



Leadership in Uncertain Times

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Empower

People



Inspire

People



LEADERSHIP

Lead

Change



Share

Vision



WHAT WILL WE TALK ABOUT TODAY?

1

Let's define
and discuss
leadership

2

Let's explore
flexible
leadership
and the
skills and
compe-
tencies of
managing in
times of
crisis

3

Let's discuss
and share
opportunitie
s for staff to
be nimble
and flexible
in delivering
services.

4

Let's learn
what it takes
lead a
healthy and
resilient
organization





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)

WHAT IS LEADERSHIP?



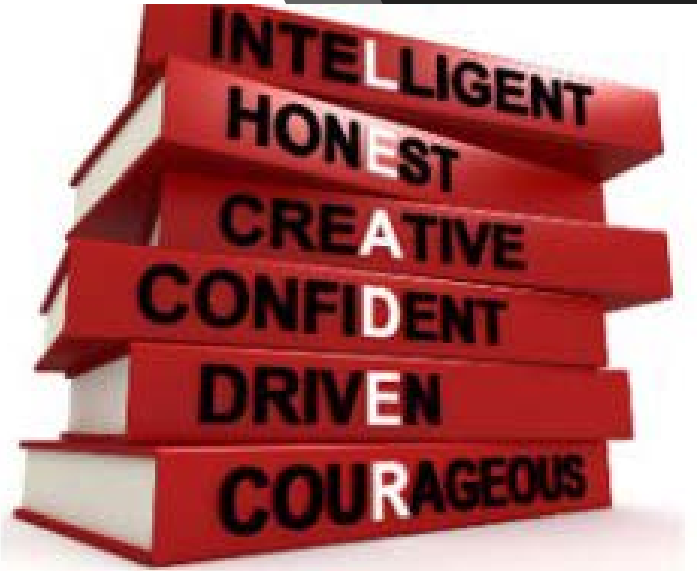
- The leader's conscious efforts to influence staff to engage *willingly* in behaviors that contribute to attaining organizational goals
- The key ingredient in the creation of a good organization
- Both a science and an art—good leaders must bring a bit of both to their job.

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



Zipple, Selden, Spaniol and Bycoff (1994)



LET'S **CHAT**

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
- 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

No rules or regulations can be the sign of a weak leader.

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)



REACH FOR THE STARS

Successful Leadership is an Art that requires shared vision, strategic clarity and employee 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.

Maintaining a Healthy and Resilient Organization



Reach
FOR THE
Stars

“...health is how the ship is run, no matter who is at the helm and what waves rock the vessel.”

Gagnon, John & Theunissen (2017)



Measures of Organizational Health & Resilience



- Alignment of organizational values, mission and aspiration across organizational hierarchy
- Capacity for adaptation to change
- Attention to diversity, equity and inclusion
- Physical, personal and relational safety
- Organizational health is the workplace environment. It includes:
 - Physical space
 - Personal environments
 - Relational environments
- Agility & capacity for swift action
- Frequent, clear and transparent communication

LEADERSHIP THAT CONNECTS, ENGAGES & COMMUNICATES

- Creates a sense of teamwork and mutual support
- Demonstrates concern for the welfare of employees
- Encourages and embraces fresh ideas
 - “bottom-up innovation”
- Is interested in the opinions and perceptions of others
- Frequently elicits and is open to feedback
- Conveys that every voice is important
- Values learning
- Shares power



WHAT IS MANAGEMENT?



Interventions that help meet your goals including planning, organizing, staffing and monitoring.

Must be proactive not reactive.

Supports services and **responds quickly** to conditions that interfere with good service delivery.

Successful managers are sensitive to the behavior, attitudes and needs of those they lead as well as those they answer to.

Good management requires both technical and people skills.

WHAT IS A HEALTHY AND RESILIENT CULTURE AND HOW IS IT RELATED TO ORGANIZATIONAL CHANGE?



- Shared values, meanings and understanding to help cope with the ever-changing internal and external challenges the organization faces.
- Offers a sense of purpose and direction and helps people to understand events, actions or situations in distinctive but **shared** ways.
- Managers influence culture by what they communicate and by their behavior.
- Managers 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 TO BE HEALTHY AND RESILIENT?

- Healthy organizations are always taking chances and thinking of new ways to meet 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 affecting you.
- Assure that you are constantly changing in order to meet any new demands.



