FLAGSHIP PROGRAM OVERVIEW

Program Description

Leadership Tomorrow is an organization devoted to cultivating civic leaders – supporting individual growth and, most importantly, nurturing a network of leaders who can impact the big challenges we face.

During the 10-month flagship program, participants learn about elements of a healthy community and how they are interconnected. Members of a diverse cohort of leaders from the private, public, and nonprofit sectors look at issues from a systemic point of view, consider a range of perspectives, and practice collaborating across differences. The program is organized with a specific emphasis on how inequities, and particularly systemic racism, must be addressed to achieve a healthy, resilient, and just community. We want you to use this time to slow down, build robust relationships, and look at problems in their incredible complexity while also recognizing that we must act for change to alleviate suffering and promote equity, justice, and healing even when no solution is perfect. What a time it is to be a leader!

Learning Outcomes

The flagship program is designed to promote the following outcomes among participants:

- **Community and Belonging:** Build strong connections among people across many lived experiences. Feel inspired and empowered to act by belonging to an enduring community of regional stewards.

- **Regional Challenges and Opportunities:** Understand regional challenges and opportunities and how they are interconnected, including how systemic racism impedes our ability to create a healthy community for all.

- **Leadership:** Grow skills, tools, and strategies to act as a leader and change agent in one’s own chosen area, including an ability to work within and across sectors to address systemic racism and build a more resilient and equitable region.

Core Questions

Our 2020-2021 Curriculum is organized around the following core questions: What can systemic transformations toward racial equity and social justice in our region look like? And how can we co-create them alongside communities most impacted?

Leadership Philosophies

The LT curriculum is organized to help you understand interconnections among the elements of Seattle Foundation’s “Healthy Community” framework and examine and practice the Five Practices of Exemplary Leadership outlined in The Leadership Challenge.

Antiracism and Racial Equity

In putting these leadership frameworks and practices to work to create a healthy, just, and inclusive region, leaders need to understand racism as it manifests across time, institutions, sectors, and systems and be capable of antiracist leadership and pro-equity and justice change-
work in the face of this complexity. Please explore LT’s approach to antiracism and racial equity by visiting the following pages:

- **LT’s Racial Equity Statement of Beliefs and Values** – a guiding document for the organization.
- **LT’s Racial Equity Commitments** – a growing list of ways in which we are operationalizing these statements and holding ourselves accountable.
- **Website Page Devoted to Resources and Actions** – a compilation of antiracism resources and action. This is not an exhaustive list; there are many resources available to deepen your antiracism work.
PROGRAM ELEMENTS

Orientation
Orientation is a mandatory event in September during which we foster initial connections among cohort members; connect cohort members to staff, Board, and Curriculum Committee members; ensure participants have clarity about program expectations, where to go with questions, and how to navigate the program; and a facilitator leads a training about doing work around race, racism, and antiracism.

Fall Retreat
The focus of the Fall Retreat is to introduce the knowledge, skills and behaviors needed to be an effective civic leader, and to build a community of learners actively engaged in learning with and from each other. The Fall Retreat is a two-day, one-night experience, held in September, typically from Friday morning through Saturday afternoon. Attendance is mandatory.

Monthly Challenge Days
These day-long gatherings are held once each month and focus on the seven elements of a healthy community as defined by the Seattle Foundation (Neighborhoods and Communities, Education, Health and Wellbeing, Arts and Culture, Basic Needs, Environment, and Economy).

Challenge Days may include site visits, experiential activities, small group discussions, and Q&A with regional leaders. There is pre-work before each Challenge Day. Throughout our Challenge Days and curriculum, there is specific emphasis on how systems of inequity, particularly racial inequity, must be addressed to achieve a healthy and resilient community. The final Challenge Day is designed to bring closure to the year with a focus toward future civic involvement.

Every Challenge Day has roughly the same structure:

<table>
<thead>
<tr>
<th>Morning 9 a.m.-12:30 p.m.</th>
<th>• Topically focused session organized around possible solutions or courses of action in the context of a regional challenge or opportunity</th>
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<tbody>
<tr>
<td>Afternoon 12:30-5 p.m.</td>
<td>• Lunch Break • Facilitated Racial Caucus Breakouts • Belonging-Focused Activities • Evaluation and Closing</td>
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Mid-Year Retreat
The focus of the Mid-Year Retreat is to share, experience, and acknowledge diverse perspectives of race and racism, deepen individual and collective understanding of racial inequity, and increase class members’ confidence to take action to confront racial inequities. This unique and powerful experience allows participants to hone their leadership skills and practice having difficult and courageous conversations. The Fall Retreat is a two-day, one-night
experience, held in February, typically from Friday morning through Saturday afternoon. Attendance is mandatory.

