

TRANSFORMATIONAL LEADERSHIP IN MENTAL HEALTH SERVICES

RECOVERY AND REHABILITATION ACADEMY 2025

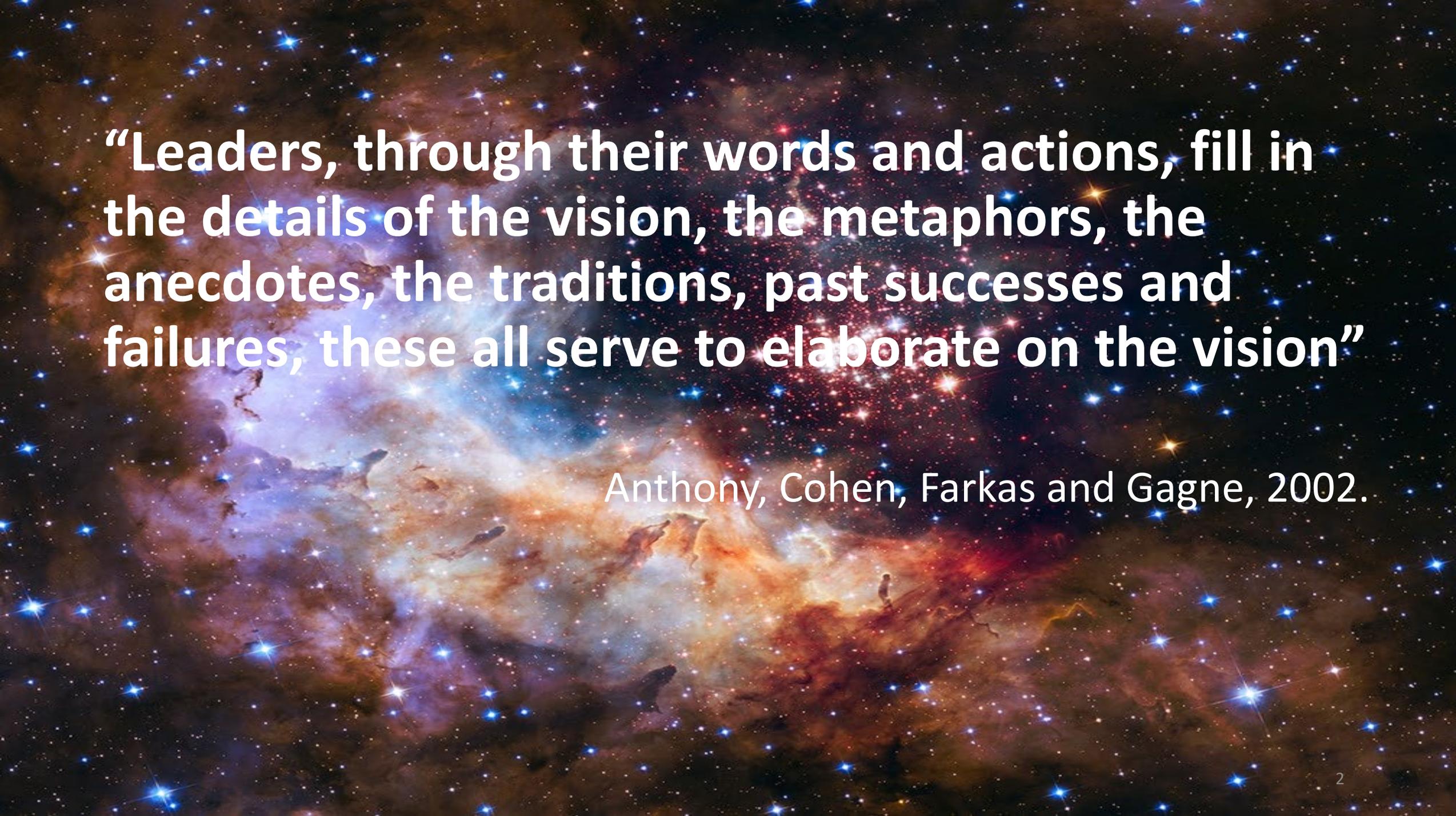
PAUL MARGOLIES, PHD.

