**W7. Enhancing the Fatherhood Field Through Effective and Intentional Leadership**

Wednesday, June 5, 2019
11:30 a.m. – 12:45 p.m.

**Moderator:**
- Geneva Ware-Rice, Senior Program Consultant, Office of Family Assistance, Washington, D.C.

**Presenters:**
- Alan-Michael Graves, Fatherhood Program Director, Good+Foundation, Los Angeles, California
- Ronald Harvey, Vice President, Global Core Strategies and Consulting, LLC, Columbia, South Carolina

**Geneva Ware-Rice**: Good morning. My name is Geneva and I am your moderator for this session. If you have come to hear about enhancing the fatherhood field through effective and intentional leadership, you are in the right place. This morning we have two great presenters. First we have Dr. Alan-Michael Graves, Program Director of the Good+Foundation from Los Angeles, California. Next we have Ronald Harvey, Vice President, Global Core Strategies and Consulting from Columbia, South Carolina. Alan-Michael.

**Alan-Michael Graves**: Good morning. My name is Alan-Michael Graves with the Good+Foundation. Prior to that I was a federal grantee, and had led a program, Project Fatherhood, in Los Angeles. Today's presentation about enhancing the fatherhood field through intentional leadership is a combination of a leadership guru, and someone who has had some leadership in a program specific to OFA and ACF.

My work is both professional, and personal. I am a father of a 26-year-old, 21-year-old, and a four-year-old. My four-year-old was adopted through child welfare. For the population I have served for the last 12 years, I've seen firsthand what they go through as opposed to working through systems. I had to work through the child welfare system, and unbeknownst to them, I had to encounter some of the same barriers, culturally as them. It has enhanced my work and given me a vision of what men go through who don't have the resources that I do. I used that information and infused it into my work as a leader within Project Fatherhood. I look forward to sharing some of that information with you throughout the presentation. Getting onto the leadership, I'd like to introduce Ronald Harvey, who will get us started.

**Ronald Harvey**: Thank you all for coming to the session. I'm Ron Harvey. My background is military. I've been doing leadership for about 25 years. When I was invited to the session, as I

spoke to Geneva, and Alan-Michael, they wanted to infuse something into this particular organization that oftentimes is necessary in every organization, and we wanted to take a different shift. So, thank you for having the vision.

How do we develop the people doing the work within the organization that's making the impact in the communities? We want to tie the two together. My true belief is that everything happens, or fails to happen, because you have enough leadership within the organization.

There's a flyer that we're going to hand out. I want you to really have something that you can implement when you walk out of here that makes you more effective on a day-to-day basis and it's going to be centered around leadership. I'm an expert in that and serve on the John Maxwell team, a leadership foundation out of Columbia, South Carolina, and all we do is leadership. We help create a culture where people can be successful, they can talk about real issues, and it doesn't have to be watered down.

How do you develop people to have real conversations in your organization? Just as LD spoke about yesterday, that red button is real. Does everyone in your organization have the ability to push the red button to stop something, to make it better because it's not going the way it should? We want the conversation to be driven by you more so than us. Oftentimes when the professional is in front of the room, you think you've just learned from the professional. There's a lot of knowledge and wisdom in this room, and we want to extract that. Yesterday, LD had you do the three why's. She asked you why three times? Five times, she went real deep. I was only going to do it three times, but since she went a couple of steps lower than that, I'm going to ask you before we even get started to look at someone sitting next to you that you don't know and share what was that bottom why? Why are you here? Why do you do the work you do? I'm going to give you about 30 seconds.

Part of what I want to do is create the relationships as well as do the curriculum and educate. Relationships are key to everything that you're going to do. There's someone in this room that can help you get everything done that you want to get done. Do you know who they are, and what that is, and do we know what you need? It starts with the relationship. When you look at it for the success of fatherhood, how do we tie it and connect the dots for it to be successful?

It requires the ability to lead your team. How do you create and execute a programmatic vision that's constantly working effectively for the people that you want to serve? When you look at the last part, we will share nine leadership principles, but one of the key things that's going to come out of that is trust. We're going to talk about how you build trust, but also how do you reestablish it if it's broken.

Part of leadership is, sometimes you make mistakes as a leader. The person that depends on you the most feels violated, frustrated, irritated, or agitated. You need to learn how to reconnect. That's everyday life. We want to make sure that we empower others and work on the morale and health of your organization, and the people you're dealing with.

