps</b>	<b>Who</b>	<b>Due</b>
a)		
b)		
c)		

**Session Two Team Deliverables**  
*Team Formation*

<p>1. <b>Agency/team introductions (team building activity)</b></p>	<p>a. <b>Introduce each member of the Team.</b></p> <p>b. <b>Take one question on "All about You" and talk about it.</b></p> <p>c. <b>What are some of your expectations, as coaches, champions and agency staff?</b></p>
<p>2. <b>Coaching team role agreements</b></p>	<p>d. <b>Review and discuss the Coaching Team Roles and Responsibilities.</b></p> <p>e. <b>Review and discuss the AZ LeaderForce Team Agreement (next page). Discuss any concerns. Add any additional important items to your Agreement.</b></p>
<p>3. <b>Obtain agreements and commitments</b></p>	<p>f. <b>Fill in the blanks on the Agreement: How many meetings. Head Coach. Assistant Head Coach.</b></p> <p>g. <b>Discuss when and where you will meet outside of AZ LeaderForce meetings?</b></p> <p>h. <b>Have each member sign the agreement.</b></p>
<p>4. <b>Site visit scheduled</b></p>	<p>i. <b>When will your site visit take place?</b></p> <p>j. <b>What do you plan to do during the visit?</b></p>
<p>5. <b>Team name</b></p>	<p>k. <b>What's a fun name we can call your Team?</b></p>



### AZ LeaderForce Team Agreement

**Blue Ribbon Agency & Team Name:**

**Purpose:** Our Team will strive to develop a strong relationship with our Blue Ribbon partner agency and with each other in order to learn, grow and make the most of this opportunity. The means to this effort will be the completion of a needed tangible project for our Blue Ribbon agency.

**Expectations:** Our Team expects open, constructive communication, respectful comments and behavior, and an equal effort from each individual. Above all else, our Team is expected to have fun! For our volunteer Team members, our Team will pursue the highest agency satisfaction level possible through efficient time management and teamwork. For our agency supporting staff, our Team will provide the information and support necessary to help our volunteers have the best experience possible.

**Meeting Rules:** Our Team will have \_\_\_\_\_ meetings, and we will be on time to these Team meetings. \_\_\_\_\_ is the Head Coach, and \_\_\_\_\_ is the Assistant Head Coach. The Team is committed to the project deadlines and will remain active on the project.

**Meeting Expectations and Strategies for Conflict Resolution:** If any Team member cannot make our meetings, then that person should let others know as soon as possible via group e-mail. If any Team member feels that they cannot meet expectations, then they should discuss the issue with the Head Coach as soon as possible. If there are any issues or problems between two specific Team members, then they should be discussed between those two individuals. However, if it is a group issue, then the problem will be addressed at our regular meetings. Our most important tool for resolving conflict is open communication, where we will strive to identify alternative solutions that are acceptable to the entire Team.

**Other Items Important to Our Team:**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name 1

\_\_\_\_\_  
Name 4

\_\_\_\_\_  
Name 7

\_\_\_\_\_  
Name 2

\_\_\_\_\_  
Name 5

\_\_\_\_\_  
Name 8

\_\_\_\_\_  
Name 3

\_\_\_\_\_  
Name 6

\_\_\_\_\_  
Name 9

**Session Three Team Deliverables  
Site Visit Agenda  
Agency Discoveries**

<p>1. <b>Understanding your agency</b></p>	<p>a. <b>What is the mission of your agency?</b></p> <p>b. <b>What are its goals and objectives?</b></p> <p>c. <b>What are its major programs?</b></p> <p>d. <b>What kind of impact has it had on the community?</b></p>	
<p>2. <b>Agency issues and opportunities</b></p>	<p>e. <b>Briefly, what are the agency's major strengths?</b></p>	<p>f. <b>What are the agency's weaknesses?</b></p>
	<p>g. <b>What are the agency's opportunities?</b></p>	<p>h. <b>What are the agency's threats?</b></p>
<p>3. <b>Short list of possible projects (scope and definition)</b></p>	<p>i. <b>What are the possible projects your agency shared with the team?</b></p> <p>j. <b>Are there any additional projects that could be taken on?</b></p> <p>k. <b>What is your project short list (include scope and definition)?</b></p>	
<p>4. <b>Session 3 presentation</b></p>	<p>l. <b>What form will your agency presentation take for Session 3? Who will do what part in the presentation (<i>all are expected to participate</i>)?</b></p>	
<p>5. <b>Team building</b></p>	<p>m. <b>Take one question on "All about You" and talk about it.</b></p> <p>n. <b>How well is your Team doing? How can you work better? Are you working toward accomplishing the five main AZ LeaderForce objectives?</b></p>	

