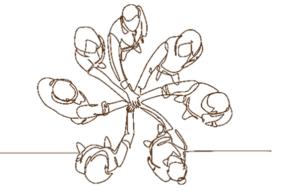
FOOD SYSTEMS LEADERSHIP NETWORK

The Adaptive Food Systems Leader: Managing Projects for Lasting Change Launching the Project & Ensuring Project Success

> Project Management Course Intensive Session #3

FSLN Cultural Agreements

- We honor and celebrate our collective wisdom together, we know a lot!
- We are mindful of our power, privilege, and how much space we are taking up.
- We take responsibility for impact, regardless of intent.
- We give grace to one another and approach conflict with curiosity.
- We challenge assumptions, respect our differences, and speak from our own experience.
- We honor confidentiality lessons leave, stories stay.
- We take care of our own physical, mental, and emotional needs.
- We meet each other where we are. Showing up is enough, and listening is participating.



FOOD SYSTEMS

LEADERSHIP NETWOR

Meet Your Course Facilitators







Tina Khan, consultant Adaptive Leadership Practitioner Civic Engagement & Community Development

Kolia Souza, consultant

Health Equity Advocacy Local & Regional Food Systems Development

Review: Session #2 feedback



Gathering the Givens

- There is enough content to go over to warrant a yearlong intensive course
- We are in politically unprecedented times, much of which we cannot predict or control
- Systems change is necessary, but we are operating in a nonprofit industrial complex that influences our work by (*fill in the blank*).
 - In other words, many of our systems uphold the status quo
 - If systemic, material change is the goal, some measure of the status quo must be dismantled
- Your contribution to this systems change work at whatever scale and to whatever extent is **CRITICAL**

Grounding Ourselves in this Experience

What it won't be...

- Technical training for project management **software**
- **People management** (i.e., volunteer/stakeholder tasks)
- A step-by-step, **how-to guide** for managing projects

What it will be...

- Introduction to processes to plan, manage, and organize projects
- "Growing impact while maintaining quality and community connection"
- Establishing a **project design framework** to contribute to sustainable change

Today's Course Competencies

Project Management components: Adaptive Leadership application:

- Time management (contextualizing)
- Change management
- Evaluation
 - Defining metrics for success 0
 - **Disseminating results** 0
- Task flow tools

- Take care of self
- Loss aversion / Speaking to loss
- Revisit:
 - Uncertainty / conflict
 - Vulnerability / triggers 0
- Approaching with curiosity
 - Asking powerful questions 0

Intro Breakouts

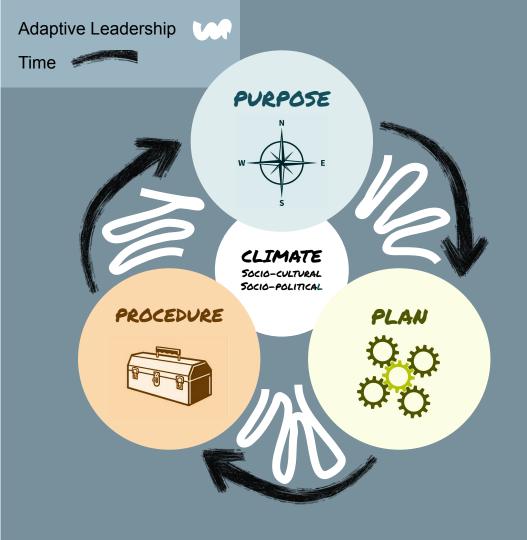
Homework: Consider (2) factions you must engage in your work...

- 1. What communications methods would you apply to your engagement with them?
- 2. What are you considering in terms of identity, bias, power, and trust?
- 3. What, if any, potential conflict or triggers do you think might come up for you in this conversation?
- 4. How might you transform that to make progress?

Project Management Leadership Ecosystem

Creating and/or influencing the conditions under which the project (purpose, plan, and procedure) coalesces with the current climate for lasting impact by exercising leadership with a generational view (past, present, future).

Managing projects as components of building towards aspirational futures lies in adaptive leadership.



REALITY SCOPE

STRATEGIC COMMS PLANNING QUESTIONS

How do you define / articulate the issue?

