LEADING FOR CHANGE: BUILDING THE SKILLS TO BE SUCCESSFUL IN MANAGING ORGANIZATIONS AND SERVICES



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WHAT WILL WE TALK ABOUT TODAY?

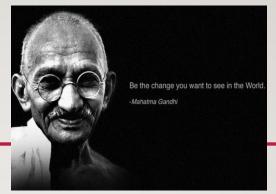
- Let's define and discuss leadership and management
- Let's explore the qualities of a great leader and the skills required to become one
- Let's learn the "must haves" of good management
- Let's explore what it means to be a "principled leader" and discuss why that is so important to your organization



"EFFECTIVE MANAGERS PLAY A SIGNIFICANT ROLE IN INFLUENCING THE CULTURE BY THE MESSAGES THEY COMMUNICATE AND, MORE IMPORTANTLY, THROUGH THEIR OWN BEHAVIOR."

(Brody, 1993)







"GREAT LEADERS ARE NOT AFRAID TO ENGAGE IN CONTINUOUS INNOVATION AND CHANGE, THEY OPT FOR EFFECTIVENESS OVER EFFICIENCY, THEY ARE CONSTANTLY OPEN TO LEARNING, THEY GENERATE ENTHUSIASM FOR THE AGENCY MISSION AND THEY EMPOWER THEIR STAFF TO BE GOOD MANAGERS."



(Zipple, Selden, Spaniol and Bycoff, 1994)

WHAT IS LEADERSHIP?



- It's the manager's conscious efforts to influence people within the organization-to engage willingly in behaviors that will contribute to the attainment of organizational goals.
- It's the key ingredient in the creation of a good organization.
- It's both a science and an art. All good leaders have to bring a bit of both to their job.

If poor leadership is at the helm, services will suffer.

A GOOD LEADER!

A good leader is one who has a clear vision of the role and the strengths of the organization, understands and remains passionate about the agency's mission, is committed to providing quality services and is skilled in implementing his or her passion and commitment.

Zipple, Selden, Spaniol and Bycoff (1994)



WHAT MAKES A GOOD LEADER?



What are the attributes of a person that you want to follow?

Think of a leader that you know or have known. What made them a good leader?

WHAT MAKES YOU WANT TO FOLLOW SOMEONE?

- Leaders tend to be emotional/expressive.
- Organizations are in a constant state of flux; that's what keeps them alive.
 A good leader adapts to each situation.
- Leaders put new ideas into practice. They take an idea off the drawing board and make it a reality.
- They inspire others, exhibit tenacity, energy and creativity.
- They instill confidence by developing appropriate policies and procedures.
 An organization without rules is in chaos. It feels unsafe. No rules and regulations is a sign of a weak leader.

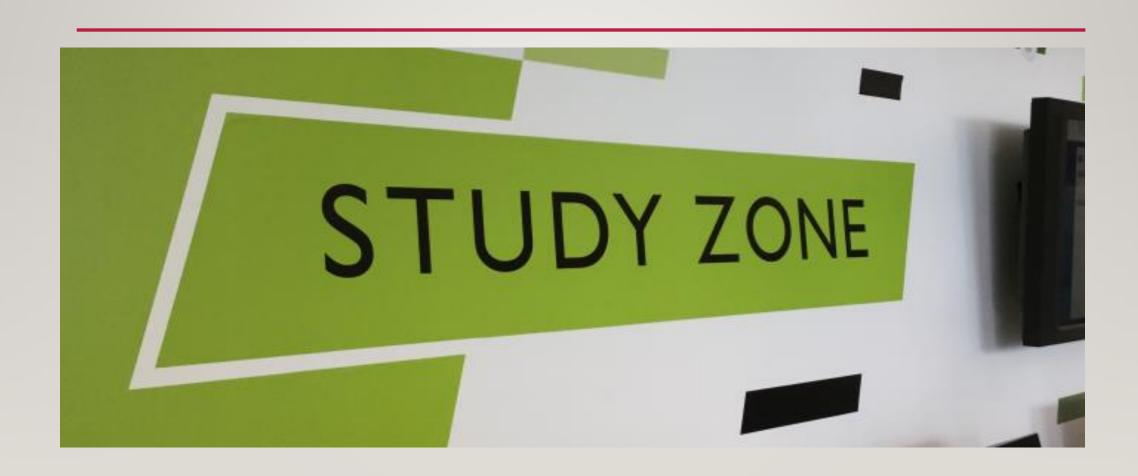
THE SKILLS OF LEADERSHIP

- Develop a vision and a sense of mission
- Problem solve
- Apply creativity and ingenuity to work around difficult constraints
- Identify opportunities and good times to implement them
- Analyze risks
- Develop consensus among relevant constituencies and assemble strong teams to carry out plans
- Mobilize the necessary financial and other material resources
- Persist in the face of discouragement and resistance

Edwards and Yankee, (1991)

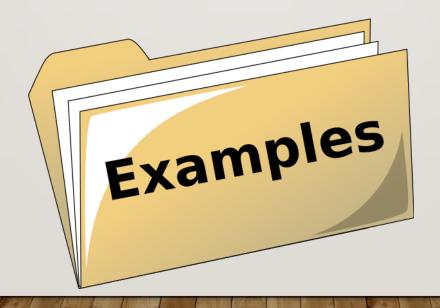


DO YOU THINK THE SKILLS OF LEADERSHIP CAN BE TAUGHT?



DON'T BE AFRAID TO LEARN FROM YOUR ERRORS

Sometimes doing nothing is the worst thing that you can do.



REACH FOR THE STARS

Successful Leadership is an "art"

Successful and artistic leaders

create environments where people can blossom, develop self-esteem, and otherwise be excited participants in the organization and its future wellbeing.