**Alan-Michael Graves**: Having ran a program myself, I know we get tied to our curriculum. Even as a grantee, a lot of the technical assistance drove us back to our curriculum. Today we want to match that curriculum with leadership. You can have a curriculum that spells out what you're supposed to do, but if you're not effectively leading that team, and creating trust and rapport within that team, you'll lead for the time you're there, and once you leave, that program leaves. We've all seen those programs where the program director or one of the key people on the team leaves, and the success of the program leaves at the same time. We're also going to talk about sustainability and management principles.

**Ronald Harvey**: Leadership change should be a non-event. What does that mean to you when I say it, before I give you what that means to me?

**Participant**: It should be done without the frontline employees even knowing it's happening. It should be a smooth transition.

**Participant**: It means that work on the front end has been done. The systems have been put in place, the process is such that it's like a well-oiled machine so that when someone steps in, they can continue on the path that has been set before. All the particulars, and the details have been such and the culture created in such a way that it's like a turnkey operation.

**Ronald Harvey**: Interesting. To have a conversation around that, who was the quarterback for the Indianapolis Colts for a long period of time?

**Participant**: Peyton Manning

**Ronald Harvey**: Well-oiled machine, systems in place, he walked away. What happened? I'm not a Colts fan, I'm just using that as an analogy. What happened? The quarterback is the leader of the team and walks away and all of a sudden they're struggling.

**Participant**: I think it's important that we as leaders make sure that doesn't happen. It should not be based on our personality, our charisma, and our influence. There should be some of that because that's what leaders do, but we need to make sure we leave it in a place we could walk away, and perhaps that's what the Colts didn't do. They built a franchise around a player, even though they thought they had a well-oiled machine.

**Participant**: I think what often happens, and what I've noticed a lot in human services, is we have a leader that may have founded the agency, may have written all the grants, may have done so much, held all the passwords, but didn't necessarily train their successor. Then what happens is when the leader leaves, everyone under this individual was not prepared for the succession, and then you have chaos. I've seen that a lot, especially working in communities of color, where we have strong leaders for 30 years, but they may not know how to delegate.

**Ronald Harvey**: We just went in a whole different direction from, they're not going to pass it along, to they're not going to delegate, to people are caught up in their egos. To do the work in the community, it cannot be about your ego, or your status, or your legacy. Leadership is not about the person that's leading. How do you get past the ego piece of it? We'll talk about how to ensure it's not about you, your title, your position, or your legacy; but, it's really about the people we're serving. That's not always going to be comparable, or convenient, and your name won't be in headlights.

**Participant**: There's a fine line between the leader owning the organization, and the people who are being served technically owning the organization. If you're the leader, and you give it 30 good years, who cares whether the organization lives for another 30 years if you are it? If the community owns the organization, then the community cares whether or not the organization lives for 30 more years. But if you are the owner, and giving it your all, but not delegating, or not trying to upskill the people that come in, then no one really cares whether the organization lives;. or, they may care, but don't have the skills or the ability to continue the organization for another 30 years.

I think most of us have made that mistake. How many raise children? I mean literally have children whether it's yours, or someone else's, or you had some impact on a child. I hope you want them to live past when you pass away. Which means there has to be some shift that happens from a leadership perspective. It can't be the helicopter parent, which means you hovering over them 24/7, because there'll come a time when you won't be able to hover. And if they fail because you're not hovering, did you do what you should have done for them to be successful? A change is a non-event because if you leave, the organization should function as though you're still there. And if it doesn't, then we have to step back, reassess, recalibrate, and redirect what we're doing as a leader.

**Participant**: I think the other challenge is, what's your comfort with failure, because, in a leadership chain, preparing an individual or a team to replace you, there's going to be elements of failure. They're not going to do what you think they should do or when they should do it. As a result, there may be some shortcomings that take place. Helping to understand that, and having a system in place too to deal with that, exposing those opportunities upfront, is what's going to be

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key. They didn't bring someone in ahead of time in order to have them build their skill sets. So that is a challenge.

**Ronald Harvey**: My parents were entrepreneurs all their lives and did a lot of great things. The way my parents raised us, and the way they ran the business, is not the way I have to run a business today. They had a five-year business plan. If you have a five-year business plan, you're behind the power curve. These 18 months are rolling and changing constantly, because information is too fast.

