



## The Florida Leadership Development Institute

### Introduction

- I. We are pleased to announce that The Florida Bar Foundation and the Florida Legal Aid Project Directors Association are offering a second year of the Florida Leadership Development Institute (LDI) for Florida legal aid attorneys. This decision was partly based on Kelly Carmody's "The Quest for the Best" study that analyzed recruitment and retention issues at legal aid programs in Florida, and on the success of the 2009 Inaugural Florida Leadership Development Institute.

The Florida Bar Foundation has invested over \$100,000 into providing the Florida Leadership Development Institute. Legal Aid programs in Florida will be supporting the Leadership Development Institute by paying for their participant's expenses to attend retreats and other LDI-related events and by incorporating the Leadership Initiatives into their participant's work.

The Foundation has again partnered with the Center for Legal Aid Education (CLAE) to provide the curriculum, design, and delivery of the Florida Leadership Development Institute.

### Key Elements

- II. CLAE's Florida Leadership Development Institute includes the following components that build upon and reinforce each other.
  - A. **Leadership Initiatives:** A Leadership Initiative is a specific problem or project that a fellow works on to achieve a specific outcome or impact. Each fellow works on at least one leadership initiative where they apply newly learned leadership concepts, skills, and tools to their everyday work.
  - B. **In-person Training:** Fellows participate in four, multi-day in-person training events (retreats) over the course of the twelve-month Leadership Development Institute.
  - C. **Online Training via CLAE's Online Campus:** The Leadership Development Institute includes regular web-based discussions and distance learning activities. The online campus enables fellows and mentors to continue learning, practicing, and reflecting on new leadership concepts and skills between the in-person retreats.
  - D. **Leadership "Toolkit":** The Leadership Development Institute provides an open forum for fellows to practice using newly learned leadership tools such as: problem analysis, developing a strategic vision, planning skills, delegating tasks, and effective time management.
  - E. **Seven Core Competencies of Effective Leaders:** Through the course of the Leadership Development Institute, fellows will develop the seven (7) core competencies of effective leaders: Communicating Strategic Intent, Self Awareness, Achieving Workable Unity, Systems and Strategic Thinking, Delivering On Strategic Intent, Developing New Leaders, and Fostering the Process Of Renewal.
  - F. **Mentoring Relationships:** The Leadership Development Institute adds the critical component of creating and sustaining mentor relationships. Mentors are chosen based on their demonstrated leadership, commitment to legal aid, and their willingness to support other's leadership development. Mentors participate in an initial training program that introduces them to the Leadership Development curriculum and the skills necessary to effectively serve as mentors.
  - G. **Leadership Development Opportunities:** As part of their continuing professional development, fellows will learn how to find new opportunities to further develop their leadership skills.
  - H. **Program Support:** Sponsoring programs ensure that fellows, mentors, and supervising attorneys have adequate time and the necessary support to participate fully in the Leadership Development Institute.
  - I. **Leadership Development Institute Oversight:** An oversight committee that meets periodically to review Institute progress and effectiveness.

# The Florida Leadership Development Institute

## Program Description

**Overview:** The Florida Leadership Development Institute (LDI) is a twelve-month program sponsored by The Florida Bar Foundation in collaboration with the Center for Legal Aid Education (CLAE). Its goal is to create a broader, more experienced, and diverse pool of leaders in the Florida legal aid community. The Leadership Development Institute is for attorneys who have demonstrated their commitment to providing legal assistance to the poor and who are willing to take on leadership roles. Those roles may be as client based or community advocates, in management positions, or a combination of roles. Participants in the Leadership Development Institute (fellows), will learn the fundamentals of effective leadership; receive extensive, hands-on support in utilizing leadership tools; and will develop and implement a leadership initiative project (individually or as part of a team) with the support of a mentor, a community of peers, and experienced Institute faculty.

### I. Why participate?

The Florida Leadership Development Institute will support you in developing your leadership skills and becoming a recognized leader in the legal aid community. With other fellows, you will receive leadership training specifically designed for legal aid lawyers. You will have the opportunity to practice and apply the leadership skills that you develop to your areas of interest – whether in management, advocacy, community participation, or a combination of those areas.

You will have a community of peers -other fellows- as well as extensive hands-on guidance from a mentor and the chance to learn from regional and national leaders in the fields of legal aid and leadership.

Your program and the Florida legal aid community will commit to helping you develop and exercise your leadership talents, including creating and implementing a Leadership Initiative specific to your interests and your community or program's needs. The Leadership Initiative that you choose will be a specific problem or project that you identify and that you will work on during the Florida Leadership Development Institute to achieve a specific goal or impact based on your program's and community's needs .

### II. What is my commitment?

- A. You must be committed to furthering the mission of legal aid and applying the skills gained through the Institute to better serve indigent client communities.
- B. You must be committed to participating in the entire Leadership Development Institute. You should not apply if you are seeking to make significant changes to your life or career that would make your full participation in the Leadership Development Institute impossible.