PROCESS STEPS:

- Define the problem
- Identify issues
- Select using an evaluation checklist
- Frame the issue

Example Issue Evaluation Checklist:

- Results in a real improvement in people's lives
- Gives people a sense of their own power
- □ Alters the relations of power
- Is worthwhile
- Is winnable
- □ Will be widely felt
- Will be deeply felt
- Be easy to understand
- Have a clear target decision maker
- Have a clear time frame that works for you
- Be non-divisive
- Build leadership
- Set up your organization for the next campaign
- □ Have a pocketbook angle
- Raises money / resources for the cause
- Be consistent with your values and vision

Midwest Academy. (2001). Organizing for social change: Midwest Academy Manual for Activists [3rd Ed]. Seven Locks Press: Santa Ana, CA.

STRATEGIC COMMS PLANNING QUESTIONS

How do you define/articulate the issue? *Tool: Issue evaluation checklist*

Who are the players? Tool: Faction mapping

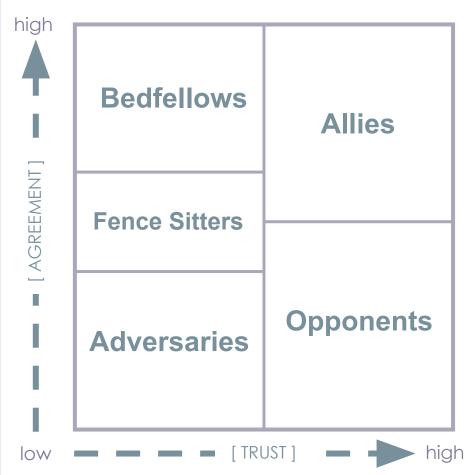
FACTION:	FACTION:	FACTION:
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LOYALTIES:	LOYALTIES:	LOYALTIES:
	LOSSES:	LOSSES:
Degree to which they care about my issue (1 to 10)	Degree to which they care about my issue (1 to 10)	Degree to which they care about my issue (1 to 10)
Degree to which I need them to make progress (1 to 10)	Degree to which I need them to make progress (1 to 10)	Degree to which I need them to make progress (1 to 10)
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about my issue (1 to 10)		about my issue (1 to 10)
Degree to which I need them		Degree to which I need them
to make progress (1 to 10)		to make progress (1 to 10)
FACTION:	FACTION:	FACTION:
VALUES:	VALUES:	VALUES:
LOYALTIES:	LOYALTIES:	LOYALTIES:
LOSSES:	LOSSES:	LOSSES:
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STRATEGIC COMMS PLANNING QUESTIONS

How do you define/articulate the issue? *Tool: Issue evaluation checklist*

Who are the players? *Tool: Faction mapping*

Where do they stand on the issue? *Tool: Trust & Agreement Chart*



Based on The Empowered Manager by Richard Block

1

ALLIES support your efforts.



OPPONENTS do not agree with you but are open to dialogue and help you identify where support is needed.



BEDFELLOWS are agreeable but may have hidden motives, may not be able to commit, or lack follow-through.



FENCE SITTERS do not seem to have an agenda, do not commit, and relations are riddled with doubt.



ADVERSARIES do not agree with you and relations remain adversarial even after negotiations and attempts to influence them have failed.

high	Bedfellows	Allies
[AGREEMENT]	Fence Sitters	
	Adversaries	Opponents
low	[TRU	JST] — I higi



Stakeholder Communication Strategy

Loyal message-bearers

(Sometimes unwitting) co-strategists

Identify shared goals, keep informed

Get clarity, seek commitment

Move forward without them, but maintain transparency and open door

The Value Message Establishes common ground Leverage target's existing value(s)

The Vision Message Benefit to the target

What is the issue?

Who is the target [audience]?

What is their value position?

The Barrier Message Counter misperceptions Provide new or unexpected information

The Ask Be specific, narrow the focus Make it doable **The Value Message** Establishes common ground Leverage target's existing value(s)

The Vision Message Benefit to the target

What is the issue? Local producers are lacking market opportunities. Institutional purchasing can bridge the gap. Who is the target [audience]? School food

procurement officer What is their value position? Budget; meeting federal guidelines; student health The Barrier Message Counter misperceptions Provide new or unexpected information

The Ask Be specific, narrow the focus Make it doable

Working with local producers to supply fresh produce has double benefit: better quality food contributes to improved health outcome for students and the contribution to the local economy builds community vitality, keeping current families in the school district and attracting new ones.

