

# ACDA ANNUAL CONFERENCE

**Coming Together to Nourish the Nation**



**April 21 - 24, 2024**  
**Marriott St. Louis Grand**  
**St. Louis, Missouri**

# Inspire, Influence, Innovate:

## LEADERSHIP ESSENTIALS

# Today's Speakers



Aleshia Hall-Campbell, Phd, MPH



Danielle Barrett, EdD, RDN

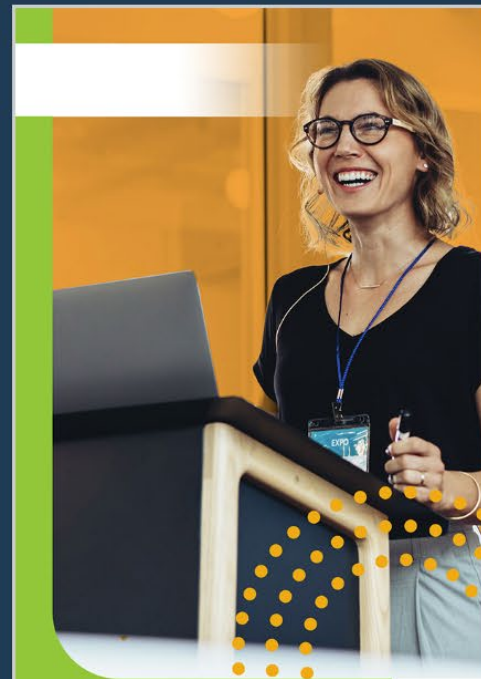
# Institute of Child Nutrition



# Institute of Child Nutrition (ICN)



SUPPORTING  
CHILD NUTRITION  
PROFESSIONALS



TRAINING



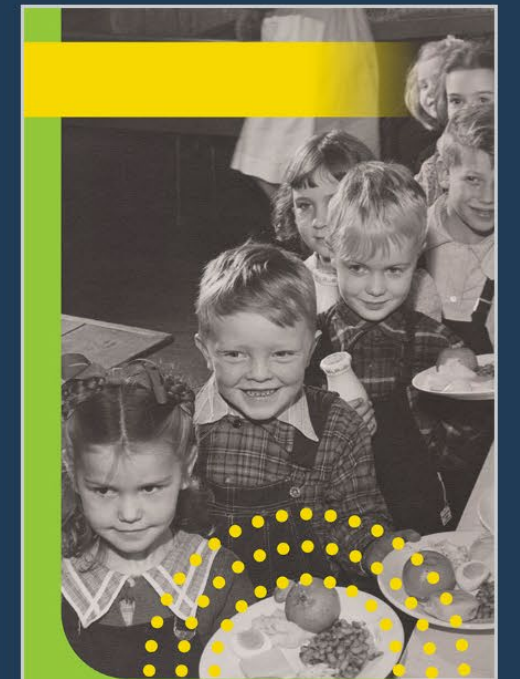
APPLIED RESEARCH  
DIVISION



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CHILD  
NUTRITION  
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# Learning Objectives

1

Explore various leadership styles and discover which one aligns best with your personality and goals.

2

Develop effective communication skills, including active listening and conflict resolution.

3

Enhance your emotional intelligence to build stronger relationships and foster teamwork.

4

Cultivate adaptability and resilience to navigate the ever-changing landscape of child nutrition programs.

5

Acquire practical strategies for inspiring and motivating your team to achieve their full potential.

# Sessions



LEADERSHIP OVERVIEW



EFFECTIVE  
COMMUNICATION



TEAM BUILDING AND  
COLLABORATION



TIME MANAGEMENT AND  
PRIORITIZATION



MOTIVATION AND  
INSPIRATION

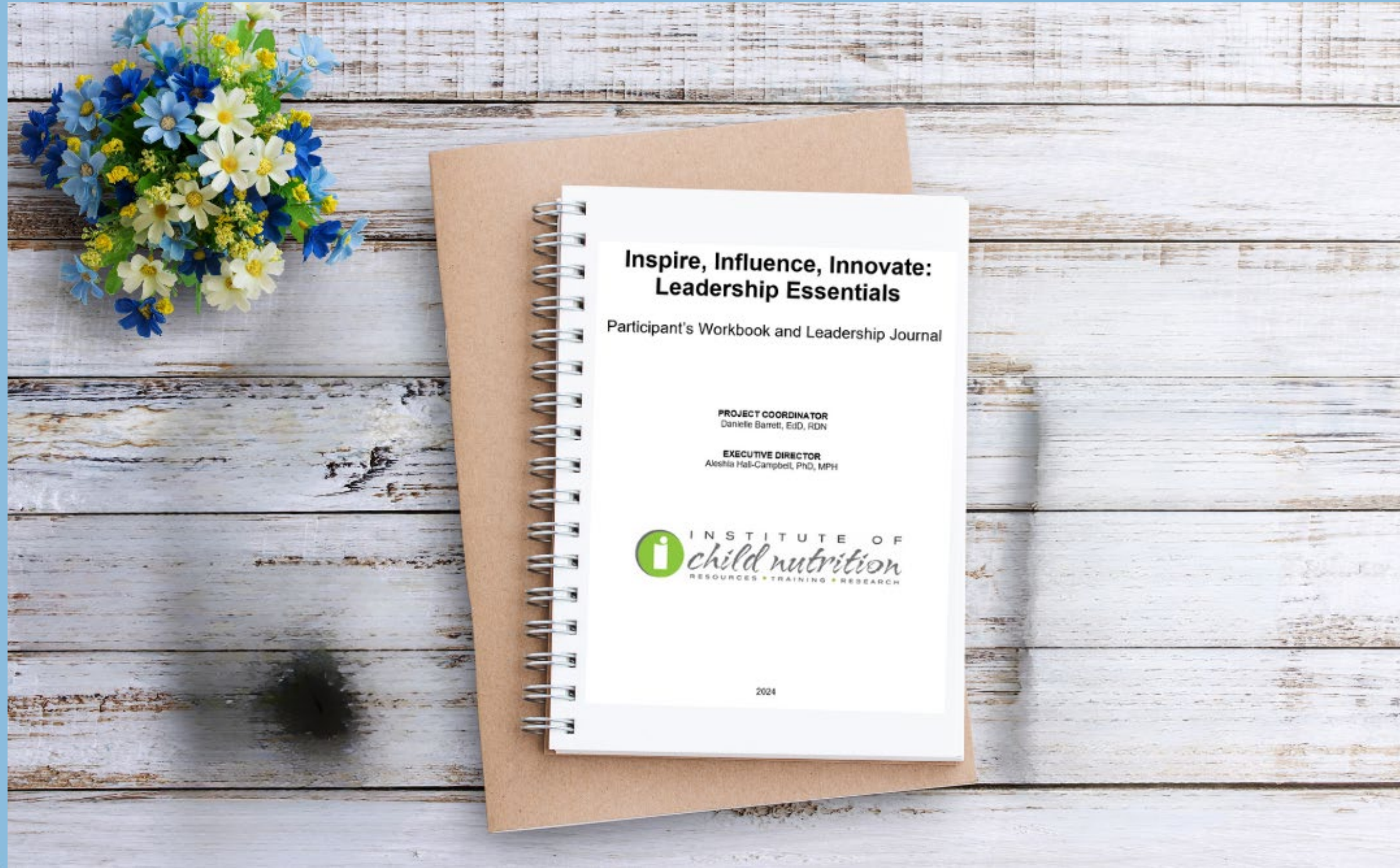


ADAPTIVE LEADERSHIP



EMOTIONAL INTELLIGENCE

# Participant's Workbook and Leadership Journal





Session 1

# LEADERSHIP OVERVIEW

# Definition of Leadership



# Importance of Leadership in School Nutrition



# ACTIVITY: LEADERSHIP DISCUSSION



# Common Leadership Styles



AUTOCRATIC



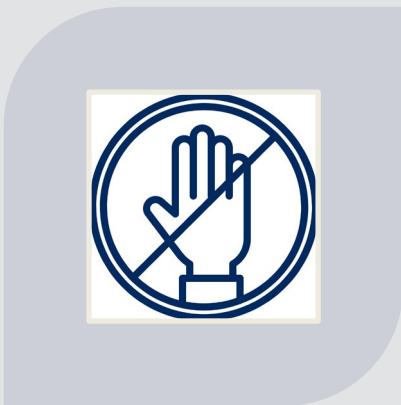
BUREAUCRATIC



COACHING



DEMOCRATIC



LAISSEZ-FAIRE



PACESETTER



SERVANT



VISIONARY

# Autocratic Leadership Style

- Authoritarian style
- Solo decisions
- Expect strict compliance
- Highly structured approach



# Bureaucratic Leadership Style

- Rule adherence
- Precise procedures
- Effective in regulation
- Suited for specific industries



# Coaching Leadership Style

- Personal growth focus
- Professional development
- Time investment
- Skill enhancement opportunities





# Democratic Leadership Style

- Involves team in decisions
- Promotes ownership
- Values collaboration
- Fosters open communication



