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A Mastermind Guidebook for ECE Leaders



ECE Leadership Mastermind 2017

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Touchstones: A Mastermind Pledge

Touchstones can be thought of as:

- A pledge or promise to establish a sense of belonging and identify shared values
- A set of universal values and aspirations
- A guide for decision-making
- A living creed to support and build a community of learners

These touchstones are adapted from the work of Parker J. Palmer and the Center for Courage and Renewal. Click [here](#) to learn more about how they use touchstones in their circles of trust.



- **Be engaged and as fully present as possible**

During Mastermind sessions, find a quiet place where you will not be interrupted. Tell colleagues, family, and friends ahead of time that you will respond after the session. When working on a computer or mobile device, turn off all alerts and avoid checking your email or text messages. To be fully present also means being “ok” with strong emotions (yours or others). It’s about acknowledging when you are fighting doubt and fear, as well as to celebrate successes, no matter their size.

- **Choose for yourself when and how to participate**

All members of the group have different strengths, experiences, and preferences. Thus, with a few exceptions (e.g., when you are in the hot seat, bringing a gift to each Mastermind session), how you participate in synchronous and asynchronous activities is by invitation and no one should feel they must talk, contribute, or provide answers.

- **Help make space for silence and reflection**

While we will keep to a fixed schedule during Mastermind sessions, the discussions should not be fast and furious. All members of the group will aim to slow down and pay attention to the “inner teacher” that is trying to speak in you and in others. This requires balancing our desire to produce something and make a change with the patience needed to gain the wisdom to truly listen.

- **Ask honest open questions**

When possible, and unless specifically asked, avoid offering advice, trying to fix the situation, or offer solutions to others. Instead, ask questions that are free of judgment or advice, questions that come from a simple desire to help the speaker explore more deeply what she has said. Members will judiciously share background considerations, rationales, and about their own experiences.

- **Observe confidentiality**

Limit when, where, and how often we talk about what the group has discussed. The safe space we’ve created requires a high level of trust and confidence that what we say will not be passed to others without explicit permission. It means that we understand that topics may not always be something that should be extended to a larger group of colleagues or even shared friends.

Please sign, date, and return this pledge.

Mastermind Pledge

I, _____ agree to

participate by adhering and honoring these touchstones.

_____(date)

Schedule of Sessions

Cohort 2, 2017

1. February 15th (Wednesday) 6:00-8:00 pm ET
2. February 24th (Friday) 4:00-6:00 pm ET
3. March 8th (Wednesday) 6:00-8:00 pm ET
4. March 30th (Thursday) 1:00-3:00 pm ET
5. April 14th (Friday) 2:00-4:00 pm ET
6. April 25th (Tuesday) 12:30-2:30 pm ET

Hot Seat Schedule

Session 2: _____ and _____

Session 3: _____ and _____

Session 4: _____ and _____

Session 5: _____ and _____

Outline by Session

Session 1 (Two Hours)

- Welcome (KPF)
- Introductions (5 minutes each)
 - KPF and then we'll work from West to East (Libby, Jean, Jeanie, Kerry)
 - Share vision of the Leadership Masterminds
- Superpowers Self-Assessment Activity (20 minutes)
 - Overview of the [self-assessment](#) (KPF)
 - Share superpowers and observations
 - Action step:
 - Note at least one way in the next two weeks you'll strengthen/put your superpower to use
 - Activity extension: [VIA survey](#)
- Contemplative Reflection Activity (5 minutes)
 - *What am I creating?*
 - *What am I avoiding?*
 - *What am I sustaining?*
 - *What am I yielding?*
 - *What is a burning question I have?*
 - *What do I want to pursue with passion and purpose?*
 - *What am I interested in?*
 - *What am I curious about?*
- Administration and other logistics (30 minutes)
 - Q&A about any part of the Mastermind process and/or files
 - Review what it means to be in and out of the hot seat
 - Set hot seat schedule
 - Action step:
 - Note at least one thing you want to remember that will help you prepare for the next session
- Setting Professional and Personal Policies Activity (30 minutes)
 - Read this [blog](#) ahead of time
 - KPF to share a bit more about habits and setting policies
 - Group work: set at least one policy
 - Activity extension (see Dashboard - Resources - Session 1)
 - Action Statements (1 minute each) going from East to West (Kerry, Jeanie, Jean, Libby)
- Group Gratitude (optional)

