Strategy
UNIVERSITY OF LOUISVILLE CENTER FOR POSITIVE LEADERSHIP
Problem Statement

The Center for Positive Leadership exists to help people address four common issues in modern society.

1. Our world is full of intractable, downstream problems.
2. Change is often hard.
3. The habitual reaction to problems is to try to solve them.
4. Efforts to make the world better often occur in uncoordinated silos of effort.

We give a brief description of each of these issues. The rest of this strategic plan outlines how the Center for Positive Leadership addresses each of these issues.

**Our world is full of intractable, downstream problems.** These are problems that have no easy solution, in which people often only see the symptoms and never consider the underlying causes unless they pause to truly examine the systems of which the problems are a part. These may be global, local, or organizational problems. Complexity can be found in even constrained social spaces.

**Change is often hard.** Whether the problems are complex or simple, the change necessary to address social, economic, and organizational problems is often difficult for people. It often require sacrifice, effort, breaking habits, developing new worldviews, altering relationships, investment, risk, or other obstacles.

**The habitual reaction to problems is to try to solve them.** People tend to be so problem-driven that when they encounter problems, they seldom pause to consider alternative responses. When problems are intractable, efforts to solve them sometimes make the problems worse. Often problems should be re-framed, transcended, accepted, or transformed into purposes rather than solved.

**Efforts to make the world better often occur in uncoordinated silos of effort.** Complex problems are often inter-related, but we try to solve them one at a time. Further, the wonderful people who devote their lives to solving problems often do it alone, or only with the other people in their non-profit organization, for-profit organization, government agency, or other organization or association. There is potential to magnify efforts by working together.

The Center for Positive Leadership seeks to use positive leadership to help address each of these issues.

Mission Statement

The mission of the Center for Positive Leadership is to increase positive leadership in the world.
Definitions

**Positive leadership** – An act of unusual virtuousness that other people follow because they feel elevated by the act.

**Virtues** – Standards of moral excellence. Examples include as courage, compassion, humility, integrity, ambition, inclusivity, creativity, and wisdom.

**Virtuousness** – Exhibiting of all of the virtues that are relevant to a situation, with excellence.

**Following** – Imitation, building on an action or its impact, or complying with requests.

**Moral insight** – An idea about how to exhibit unusual virtuousness that a person would not have without questioning beliefs that they take for granted.

Guiding Policy

Although our mission is to increase positive leadership in the world, we believe we will be more likely to succeed at this mission by focusing our efforts early and then growing those efforts as we are successful. Therefore, for the years 2023-2028, our goal will be to increase positive leadership among Local WorldChangers. We define Local WorldChangers using these criteria:

- “WorldChangers” are people who are already working to solve a specific, intractable problem, which if solved, would make the world a better place, and who are intrinsically motivated to solve this problem.

- “Local,” refers to the greater Louisville area, especially Jefferson county, but also including Bullitt, Clark, Floyd, Hardin, Harrison, Henry, Meade, Nelson, Oldham, Scott, Shelby, Spencer, Trimble, and Washington counties.

We will increase positive leadership among Local WorldChangers by

- Using our programming and relationships to gather Local WorldChangers into teams who work to address a specific challenge together for a period of between six and 24 months.

- Explicitly building networks between Local WorldChanger Teams in our Tyra Family Distinguished Conversations Series events as a way of reducing silos between disparate WorldChanging efforts in the Louisville area.

- Creating structures of support and accountability for the teams.

- Tracking teams’ acts of positive leadership for measurement, recognition, research, and impact.

- Supporting teams with tools and programming.

All other initiatives performed by the Center for Positive Leadership will contribute to and be supported by the construction and success of Local WorldChanger Teams. Thus, the Local
WorldChanger Teams will serve as the activity that leverages all other activities of the Center to ensure that efforts are aligned and the mission is achieved.

This guiding policy, and the strategic actions outlined below, will address the problems identified at the outset of this strategic plan as follows:

1. **Our world is full of intractable, downstream problems.** WorldChanging teams are composed of people who are already working on and intrinsically interested in tackling intractable problems. Positive leadership will help these teams because (a) the acquisition of moral insight helps people to dissolve or transform problems by re-conceiving of them in more creative and comprehensive ways, and (b) exceptionally virtuous action prevents many intractable problems from ever arising.

