

Workshop 4: How we govern ourselves -

Governance and Stewardship

Session a: From Vertical to Horizontal Leadership

Learning Objectives/Desired Outcomes:

Participants will leave this workshop with...

- Understand models of governance that enable community self-determination
- Exploration of different types of governance, and how they impact people
- Experience developing their own basic governance models
- Reflection on how one's own leadership can evolve within different governance models

Materials

- Principles and Practices of the Solidarity Economy (poster created at the last session)
- Governance Model Cards or slides

Preparation

- Review and practice the game "Colombian Hypnosis" so you feel comfortable leading it
- Create poster templates for each of the governance models with a section for description, benefits, and challenges

Agenda

1. OPENING CIRCLE (Seeds) = personal connections

Reflection Circle	Time: 10 min
<p><u>Instructions:</u></p> <ol style="list-style-type: none">1. In a standing circle, share the goals for today's session: <i>To understand different leadership and governance models, so we can get creative around how we want to lead our own projects.</i>2. Ask: <i>What did we do last week that is related to the question of leadership?</i>3. Take a few answers and build on them to quickly review the principles and practices that the group developed. You may want to refer to the poster from last week..4. Let people know the best place to start thinking about and	<p><u>Purpose:</u></p> <p>To recognize our own expertise around leadership and governance</p> <p>To make personal connections to leadership and governance that can be built on later in the workshop</p> <p><u>Facilitator's Notes:</u></p> <p>There are no right or wrong answers. Everyone's family</p>

<p>reflecting on leadership is in our own families.</p> <p>5. Ask:</p> <p><i>When you were growing up what was the leadership structure in your household? Who made the decisions? And how were decisions made?</i></p> <p>6. Have everyone go around and share an idea and honor their thoughts and insights.</p>	<p>experience can lend some insights into leadership models... Some descriptions that might come up: authoritarian, dictatorial, collective, organic, shared leadership, everyone for himself, etc.</p>
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2. FIREBUILDER (Preparing the soil) = relationship and trust building
(This could be a game or interactive process that gets people thinking and talking..)

<p>Columbian Hypnosis</p>	<p>Time: 20 min</p>
<p><u>Overview:</u></p> <p>In pairs, partners take turns guiding each other around the room by having one person hypnotized by the palm of the other person's hand. A group of 5-10 then form a hypnosis chain with one person leading at the front, those in the middle both following and leading, and the person at the end simply following.</p> <ol style="list-style-type: none"> 1. Start by modelling. Ask a volunteer to come up to the front and show the group that this person will become hypnotized by your hand. Put your hand in front of his/her face and ask them to follow you around, keeping his/her nose 3 inches from the palm of your hand. 2. Invite everyone to find a partner. Ask who is partner A and who is partner B. 3. Ask partner A to respectfully put his or hand in front of partner B's face and to guide him or her around. 4. This is initially a practice in compassionate leadership, so you want to coach students to guide each other gently, paying close attention to their partner's well-being and level of comfort. 5. Once both partners have experienced being "hypnotized," bring the whole group back together to reflect on what they experienced. 6. To take the game to a level for deeper dialogue, ask for 10 volunteers to play again, but this time, have one leader at the 	<p><u>Purpose:</u></p> <p>To experience and reflect on a hierarchical governance model</p> <p><u>Facilitator Notes:</u></p> <p>NOTE: this can spark a critical discussion about the family structure, school system, military industrial complex, the status of undocumented immigrants in this country, etc.</p>

<p>front, a second person who is following her but also guiding someone else, and so on, until you have a chain of people both being hypnotized and hypnotizing someone behind them. The last person will not have anyone to hypnotize.</p> <p>7. This chain structure is a hierarchical formation. No matter how compassionate the leader at the front, the rest of the group struggles to keep up, especially the one at the very end..</p> <p><u>Reflection:</u></p> <p><i>How was that? What did you notice? Who had the most power? The least power? If this game were a metaphor for real life, what could it represent?</i></p>	
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3. BRIDGE EXERCISE (Planting the seeds) = connecting personal experiences to the big picture

