The Ripple Effect:

Leadership Practices That Retain and Inspire the Workforce

Presented By:

Natalie Lleras, LCSW, CPRP

THE COLLECTIVE VOICE FOR ADDICTION & MENTAL HEALTH IN NY

INUNITY ALLIANCE

CENTER FOR REHAB. & RECOVERY

Hello! From Us!

The Center For Rehabilitation and Recovery

Natalie Lleras, LCSW

Nlleras@iuany.org

Director of Training

https://iuany.org/crr

Objectives: You will be better able to...

- Utilize the principles of psychological safety to create a sense of safety on your team
- Develop a plan for your own team of strategies to implement such as strength spotting
- Identify the skills of staff so that they can be aligned with their role and tasks.

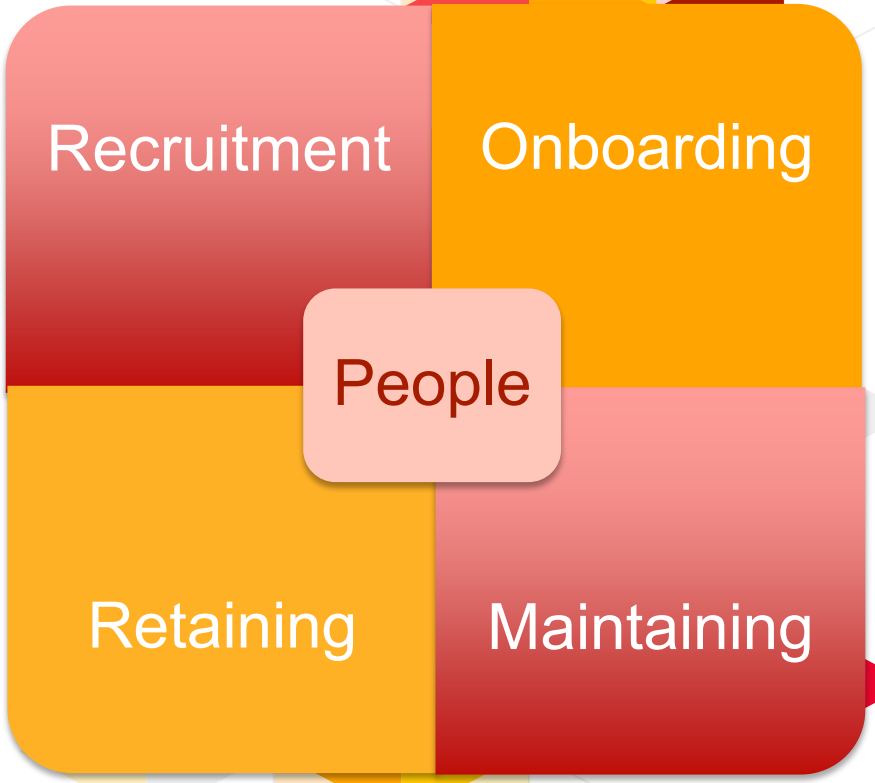
Our Agenda Today:

- Psychological Safety
- Seeking and Supporting Diversity
- Seeking and Highlighting Strengths/Gift/Talents
- Aligning folks towards their strengths

Your Mission: A Plan

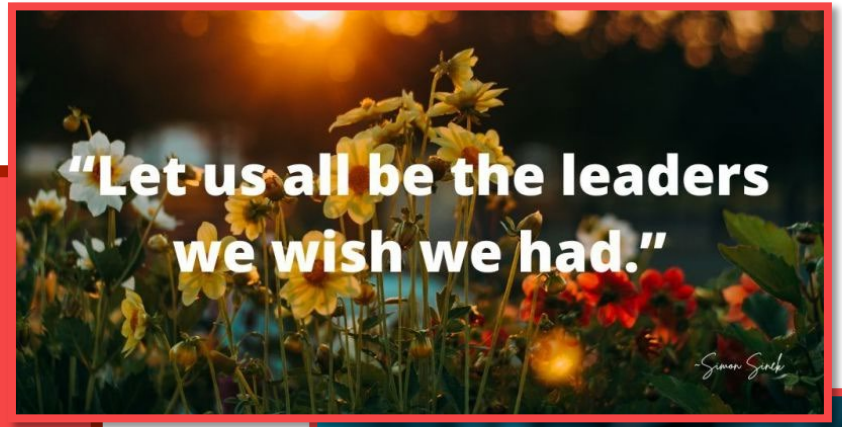
The Cycle of People Management

- Which area are you thinking of today?



This is About You

Being a leader is inherently a vulnerable position if we are doing it well. We are always learning, adding things to our practice of supporting others. This means we are also students to all human behavior. There is no manual. People are wonderfully different.



Considerations in Being a Leader

- "If your focus is productivity then hire robots" – paraphrased from Dr. Matthew Dunn
- Being ourselves at work can be used professionally, with tact and purpose
- The more diverse we are in life experience and training, the greater the strength of our teams
- Everyone has a gift/strength/talent. We must use intention in bringing that out
- Aligning people towards this strength will grow your A team
- Allow for Flexibility and Voice and Choice wherever possible
- This is not an ideal world. Remember your locus of control
- Make it a point to look from the balcony

What comes to mind when you think of having a culture of authenticity on a team?

