

Leadership Style

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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)

Transformational Leadership

- ▶ 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
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- ▶ 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

Continue to build strong relationships with people

- ▶ 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