Annotated Bibliography – Professional development resources

10 best practices for successful project management
Tom Mochal
https://www.techrepublic.com/blog/10-things/10-best-practices-for-successful-project-management/

This short article describes how to successfully manage projects.

Success starts with the planning phase of a project, which should encompass defining the project overview, objectives, scope, assumptions and risks, approach, organization, and initial cost and duration. This should be signed off on by all involved. Then, the more detailed workplan can be created. To move forward, the procedures for managing the project should be agreed upon up front, including resource usage, communication, and stakeholder involvement. As the plan moves forward, the team should review the workplan, manage the budget, and identify completed activities. It is also important to identify warning signs that something isn't right, such as increasing variances in the budget, incomplete activities, an increased and unaccounted-for time commitment, or cutting back on previously scheduled activities like quality control testing. The sponsor must approve changes in scope, which are important to monitor as the scope of a project often slowly grows. Risks should be identified up front and should be assessed throughout the life of the project, and any issues that arise should be dealt with as soon as possible.

Getting organized: Tips and tools for managing a project
Jill Duffy
https://www.pcmag.com/article2/0,2817,2414461,00.asp

This short article describes tips the author has gleaned from others for from managing projects.

Meetings should be regularly scheduled at a frequency that works for all, and project managers should stick to a clear agenda during meetings, ending them early if they can. Meetings are also a time to dig a bit deeper if folks are initially hesitant to complain. Projects should utilize the correct tools, such as document sharing resources. Although the project manager is ultimately in control, it is beneficial to let others think they are in control. At the end of the day, the user should define the quality of the project. It's also important to utilize project management tools along the way.

Community tool box: Developing facilitation skills
http://ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/facilitation-skills/main

This moderately lengthy article goes in depth into developing facilitation skills, especially for community organizers. This article first defines facilitation, takes the reader through the process of facilitating a meeting or event, and then troubleshoots.

Facilitation is defined here as: guiding people through a process together, focusing on how people participate, and maintaining a neutral position. Before the meeting, the facilitator should plan for a comfortable environment (keeping in mind physical and psychological accessibility), the logistics of the room arrangement, and the process for developing ground rules. During the first part of the meeting, the facilitator should ensure it starts on time, welcome all attendees, and make introductions before reviewing the agenda, objectives, and ground rules. Each item of the agenda should have closure with firm commitments from those involved while maintaining respect for everyone. At the end of the meeting, the results and commitments should be summarized and participants thanked. Some tips for facilitation include attending to body language, checking in, summarizing, and being careful of one's own body language and speech. To deal with disrupters, the facilitator should stay in the facilitator role, give power back to the group at large, refer back to the ground rules, be honest, utilize humor when appropriate, and take a break when needed.

Organizing lessons from civil rights leader Ella Baker
http://www.anarkismo.net/article/7645

This moderately long article describes activist and civil rights leader Ella Baker's life and unique leadership style.

Ella Baker worked for the NAACP for a number of years, as well as other organizations and groups, and had an organizational style that has a lot to offer to people today,. Baker believed that people did not need a strong leader, but needed an organization to provide aid and solidarity. Baker also believed strongly in participatory democracy, which consisted of three parts: an appeal for grassroots involvement of people throughout society in the decisions that control their lives, the minimization of hierarchy and the associated emphasis on expertise and professionalism as a basis for leadership, and a call for direct action as an answer to fear, alienation, and

intellectual detachment. This approach focused both on directly answering a need or solving a problem while also working to solve the longer-term goals and bring power back to the hands of the people. Her idea of leadership was multifaceted and built on the idea that leadership allowed for others to realize their potential and expand their own potential. Often, it called for the disruption of oppression in radical ways while empowering those who were oppressed. Additionally, it was also patient and sustained effort over time – as were many of the contributions of women during the civil rights movement, which did not focus on flashy speeches and dramatic moments but instead on building relationships, coordinating meetings, doing housework and child care, and ensuring the inclusion of all in any given group.

Anarchism as a theory of organization
Colin Ward
http://www.panarchy.org/ward/organization.1966.html

In this moderately lengthy article, the author outlines the case for anarchism as a way to organize.

In this sense, anarchy is an absence of authority and a call for people to simply organize themselves without relying on a vertical leadership structure. An anarchist structure should rely on organizations and structures that are voluntary, functional, temporary, and small. In other words, they should exist to serve specific purposes with no clear leaders to maximize one's individual freedoms and responsibilities. There would be two types of social institutions: the territorial unit or the commune, and the workers' council; these would federate with one another for life's larger affairs while retaining their own autonomy. There are several examples of such organizations, such as the Swiss federal system, frontier societies, and ad hoc organizations that develop after natural disasters. Several industrial examples are also given.

Challenging structural inequalities: The vision of feminist transformative leadership
Mary Wandia
http://www.osisa.org/sites/default/files/sup_files/Challenging Structural Inequalities-the vision of feminist transformative leadership - Mary Wandia.pdf

In this relatively short article, the author critiques the current leadership structure in Africa and suggests a new leadership framework.

The leadership models currently (2010) in place utilize patriarchy and patrimony. While there are frameworks for equality nationally and regionally in many places, these have not transformed the lives of women. This lack of transformation is seen in the health statistics of African women, the violence against girls and women, the disproportionately female refugee population, and laws that are discriminatory and violate basic rights. The leadership of Africa is based on exercising power over others. To move forward, leadership needs to be conceptualized through a feminist lens. This means that structures must be changed to guarantee social justice, equality, and the equitable distribution of resources. The vision of this transformative leadership includes equality, equity, empowerment, human rights, peace, sustainability, shared power, responsibility, and well-being. The institutional behavior associated with this leadership framework is described as participatory, egalitarian, responsive, transparent, accountable, non-corrupt, consensus-oriented, and empowering. This leadership style has distinct principles (such as focusing both on the individual and structural levels), as well as distinct tools (such as setting clear goals).