



## Becoming a Leader Toolkit User Guide

The Becoming a Leader Toolkit includes the eight tools described in this guide. They were developed for 21<sup>st</sup> Century Community Learning Centers (21<sup>st</sup> CCLC) programs, but any out-of-school time program can use them.

### How to Access the Tools

You can view or download the tools on the 21<sup>st</sup> CCLC National Technical Assistance Center website. The entire toolkit is available for download as a zip file.

### Ways to Use the Tools

#### To support professional development:

- Read the tools to increase your understanding of a topic or strategy.
- Note ideas you'd like to put into practice or learn more about.

Use the tools in staff meetings or training sessions as discussion starters or in small-group activities such as think-pair-share.

#### To help your program implement or improve a practice:

Use the tools to assess and reflect on what you already know and do — and what you need to know and do — to implement or improve a practice.

- Use the tools during a planning or strategy session to inform decisions about how to adjust current practices or implement new ones.
- Share bite-size ideas from the tools in emails, text messages, or staff meetings to help program staff implement a new strategy or practice.
- Customize the tools to include information, examples, or guidance specific to your program.

#### To engage and inspire stakeholders:

- Share a tool (or ideas from a tool) with school-day staff, community leaders, partners, volunteers, families, or students to help them understand a program initiative or to inspire them to get involved.
- Share excerpts or ideas in your newsletter and in emails, social media posts, and other communications with stakeholders.

### How to Customize a Tool

Most tools are provided in PDF and Microsoft Word formats. You may customize the Microsoft Word version to meet your needs.

#### Get Resources for Your Out-of-School Time Program

Check the 21<sup>st</sup> CCLC NTAC website for learning opportunities and resources on this and other topics. To stay updated as new content is added:

- Subscribe to our newsletter.
- Follow us on social media.



**Tips for customizing tools:**

- If you plan to print multiple copies for distribution, you may print the tool in black and white if you're concerned about the cost of color printing.
- If you delete or replace any of the text or graphics, you may need to adjust the formatting or page breaks.
- If you add or revise content, please replace the text box at the end with the following statement:

**Note:** Parts of this document are based on information in the Becoming a Leader Toolkit, a resource developed by the Nita M. Lowey 21<sup>st</sup> Century Community Learning Centers (21<sup>st</sup> CCLC) National Technical Assistance Center (NTAC). The toolkit is in the public domain and is available at [21stcclcntac.org](http://21stcclcntac.org).

**Tool Titles and Descriptions**

The following tools are included in the Becoming a Leader Toolkit. Use this annotated list to identify the tools you need.

- The list is organized into three categories: (a) Learn (b) Plan and Implement, and (c) Assess and Reflect.
- You can view or download the tools on the [21<sup>st</sup> CCLC NTAC website](http://21stcclcntac.org).
- To get the complete toolkit with all the tools described below, go to the website and download the zip file.

**Learn**

**Effective Workplace Communication for Leaders** — Use this tool to explore communication methods and practices for working with staff members and to get tips for communicating with partners and families.

**The 10 Pillars of Servant Leadership** — This summary describes the 10 pillars of servant leadership and includes tips for implementation.

**Plan and Implement**

**Circle Practices to Foster Community, Engagement, and Discussion** — Get examples of practices (such as restorative circles) that can enhance relationships within your out-of-school time community by giving all participants equal voice and responsibility.

**Real Talk Coaching Technique to Use With Staff and Students** — Use this technique to coach someone by using questions and dialogue to help them clarify their thinking, set realistic goals, or make a decision. This coaching technique may be used during facilitated group discussions, one-on-one coaching sessions, or informal sidebar conversations.



**Saying Yes or No to a New Initiative: A Decision Tool for Leaders** — This planning tool explains how to use the National Implementation Research Network’s Hexagon Discussion and Analysis Tool to explore the fit and feasibility of an initiative in the context of your program.

**Staff Recruitment, Training, and Retention at a Glance** — Use this reference tool as you plan to hire, train, and develop staff. It reminds you of the elements of a good job and includes strategies for managing and developing human resources.



## Assess and Reflect

**Professional Learning Planner and Self-Reflection Survey** — Use the checklist, staff survey, and learning schedule in this tool to work with staff to create personal professional learning goals.

**SWOT Analysis and Action Plan Worksheet** — Use this worksheet to conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis and build an action plan based on the analysis.

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