

Behavioral
Health
Workforce
Development



PWI/EPOC Webinar

Introduction to The Leadership Challenge

Presented by: Deborah (Deb) Werner

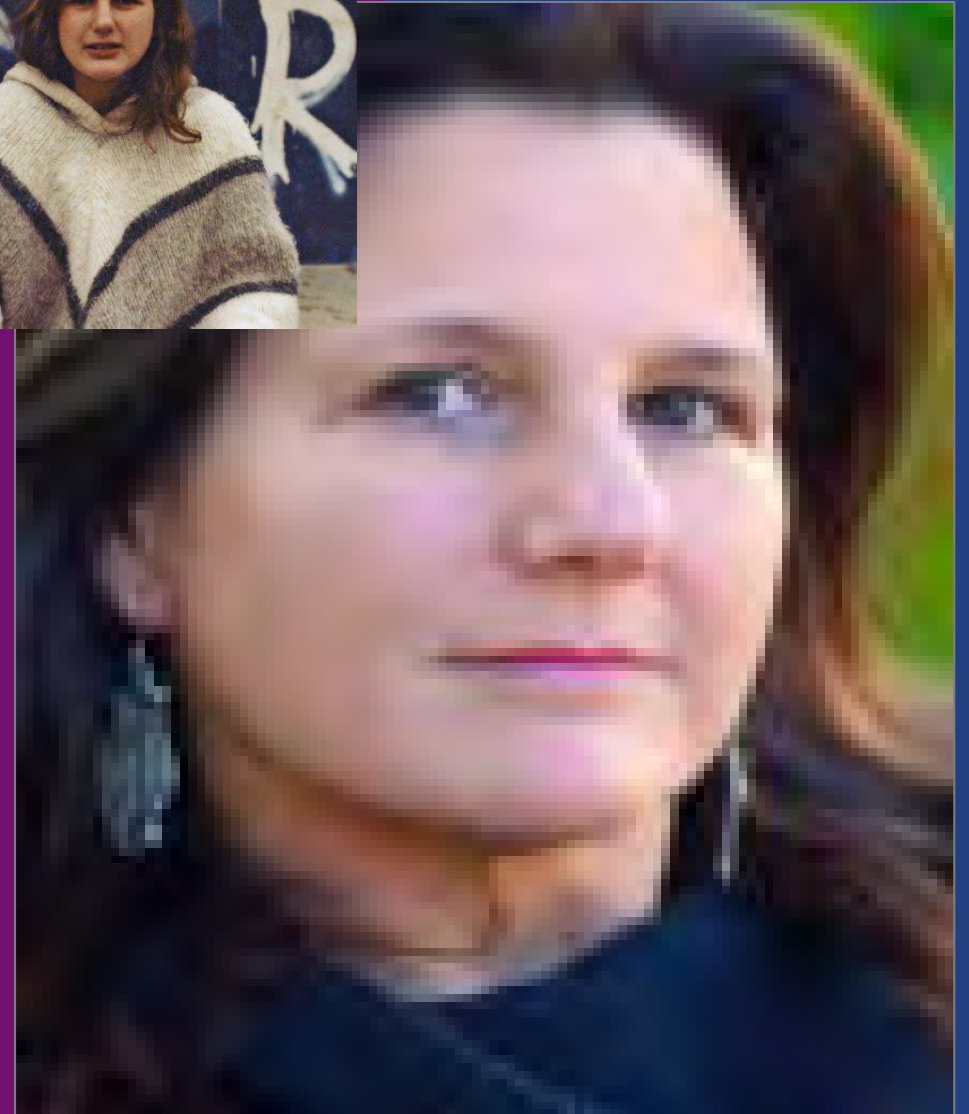
Monday November 14, 2022 noon to 1:00 pm

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Agenda



Goal for today: Talk about leadership and leadership practices that can help you help others.

Agenda

Introduction

Kouzes and Posner's 5 Leadership Practices[®]

Leadership & Management Wearing Multiple Hats

Closing

The content of this webinar introduces the Leadership Challenge and the 5 Leadership Practices[®] of James Kouzes and Barry Posner.

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Think of
someone who
has inspired you.



Put their name
and one of their
characteristics
that inspired you
into the chat.