ASSOCIATE DIRECTOR FOR PRACTICE INNOVATION AND
IMPLEMENTATION, CENTER FOR PRACTICE INNOVATIONS

EDYE 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.

LET'S TALK

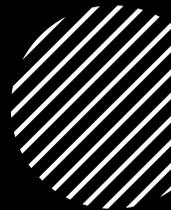
What's been your current experience as a supervisor/manager/ leader?

What's going very well?

What's been most challenging?



WHAT WILL WE TALK ABOUT TODAY?



Let's discuss the qualities of a great leader and the skills required to be one



Let's explore the differences between Transformational and Transactional Leadership



Let's discuss how leaders inspire innovation, build resilience and align services with recovery values

LEADER

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

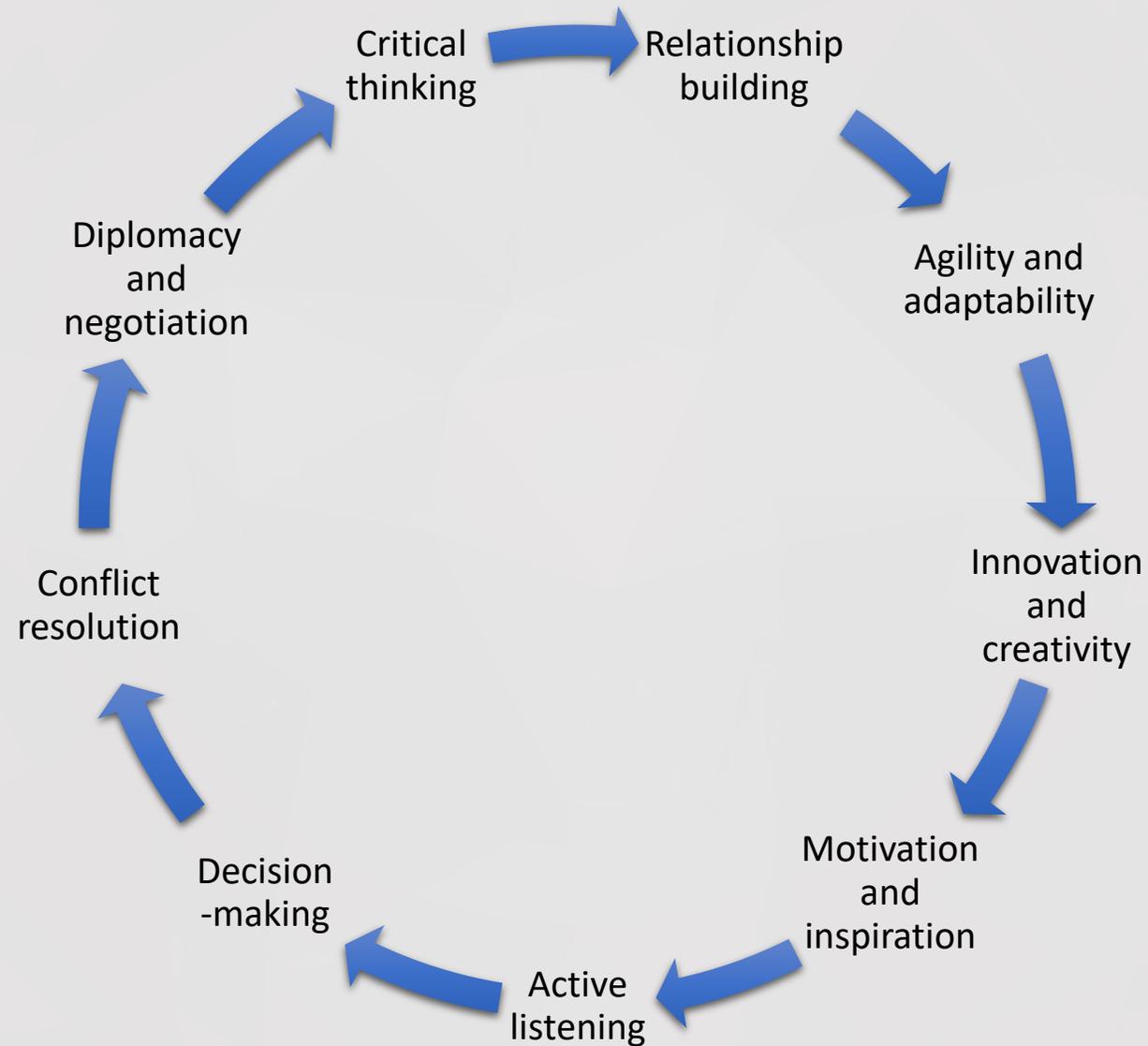
Leadership is not about titles or the corner office. It's about the willingness to step up, put yourself out there, and lean into courage. The world is desperate for braver leaders. It's time for all of us to step up.