My parents received information super slow, so it lasted five years. Today, 10 minutes from now, if I walk out of this room, this whole presentation will change. As a leader in an organization, I have to be okay with rapid change. What I loved about the presentation this morning is that as a leader running these organizations you need to understand that the problems you're solving today are not the problems you should be solving in five years. And, if you're still solving those problems, are you getting stuck on the money that's coming in and caught up in the grants, and you're living off of that, and made it a lifestyle, versus a commitment to the work? It should not be, I'm locked into this paycheck that's showing up in this grant. That problem should not be the same problem five years from now. And what are we doing in our organizations to ensure that's happening? Poverty should, if we do everything right, hold people accountable, and put people in a position to do the work versus the person that we like, that's been around for a long time, and has longevity, and a nice name, but no work We have to make a leadership decision.

Leadership is the foundation of everything that happens or fails to happen. How do we do that effectively? If you could share with us, how does leadership, and fatherhood programs look to you today?

**Participant**: Having just finished the last 12 years facilitating a program through fatherhood grants, leadership for me looks like meeting grant expectations and providing services to fathers in need.

**Participant**: My name is Keston Jones and I had the pleasure of speaking at a number of conferences around the country and have been in the fatherhood field for several years. It is important for us to be real about what's happening on the ground. Leadership is working in urban communities, black and brown communities, where there's high levels of infant mortality, maternal morbidity, teen pregnancy, gang violence, etc. What I'm seeing leadership looking like is you have a funding source, or an agency that may not be funded to specifically work with fathers. However, we found the pot of money, and we have hired a fatherhood coordinator, without much funding, to work with men of color. Leadership looks like it needs communities, a

lack of true leadership through true decision making by individuals who are working with the fathers, and in most cases the leaders that are above these coordinators lack cultural competency.

**Ronald Harvey**: So, with that being said, what is leadership?

**Participant**: Good morning everyone. My name is Kirk Berry. I am with an organization in Philadelphia called People for People, and our fatherhood program is called Project Dad. I like what DL said yesterday. She said that people following you is leadership. It's a person who's leading a team of individuals who help them focus on the needs of the fathers.

**Ronald Harvey**: So, you use a different language. A lot of people are getting promoted that nobody will follow. People choose to allow you to lead them.

**Participant**: I actually disagree with that terminology. I believe leadership starts first with yourself, privately, then publicly. I believe it's about developing yourself, and self-leadership.

**Ronald Harvey**: You said, I disagree with you. You added another component, a spin to it. Thank you for doing that because the most important leadership position you can ever have is leading yourself first. It still exhumes out a little further than that, but if you're going to be an effective leader, it actually starts with you. If you have a difficult time leading you, your audio won't match your video, and nobody's willing to follow you. Social media will destroy you.

**Participant**: I may not be answering this question the way you want it to be answered, but I think it's important, at least from my perspective, in a couple of the communities that I'm in, current fatherhood leadership often looks a little older these days. I'm not seeing as many young people being invited to be leaders. When I was 27, I became a director. I think we really need to look for leaders, because I'm finally at the age where I'm not feeling that I can relate to what's going on with the 27-year-olds. We need people to educate us and move on up.

**Ronald Harvey**: Thank you for being vulnerable enough to say that. If you look at the generations we have in the workforce, baby boomers that are quickly retiring, millennials at the end of it, and a small generation in the middle, we're going to have to figure out how to close the gap to bring the younger people to the table.

**Participant**: My name is Mark Perlman. I created a national program called the Nurturing Fathers program. I have a national perspective, and this is not a judgment, so don't mistake it as one. Leadership on a national level is pretty much the federal government tracking the priorities and the funding, and that determines a lot of what the fatherhood field looks like. I'm appreciative of that. I'm not saying it's a good or bad thing, but that's how leadership seems to be working.

**Ronald Harvey**: Thank you for being transparent. If you want to make a difference and move forward, we'll often put a disclaimer. Sometimes the federal government gets in the way and it slows down the process. At the local level, the people that you're serving on a daily basis don't really care about what the federal government is saying to you. They care about what your program says. People that are paying attention to you on a daily basis care about your position. Where do you stand? I need you to perform your leadership role the correct way, and I want you to be able to balance that really well.