2. **Change is often hard.** Positive leadership introduces change in ways that inspires people to follow rather than compelling them to follow. It is also motivating for the people who lead because moral insight energizes people and virtuous action helps people to thrive.

3. **The habitual reaction to problems is to try to solve them.** To acquire moral insight, people must stop and consider what moral excellence looks like rather than simply react to problems by searching for solutions.

4. **Efforts to make the world better often occur in uncoordinated silos of effort.** By organizing Local WorldChangers into teams, and then creating networking opportunities for team members in events that are designed to create relationships and expand networks around WorldChanging efforts, we lower the walls between the social, environmental, and economic challenges faced by people trying to do good in the Louisville area.

**Strategic Approach and Tactical Actions**

We now explain how we will execute our guiding policy. Specifically, we explain how we will ensure that each of the initiatives of the Center for Positive Leadership work together synergistically to accomplish our mission of increasing positive leadership in the world, beginning in the Louisville area.

*Local WorldChanger Teams and Networks*

**Recruitment**

- Members of Local WorldChanger Teams must
  - show their intrinsic motivation to address a particular challenge by already being working in some way to address the problem when they are invited,
  - be living or working in the greater Louisville area,
  - be interested in using positive leadership to improve their efforts, and
  - have some kind of sponsoring organization or individual that is willing to support their training and organization into a WorldChanger team.

- We will recruit Local WorldChanger Teams through
• Nominations from the Center for Positive Leadership Board of Advisors and others in their network.
• Self-nominations by WorldChangers as individuals or teams.
• Nominations in response to announcements at Center for Positive Leadership events or social media

• Reasons why people will want to create or join Local WorldChanger Teams include
  o Magnifying the positivity and impact of one’s efforts to change the world
  o Coordinating efforts across organizations
  o Accessing Center resources, tools, and training
  o Making WorldChanging less lonely
  o Acquiring additional discipline and structure for one’s efforts, and particularly for practicing positive leadership (much like joining a gym as a way of motivating oneself to exercise)

Funding and Costs

• Each Local WorldChanger team formed will have an affiliated individual or organizational sponsor who funds the learning, development, and coordination that the Center for Positive Leadership provides for the team. This sponsor may be an organization in which the members of a Local WorldChanger Team work, a coalition of organizations from which the WorldChangers come, a professional organization, a philanthropic individual, and so on.

• Sponsors may be identified by team members, university Advancement employees, members of the board of advisors for the Center for Positive Leadership, or by other people who belong to the Center.

• Sponsorships cover the direct costs of the WorldChanger team and also contribute to the ongoing initiatives of the Center for Positive Leadership, including
  o One-day executive education training to launch the WorldChanger team
  o Monthly meetings
  o General Center activities and initiatives
  o Other support services for the team, as needed

• Cost
  o Approximately $40,000 if the team lasts one year or less
  o $20,000 in each subsequent year that the team is running
  o If there are specific needs based on the project/cause that a team is addressing, this cost may be adjusted.

Design

• WorldChanger teams must select an activity, initiative, or project, related to the cause/problem about which they are all intrinsically motivated. They will work on this during the duration of their time as a WorldChanger team. Teams may disband when they complete their projects, or they may launch a new project, depending on sponsor support.
Team members may also have individual initiatives related to their cause or issue, and support each other with these causes, but a project is needed to help provide additional structure and motivation to the teams. Sponsors may request periodic and/or final reports on projects.

- Projects must be selected before the executive education program that launches the team because team design around the project will be included as part of the executive education training.
- Approximate team size is 10.
- The team will set performance goals for the project and track progress toward the goals.
- One member of the team will be selected as the leader/liaison with the Center for Positive Leadership.