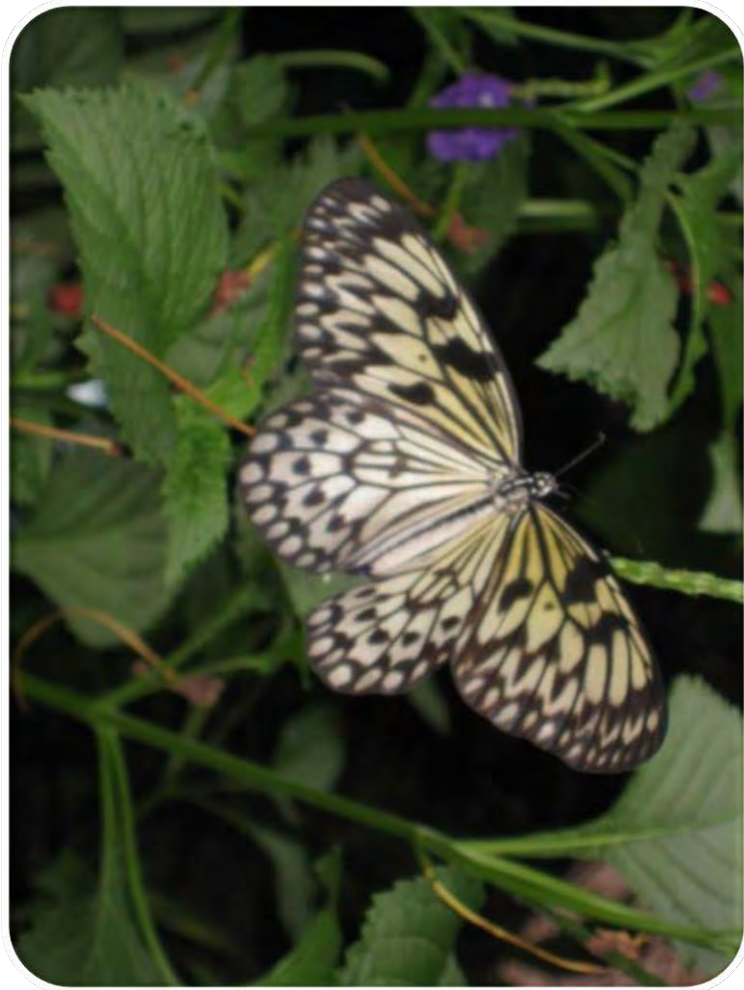


What is leadership?

THE ART OF **mobilizing**
others TO **want** TO
STRUGGLE FOR
shared aspirations.

JIM KOUZES AND BARRY POSNER

Fundamentals of Leadership

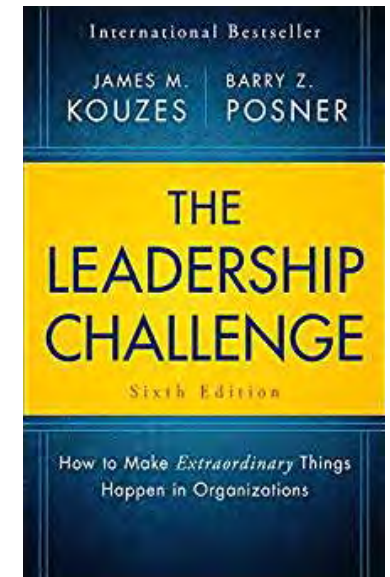


Leaders are
MADE not Born

The Leadership Challenge

Kouzes and Posner developed a personal best story to look at ordinary people performing in extraordinary ways.

- Over **30 years** of collecting data
- Over **5,000** individual cases studied
- Over **5 million** survey respondents
- Global data from **70 countries**
- Over **600 research** studies by others
- Rigorous **testing** of reliability and validity



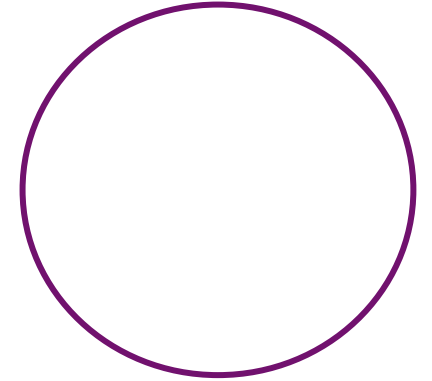
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THE

PRACTICES

-  Model the Way
-  Inspire a Shared Vision
-  Challenge the Process
-  Enable Others to Act
-  Encourage the Heart



Model the Way



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Clarify values
by finding your
voice and
affirming
shared ideals.



MODEL
THE WAY

Set the
example by
aligning actions
with shared
values.