**Participant**: Leadership has nothing to do with title, your place, or your position. It's asymmetrical. It's a combination of all the things that we're talking about in this room, and so when I exercise emotional intelligence, what I understand is that I have to bring the people in the community to the table, and I can't put things in there. For instance, when we talk about business plans, many times people will tell you certain things are off the table. If they're off the table, is it in the best interest of the community, or the population that you're serving? Leadership is the ability to influence people to move to action, and if we're not doing that then we're not talking about real leadership.

**Participant**: Each leader should have a vision, and for somebody to follow you, they have to be able to respect that vision, and want you to carry it out as well. I just saw the movie Aladdin. Princess Jasmine is obviously a female. The Sultan wanted to give up his place in the royal palace, but he didn't feel she was capable of taking over the job of being Sultan. The point of it was her explaining to her dad that it's not necessarily about what you think, and what I'm capable of, but the vision that I have for the people. She was trying to allow him to understand that it's all about the people that are actually following you.

Not everyone has the fortitude to be a leader, but if you have that vision, and you have someone that believes in that vision, that takes us a long way.

**Ronald Harvey**: What is the definition of leadership? For me personally, leadership is serving the people that depend on you most when they need you the most. Leadership is serving, challenging, and frustrating. When you leave here, who needs you the most in your community, and when they need you to most, are you there? I have a sixth grader. There are a lot of things she's going to do on her own, but when she came home last week with two of her friends, suddenly two of them had a look thing going on. My daughter calls me, and I say time out. I didn't give her answers, I was able to just be in her space with her to have a conversation and allow her to come to a conclusion in a respectful manner. As we look across our community, that can go bad real fast. I went into that leadership position initially with her for about five minutes, and I pulled back out, and became dad. I don't walk into every situation and every situation doesn't require leadership. Sometimes you're a leader and sometimes you're a follower.

Sometimes you're just a participant, and sometimes you're actually on the sideline just watching. There's times you're the quarterback, and you have to be able to understand that.

When you start thinking about leadership, here's one trait I want to leave with you. Investing in others is extremely important. As a leader, who are you investing in that's going to take this organization forward? Who will help you change the culture? If you look at our stakeholders' chart, there are a lot of people in our communities that we need to be invested in. Who are they? Leaders invest in other people without expecting anything in return. If you are doing it so they can do certain things to keep you happy, that's not leadership. What have you invested in the people that are dependent on you when they need you the most? What have you personally invested? What are you willing to invest? 21 years of military service including two deployments. I invested in people I will probably never see again in my life. But it was about their lives, not mine.

What do you invest in? You'll be successful in your organization if you do enough of the right things, for the right reasons, for the right people.

**Alan-Michael Graves**: One of the things that came to mind in running a program was investing in not only the fathers that we were serving, but the staff. Sometimes that means just listening. We sometimes think as leaders we have to do all the talking. But sometimes it just means being a participant. The program that I ran had a unique intake process. It was about three hours long to do an intake. What we invested in was an hour's worth of time with that individual without asking any personal information. I invested time so I'm creating trust and rapport that then allows for a relationship to happen. It is the same with staff. I need to invest some time into my team so that ultimately we'll get to those numbers, not immediately focus on the numbers.

**Ronald Harvey**: Alan-Michael, you lead us perfectly into the communication piece. Communication is important for leadership at every level. Why is that? I'm sure everybody has a cell phone with a lot of knowledge in it. You can rely on getting to whatever you want on your phone. Does anyone want to challenge it? I want you to go to Google, but first, shut off your Wi-Fi.

**Participant**: I don't have access to Google if I don't have the Wi-Fi turned on.

**Ronald Harvey**: You can't communicate? What does Wi-Fi allow you to do?

**Participant**: It allows me to connect so I can get to areas I need to get to.

**Ronald Harvey**: Here's the message I want you to walk away with. Who are you trying to connect to that you don't have Wi-Fi? You need to connect with them first. You don't have a

relationship. All you have is a position and a title. We drop Wi-Fi consistently as parents, organizational leaders, staff members, and community leaders.

There'll be people sitting right in front of us that we're not connecting with, and we're trying to transfer data to them. Even with this presentation, if I don't make a connection with you today, I don't get to transfer anything that's on that PowerPoint.

**Participant**: My 22-year-old son was telling me that he could not start a job because he sent an email to someone who never responded. I said, do you know you can pick up the phone and call him? He actually seemed surprised.

