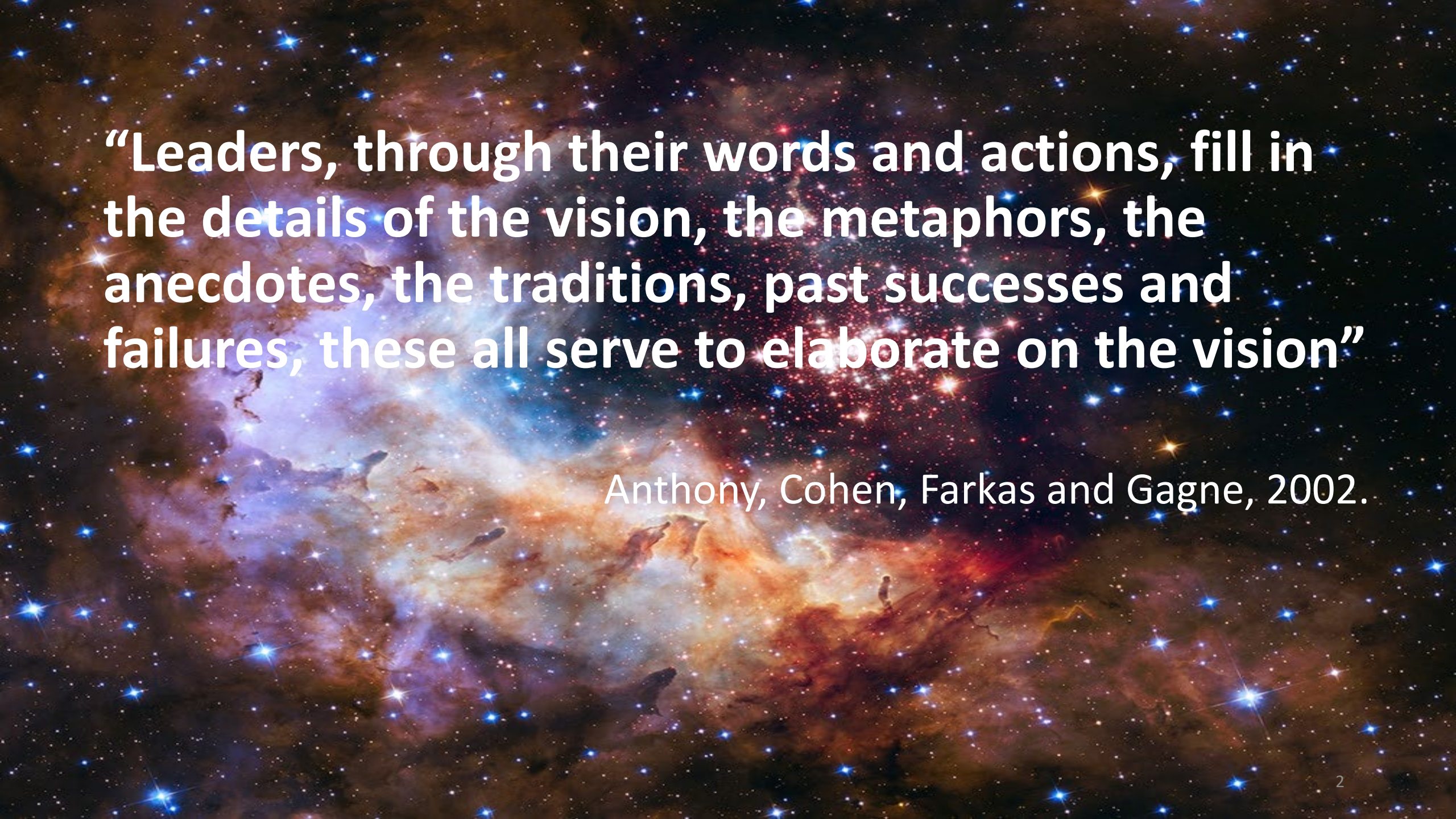


# The Leadership Challenge: Supporting Teams to Thrive

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NYAPRS EXECUTIVE SEMINAR APRIL 2023  
EDYE S. SCHWARTZ, DSW, LCSW-R  
*EDYE SCHWARTZ CONSULTING, LLC*





