

Don't Lead Alone

Cleveland Justis, Ph.D.



**How We Can Get Out Of Our Siloes
and Lead Like a Movement**

Potrero Group

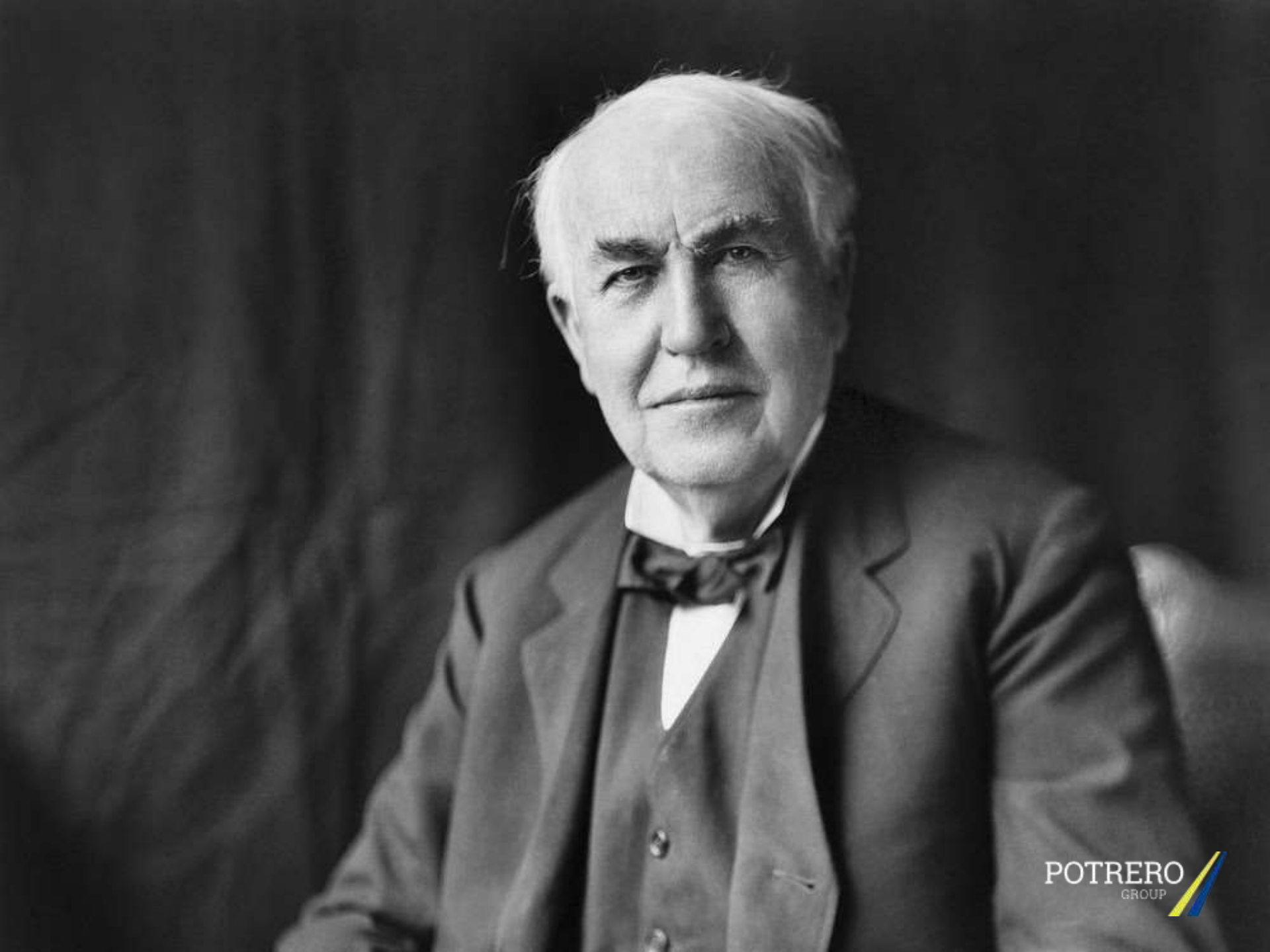


How We Act Like We Work



How We Actually Need To Work







Movement Leaders



Movement Leaders





Golden Gate



Golden Gate



75,500 acres

**40 miles north and south
of the Golden Gate**

**More than 30 distinct park
sites**

17 million visitors annually

**One of the largest, most
popular urban national
parks in the US**

Still growing in size

Golden Gate



Golden Gate



Golden Gate







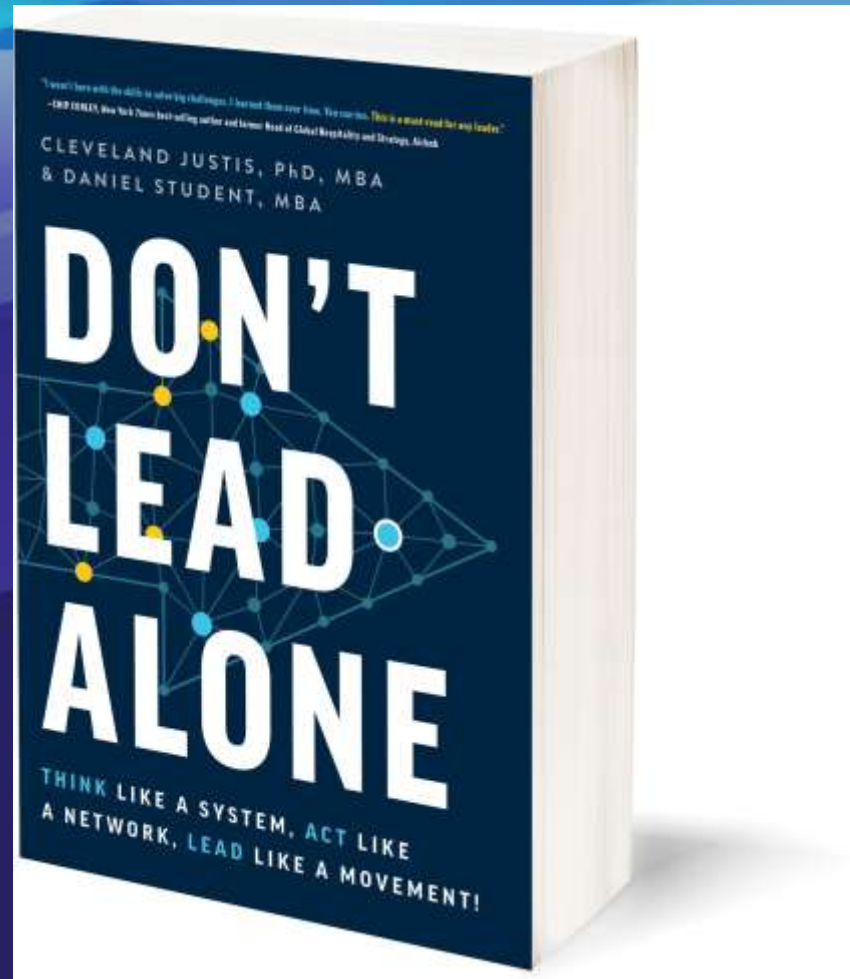
The Journey



The Journey



The Destination



The Destination

Hybrid Organizing:
Case Studies of Skills and Attributes Used to Generate Impact When Working at the Intersection of
Sectors

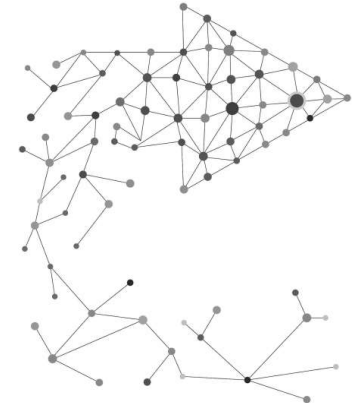
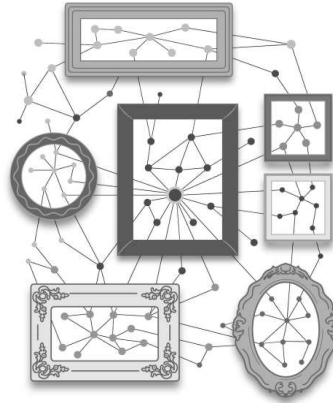
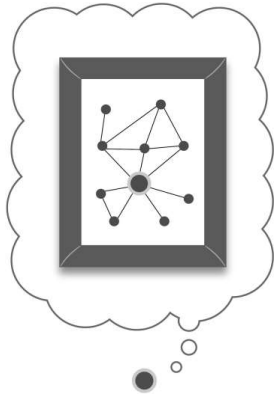
By

CLEVELAND JUSTIS
DISSERTATION