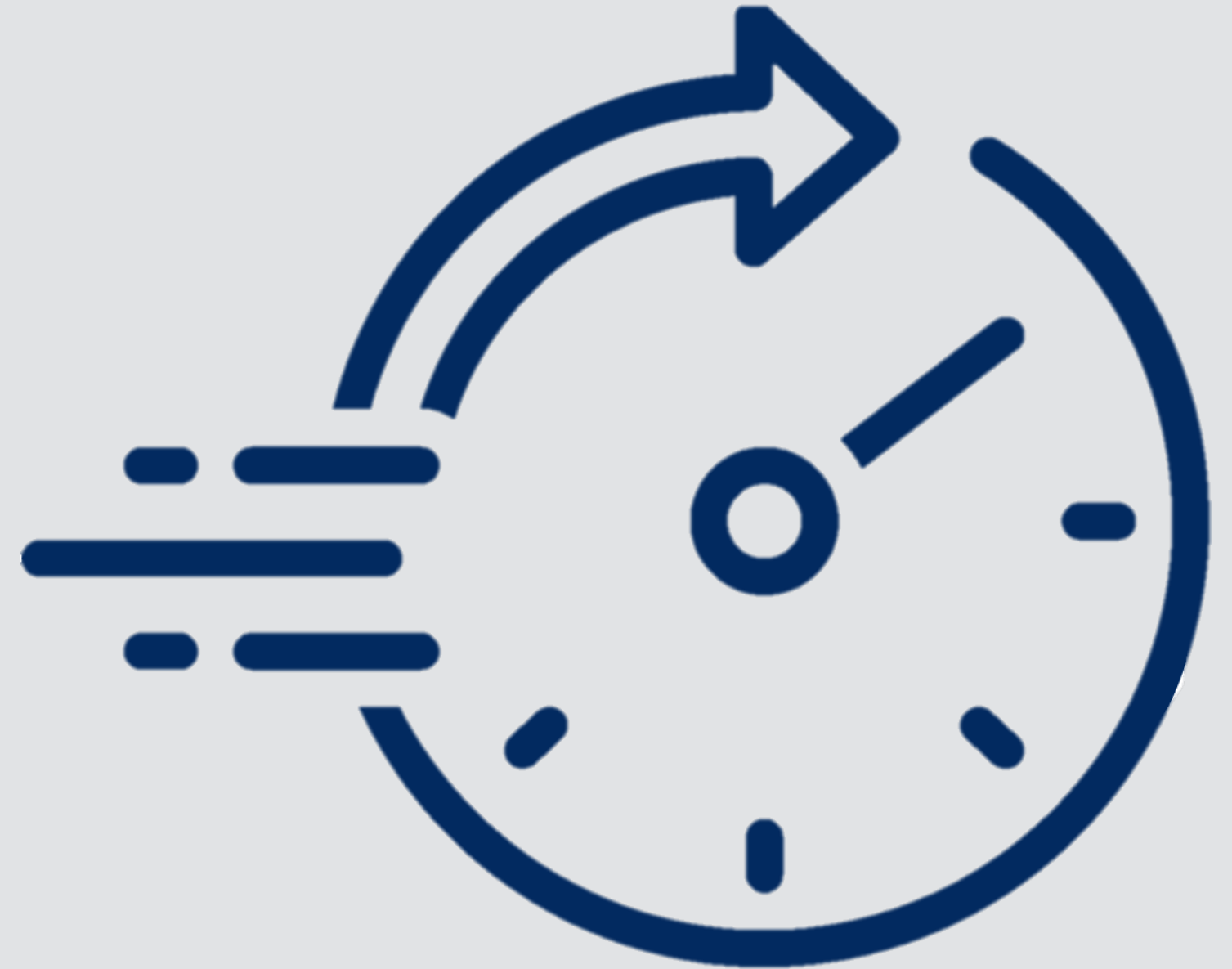
# Laissez-Faire Leadership Style

- Team freedom
- Support as needed
- Trust in team
- Self-management encouraged



# Pacesetter Leadership Style

- Sets high standards
- Exemplifies expectations
- Expects team to keep pace
- Maintains high standards



# Servant Leadership Style

- Team's needs first
- Focus on service
- Provide resources
- Support for team success



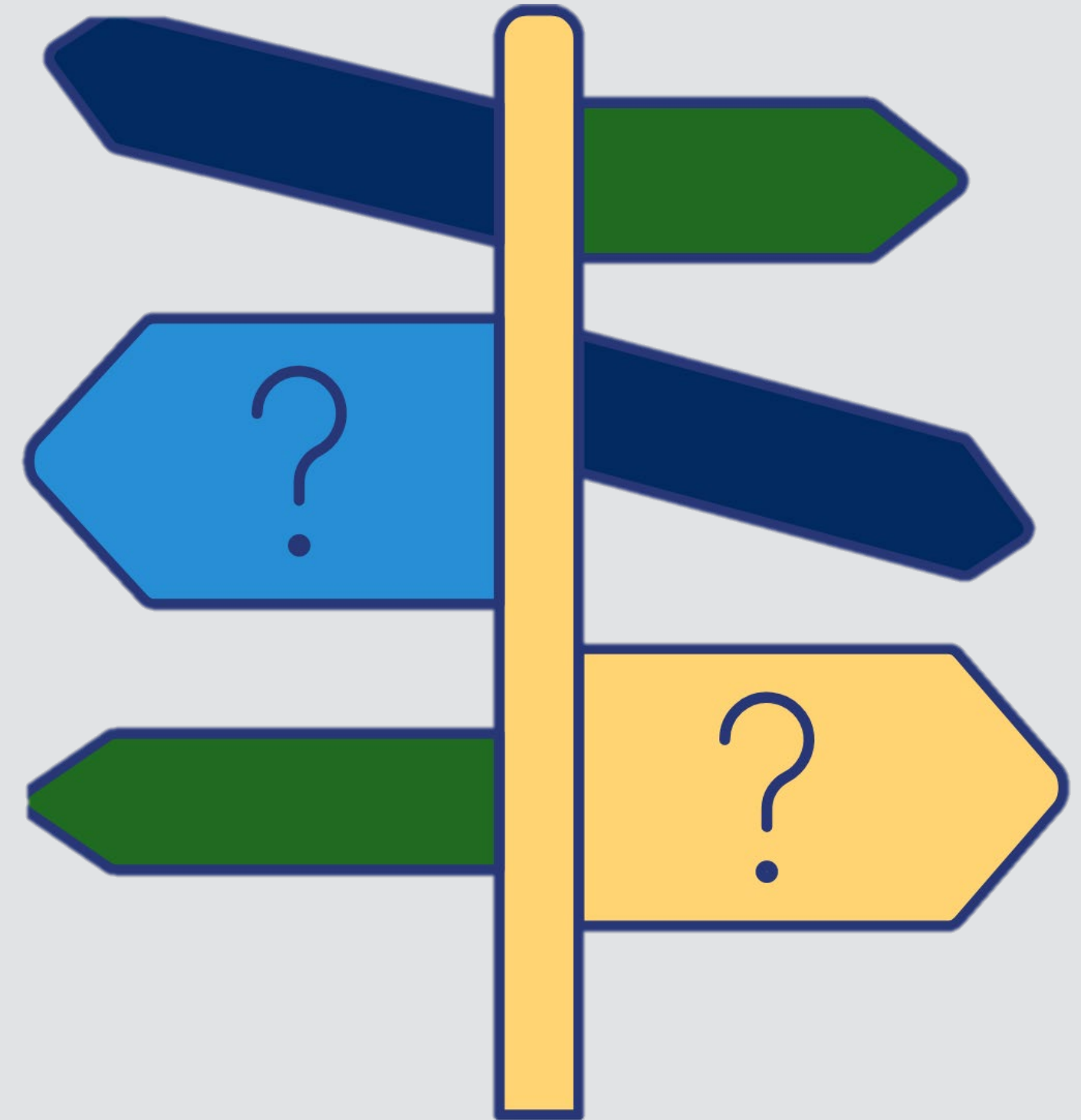
# Visionary Leadership Style

- Clear compelling vision
- Inspires team
- Provides guidance
- Supports along the way



# Choosing the Right Leadership Style

- Context matters
- Team needs vary
- Goals influence style
- Flexibility is key



# Leadership Development

- Dynamic skill-building process
- Continuous learning and training
- Invest in development
- Workshops, mentorship, programs



# ACTIVITY: STRENGTHS CAROUSEL





# Session 1: Wrap-Up and Q&A

- Definition of leadership
- Common leadership styles
- Choosing the right leadership style
- Leadership development



Session 2

# EFFECTIVE COMMUNICATION SKILLS

# ACTIVITY: EFFECTIVE COMMUNICATION SKILLS DISCUSSION



# Active Listening

- Communication technique beyond hearing
- Full concentration on speaker
- Thoughtful response required
- Staff Engagement Benefits
  - Listen to challenges, suggestions
  - Improve workflow, teamwork
  - Increase job satisfaction
  - Efficient work environment



# Active Listening Strategies: Paraphrasing

- Restate in own words
- Confirm understanding
- Allows speaker clarification



# Active Listening Strategies: Open-ended Questions

- Can't be yes/no
- Encourage elaboration
- Deepens understanding



# Active Listening Strategies: Feedback

- Express understanding
- Ask for clarification
- Offer constructive thoughts
- Foster positive environment



# ACTIVITY: ACTIVE LISTENING ROLE-PLAYING EXERCISE





# Nonverbal Communication

- No words involved
- Body language, expressions
- Eye contact, gestures
- Observing cues valuable
- Staff Engagement Benefits
  - Understand challenges, suggestions
  - Improve workflow, teamwork
  - Enhance job satisfaction



# Nonverbal Communication: Facial Expressions

- Convey emotions
- Smile indicates happiness
- Frown shows displeasure



# Nonverbal Communication: Body Language

- Includes posture, gestures
- Standing tall signals confidence
- Open body language, uncrossed arms



# Nonverbal Communication: Eye Contact

- Shows attentiveness, interest
- Too much or too little uncomfortable



# Nonverbal Communication: Proximity

- Physical distance matters
- Indicates intimacy, comfort
- Influences relationship dynamics



# ACTIVITY: NONVERBAL COMMUNICATION ROLE-PLAYING EXERCISE



# Constructive Feedback

- Specific, actionable, beneficial
- Enhances performance, outcomes
- Focuses on growth, improvement
- Enhances performance, job satisfaction
- Operational efficiency feedback
- Improved workflows, increased productivity