**Ronald Harvey**: There are a lot of us in this room that have made the same mistake. If you're going to be an effective leader, make sure you have Wi-Fi. And Wi-Fi means meet the person where they are. You don't get to sit in your office, behind your desk, behind your computer, on your cell phone.

Serving people means meeting them where they are. That's leadership. I would love for my sixth grader to be where I am psychologically and mentally; but she's not. If I don't come to her level, I never get to have her take that walk with me. Most times I have to meet her where she is, have that conversation, and then let her take a journey with me. But if I stand across the room like this, and there's a barrier between us, leadership just failed.

Select how you are going to connect with people. When you feel you have dropped the connection, whether you're sitting down with someone that's struggling, frustrated, marital problems, find out where they are so you can connect. Connection matters. If you dropped the connection as the leader, you have to figure out how to get it back up. What is trust? We talk about it, we want to change the culture, and we want to get the real stuff on the table.

**Participant**: I think trust is believing in someone, or something that you might not fully understand.

**Participant**: I believe it is the ability to be consistent over time.

**Participant**: Counting on others.

**Participant**: Confidence of claims.

**Ronald Harvey**: I need a volunteer to come sit in this chair. Thank you for helping me. Have a seat. Have you ever fallen out of a chair before?

**Participant**: Probably.

**Ronald Harvey**: What are the things they say we have to do for people to trust me?

**Participant**: Believing in something, or someone fully, consistency of time. Confidence of claims.

**Ronald Harvey**: You don't mind if I put my hands here, do you?

**Participant**: It's too late now.

**Ronald Harvey**: Let's go through the checklist. I have to be consistent. He sat in the chair. Where was the chair made? We don't know. What's the maximum amount of weight this chair can hold? We're not sure. Who inspected it to make sure it was safe? We don't know. He's previously fallen out a chair, but he got back on it. What is trust again? We challenge each other with characteristics on trust. When someone fails us, it takes us a year to trust them again. He could fall out of this chair right now, get back up in five seconds and sit in the same chair. What is it going to take for you as a leader to trust people that are going to make you successful? The community that you really need? The organizations that you really need? I'm going to show you a video.

**Video**

*Brene Brown:* Trust is built in very small moments. And when we started looking at examples of when people talked about trust in the research, they said things like, "Yeah, I really trust my boss. She even asked me how my mom's chemotherapy was going." "I trust my neighbor because if something's going on with my child, it doesn't matter what she's doing, she'll come over and help me figure it out." You know, one of the number one things that emerged around trust? People who attend funerals. "This is someone who showed up at my sister's funeral." "I trust him because he'll ask for help when he needs it." How many of you are better at giving help than asking for help? What is trust? I started looking into trust definitions: Trust is choosing to make something important to you vulnerable to the actions of someone else. Distrust is what I have shared with you that is important to me is not safe with you.

**Ronald Harvey**: Whether that definition captures everything for you, or not, it's just one definition to share with you. Choosing to make something important to you vulnerable to the actions of someone else. And I'll extend that a little to the actions in behaviors of someone else. I use me more than I use anybody else in the audience, because I don't know you well enough, and

I haven't established that level of trust with you. I'm married. Every decision and action I take will impact my wife.

Oftentimes we're looking at the workforce, or the organization of people we want to micromanage. As long as we can see them, we can control them, and we can tell them what to say, when to say it, how to say it, and as long as they do it the way we've always done it, we'll trust him. It's not trust. That's called control.

How do you get to the place of trusting? How do you reestablish trust? Trust is super low amongst African American males where I live. We're struggling trying to figure out how to reconnect with each other at a deeper level that we can really depend on each other.

We're going to do an activity. Mastering how you show up. It's extremely important that you show up every single day. Consistency is important. When you're having a bad day, I don't need to see it. I don't need to hear it, quite honestly I don't want to hear about it. If you're my leader, I don't want to hear. My daughter doesn't really care if I'm having a bad day, all she wants to know is how it's going to impact her day. It may sound selfish, but it's real, and when you talk about trust, and leadership, when you show up as a leader, you automatically give trust, but you're going to earn every ounce of it and you're going to give them trust willingly. That's how leadership works. You give it away, and you earn it.  How you feel right now?

Participant: If I'm being honest with you, I feel hungry.