Submitted in partial satisfaction of the requirements for the degree of

DOCTOR OF PHILOSOPHY

in



Think Like a System

Understand your desired
impact and how it fits into a
larger picture

Act Like a Network

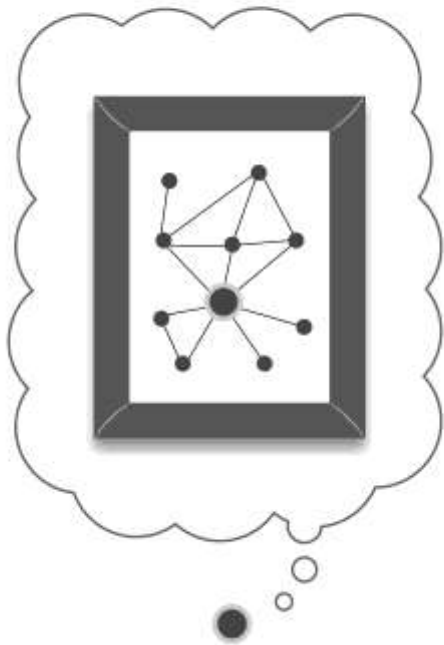
Connect your work to
others and find new
collaborators

Lead Like a Movement

Bring collaborators together
and move them in a unified
direction

Think Like a System

Understand your desired impact and how it fits into a larger picture



1. Observing with curiosity
2. Recognizing patterns and trends
3. Taking a big step back
4. Listening with empathy and reflection
5. Tapping into intuition
6. Reframing for a new way of seeing things

Acting Like a Network and Acting as a Part of the Whole



Over 200 communities representing nearly 90 million residents

Sharing best practices and accelerate the application of good ideas across the United States and Canada.

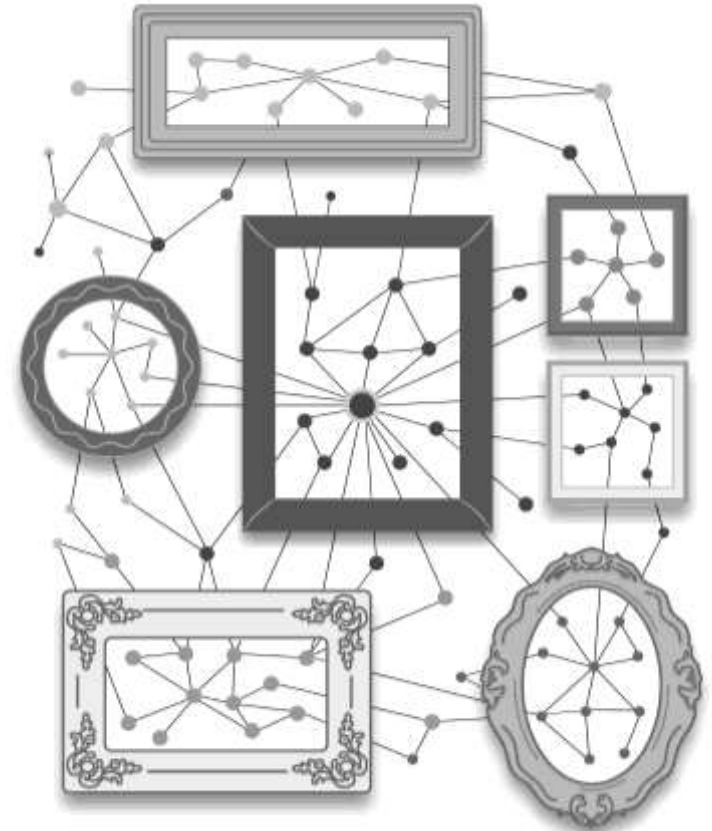
Zoom out to see members in Alaska and Hawaii