# Constructive Feedback Methods: Direct Feedback

- Straightforward, honest
- Specific, objective
- Focus on behavior





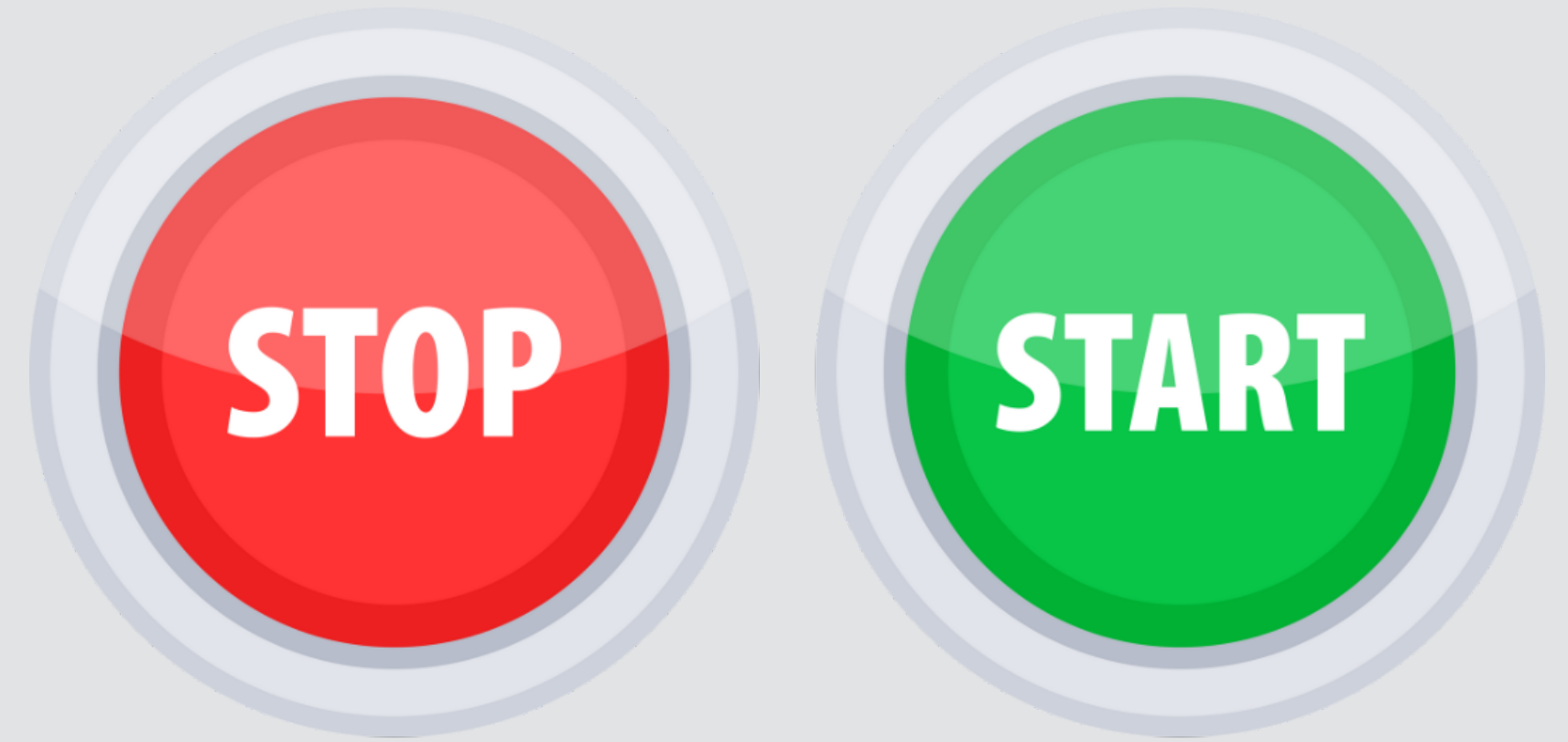
# Constructive Feedback Methods: 360-Degree Feedback

- Gathered from multiple sources
- Holistic view of performance



# Constructive Feedback Methods: Stop, Start, Continue

- Stop unproductive behaviors
- Start new productive behaviors
- Continue current productive behaviors



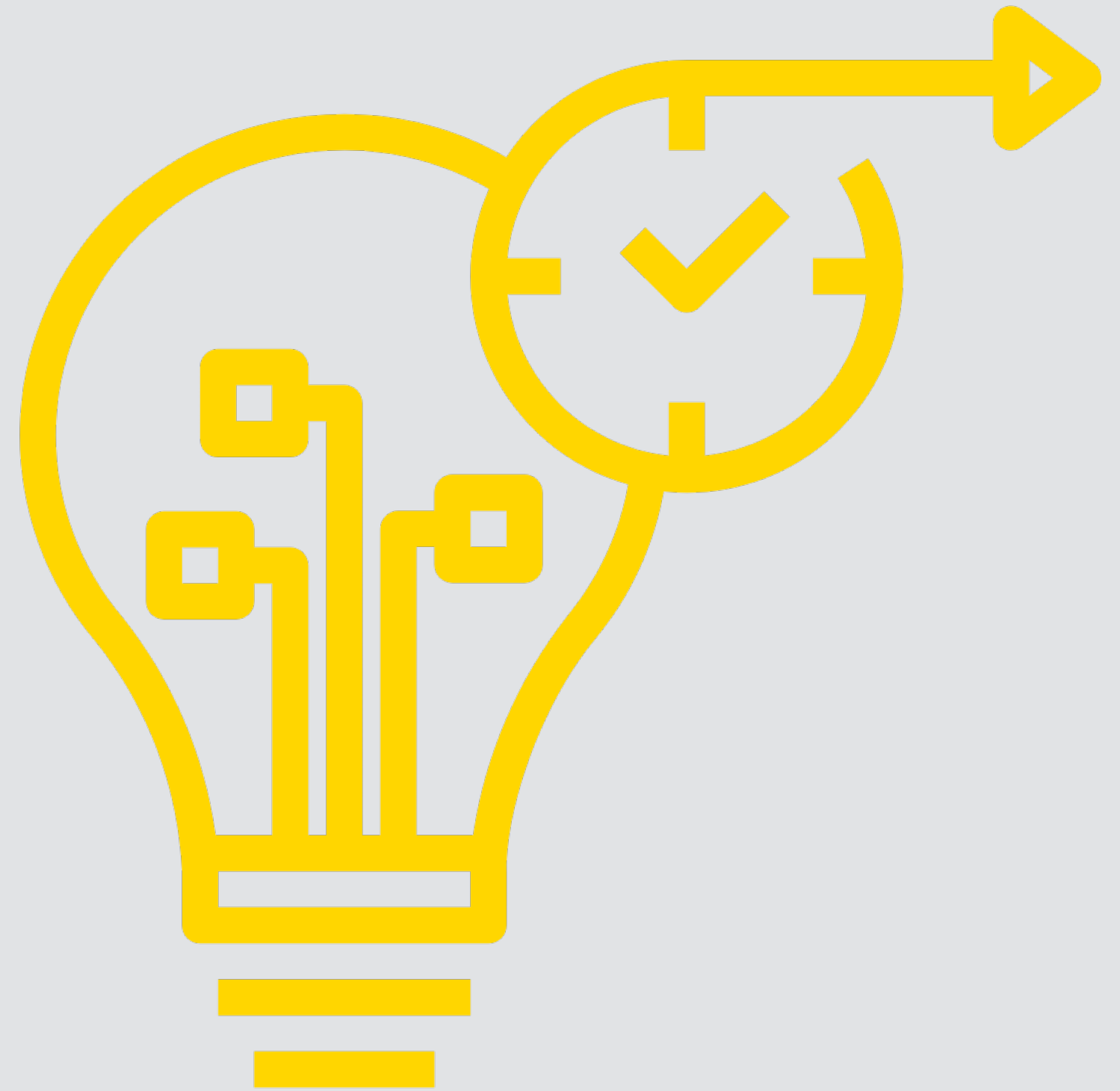
# Constructive Feedback Methods: SBI Method (Situation, Behavior, Impact)

- Describe situation
- Detail observed behavior
- Explain impact



# Constructive Feedback Methods: Feedforward

- Suggestions for improvement
- Focus on future performance



# ACTIVITY: CONSTRUCTIVE FEEDBACK ROLE-PLAYING EXERCISE



# Session 2: Wrap-Up and Q&A

- Active Listening
  - Definition
  - Importance
  - Techniques
- Nonverbal Communication
  - Definition
  - Impact
  - Types
- Constructive Feedback
  - Definition
  - Role
  - Methods



Session 3

# TEAM BUILDING AND COLLABORATION

# ACTIVITY: TEAM BUILDING AND COLLABORATION DISCUSSION





# Building High-Performing Teams

- Share common vision, goals
- Collaboration, challenge, hold accountable
- Commitment to growth, success



# Characteristics of High-Performing Teams

- Clear roles and responsibilities
- Effective communication
- Mutual trust
- Shared vision and goals



# Strategies for Building High-Performing Teams: Setting Clear Expectations

- Define roles, standards, deadlines
- Ensure performance clarity



# Strategies for Building High-Performing Teams: Foster Open Communication

- Encourage expression of thoughts
- Create safe speaking environment
- Regular team meetings



# Strategies for Building High-Performing Teams: Promoting Diversity & Inclusion

- Bring varied perspectives
- Ensure all feel valued



# Strategies for Building High-Performing Teams: Providing Constructive Feedback

- Crucial for improvement
- Acknowledge strengths, suggest improvements



# Strategies for Building High-Performing Teams: Recognizing and Rewarding Performance

- Define roles, standards, deadlines
- Ensure performance clarity



# ACTIVITY: HIGH-PERFORMING TEAMS ROLE-PLAYING EXERCISE





# Conflict Resolution

- Natural part of teams
- Arises from differences
- Managed effectively, leads to:
  - Creative solutions
  - Improved team dynamics
  - Stronger relationships
- Stimulates critical thinking



# Conflict Resolution Techniques: Active Listening

- Fully focus on speaker
- Avoid interruptions
- Respond thoughtfully
- Shows respect, aids understanding



# Conflict Resolution Techniques: Empathetic Communication

- Understand, share feelings
- Better grasp of needs
- Effective resolution strategies



# Conflict Resolution Techniques: Focus on the Issue, Not the Person

- Avoid personal attacks
- Keep discussion objective
- Reduce defensiveness



# Conflict Resolution Techniques: Seek Win-Win Solutions

- Aim for satisfying resolution
- Involves compromise
- Creative solutions for everyone's needs



