



Leadership Development: Preparing the Next Generation of Leaders

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December 1, 2017



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Who Are We?... Participants' Poll

- Years of experience in human services?
- See yourself as a leader?
- Want to become a leader?
- Closeness to retirement?
- Active already in promoting new leaders?

Learning Objectives

- Address the issue of an aging workforce
- Describe the importance of leadership development
- Identify foundational skills of effective leaders
- Introduce Quint Studer's model of evidence-based leadership
- Highlight key qualities of transformative leaders
- Discuss ways to promote mentorship

Our Aging Workforce: Yeah, Me Too!!!

- Baby Boomers brought considerable energy and commitment
- We grew with our profession through countless ups and downs
- What were some of the lessons that were learned?

Passing the Baton

- Ideally, we can find ways to pass our experience and wisdom to new leaders – thus creating a smooth transition
- Realistically, it is not that easy
 - We need to identify potential leaders
 - We need to create ways to develop them
 - We need to recognize that many of our established answers may no longer fit tomorrow's questions

Importance of Leadership Development

- As current leaders retire, our profession loses...
 - An appreciation of our history
 - Wisdom gathered through the years
 - Connections via networking
 - Others?
- Focus on growing new leaders through...
 - Extended leadership development programs
 - Ongoing workshops on leadership skills and qualities
 - Participating in leadership activities (committees, projects, etc.)
 - Mentoring

What Is a Leader?

- Countless definitions – some emphasize a person being in a dominant position within an organization; others emphasize a person who motivates a group of people to take action (suggesting a person anywhere in the organizational chart can be a leader)
- Strongest leaders combine formal and informal authority, creating situations in which people work together to meet a common goal

Foundational Skills

- Communicating effectively (speaking, listening, and writing)
- Analyzing situations and problem-solving
- Creating visions and paths to them
- Selecting and developing talented staff
- Managing the pace of change
- Improving processes of service delivery
- Balancing the mission and the business
- Others?

Discussion: Leadership Qualities

- Think of a person you admire(d) for being a leader
- What key qualities helped him/her to be an effective leader?

Add the Quality of Greatness

- “A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.”

Rosalyn Carter

Evidence-Based Leadership

- Quint Studer developed a model of leadership that is especially designed for hospitals and behavioral health organizations
- Aspects of this model have been researched and found to be effective
- The model is supported by nine principles...

Nine Principles of Studer's model

- Commit to excellence
- Measure the important things
- Build a culture around service
- Create and develop great leaders
- Focus on employee satisfaction
- Build individual accountability
- Align behaviors with goals and values
- Communicate at all levels
- Recognize and reward success

Techniques Used in Evidence-Based Leadership

- A.I.D.E.T.
- Rounding
- Stoplight
- Thank you notes
- Peer interview team

A.I.D.E.T.

- **A** = Acknowledge the patient by calling him/her by name
- **I** = Introduce yourself by name, role, and current function
- **D** = Duration; description of what is to be done and how long it will take
- **E** = Explanation; describe key steps in the process, emphasizing quality of care
- **T** = Thank you; express gratitude for the patient choosing to receive services here

Rounding

- Important tool in getting feedback from direct reports
- Monthly time to ask...
 - What is working well recently?
 - Are there any staff who I should recognize?
 - What (if any) office equipment or supplies do you need to do your job?
 - What ideas do you have to improve the way we work here?
 - Is there anything that the leaders could do better?
 - What else would you like me to know?

Stoplight and Thank You Notes

- From the Rounding information, two other tools are generated
- Stoplight: monthly chart consists of requested made by the staff; starts as **RED**, moves to **YELLOW** if it is in progress, and identifies as **GREEN** once completed; effective tool for showing attention to staff issues
- Thank you notes: sent by supervisor to staff who was mentioned for special recognition

Peer Interview Team

- Part of the process for hiring new staff as well as selecting students to serve as interns
- Team is made up of staff members from various departments of the organization – spirit of inclusion
- Demonstrates the leaders' willingness to consider comments of staff representatives while deciding who joins the staff

Transformative Leaders

- Some leaders not only guide people, but also transform them
- Requires a connection with one's staff that is **heart-centered**, built on a personal caring for both their professionalism and humanity
- Enhances the staff's resilience (and ours)
- **Parallel process**: recognition that our work is stressful, so we need to care for those who care for our clients

Thought to Ponder

- “ The most transformative and resilient leaders...have three things in common. First, they recognize the central role that relationships and story play in culture and strategy, and they stay curious about their own emotions, thoughts, and behavior. Second, they understand and stay curious about how emotions, thoughts, and behaviors are connected in the people they lead, and how those factors affect relationships and perspective. And third, they have the ability and willingness to lean into discomfort and vulnerability.”

Brene Brown, [Rising Strong](#)

Servant Leadership

- Rooted in various religions, including Christianity, Judaism, and Islam (“The leader of a people is their servant”)
- Adapted to organizational cultures by **Robert Greenleaf** (1970)
- His basic premise: leadership grows from the respectful, trusting relationships that are developed through service

Another Thought to Ponder

- “Leadership is about service to others and a commitment to developing more servants as leaders. It involves co-creation of a commitment to a mission.”

Robert Greenleaf

Qualities of Servant Leaders

- Honesty
- Humility
- Self-awareness
- Heart-felt listening
- Empathy
- Vision
- Inclusion of others

Mentorship

- Mutually beneficial relationship – protégé receives guidance from a more experienced individual
- Can be seen as coaching, preparing an individual to gain insight into oneself, our clients, and the profession as a whole

Discussion Questions:

- How many of you have had mentors and/or have been mentors?
- What benefits came from these relationships?

Three Basic Functions of Mentoring

- Support
 - Trust and connection
 - Investment of time and energy to promote development
- Challenge
 - Appropriate tasks to enhance the protégé's growth
 - Elevated discussion to analyze situations
- Vision
 - Identifies possible career paths
 - Helps protégé see oneself in a new way

Ways to Promote Mentoring

- Some organizations offer formal mentor programs, assigning a potential leader to shadow a current leader
- Some organizations have a list of possible mentors from which individuals may choose (example: ICB)
- Supervising interns often grow into ongoing mentorships
- Other times, it seems that the connection just happens – when the student is ready, the teacher appears
- **How did you get involved in a past or current mentorship?**

Recommended Readings

- Brene Brown (2015). Rising Strong.
- John Maxwell (1993). Developing the Leader Within You.
- Quint Studer (2003). Hardwiring Excellence.
- Quint Studer (2013). A Culture of High Performance.

Closing Comments

- Many of our current leaders have helped us to move further down the path of our unfolding journey
- Lingering challenges remain, including what will be their future roles in our profession and how can they promote the next generation of leaders
- **Thanks for being here today!!!**



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