

MAC Members: Apply for a Special
Training Program for Leaders

Leading & Sustaining Healthy Organizations

February to August 2021

Trainer:

Dr. Johnanna Ganz, J. Ganz Consulting

Information & Application Packet



J. Ganz
Consulting



Description & Eligibility Requirements for the Leading and Sustaining Healthy Organizations Leadership Program

Who

The Minnesota Alliance on Crime seeks 15 leadership staff members working in crime victim services and response who are employed in Minnesota for the *Leading and Sustaining Healthy Organizations Leadership Program*, to be held from February to August 2021 .

What

Dr. Johnanna Ganz and the Minnesota Alliance on Crime are thrilled to offer crime victim service professionals a 6-month program to enhance their workplaces, learn about occupational identity and organizational culture development, and take action to build more sustainable work environments. Participants will meet on a monthly basis and complete a range of activities to apply learning to their current organization such as reviewing organizational assessment results, developing draft policies and procedures, delivering an agency-specific training, and more.

Those with questions about occupational identity development should first reference Dr. Ganz's TEDx talk (20 minutes in length): <https://youtu.be/Qqtn76kdXyo>

All applications are due by 11:59 p.m. on January 13, 2020. Any application submitted after the due date may not be considered for participation. Any applications received after the due date will only be considered if space and eligibility requirements allow.

Applications can be submitted via a Google Form located here: <https://forms.gle/De9J6uwWwqvMNDXFA>. A preview of all questions is provided at the end of this description. We strongly recommend that you prepare answers in a word processing program in advance and copy/paste into the Google Form.

Training Fees

There are no fees to participate in this training program.

Requirements of Applicants

- Must work for a **Minnesota Alliance on Crime member program**.
- Must be in a Full Time Equivalent (1.0 FTE) leadership position within a direct service agency. The role should have direct reports (part-time and/or full-time employees) and/or have positional power to directly influence organizational policy, practices, and culture.
- Must plan to be at current organization for the duration of the program period (i.e. no current intentions of quitting or job searching).
- Must have organizational support and dedication to provide approximately 6 hours per month to attend calls and complete external work throughout duration of the program. This includes pre- and post-evaluation efforts in addition to the calls.
- Must have organizational support to review current policies, protocols, practices, and culture, with the support to make recommendations and changes based on learning.
- Must actively participate and contribute to all calls and complete work outside of the meeting times. This program relies on a **community of practice** design, which will require use of video, consistent talking, questions, and preparation prior to each call.

- Call time will be split between learning and application/discussion.

Equipment Needed to Participate

- Sufficient internet connection/data for two hours of video conferencing/month.
- Computer or personal electronic device.
- Video and audio capabilities on electronic device (web camera and microphone/phone).
- If a participant will need access to a web camera or headset in order to participate, please contact Julia Tindell (julia@mnallianceoncrime.org).

Additional Eligibility Information

- Priority consideration of applications will be given to a single applicant from each organization. An organization may submit two applications but may not receive acceptance for both. Applications will be evaluated on set criteria and the individual with the strongest application will be admitted.
- In the event that there is an insufficient number of applicants to fill 15 participant slots, additional staff members from the same organization will be considered.
- No applicants who have a direct reporting duty to one another may be in the cohort simultaneously. Example: An executive director and a director of programs cannot be cohort participants if the director of programs reports to the executive director.
- Priority consideration will be given to applicants who are not directly involved in the governance and administration of the Minnesota Alliance on Crime.

Information About Nature of Calls and Participants, Facilitator, and MAC Staff Participation

- Community of Practice Calls are expected to be treated as confidential spaces to discuss difficult topics and to obtain resources and assistance.
 - Due to the highly sensitive nature of some discussions, all sessions will be limited in attendance and a participant may not send someone in their place to attend a call if they must be absent.
 - Calls will not be recorded for any reason to protect the information shared during conversations.
 - All participants should limit conversations about the calls to only information learned and applied.
- For the duration of calls discussing topics related to the materials, only the participants, the facilitator (Dr. Ganz), and the MAC's program director of training and special projects (Julia Tindell) will be present for all sessions.
 - This is to protect participant confidentiality and encourage open sharing; no person may act as an observer during calls.
 - MAC staff will be present at the first session and last session for introductions and closings to ensure connection to MAC programming.
- The facilitator (Dr. Ganz) will respond to and address any breeches in process, procedure, or confidentiality throughout the program. If any participants violate Community of Practice standards, they may be dismissed from future participation.

Information Regarding Participation and Monthly Time Needed

- 2 hours for calls during typical working hours (8:30 am–4:30 pm Central Standard Time).
- An estimated average of 4 hours for additional outside work to prepare for meetings. During some months, participants may require more or less time.
 - This will include taking self-evaluations, reviewing agency information, revising policies, and developing agency presentations.

What is a Community of Practice?

- **Community of Practice** models define a collective group of individuals invested in learning, growing, and collaborating to make change or increase skills. This design relies on intensive interaction, preparation, and discussion to advance concepts, tools, and best practices.
- Due to the highly participatory nature of this program, participants will get the most out of the program through their own work, reflection, and interaction with the materials and other participants. Participants should come prepared to engage in every call and outside of the calls. The facilitator serves as a content expert and guide for the work; participants will get what they put into the program.

