

Leadership Development Committee Report Board of Directors Meeting April 9-11, 2018 -Atlantic City, N.J.



Committee Members:

Jaci-Ann Chung - Chair of the Committee
Anita Jwanouskos
Laura Masserant
Krystle Berry
Todd Failla - Alternate
Thomas Burton - Alternate

International:

Debora Sutor IVP
Guy Bosworth - Lead ISR
Toni Higgins - ISR

Our last report to the Board was submitted on June 24, 2017. Since that time the committee has met via conference call on five occasions. We have scheduled additional calls every month from now until the Advanced Leadership Training scheduled for September 24-27, 2018 in Los Angeles, CA.

Online Learning Academy

Our new online learning academy (OLA) is up and running. (training.afacwa.org) The committee identified an initial list of course offerings and the order in which they should be developed, attached as Appendix A. This platform allows us to do more than just create courses in which learners read through text. Adult learners absorb knowledge in different ways and our interactive software allows us to create various forms of intellectual content that will appeal to all. Course content can be delivered using electronic devices such as computers, tablets or phones and will allow us to broaden our opportunities for training that will reach both leaders and members outside a traditional classroom setting. Online education courses will further expand our ability to promote member engagement. The OLA also provides us with a way to identify who is accessing the academy and evaluate their proficiency with the training.

Advanced Leadership Training

Training is scheduled for September 24-27, 2018 at the Sheraton Gateway Los Angeles hotel located at: 6101 W Century Blvd, Los Angeles, CA 90045

As directed by the Board of Directors, the Advanced Leadership Training is skills based and geared for more seasoned leaders. Ideally, attendees should have completed the AFA New Leader Orientation and Training and been serving in office for a minimum of one year. The committee reviewed surveys submitted during the 2016 training and drew upon their own experience to identify the subject matter to be proposed for this year's workshop compliment.

Each Local Council and MEC will be guaranteed placement of **one** person at training, provided the registration is completed within the prescribed time frame. Moreover, requests for up to two additional attendee(s) may be remitted. These individuals will be placed on a waiting list and assigned placement at training on a first come first served basis once the guaranteed Local Council placements have been finalized.

The format for training is cafeteria style, in which participants can select from a number of workshops that interest them. Each day of training will begin with a short plenary session followed by a morning and then afternoon session, offering a variety of workshops within each session. We are working to ensure that the core/standing workshops are kept updated and that the new ones reflect subject matter that is both timely and relevant.

It is the committee's belief that we can learn just as much from each other as we can from structured trainings. This is why we are creating several opportunities for informal learning through "meet ups", during which leaders can talk with one another and exchange ideas. Additionally, we are working to identify leaders that can participate in facilitation during some workshops on subject matter in which they are proficient and skillful.

Please review Appendix B, attached to this report, which contains a first draft list of the workshops to be offered at this year's training. Your feedback is requested and appreciated.

APPENDIX A - Online Learning Academy Initial Course List

Membership Courses	Leadership Courses
<p><i>AFA's Board of Director's Meeting: Who comprises the Board? How are issues submitted to the Board? What is decided by the Board? How is debate handled? How are votes handled?</i> COMPLETED</p>	<p><i>Grievance Handling: Basic principles of grievance handling. Just Cause Principles. How to represent Flight Attendants with management. What to investigate to determine if a grievance is present.</i> COMPLETED</p>
<p><i>Human Trafficking: Human trafficking involves the use of force, fraud, or coercion to obtain some type of labor or commercial sex act. Learn more about what human trafficking is and how to report it. Download co-branded AFA-DHS materials for use in your Local Councils and bulletin boards. Take the DHS Blue Lightning Initiative online training.</i> COMPLETED</p>	<p><i>Human Trafficking: Same as for members.</i></p>
<p><i>Direct Member Election of MEC Officers: Learn how AFA members from each base directly elect the Local Council President and other AFA officers at their council. Based on member feedback, your directly elected Local Council Officers are the only ones who set policy at your airline or for the union. Your directly elected Local Presidents come together to bring members' issues to the Master Executive Council. Every three years they elect MEC officers. Each Local Council President casts one vote. The MEC election process ensures equal representation for every Flight Attendant across the airline.</i> COMPLETED</p>	<p><i>Mobilization: What is it? How to build a unique structure for your group? What should we mobilize around? How do we brand our activities? Why is one on one communication essential? Why should we clear it through legal?</i></p>
<p><i>AFA Structure - Stronger Together, Better Together: What are the airlines that AFA represents and what categories do they fall in? Why does number one objective of uniting all cabin crew, make us stronger? How does being a part of CWA, the AFL-CIO and partnering with other unions make us stronger?</i></p>	<p><i>Role of the MEC Committee Chair: Who do they report to? Who do they interact with? What limitations exist to their activities? Who has the ability to create an MEC Committee? How does each committee's specialized work coordinate with like committees at their airline?</i></p>