**“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.



# WHAT WILL WE TALK ABOUT TODAY?

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**1** Let's explore the qualities of a great leader and the skills required to be one

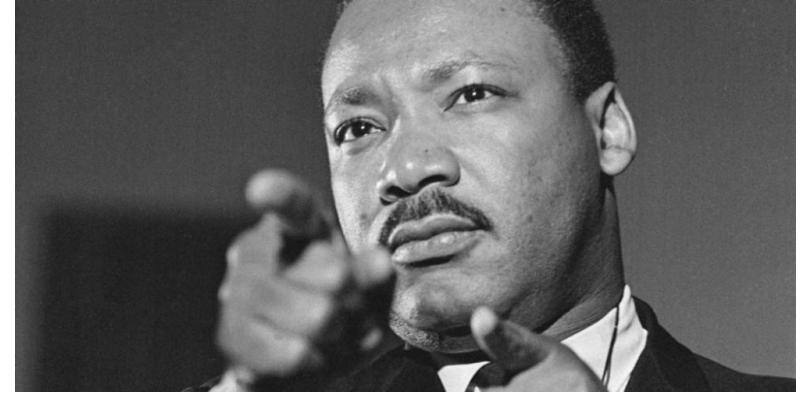
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**2** Let's discuss how leaders contribute to strong teams and encourage them to thrive

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**3** Let's learn what it takes to lead a healthy, resilient organization

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Great leaders are storytellers.  
What's yours?



**“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 THEIR MISSION AND EMPOWER THEIR STAFF TO BE GOOD MANAGERS.”**

*(Zipple, Selden, Spaniol and Bycoff, 1994)*

# Leader- noun lead-er

Anyone who takes responsibility for finding the potential in people and processes and has the courage to develop that potential.

*Leadership is not about titles or the corner office. It's about the willingness to step up, put yourself out there, and lean into courage. The world is desperate for braver leaders. It's time for all of us to step up.*

- Brene Brown, *Dare to Lead*

# 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
- is skilled in implementing his/her/their passion and commitment.