You will need to devote a significant amount of your time (at least 20 – 25% of your time) to the Leadership Development Institute. The actual time that you commit to the Florida Leadership Development Institute will depend upon how closely aligned the Leadership Initiative is with your other work responsibilities.

### III. Specific responsibilities (factored into the time commitment above) include:

- A. Getting both your supervisor and Executive Director to approve and sign-off on the problem or the project that will be the focus of your Leadership Initiative. Your supervisor and Executive Director must give their written approval at the time of your application and again after you attend the first Leadership Development Institute retreat where your Leadership Initiative will be analyzed;
- B. Attending four (4) multi-day retreats on the following dates: June 22 – 24, 2010; October 26-28, 2010; January 2011 (TBD); and April 2011 (TBD).
- C. Participating in learning activities that reinforce the curriculum during the months in-between the Leadership Development Institute retreats;
- D. Working on your Leadership Initiative project;

- E. Communicating with your mentor at least monthly;
- F. Communicating with your program and CLAE at designated times; and,
- G. Participating in a Leadership Development Institute evaluation.

Your program may have additional expectations, so be sure to talk with your Executive Director to find out what they are. You may contact Jennifer Wimberly at The Florida Bar Foundation (407-843-0045 or [jwimberly@flabarfdn.org](mailto:jwimberly@flabarfdn.org)) if you have questions about the Florida Leadership Development Institute.

# The Florida Leadership Development Institute

## What Are Leadership Initiatives?

Leadership Initiatives are the vehicles for supporting a fellow's individual leadership development. This is accomplished by creating opportunities for the fellow to apply the leadership concepts and skills that they learn in the Leadership Development Institute to their actual work. The Leadership Initiative that fellows choose will be a specific problem or project that they identify and that they will work on during the Leadership Development Institute to achieve a specific goal or impact based on their program's and community's needs.

### I. Scope

Leadership Initiatives can be related to internal or external program activities, or state or regional advocacy activities. They can be individual initiatives, or fellows can work in teams within their own program – or within a region or practice area. The Leadership Initiative is a training ground for fellows to practice using their newly developed leadership skills. Depending on the Leadership Initiative, the program's and fellow's interests, and intervening circumstances – the Leadership Initiative may or may not be completed by the end of the Institute. When a Leadership Initiative is not expected to be completed during the Leadership Development Institute term, CLAE will work with the fellow and their program to define appropriate project goals and evaluation points that can be completed during the Leadership Development Institute.

### II. Examples of Leadership Initiatives

The following are examples of Leadership Initiatives from fellows who participated in the 2009 Inaugural Florida Leadership Development Institute. Remember, Leadership Initiatives may begin as problem statements or project proposals. The Florida Leadership Development Institute will begin with a problem analysis of each fellow's proposed Leadership Initiative. Your Leadership Initiative may be focused on advocacy, community involvement, program management, or a combination of those areas.

#### Example 1:

**Problem:** The inability of youth in foster care with developmental disabilities to access services.

**Leadership Initiative:** Develop a legal framework of information, contacts and presence to create a broad, long-term strategy for advocacy.

#### Example 2:

**Problem:** There is little-to-no education or information available to advise people on what rights and options a pro-se defendant has in the Small Claims Court system or how to exercise those rights and options.

**Leadership Initiative:** Develop materials for several audiences that will result in pro-se defendants obtaining more equitable treatment during the Small Claims Court process; and develop a Small Claims Pro Bono attorney panel.

#### Example 3:

**Problem:** Brevard county systemically ranks high in rates of individuals who are uninsured; death rates for HIV/AIDS; death rates for cancer and diabetes; and death rates related to suicide.

**Leadership Initiative:** Develop a Medical-Legal Partnership in Brevard County for clients with systemic health and medical issues to receive holistic care and facilitate access to legal advocacy for the area's under and uninsured population.

#### Example 4:

**Problem:** Low-wage women workers are deprived of pay and are often subjected to threats or intimidation based on their immigration status.

**Leadership Initiative:** Develop a program that combines policy advocacy, litigation, and worker education to expand and enforce the rights of low-wage, immigrant women.

### **III. Proposing and Developing Your Leadership Initiative**

(CLAE suggests the following guidelines to help programs support their fellow's selection of an appropriate Leadership Initiative.)