<p><i>Why Unions Matter:</i> What is a union? Why should workers be represented? What is collective bargaining? Why does that benefit the individual? What can workers do to strengthen their union?</p>	<p><i>Parliamentary Procedure:</i> How to run a meeting? What is a motion? Who can make a motion? How to manage debate. Voting. Following an agenda.</p>
<p><i>Service Model vs. Mobilization Model:</i> What are the differences? Why should I be involved? How does that make us stronger? What am I getting for my dues?</p>	<p><i>Part Time Expense Vouchers:</i> Learn how to fill out a part time expense voucher, coding, detailing and the “three A’s” Instruction on how to be an approver.</p>
<p><i>Infectious Diseases:</i> TBD</p>	<p><i>E-mail Etiquette:</i> E-mail has definitely enhanced our ability to communicate. However, if used improperly it could be an impediment to your success as a leader. This short quiz will review some common sense ways to stay on the right side of e-mail etiquette and maximize its potential as a valuable workplace tool. COMPLETED</p>
	<p><i>Blood Borne Pathogens - TBD</i></p>

APPENDIX B - Draft Advanced Leadership Workshop Descriptions and Objectives

CONFLICT MANAGEMENT 1 - INDIVIDUAL (INTERPERSONAL) CONFLICT - OFFERED PREVIOUSLY

This workshop will focus on interpersonal conflict in a union leadership setting. We'll explore the kinds of situations that trigger emotional reactions, our "comfort level" with conflict, styles of conflict resolution, and steps in resolving conflict through "courageous conversations". Situational analysis and role-playing will be used for learning and practice. Participants will be asked to do some pre-workshop thinking about conflict and their own triggers.

Objectives:

- *Identify personal, emotional conflict triggers.*
- *Identify common sources of conflict in a union setting (with members and other leaders).*
- *Explore 5 styles of conflict management, identifying your own "go-to" style and how it plays out in practice.*
- *Learn and practice the steps for having a difficult conversation with another individual.*

CONFLICT MANAGEMENT 2 - ORGANIZATIONAL CONFLICT - OFFERED PREVIOUSLY

***Must have completed Conflict Management 1 to attend.**

This workshop is designed as a follow-up for those who have completed the workshop on resolving interpersonal conflict.

Effective organizations often rely on groups or teams in order to carry out essential tasks and accomplish important institutional goals. However, when people with different personalities, experiences, and perspectives come together in an organizational setting, conflict can arise over critical matters such as goals, strategy, decision-making, and leadership.

Handled well, conflict within an organization can result in greater group efficiency and effectiveness. Left unresolved, conflict can inhibit an organization from achieving its goals, alienate members, and lead to division and disunity.

In this workshop we will review the sources of organizational conflict and learn proven strategies to address disagreements that can make decision-making processes more efficient and improve working relationships. The workshop will encourage participants to reflect candidly on the nature of conflict in their organizations and provide specific tools AFA leaders can use to address differences creatively and effectively.

Objectives:

- *Diagnose and understand the sources of conflict in an organizational setting.*
- *Identify the characteristics of effective group processes within organizations.*
- *Understand the critical importance of obtaining clarity regarding decision-making processes and team member roles as essential elements to managing organizational conflict.*
- *Learn about specific tools and approaches that leaders can use to manage and resolve conflict more effectively.*

FIGHTING APATHY - OFFERED PREVIOUSLY

Given the serious challenges that AFA faces, the need for active member engagement is more important than ever before. Yet as we all know, getting members to participate in the union is often a challenging and difficult task.

This workshop will address the following questions: How do we develop a greater sense of loyalty, attachment, and participation among our members? How do we reach out to newer members and get them interested in the union? What kinds of conversations do we need to have with members about their hopes, concerns, and aspirations for AFA? How can we use issues to organize and win the kinds of victories that will make the union a living presence in the lives of our members? And how can we overcome the sense of fear, isolation, and powerlessness that make some AFA members reluctant to become involved in their organization?

We will draw heavily on the experience of participants, share stories and examples about effective member engagement, and review specific techniques that will help you get your members more effectively involved in the life of the union.