**Leadership Labs**
For the duration of our 10 months together, participants work with a small group Lab Team of 6-7 members which is coached by a member of last year’s class. The Lab process has three main elements, each with its own set of activities and requirements. Here are the Leadership Lab’s three basic goals:

- Check in regularly with lab team members on personal leadership development goals.
- Enhance understanding of leadership styles, approaches, and practices by examining *The Leadership Challenge* framework within the context of work for racial equity or antiracist leadership practice.
- Develop team leadership skills with a group of cohort mates by developing and carrying out an action project that serves the community by seeking to advance racial equity in a direct way. You can see examples of past community projects [HERE](#).

**Individual Learning**
We ask cohort members to engage in individual learning in the summer before the program begins specifically around work on racism, racial equity, and antiracist leadership. We also invite cohort members who are new to racial equity work to join pre-program sessions in September. We have found that individuals and the group benefit when people dedicate time to prepare for our work around racism before the year begins.

There is prework before each Challenge Day and retreat. We have found in recent years that spending significant time during Challenge Days and retreats describing historical injustices or the systemic roots of inequities often means we are prioritizing the learning of white participants at the expense of people of color. To mitigate this, prework often provides information about the systemic roots of regional challenges. We ask that participants actively engage with prework before our shared experiences so they are grounded in a problem’s context and equipped with the knowledge needed to focus on the visionary and solution-focused work we will do when we are together.
NORMS

All program participants can expect to be treated with dignity and respect by LT staff, curriculum team members, and coaches. We ask that you also treat staff, curriculum team members, and coaches with dignity and respect. In your Lab Teams, you will have the opportunity to develop norms to support your group work. For our whole group experiences, we ask that you do your best to practice the following with other cohort members:

**Put Relationships First**

The most commonly talked about takeaway from LT is relationships made during the year. You all are successful in your fields, but this is not a place to compete with each other, it’s a place to collaborate. As you participate in LT please share stories, honor confidentiality, dig deep, and build bridges. Identify the unique strengths of virtual work – practice them.

**Be Present**

You’re going to come into each Challenge Day and retreat with a lot on your minds. Tasks, deadlines, budgets, emails to write. For many, the pandemic creates more attention pulls and distractions – family at home with you or a range of extraordinary responsibilities. Do everything you can to use LT time for your development. Listen actively to speakers and classmates and stay engaged throughout the day. Of course, please practice self-care.

**Be Kind, Be Brave**

This is a new space for all of you. Some of you may be wondering how much of your full self you can show up with. Some of you might be used to a particular work or social culture that is different than others. Let’s try to make this a safer space and a brave space, where we grow our compassion, our courage, and our comfort with discomfort.

**Create Space for Multiple Truths**

Consider framing thoughts with “I” statements so you are speaking your truth and not for others. Make space for ambiguity, non-closure, and the idea of the “both and” – both your lived experience and someone else’s can be true and vastly different. At the same time, strive to notice which kinds of voices in your professional, community, and personal lives are loud and which have been suppressed or silenced. Be open and listen for opportunities to expand your understanding of leadership, our region, and our world.

**Practice Sharing Power**

In speaking your truth, strive to increase your awareness of the impact of positionality and privilege on your classmates. As Robert Jones, Jr. (@SonofBaldwin) says, “We can disagree and still love each other unless your disagreement is rooted in my oppression and denial of my humanity and right to exist.” You might not recognize the power you have. Seek to learn what you haven’t been taught to notice. When your learning happens at the expense of others, take responsibility and own the impact of your actions. Strive to build an environment where everyone can participate actively. Everyone benefits when we create spaces where power can be explicitly named, shifted, and shared. Think “power-with” not “power-over.”

**Seek to Learn**

Every experience this year is an opportunity to learn. From classmates. From speakers. From experiences. Lean in, stay curious, “try on” new ideas and tap into the collective wisdom that’s in the cohort and LT community. Your agency, engagement, and action will determine what your leadership growth looks like.