Model the Way behaviors:

1. I set a personal example of what I expect of others.
2. I spend time and energy making certain that the people I work with adhere to the principles and standards we have agreed on.
3. I follow through on promises and commitments that I make.
4. I ask for feedback on how my actions affect other people's performance.
5. I build consensus around a common set of values for running our organization.
6. I am clear about my philosophy of leadership.



Value Driven

- Know Your Values
 - What is most important to me?
 - What is non-negotiable?
- Align Actions with Values
 - Calendars
 - Critical incidents
 - Stories
 - Language
 - Measurements
 - Rewards

DWYSYWD

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INSPIRE A SHARED VISION



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Envision the future by imagining exciting and ennobling possibilities.



Enlist others in a common vision by appealing to shared aspirations.

Inspire a Shared Vision behaviors:

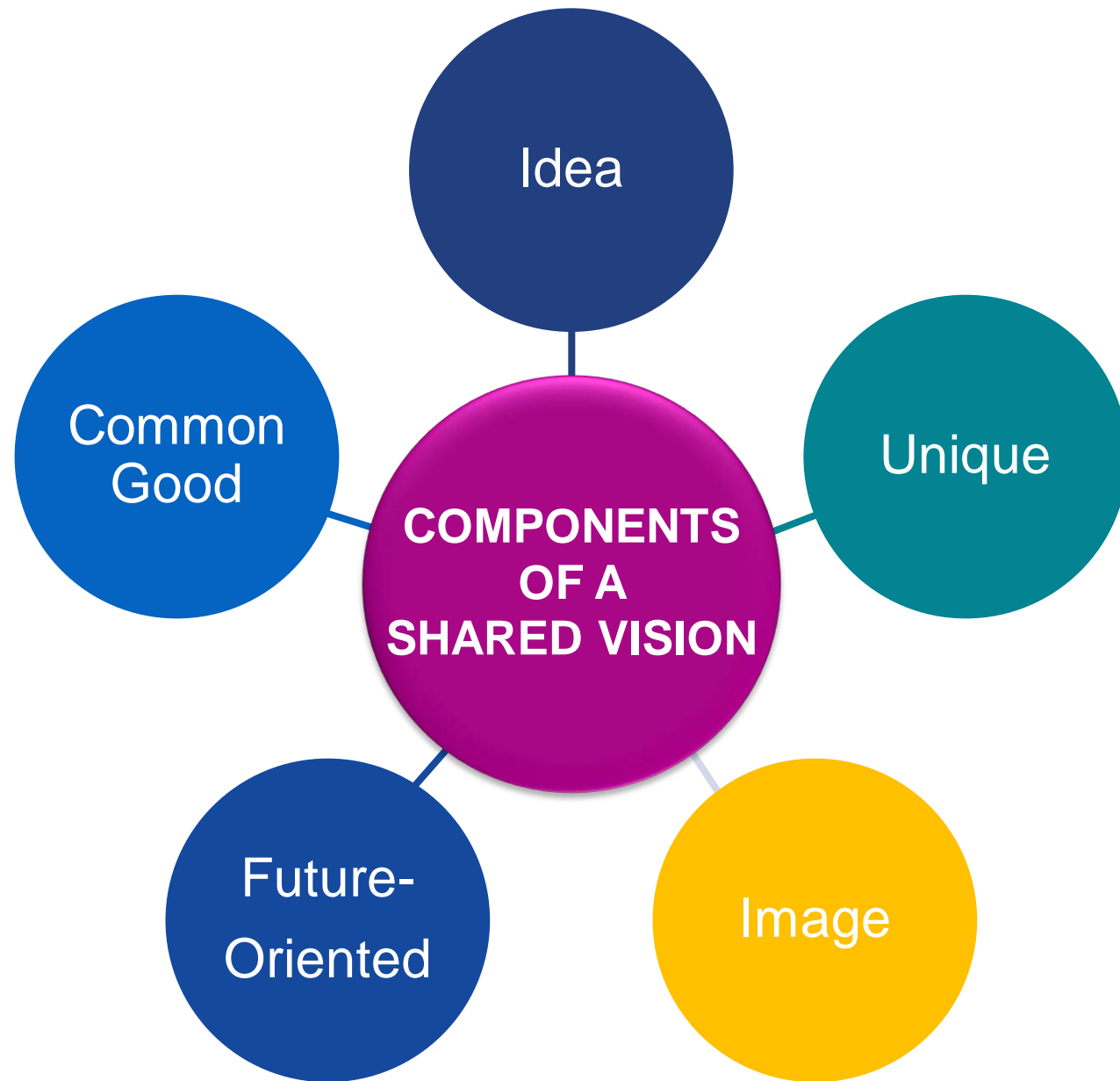
1. I talk about future trends that will influence how our work gets done.
2. I describe a compelling image of what our future could be like.
3. I appeal to others to share an exciting dream of the future.
4. I show others how their long-term interests can be realized by enlisting in a common vision.
5. I paint the “big picture” of what we aspire to accomplish.
6. I speak with genuine conviction about the higher meaning and purpose of our work.