Sessions 2-5 (Two Hours Each)

- Welcome and getting settled (5 minutes)
- Contemplative Reflection Activity (5 minutes)
- Around the Horn Check In (5 minutes)
- Hot Seat - Spotlights (2 people 30-40 minutes each)
 - Person in the hot seat:
 - Come prepared to provide context for where you are currently and:
 - How we can help
 - What sort of feedback you would like
 - What issue(s) you want to address
 - What you need assistance with
 - Share screen as needed
 - Pose a clear question/request to others
 - KPF's responsibilities
 - Start the ZOOM recording
 - Takes notes (posted to Dashboard following session)
 - Clarify the question/request
 - Time keeper
 - Participant responsibilities
 - Take notes to share with person in the hot seat (optional)
 - Listen until person in the hot seat is finished and KPF has clarified what is asked of the group
 - Ask honest open questions
 - Share screen as needed
 - Person in the hot seat may redirect group and/or indicate when they have what they need to move forward (even if time remains)
 - KPF will give a 2-minute warning and will then restate and validate what was asked and provided
 - Person in the hot seat will identify/restate action steps
- Catch-ups with non-hot seat members (10 minutes)
- Action Statements (1 minute each)
- Group Gratitude and Gift Sharing (5 minutes)
 - Post in chat or verbally share what you are grateful for
 - Post your "gift", to the chat such as a blog, podcast, service, and/or product you believe others would appreciate knowing about
- Thanks and Wrap-up (KPF - 2 minutes)

In-Between Sessions (Facebook)

- Share progress on action steps and toward goal(s)
- Revise and set new goals to report on next time
- Receive supportive feedback and acknowledgment from others
- Be inspired, inspire others

Session 6 (Two Hours)

- Welcome and getting settled (5 minutes)
- Contemplative Reflection Activity (5 minutes)
- Around the Horn Check In (5 minutes)
- Our Journey Together
 - KPF recap (10 minutes)
 - Member recaps (20 minutes each)
- Action Statements (1 minute each)
- Group Gratitude and Gift Sharing (10 minutes)
 - Post in chat or verbally share what you are grateful
 - Post your “gift”, to the chat such as a blog, podcast, service, and/or product you believe others would appreciate knowing about
- Thanks and Farewells (KPF - 5 minutes)

Asking Honest Open Questions

“An open question is one that expands rather than restricts your arena of exploration, one that does not push or even nudge you toward a particular way of framing the situation.”
~Parker Palmer

Each of us faces a whole host of situations, challenges, and dilemmas in our work and day-to-day lives. We can find ourselves trying to deal with complicated personal/family problems, making hard decisions, asking hard questions, and/or choosing between two actions/options.

When a member of the cohort shares a dilemma with us, what is our knee jerk reaction?

To fix? To judge? To give advice? To empathize? To lead? To solve?

Asking honest open questions allows us to:

- Avoid jumping to find a solution
- Avoid identifying the solution for the other person
- Avoid reacting
- Gain a deeper understanding of the situation and possible actions
- Value listening without judgment

Honest Open Questions often begin with “what”, “when”, “where”, “who”, or “how” vs. “why”.

GUIDELINES – WHAT TO DO:

1. **Ask questions that you can't possibly know or anticipate the answer to.** *What surprises you? What moves or touches you about this? What inspires you? What was easy? What was hard?*
2. **Ask questions that are brief and to the point.** *What are your expectations or hopes?*
3. **Ask questions that are simple and straightforward.** *How does this work for you? What questions do you have? What is the hardest aspect of this situation? What is the easiest aspect of this situation?*
4. **Ask questions about feelings as well as facts and those directed to the person as well as the problem.** *Have you ever had an experience that felt like your current dilemma? Did you learn anything from that prior experience that feels useful to you now? How do you feel about the experience you just described?*
5. **Stay with the person's language – use words the person is using (not what you think they might-or should- be feeling).** *You said this was an impossible situation – could you say more about what this means to you? What do you mean when you said you felt frustrated? (as opposed to Don't you ever feel angry?)*
6. **Use images or metaphors that the person might relate to, so as to open things up in ways that more direct questions do not.** *If you were writing a book about this experience, how would you name this chapter? If you were using a roadmap to navigate this issue, what would be on your map – the rest stops, the destinations, the detours?*