# ACTIVITY: CONFLICT RESOLUTION ROLE-PLAYING EXERCISE



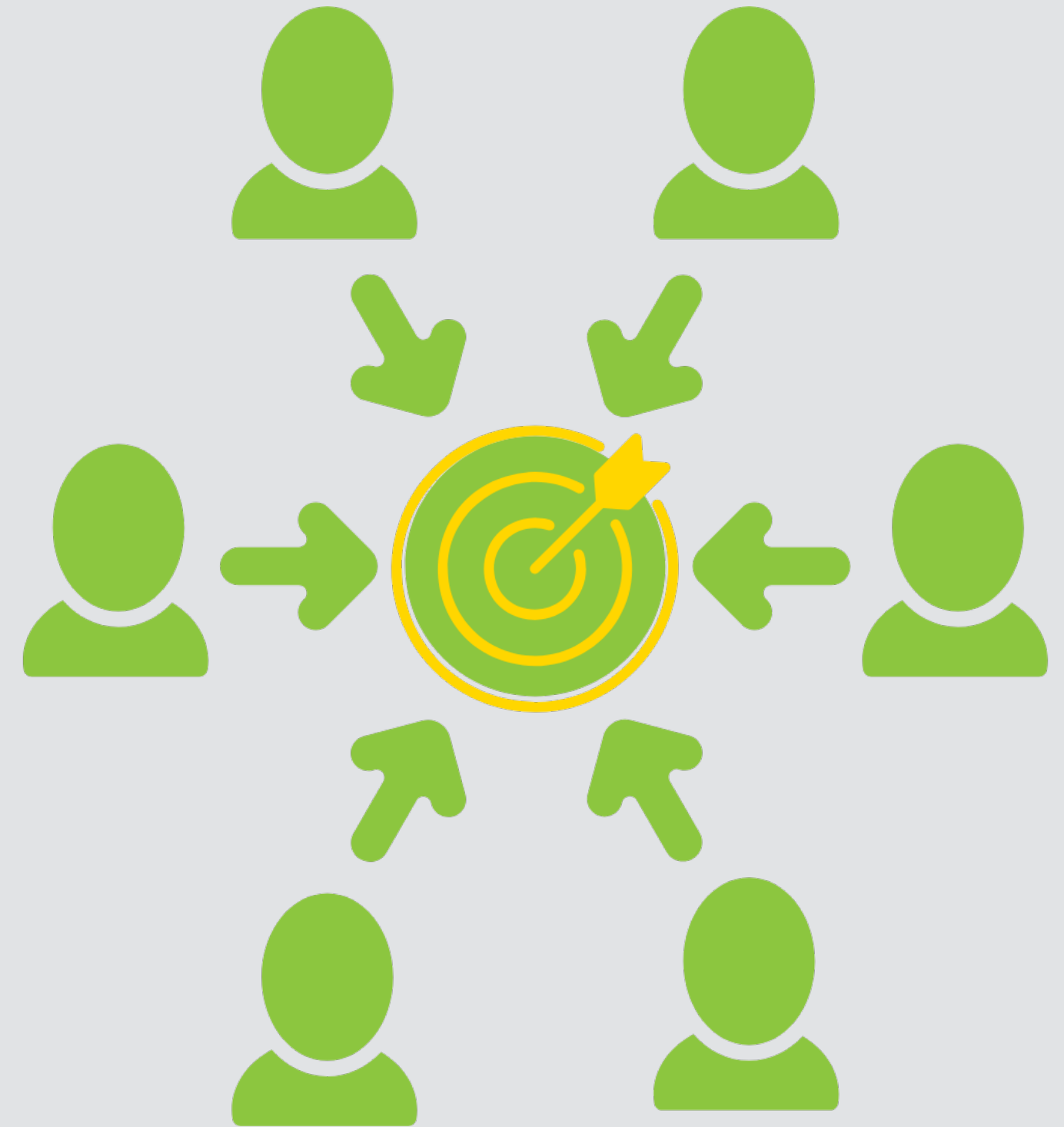
# Collaboration Across Departments

- Crucial for promoting nutrition
- Work with educators, administrators, parents
- Align policies with educational goals
- Ensure nutrition programs meet student needs
- Leads to improved student health, academic performance



# Effective Collaboration Strategies: Establish Common Goals

- Identify shared objectives
- Define specific, measurable goals
- Encourage collaborative goal-setting





# Effective Collaboration Strategies: Foster Open Communication

- Regular communication channels
- Meetings, newsletters, online platform
- Keeps everyone informed
- Facilitates problem-solving



# Effective Collaboration Strategies: Respect Diverse Perspectives

- Each department unique
- Respect diverse perspectives
- Leads to innovative solutions
- Strengthens collaboration



# Effective Collaboration Strategies: Share Resources and Best Practices

- Help departments improve
- Achieve goals effectively
- Enhance overall practices



# ACTIVITY: COLLABORATION ROLE-PLAYING EXERCISE



## Session 3: Wrap-Up and Q&A

- High-performing teams
  - Characteristics
  - Strategies
- Conflict Resolution
  - Techniques
- Collaboration across departments
  - Strategies