*Zipple, Selden, Spaniol and Bycoff (1994)*

# THE SKILLS OF LEADERSHIP

Develop a vision  
and a sense of  
mission

Problem solve

Apply creativity  
and ingenuity to  
your tasks

Identify  
opportunities  
and time to  
implement them

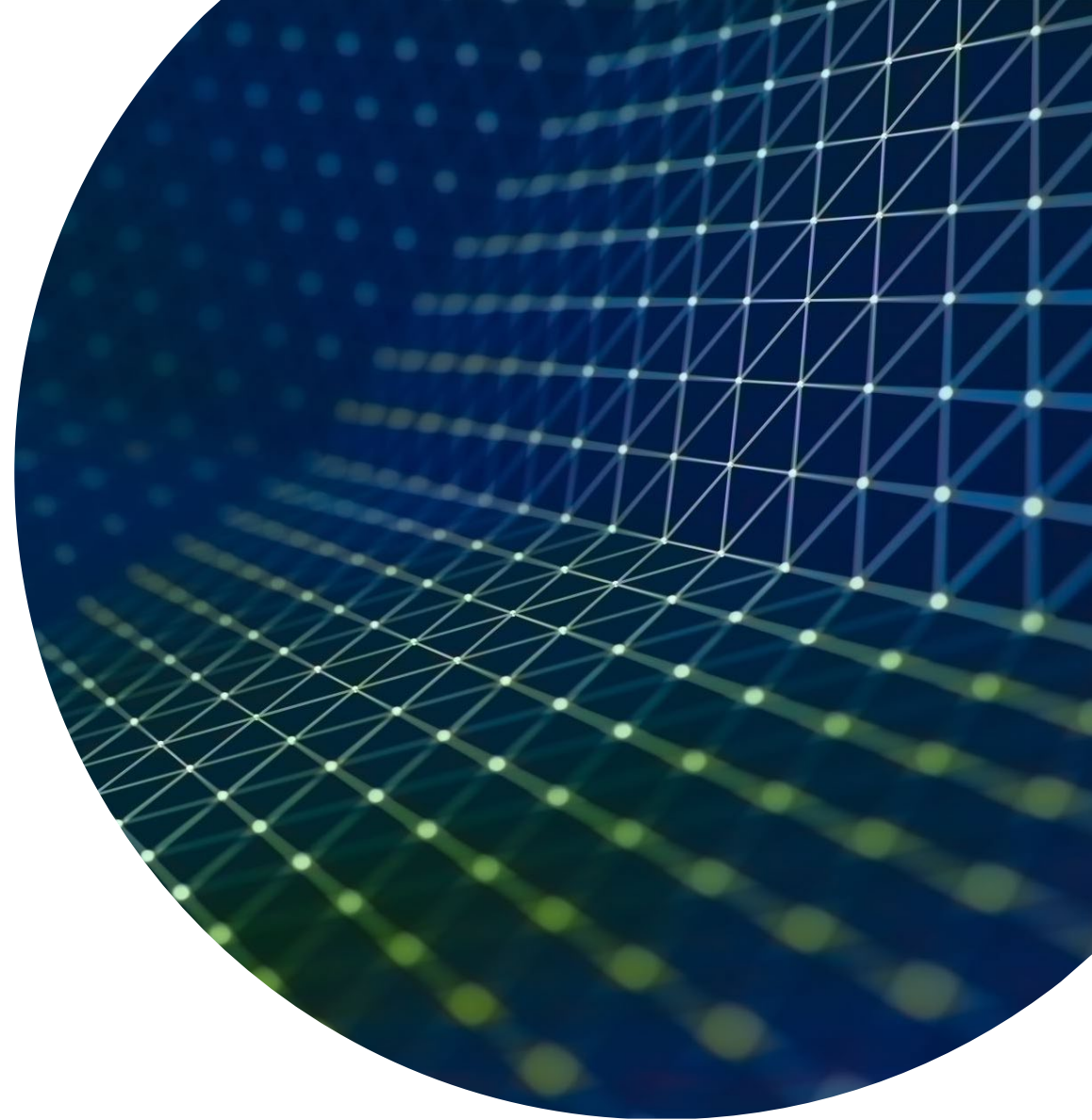
Analyze risks

Develop  
consensus  
among relevant  
constituencies

Mobilize  
necessary  
financial and  
other resources

Persist in the face  
of challenges and  
resistance

Assemble strong  
teams to carry  
out plans



Edwards and Yankee, (1991)



# ENCOURAGE YOUR STAFF TO THRIVE

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Be a leader who nurtures  
a strong and confident  
workforce





# SUCCESSFUL LEADERSHIP IS AN ART THAT REQUIRES SHARED VISION, STRATEGIC CLARITY AND STAFF INVOLVEMENT

Successful and artistic leaders  
create environments where  
people:

- blossom
- develop self-esteem
- are excited about the  
participants success and the  
future wellbeing of the  
organization



# A LEADER'S MUST HAVES

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- Relationship building
  - Agility and adaptability
  - Innovation and creativity
  - Motivation and inspiration
  - Active listening
  - Decision-making
  - Conflict resolution
  - Diplomacy and negotiation
  - Critical thinking
- 





## WHAT DO YOU THINK?

*Most of the fundamental differences between organizations are due to differences in the quality and effectiveness of the leadership.*

