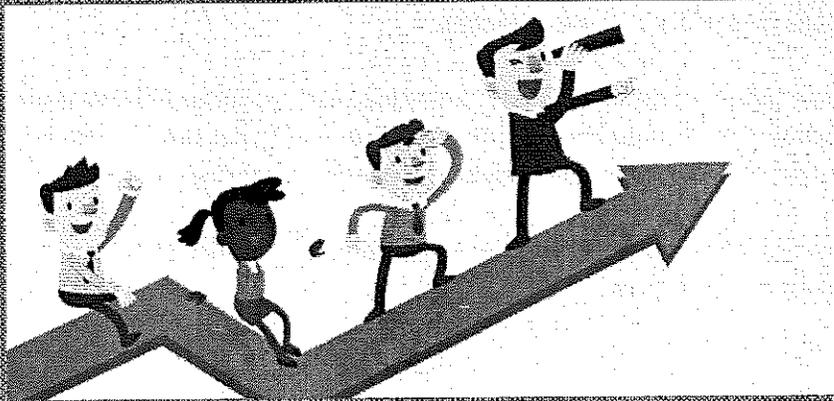


# Being a Change Leader



"A leader is someone who helps people get where they want to go... by seeing the opportunity for getting there." —Otis White

# Acknowledgements:

Adapted from "Leadership Development Academy" by Ellen B. Kagen, MSW, Georgetown University, Leadership for Systems Change, sponsored by ODMHSAS Systems of Care.

Today is just a brief overview.

# What kind of leaders are we?

Management and leadership create different experiences and feelings

## Management

- Stable
- Safe
- Consistent
- Calm
- Order
- Status Quo

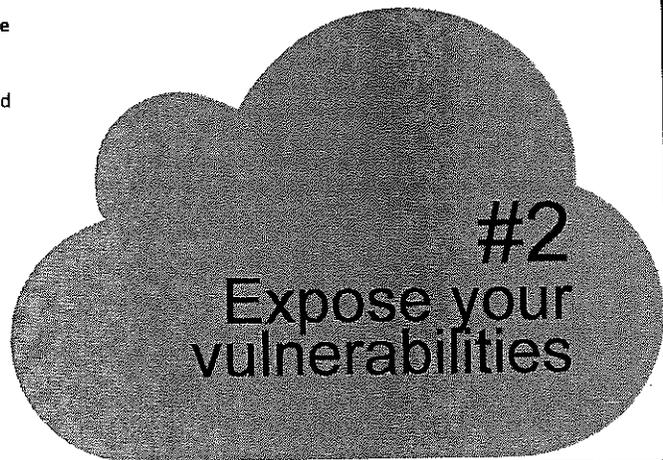
## Leadership

- Unstable
- Hard
- Uncomfortable
- Anxious
- Chaos
- Resistance

How do our staff and coalitions view our change leadership?

Steps:

1. Admit your mistakes.
2. Encourage people to talk about how work is affecting them.
3. Be willing to express your fears.
4. Create conversations with back and forth dialogue
5. **Engage in meaningful dialogue with people who aren't part of your group**
6. **Adopt and encourage a learning mentality for parts of the organization that you and your team don't know much about**
7. Make time for reflection and self discovery for yourself and your team



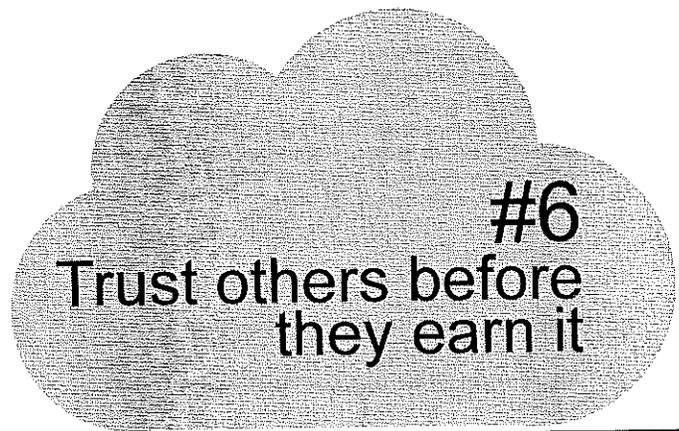
Steps:

1. Adopt a learning attitude toward your vulnerabilities. Anticipate situations that give you problems and mentally rehearse for them. Talk to others who have faced what you are facing and get advice from them. Watch people you believe handle the situations well.
2. **Learn to look at negative feedback and criticism as potentially useful information that you need to understand more fully.**
3. Think about how you handle high pressure situations and identify ways you can handle them more effectively
4. Solicit feedback from others regarding how you handle stressful situations
5. Make a point to observe how other leaders deal with stressful situations
6. Encourage your direct reports to acknowledge their shadow side, and provide coaching and feedback that can help them learn to how manage negative consequences.