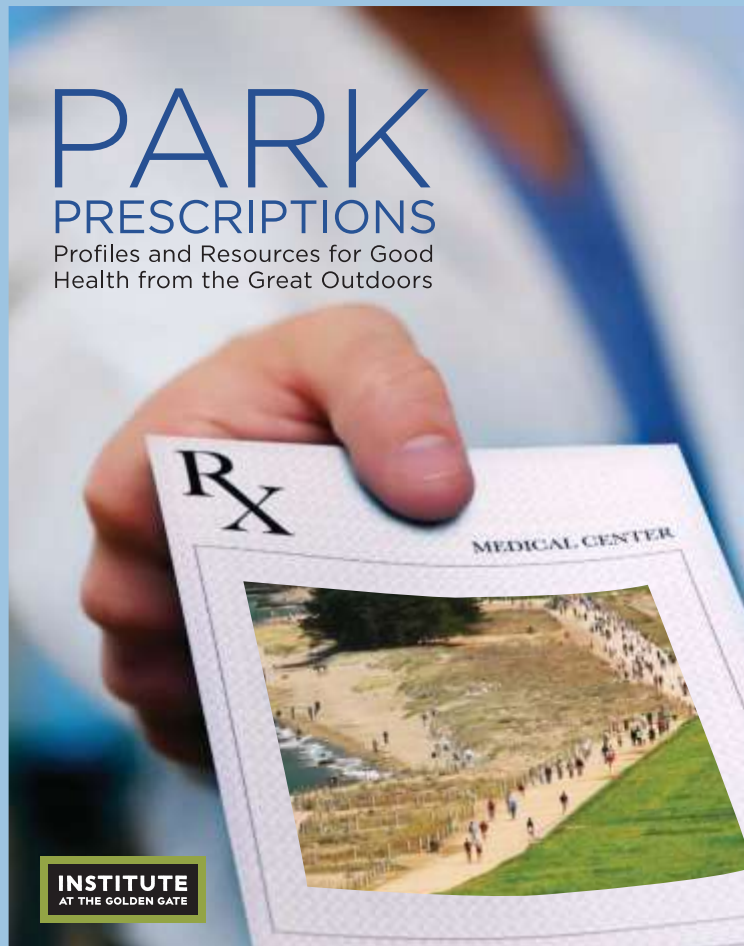
Act Like a Network

Connect your work to others and find new collaborators

1. Acting as a part of the whole
2. Getting out of your silo
3. Learning other professional languages
4. Code-mixing with intention
5. Understanding hidden power
6. Rewarding risk



Thinking Like a System and Observing with Curiosity



INSTITUTE AT THE GOLDEN GATE | GOLDEN GATE NATIONAL PARKS CONSERVANCY



Birmingham, Alabama



Greater Williamsburg Area, Virginia



Tennessee



Chesterton, Indiana

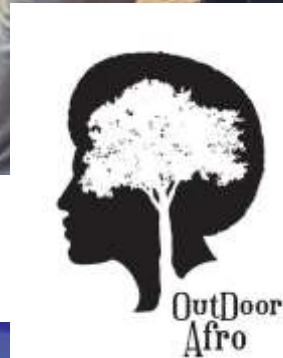


Marin City, California



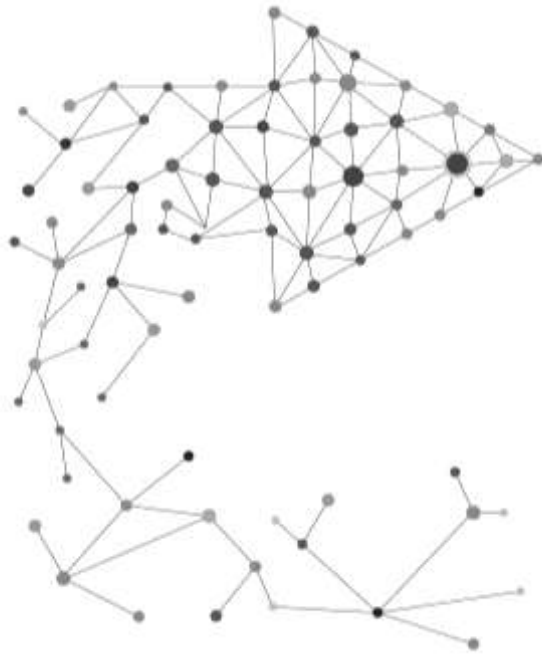
Missoula, Billings, Helena, and Bozeman, Montana

Lead Like A Movement



Lead Like a Movement

Bring collaborators together and point them in a unified direction

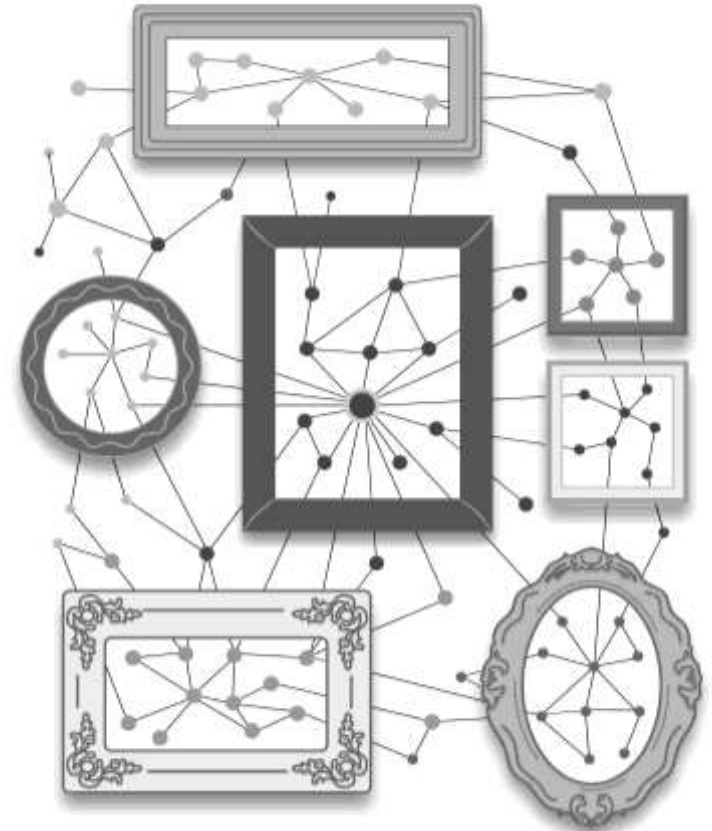


1. Building diversity
2. Integrating multiple logics
3. Establishing feedback loops
4. Saying no
5. Managing dissonance
6. Managing incumbents
7. Managing secret agendas