Increases in local purchasing expands markets for local producers. Increased demand warrants an increase in supply, thus producing economies of scale and ultimately lowering costs for you.

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The Barrier Message

(-) We have contracts in place that give us the best possible value.

(+) Increases in local purchasing expands markets for local producers. With increased demand, farmers can plan ahead and increase supply. That predictability and scaling helps lower costs. Here are some examples of successful partnerships.

(-) We have strict purchasing guidelines we need to follow.

(+) Of course. And the USDA is supportive of local food systems. In fact, they've developed a number of tools to help make local food purchasing easier, including...

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The Ask

Would you be willing to take a first step toward exploring your menu planning options by working with the local food policy council to conduct a lunchroom food waste audit and follow-up consumer preference survey?

Cafeterias are notorious for producing food waste. It's good practice to check up on what students are and aren't eating as a potential cost-saving measure. Our food policy council can work with Extension to provide a fast, easy, convenient training for lunchroom staff and any students that would be interested in participating.

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The Vision Message

Once we've gathered some data, we can determine if local purchasing is right for the School district. Developing local purchasing relationships has the potential to provide you with flexible, responsive service. At minimum, this data will help you to make better purchasing decisions to improve your bottom line. We're available to help facilitate these processes.

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sahibzada mayed (صاحبزاده مائد)



What if design wasn't just a tool for building futures, but a ritual for **grieving** what we've lost?



Speak to Loss



Losses have a disproportionately larger psychological impact compared to the gains of similar size

Humans aren't "resistant to change"

We fear the real or perceived loss associated with that change

Leadership is about loss. Speaking to the loss.

Builds Trust	It feels risky
Validates Feelings	We aren't used to uncertainty and conflict
Creates space to build trustworthy processes	We have to own our part of the mess
Helps people to get unstuck	We like things to "work out"

How do you Speak to Loss?

Speak directly to their loss, by asking–not saying "I know how you feel" because we don't. Invite others in to speak to their own loss. Resist the urge to respond to every comment. Share your own loss. Be authentic and vulnerable. Do less rather than more. Creating the opportunity for others to speak to loss does not require you to say much–this might be a stretch of comfort zone.

Leading Projects in Unprecedented Times

Our work is impactful, meaningful, and hard. A critical piece of leadership is to ensure you take care of yourself. Burnout is a cautionary tale.

What are the signals you need to take care of yourself?

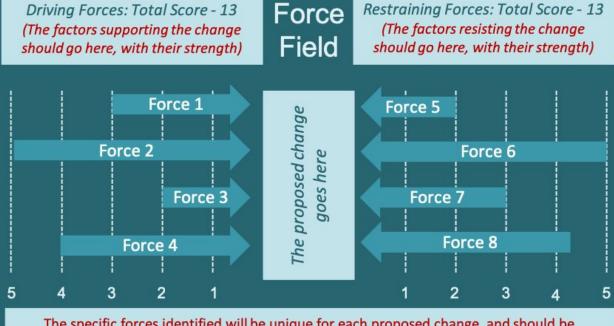
What's happening to your mind, body, work when you don't take care of yourself?

SHIFTING MINDSETS

Strategic Change Steps

Step 1: Identify Change InitiativesStep 2: Assess Strategic Importance and ComplexityStep 3: Categorize Change InitiativesStep 4: Develop Action PlansStep 5: Implement & Monitor

Step 1: Identify Change Initiatives



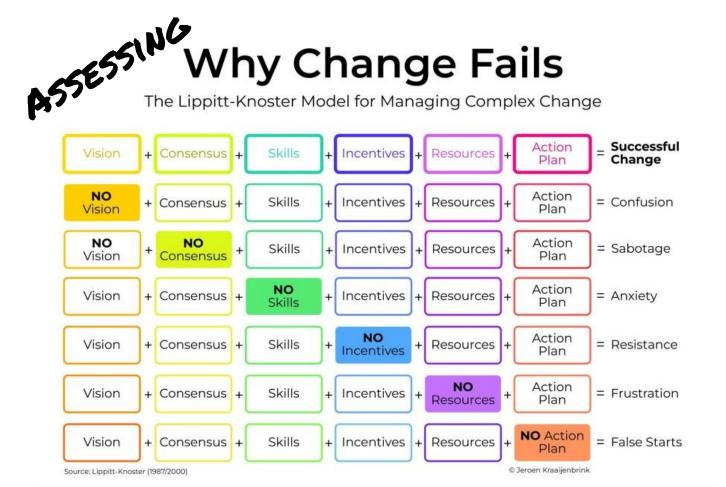
The specific forces identified will be unique for each proposed change, and should be identified through discussion with key stakeholders.