**Session Four Team Deliverables**  
*Project Initiation*

<p><b>1. Project identification (at least one, can be multiple)</b></p>	<p>a. What is your project or projects?</p> <p>b. What do you hope to achieve by December? What do you think the longer-term impact will be after AZ LeaderForce?</p> <p>c. Is it realistic and achievable for your agency?</p>
<p><b>2. Agency signoff</b></p>	<p>d. When did your agency's CEO and board of directors sign off on the project(s)?</p> <p>e. What are their expectations?</p>
<p><b>3. Project objectives and anticipated outcomes</b></p>	<p>f. List your project objectives and expected outcomes:</p>
<p><b>4. Project timeline and deliverables</b></p>	<p>g. What are the major action steps to achieve your objectives? What is the deliverable for each action step and who will be responsible for completing and when?</p>
<p><b>5. Team building</b></p>	<p>h. Take one question on "All about You" and talk about it.</p> <p>i. How well is your Team doing? How can you work better? Are you working toward accomplishing the five main AZ LeaderForce objectives?</p>

**Session Five Team Deliverables  
Project Progress Report**

<p><b>1. Accomplishments since last meeting</b></p>	<p>a. <b>What were your major accomplishments (action steps) since the last meeting?</b></p>
<p><b>2. Activities between now and the next meeting</b></p>	<p>b. <b>What needs to be done in time for the next meeting? Who will be responsible?</b></p>
<p><b>3. Successes and challenges</b></p>	<p>c. <b>What has gone well so far?</b></p> <p>d. <b>What are your major challenges or obstacles? How do you plan to alleviate these issues?</b></p>
<p><b>4. Project adjustments (if any)</b></p>	<p>e. <b>Are you on schedule based on your timeline? If not, what adjustments do you plan to make?</b></p>
<p><b>5. Team building</b></p>	<p>f. <b>Take one question on "All about You" and talk about it.</b></p> <p>g. <b>How well is your Team doing? How can you work better? Are you working toward accomplishing the five main AZ LeaderForce objectives?</b></p>

Session Six Team Deliverables  
Final Project Presentation Preparation

<p>1. Project completion status</p>	<p>a. What remains to be done to complete our project by December? Who will be responsible?</p>
<p>2. Project Presentation Outline</p>	<p>b. Review and discuss the project presentation outline below. Who will do what to help prepare the presentation?</p> <ul style="list-style-type: none"> <li>• <b>Project Identification:</b> How creative and appropriate was your project? Did it address a pressing problem/opportunity? Will it advance the agency's mission?</li> <li>• <b>Project Management:</b> Was the project well documented with goals, specific timelines and deliverables? Were all team members engaged? Did the team show enthusiasm and have fun?</li> <li>• <b>Project Results:</b> What was accomplished? Were the project goals met with clear accomplishments? Did all participants increase their knowledge and capacity? Did the project meet or exceed the agency's expectations?</li> <li>• <b>Project Long-Term Impact:</b> Will the agency have the ability to sustain the project on their own? Will the project have a significant impact on the community and will be a model for others?</li> <li>• <b>Project Teamwork and Collaboration:</b> Did the team show support for one another and other AZ LeaderForce teams? Were other volunteers brought in? Were collaborations with other organizations formed?</li> </ul>
<p>3. Project Presentation</p>	<p>c. Who will prepare the PowerPoint presentation for December meeting? Which team members will be responsible for what section of the presentation?</p>
<p>4. Self-discoveries—lessons learned</p>	<p>d. Review the following self-discovery questions for the next meeting. Come prepared individually to share.</p> <ul style="list-style-type: none"> <li>• What role did you have in the project and what were you able to accomplish?</li> <li>• What did you learn from the experience and what will be the lasting impact?</li> </ul>
<p>5. Team building</p>	<p>e. Take one question on "All about You" and talk about it.</p> <p>f. How well is your Team doing? How can you work better? Are you working toward accomplishing the five main AZ LeaderForce objectives?</p>



## AZ LeaderForce Project Completion Assessment

Ratings will be defined as:

- |   |   |
|---|---|
| 1. Not Covered – missing (0 points)               | 3. Satisfactory – Met criteria (2 points)       |
| 2. Unclear - Touched upon, but not clear (1point) | 4. Exemplary - Went above and beyond (3 points) |

Points will be multiplied by the corresponding weights (percentages).

