



West Virginia
**Leadership
Academy**



Welcome to the Leadership Academy

Consumer Involvement in Collective Self-Determination, Civic Participation & Organizational Skills

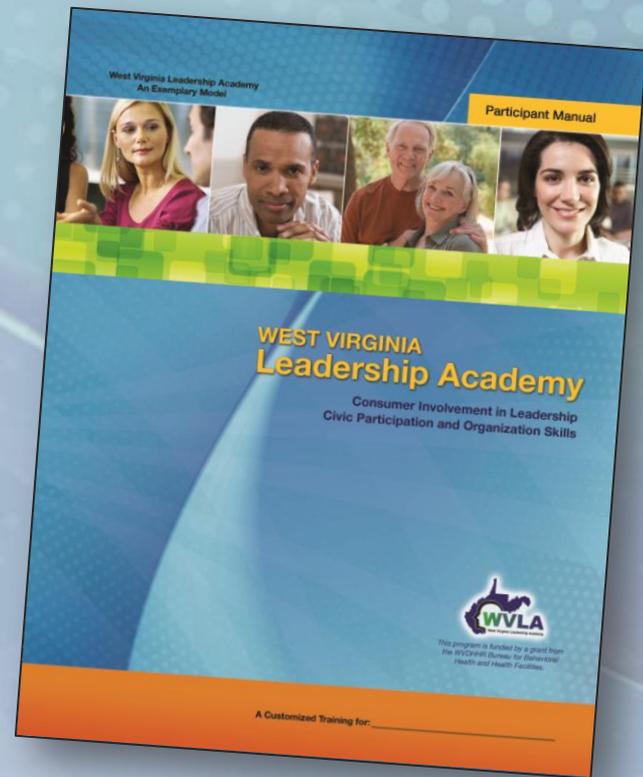
The WV Leadership Academy empowers peers and their families to become effective advocates.

Skill Sets Include:

- Self- and Collective Advocacy
- Collaboration and Organizing
- Public Speaking and Presentations
- Identification of Issues
- Action Planning
- Develop Confidence

Exemplary Program

- Published in Literature
- Commended by Experts
- Replicated by Others
- Standard Curriculum
- Implemented with Diverse Populations



History

- Idaho demonstration project in community advocacy (1993)
- West Virginia self help effort with collaborative partners (1995)
- CONTAC technical assistance (1998)
- National & International trainings (today)

“Leadership is an observable set of skills and abilities that both experienced and novice leaders can use to turn challenging opportunities into remarkable successes.”

Kouzes and Posner (2003)

Participants learn how to:

- Identify Relevant Issues
- Conduct Effective Meetings
- Determine Goals
- Create Action Plans
- Improve Organizational Development
- Facilitate Empowerment
- Network
- Create Community Change

Leadership

is important when people are ready to:

- Plan and take actions to change conditions
- Make decisions
- Move things forward

Monitoring Events:

There are three general types of information shared during consumer group meetings:

- Issues
- Announcements
- General Discussion topics

Issues are the most important of the three and can be the most difficult to discuss in a meeting.

Identifying Issues

Benefits:

- Names action by others that may affect your group
- Sets the stage to determine goals that best fit the situation
- Provides a foundation for action steps that support the goals
- Reviews sources of information to identify issues to which the group might react

Four Main Issue Types

Issue/Goal Chart



Identifying Issues

Knowing the various types of issues will help you identify them and help your group decide what to do.

- Changes in services or practices
- Changes in policy
- Changes in budget allocations
- Proposed changes
- Incomplete or confusing information
- Unmet needs
- Unresponsiveness of others to suggestions
- Active resistance or hostility

Using the Issue/Goal Chart

- Decide issue type (situation)
- Examine goals (general)
- Review possible responses (specific steps)
- Choose appropriate action (plan)

Action Index

The Action Index lists 38 projects typically used by consumer groups and 38 possible actions for each type of issue and goal. The work involved in each action is specified: its goal, resources required for the action, possible costs and benefits. This permits a consumer group to consider a full range of legitimate responses for achieving a variety of goals. It is intended to balance rational planning with effective citizen action and protect the credibility of its users. They are listed roughly in the order of easiest to most difficult, and most likely to be received positively to least likely to be received positively.