WHAT MAKES A GOOD LEADER?

LET'S TALK

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

A LEADER'S MUST HAVES





WHAT MAKES YOU WANT TO FOLLOW SOMEONE?

What Makes You Want to Follow a Leader?

- 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

TRANSFORMATIONAL LEADER VS TRANSACTIONAL LEADERS



Transactional leaders focus on **organizational performance** and **employee supervision**. These leaders are not looking much toward innovating for the future, but rather **maximizing productivity in the present**. They focus on **making the day-to-day business of an organization flow smoothly**.



Transformational leaders focus on **organizational change** and **employee development**. These leaders devote more time to developing a strategy for the future of their team or organization, then motivating and inspiring employees to buy into that vision. **This leadership is most effective in organizations or teams that need a leader to guide them towards positive change**.

<https://www.michiganstateuniversityonline.com/resources/leadership/transactional-vs-transformational-leadership/>

Transformational Leadership Self-Assessment (Podsakoff, MacKenzie, Moorman, & Fetter, 1990)

Read each statement and rate how often it describes your typical leadership behavior using this scale:

1 = Never / 2 = Rarely / 3 = Sometimes / 4 = Often / 5 = Always

Part I: Vision and Inspiration

- 1. I communicate a clear and compelling vision of the future.
- 2. I express optimism about what the team can accomplish.
- 3. I inspire enthusiasm and a sense of purpose in others.

Part II: Intellectual Stimulation

- 4. I encourage creative thinking and new approaches to problems.
- 5. I challenge others to question their assumptions and explore alternatives.
- 6. I welcome ideas that differ from my own.

Part III: Individualized Consideration

- 7. I show genuine concern for the personal and professional growth of team members.
- 8. I take time to coach and mentor others.
- 9. I recognize and celebrate individual contributions.