### 1. Project Identification (15%)

Criteria	Score
• Project addressed pressing agency problem/opportunity.	
• Project will advance the mission and goals of the agency.	
• Creative and alternate approaches and/or solutions were offered.	
• Selected project appropriate (size and scope, achievability, etc.).	

### 2. Project Management (15%)

Criteria	Score
• Project was well documented with goals, specific timelines and deliverables.	
• Project was well managed.	
• Project engaged all team members effectively.	
• Challenges were communicated and effectively addressed.	
• Team demonstrated fun and enthusiasm during the experience.	

### 3. Project Results (15%)

Criteria	Score
• Project goals were met with clear accomplishments of tasks.	
• Project increased agency staff knowledge and organizational/program capacity.	
• Individual team members demonstrated increased knowledge and awareness.	
• Project has or will result in lower costs and/or increased efficiency for the agency.	
• Project has or will bring in additional outside resources.	
• Project met and/or exceeded the agency's expectations.	

### 4. Project Long-Term Impact (20%)

Criteria	Score
• Project has follow-up activities and plans to further implement the project.	
• Agency has the ability to sustain the project (and/or similar activities) on their own.	
• "Constructive Ethics Leadership" was modeled (other agency employees engaged).	
• Project will have a significant impact on the community (i.e. project will ultimately result in more clients served).	
• Project is a worthy model for others to learn from and/or emulate.	

### 5. Project Teamwork and Collaboration (35%)

Criteria	Score
• Team showed support for one another.	
• Team showed support for other teams throughout the entire year.	
• Other volunteers were brought in to collaborate on the project.	
• Collaborations between other Blue Ribbon, community-based agencies, or private businesses were formed.	



## TEAM DEVELOPMENT



## Teamwork Do's and Don'ts

### First the do's:

To reinforce teamwork and defuse conflict, do:

- Reserve judgment until you're sure you understand the situation under discussion.
- Acknowledge one another's contributions.
- Deal fairly with problems.
- Display openness to others' ideas and suggestions.

Also:

- Do make sure everyone has basic collaboration skills, including how to ask open-ended questions, how to practice active listening, and how to get along with others in conflict situations.
- Do create a norm for civility and respect by discussing good behavior, and seeking and rewarding good examples of it.

**One last do:** Constantly evaluate both your output and your process. In short, ask regularly, "*How are we doing?*"

### Now for teamwork don'ts.

To avoid unnecessary conflict, don't:

- Be aggressive.
- Attack others' ideas and opinions.
- Fail to let others express opinions (with rationales).
- Avoid group interactions (e.g., in hopes of avoiding conflict).
- Dominate the group.

Don't proceed without:

- A long-term vision.
- Sufficient commitment of time and money to accomplish the mission.
- Adequate planning.
- Adequate coaching and training.

### Groups develops through stages:

- **Orientation** - 1<sup>st</sup> stage - In a directive style the group receives an outline of their purpose, goals, rules, responsibilities and each members schedule.
- **Forming** - 2<sup>nd</sup> stage - Here group members are learning about each other through verbal and nonverbal communication. A plan develops with group focus on the problem. The leader is directive, tries to facilitate trust and openness, participation and creativity. Different views, ideas, opinions and thoughts are encouraged.
- **Storming** - 3<sup>rd</sup> stage - Members begin to trust and become cohesive. Leader is less directive but refocuses the group and starts to assign tasks. There is concern, criticism, confrontation and conflict in this phase.
- **Norming** - 4<sup>th</sup> stage - Here there is cohesion, commitment and cooperation, and trusting relationships have been established. The leader is less directive & more supportive. Problem solving starts to result in recommendations.
- **Performing** - 5<sup>th</sup> stage - In this stage there is challenge, consideration, creativity & consciousness. Members are active & accept their roles & responsibilities. The leader starts to function as another group member but still praises. Members begin to accept a leadership role. Elements of leadership, such as authority, influence & power become more evenly distributed among group members. Group members become empowered when they participate in the decision-making process.