“ A VISION IS AN **ideal**
AND unique image
OF THE future FOR THE
common good. ”

How Leaders Inspire A Shared Vision

- Identify attractive opportunities for yourself and your constituents
- Pay attention to what shows up
- Develop a clear image of what can become
- Enlist constituents
- Forge unity of purpose
- Tell the story well





CHALLENGE THE PROCESS



Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve.



Experiment and take risks by constantly generating small wins and learning from experience.

Challenge the Process behaviors:

1. I seek out challenging opportunities that test my own skills and abilities.
2. I challenge people to try out new and innovative ways to do their work.
3. I search outside the formal boundaries of my organization for innovative ways to improve what we do.
4. I ask “What can we learn?” when things don’t go as expected.
5. I make certain that we set achievable goals, make concrete plans and establish measurable milestones for the projects and programs that we work on.
6. I experiment and take risks, even when there is a chance of failure.

If you always go to
the same places – you always get
the same answers

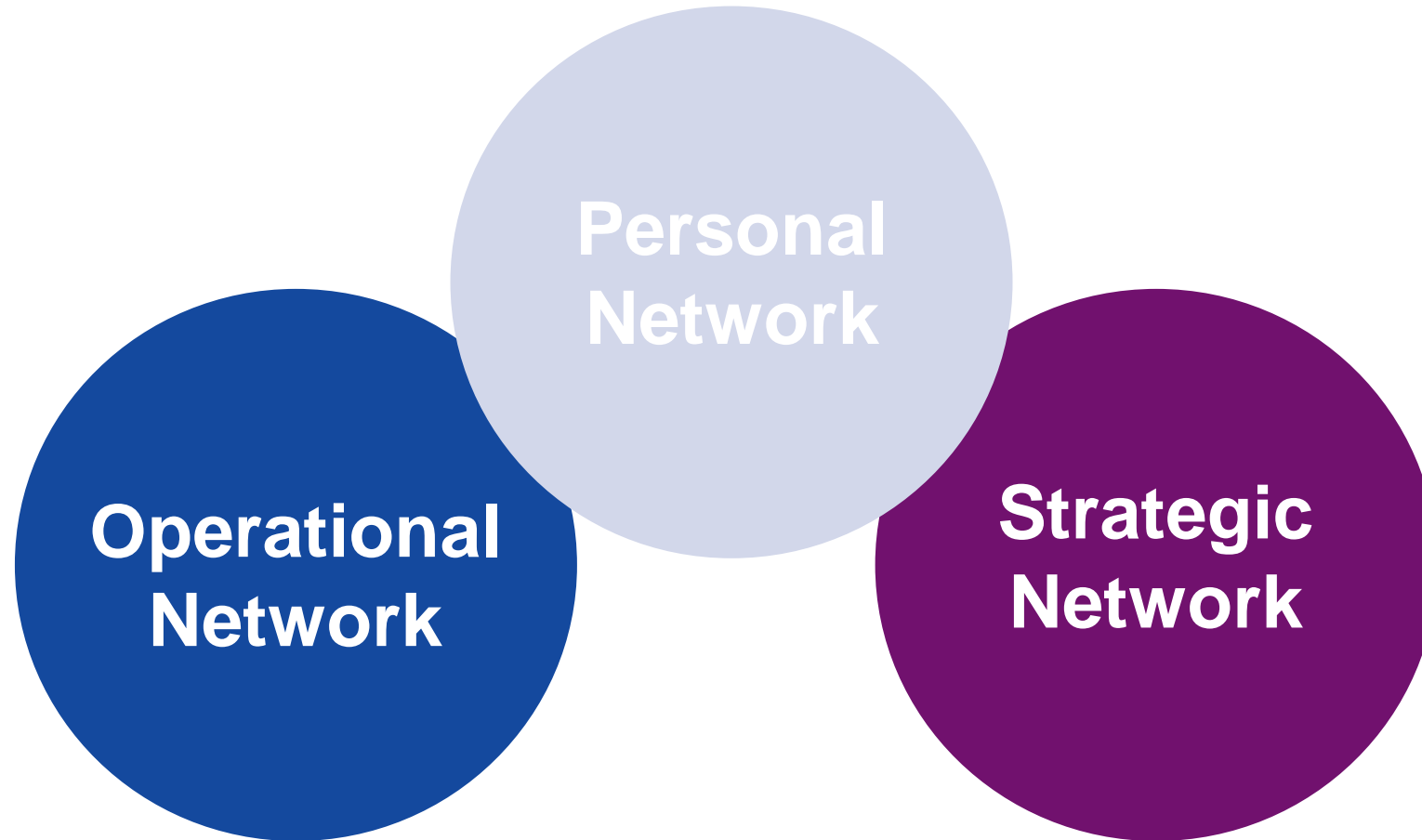


Look Outside Your Experience

- Be the one asking “What’s new?” “What’s next?”
- Purposefully put yourself in new situations.
- Ask customers, vendors, and others outside your organization what you can do to make improvements.
- Attend conferences or professional association meetings with a focus on finding the new and unexpected.
- Be willing to hear and accept new points of view.



Cultivate Your Networks



- *Herminia Ibarra*

ENABLE OTHERS TO ACT



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Foster
collaboration by
building trust
and facilitating
relationships.



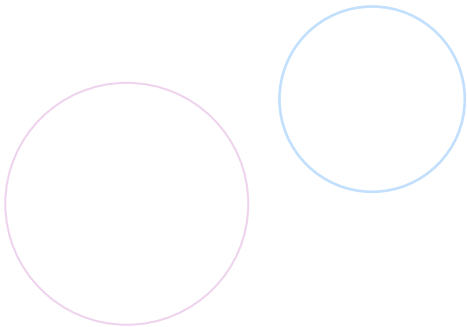
Strengthen
others by
increasing
self-determination
and developing
competence.

Enabling Others to Act behaviors:

1. I develop cooperative relationships among the people I work with.
2. I actively listen to diverse points of view.
3. I treat others with dignity and respect.
4. I support the decisions that people make on their own.
5. I give people a great deal of freedom and choice in deciding how to do their work.
6. I ensure that people grow in their jobs by learning new skills and developing themselves.