Session 4

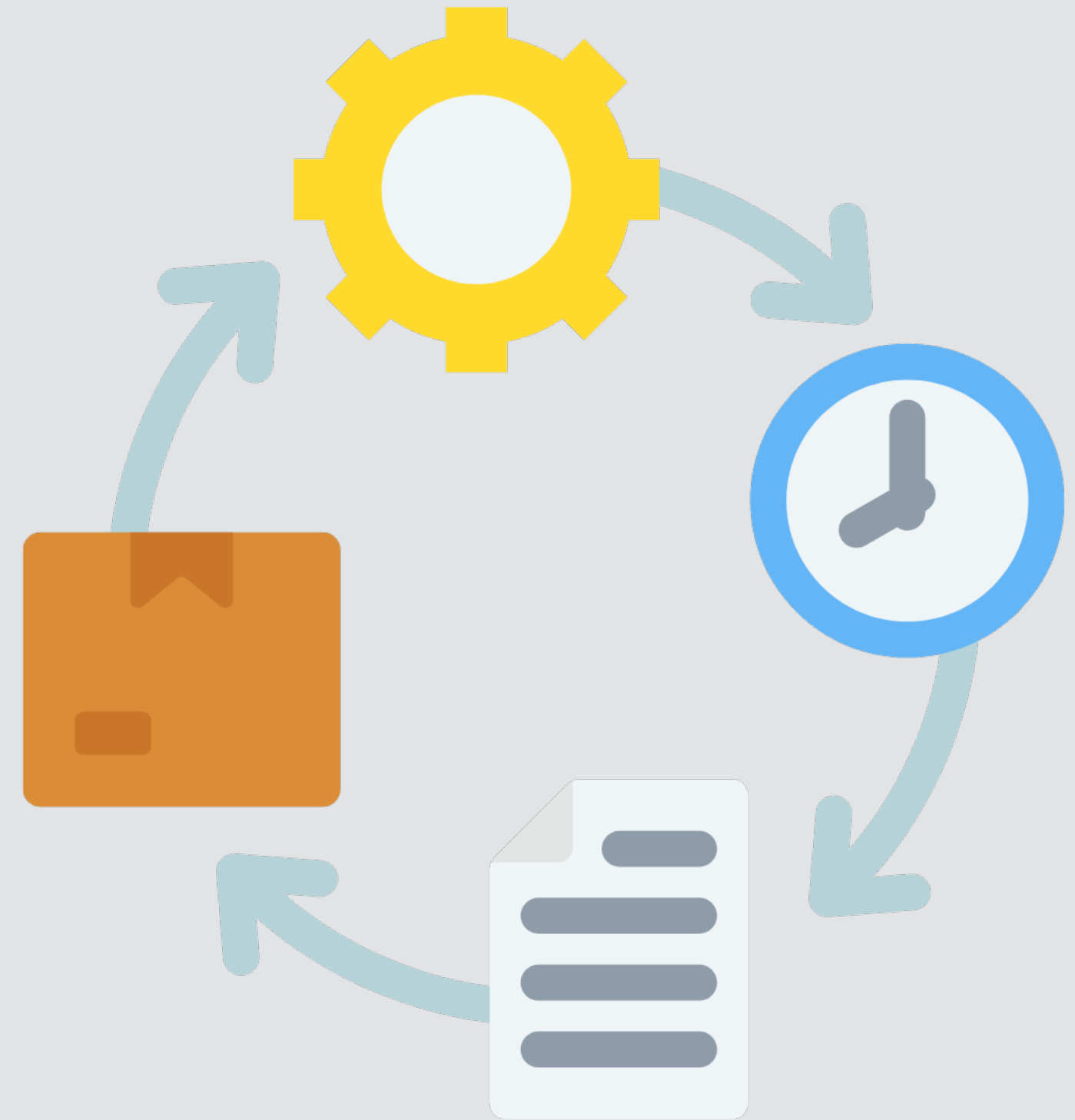
# TIME MANAGEMENT AND PRIORITIZATION

# ACTIVITY: TIME MANAGEMENT AND PRIORITIZATION DISCUSSION



# Managing Workload

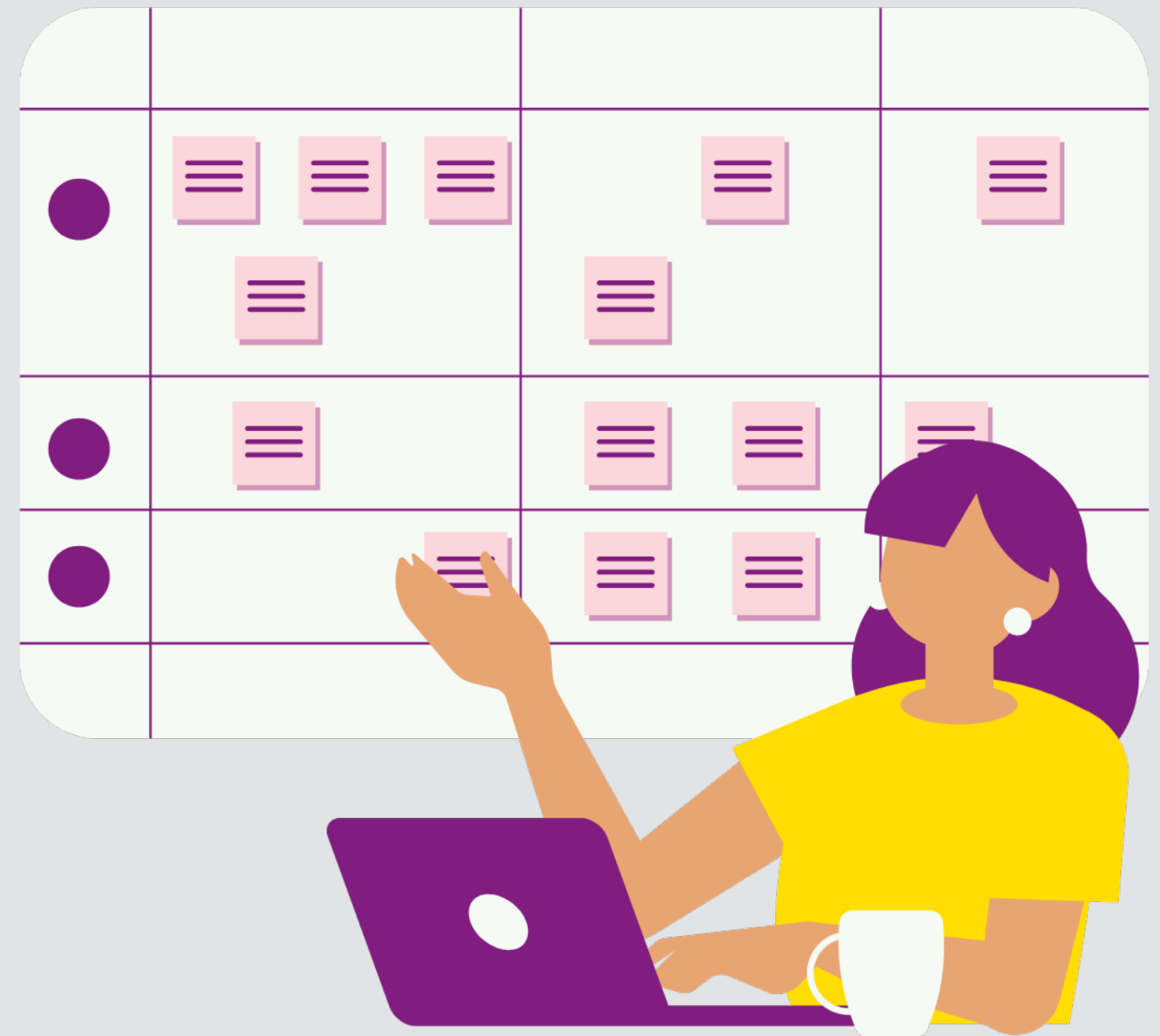
- Amount of work
- Maintain productivity
- Prioritize tasks
- Set realistic goals
- Foster a healthy work-life balance





# Workload Management Strategies: Task Management Tools

- Track tasks, deadlines, progress
- Digital tools for organization
- Set reminders, delegate tasks



# Workload Management Strategies: Create a Daily Schedule

- Provide structure to the day
- Allocate sufficient time
- Avoid multitasking, reduce stress



# Workload Management Strategies: Prioritizing Tasks

- Not all tasks are equal
- Importance and urgency
- Focus on what's crucial
- Manage time effectively

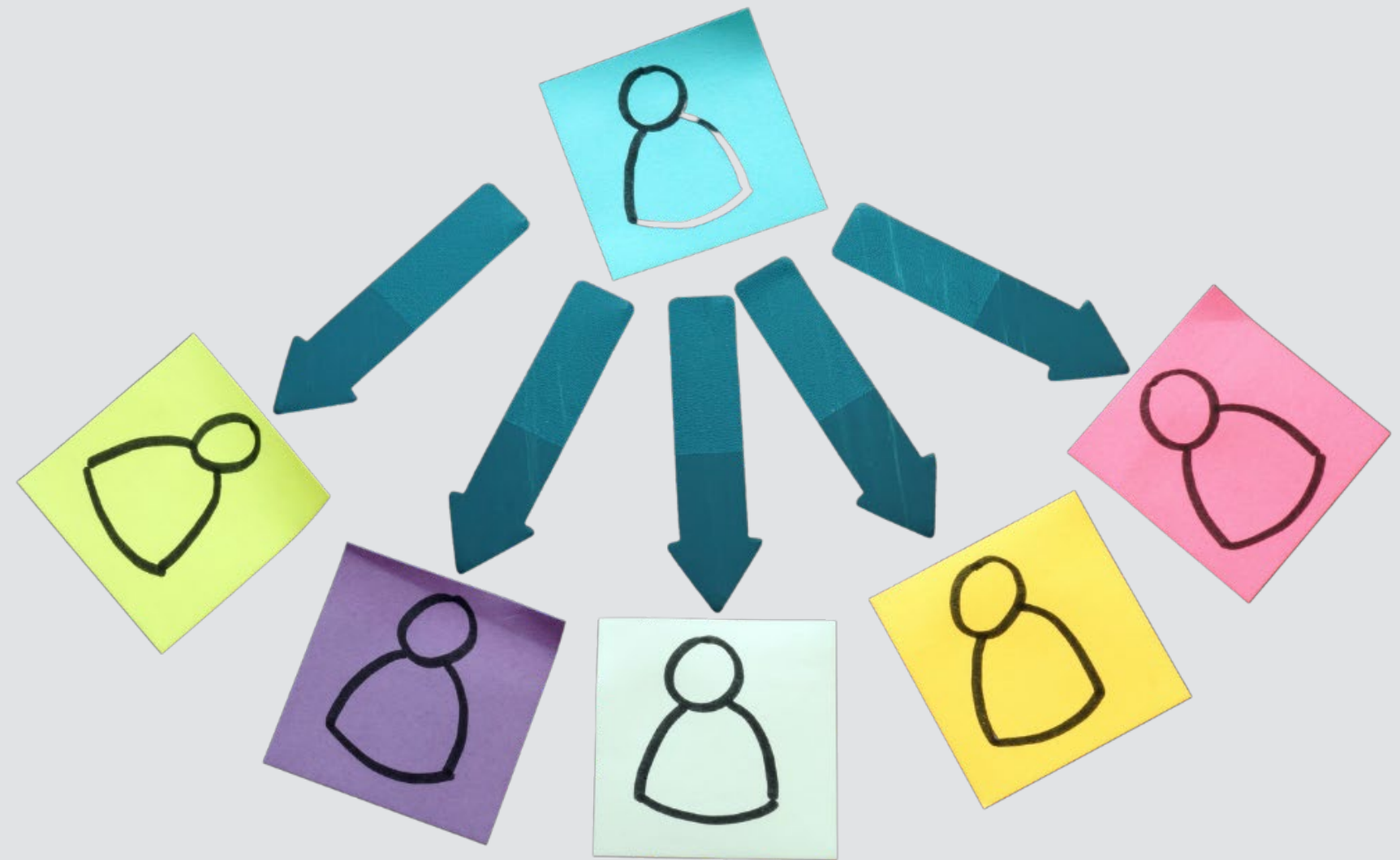


# ACTIVITY: WORKLOAD MANAGEMENT ROLE-PLAYING EXERCISE



# Delegation Skills

- Assigning responsibility, authority
- Allows focusing on high-level tasks
- Empower team members
- Efficient task distribution



# Benefits of Delegation

- Empowering team members
- Improving efficiency
- Freeing up time for strategic planning



# Delegation Strategies: Clearly Define Tasks and Expectations

- Define task, expectations clearly
- What needs to be done
- When it needs to be done
- Guidelines, standards



# Delegation Strategies: Match Tasks with Skills and Interests

- Match tasks with skills, interests
- Ensures task success
- Increases motivation, engagement





# Delegation Strategies: Provide Feedback and Recognition

- After task completion
- Provide feedback
- Recognize and appreciate
- Encourage learning and growth



# ACTIVITY: DELEGATION ROLE-PLAYING EXERCISE



# Balancing Work and Life

- Equilibrium between work and personal life
- Sustainable harmony
- Wellbeing, productivity, job satisfaction



# Strategies for Work-Life Balance: Set Boundaries

- Define clear work, personal boundaries
- Avoid work emails after a certain time
- Ensure full lunch breaks



# Strategies for Work-Life Balance: Take Breaks

- Prevent burnout, improve productivity
- Short walks, mindfulness, breaks from workspace



# Strategies for Work-Life Balance: Practice Self-Care

- Regular exercise
- Healthy diet
- Sufficient sleep
- Relaxation techniques
- Manage stress
- Improve work-life balance



# Strategies for Work-Life Balance: Seek Support

- Feeling overwhelmed
- Seek support from colleagues, supervisor
- Consider mental health professionals



# ACTIVITY: WORK-LIFE BALANCE ROLE-PLAYING EXERCISE





# Session 4: Wrap-Up and Q&A

- Managing Workload
  - Strategies
- Delegation
  - Techniques
- Work-Life Balance
  - Benefits
  - Strategies



Session 5

# MOTIVATION AND INSPIRATION

# ACTIVITY: MOTIVATION AND INSPIRATION DISCUSSION



# Motivating Your Team

- Psychological force enabling action
- Internal or external stimulus
- Incites desire to persist, strive for goal
- Involves biological, emotional, social, cognitive forces



# Motivation and Engagement Techniques: Set Clear Goals

- Goals provide direction, purpose
- Clarity and focus for team
- Achievable goals as a roadmap



# Motivation and Engagement Techniques: Provide Feedback

- Powerful motivational tool
- Regular, constructive feedback
- Understand performance, identify areas for improvement
- Opportunity for learning, growth



# Motivation and Engagement Techniques: Recognize Achievements

- Strong motivator
- Celebrate achievements, big or small
- Boosts morale, motivation
- Appreciates hard work, fosters pride and satisfaction



# ACTIVITY: MOTIVATING YOUR TEAM ROLE-PLAYING EXERCISE





# Inspiring a Culture of Wellness

- Frontline promoters of wellness
- Provide nutritious meals
- Educate students about healthy habits
- Foster environment supporting overall wellness



# Strategies for Encouraging Wellness: Education Initiatives

- Spearhead nutrition education
- Workshops, cooking classes
- Interactive nutrition games



# Strategies for Encouraging Wellness: Wellness Programs

- Encourage physical activity
- Stress management initiatives
- Holistic approach to health
- Fitness challenges, mindfulness sessions, health screenings



# Strategies for Encouraging Wellness: Leading by Example

- Embody healthy habits
- Consistently choose healthy meals
- Stay active, maintain positive mindset
- Powerful example for students, staff