## How to Run an Effective Meeting

Running effective meetings is a skill. It is more than just moving a group through the agenda. The keys are careful planning and attention to group process and follow-up. If you spend a little extra time up front, the group will be comfortable, everyone will feel they've been heard, decisions will be made, and people will leave with a sense of accomplishment and time well spent.

### A. Plan the agenda and goal

- **Use next "Coaching Team Session Agenda."** Use it both as a road map and a time planner. Prioritize topics making sure high priority items are not last. Estimate the number of minutes each item will take and assign a starting time for each. Allow time at the end to review what you've accomplished and talk about next steps.
- **Why are you meeting?** Make sure your Team knows why they are meeting and what you would like to end up with at the end of the meeting.
- **Gather information and research.** Make sure team members receive the information in advance or bring it to the meeting.

### B. Arrange the logistics.

- **Find a comfortable and convenient meeting space.** Try to meet in the same location. Arrange in advance for audio-visual equipment or materials such as markers and flip charts if needed.
- **Send out an announcement** of the date and time of the meeting with plenty of advance notice. Follow up with a telephone and/or e-mail reminder. People also appreciate receiving both a copy of the agenda and directions prior to the meeting.

### D. Keep the discussion on track.

- **State the purpose,** get agreement on the agenda and ground rules.
- **Honor time limits, but be sensitive to the need for discussion.** Allow the group to talk things through. If they want more time to discuss an issue, adjust the agenda. Recognize when there is consensus and move on. Be gentle but firm with people who speak too long or get off the subject.
- **Use a Parking Lot.** The parking lot is a process to control issues that are "off the subject". These issues are "parked" for future discussion and resolution.
- **Summarize** conclusions or decisions as each agenda item is completed.

### E. Promote participation and group discussion.

Plan a question or activity early in the meeting where each person is asked to contribute in turn.

- Ask open-ended questions and sincerely acknowledge each comment. Avoid value judgments.
- If one person is dominating, simply say, "Ok, let's hear from someone else."
- Listen carefully to each person. Make sure you understand what the speaker is saying.
- Use appropriate humor. It can release tension and get people talking.

### F. Assignments for the next meeting.

- **To do list.** Keep track of needed next steps and summarize at the end of meeting.
- **Responsible person.** Review who will do what by the next meeting.
- **Evaluate.** Take a moment and ask how well the Team is doing. Where could you improve? Is the Team working toward accomplishing the AZ LeaderForce objectives?

### G. Follow up.

Your work doesn't end when the meeting ends. Communicate the group's decisions to those who are affected so that decisions can be put into action. Make sure copies of the minutes are distributed. Remind people what they agreed to do.



### **Group Dynamics Resources**

#### **Group development resources:**

<http://brucetuckman.com/>

<http://www.businessballs.com/tuckmanformingstormingnormingperforming.htm>

[http://www.managementhelp.org/grp\\_skill/theory/theory.htm#anchor387149](http://www.managementhelp.org/grp_skill/theory/theory.htm#anchor387149)

[http://www.mindtools.com/pages/article/newLDR\\_86.htm](http://www.mindtools.com/pages/article/newLDR_86.htm)

<http://www.see.ed.ac.uk/~gerard/Management/art0.html>?<http://www.ee.ed.ac.uk/~gerard/Management/art0.html>

<http://www.scn.org/cmp/modules/bld-grp.htm>

<https://facultystaff.richmond.edu/~dforsyth/gd/>

<http://wilderdom.com/Group.html>

[http://managementhelp.org/grp\\_skill/grp\\_skill.htm](http://managementhelp.org/grp_skill/grp_skill.htm)

#### **Group assessment tools:**

[http://www.mindtools.com/pages/article/newTMM\\_84.htm](http://www.mindtools.com/pages/article/newTMM_84.htm)