- ✓ Strongly agree
- ✓ Somewhat agree
- ✓ Disagree

# WHAT MAKES A GOOD LEADER?

LET'S TALK

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

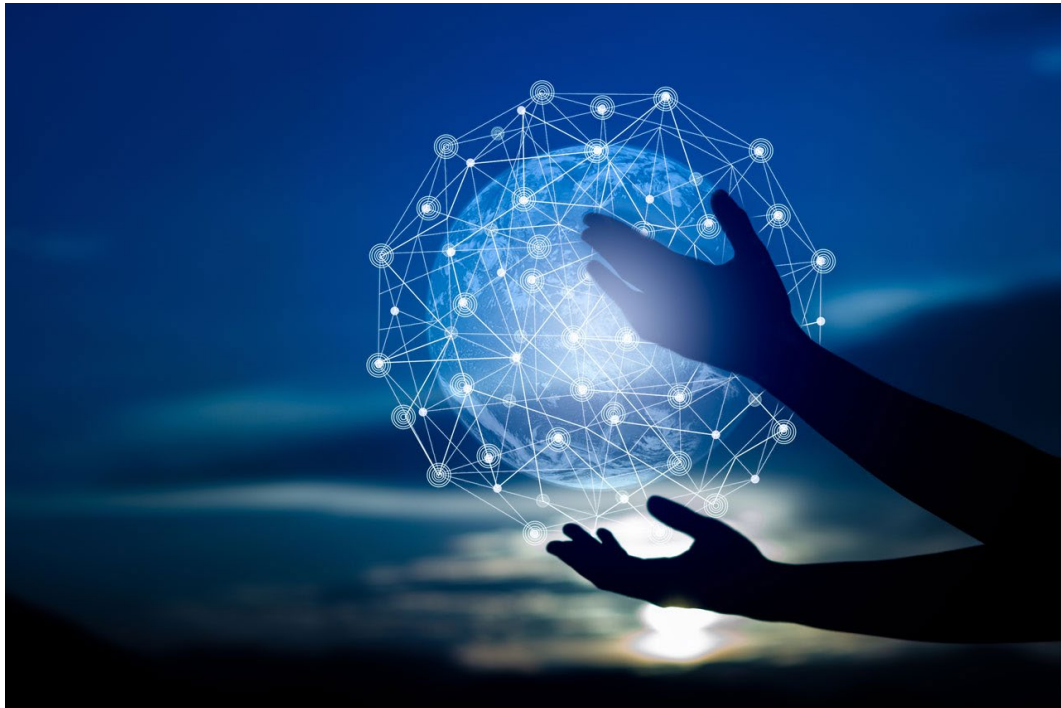


# WHAT MAKES YOU WANT TO FOLLOW SOMEONE?

- Leaders tend to be emotional/expressive
- Leaders adapt to new situations as their organizations engage in constant flux
- Leaders take ideas and make them reality
- Leaders inspire others, exhibit tenacity, energy and creativity
- Leaders instill confidence by developing appropriate policies and procedures that bring order and help everyone to feel safe

***What Makes You Want to Follow a Leader?***

# FOOD *for* THOUGHT



- How does your leadership communicate your agency's vision in everything you do? If they don't how would you?
- Are your organizational values clear and how does your leadership communicate these values to all staff and service participants?
- How does your leadership empower staff?
- How does your leadership support exemplary staff performers?