# ACTIVITY: WELLNESS ROLE-PLAYING EXERCISE



# Leadership Ethics and Integrity

- Ethics: Moral principles guiding decisions
- Integrity: Being honest, strong moral principles
- Inspires trust, loyalty, cooperation, productivity



# Demonstrating Honesty and Transparency

- Strive for honesty and transparency
- Admit mistakes, provide clear information
- Enhance trust, respect, openness, accountability



# Creating an Inclusive Environment

- Strive for inclusivity
- Value and respect all team members
- Respect diversity, promote equality, ensure fair treatment





# Strategies for Making Moral and Ethical Choices: Self-Reflection

- Stay true to moral principles
- Reflect on actions, consider impact
- Ensure alignment with values



# Strategies for Making Moral and Ethical Choices: Seek Feedback

- Gain insights from team members
- Understand how actions are perceived
- Align with team's values



# Strategies for Making Moral and Ethical Choices: Continuous Learning

- Stay informed about ethics
- Update knowledge on ethical issues
- Read, attend training, participate in discussions



# ACTIVITY: LEADERSHIP ETHICS AND INTEGRITY ROLE-PLAYING EXERCISE



# Networking and Professional Development

- Process of interacting for information exchange
- Develop professional and social contacts
- Opportunities for collaboration, learning, and growth



# Strategies for Networking and Professional Development: Attend Conferences

- Meet professionals, learn latest trends
- Gain new insights and ideas



# Strategies for Networking and Professional Development: Online Forums

- Share experiences, ask questions
- Valuable source of information and support



# Strategies for Networking and Professional Development: Continuous Learning

- Lifelong learning commitment
- Stay current with industry trends
- Enhance skills and knowledge
- Read publications, attend webinars, take courses





# ACTIVITY: NETWORK AND PROFESSIONAL DEVELOPMENT ROLE-PLAYING EXERCISE



# Session 5: Wrap-Up and Q&A

- Motivating Your Team
  - Strategies
- Ethics and Integrity in Leadership
  - Definitions
- Networking and Professional Development
  - Opportunities



Session 6

# ADAPTIVE LEADERSHIP

# ACTIVITY: ADAPTIVE LEADERSHIP DISCUSSION



# Leading Through Change

- Change is constant
- Significant impact
- Leader's role:
  - Setting a positive tone
  - Providing support and guidance
  - Leading by example



# Navigating Change Strategies: Staying Informed

- Latest developments in school nutrition
- New regulations, research findings
- Best practices awareness



# Navigating Change Strategies: Being Flexible

- Open to new ideas
- Willing to adjust plans
- Adaptability to circumstances



# Navigating Change Strategies: Team Decision-Making

- Decision-making participation
- Ensures understanding and commitment





# Navigating Change Strategies: Communicate Change

- Explain reasons for change
- Impact on the team
- Provide clear instructions



# ACTIVITY: LEADING THROUGH CHANGE ROLE-PLAYING EXERCISE



# Problem-Solving and Decision-Making

- Gather accurate information
- Ask clarifying questions
- Involve the team
- Leader's role:
  - Making tough decisions
  - Taking responsibility for decisions
  - Being open to feedback
  - Learning from mistakes



# Decision-Making Strategies: Weighing Pros and Cons

- Consider advantages and disadvantages
- Achieve balanced decisions



# Decision-Making Strategies: Consider Impact

- Think about effects on all parties
- Ensure fairness and benefit



# Decision-Making Strategies: Seek Input

- Involve team in decisions
- Gain valuable insights



# Decision-Making Strategies: Use Data and Evidence to Guide Decisions

- Inform decisions with data
- Ensure objectivity and effectiveness



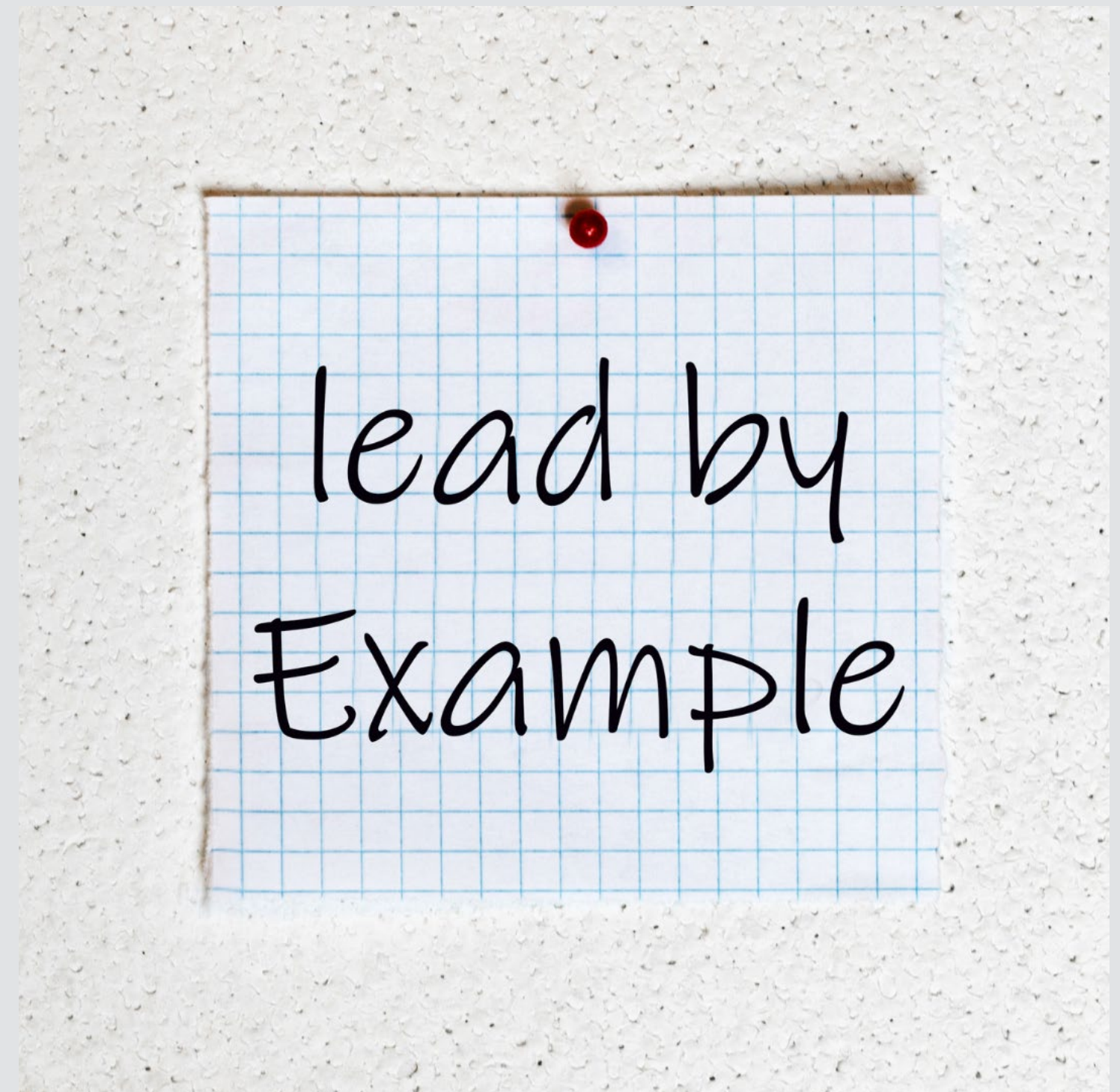
# ACTIVITY: PROBLEM-SOLVING AND DECISION-MAKING ROLE-PLAYING EXERCISE





# Leading By Example

- Set tone for work environment
- Demonstrate values and expectations
- Treat others with respect
- Foster positive culture
- Inspire team and drive success



# Strategies for Leading By Example

- Maintaining a Positive Attitude
- Demonstrating a Strong Work Ethic
- Showing Commitment to Continuous Learning
- Treating Everyone with Respect



# ACTIVITY: LEADING BY EXAMPLE ROLE-PLAYING EXERCISE



# Session 6: Wrap-Up and Q&A

- Navigating Change
  - Strategies
- Problem Solving and Decision-Making
  - Strategies
- Leading By Example
  - Strategies



Session 7

# EMOTIONAL INTELLIGENCE

# ACTIVITY: EMOTIONAL INTELLIGENCE DISCUSSION



# Self-Awareness

- Understanding one's character, feelings, motives
- Conscious knowledge of oneself
- Focusing on personal traits, behaviors, and feelings



# Importance of Self-Awareness in Leadership: Emotional Intelligence

- Self-awareness is key
- Identify and manage emotions
- Enables effective emotional management
- Respond calmly and wisely