What Is Psychological Safety?

"Psychological safety is a shared belief that the team is safe for interpersonal risk taking."

Amy Edmondson

Author of *Teaming*

Feeling safe can relate to physical, psychological and emotional safety

Psychological Safety (PS) does not just mean safe...

It means fair, predictable, based in logic, organic, authentic, and flexible

Sometimes even uncomfortable...

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Things people aren't afraid to say when they have psychological safety:

-I don't know
-I made a mistake
-I disagree
-I might be wrong
-I have a concern
-I have an idea

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Are you currently More #1 or #2?

Why learn and Practice it?

"Psychologically safe employees are more interested in learning, excellence, and genuinely connecting with others than in looking good.

– *Amy Edmonson, author of* The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth.

Start Somewhere:

Skills to Infuse into Your Teams

1. Set the Stage
2. Proactively invite input
3. Appreciate the input
4. Hire Diversity
5. Ensure Voices are Heard
6. Create Belonging
7. Be a Collaborator
8. Speak human to human
9. Anticipate Reactions
10. Turn Blame into Curiosity
11. Ask Feedback on Delivery
12. Measure Psych Safety

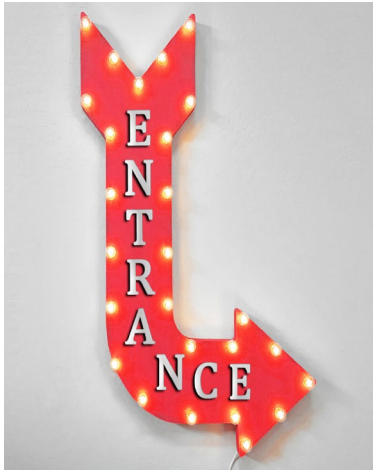
BONUS: Create a culture of solutions

Adapted from: https://hbswk.hbs.edu/item/make-your-employees-psychologically-safe & https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it

Enters Psychiatric Rehabilitation

Adapt the belief that each colleague should be in the driver's seat when possible

To value the whole of the team



At the Core it is

Supporting Individuals to be authentic, recognized for their strengths, and honored by their voice.

Psychiatric Rehabilitation As Our Foundation

Being Strength Based

Live Your Best Life!

The Goal is to support individuals in living their best quality of life

The Individual is in the driver's seat

We are the supportive GPS

What are your gifts?

Collaboratively we can discuss how strengths can be leveraged over barriers they identify to help people move forward

Let's Talk about Skills!

We offer skills and supports

Voice and Choice!

Together we define and take steps towards recovery

Living Life like everyone else

Individuals move closer to their communities and depend on us less..

What About Uniqueness?

What is Strength Spotting?

- Linley (2008) describes the ability to notice strengths in others as strengths spotting. Strength spotting means we are actively seeking to notice what people are doing when they are at their best.
- Create a Habit Amongst the Team of Being Familiar with and Calling out What People Do Right
- This includes Gifts, Talents, Skills, Characteristics and Aura

https://semannslattery.com/strengths-spotting/#:~:text=Linley%20(2008)%20describes%20the%20ability,they%20are%20at%20their%20best.

Adaptive Reserve

Teams with greater occupational diversity reported higher overall effectiveness and the innovations introduced by these teams were more radical and had significantly more impact both on the organization and on individual care.

Source: Methods for Evaluating Practice Change Toward a Patient-Centered Medical. Home Annals of Family Medicine (2010).

See: https://www.ncbi.nlm.nih.gov/pmc/articles/PMC2885721/pdf/0080009.pdf

Aligning Folks

- To Their Strengths

1. Who might be best in a crisis?
2. Who could mentor new staff?
3. Who could run an engaging group?
4. Who was a great teammate?

Discussion Question

- What is Your Confidence Level in Retaining Talented Staff?

a. I make it a point to do but am not sure how successful I am
b. People these days never stay for long so it's out of my hands
c. I invest in my staff early and it's proven successful
d. I don't even know if I want to stay here

Retainment Strategies

1. Stay Interview
2. Pay People what they are worth
3. Offer a ladder of growth
4. Encourage Professional Development
5. Offer Flexibility
6. Offer benefits package that is useful
7. Get ahead of the fear of losing folks
8. Go beyond “Staff Wellness ”

“Wellness initiatives are often used to bypass the conditions that are making people unwell.”

Dr. Dunn of Performance Rising

Creating Belonging on a Team

- 3 year team, solid no turnover:
- -Different training
- -Different personal lives
- -Different relationship to the work
- -Same value of seeing silver linings
- -Belly Laughs Daily

Small Activity, I Promise

- Next staff meeting have everyone compile thoughts on each of their colleagues. A note of Appreciation:

1. Each person on the team brings a piece of paper with their name at the top.
2. Each page is circulated around the room for thoughts to be added.

Humor the group and tell us some of your worst management experiences in 6 words or less

Don’t Do That!

As Adapted from Dr. Tony Salerno

Who Wants to Share Their “Plan”?

Thanks!

Any questions?

You can find me at

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