**Ronald Harvey**: Just be transparent. I can promise you when I met my wife, if I told her everything on our first date, we wouldn't be married. The more people know, the more they'll show. You're going to have to be willing to let people know you. Most of us want to be a leader, but we don't want to be transparent. We want to stay up in this place like we've been perfect all our lives, we've never made any mistakes, and we don't want to share some of our vulnerability. Start letting people know you.

**Participant**: I've been taught by my mentors, and people who have helped me to trust, but verify. Is that trust?

**Ronald Harvey**: Is it trust? He didn't verify that chair, he just sat in it. He didn't ask any questions, he just politely came, and sat in it.

**Participant**: If I'm new to the organization in a leadership role, and I report to someone and have several people that report to me, I have to make sure the job is done regardless of who is reporting to who. I'm the point person. If it doesn't get done, guess what? Those people I didn't verify with, they don't get the raff, I do.

**Ronald Harvey**: Everything you said is accurate. Here's where I want to give you some language. You're always going to be responsible, because you're the boss, and you're going to delegate, and hold someone else accountable. You can't lead with fear, and you can't lead in fear. I can't give you a task hoping that you won't make a mistake so I don't get in trouble. That's not trust. I'm going to give you something that's important and trust you to get it. That's the choice. I leave it alone. But if I say, "I'm going to give this to you, but I'm going to stand back and watch over your shoulder," that's not trust, and we fail. What we were taught has to be changed. Trust, but validate. I hear you. But be cautious.

**Participant**: Everything is based on how you communicate. I don't want to have to verify like I'm hovering over you. It can be a feedback loop to ensure you understood; because, at the same time you're leading, you're also coaching somebody to become a better leader. In your verifying, you're making sure it's an even exchange of information, and they understood what you communicated, because you may have not communicated it clearly. I think that's a big part of the process.

**Ronald Harvey**: I will agree 80 percent with what you're saying, but I verify method is more about us, and we're not trusting people. We've got to make sure that we have grounded this. Some of us are doing it because of our own insecurities. We know how we behave. Are you going to be trustworthy, as my boss, to let me do my job? We have to figure this out. It is leadership. Once people know you don't trust them, you're done.

Participant: I had a question about the more they know, the more they show. I have mostly millennials. Can you speak to that?

**Ronald Harvey**: Every generation is the worst generation. When a new generation shows up on the roadmap, it's the worst generation. The one that come behind the millennials is going to be the next worst generation. You were in a worst generation at some point. Meet people where they are, and the millennials are really caring about society, and want to do things that make a difference. Empower them and get them engaged early on. Millennials are on your team, stop judging. I've got millennials that I'm raising, but I have to be dad, and I have to be a leader.

Problem solving is important as a leader. We're going to have to develop people that are critical thinkers. As we pass out yellow post it notes, think of a leader that made a difference in your life. Someone that had an impact on who you are today; and, being that you're here, that means you're semi or super successful. I want you to write down one word that describes that person. Once you have written that word down, I want you to look up here. I have on the left side of the board, technical expert. If the word that you wrote down says that they knew their job really well, put that post it note here. If the word you wrote down is about how smart they are, I want you to put

that post it note under super smart. If it doesn't fall in either one of those categories, I want you to drop it right in the middle.

**Ronald Harvey**: What's going to happen is most of the words are going to fall in the center. You don't know what the center is. I do this as an assessment. People get hired because they're typically smart, or super smart. People follow you because you know how to connect with them. The resume gets you in the door, it doesn't keep you in the door. What is the middle?

**Alan-Michael Graves**: A bit of both.

**Ronald Harvey**: So, you don't really know what the middle is, right? And I did that intentionally. Here's what I want you to walk away with. If you're an effective leader, which means connecting with people, serving people when they need you the most, meeting them where they are, you'll be successful. Your technical expertise will get you hired. It's on your resume how super smart you are, people come knock on your door all the time, and aggravate you, and give you more work than you care to have. That's reality. But it won't keep you in the organization and it won't help you get done what you need to get done. What helps you to be successful is the middle. The middle is called emotional intelligence, and I'll help you out, so you know I didn't do this, you did. Most of the time when I explain it, people say, no, it doesn't make sense. It does make sense. Here's what you said: mentorship, purpose, father, consistent, dependable, steadfast, consistent, believe in me, dad, authentic, relatable, mom, caring, consistency, believing in me, selfless, understanding, visionary, and believe. When you want to be an effective leader, emotional intelligence will override everything else that you've learned. Most of us follow people that show they care about us. You want to be an effective leader? Make a connection; and, not because you need something out of them, make it because you truly care, even if you get nothing out of it.