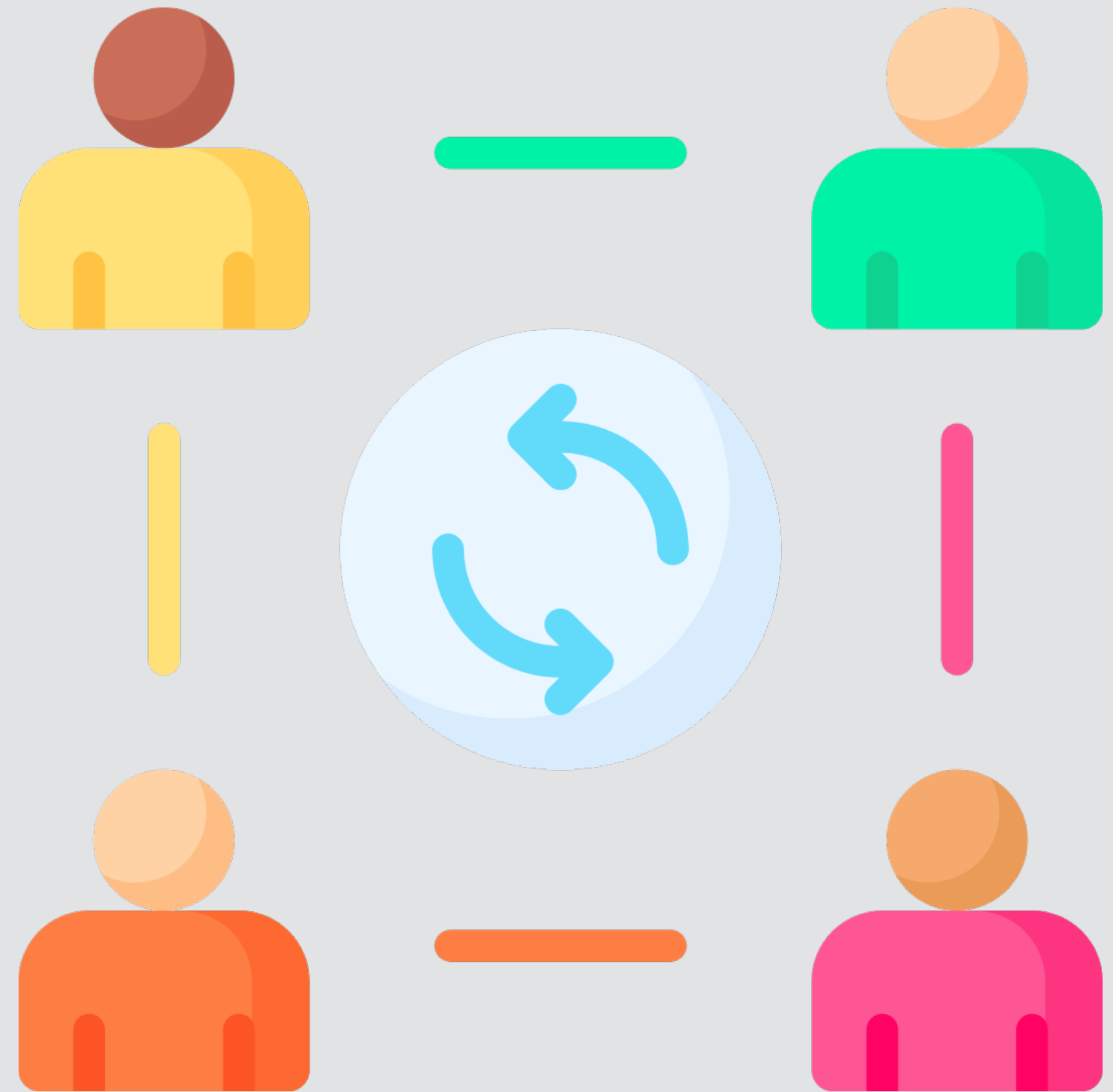
# Importance of Self-Awareness in Leadership: Decision Making

- Aware of biases
- Avoid emotional influence
- Objectively evaluate options
- Choose best for team



# Importance of Self-Awareness in Leadership: Interpersonal Relationships

- Understand impact on others
- Adjust behavior accordingly
- Build positive relationships
- Avoid conflicts



# Importance of Self-Awareness in Leadership: Receiving and Acting on Feedback

- Open to feedback
- Objectively analyze
- Identify areas for improvement
- Take appropriate actions



# Importance of Self-Awareness in Leadership: Continuous Improvement and Growth

- Be aware of strengths
- Acknowledge weaknesses
- Work on improvement
- Continuously grow as a leader

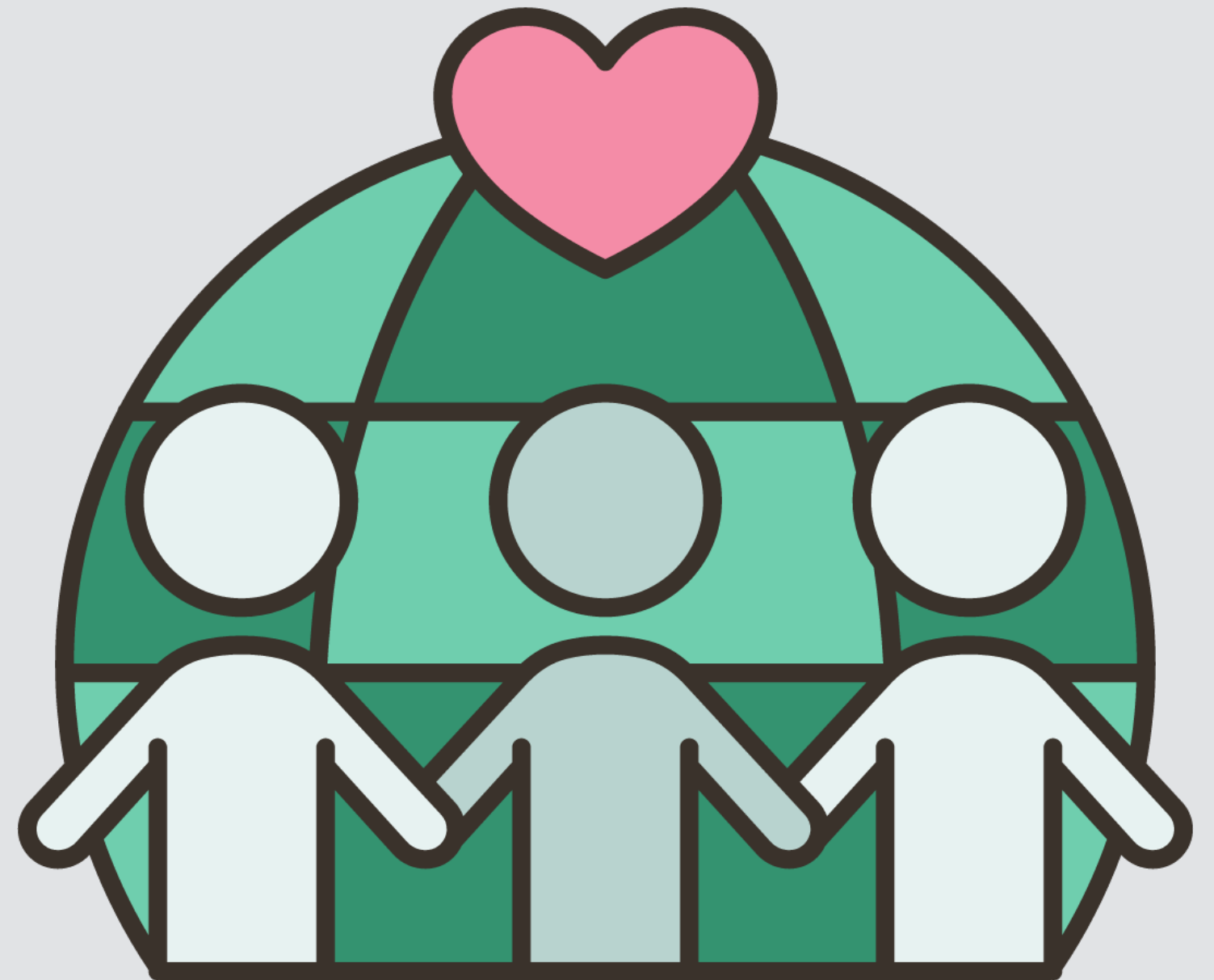


# ACTIVITY: SELF-AWARENESS ROLE-PLAYING EXERCISE



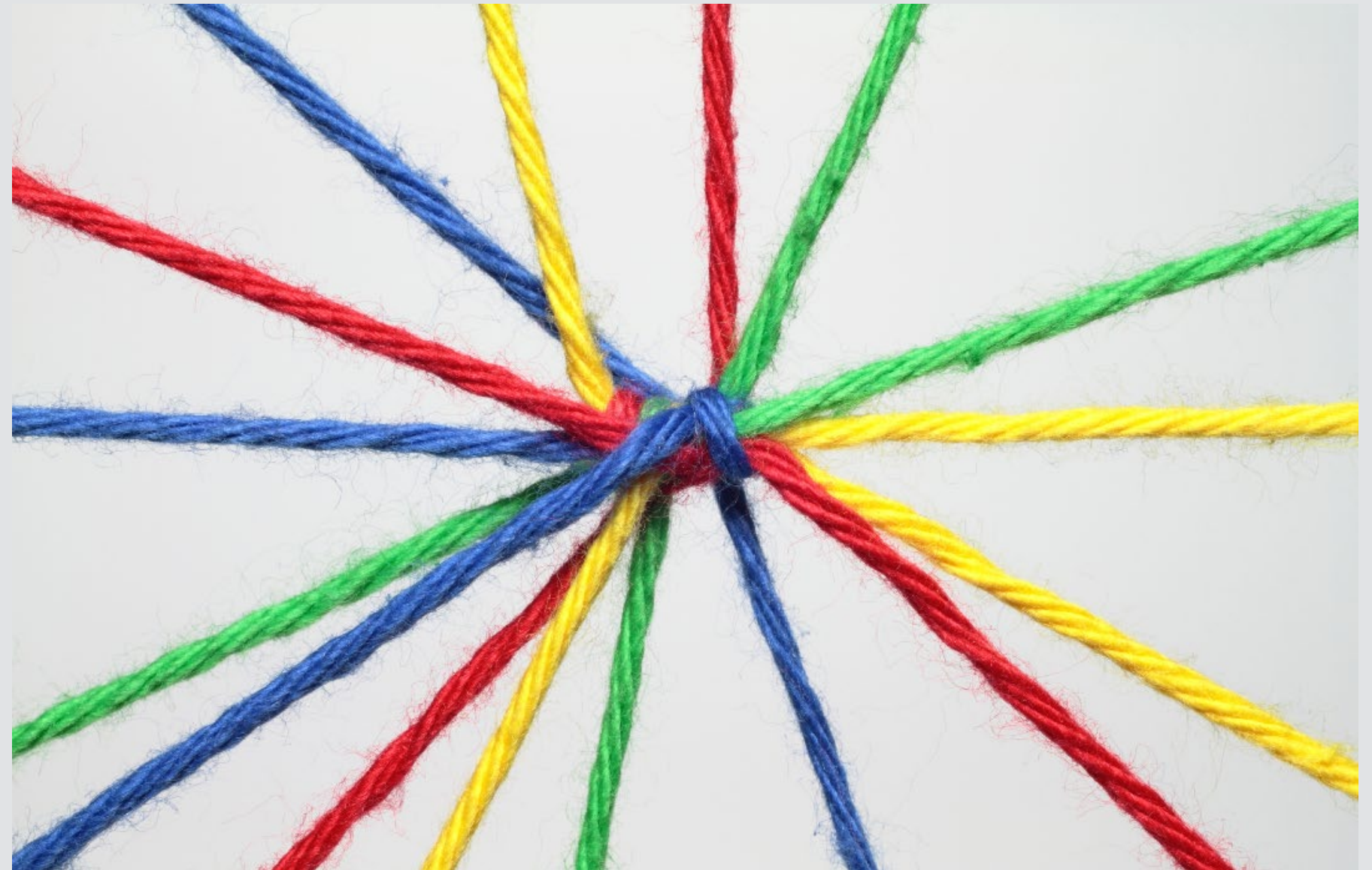
# Empathy

- Enhances understanding
- Builds strong connections
- Fosters collaboration
- Strengthens team morale



