

# Parent Empowerment in Education

## Measuring What Matters



### Emerging Leader and Formal Leader

Organizations think about Emerging Leaders and Formal Leaders on a continuum, though most consider as a common starting point measuring an individual's completion of a formal leadership training. As a rule, most organizations use demonstrated experience in leading actions on recent campaigns as a starting point to measure an individual's ability and willingness to assume such a role in future campaigns.

Some organizations **measure leadership roles based on the overall number of actions of any type an individual has taken, while others measure leadership based on a specific set or combination of actions.** The former is simpler, while the latter gives an organization a sense of which individuals spike in their leadership of particular actions.

Some organizations **have different expectations about which type of actions an Emerging Leader vs. a Formal Leader should be involved in.** For example, some may designate an Emerging Leader as someone who leads a house meeting, and a Formal Leader as someone who leads a large public action (which requires more effort to organize and lead).

Others **have the same expectations in terms of types of actions but different expectations about the target level of action.** For example, an Emerging Leader is someone who is involved in 4 actions in a certain time period and a Formal Leader is involved in 8 actions in the same time period.

As a reminder, **your organization should 'Goldilocks' what it measures.** You should only capture measures that help your organization make better decisions to increase impact (and are practical to collect).

### Common measures of Emerging Leadership and Formal Leadership include:

- **Training: # who have completed a leadership training (usually a multi-session training or formal fellowship).** This may include completing deliverables such as a story of self and an individual's mapping of their network capital. This may include not only leadership development, but training on education policy and politics, campaign planning, school budgeting, etc. This may also include pre- and post-testing on knowledge and self-assessment of change in attitudes about power (theirs and others).
  - **Involvement: # who were involved in X number of actions within Y time period.** This may be a general number of actions or a specific mix of actions. Even as an Emerging Leader, organizations also tend to measure involvement in actions that others lead as this demonstrates commitment and development of knowledge and expertise about executing actions. For a list of these actions, please see Active Member: Collective Agenda.
  - **Leadership – overall: # who have organized and led one or more actions in a specific time period.** Some organizations measure actions 'in aggregate' rather than break them out by type. Others measure both the total number of actions and by specific type (see below).
  - **Leadership – specific actions: # who have organized and led one or more specific mix of actions in a specific time period.** Please note, not every organization assumes an Emerging Leader and Formal Leader are expected to be able to organize and lead the same types of actions. Common measures for both Emerging Leaders and Formal Leaders (but with likely different targets) include:
    - # who have organized and led one or more research meetings
    - # who have organized and led one or more public actions (or been part of a team of leaders doing so)
    - # who have organized and led one or more lobbying actions
    - # who have organized and led one or more house meetings
    - # who have organized and led one or more phone-banking actions
    - # who have organized and led one or more canvassing actions
    - # who have organized and led one or more 1:1 meetings with other parents and community members
  - **Leadership – specific communications actions: # who have been trained in and can execute specific communications actions.** These tend to be more expected of Formal Leaders than Emerging Leaders. Common measures include:
    - # who have led one or more general (i.e. any of the below) communication actions
    - # who have given interviews to the media
    - # who have led press conferences with the media
    - # who have written letters to the editor
    - # who have given public testimony
- Three communication actions (below) tend to stand out as measures specific to individuals defined as Formal Leaders. Note, for all of these, organizations provide training and support to build parent capacity to lead on these actions:
- # who have written and published original content
  - # who have written public policy platforms
  - # who have responded to external content (i.e. newspaper articles, 3<sup>rd</sup>-party reports, blogs, etc.) to support an organization and its campaign
- **Leadership – Turnout: # who have demonstrated the ability to get X members of their community to attend an action.** Note - this is a less common measure but important to some organizations, and also one where the target level can be greater for a Formal Leader vs. an Emerging Leader.