- A. Each fellow's Leadership Initiative may begin as a definition of a problem or as a project designed to address a specific problem. It must be flexible enough to change as a result of: 1) a detailed problem analysis at the first Leadership Development Institute retreat, and 2) further analysis and refinement between the first and second Leadership Development Institute retreats. Each fellow will present the results of their Leadership Initiative problem analysis and a suggested response to his or her Executive Director and supervisor for discussion and approval within the first four months of the Florida Leadership Development Institute.
- B. Leadership Initiatives should be projects that are developed in consultation with the fellow's program, and should have the support of program leadership as evidenced by both the supervisor's and Executive Director's signature on the required Memorandum of Understanding that is part of the application package.
- C. When selecting a Leadership Initiative problem or project, fellows should not be restricted to issues that their programs already have expertise in. However, fellows must ensure that their program supports their work on the Leadership Initiative that they develop.
- D. Leadership Initiatives are most successful and garner the most support from program leadership when they emerge from the program's mission and priorities.
- E. The more closely aligned the Leadership Initiative is with the program's mission, the less of an issue the fellow's time commitment becomes.
- F. In choosing Leadership Initiatives, fellows and programs should consider both the extent to which the Leadership Initiative will meaningfully support the fellow's leadership development; and the likelihood that the Leadership Initiative will result in something concrete, measurable, and of value to the program and the community the program serves.

### **IV. Final Selection of Your Leadership Initiative**

CLAE will provide a series of learning activities prior to the second Leadership Development Institute retreat to help fellows: 1) refine their proposed Leadership Initiatives and 2) engage in a process of advocating for and/or negotiating with their program about their proposed leadership initiative.

By design, fellows do not begin working on their Leadership Initiative until they have attended the second Leadership Development Institute retreat. This allows the fellows time to:

- A. Obtain a clear understanding of the purpose of the Florida Leadership Development Institute;
- B. Identify the kinds of support they will need - from their assigned mentor, others within the Leadership Development Institute, and their program - to ensure their success in carrying out their Leadership Initiative; and
- C. Analyze, refine, and make adjustments to their initial proposed Leadership Initiative to ensure that they will develop individual leadership skills that are consistent with their program's mission and priorities.

Fellows will make final selection decisions on their proposed Leadership Initiatives - including securing their program's approval and sign-off - during the period between the first and second Leadership Development Institute retreats. During this period of time, fellows will evaluate and refine their initial proposed Leadership Initiative. This means that before completing the application to participate in the Florida Leadership Development Institute, fellows should consider and discuss one or more potential problems or projects for their Leadership Initiative with their supervisor and Executive Director.

# Florida Leadership Development Institute

## Application Process

### I. Eligibility

- A. Attorneys must be currently employed at a General Support grantee program of The Florida Bar Foundation; and have **at least two years** of experience as a licensed attorney at any public interest, poverty law, or legal aid program (this includes your entire work history). *Please be aware that your program may have additional eligibility requirements.*
- B. All applications will be considered. We especially encourage applications from attorneys who are from minority groups or who have backgrounds that are not adequately represented in current program leadership.

### II. Selection Process

- A. The selection process will seek to develop a diverse Leadership Class based upon: the regional location of applicants, gender, ethnicity, race, and the kinds of leadership roles that the fellows are interested in pursuing - including advocacy, community-oriented, and managerial leadership.
- B. Fellows will be selected based upon their commitment to providing legal services to the poor, their initiative to pursue leadership opportunities (either in advocacy, community services, management, or a combination of those areas), and the willingness of their program to support their participation in the Leadership Development Institute.
- C. Applications to the Florida Leadership Development Institute should clearly indicate that the applicant has spent time to thoughtfully develop their proposed Leadership Initiative. Further, fellows' applications should indicate that they have not only discussed their application and analyzed their proposed Leadership Initiative with their supervisor and Executive Director; but that their supervisor and Executive Director support the fellow's application to the Florida Leadership Development Institute.

Applications will be presented to the Selection Committee for review and approval. All applications will be kept confidential. The Selection Committee is comprised of a panel of Florida lawyers who are diverse in their legal experience, geography, age, gender, race, and ethnicity. Decisions and notification to selected fellows will be made by **April 19, 2010**.

### III. Application Components

- A. Florida Leadership Development Institute Application (Sections I-VI);
- B. Memorandum of Understanding that includes: the Proposed Leadership Initiative, and Supervisor's and Executive Director's Signature; (*Memorandum of Understanding, Page 6, Section X*)
- C. Résumé; (*attached - 2 page maximum*) AND
- D. Personal Statement indicating why you want to participated in the Florida Leadership Development Institute (*attached - 1 page maximum*)

### Submitting the Application

To be eligible for consideration, applications **must be submitted both electronically and by U.S. Mail** on the Application Form. Electronic submissions must **be received** by Clara Bevington at: [cbevington@flabarfndn.org](mailto:cbevington@flabarfndn.org) by close of business on **Friday, March 19, 2010**. Two complete copies must also be delivered by First Class Mail to the Foundation at: The Florida Bar Foundation, Post Office Box 1553, Orlando, FL 32802-1553. The mailed copies must be **postmarked by Friday, March 19, 2010**.

**Please mail two (2) copies of the completed application including all required signatures and attachments, to:**

The Florida Bar Foundation  
PO Box 1553  
Orlando, FL 32802-1553  
Attn: Clara Bevington

It is the responsibility of the applicant to ensure that all application components are received by the application deadline.