Part IV: Role Modeling and Integrity

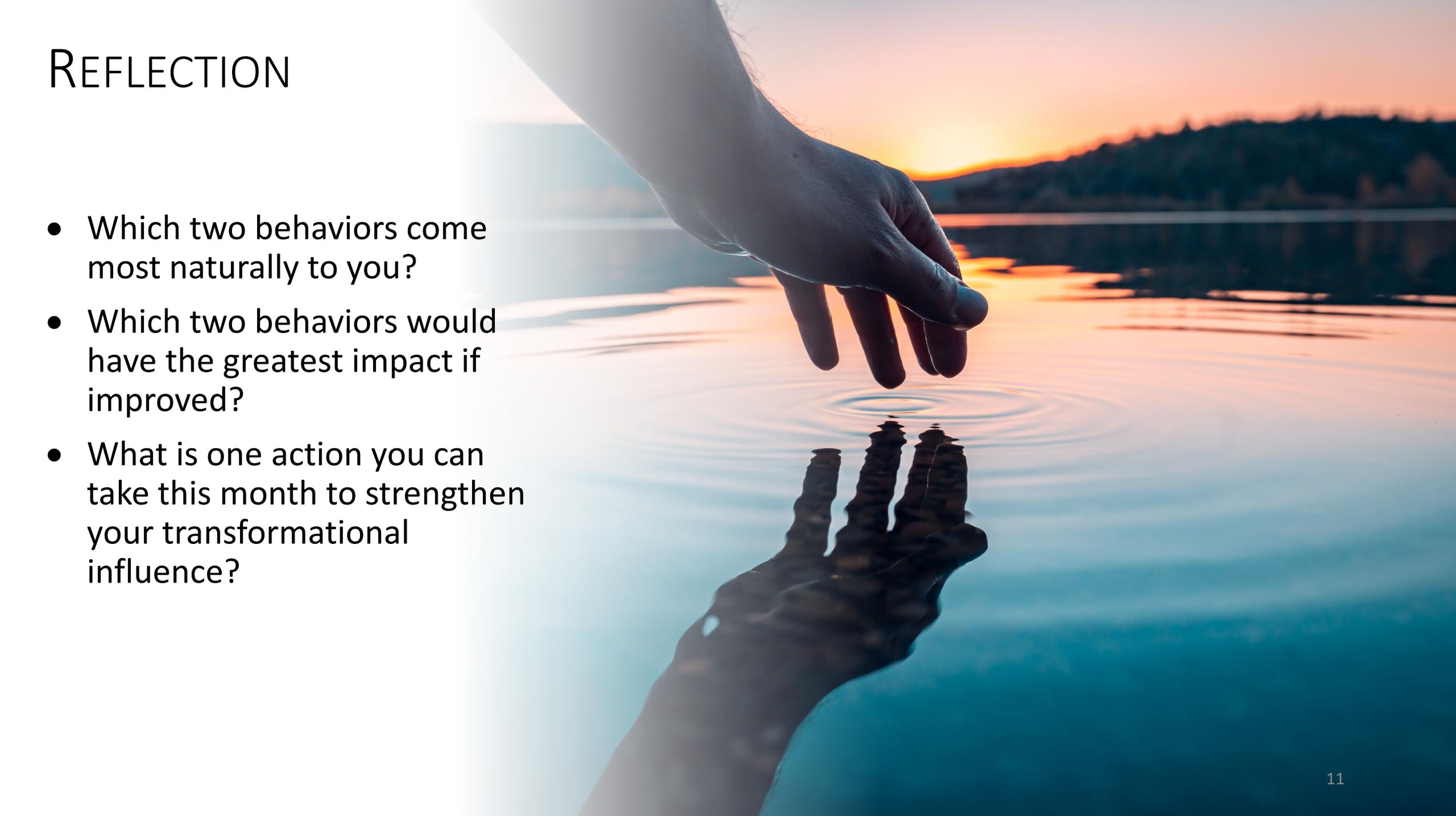
- 10. I lead by example and model the values I expect from others.
- 11. I act with integrity, even when it's difficult or unpopular.
- 12. I earn the trust and respect of my team.

Scoring Sheet: Add your ratings for all 12 items and divide by 12 to get your average score.

Average Score Interpretation:

- **4.5 – 5.0: Highly Transformational Leader** — consistently demonstrates transformational behaviors.
- **3.5 – 4.4: Moderately Transformational** — strong foundation; consider refining consistency or communication.
- **2.5 – 3.4: Emerging Transformational Skills** — shows potential; focus on vision and individualized support.
- **1.0 – 2.4: Transactional or Directive Style** — may rely more on control or compliance than inspiration.

REFLECTION

A hand is shown reaching down towards a body of water at sunset. The hand is positioned in the upper right quadrant of the frame, with fingers slightly curled. The water is calm, and the hand's reflection is clearly visible in the water below. The background shows a sunset over a body of water, with the sun low on the horizon, creating a warm orange and yellow glow. The sky is a mix of orange and blue, and the water reflects these colors. The overall mood is contemplative and serene.

- Which two behaviors come most naturally to you?
- Which two behaviors would have the greatest impact if improved?
- What is one action you can take this month to strengthen your transformational influence?