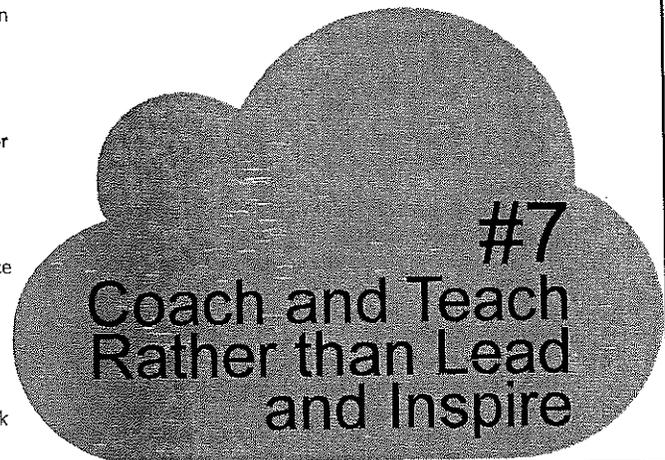
## Steps:

1. Spend time getting to know your direct reports as individuals
2. Express your confidence in their ability to deliver results
3. **Experiment with giving others the benefit of the doubt instead of doubting their ability to deliver**
4. Pay attention to how frequently you communicate your faith in others through your work, actions, and attitude
5. **Challenge your assumptions about trust, and whether your expectations are impossible for people to meet**
6. Be sure that your actions match your words



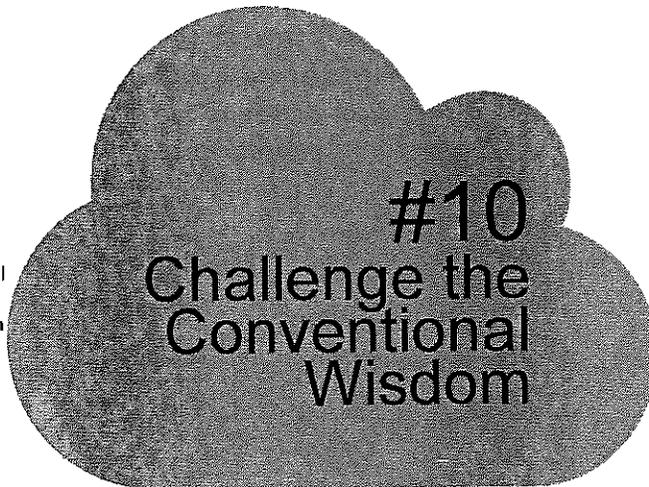
## Steps:

1. Set a goal to review the performance of your direct reports regularly
2. **Set stretch goals for your team**
3. Identify someone you respect who excels at coaching and teaching. Ask her/him to coach you
4. After every conversation with your direct reports, ask yourself, "Have I left them stronger and more capable than before?"
5. Learn about the abilities, aspirations, and ambitions of your staff, and incorporate this knowledge into your work with them
6. **Develop a plan for assessing each direct report's need for coaching. Have each one prepare a list of areas in which he/she thinks coaching would be helpful. Meet individually with each person and agree on a coaching contract**
7. Set a goal to review each direct report's performance once a quarter and provide feedback
8. Don't ignore performance problems; act as soon as they arise
9. Talk to your direct report(s) on the level of involvement they want from you in their work
10. Learn how to be effective at giving and receiving feedback
11. Set a goal for yourself to assess and develop a full understanding of the knowledge, skills, abilities, and career



**Steps:**

1. Be aware of the assumptions you are making every time you make a key decision or take important actions
2. Identify the obstacles that are standing in the way of challenging the conventional wisdom of how things are done in your organization. Set objectives, and take action to overcome these obstacles
3. **Make time for activities that will help you gain new perspectives on your work, including putting yourself in new situations, listening to people with different points of view, and exposing yourself to the ideas of first-class thinkers**
4. Enroll others in challenging worn-out assumptions and crusading for change
5. Spend time reflecting and challenging basic assumptions about doing business
6. Set a goal to act with courage, and challenge conventional wisdom
7. **Make a point of bringing new, energizing ideas and fresh perspectives into your team**



**"We are the leaders we have been waiting for."**