The World of Work Project. (n.d.). Force field analysis: Will a change succeed?. Retrieved from https://worldofwork.io/2019/03/force-field-analysis/

Step 2: Assess Strategic Importance & Complexity

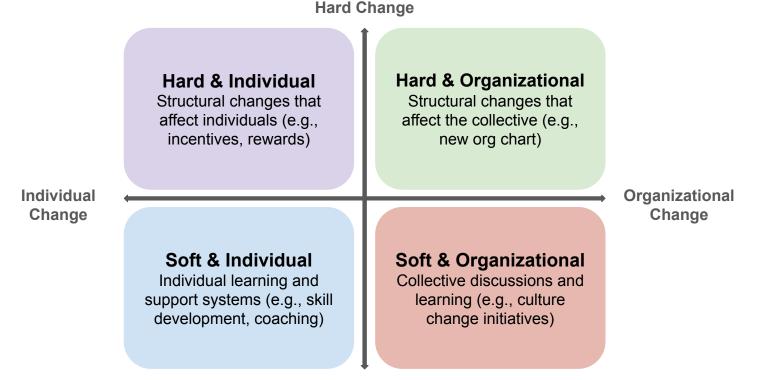
The Lippitt-Knoster Model for Managing Complex Change



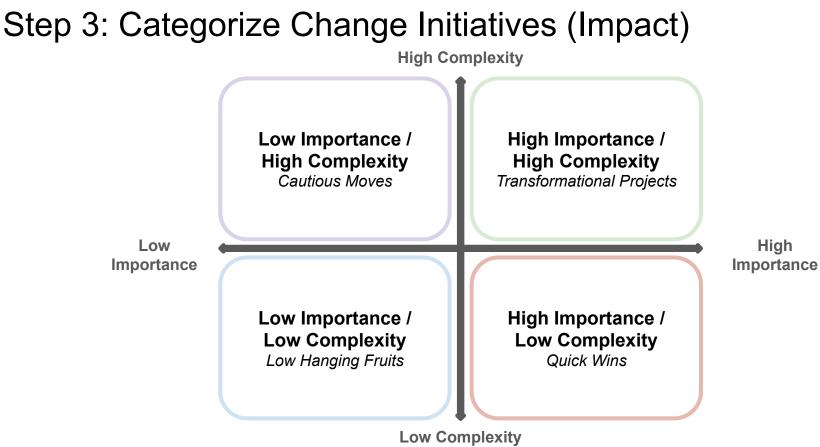


Ahsan, A. (2024 July 6). Why change fails: Understanding the Lippitt-Knoster Model for Managing Complex Change. Retrieved from <u>https://www.linkedin.com/pulse/why-change-fails-understanding-lippitt-knoster-model-managing-ahsan-yc2sc/</u>

Step 2: Assess Strategic Importance & Complexity (Feasibility)



Soft Change



Umbrex. What is the Strategic Change Matrix?. Retrieved from

https://umbrex.com/resources/change-management-frameworks/what-is-strategic-change-matrix/

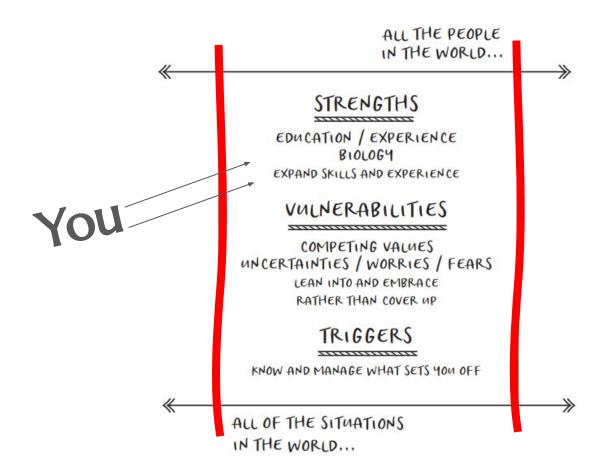


Getting used to Uncertainty & Conflict

Unique dimension of leadership, in that it is WHOLLY internal work

- Don't expect to "will away" discomfort. Instead, practice sitting with it –intentionally and purposefully.
- Practice stretching your Comfort Zone