THINGS TO AVOID:

- Satisfying your own curiosity
- Paraphrasing what has been said
- Sharing background considerations, rationales, or your own experiences
- Drawing attention to yourself through long storytelling or speech making
- Asking these types of questions in all situations
- Asking leading questions or those with a right or wrong answer.
 - *Example: Reframe “Don’t you think it would be helpful to talk to her?” to “What has been most helpful? Least helpful?”*

This information is based on the work of Parker J. Palmer, John Morefield, and Marcy Jackson, and inspired by the work of Parker J. Palmer and the Center for Courage and Renewal. It is adapted from <http://managementhelp.org/blogs/personal-and-professional-coaching/2012/01/10/practice-of-asking-open-and->

Seven “powerful coaching questions” from *The Coaching Habit* (p. 200):

1. **The Kickstarter Question:** What’s on your mind?
2. **The AWE Question:** And What Else?
3. **The Focus Question:** What’s the real challenge here for you?
4. **The Foundation Question:** What do you want?
5. **The Lazy Question:** How can I help?
6. **The Strategic Question:** If you’re saying yes to this, what are you saying no to?
7. **The Learning Question:** What was most useful for you?

Remember, we can explore (e.g., discuss, brainstorm) and even admire a problem or issue to death. The greatest benefit you can offer is to provide short, in the moment responses.

Hot Seat Pre-Session Planning Form

Questions to ask yourself:

- What is ONE thing I need assistance with?
- What is ONE thing I'm struggling with, or want to brainstorm about?
- Is there someone (or something) I would like to change? What is it specifically about (person _____) or (thing _____) I would like to change?
- What ONE issue is most predominate in my life currently? Why is it taking up so much time/energy/space?
- If I could change ONE thing in my life, what would it be and what support do I need to achieve this change?
- Which change would make me most happy and why?
- What do I want to see happen in the next few weeks?
- What am I feeling stuck on?
- What sort of feedback am I seeking?

Things to consider:

- How do I like to receive feedback?
- What causes me to hear "shark music?"
- What are my triggers that others should avoid?
- How can I stay focused on the WHAT vs. the why or the story around my issue/concern?
- What timelines or external pressures am I facing that may be out of my control?
- What are my expectations from my time in the hot seat?
- Do I have a clear question/request for my time in the hot seat?

Hot Seat Note-Taking Form (optional)

Week of _____

Challenges or Projects to Share with the Group:	Suggestions From the Group:
Contacts/People/Resources Suggested By the Group	Areas to Take Action On:

Technology Information and Support

Kristie: Text/call cell (330-310-1040) or email Kristie@Kristiepf.com

Ashley Lyons: Email anlyons7@gmail.com

ZOOM

- If this will be your first time using Zoom there's a tiny bit of software to download (just like when you join any webinar). So do allow an extra minute or two to get on the call so you don't miss a thing.
- You can call in on a phone - but it's much friendlier on video (which you can turn off and on during the webinar).
- Details for joining will be sent a few days before our first session.
- All sessions will be recorded and links shared on our Mastermind Dashboard.

Zoom Tutorials:

- How to join a ZOOM meeting from an invitation: <https://support.zoom.us/hc/en-us/articles/201362193-How-Do-I-Join-A-Meeting->
- Bit more detailed tutorial on how to join from your desktop (PC or MAC), device (tablets, smartphone) with an app, or phone: <https://www.youtube.com/watch?v=fGbpwZNW3oI>
 - Phone is an option if you are in a place with poor internet connectivity
- Check your internet connection by joining a test meeting before our webinar: <https://zoom.us/test>

Secret FB Group

- Contact KPF if you do not receive an invitation.
- Contact Ashley if you need help setting up a FB account for Mastermind only purposes.