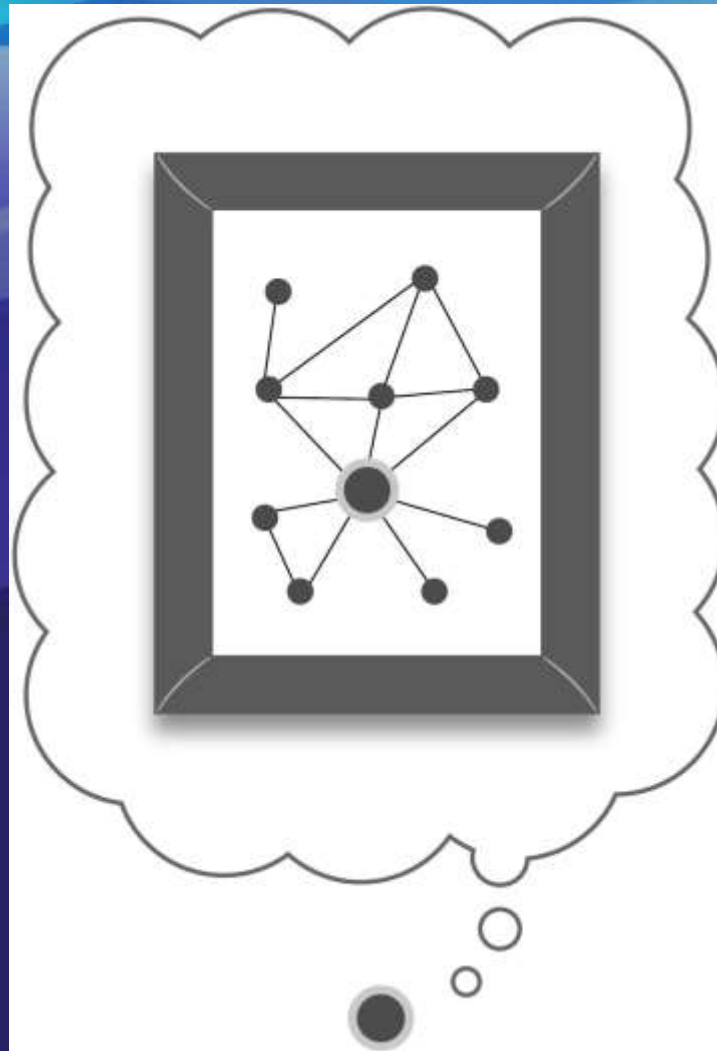
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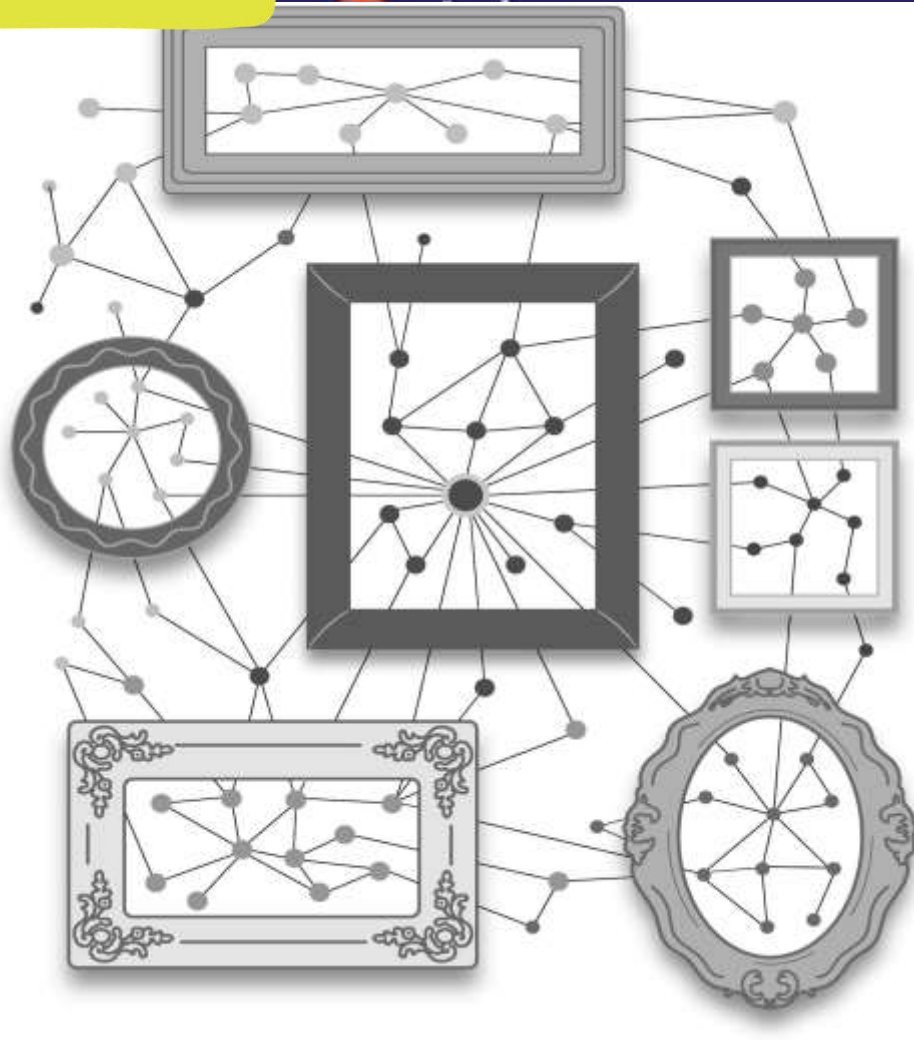
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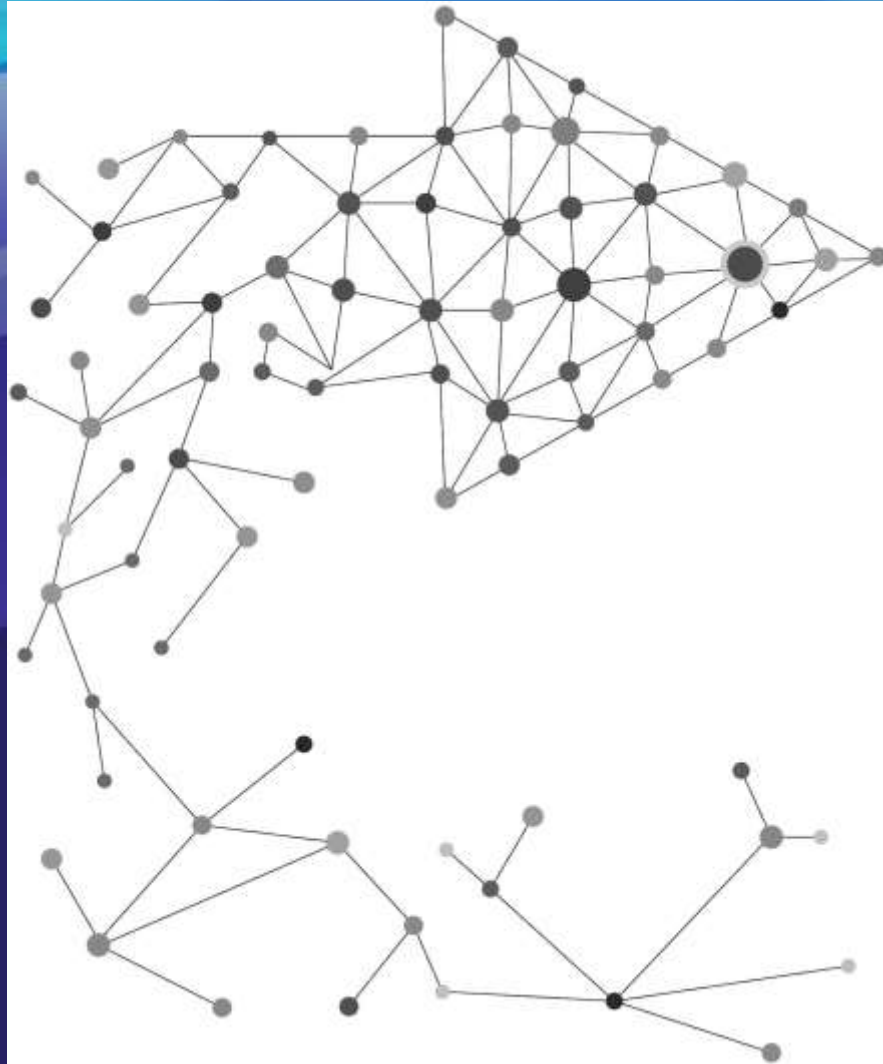
Think Like a System