<http://www.nwlink.com/~Donclark/leader/teamsuv.html>

[http://www.readwritethink.org/files/resources/lesson\\_images/lesson374/group-assessment.pdf](http://www.readwritethink.org/files/resources/lesson_images/lesson374/group-assessment.pdf)

<http://www.sterlingselesnick.com/Downloads/Teamwork%20Effectiveness%20Self%20Assessment%20Questionnaire.pdf>

#### **Conflict resolution techniques:**

[http://www.managementhelp.org/grp\\_skill/grp\\_cnfl/grp\\_cnfl.htm](http://www.managementhelp.org/grp_skill/grp_cnfl/grp_cnfl.htm)

[http://www.mindtools.com/pages/article/newLDR\\_81.htm](http://www.mindtools.com/pages/article/newLDR_81.htm)

<http://www.ohrd.wisc.edu/onlinetraining/resolution/index.asp>

[http://www.helpguide.org/mental/eq8\\_conflict\\_resolution.htm](http://www.helpguide.org/mental/eq8_conflict_resolution.htm)





## PERSONAL DEVELOPMENT



## Personal Deliverables – Know Yourself

### Getting to Know Yourself

- Complete written reflection to *All About You*.
- Present information from *All About You*.
- Provide personal updates.

### Being a Vital Team Member

- Get to know the LeaderForce Team members.
- Embrace the diversity of the LeaderForce members.
- Manage your roles as a multi-team member.

### Understanding Your Ethics

- Explore and articulate the answer to the question, “What are your ethics?”
- Complete and discuss your *Ethics Awareness Inventory*.
- Help create and abide by AZ LeaderForce and Coaching Team ground rules.

### Developing Your Leadership Competencies

- Identify the leadership roles you have served or are now serving.
- Model constructive leadership skills.
- Promote leadership opportunities in others.

### Getting to Know Your Agency

- Support the mission and principles of your agency.
- Enhance your awareness and confidence in the agency’s staff.
- Contribute to the effective completion of your agency’s project.

### Understanding Our Community

- Scan the media for stories about non-profits and their activities in our community.
- Advance the concept of widened prosperity.
- Increase your awareness of the Valley’s demographic and economic changes.

### Assessing the Your Impact in AZ LeaderForce

- What role did you have in the project and what were you able to accomplish?
- What did you learn from the experience? How did it change you?
- What lasting impact will your project have on the community?
- How well were you able to accomplish AZ LeaderForce’s five primary objectives?

## AZ LeaderForce

### Learning/Teaching Methods

#### Typical Session Structure

- 9:00 a.m.–3:00 p.m., *lunch and snacks*
- Welcome, Introductions, & Warm-up
- New Learning Topics
- Action Plan Development – Next Stage/Deliverables
- Deliverables Presentation – Progress Report
  - ✓ Coaching Team
  - ✓ Individual Participants

#### Adult Learning Model

- Participant Centered
- Active Learning
- **Collaboration**
- Emphasis on Application and Relevance