THE ORGANIZATIONAL CHANGE PROCESS: HARRY WOODWARD'S DEVELOPMENTAL MODEL



Woodward, H., Buchholz, S., and Hess, K. (1987). *Aftershock: Helping People Through Corporate Change* NY: John Wiley and Sons.



Woodward, H. and Woodward, M.B. (1994). *Navigating Through Change*. NY: McGraw Hill.

WOODWARD'S THREE KINDS OF CHANGE

Evolutionary Change

Change that is gradual and incremental. Change for which you can plan and prepare.

Strategic Change

A change in which you feel a sense of control; a sense that you are driving it, or at the very least, keeping pace with it.

Shock Change

Unexpected, often unwelcome, change that catches you off guard. Shock change either sets you back or spurs you on, or both.

IMPORTANT POINT

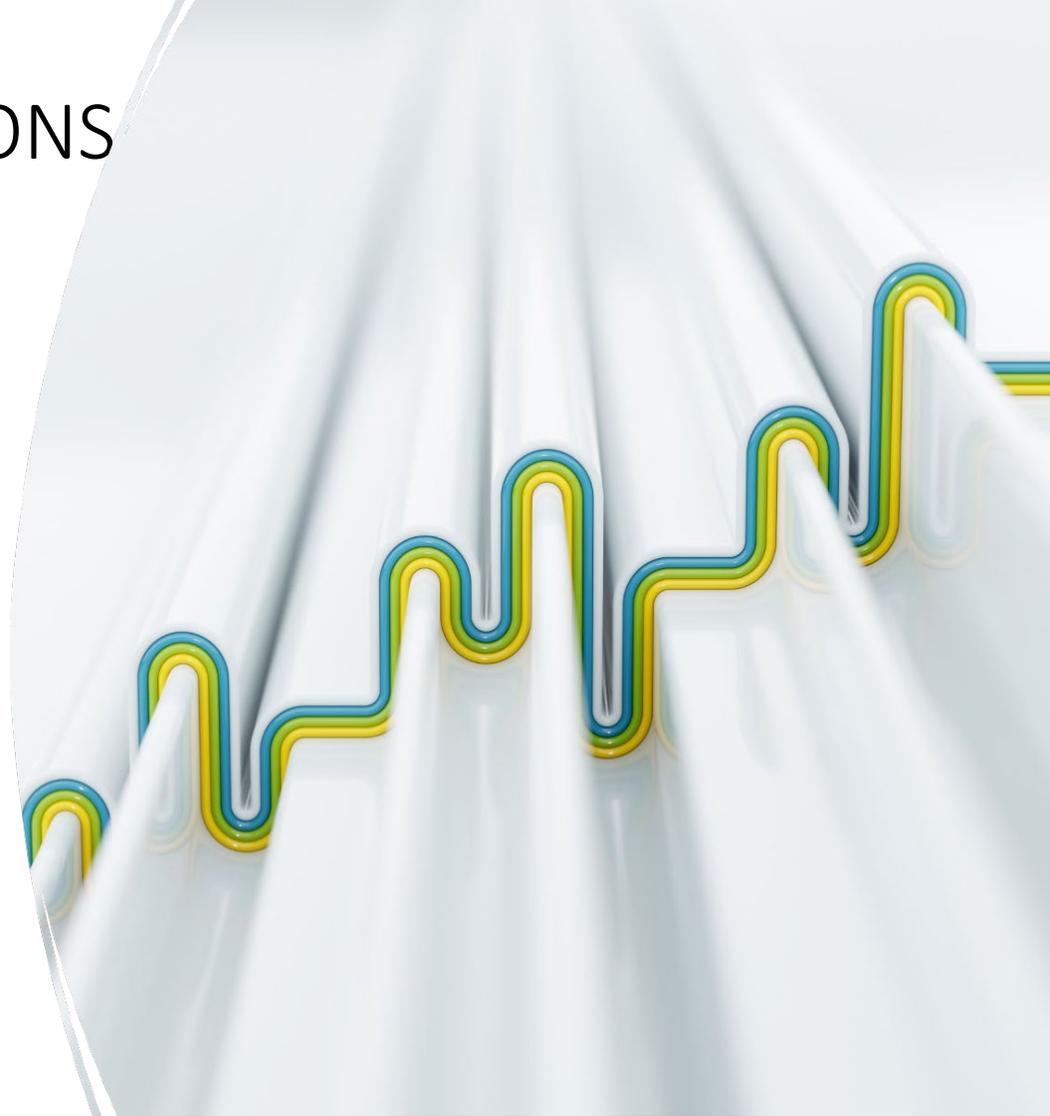
It's not unusual for an organization's leadership to believe that it is engaged in promoting **strategic** change and for its workforce to experience the innovation as **shock** change