Action Index

1. Postpone action
2. Compliment favorable action
3. Organize a celebration ceremony
4. Provide public support
5. Volunteer to help others
6. Document evidence of a complaint
7. Criticize unfavorable action
8. Establish a formal communication mechanism
9. Request formal justification
10. Express opposition publicly

Action Index

11. Gather more information
12. Prepare fact sheet to distribute
13. Request participation
14. Watchdog decision process
15. Provide corrective feedback
16. Remind those responsible
17. Make an informal complaint
18. Seek a mediator or negotiator
19. File a formal complaint
20. Conduct a study

Action Index

21. Develop a proposal
22. Conduct a fundraising activity
23. Sponsor a community conference or public hearing
24. Offer public education
25. Develop a consensus among groups
26. Build a coalition
27. Initiate a legal action
28. Seek enforcement of existing laws, policies, ordinances
29. Seek enactment of new laws, policies, regulations, ordinances
30. Organize consumer service audits

Action Index

31. Conduct a petition drive
32. Conduct a letter-writing campaign
33. Flood the system
34. Create media exposure
35. Organize passive resistance
36. Organize public demonstrations
37. Organize a boycott
38. Establish an alternative program or system

Goal Response Chart

REINFORCE

2. Compliment favorable action
3. Organization celebration ceremony
4. Provide public support
5. Volunteer to help others
13. Request participation
22. Conduct a fund-raising activity

Goal Response Chart

REINFORCE

- 23. Sponsor a community conference or public hearing
- 24. Offer public education
- 25. Develop a consensus among groups
- 26. Build a coalition
- 31. Conduct a petition drive
- 32. Conduct a letter-writing campaign

Goal Response Chart

INVESTIGATE

5. Volunteer to help others
6. Document evidence of a complaint
8. Establish a formal communication mechanism
9. Request formal justification
12. Prepare a fact sheet to distribute about your group or the issue
13. Request participation

Goal Response Chart

INVESTIGATE

- 14. Watchdog decision process
- 20. Conduct a study
- 23. Sponsor a community conference or public hearing
- 25. Develop a consensus among groups
- 26. Build a coalition
- 30. Organize consumer service audits

Goal Response Chart

DEVELOP A SOLUTION

2. Compliment favorable action
4. Provide public support
5. Volunteer to help others
9. Request formal justification
11. Gather more information
12. Prepare a fact sheet to distribute about your group or the issue
13. Request participation

Goal Response Chart

DEVELOP A SOLUTION

14. Watchdog decision process
15. Provide corrective feedback
16. Remind those responsible
17. Make an informal complaint
18. Seek a mediator or negotiator
19. File a formal complaint
20. Conduct a study
21. Develop a proposal

Goal Response Chart

DEVELOP A SOLUTION

22. Conduct a fund-raising activity

23. Sponsor a community conference or public hearing

25. Develop a consensus among groups

26. Build a coalition

28. Seek enforcement of existing laws, policies, ordinances

Goal Response Chart

DEVELOP A SOLUTION

- 29. Seek enactment of new laws, policies, regulations, or ordinances
- 30. Organize consumer service audits
- 31. Conduct a petition drive
- 32. Conduct a letter-writing campaign
- 37. Organize a boycott
- 38. Establish an alternative program or system

Goal Response Chart

OPPOSE

1. Postpone action
7. Personally criticize unfavorable action
9. Request formal justification
10. Express opposition publicly.
12. Prepare a fact sheet to distribute about your group or the issue
16. Remind those responsible
17. Make an informal complaint

Goal Response Chart

OPPOSE

18. Seek a mediator or negotiator

23. Sponsor a community conference or public hearing

24. Offer public education

25. Develop a consensus among groups

26. Build a coalition

27. Initiate legal action

Goal Response Chart

OPPOSE

- 28. Seek enforcement of existing laws, policies or ordinances
- 29. Seek enactment of new laws, policies, regulations or ordinances
- 31. Conduct a petition drive
- 32. Conduct a letter-writing campaign
- 33. Flood the system

Goal Response Chart

OPPOSE

- 34. Create media exposé
- 35. Organize passive resistance
- 36. Organize public demonstrations
- 37. Organize a boycott

3. Organize a Celebration Ceremony

This involves organizing and hosting an established event that gains publicity and respect for your organization. It could become an annual activity.

Objective: To honor and recognize those community member and group members that have distinguished themselves in support of your cause.

3. Organize a Celebration Ceremony

Resources Required: A number of volunteers will be required to help prepare the ceremony. Some money will be required to pay for any rewards given. Additional costs might be added if you have a banquet. You might have to sell tickets to finance the event.

3. Organize a Celebration Ceremony

Potential Benefits:

- Increased visibility in the community
- Positive image in the public eye
- This might become a local tradition
- You can have local media exposure
- It's a fun activity for group members
- Good opportunity to honor and recognize efforts of your own group

3. Organize a Celebration Ceremony

Potential Costs:

- Lots of time and effort in planning and preparing the ceremony
- Money to pay for the event awards and finance the event
- Only a few people might be interested in your activity

3. Organize a Celebration Ceremony

EXAMPLE

To recognize the efforts of the state representative who supported the development of support programs for families of individuals with a psychiatric disability, the organization held an awards ceremony.