Trust Rules

- You have to keep working on trust and never take it for granted.
- Sometimes trust breaks down.
When it does, see Rule 1.



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Essential Ingredients

- 
- **Trust**
 - **Respect**
 - **Basic needs are met (physical needs, belonging, competency, significance)**

Strengthening Others: Sharing Power and Discretion

- **Clear Boundaries**
 - People feel important and involved
- **Leaders Creating Leaders**
 - People capable of acting on their own initiative
 - Latitude to make own decisions
- **Build Ability to Perform Task and Promotion of Self Confidence**
 - Resources
 - Accountability
 - Ownership for own achievements
 - Be in-service of others
- **Empower and Motivate for Success**
 - help individual staff members to act and reach their potential
 - support the ability of people to work together as a team.
- **Developing an Inclusive Environment**
 - Support diverse viewpoints and addressing minority opinions
 - Confronting “isms” and building a culturally responsive and celebratory environment
 - Addressing inter-generational issues

- [Geese video](#)

ENCOURAGE THE HEART



Recognize
contributions
by showing
appreciation
for individual
excellence



Celebrate the
values and
victories
by creating a
spirit of
community

Encouraging the Heart behaviors:

1. I praise people for a job well done.
2. I make it a point to let people know about my confidence in their abilities.
3. I make sure that people are creatively rewarded for their contributions to the success of our projects.
4. I publicly recognize people who exemplify commitment to shared values.
5. I find ways to celebrate accomplishments.
6. I give the members of the team lots of appreciation and support for their contributions.

What are some ways that you bring out the best in the people on your team?

VIVIAN STRINGER, three-time National Coach of the Year:

“...her passion for the game and caring for her players is truly what has transformed her underdogs into solid, winning teams.”



The Essentials of Encourage the Heart

- Expect the best.
- Personalize recognition.
- Create a spirit of community.
- Be personally involved.

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Leadership and Management





What does the job require?