#### In-Session Activities

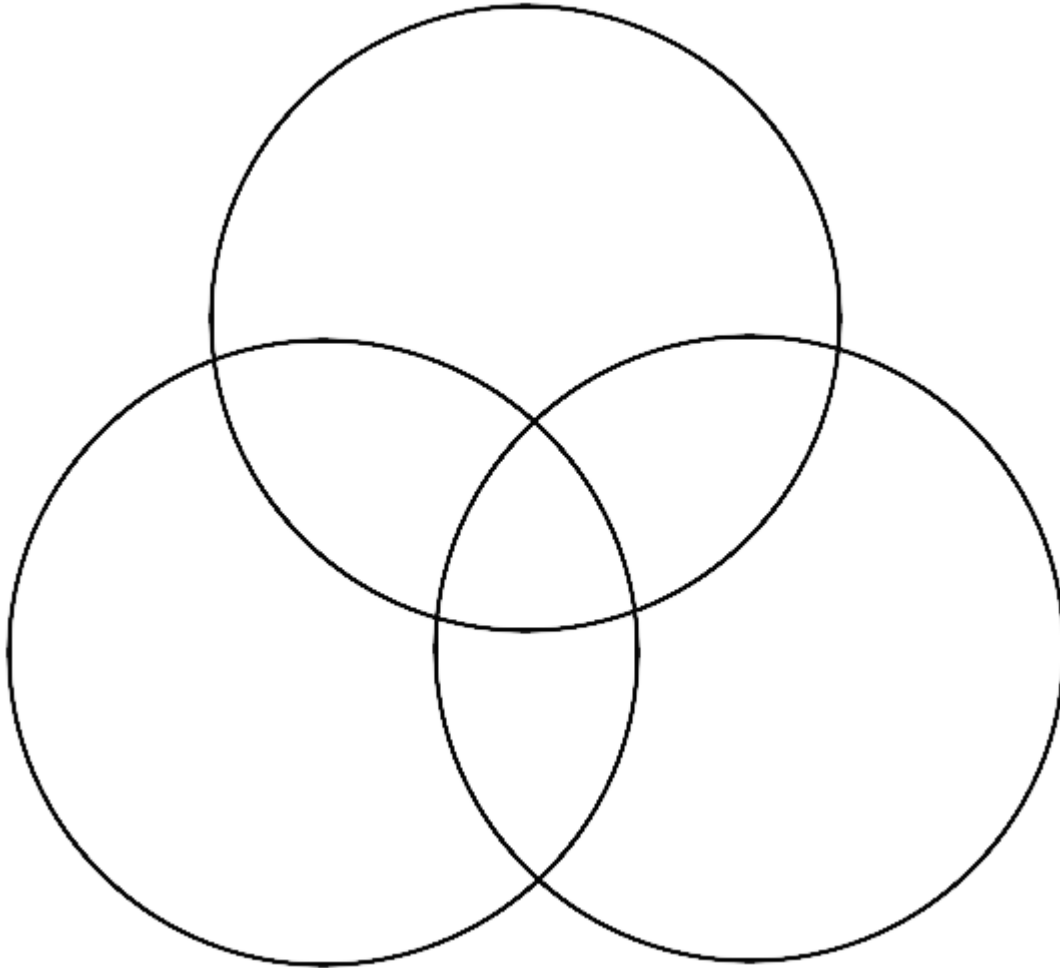
- Interactive Presentations and Discussions
- Group Interaction
- Coaching Team Presentations
- Action Plan Development
- Guest Speakers
- Panel Discussions
- Self-Assessments
- **Collaboration**

