MRCI leadership development with worker leaders – an overview of core content
Migrant Rights Centre Ireland 2013

Theme of session	Core content	Estimated time required	Expected outcome

Community work	• History of community work in Ireland – origins and influences
	• Core elements and principles of community work – collective action, empowerment, participation, tackling root causes, focus on most vulnerable, underpinned by commitment to equality, informed by values
	• Theory (analysis and thinking) and doing (practice) – sharing case studies, community work approach in action
	• Applying a community work approach to issue/problem – scenario based group work applying community work approach to problem/issues
	    - developing informed analysis & evidence base
	    - building participation of people affected
	    - supporting leaders to emerge
	    - fostering solidarity
	    - moving on and doing collective action work
		Ideally a full day session (5-6 hrs)
		
		Or could be condensed down to half day session (3-4hrs)
			• Greater insight and understanding of community work and how it is different to other work in the community i.e. core values, outcomes
			• Enhanced commitment to engaging collectively and critically on problems facing marginalised communities i.e. moving on from individual problems and individual situations to collective response
			• Better understanding of the theory informing community work and how that theory informs practice

Values	• Personal values- naming and identifying personal values individuals hold dear • Life map exercise – peoples individuals stories and journeys informing why they believe in what they believe in at this point in lives • Community work values / core organisational values – naming values informing work of organisation and community work approach (social justice, equality, solidarity, respect, human rights etc) • Values required in order to engage in social justice work – using scenarios of campaigning on social justice issues to identify	Inclusion of life maps requires a full day session Otherwise 2 hour – 5 hour session Can be combined well with session on prejudice and	• Values inform and underpin all efforts at bringing about change, building worker power, challenging power and injustice. A session on values helps leaders identify their own values (some of which are useful some of which may hinder collective efforts for change) • Greater understanding and personal awareness of values (personal values) and values that underpin community work efforts at bringing about change • Helps put equality and social justice at heart of

	values needed to lead out on change, take leadership • Value statements – forming personal value statements and commitments	discrimination	the work, challenging personal prejudices and building solidarity
Power 3 ways – power analysis	**Introducing a power analysis – personal power and power dynamics** Purpose: to introduce participants to the concept of power and a power analysis that acknowledges the power within, power over and power with ways in which power is used. It makes participants more aware of their personal power and the consequences that claiming or not claiming that power has for themselves and others. **Introducing social analysis – power bigger picture** Purpose: to encourage workers to question why things are the way they are. Social analysis as a tool to enable us to understand the reality we are faced with on a daily basis i.e. how power is organised and unequally distributed at a societal level. Using social analysis to introduce the cycle of structural inequality **Community work/organising concern with power – power and change** Community work approach to power is about having a critical analysis of power (power over) but commitment to building power for change (power with). Using 'power wheel' exercise and campaign planning scenarios to identify how community work builds and mobilises power for change	Full day session (5-6 hrs) Could be condensed down to half day session (3-4hrs)	• Power lies at the heart of community work and organising attempts to bring about change. A session on power 3 ways builds a collective power analysis supporting change, identifies personal power and highlights how community work harnesses power for change • Workers will have a greater sense of their own personal power and appropriate use of it as a leader • Workers will have a stronger and more informed power analysis underpinning campaigning and organising efforts
Campaign planning and mobilising	• Theory of change overview – using scenarios and case studies share theory of change developed (growing the base, building critical participation, fostering solidarity, support leaders to emerge, connect people, generate evidence base, popularise issues, building allies, understanding power dynamics • Community work approach to campaigning – participation of people affected at heart of efforts for change	2 day session 1 day session Elements could be used for a half day session	• Development and enhancement of campaigning skills • Greater insight and understanding into campaign coordination and strategy; specifically community work approach to campaigning (participation of people affected) • Locating individual problems and experiences in

	• Power wheel exercise – identifying target and organising wheel of change around this in a campaign
	• Recruitment of new members, building worker power
	• Designing and developing actions – menu to choose from
	• Campaign strategy and planning
	  - Choosing an issue? Turning problems into solutions
	  - 5 point campaign plan (1) Who are we? 2) What is the problem? 3) Who is the target? 4) What is the strategy? 5) When?
	  - Campaign strategy and coordination (coordinating campaigns – actions, allies, media, participation, political engagement
			bigger collective and strategic effort to bring about change
			• Leaders politicised and empowered as a result of process of campaign planning and learning
			• More strategic engaged leaders