Act Like a Network



Lead Like a Movement



Other Sectors



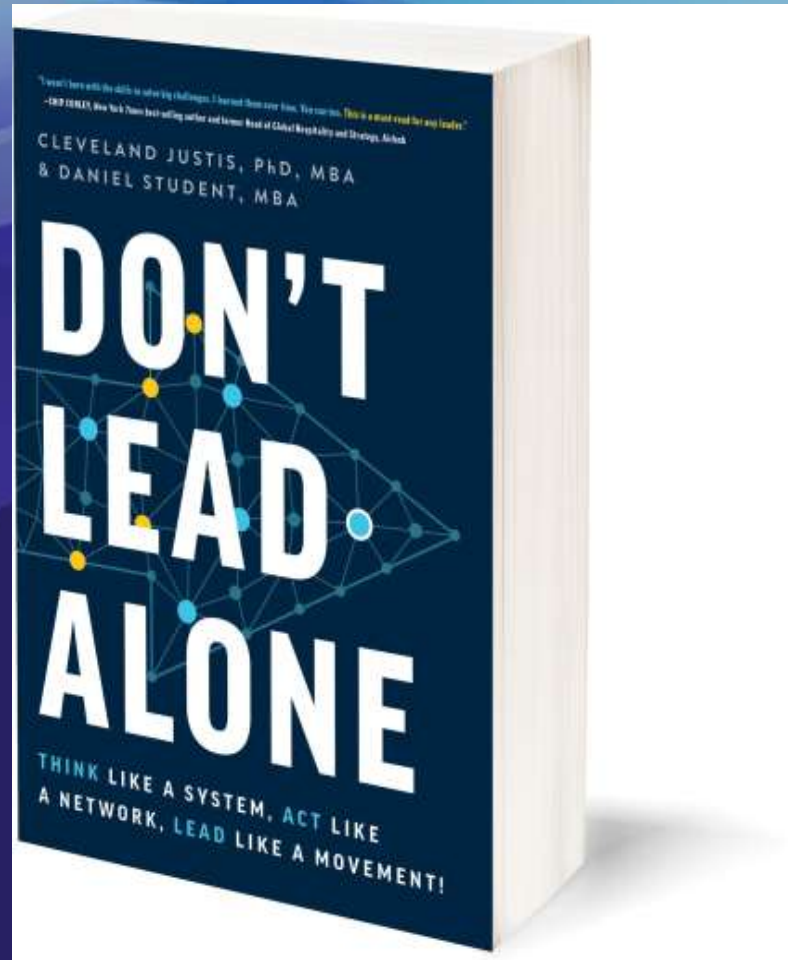
Discussion Questions

What are your organizational siloes?

How might you connect them to lead like a movement?