LEADERS

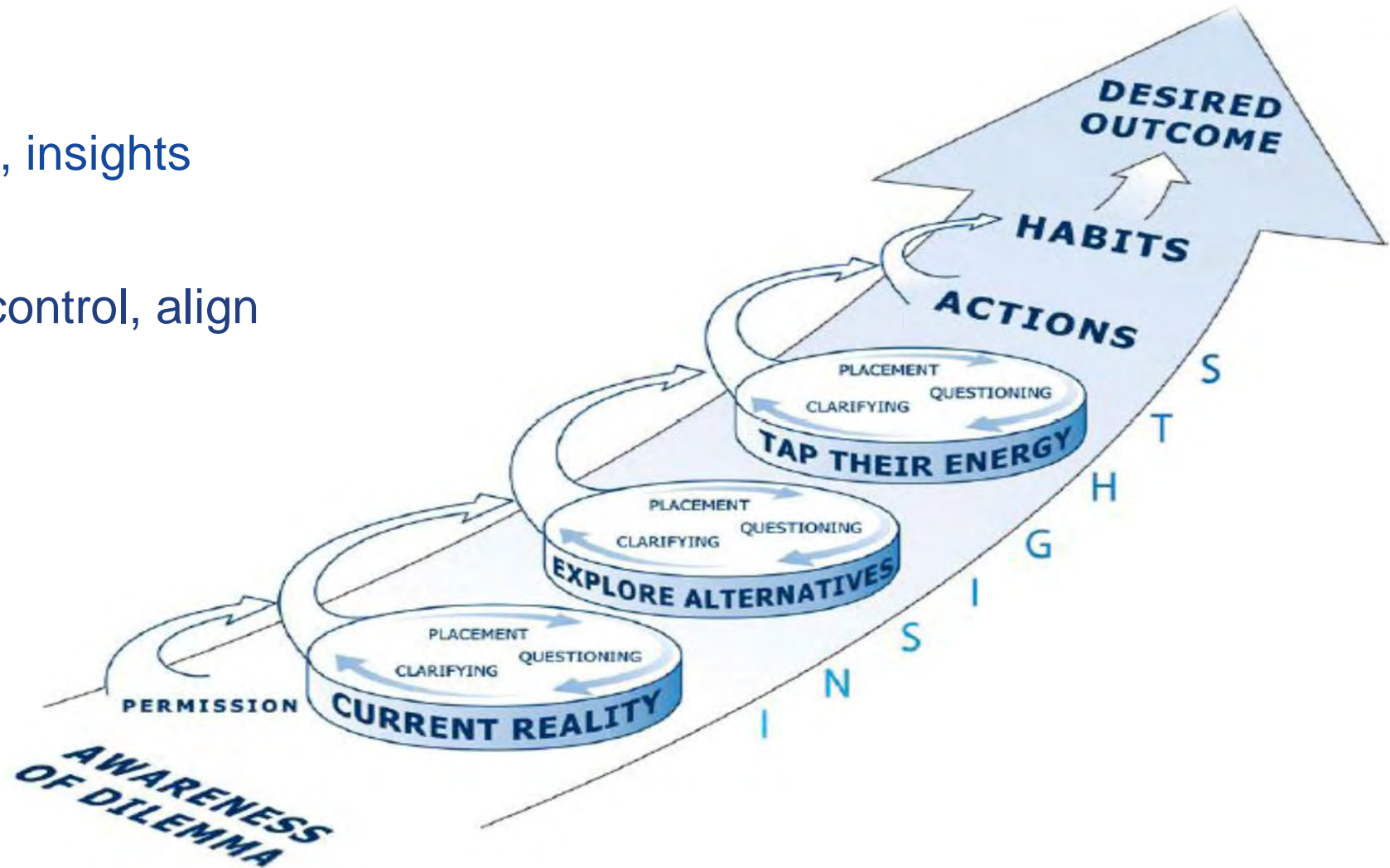
- envision, inspire, insights

MANAGERS

- plan, organize, control, align

ACHIEVERS

- do the work



What We Bring

WHO WE ARE

- Values
- Motives
- Personal
- Traits
- Character

WHAT WE DO

- Attributes
- Behaviors
- Habits
- Styles
- Competencies

WHAT WE KNOW

- Knowledge
- Skills
- Abilities



Administrator



Leader



Follower



Clinician

It's a balancing act!



Teacher

Stakeholder



Manager



Advocate



“The life you *live*
is the *legacy*
you leave.”

Jim Kouzes and Barry Posner



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Step Forward

Somewhere,
s o m e t i m e,
the leader within

Each of **US**

Will get the call
to step forward.

Piano Stairs, <https://www.youtube.com/watch?v=2lXh2n0aPyw>



Contact Information

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