# Importance of Empathy in Leadership: Building Strong Relationships

- Connect on a deeper level
- Understand and share feelings
- Foster trust and cooperation



# Importance of Empathy in Leadership: Conflict Resolution

- Understand feelings and perspectives
- Find resolutions that satisfy all
- Foster harmonious and productive teams





# Importance of Empathy in Leadership: Managing Diversity

- Understand and respect differences
- Create an inclusive environment
- Ensure everyone feels valued



# Importance of Empathy in Leadership: Fostering a Positive Environment

- Understand and value others
- Boosts satisfaction and productivity

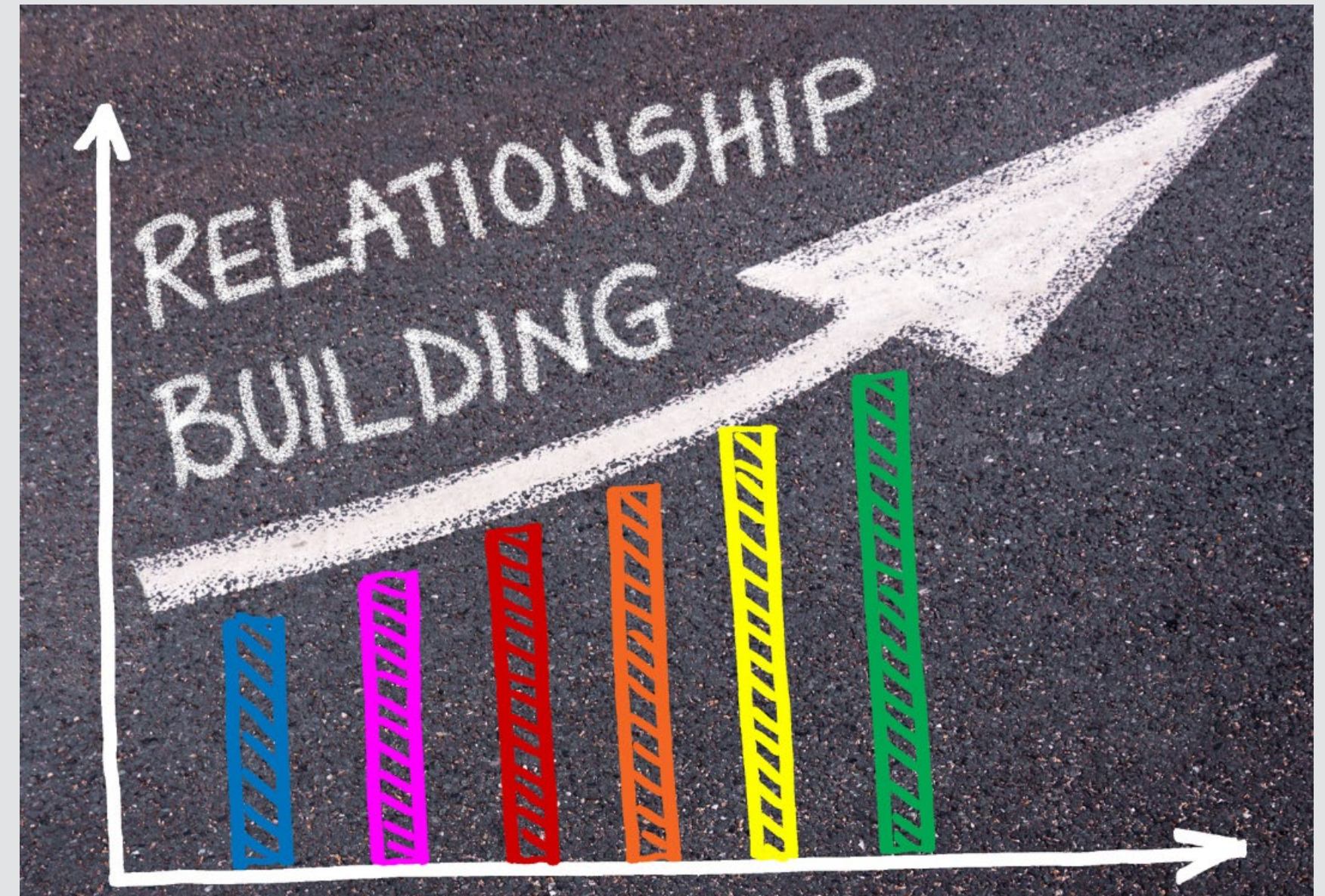


# ACTIVITY: EMPATHY ROLE-PLAYING EXERCISE



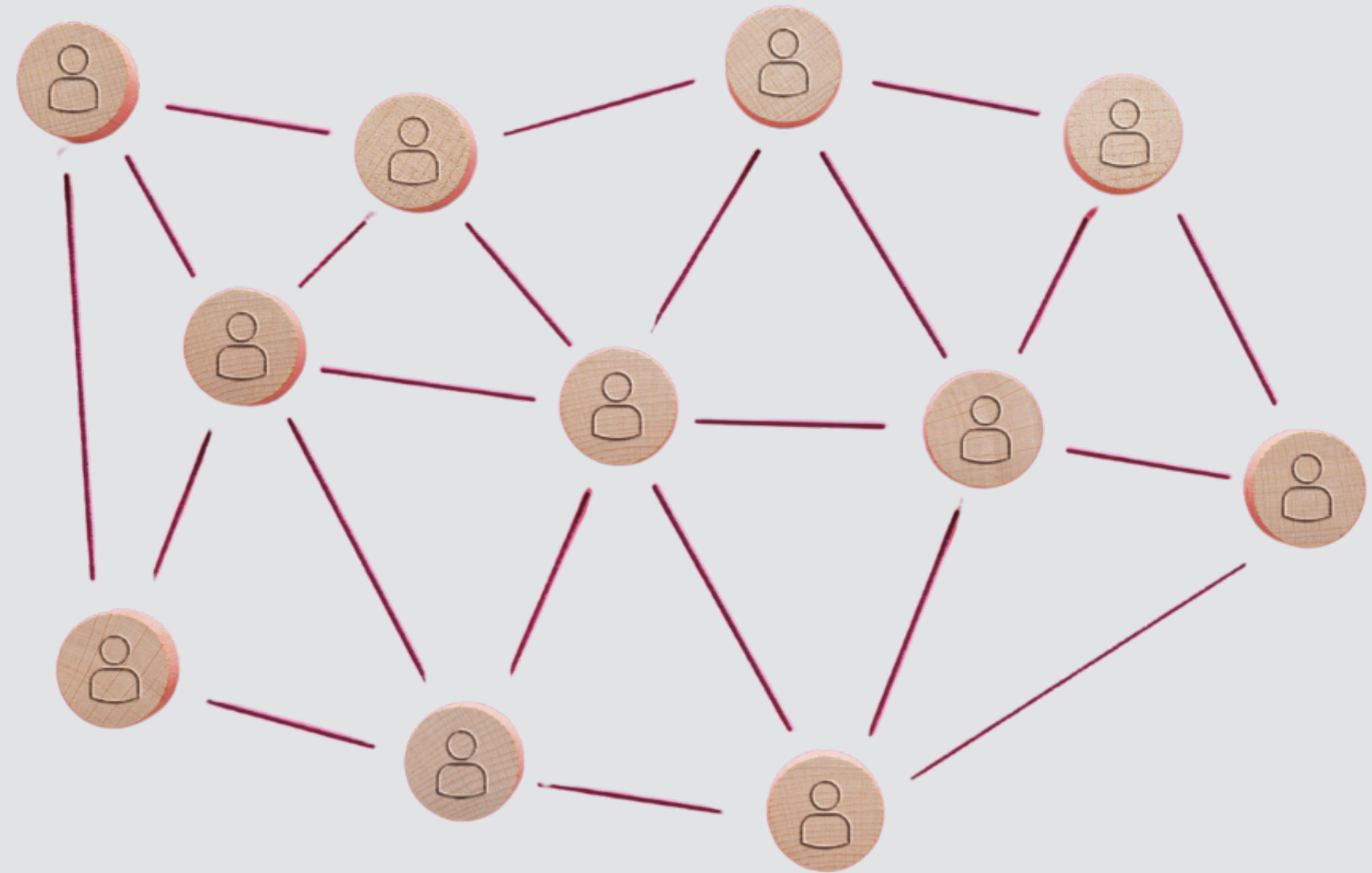
# Relationship Building

- Building Trust and Loyalty
- Motivating Teams
- Improving Teamwork
- Creating a Positive Work Environment
- Respecting Diversity



# Relationship Building Strategies: Building Trust and Loyalty

- Trust is foundational
- Reciprocal trust in roles
- Loyalty from feeling valued



# Relationship Building Strategies: Motivating Teams

- Enhance relationships
- Value team members
- Mutual respect culture



# Relationship Building Strategies: Improving Teamwork

- Enhance relationships
- Open communication
- Contribute to success



# Relationship Building Strategies: Creating a Positive Work Environment

- Genuine care and concern
- Supportive atmosphere
- Increased job satisfaction
- Improved morale and productivity





# Relationship Building Strategies: Respecting Diversity

- Understanding unique experiences
- Valuing diverse perspectives
- Fostering inclusivity
- Encouraging creativity and innovation



# ACTIVITY: RELATIONSHIP BUILDING ROLE-PLAYING EXERCISE



# Session 7: Wrap-Up and Q&A

- Self-Awareness
  - Definition
  - Characteristics
- Empathy
  - Characteristics
- Building Relationships
  - Strategies



# QUESTIONS?

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