#### Between Session Assignments

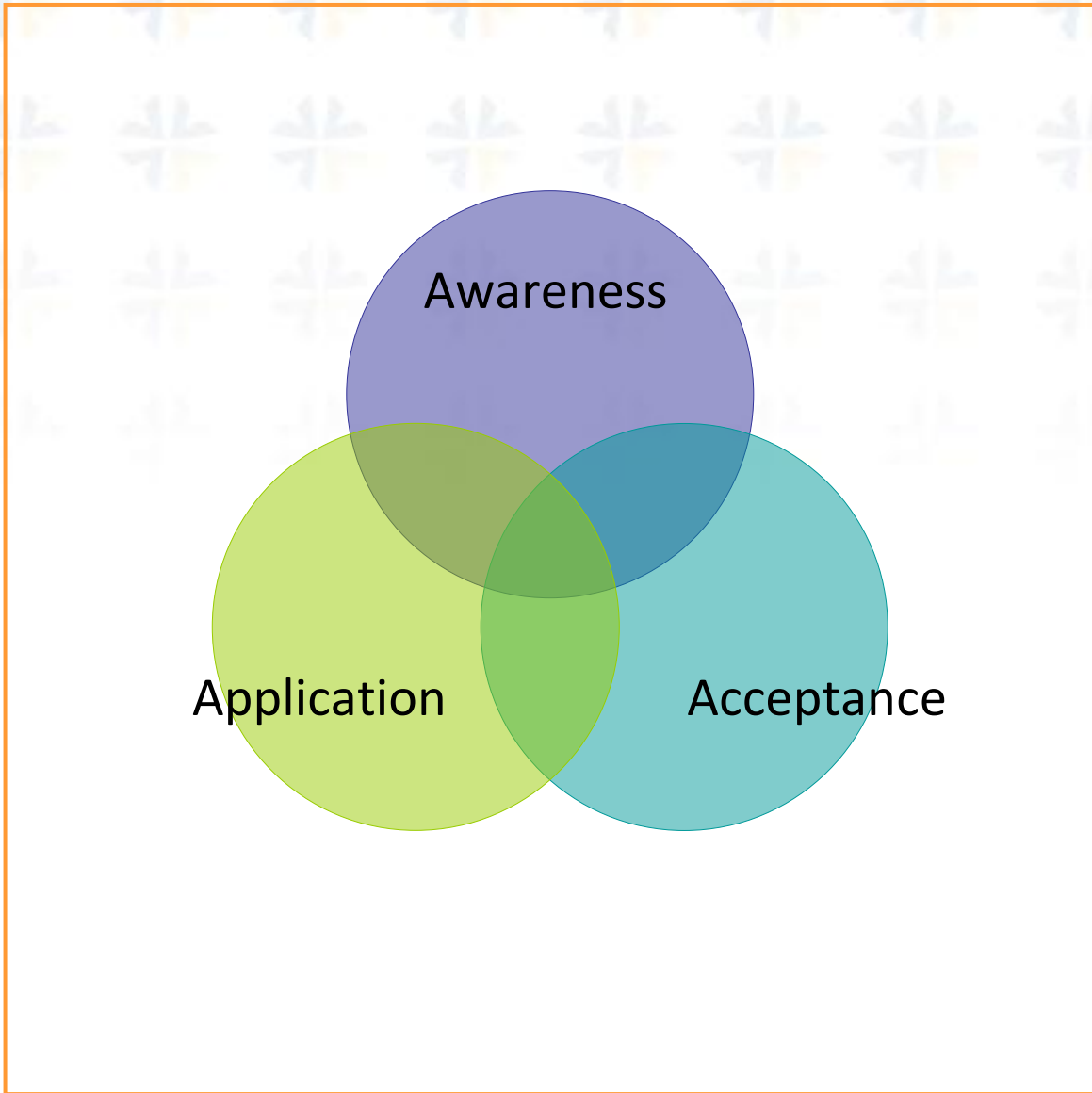
- Project Development
- Readings
- Site Visits
- Discussions
- Communication via e-mails, Web site, and Facebook
- All-Star Series Workshops
- Blue Ribbon Agency Forum
- Self-Assessments
- **Collaboration**

## Learning Process Diagram

Awareness – Acceptance - Application



## Quantum Learning



## Learning Process Matrix

	Awareness	Acceptance	Application
<b>Yourself</b>	✓	✓	✓
<b>Other Coaches</b>	✓	✓	✓
<b>CNC</b>	✓	✓	✓
<b>Blue Ribbon Agencies</b>	✓	✓	✓
<b>Agency Project</b>	✓	✓	✓
<b>Project Management</b>	✓	✓	✓
<b>Ethics and Social Responsibility</b>	✓	✓	✓
<b>Diversity</b>	✓	✓	✓
<b>Leadership</b>	✓	✓	✓
<b>Quality of Life Issues</b>	✓	✓	✓
<b>Networking</b>	✓	✓	✓
<b>Other <i>stuff</i></b>	✓	✓	✓

## Suggested Readings

### Raise Quality of Life Awareness

<http://www.pbs.org/thisemotionallife/>

[http://news.yahoo.com/s/ap/20100911/ap\\_on\\_bi\\_ge/us\\_poverty\\_in\\_america](http://news.yahoo.com/s/ap/20100911/ap_on_bi_ge/us_poverty_in_america)

*Census finds record gap between rich and poor*

[http://www.salon.com/news/2010\\_census/?story=/news/feature/2010/09/28/us\\_census\\_recession\\_s\\_impact\\_1](http://www.salon.com/news/2010_census/?story=/news/feature/2010/09/28/us_census_recession_s_impact_1)

No 'light at the end of the tunnel' for Arizona's poor

[http://www.msnbc.msn.com/id/39409485/ns/local\\_news-phoenix\\_az/](http://www.msnbc.msn.com/id/39409485/ns/local_news-phoenix_az/)

*Schools called on for extra support when students live in poverty*

[http://www.msnbc.msn.com/id/39501387/ns/local\\_news-phoenix\\_az/](http://www.msnbc.msn.com/id/39501387/ns/local_news-phoenix_az/)

### Enhance Personal Leadership Skills

*Pursuit of Whose Happiness? Executive Leaders' Transformational Behaviors and Personal Values*