When this occurs, innovation will be compromised



THE GROWTH CURVE OF ORGANIZATIONS

- **Formative phase:** The task of the organization is to invent or discover a viable pattern that works
- **Normative phase:** A period of high productivity and profitability because a successful pattern has been found and is being efficiently replicated
- **Integrative phase (Transformational):** This begins a period of uncertainty and the need to plan for new growth and renewal





IMPORTANT POINT

Woodward believes that in many organizations are in a *permanent* transformational phase

If this is true, what would be the implications for leaders, managers and practitioners?

- The tension is between doing or supervising what needs to be done today while simultaneously actively making changes for the future. Somewhat like rebuilding a plane while flying it.
- Some people will keep “the trains running on time” while others will make changes for the future.
- Or ideally, the same people can do both simultaneously.

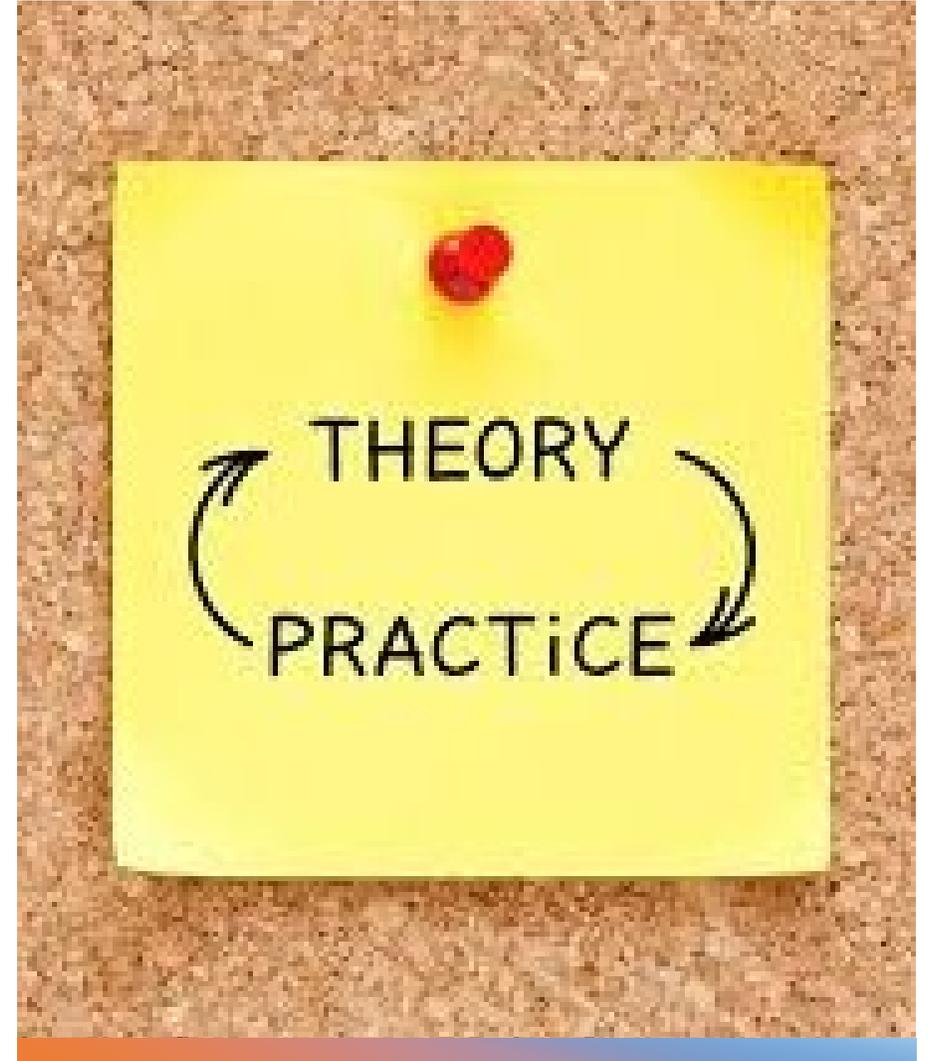
Inspire Innovation,
Build Resilience and
Promote Recovery
Values