Activities

- Members of WorldChanger teams will sign a contract to use the Leadership Amplifier smartphone application to practice positive leadership at least once a week, and to respond to team members’ requests for help/feedback as a way of providing discipline to their learning, magnifying their efforts, and enabling the Center for Positive leadership to track them and to conduct research on positive leadership and WorldChanging.
- Members of Local WorldChanger Teams will also receive coaching from one of the Center for Positive Leadership’s affiliated professionals through the app for at least the first two months of their existence as a Local WorldChanger Team.
- The Tyra Family Distinguished Conversation Series will be re-designed to create network relationships between members of Local WorldChanger teams, and to orient those relationships toward mutually-beneficial ways of working together. Local WorldChanger teams will meet monthly for breakfast to report on their projects and to celebrate the creation or completion of teams. In four of these events each year, special visitors/speakers will come in to bring new ideas, perspectives, and opportunities to participants.
- WorldChanger teams get priority in requesting research topics, tools, books, author visits, app features, or showcase topics from the Center for Positive Leadership, to support the needs of their team project and of their individual initiatives.

Tracking and Learning

- The Center for Positive Leadership will prototype this concept in 2023 by finding/creating a small number of teams and sponsors first. Large scale launch will not begin until 2024.
- The Center for Positive Leadership will track the progress of WorldChanger teams in two ways:
  - The teams and their sponsors will work with the Center before launching to identify goals for their activity/initiative/project. At a minimum, they will work with the Center to obtain a baseline measurement and a final measurement to see
how much progress they made toward their goal. If possible, interim measurements will also be taken. This is important to examine the extent to which their leadership efforts are affecting progress toward their goals, and also for conducting research.

- The teams’ efforts to practice positive leadership will be tracked using the Leadership Amplifier smartphone app.
- At monthly Distinguished Conversation Series meetings, teams will report on project progress.

**Book Clubs**

- Book clubs are a tool for recruiting and supporting local WorldChanger teams. WorldChanger teams will also be encouraged to participate. Special speakers for book clubs will also be invited to the quarterly, special Distinguished Conversations Series events as appropriate, and speakers may give speaking events/workshops/displays to book club and community members in addition to participating in Distinguished Conversation Series events. Non-WorldChanger teams may also organize book clubs if they are interested in the book and the author who will be speaking.

- The CPL hosts 3-4 book clubs per year.

- Books are selected that will help Local WorldChangers in their efforts to practice positive leadership as they pursue their individual and team initiatives around their social, environmental, governance, and economic issues. WorldChangers may recommend books and authors to the Center for Positive Leadership to use and invite.

- Other book clubs, including the alumni book club, will be used for recruiting Local WorldChanger teams. CPL will contribute refreshments for the UofL alumni book club(s).

- Success in book clubs will be measured by number of new WorldChanger teams created from book clubs per event, people from existing WorldChanger teams attending the events, and general attendance numbers.

- Some funds for CPL initiatives will come from a portion of funds from sponsors or grants that are set aside for CPL activities; others will need to come from donors or other activities.

**Tyra Family Distinguished Conversations Series (DCS)**

- These events will be monthly breakfasts with four special events per year with unique speakers/participants.

- The primary purpose of the DCS will be to create purposeful network relationships across members of Local WorldChanger teams. Bringing in authors for book clubs becomes secondary in priority and will not be done if it distracts from this central purpose.

- Speakers will also be asked to participate in other ways, such as visiting with or speaking to book club participants.
• Events will be recorded so that they can be used again, publicized, and material from the events may be used in tool development.

• Success of DCS events will be measured by attendance and by people who sign up for new or existing Local WorldChanger teams.

• Some funds for CPL initiatives will come from a portion of funds from sponsors or grants that are set aside for CPL activities; others will need to come from donors or other activities.

**Board of Advisors and Other Outreach**

• The Center for Positive Leadership board of advisors is composed of executive-level leaders in the community.

• Board members contribute to the mission and work of the Center through
  o Helping to identify WorldChanger Teams
  o Helping to find sponsors for WorldChanger Teams
  o Connecting the Center directors with key people in the community who can facilitate the work of the Center
  o Providing strategic direction and advice to the Center
  o Providing donations to the Center
  o Supporting Center events
  o Sharing the word about Center tools, events, research, and so forth
  o Nominating people for awards
  o Other activities and support, as appropriate

**Executive Education**

• The Center for Positive Leadership will develop an executive education curriculum designed to train WorldChanger teams to apply positive leadership addressing the social, environmental, governance, or economic issue upon which each team focuses, and to launch the teams.