**Participant**: Could you say the same thing about trust in the statement that you made as far as the ones who show that they care about you?

**Ronald Harvey**: For a leader, you automatically trust your workforce. I'm telling you from being deployed, when I went into combat, I literally had to trust the people that were going to fight. I couldn't afford not to. It was life threatening. I have to trust my daughter to make the right choices. She's going to be challenged with the same things I was. I can influence her, but I don't get to control her.

**Alan-Michael Graves**: I'd like to talk about takeaways that you can implement in your fatherhood program. How do we build leadership into these programs differently? I learned some things today. I just left a program where I didn't do some of the things we spoke about today.

Now the program is having some challenges continuing because I did everything. I planned the conference, went out and shook hands with the dads. Now that I'm gone, the program's suffering. They still have grant requirements that are not being met because you didn't have that guy that arrived at 6:00 a.m. and left at 10 p.m. If I had to do it over, I would build some trust in other people in the organization. It wasn't my ego, I was just trying to get the work done. I care about the population that I'm working with and wanted our grant report to look good. Leadership looks like sunup to sundown. You're working hard because you care; but ultimately, we're not sustaining the field of fatherhood by doing that. We're just doing it in the moment. What are some of the things that you heard today that you think you can take back immediately and implement into the work that you're currently doing that might further the field of fatherhood in your programs?

**Participant**: I thought the workshop was very informative. Trust and trusting my leadership. Be bold and keep pushing.

**Alan-Michael Graves**: This needs to be intentional, and sometimes at the bumping heads of other people. I am intentionally trying to stay engaged to be a leader, I don't care what my FPS says, I don't care what my second director says, if this trust, and these things that we're talking about need to be implemented, I need to be intentional.

**Participant**: Emotional support and emotional connection with the community is going to be the foundation for getting more fathers involved in their children lives.

**Participant**: As a leader I need to show that I care and trust more.

**Participant**: I think we're going to start doing three-hour intakes. We need to be more intentional about relationship development. I know my staff are not going to be excited about that, but I think it's my role to model that for them.

**Alan-Michael Graves**: Most people won't do the three-hour intake. I will tell you we had a 97 percent success rate of individuals who attended their first session and we contributed that specifically to the intake process. I sat down and we found out we have things in common. All of those things that we talked about in that first hour, without writing down anything, had built some trust and rapport. That father then said, you know what, I'm going to go back because Alan-Michael listened to me. Almost every father left that intake saying this is the first time someone really listened to me. We didn't get all the information, but just sat there and listened. It's the same with staff. Don't start your staff meeting by going off of the agenda. Start off by asking what happened this weekend? Show them you're invested in them as opposed to, let's get right down to business.

**Ronald Harvey**: Write down on any piece of paper in front of you the word, listen. You'll be able to use this no matter where you go with any audience. Underneath it, write the word, silent. What's unique about it?

**Participant**: They have the same letters.

**Ronald Harvey**: They have the same letters, which means in order for you to listen, you have to be silent. You have to quiet down the inside voice, so you can really listen to the people you're trying to help. Oftentimes we're standing there, and we're not silent, because we're thinking about what the next answer ought to be, or what we should be doing. Learn to silence yourself and listen to people. This workshop was about what you said, and we'll go where you want to go; because, we were silent enough to listen to you.

**Participant**: When we do an interview, we don't even get into the interview questions. We talk about what's going on in their lives. We don't want them to know about us, we want to talk about them; because, people like to talk about themselves. The other thing we do is the staff treat the participants like they're own.

**Participant**: Thank you for doing this. I'm all for emotional intelligence, and learning about trust, but, when applying for a leadership position without a doctorate or masters, how do you show on your resume that you are capable of progressing in your job?

**Ronald Harvey**: There are positions that require a certain level of education. Depending on what you're chasing, and what your goal is, you may have to pursue another degree. But once you get that, people are not going to bring you on board because of it. They will hire you because you have a heart, and you care.

**Geneva Ware-Rice**: Thank you.