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



HOW WOULD YOU PRACTICE TRANSFORMATIONAL LEADERSHIP?

1. Develop and Communicate a Compelling Vision
2. Model Integrity and Authenticity
3. Empower and Develop Others
4. Encourage Innovation and Creativity
5. Provide Inspirational Motivation
6. Offer Individualized Consideration
7. Challenge the Process and Status Quo
8. Foster a Culture of Collaboration and Shared Purpose



HOW LEADERS INSPIRE INNOVATION

- Create psychological safety.
- Encourage experimentation and continuous learning.
- Foster a culture of creativity.
- Empower employees.
- Model adaptive behavior.
- Reward and recognize innovation.



HOW LEADERS BUILD RESILIENCE

- Communicate a clear vision.
- Lead with empathy and emotional intelligence.
- Foster a resilient organizational culture.
- Focus on continuous improvement.
- Make agile and transparent decisions.



HOW LEADERS ALIGN SERVICES WITH RECOVERY VALUES

- Embody core values.
- Build trust and promote two-way communication.
- Prioritize a person-focused approach.
- Normalize change and adaptation.
- Reinforce the mission and vision.
- Ensure accountability and inclusion.



BE A TRANSFORMATIONAL LEADER

- 
- 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!

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 ___



- Anthony, W., Cohen, M., Farkas, M., Gagne, C. (2002). *Psychiatric rehabilitation, second edition*. Boston: Center for Psychiatric Rehabilitation.
- Brown, Brene. Dare to Lead Website: Tools, Podcast Link, Book Read-Along <https://daretolead.brenebrown.com/>
- Brown, Brene. Daring Leadership Assessment (Free) <https://daretolead.brenebrown.com/assessment/>
- Edwards, R.L., and Yankee, J.A. (1991). *Skills for effective human service management*. Silver Springs Md., NASW Press.
- Holbeche, Linda. (2025). How Good Leaders Inspire and Motivate Others. Business Leadership Today, at: <https://businessleadershiptoday.com/how-do-good-leaders-inspire-and-motivate-others/>
- Stevens, Donald, MBA, SPHR, ICF-PCC (June 2024). Leading with Strength: How Resilient Leaders Thrive in Change Linked In <https://www.linkedin.com/pulse/leading-strength-how-resilient-leaders-thrive-change-donald-don--pwuwc/>
- Woodward, H., Buchholz, S., and Hess, K. (1987). *Aftershock: Helping People Through Corporate Change* NY: John Wiley and Sons.
- Woodward, H. and Woodward, M.B. (1994). *Navigating Through Change*. NY: McGraw Hill.
- Zipple, A., Selden, D., Spaniol, L., Bycoff, S. (1994). Leading for the future: Essential characteristics of successful psychosocial rehabilitation program managers. In, The Publication Committee of IAPSRs (Eds.), *An introduction to psychiatric rehabilitation* (pp.385-392). Columbia, Md: International Association of Psychosocial Rehabilitation Services.

Resources