Bandwidth... Beyond our Comfort Zone



Leading through Change Management, Managing Vulnerabilities & Triggers



Leading through Change Management, Managing Vulnerabilities & Triggers

Take a few minutes to reflect on what word/phrase, person/group, situation, actions trigger you?...especially when working with others.

*This is private & personal, it will <u>not</u> be shared out

Leading through Change Management, Managing Vulnerabilities & Triggers

What do I notice in myself when triggered? (*My response*) What do others see when I am triggered? (*My response*) When I don't manage my trigger, what's the result?

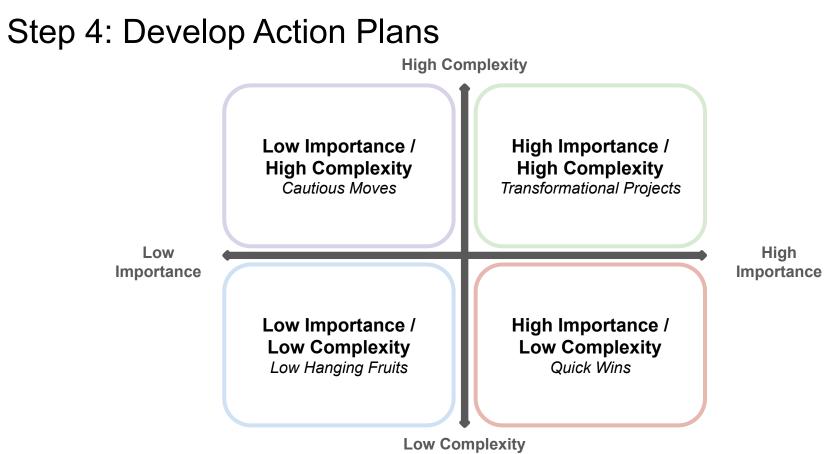
What's 1-2 tools I use to manage self in the moment?



REDEFINING THE WORK

Strategic Change Steps

Step 1: Identify Change Initiatives
Step 2: Assess Strategic Importance and Complexity
Step 3: Categorize Change Initiatives
Step 4: Develop Action Plans
Step 5: Implement & Monitor



Umbrex. What is the Strategic Change Matrix?. Retrieved from

https://umbrex.com/resources/change-management-frameworks/what-is-strategic-change-matrix/

Step 5: Implement & Monitor

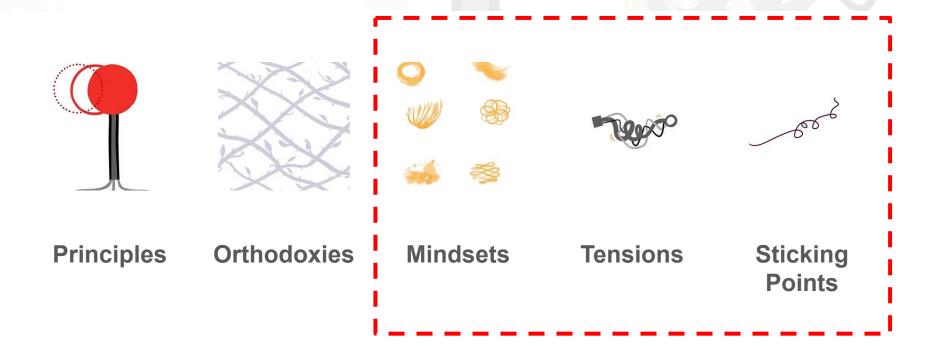
"We measure what we value and we value what we measure"

- Andy Hargreaves, professor in leadership research





The Equitable Evaluation Framework™ (EEF) is a set of Principles, Orthodoxies, Mindsets, Tensions, and Sticking Points.