*Break into groups of 3 or 4  
and discuss!*

# CREATING A HEALTHY AND RESILIENT ORGANIZATION

***LET'S DO THIS! LET'S  
MAKE A DIFFERENCE!***



# MEASURES OF ORGANIZATIONAL HEALTH & RESILIENCE

- Alignment of organizational values, mission and aspiration across the agency
- Capacity to adapt to change
- Attention to diversity, equity and inclusion
- Physical, personal and relational safety
- Agility & capacity for swift action
- Frequent, clear and transparent communication
- TRUST







Reach  
FOR THE  
Stars

## HOW DO YOU CREATE A HEALTHY AND RESILIENT ORGANIZATION?

- Display Authenticity
- Value People
- Develop People
- Build Community
- Provide Leadership
- Share leadership

# HOW DO WE MANAGE OUR ORGANIZATIONS TO BE HEALTHY AND RESILIENT?

- Take chances and think of new ways to meet demands.
- Never stand still - in times of flux an agency that stands still is falling behind!
- Always look at both the internal and external forces affecting you.
- Be bold and have courageous conversations.
- Build Trust!



- Create a sense of teamwork and mutual support
- Demonstrate concern for the welfare of all staff
- Encourage and embrace fresh ideas from everyone
- Be interested in staff opinions and perceptions
- Frequently elicit and be open to feedback
- Convey that every voice is important
- Value learning
- Share power