LET'S PRACTICE

- Think of a management challenge in your organization.
- Discuss the situation and consider:
 - o The characters involved and the situation.
 - What is really the problem?
 - The agency culture and it's readiness to make any "real" changes.
 - A way you can lead the organization to implement a solution.



WHAT IS MANAGEMENT?



- Management is a set of interventions that help you meet your goals. Those interventions include planning, organizing, staffing, leading and controlling.
- Management should be proactive not reactive.
- Good management supports appropriate and productive service delivery and minimizes the conditions that tend to get in the way of good service delivery.

What can get in the way of good service delivery?

 To succeed, managers must be sensitive to the behavior and attitudes of those they lead as well as those they answer to. Good management requires both technical and people skills.

What is Culture and How is it Related to Organizational Change?



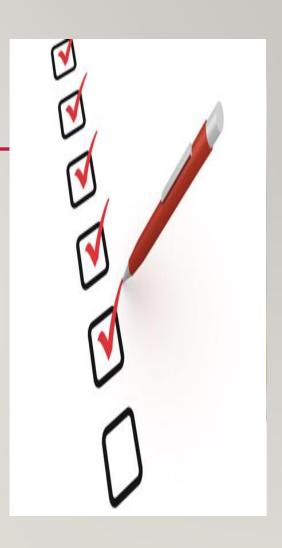
- Culture is a system of shared values, meanings and understanding that an
 organization adopts to help it cope with the ever-changing internal and external
 challenges it faces. Organizational culture offers a sense of purpose and direction
 and helps people to see and understand particular events, actions or situations in
 distinctive but shared ways.
- Effective managers influence culture by what they communicate and also through their behavior. Effective managers can help create shared systems of meaning that are accepted, internalized and acted on at every level of the organization.

How Do We Manage Our Organizations?

- Healthy organizations are always taking chances and thinking of new ways to meet their demands. Because the external environment is always in flux, an organization that stands still is falling behind!
- Always look at both the internal and external forces that effect an organization and make sure you are constantly changing in order to meet any new demands.

MUST HAVES OF GOOD MANAGEMENT

- Strategic Planning
- Internal and External Communication
- Boundaries, Balance, and Personal Well-Being
- Human Resource Management
- Fiscal Management
- Program and Revenue Development



STRATEGIC PLANNING



Strategic Planning engages the organization in an introspective process of review. The thinking must be broad and all-inclusive.

- Skills required:
 - ✓ involve multiple stakeholders including staff, board, service participants, funders, and community members
 - ✓ monitor the development and implementation of the strategic plan and keep it on track.

INTERNAL AND EXTERNAL COMMUNICATION

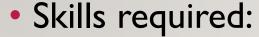


Director's public identity as a promoter of their agency's mission, vision, and values as well as maintaining active, ongoing communication and participation with local, state, and national constituent groups.

- Skills required:
 - ✓ stay current on new information emerging in the field
 - ✓ Keep information flowing to staff, board and stakeholders
 - ✓ respond to various constituencies including the media
 - ✓ ensure internal and external service participant satisfaction.

BOUNDARIES, BALANCE AND WELLBEING

Establishing and maintaining professional boundaries and maintaining health and well being.

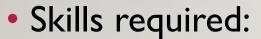


- ✓ maintain a healthy work-life balance
- ✓ attend to self-care and personal well-being
- ✓ maintain a strong support system apart from the organization.



HUMAN RESOURCE MANAGEMENT

Protecting your most important asset, the staff!



- oeffectively recruit, hire, and orient new staff
- ensure that staff receive high quality supervision and performance feedback
- offer opportunities for staff professional development and growth
- odevelop and oversee staff adherence to the organization's human resource policies and procedures
- oensure that staff follow best practices in their area of expertise.



FINANCIAL MANAGEMENT

Best practices for monitoring an organization's fiscal health.



Skills required:

- oversee revenues and expenditures to ensure adequate funding
- oensure that required fiscal reporting is complete and submitted promptly
- oincrease revenues and contain costs to meet income projections and budgeted expenditures
- oprovide regular financial status reports to key board, funders and staff.

PROGRAM AND REVENUE DEVELOPMENT



Identifying gaps in available services and applying for new grants and funding opportunities to fill them.

- Skills required:
 - oidentify new revenue development opportunities consistent with the organization's mission
 - ocoordinate with other providers to avoid duplication and integrate service opportunities
 - ofind partnerships that can grow and sustain the organization
 - oestablish systems for ongoing program evaluation.

PLANNING FOR CHANGE



We can never be totally in control. Even though our actions shape and are shaped by change, we are just part of an evolving pattern.

- Rethink what we mean by organization, especially the nature of hierarchy and control
- Learn the art of managing and changing contexts
- Learn how to use small changes to create large effects
- Live with continuous transformation and emergent order as a natural state of affairs
- ➤ Be open to change

THE PRINCIPLES AND TASKS OF "PRINCIPLED LEADERS"

- I. Leaders communicate a shared vision
- 2. Leaders centralize by mission and decentralize by operations
- 3. Leaders create an organizational culture that identifies and tries to live by key values
- 4. Leaders create an organizational structure and culture that empowers their employees and themselves
- 5. Leaders ensure that staff are trained in a way that helps them to translate vision into reality
- 6. Leaders relate constructively to employees
- 7. Leaders access and use information to make change a constant part of the organization
- 8. Leaders build their organization around exemplary performers

Anthony and Huckshorn, (2008)

"Leaders, through their words and actions, fill in the details of the vision, the metaphors, the anecdotes, the traditions, past successes and failures, these all serve to elaborate on the vision'

Anthony, Cohen, Farkas and Gagne, 2002.

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