Equitable Evaluation Framework: Principles + Orthodoxies

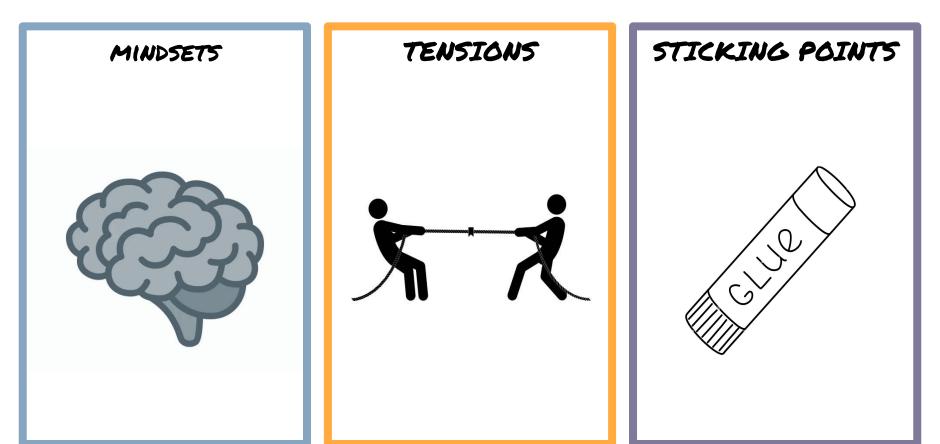
3 Principles

- 1. Evaluation and evaluative work should be in service of equity.
- Evaluative work should be designed and implemented commensurate with the values underlying equity work.
- 3. Evaluative work can and should answer critical questions.

6 Orthodoxies

- 1. Objectivity, Rigor, Evidence
- 2. Resources: Money, Time, People
- 3. Expectations, Roles
- 4. Definitions, Decisions, Perceptions
- 5. Relationships, Trust
- 6. Productivity, Accountability

Equitable Evaluation Framework: Traversing the Orthodoxies



Reflection: Naming Mindsets, Tensions, Sticking Points

Thinking of your project, jot down a few notes about:

- The **mindset** associated with the project.
 - A mindset is an established set of mental attitudes to be shifted toward.
- The tensions associated with the project.
 - Tensions are inherent strains to be named, navigated, and normalized.
- The **sticking points** associated with the project.
 - Sticking Points are obstacles or barriers to be moved through, over, under, or around.

<u>Beyond the Course</u>: What would it take to shift mindsets, tensions, and sticking points? How does this look as a complete strategy? What is within your control?

Theories of change help to document your impact for measurement.

IDENTITY

- Who we are
- Our impact is centered on...

VISION

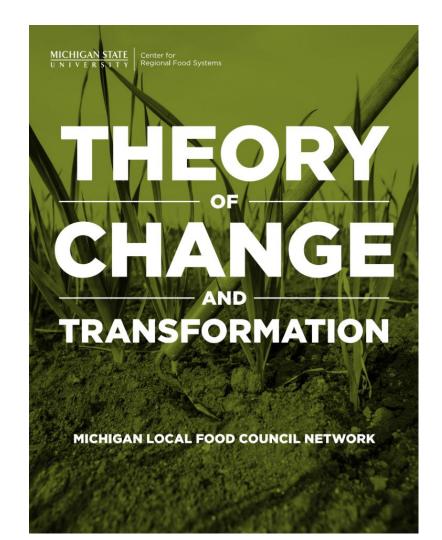
- We envision...
- Our vision aspires to...

CURRENT STATE

- Through our actions...
- We do this to...

FUTURE STATE

- We will achieve these conditions through...
- Why we do it



EQUITABLE EVALUATION QUESTIONS

from Doing toward Being

• What are the ways in which tendency towards action/reacting impedes responding?

from Scarcity toward Abundance

• How might you seek entry points and realign resources?

from Fixed toward Growth*

• How might you allow for complexity to unfold and emerge?

from Rigidity toward Fluidity

• How might unsettling and setbacks allow space to create new ideas?

from Binary toward Multiplicity

• What might be possible when you release "either/or" thinking and embrace "both/and"?

from Extraction toward Offering

• How might you transform ways of engaging that extract intellectual property/ownership toward reciprocal processes?

from Participatory toward Reciprocity

• How might you co-create accountability and allow for mutual benefit?

from Revolutionary toward Evolutionary**

• What if you understand and accept that small changes over time sustained can lead to sustainable change?

from "All or Nothing" toward Possibilities

• What if you let go of old patterns, processes, policies and allow new ways of being, thinking, and doing?