<p>Creating Non-Hierarchical Structures</p>	<p>Time: 40 min</p>
<ol style="list-style-type: none"> 1. Ask participants to form small groups and work together to design an alternative to Colombian Hypnosis that shows the ideal leadership structure.. What formation or shape does the structure take? 2. After 15 min, give each group 5 minutes to teach their game (or structure) to the rest of the group. 3. Reflect on what they experienced in these alternative leadership structures. 	<p><u>Purpose:</u></p> <p>To tap into our own creativity to create alternative structures</p> <p>To develop insights that will prepare participants for understanding the different governance structures that will be presented in the next section</p> <p><u>Facilitator Notes:</u></p> <p>Treat this exercise as an experiment, a chance to explore. No need to develop the perfect governance structures, just to start thinking about governance in new ways.</p> <p>If people have a hard time coming up with something, treat that challenge as the lesson. Ask critical questions like, why is it challenging to come up with new structures? What about our experiences</p>

	has made that difficult for us? What would it take for us to be able to come up with new leadership models?
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4. BIG PICTURE LEARNING (Sun and Water) = New learning/big picture content

Solidarity Economy Leadership Structures	Time: 40 min
<p><i>Option A)</i> Each group receives a card with an image and description of a leadership structure. They take 10 min to prepare a small presentation on the leadership structure, focusing on its benefits and challenges. Each group has 5 min to present.</p> <p><i>Option B)</i> Facilitator presents slides of each governance structure, explaining how each of them work, their benefits and challenges, making connections back to the structures the group developed in the last exercise</p>	<p><u>Purpose:</u> To increase knowledge of different governance models</p> <p><u>Facilitator Notes:</u> Choose the option that best meets the needs of the group For each governance model, scribe the description, benefits and challenges</p>

5. CREATING CONTENT (Harvest): Analysis and/or action steps

Quick Assessment of Governance Models	Time: 10 min
<ol style="list-style-type: none"> 1. Bring the group together to assess the governance models: <i>Based on the all the leadership structures we reviewed today, discuss which one(s) you find most relevant to your project (e.g. urban campesinos, or the projects they developed in the last module.)</i> 2. Ask people to share the qualities that see in the governance model they chose and why those qualities are best suited to the given project 	<p><u>Purpose:</u> To connect the content to the real work participants are engaged in To realize there is not one governance model that is best, but many possibilities based on the needs of a given project</p>

<p>3. Share some closing thoughts:</p> <p><i>There is no one governance model that fits everyone's needs, every project. From our ancestors, our hometowns, and right here in San Francisco, we have a rich source of knowledge that we can tap into so that while we create OUR style of governing, but don't reinvent the wheel!</i></p>	<p><u>Facilitator Notes:</u></p> <p>The idea is not to actually select the governance model for each project, just to be reflecting on the qualities of each in relation to actual projects</p>
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6. CLOSING CIRCLE (Saving Seeds) = Reflection

<p>Pair Share: Leadership</p>	<p>Time: 10 min</p>
<ol style="list-style-type: none"> 1. Ask people to form pairs 2. Give each person 2 minutes to share a reflection on the following prompt: <i>How does this look at different governance structures and their impact on groups affect how you think about your own leadership?</i> 3. Come back together and ask everyone to share one word that reflects how their own leadership is impacted by this workshop 	<p><u>Purpose:</u></p> <p>To make personal connections to the content</p>

CARDS

1. Hierarchical management/boss

What: For profit business with one or more bosses, or CEO's/management that is accountable to a Board of Shareholders

How: Decisions made at the top and passed down. Top level will incorporate some feedback from people below them.

Example Group: Supermarket

Example Roles: Major Shareholder, CEO, Mid level manager, Workers

2. Cooperative with specialized roles

What: Tends to be smaller groups.

How: Big decisions made by all members. Members are trained into specialized roles or committees

Example Group: Arizmendi Bakery

Example Roles: Finance committee; Production Committee; Hiring and Human Resources; Health and Wellness Committee.

3. Management Coop

What: Tends to be larger groups - worker owned factories, co op grocery stores, large housing coops etc

How: Members/tenants elect a Board from the membership. The Board hires a general manager, the manager hires workers and oversees operations.

Example Group: Marcus Garvey Apartments Housing Cooperative

Example Roles: Board of Director; Building Managers; Handyperson; Resident owners

4. Non-profit

What: A mission-driven organization; Can vary in size from 2 or 3 to 100's

How: A board of directors comprised of experts from the community hires an Executive Director. The ED then hires others. Sometimes non-profits have more collective decision making, but use this structure to look more formal to the outside

Example Group: Urban Tilth - Urban farming group in Richmond

Example Roles: Executive Director; Farm project managers; Fundraising coordinator; Market manager

5. Representational Cooperative

How: A business with many departments that act semi independently. They send representatives to monthly meetings where big decisions affecting the whole business are decided. Leadership is voted on and rotated

Example Group: Rainbow Grocery

Example Roles: Member of the Store wide steering committee; purchaser for produce department; member of customer service; prospective member (has to work 6 months before being voted in by department)