Objectives

- *Gain deeper insight into the forces that cause apathy and how they can be overcome.*
- *Introduce the concepts of “relational” and “learning” conversations as keys to member engagement.*
- *Learn about specific strategies to engage members, get them involved, and deepen their sense of attachment to AFA.*

GETTING COMFORTABLE WITH PUBLIC SPEAKING - OFFERED PREVIOUSLY

As elected leaders, most of us are comfortable with speaking one-on-one with our fellow Flight Attendants. But for many of us, the idea of being in front of a group is uncomfortable. This class will help participants prepare and deliver an effective speech for presentation on topics of their own choosing. They will learn how to tailor their message to their particular audience and get tips on how to overcome their fears about public speaking. Opportunities will be offered to practice, using videotaping and peer as well as instructor feedback in a safe and supportive atmosphere.

Objectives

- *By practicing in a learning environment, individuals can overcome their fear of public speaking.*
- *Building skills to help you communicate more effectively.*
- *By getting rid of the nerves, you will deliver a message with more confidence and win over your audience.*

FACILITATION SKILLS: GUIDING AND MANAGING A GROUP - OFFERED PREVIOUSLY

A facilitator is responsible for planning, guiding and managing a group event to ensure that the group's objectives are met effectively, with clear thinking, good participation and full buy-in from everyone who is involved. Whether it's a big union membership meeting or a small committee meeting, facilitation skills are especially important for union leaders. This workshop will review the basics - e.g., the role of the facilitator and other members of the group, preparing agendas, encouraging productive discussions and helping groups reach good decisions. We will also explore the skills necessary to help a group resolve difficult issues and deal with disruptive behavior.

Objectives:

- *Review the basics of good facilitation.*
- *Learn practical techniques for developing agendas, creating a comfortable environment, encouraging participation and keeping a meeting on track.*
- *Develop approaches for dealing with disruptions and other dysfunctional group behavior.*
- *Practice facilitation skills in a fun and supportive environment.*

MODERN MEMBERSHIP ENGAGEMENT - NEW

The most effective means of membership engagement is through face-to-face interactions. Nothing can truly take the place of such direct interactions. Modern technology provides new opportunities for easy communication that many are tempted to use as a substitute for the face-to-face relationship building.

How can we harness the power of these new modern tools in a way that supplements, but doesn't replace, face-to-face relationship building?

This workshop will look at the best ways to use modern technology in the membership engagement arena. What tools are available and how can we use them to communicate with our members, engage them and cultivate more participation in our union? What can we learn about our members from observing online interactions? How do we leverage modern technology to channel our members' energy and support our union?

Objectives:

- *Identify best practices and options for conducting online membership meetings.*
- *Using social media as an organizing tool.*
- *Identify potential mobilizers based on on-line actions or activity.*
- *Maximize online membership action in meaningful ways.*

VOLUNTEERISM vs MENTORING - What's the difference and why should we be mentoring? - NEW

Leaders often look for a one-size-fits-all solution to the problem of identifying, recruiting and retaining volunteers. There is no silver bullet. It's hard work that involves a commitment of time, energy and resources.

In order to strengthen your Local Councils and our Union, we need to reach out to members. Our strength can be found in our diversity. New advocates must first be identified and then mentored to ensure we stay union strong. Mentoring is a relationship where the focus is on supporting the growth and development of the mentee. As a leader you are uniquely positioned to be a source of wisdom, teaching, and support. Mentoring involves building relationships between members, volunteers and leaders that allows for shared interaction and learning, rather than one-way delegation and reporting. It's as much an art as it is a science.

Building a strong network within your council is a continuous process of interacting with members to identify potential volunteers; encouraging them to volunteer their time; delegating and managing duties and providing feedback that nurtures ongoing involvement. This workshop will explore best practices from within our AFA leadership corps. You will be challenged to examine your own interactions to identify where you were successful and where you could improve.

Objectives:

- *Create an inclusive Council that recognizes diversity within your group (gender, generation, seniority, ethnicity, culture).*
- *Embrace mentoring as a two way process - coaching v. mentoring.*
- *Recognize leadership traits in volunteers.*
- *Learn how to provide constructive feedback and direction to improve performance.*
- *Adopt mentoring practices so that our promising volunteers can become future leaders.*
- *Identify ways that mentoring nurtures retention of volunteers.*

2018 - MONEY - MEMBERS - OPERATIONS - OFFERED PREVIOUSLY BUT UPDATED AND WILL CONTAIN NEW CONTENT

Union officers have a special fiduciary responsibility when it comes to collecting, managing, and using dues money or “Union Funds”. This workshop will encompass various topics - all interconnected - focusing on a financial roadmap of Union finances from varying viewpoints, and the connection to leaders, members and the Union democratic process.