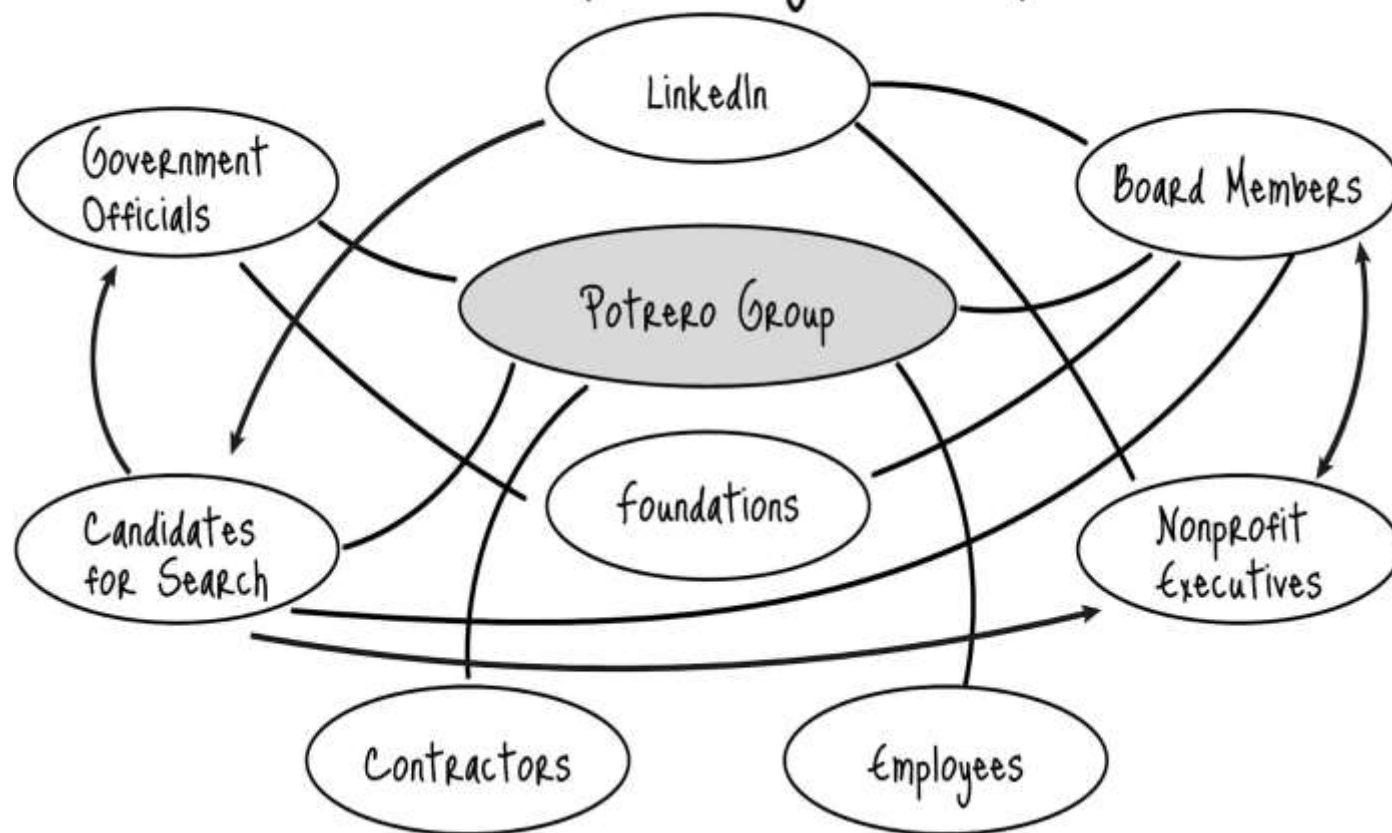
What challenges would you have in doing so that you don't know the answer to?

Let's Get Started



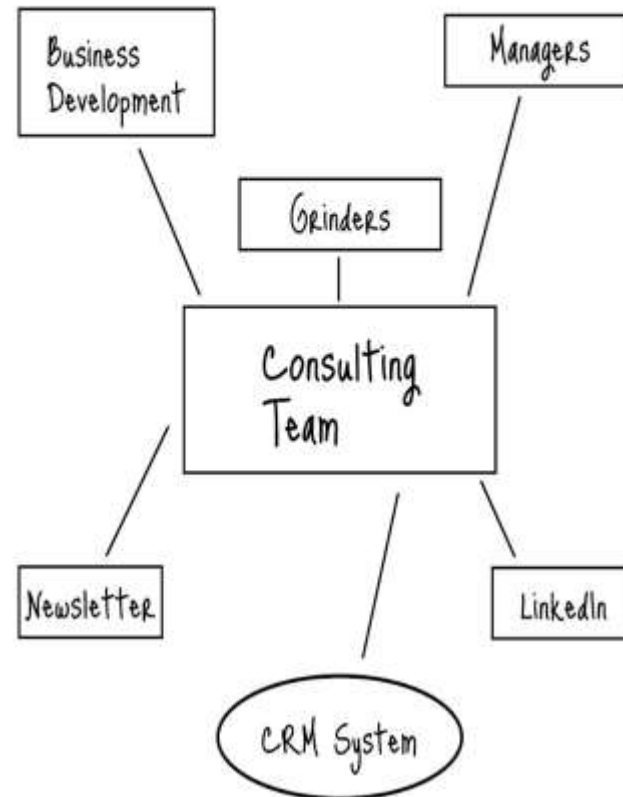
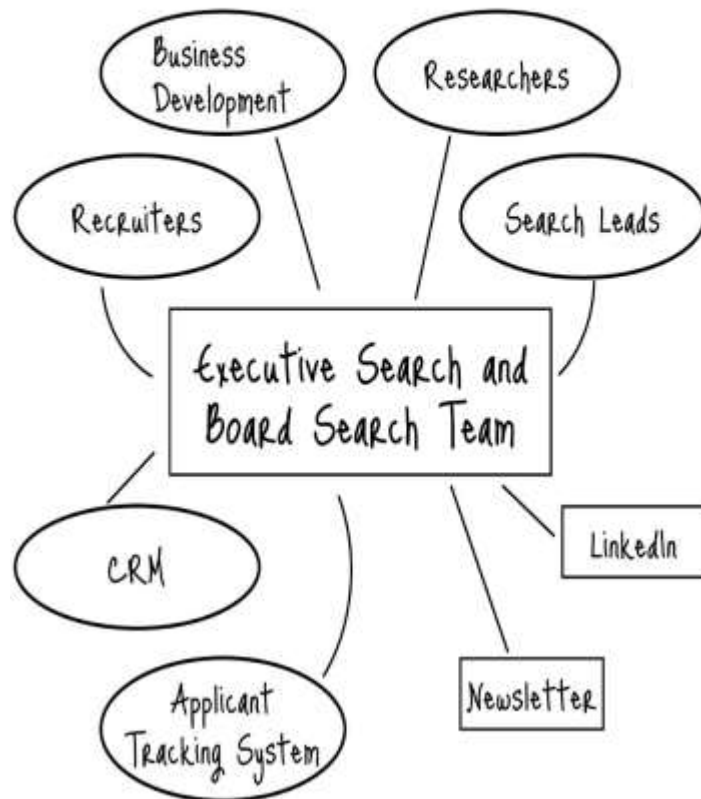
How We Lead Like a Movement