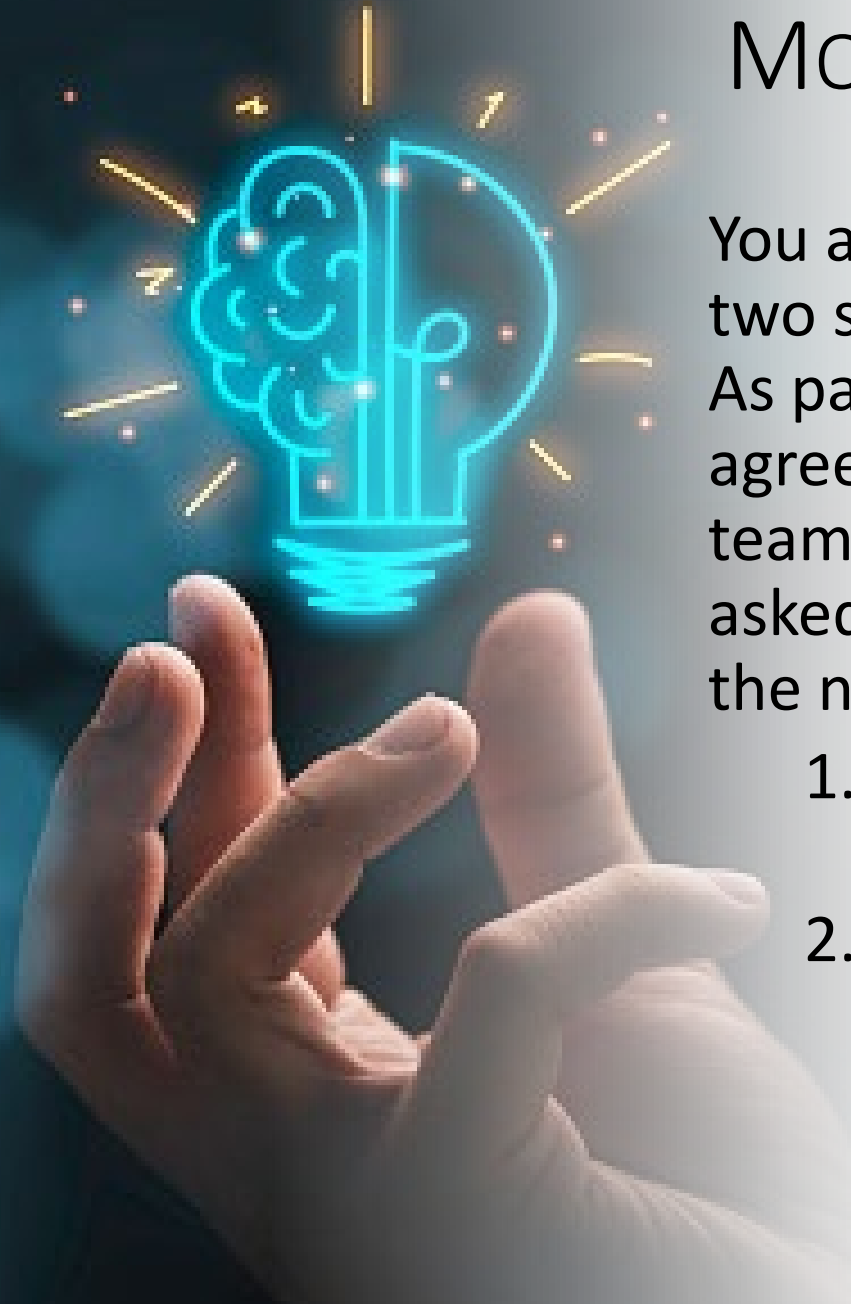


Be a Leader Who  
Connects Engages  
and Communicates



# “PRINCIPLED LEADERS”





## MORE TO THINK ABOUT!

You are overseeing the merger of two small nonprofit organizations. As part of the premerger agreement, the management teams of both agencies have been asked to form the leadership of the new organization.