Expectations for Conduct During Program

To ensure a high-quality program based on mutual expectations, there are a few key conduct expectations of all those in the program. These expectations are:

- **Timeliness:** Participants should expect to arrive early or on time to each meeting and to stay for the entire 2-hour duration. Punctuality is critical to the success of the group, as late entrances or early exits during meetings will disrupt the flow of information and exchange of ideas.
- **Confidentiality:** All content (barring legal obligations) will be kept confidential. This means the facilitator, MAC staff, and the participants will keep information private and will not share others' information.
- **Cultural Humility and Responsiveness:** All participants are welcomed, and those connected to the program must act with cultural humility, a willingness to learn from diverse viewpoints, and act in a way that centers diversity, equity, and inclusion throughout the duration of the program.
- Additionally, the program will abide by the Minnesota Alliance on Crime's Core Values, which can be reviewed [here](#).
- Additional conduct and community agreements will be added by the participants after selection.

Questions About the Program or Applications?

Questions regarding the program should be directed to the Minnesota Alliance on Crime's program director: training and special projects, Julia Tindell at julia@mnallianceoncrime.org or by phone at 612-940-8090, ext. 103.

About Our Trainer

Johnanna Ganz, J. Ganz Consulting (she/her/hers)

Johnanna Ganz, Ph.D., is a highly analytical, data-focused pragmatist. Dr. Ganz looks for opportunities to turn theory and ideas into action. As an independent researcher and consultant, her passion lies in organizational development and increasing the efficacy of mission-driven agencies. During her doctoral research, Johnanna focused on the development of occupational and organizational identity in victim advocates and their agencies. She has used this research to develop tools and trainings that help individuals and organizations improve their work. In her work as a consultant and trainer, Johnanna assists mission-driven individuals and agencies as they build their skills around healthy occupational and organizational identities. Johnanna approaches every project and relationship with the philosophy of, "Let's do better, together."

Dr. Ganz has served in a variety of roles focused on ending gendered violence in local, state/territory, and national communities. She serves as a consultant and trainer for state agencies, coalitions, and local organizations across the United States. Prior to her current efforts, Johnanna worked in a wide variety of positions such as professor of sociology and women's/gender studies, domestic violence victim advocate, sexual assault response team leader, systems change program manager, rural projects coordinator for a national training and technical assistance grant, and the director of the Sexual Violence Justice Institute.

Throughout her career, Johnanna's commitment to excellence has been recognized by funders, award committees, and foundations. Working with mission-driven groups to improve their local communities is the thread woven throughout all of her work. Johnanna uses the unique combination of her education, research, and experience to develop practical solutions that help all those in mission-driven work have healthier, happier working lives.

J. Ganz Consulting's website can be found at <https://www.jganzconsulting.com>.



Application Questions Preview

Section One: Eligibility for Participation

- Are you employed in a MAC member agency? ([You can find a list of MAC members here.](#))
- Are you currently in a role of formal leadership within your agency?
- Do you have organizational support to dedicate approximately 6 hours/month for the entire duration of the program?
- Do you serve in a role involved in the governance or administration of MAC's work?

Section Two: Personal and Contact Information

- Name (first, last)
- Pronouns (they/them, she/her, he/him, etc.)
- Current position title
- Time in current organization
- Email address
- Phone number
- Mailing address (for materials)

Section Three: Agency Information

- Agency name
- Agency type (non-profit, government agency, for-profit, etc.)
- County/counties/region served
- Population(s) served (general crime, culturally specific population, victims of sexual violence, domestic violence, sex trafficking, stalking, etc.)
- Total number of staff at agency
- Number of direct reports (Please separate full-time/part-time employees from volunteers or interns)

Section Four: Narrative Questions (Limit of 300 Words Per Question)

Instructions: The application's score is taken from your responses to the following questions. Dr. Ganz and the Minnesota Alliance on Crime recognize that narrative writing skills (in American Standard English) do not necessarily translate to leadership skills. We will score only on the ideas, concepts, and information you present. Please concentrate on communicating the clarity of your ideas and the important qualities you want to bring to this leadership program.

We recommend using word processing software to draft your answers and help you check for grammar and spelling as well as meet the word count. Then, paste your responses into the text boxes below. You may use traditional paragraphs, bullet points, or other strategies that express your ideas fully and clearly in your written responses.

1. Please describe your professional background and your role in your organization.
2. Please describe the organizational resources available to you to ensure that you can participate in every session and complete the additional tasks to support culture change at your organization.

3. What are two skills of leadership, occupational identity management, and/or organizational culture development do you feel very confident that you possess?
4. What are your top challenges or difficulties in providing leadership to your team/agency and how do you see your participation supporting you in addressing those challenges/difficulties?
5. What does leadership mean for professionals working in crime victim response?
6. What is the role of diversity, equity, and inclusion in effective leadership, and what are a few examples of how you incorporate these principles into your daily leadership?
7. How will participation in this program positively impact your career, your agency, and your professional development?
8. What specific goals or outcomes for you and your team/agency are you hoping to achieve through participating in the Leadership Program?
9. Is there any additional information you'd like to submit for consideration as a part of your application?

How to Submit Your Application

Applications can be submitted via a Google Form located here: <https://forms.gle/De9J6uwWwqvMNDXFA>.

Application Submission Deadline

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