Superpowers At-A-Glance Worksheet

The Superpowers At-A-Glance Worksheet is for those interested in finding out, gaining a deeper understanding, and using their superpowers to promote social-emotional health and well-being.

Below, you'll see the four categories of superpowers. After you have ranked your top 8 essence attributes, summarize your findings here.



Solutionary

___ out of 8



Performer

___ out of 8



Organizer

___ out of 8



Unifier

___ out of 8

Once you have calculated totals for each category, identify which best describes you. Does one category stand out or are you a mixture?

Take time to consider how you can grow and nurture these superpowers in yourself, others, and in your community. Use the "Workbook of Human Superpowers" to guide your reflection.



Superpowers Categories

Characteristics for Each of the Superpower Categories

- Thought-oriented
- Problem solver
- Innovator
- Cool, calm, collected
- Good at thinking
- Logical
- Perfectionist
- Good listener & watcher

Solutionary

- Learns by doing
- Action-oriented
- Confident & competitive
- Needs variety
- Deals w/here and now
- Loves hands on activities
- Social & adventurous
- Dynamic & animated

Performer

- Prefers structure & rules
- Task-focused
- Organized
- Strong sense right/wrong
- Goal-oriented
- Brings stability
- Needs to be useful
- Work comes before play

Organizer

- People-oriented
- Seeks to create harmony
- Compassionate
- Nurtures others
- Flexible & helpful
- Need to be creative
- Committed to ideals
- Brings unity

Unifier

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Notes _____



PROMOTING SOCIAL-EMOTIONAL INTELLIGENCE ACROSS THE LIFESPAN

The ESSENCE GLOSSARY™ is a resource designed to promote social-emotional intelligence. The glossary, comprised of 32 attributes, provides both a common language, and a simple approach to understanding and supporting the growth and development of all individuals. Numerous scientific studies have indicated that when cultivated and reinforced, these attributes increase cooperation and collaboration, through the intentional, yet gentle discovery, of our shared humanity.

ADAPTABILITY openness to changing conditions U	ADVOCACY encourages multiple views by promoting: choice, expression of opinions, and equal rights O	APPRECIATION recognizes the inherent qualities within self, others, and everyday experiences S	ATTENTION purposefully and selectively directs the mind O
BRAVERY overcomes fear and uncertainty to take action P	CHARITY shares one's time, talents, and resources S	CIVILITY uses respectful words and actions towards others O	COMPASSION recognizes human needs and is motivated to address U
CREATIVITY constructs, connects, and adapts information in new ways U	CURIOSITY interested and willing to explore and discover S	DISCERNMENT considers relevant information to make sound decisions S	EMPATHY feels what others feel U
ENGAGEMENT interacts with things and/or people across environments U	FAIRNESS ensures equality without discrimination O	FORGIVENESS acknowledges wrongdoing without seeking revenge or punishment S	GRATITUDE expresses and shows thanks for things given or benefited from P
HONESTY acts and speaks from one's truth and with integrity O	HOPE shows optimism despite human hardships U	HUMOR approaches life with playfulness and lightheartedness P	KINDNESS helpful, generous, and unconditional approach to self and others P
LOVE affection and devotion for self and all living things P	LOVE OF LEARNING orientation and openness to new knowledge and new experiences S	PATIENCE remains steady and calm during personal discomfort S	PERSISTENCE continues or finishes what is started, despite difficulty, distractions, and challenges P
RELIANCE recognizes interdependence with others and the environment U	RESILIENCE capacity to recover from adversity P	RESPONSIBILITY accepts ownership of one's actions O	SELF-REGULATION shows discretion in one's thoughts, emotions, and actions S
TEAMWORK works effectively with others to achieve mutual goals U	TOLERANCE fair and objective attitude toward differences in others O	TRUST belief in and reliance on objects, self, and others O	ZEST enthusiasm for life P

www.essenceglossary.com

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