1. How would you get these people to work as a team?
2. What initial problems or issues would you expect to encounter?

# BE A GREAT LEADER:

IN MY WORK I'M PROUD OF \_\_\_

IF I COULD, I WOULD CHANGE HOW I \_\_\_


I WOULDN'T DO \_\_\_

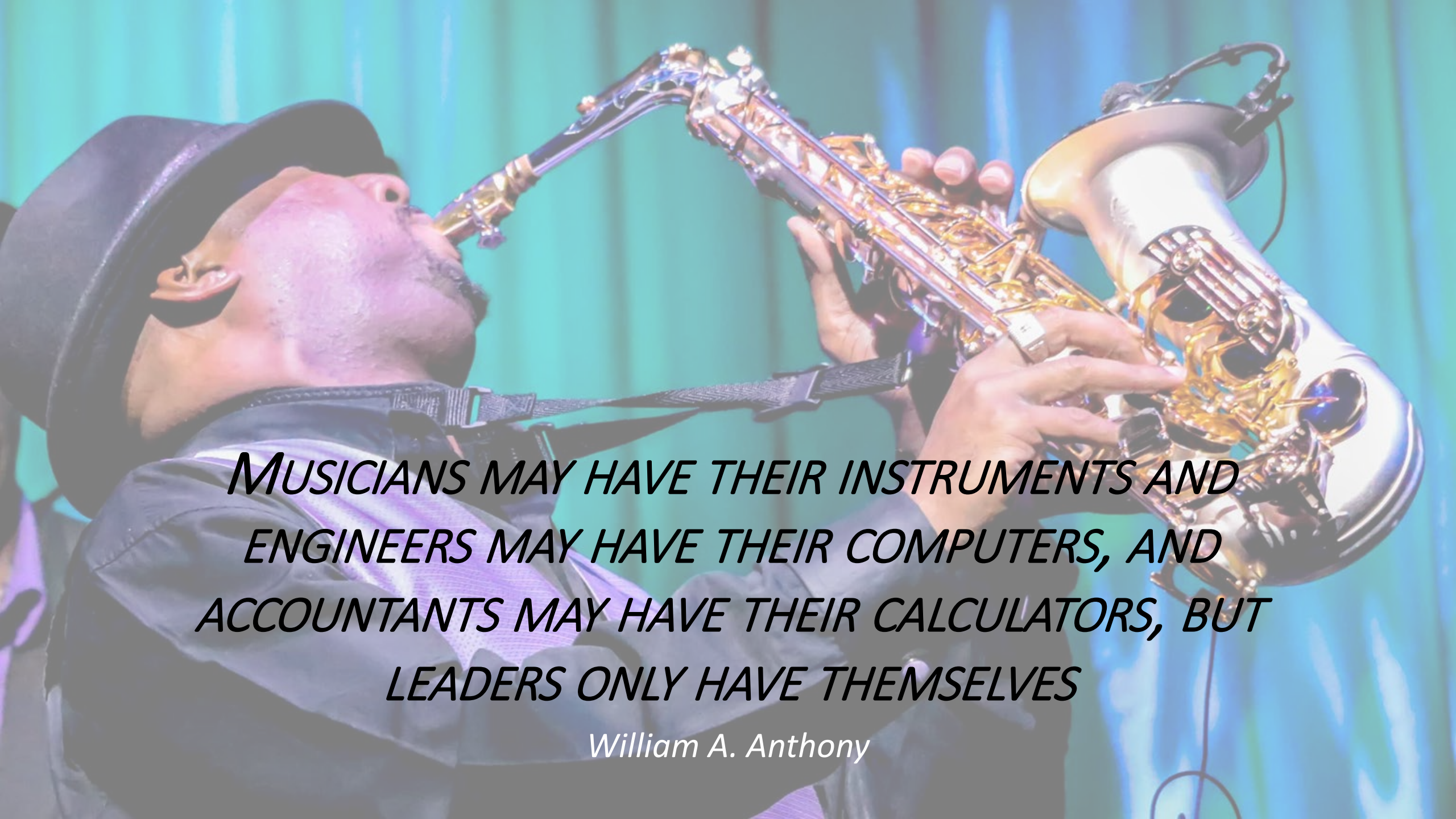
I WOULD DO \_\_\_

A YEAR FROM NOW, I STILL WANT TO BE DOING \_\_\_



# BECOME A BETTER LEADER

- 
- Continue learning through training, education and experience
  - Find a mentor who leads in the way you admire and be open to learning from them
  - Ask for feedback regularly from other leaders and your employees
  - Identify your leadership style to understand what works best for you
  - Don't be afraid to experiment
  - Understand the expectations of your role to help you determine if you're meeting outcomes.

A man wearing a black hat and a dark jacket is playing a saxophone. He is looking upwards and to the right. The background is a vibrant blue with vertical light streaks. The saxophone is gold and silver. The text is overlaid on the lower half of the image.

*MUSICIANS MAY HAVE THEIR INSTRUMENTS AND  
ENGINEERS MAY HAVE THEIR COMPUTERS, AND  
ACCOUNTANTS MAY HAVE THEIR CALCULATORS, BUT  
LEADERS ONLY HAVE THEMSELVES*

*William A. Anthony*





*The **NYAPRS Leadership Institute 2023** is now available to help leaders move from good to great with this 6-month course designed to increase your management knowledge, improve your leadership competencies and build confidence to sustain a successful organization.*

*If you are a CEO, COO, Division Director or other senior level manager who wants to enhance your skills, or you are a new or rising leader who has just or will be promoted and could benefit from knowledge and competency building in the area of leadership, **ENROLL NOW!***

## **WHAT WILL BE OFFERED?**

- 6 “live” **Knowledge Building Webinars** that strengthen understanding of the tasks of good leadership and management
- 6 **Monthly Group Sessions** to hone skills and competencies by networking, sharing best practices and learning from experts as well as each other.
- 12 **One-on-One 1-hour Individual Coaching Sessions**, with a seasoned leader.
- Unlimited access to **Topic Specific Resources**
- Web-based platform to **Access all Recorded Activities**

## **WHAT TOPICS ARE INCLUDED?**

1. *Achieving a Viable Work-Life Balance*
2. *The Art of Supervision and Team Building*
3. *Vision, Culture and Strategy in Changing Times*
4. *Attracting and Retaining a Dynamic Work Force*
5. *Moving Past Buy In: Creating Engagement, Belonging and Ownership*
6. *Diversity, Equity and Inclusion: Creating and Maintaining an Anti-Racist Organization*

*Space is limited to 15 enrollees. The cost is \$3, 750 per person (discount for 3 or more enrollees from the same organization). Registration closes May 17th so hurry! The first 15 registrants will be accepted*

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## Resources