• The cost of this program will be covered by sponsoring organizations or grants.

• Affiliated Professionals will help deliver these programs and provide coaching through Leadership Amplifier and will be compensated at executive education rates.

• Programs will train and commit participants to use Leadership Amplifier to plan, record, and track their acts of positive leadership.

• The success of this initiative will be measured by participant ratings.

**Rechter Fellowships**
• $25,000 will be dedicated to funding research on positive leadership annual, awarded on a competitive basis.

• Questions/challenges for research will be solicited from WorldChanger teams but vetted through reviews of existing research. If relevant research exists, this will be fed back to WorldChanger teams. Questions/challenges for which there is not sufficient research will be used to frame research challenges for competitive bidding.

• A committee will judge proposals for research and select people to whom to award fellowships. Affiliated professionals will be the first to be asked to be on these committees.

• Fellowships must be completed within a year.

• Success will be measured by completed projects that answer relevant leadership questions.

**Affiliated Professionals**

• Affiliated professionals are professors, consultants, coaches, or executives with expertise on specific virtues or on positive leadership generally.

• Affiliated professionals must create at least one leadership tool per year for distribution through the Center for Positive Leadership website and will be invited to present their tools in Leadership Showcases.

• Affiliated professionals and their broader work will be publicized on the CPL website.

• Affiliated professionals meet at least three times per year.

• Affiliated professionals may contribute to CPL activities in other ways that are of interest to them.

• Affiliated professionals will be invited to help in training WorldChanger teams during executive education.

**Leadership Amplifier** (our smartphone application for learning positive leadership)

• *Leadership Amplifier* will be available for use by anyone but will be used by design with WorldChanger teams to plan, track, and measure whether we are increasing positive leadership in the world.

• Features will be added to *Leadership Amplifier* for use in tracking acts of positive leadership across communities.

• Feedback from WorldChanger teams will be prioritized in adding features to *Leadership Amplifier*.

• The cost of updates and features for *Leadership Amplifier* will be divided and accounted for by sponsoring organizations.
**Leadership Tools**

- Leadership tools are created by Affiliated professionals and distributed through the CPL website.
- Input on tool needs will be solicited from WorldChanger teams and fed as requests to Affiliated professionals.
- Leadership tools will be oriented toward people trying to lead from now on, rather than toward classroom teaching per se.
- Success of tools will be measured by requests and use, especially by WorldChanger teams.

**Leadership Tool Showcases**

- We provide 3-4 Leadership Tool Showcases per year and record them for wide distribution. We can also ask permission to use portions of these Showcases for online training components.
- Affiliated professionals typically present in Showcases.
- WorldChanger teams should be invited to Showcases to learn how to use tools for their initiatives.
- Other attendees should be invited to form WorldChanger teams at Showcases.
- The success of Showcases should be measured by new attendees, WorldChanger attendees, YouTube views, and other usages of Showcase footage.

**University of Louisville**

- We will reach out to program directors and department chairs throughout the University of Louisville, beginning in the College of Business, with the offer to support programs that want to create Local WorldChanger teams to design and work on projects during the length of their programs.

**Website and Social Media**

- We will re-design the website around this new strategy.
- The website will be designed to make it easier for users to create and sponsor and support WorldChanger Teams, and to find the tools and events that they need.
- Every event should include an invitation for people to follow us on our social media sites.
• We will record more of what we do on video and take segments out of these events to make short clips for YouTube. We may try to monetize our YouTube channel and perhaps also use clips from the channel for training, such as including links from Leadership Amplifier to clips on the YouTube channel.

• When great leadership attempts occur on Leadership Amplifier, we can publicize these on social media, and perhaps even interview people about them for video for our YouTube channel.

• In addition to our events, we will include regular announcements about WorldChanger teams on our social media: new teams, new members, new accomplishments, etc.