4. Provide Public Support

This is similar to complimentary favorable action but is implemented by sending letters to editors of newspapers and to public officials (e.g. city commissioners) who have broad authority to respond to issues. In such letters your group should express its support for an action and the reasons behind that support

Objective: To increase the chance that an action will occur or continue.

4. Provide Public Support

Resources Required: A volunteer to draft a letter representing the views of your group. The Chair's time to review and approve the letter. Someone to type, copy and mail the letter.

4. Provide Public Support

Potential Benefits:

- Visibility for the group
- Public education about goals of group
- Increases chance the group will be invited to participate in decisions

4. Provide Public Support

Potential Costs:

- Offending those who are opposed to the action
- Time and effort involved in preparing the letter
- Money to pay for copy and postage

4. Provide Public Support

EXAMPLE

Members of the organization delivered hundreds of letters of support to the local senator to thank him for supporting the Americans with Disabilities Act.

7. Criticize Unfavorable Action

This involves personally contacting or writing a letter to the individual(s) responsible for an action considered unfavorable, telling why your group doesn't like it, and suggesting how the situation might be corrected.

Objective: To modify the action taken so that it is more to your liking and to decrease the chances similar action will be taken again.

7. Criticize Unfavorable Action

Resources Required: A volunteer to draft a letter, the Chair's time to review and approve it, volunteers to type and mail it, someone willing to schedule and attend a meeting to present the complaint.

7. Criticize Unfavorable Action

Potential Benefits:

- Modifications in action taken
- Education of those responsible
- Increased credibility for your group
- Basis for further action

7. Criticize Unfavorable Action

Potential Costs:

- Disagreements and arguments
- Denial
- Retribution

7. Criticize Unfavorable Action

EXAMPLE

A group representing a drop in center visits their local legislator to state their discontent with their lack of support for a recent bill that would have established funding for peer-operated services.

8. Establish a Formal Communication Mechanism

This involves establishing a regular and frequent meeting schedule or other ways to routinely check information with agencies that significantly affect your group's members.

Objective: To provide an effective and personable way to influence policy and practices of an agency and avoid public conflicts by resolving disagreements privately.

8. Establish a Formal Communication Mechanism

Resources Required: A volunteer willing to attend meetings of the target agency and meeting schedule. The cooperation of the agency might make this process easier, but it is not required since board meetings are usually open meetings. In some cases exchanges of minutes of meetings and/or newsletters might be sufficient.

8. Establish a Formal Communication Mechanism

Potential Benefits:

- Helps develop a good working relationship with agency staff
- Might help decrease complaints caused by misunderstandings

8. Establish a Formal Communication Mechanism

Potential Costs:

- You may become less assertive in your demands to not jeopardize the personal relations you've developed
- The time required to attend meetings
- The transportation cost for getting people to attend the meetings

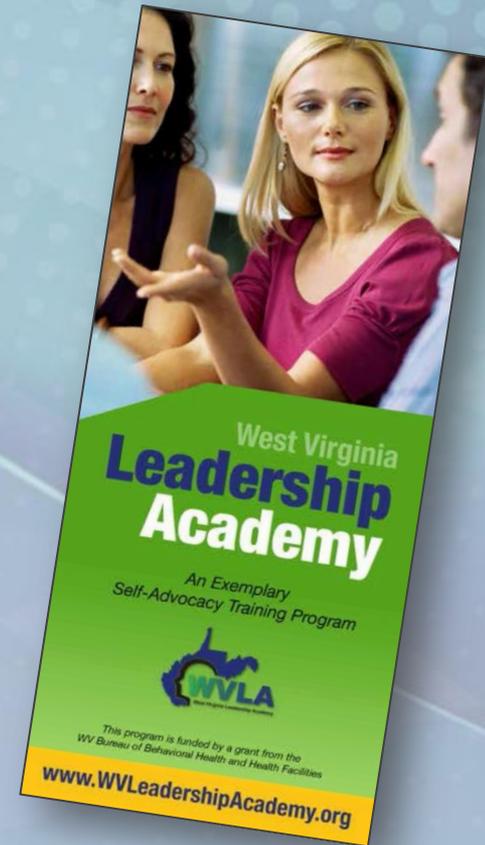
8. Establish a Formal Communication Mechanism

EXAMPLE

DHHR invites leaders of the state advocacy organizations to join a statewide advocacy coordinating committee. This committee helps various advocacy groups coordinate lobbying efforts, share advocacy resources, and discuss issues.

What can you do to help us help others?

- Help identify participants who are ready to take action
- Include this brochure in each person's placement planning
- Emphasize the helping principle
- Help people apply to attend



QUESTIONS?

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