MUST HAVES OF GOOD MANAGEMENT

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





“PRINCIPLED LEADERS”

1. Communicate a shared vision
2. Centralize by mission and decentralize by operations
3. Create an organizational culture that identifies and tries to live by key values
4. Create an organizational structure that empowers themselves and their staff
5. Ensure that staff are trained in how to translate vision into reality
6. Relate constructively to employees
7. Access and use information to make change a constant part of the organization
8. Build their organization around exemplary performers

Anthony and Huckshorn, (2008)

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 hierarchy and control
- Learn the art of managing and changing contexts
- Live with continuous transformation as a natural state of affairs
- *Be open to change*



AS A LEADER IN THESE UNCERTAIN TIMES:

My successes, so far, are.....

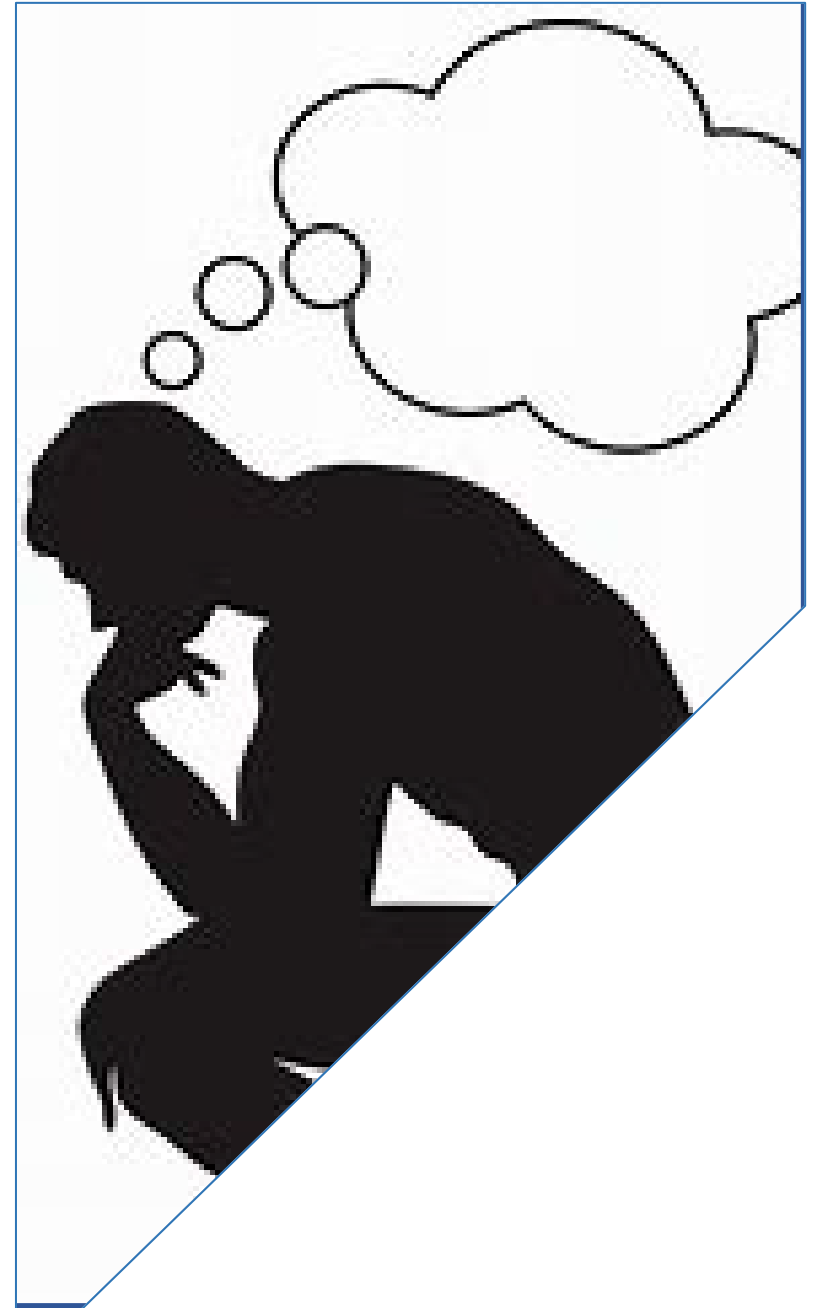
If I could, I would alter how I did

I wouldn't do

I would do

.

A year from now, I still want to be doing.....



RESOURCES



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