- **Money** - Leaders have an understanding of fiduciary responsibilities and the requirements to remain transparent and in compliance with DOL Regulations and the AFA-CWAC&B. This workshop will cover four related topics from this perspective, with a focus on practical applications.
 - FPL Accountability: Documenting hours worked
 - Budget Reviews with Members (Potential for Leader “Best Practices”)
 - Recordkeeping - What is Required by the DOL? By the AFA C&B?
 - Concur: Fine Points - Financial Compliance - Submitting & Approving Reports
- **Members** - This module will allow leaders to gain a better understanding of the dues narrative. Topics covered include:
 - DCO & Special DCO - A negotiating priority to consider (Potential for Leader “Best Practices”)
 - Status & Standing - Defining the “First90 days” of the Leave, and effects on dues payments and voting
 - Bad Addresses & the 3/2 Process - How we communicate with members in Bad Standing
 - Grievance Pending - The rights of a Member and the responsibilities of the LEC or MEC
- **Operations** - The Union can operate at a higher level when Leaders are more aware of the way business is conducted within the AFA structure
 - Agenda Item Development (Potential Group Exercise)

USING DIGITAL TECHNOLOGY IN MANAGING YOUR COUNCIL - OFFERED PREVIOUSLY BUT UPDATED AND WILL CONTAIN NEW CONTENT

Digital technology, including social media, provides many very important and useful tools that can redefine and improve the manner in which you communicate to members and the public. This workshop will look at some of these current technologies and tools, and offer best practices in using them.

1. What tools are available to help you manage and deliver your communications?

2. What software and apps might you use to accomplish, enhance or make robust the tasks you are already doing?
3. What current technologies might you use to assist you in managing your council business?
4. What social media tools are available to enhance and improve your message?

Objectives:

- Identify resources that are available within the existing AFA-CWA structure.
- Explore software and apps that might support current activities.
- Explore technologies that might assist with council representation.

TIME MANAGEMENT AND FINDING BALANCE - NEW

Why is there just never enough time in the day to get everything done? Why is it that some people seem to get more accomplished and create a harmonious work/life balance? Everyone has exactly the same number of hours in their day. So, what is it that they doing that you are not?

As AFA leaders, you need to find a work/life balance, save time, and get organized in the digital age. Using his no-nonsense, in-the-trenches approach loaded with tips/demos/examples, AFA Communication Director Christopher Lee will show you how to transition from being "busy" to being "productive" in an era of texts, beeps, and tweets. He will examine the myth of multi-tasking, show you how to properly segment time and prioritize, eliminate social media distractions, and tame your pesky smartphone. Both old-school and new digital time-saving tools will be presented. And, finally, once and for all, he will get your email inbox under control.

Learning Outcomes / Objectives

By the end of this session, attendees should be able to do the following:

- Understand the key difference between being "busy" and being "productive", as well as the Cycle of Responsiveness.
- Develop specific techniques to better organize and manage email.
- Let how to apply the Time Management Matrix to work/personal goals and productivity.
- Evaluate the pros and cons of smartphone use for productivity.
- Understand why multi-tasking is generally multi-nothing.
- Immediately apply new methods of workflow processing to manage and free your time.
- Learn what a "tickler" file is and why it's an important tool for calendar scheduling.
- Become familiar with the Pomodoro Technique and how to apply it.
- Examine emerging technologies and tools that serve to replace e-mail and business electronic communication.

Target Level of Knowledge

Prior to attending this session, it is assumed all attendees:

- Have no prior knowledge pertaining to this subject
- Are feeling overwhelmed, constantly distracted, and regularly take their smartphones into the bathroom with them.

BUILDING SOLIDARITY THROUGH DIVERSITY - NEW

Stronger Together - Better Together is our Union's promise. How can we translate this promise into action as it applies to diversity? AFA has prided itself on being an organization that pioneers and continues to promote equality and anti-discrimination.

The beauty and strength of our Union is in the diversity of our membership. This workshop will give us the opportunity to examine the impact of our own biases, individually and collectively. We will develop strategies to address the issues that stand in the way of our progress. Together we can create an environment that is inclusive, promotes equality and builds solidarity.

Objectives

- *Identify personal racial/gender/cultural biases through self-assessment.*
- *Identify how and why diversity matters to you as a union leader.*
- *Develop techniques to use when talking about diversity.*
- *Utilize tools provided to address conflict arising from issues of diversity.*