Leadership Style

- Contingent based on individual and group factors
  - Matching to:
    - Individuals in the group
      - What is the quality of your relationship with therapist?
      - What is the skill level of the individual therapist and other group members? (overall and by phase)
    - Challenging families
  - Group Process
    - What is the quality of relationships among group members?
    - Capacity for self-direction?
  - Site/context
    - Does agency support individual therapists and the supervisor?
    - Are there performance-based indicators that the site is pushing therapists toward?
Leadership Style

- Leadership style is heavily influenced by personal (supervisor) skills
  - More relationally-focused persons will always be more comfortable being relational
  - If you are naturally more relational in style, a better fit may be team members who are naturally relational
  - You are likely to also be more symmetrical in your relational leadership style…so working with a task oriented, hierarchical team member automatically puts a challenge on the table
- There is not a “correct” leadership style
  - Style is matched to supervisor, therapist, team, and site
Leadership Style

• Decision Making about Style
  • When things are great: Task-oriented focus
    • Directive but less-involved (e.g., facilitator)
  • When things are so-so: Social-emotional focus
  • When things are awful: Task-oriented focus
    • Directive and highly-involved (structuring)
Books by James McGregor Burns in 1978 and Bernard Bass in 1985 talk about becoming a transformational leader

- Key Concepts:
  - Integrity and Fairness
  - Sets Clear Goals
  - Has high expectations
  - Encourages others
  - Provides Support and Recognition
  - Stirs the emotions of people
  - Gets people to look beyond their self interest
  - Inspires people to reach the improbable
Steps to becoming a transformational leader

- Create a vision of the future
  - What do you want for your FFT team, for each individual therapist on that team?
    - What are the values of your team, the members, the organization?
    - What are the capabilities of the team, the members the organization?
    - What are the resources of the team, the members, the organization?
Setting SMART Goals

- Specific – specific and challenging leads to higher performance
- Measurable – know how and what to measure
- Attainable – challenging, but not impossible
- Relevant – directly linked to vision
- Time-Bound

1990 Locke and Latham
Motivating people to deliver the vision

- Sharing your vision and providing rationale of why this vision is important
- Getting their input on the vision – what does the team and individual members see as the vision
- Continue to motivate – it is not a one time motivation
- Link vision to goals and tasks
Manage the Vision

- A one time presentation of the vision and no further action causes the vision to die and can lead to a drop in morale
- Set goals, Outline tasks and how will these goals be measured and how often will goals be measured
- Recognize Success
- Deal with challenges (knowledge, experience and personal issues)
- Model what you are asking others to do
Leadership is a long term process – you must continually to work to build and maintain relationships

Know your team members – what are their short-term goals, long-term goals

Teach, coach and guide team members in their challenges and goals

Build relationships outside of the team – agency, referral sources, funding sources

Set aside time for your own personal development – take care of yourself as well!!

www.mindtools.com/pages/article/transformational-leadership.htm
Small Group Exercise

- What do you see as a vision for where you want your team to be 3 months from now, 6 months from now, a year from now?
- What will you need to do to reach this vision?
Quality Assurance/Quality Improvement

- Supervisor Task of overseeing the work of therapists/teams
- FFT’s expectation of use of QI plans
- TYPE report and development of QI Plans