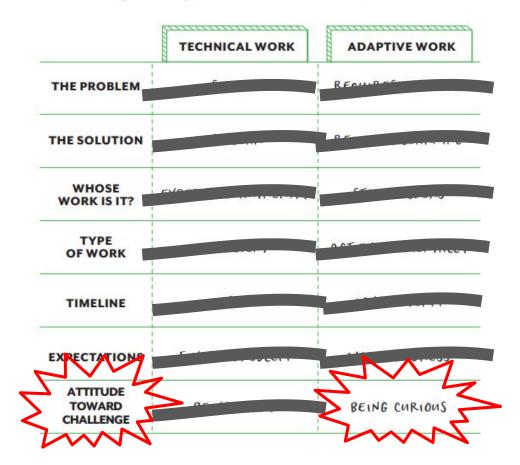
from Judgment toward Curiosity

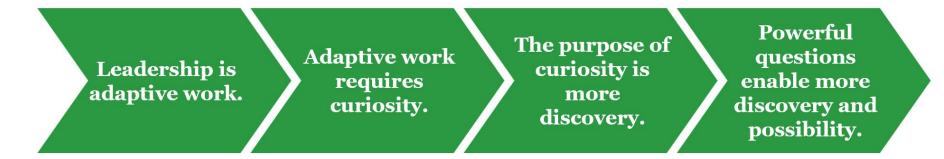
• How might you shift dynamics of power and "solving" toward puzzling together?

Distinguishing Technical and Adaptive Work

	TECHNICAL WORK	ADAPTIVE WORK	
THE PROBLEM	IS CLEAR	REQUIRES LEARNING	
THE PROBLEM	IJ LICHN	NEQUINES LEANNING	
THE SOLUTION	IS CLEAR	REQUIRES LEARNING	
WHOSE WORK IS IT?	EXPERTS OR AUTHORITY	STAKEHOLDERS	
TYPE OF WORK	EFFICIENT	ACT EXPERIMENTALLY	
TIMELINE	ASAP	LONGER TERM	
EXPECTATIONS	FIX THE PROBLEM	MAKE PROGRESS	
ATTITUDE TOWARD CHALLENGE	BEING RIGHT	BEING CURIOUS	

Distinguishing Technical and Adaptive Work





Goal: To mobilize others.

There are no "bad" questions, but YES there are always more powerful questions

What makes a powerful Question?

- Generates curiosity
- Stimulates reflective conversation
- Surfaces underlying assumptions
- Is thought-provoking
- Invites creativity and new possibilities
- Evokes more questions

Components of a Powerful Question

Construction

Assumptions

Sequencing

Vogt, E., Brown, J., and Isaacs, D. (2003). The Art of Powerful Questions: Catalyzing Insight, Innovation, and Action

Assumptions

Become more aware of the assumptions embedded in your questions and how they influence people's responses.

Avoid leading questions.

"Don't you think you should...?"

Avoid giving advice, or what we call "suquestions" (suggestions disguised as questions)

"Have you tried...?"



In the beginning...how can we more get clarity on the focus or purpose of this conversation or the work we are trying to do?

In the middle...what is possible, what is missing, and what connections are we making?

In the end...what is next, what do we still need to consider and learn?

We're going for the BIG grant! 25 Million*

We have assembled a grant writing team to get us the big cash.

Our team is comprised of (1) budget/accounting (2) writer (3) evaluation & impact (4) community initiatives (5) administrative.

We've spent 7 months designing, writing, drafting metrics, and working directly in community with underserved populations preparing to implement this 25 million grant.

We are determined, driven, and hopeful our hard work will have a lasting impact.

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All team email Friday @ $4:37 \rightarrow$ We didn't get the grant.

What would a successful proposal look like for us?

How might we improve our proposal process?

When should we have communicated the proposal changes?

Which department was responsible for the proposal?

Construction...Stem Question words (who/what/where/when/why/how)

Powerful questions start with "What" or "How" Ask from a stance of curiosity. Ask to understand or clarify. Partner questions with silence.