Leadership development	• Identify what it means to be a leader; using scenarios and well known leaders identify the attributes leaders bring to work
	• Reflecting on workers involvement in the work to date and personal life experience identify **skills, values, qualities, knowledge, information and capabilities used by workers**
	• Identify personal strengths and weaknesses people are bringing to the work
	• Identify how leadership is supported in the organisation/campaign/group to date
	    - what is working well
	    - what needs more work?
		Half day session (3hrs)
		
		Or could be condensed down to a 2 hour session
			• Workers will have Identified the qualities, skills and knowledge necessary to take on leadership roles
			• Insight for organisation on how leaders can participate in a meaningful way and be supported at an organisational level to have impact
			• Workers will increasingly see themselves as leaders, supported to take greater ownership, responsibility and representation on worker issues and equality and social justice issues
			• Strengthen and deepen relationships with core leaders leading out on the work

Discrimination and oppression	• Framework for understanding oppression • Dominator and excluded identities that either bring power in society or are excluded/marginalised • Identifying personal prejudices and common stereotypes • Understanding racism and discrimination and link to prejudice and stereotyping	Half day session Or 2 hour session	• Oppression and discrimination experienced across society and embedded often in organisations, families, decision making structures. Understanding this is first step in tacking injustice and is important element of community work concern with change and equality i.e. work should not reinforce exclusion and should work against it

			• Leaders will develop insights and analysis of ideologies of superiority • Leaders will identify personal experiences of discrimination and oppression linking this to analysis of oppression at societal level
Media skills	• Getting your message across - telling your story with campaign ask / value statement • Communication campaign messages – different between problem and campaign issue • Using the 'message box' technique • Turning personal and individual problems into campaign issues and solutions • Designing media moments – actions that attract media attentions • Social media and campaigning • Handling difficult questions – appealing to your base, not isolating your campaign/position	Half day or full day session Ideally with equipment (camera, lap top, play back option)	• Leaders upskilled to take on greater role and representation in media work as part of organisations work or specifically a campaign • Leaders are empowered to share campaign ask not just personal story as part of media agenda • Greater capacity to identify strategic opportunities for engagement with media, specifically planning campaign events incorporating communications and media strategy • Greater insight and understanding of Irish media, specifically social media
Political engagement	• Understanding the Irish political system • Influencing and lobbying as part of campaign strategy and coordination • Identifying targets, decision makers, those with power and influence (stakeholder analysis) • Locating your T.D, handling T.D visits • Mechanisms and tools in political lobbying • Dáil briefings • Dáil delegation visits (leaders, allies visit to politicians) • Parliamentary questions • Letter writing campaign • Party politics in Ireland – parliamentary meetings, party conferences	Half day session Or 2.5 hour session	• Greater insight and understanding of Irish political system and how decisions get made • Greater insight into how to influence decision making process, parliamentary and party politics • Greater knowledge and confidence in identifying and lobbying local decision makers and politicians • Combined with campaign planning greater skills in organising and implementing effective campaigns

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Style and method of delivery
- Participative methodologies that allow for mixture of use of inputs and group work and creative methods to allow for an emphasis on group and individual participation – scenario based work, individual life experiences, collective learning, use of imagery (films, photography)
- Participative and facilitative methodology that acknowledges the importance of a learning space that contributes to building of confidence and relationships with leaders
- Acknowledgment of the personal commitment and experience every individual is bringing to the learning experience
- Core values of equality, social justice and community work underpinning all core content and method of delivery
- Commitment to gender balance and diverse range of participants
- Support for participation – childcare, travel costs where possible and needed
- Emphasis and 'tone' of leadership development is politicising, questioning with objective of empowering migrants for change and collective efforts as opposed to being focused on personal development (which is a positive by product of leadership development training such as this anyway).

Materials required
- ✓ Sign in sheet
- ✓ Participation materials – paper, pens, name tags, markers, flip chart paper, images/words for exercises
- ✓ Interactive, creative examples – short film clips, photographs, images, historical documents, clippings
- ✓ Technical equipment – projector, lap top, DVD's, speakers
- ✓ Handouts for people
- ✓ Session plan
- ✓ Refreshments – fruit, chocolate to share (lunch etc where required)