<http://knowledge.wpcarey.asu.edu/article.cfm?articleid=1928#> September 22, 2010

*The Responsibility Deficit*

[http://www.nytimes.com/2010/09/24/opinion/24brooks.html?\\_r=1&emc=eta1&pagewanted=print](http://www.nytimes.com/2010/09/24/opinion/24brooks.html?_r=1&emc=eta1&pagewanted=print)

The fallacy of multitasking: *Why you can't do 3 things at once*

<http://www.msnbc.msn.com/id/36582695/ns/health-behavior/?ns=health-behavior>

*How to Be Happy*

<http://www.aolhealth.com/2010/09/29/how-to-be-happy/?icid=main|htmlws-main-n|dl3|sec1|lnk3|176657>

### Develop Social Responsibility Acumen

Shared Values Help Companies Connect with Consumers

<http://knowledge.wpcarey.asu.edu/article.cfm?articleid=1965> January 26, 2011 in Knowledge@W.P. Carey



<http://csrwiretalkback.tumblr.com/archive>

How to Change the World: Social Entrepreneurs and the Power of New Ideas

<http://www.businessknowhow.com/growth/socialent.htm>

*Macrowikinomics: Rebooting Business and the World* <http://www.macrowikinomics.com/>

*The Hershey Company's First Corporate Social Responsibility Report*

<http://www.thehersheycompany.com/social-responsibility/>

*The Corporate Responsibility Code Book*

<http://www.greenleaf-publishing.com/productdetail.kmod?productid=54>

*Race: Are we so different?* <http://www.understandingrace.org/>

*Estate Tax Changes May Crimp Charitable Giving, Or Not*

[http://www.msnbc.msn.com/id/40803762/ns/business-bloomberg\\_businessweek/](http://www.msnbc.msn.com/id/40803762/ns/business-bloomberg_businessweek/)

*Most Important CSRwire News Releases of the Decade*

<http://csrwiretalkback.tumblr.com/post/2489213344/most-important-csrwire-news-releases-of-the-decade>

### **Create Community Networking Structure**

*The Human Spark* <http://www.pbs.org/wnet/humanspark/>

<http://www.myphilanthropedia.org/>

### **Complete Projects Successfully**

[http://en.wikipedia.org/wiki/Six\\_Sigma](http://en.wikipedia.org/wiki/Six_Sigma)

Melinda French Gates: What nonprofits can learn from Coca-Cola

[http://www.ted.com/talks/melinda\\_french\\_gates\\_what\\_nonprofits\\_can\\_learn\\_from\\_coca\\_col\\_a.html](http://www.ted.com/talks/melinda_french_gates_what_nonprofits_can_learn_from_coca_col_a.html)



## All About You - Introduction

Name \_\_\_\_\_

1. How long have you been in Arizona?

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2. What do you do for work?

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3. What do you do for play?

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4. What is your favorite comfort food?

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5. Describe a time when you got a "hand up"?

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6. Identify one **personal** goal you have for your LeaderForce participation?

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## **All About You - Continued**

### **Session #2**

7. Why are you interested in being part of this program?

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8. How can you assist a Blue Ribbon agency? What skills, attributes, and knowledge can you contribute to the project work?

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9. What are the three most significant results you want to achieve from participating in the agency's project?

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**Session #3**

10. What skills, knowledge, and abilities would you like to enhance through participation in this program?

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11. Describe a time when your personal journey's rapids "flipped you out of the boat". What did you learn from the experience?

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12. How do you pace yourself? How well?

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**Session #4**

13. What are your beliefs, values, principles? What are your ethics?

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14. Describe the "ground rules of behavior" from which you articulate your relationship development?

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15. What are your motivations for participating in AZ LeaderForce?

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**Session #5**

16. What would be on your list of "Most Important Leadership Traits"?

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17. Who are some of the most significant people in your sphere of influence? Why?

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18. Who impacted your view of volunteerism? How?

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19. List all the leadership roles have you served or are now serving.

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**Session #7**

23. What role did you have in the project and what were you able to accomplish?

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24. What did you learn from the experience? Did it change you? How?

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25. What lasting impact will your agency's project have on the community?

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## NOTES

