In the beginning, ask questions like:

- What would be a good outcome for this conversation (meeting, process, etc.)?
- What's important to you about this?
- What would someone with a very different set of beliefs have to say about this?
- What's our intention here?
- What is the deeper purpose?
- What is worth our best effort?

In the middle, ask questions like:

- What do we know so far and what do we still need to learn?
- What assumptions do we need to test or challenge?
- What's taking shape?
- What are we hearing underneath the variety of opinions being expressed?
- What new connections are we making?
- What's missing? What are we not seeing? If there was one thing that hasn't been said yet, what would it be?

In the end, ask questions like:

- How will we experiment?
- What's possible here and who cares?
- What would progress look like?
- How can we support each other in taking the next steps?
- What unique contribution can we each make?
- As we move forward, what challenges might come our way?
- How will we meet the challenges?
- What will it mean to hold to purpose?

PROJECT MANAGEMENT TOOLS

	Summary	Features	\$\$
WRIKE	Managing workflows for various teams	Gantt charts, Kanban boards, calendars, reports, comms tools	Starting \$9.80 per user, 14-day trial
SMARTSHEET	A platform for work management + collaboration with 156 built-in templates	Gantt charts, Kanban boards, calendars, grids, budget manage	Starting \$14 per user, 30-day trial
ZOHO PROJECTS	Workflow management, task automation, time tracking (and more)	Gantt charts, Kanban boards, collaboration tools, task manage	Free for team of 5
MS PROJECT	3 applications for organizing and leading projects	Resource management, portfolio management	Starting \$10 per user
TRELLO	Simplicity with workflow automation tools	Task management, collaboration	Free with limited functionality
MONDAY	Flexible tool with pleasant dashboard widgets	All types of tasks for all team sizes	Starting \$39 for 5 users
BASECAMP	Rich communication features + one more way to visualize a workflow	All types of tasks for all team sizes	\$99 business plan
AIRTABLE	Part spreadsheet, part database, and entirely flexible	All types of tasks for all team sizes	Free with limited functionality or \$10 per user (advanced)

Best project management tools: Comparing Trello, Basecamp, Jira, Smartsheet, MS Project, and more. Retrieved from <u>https://www.altexsoft.com/blog/project-management-tools-trello-basecamp-jira/</u>





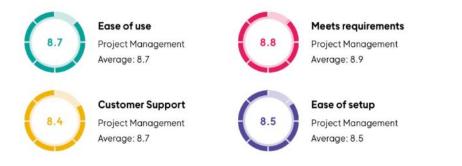
"A tool that allows individuals or small teams to organize and manage their projects visually, especially those who manage projects primarily in the Kanban view and want to manage a small number of projects."



rated on



"A customizable no-code/low-code platform that helps teams in any industry to manage work processes. Suitable for all those who want to display projects in tables and attach less importance to smooth integration between different feature areas."





"A modern project management tool that aims to simplify teamwork and coordination. At its core, it is a software solution designed to help teams organise, track, and manage their work."



rated on



"A project management platform that aims to reduce inefficiencies. It is the jack-of-all-trades, offering versatile views and customisation options to improve productivity and collaboration in teams. For those who want to combine all functions in one tool and are prepared to make compromises in the user experience."





"A smart work management tool that helps teams to organise projects successfully. With a clear focus on intuitive use and an inviting UI design, it combines project management, team planning and time tracking in one tool."



rated on



Notion

"An 'all-in-one workspace' for notes, tasks, wikis and databases and is suitable for many areas such as product, engineering, HR, design, sales and marketing. It is a comprehensive organisation tool for all those who find a note-based approach exciting and have the necessary tech skills to put together their own project views."



Recap: Resources Shared

Tools + Templates

- Managing Complex Change
- 4D Change Model
- Strategic Change Matrix
- Faction Mapping Tool
- Message Wheel
- <u>The Equitable Evaluation Framework</u>
- How to Develop a Theory of Change The Annie E. Casey Foundation

Other Resources

- <u>https://www.sahibzadamayed.com/</u>
- Ignited Word | Creativity for Social Change

Processes + Exercises

- Taking care of self
- Speak to loss
- Powerful Questions

REFLECTION





SCANME