Our Simplified System Map



How We Silo

Traditional Model for Businesses Like Ours

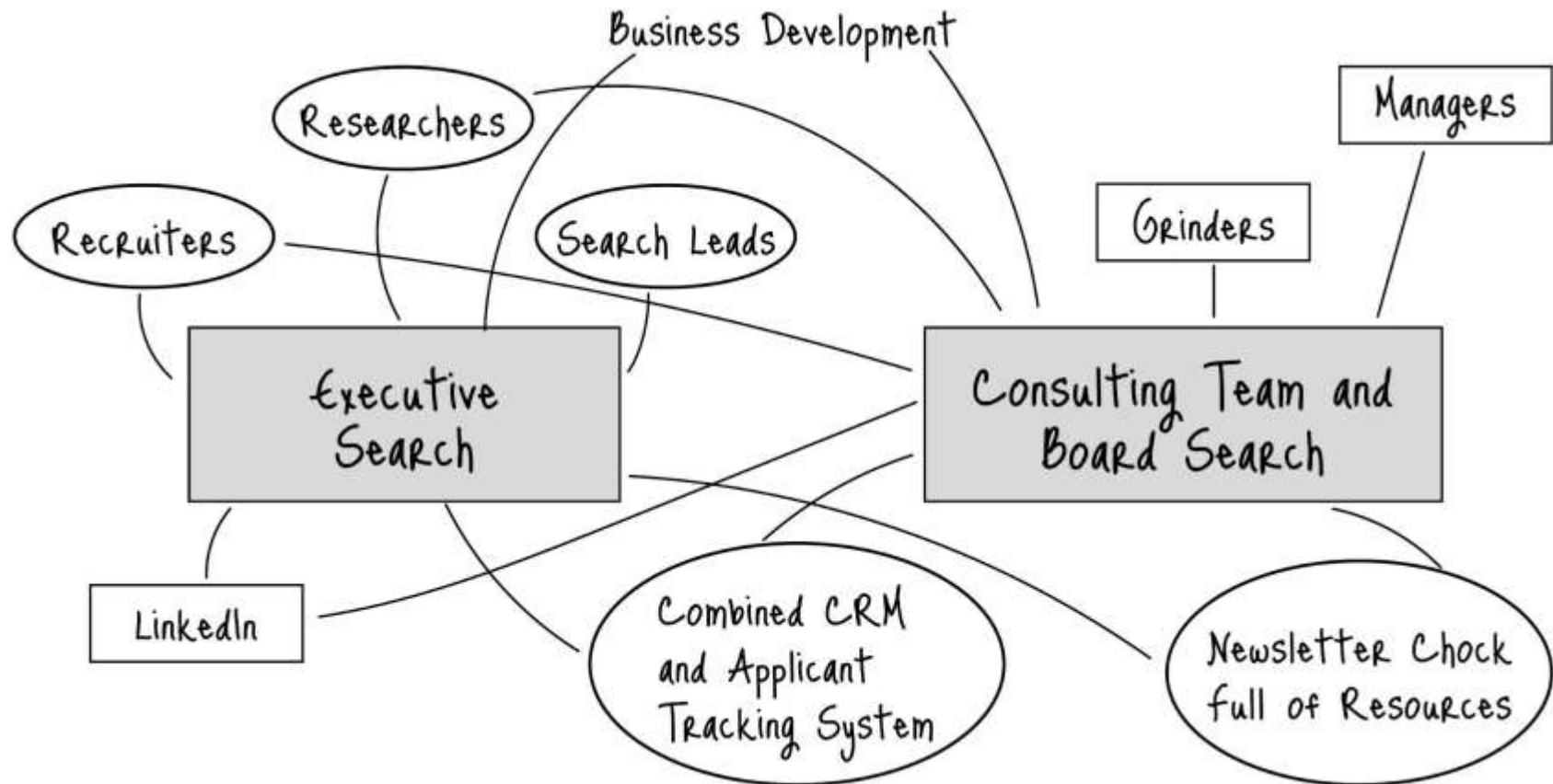


Act Like a Network



Therefore, we needed to Think Like a System and Act Like a Network

Act Like a Network



Lead Like a Movement!



Don't Lose the Momentum

Take 5-10 minutes and write yourself a letter that includes:


Your top three takeaways from this week

Three ways you plan to Think Like a System, Act Like a Network, and Lead Like a Movement

Three commitments you want to make to yourself

Address an envelope with your home address and enclose your letter and seal the envelope.

We'll add a stamp and mail you the envelope in 3-5 months.

