

MOVING CHAPTERS FORWARD

Building Leadership Capacity in the Chapter

1. Do you believe that all Delta Kappa Gamma members can lead? How? What would this look like in a chapter if this were true?
2. Examine the attached **Chapter Leadership Capacity Matrix**. Circle items that describe your own chapter. In your small group, discuss your choices and identify possible areas for intervention.
3. Examine the attached **Building Chapter Leadership Capacity Strategies**. Add your own ideas at the blank deltas. Discuss Lambert's recommended strategies for intervention and your own.

CHAPTER LEADERSHIP CAPACITY MATRIX

LOW SKILLFULNESS

- ▶ Autocratic officers
- ▶ Limited (primarily one-way) flow of information
- ▶ Codependent, maternal relationships
- ▶ Rigidly defined roles
- ▶ Norms of compliance
- ▶ Lack of innovation in chapter practices
- ▶ Membership growth poor or showing short-term improvement

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- ▶ Laissez-faire officers
- ▶ Fragmentation and lack of coherence of information and programs
- ▶ Norms of individualism
- ▶ Undefined roles and responsibilities
- ▶ Both excellent and poor programs
- ▶ “Spotty” innovation
- ▶ Membership growth static overall

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LOW PARTICIPATION

- ▶ Trained leadership or leadership team
- ▶ Limited uses of membership data, information flow within designated leadership groups
- ▶ Polarized membership, pockets of resistance
- ▶ Designated leaders acting efficiently; others serving in traditional roles
- ▶ Pockets of innovation and excellent practices
- ▶ Membership growth static or showing slight improvement

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HIGH PARTICIPATION

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- ▶ Broad-based, skillful participation in the work of leadership
- ▶ Inquiry-based use of information to inform decisions and practices
- ▶ Roles and responsibilities that reflect broad involvement and collaboration
- ▶ Reflective practice/innovation as the norm
- ▶ High

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HIGH SKILLFULNESS

Derived from Connecting Capacity Building with Leadership, Linda Lambert, ASCD

BUILDING CHAPTER LEADERSHIP CAPACITY STRATEGIES

QUADRANT 1: DEVELOPING RECIPROCAL RELATIONSHIPS

Possible strategies include:

- ▶ Establishing collaborative norms
- ▶ Solving problems
- ▶ Using evidence in discussions
- ▶ Mentoring new members
- ▶

QUADRANT 2: CREATING A SHARED PURPOSE

Possible strategies include:

- ▶ Finding shared values
- ▶ Engaging in chapter-wide collaborative research
- ▶ Running effective chapter meetings
- ▶

QUADRANT 3: MOVING TO COLLABORATION

Possible strategies include:

- ▶ Involving everyone in chapter-wide conversations
- ▶ Using dialogue, not monologue, consistently
- ▶ Using conflict-resolution skills
- ▶

QUADRANT 4: SUSTAINABILITY

Possible strategies include:

- ▶ Revisiting the shared vision of the chapter regularly
- ▶ Creating multiple means of participation
- ▶ Attending to succession planning
- ▶

Derived from Connecting Capacity Building with Leadership, Linda Lambert, ASCD