Return Address	

	John Doe 0000 Campus Box Elon, NC 27244

Don't Lead Alone

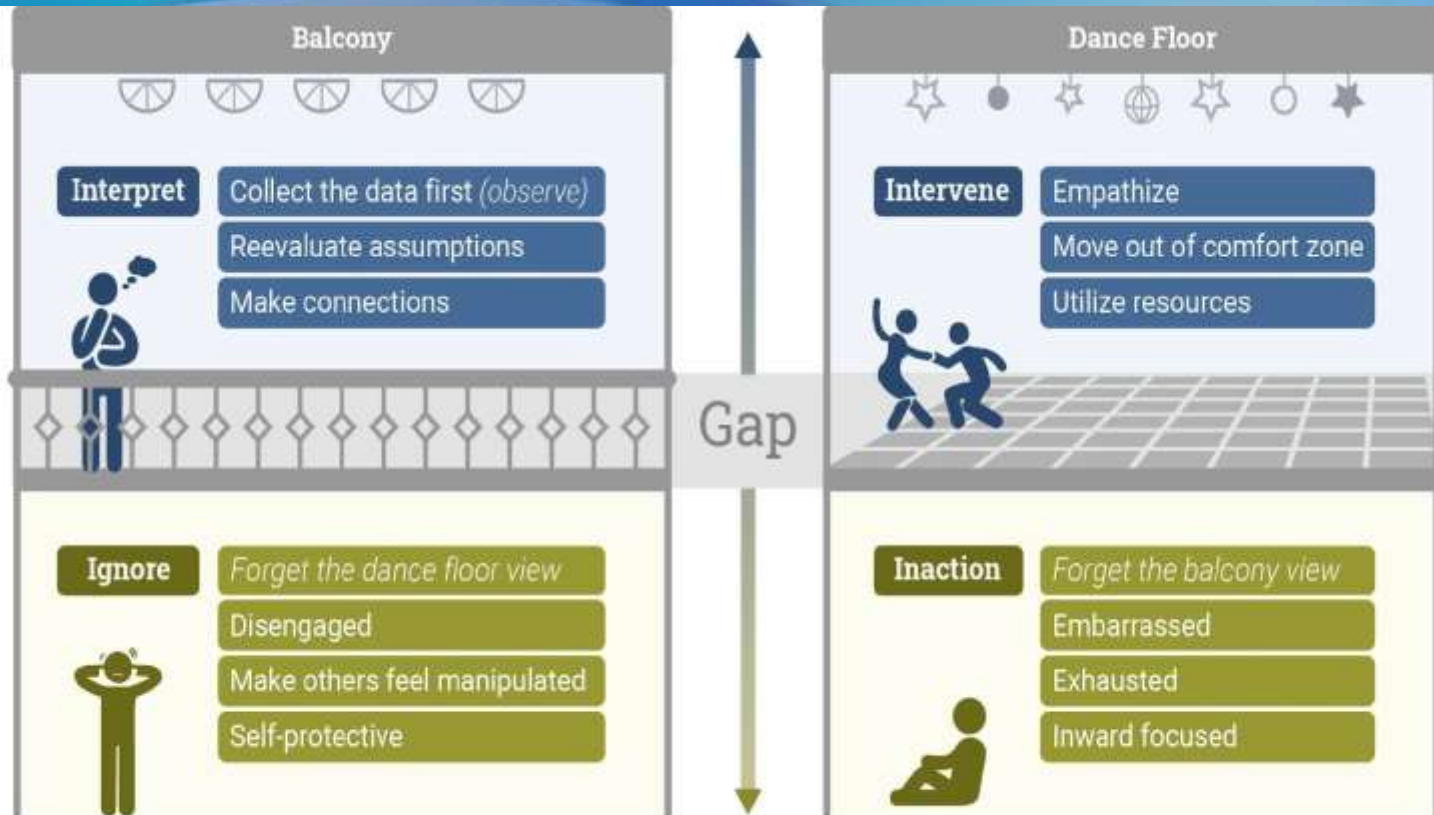


Learn more: DontLeadAlone.Com

Skills Practice

Deceptively simple skill #1:
Reflective Listening

Balcony vs. Dance Floor



EMPATHETIC Listening

• Practice – Utilize Body Language

- Smile
- Nod
- Lean in
- Vocalize – hmm, mm, ah, huh.
- Eye Contact

How To Get Better

- Don't be afraid if it feels forced
- Try not to plan what you are going to say in response – just listen
- Move between dance floor and balcony
- Observe and assess your effect on the speaker

**Listeners are part
of dialogue.**

**They have a
“language” unto
themselves.**

**Try to give 100
percent of your
attention.**

Don't judge.

**Don't jump to
offering a solution.**

Think Like a System

Understand your desired impact and how it fits into a larger picture

Practicing Observing with Curiosity

1. How does the system of this conference work?
2. What types of people and professionals are here and what roles do they play?
3. Why do you think the organizers made that choice?
4. Would you have made that choice? Why or why not?
5. What do you think that means about you?

Lead Like a Movement

Bring collaborators together and point them in a unified direction

Practicing Building Diversity

1. Find someone you know in this room (it could be the new person you met in our last exercise!)
2. Now one of the two partners find someone they know and add that pair
3. Identify the professional skill sets you have in the group
4. What problem or challenge would this group be uniquely capable of approaching? (Perhaps this is real life challenge or opportunity one of your businesses is currently facing.)

Act Like a Network

Connect your work to others and find new collaborators

Practicing Acting as Part of the Whole

1. Look around – who do you know in this room? (You can get up and look.) Write down their names and their organizations.
2. Is there anyone on your list who may not know each other well? Identify them.
3. What do you know about them that they might not know about each other that could help connect them or support each other?
4. Can you make an introduction and let the room know the connection/opportunity?

REFLECTIVE Listening

**Not just the speaker
is responsible for
communication.**

**Listeners move the
conversation
forward.**

**Help others deliver
their information.**

Ask questions.

**Paraphrase what
you think they are
saying.**

Practice– Ask Questions

- Paraphrase what they said and check accuracy
- Encourage further thinking - “Say more”
- Prompt exploration - “Why do you think that is?”
- Be curious – “Do you think ____ is because...?”
- Share similar experiences

How To Get Better

- Notice the moment(s) you have a question or curiosity and return to it after they finish their thought
- Ask them if your questions are helpful
- Move between dance floor and balcony
- Observe and assess your effect on the speaker

Skills Practice

Deceptively simple skill #2:
Code Mixing (with
intention)

Keys to Brainstorming

Judgement Free Zone

Self-judgement too!

Embrace Wild Ideas

The messy version can lead to the best version

Go for Quantity

Maximize your IPM (ideas per minute)

Build on Ideas

“Yes, and...”

Curious Skepticism

“I wonder if...”

Who's the Leader?

