

emp^{1ST}loyment

Leadership for Transformation



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CONNECTICUT PROVIDER TRANSFORMATION

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Leadership

- The Importance of Leadership
- Values, Vision and Mission
- Becoming a Learning Organization
- Engaging Boards of Directors
- Leading from Within
- Defining Roles
- Communication
- Advocacy

The Expectation



COMPETITIVE
INTEGRATED
EMPLOYMENT



WITH
INTEGRATED
COMMUNITY
ENGAGEMENT

Brief Report
Number 19
Of a Series on
the Well Being
of People with
Developmental
Disabilities in
Oklahoma

**Integrated Employment for People with
Developmental Disabilities Who Moved
from Institutions to
Community Placements in the Nineties:
A Comparison of Two States**

James W. Conroy, Ph.D., Amanda Fullerton,
M.S.

The Center for Outcome Analysis

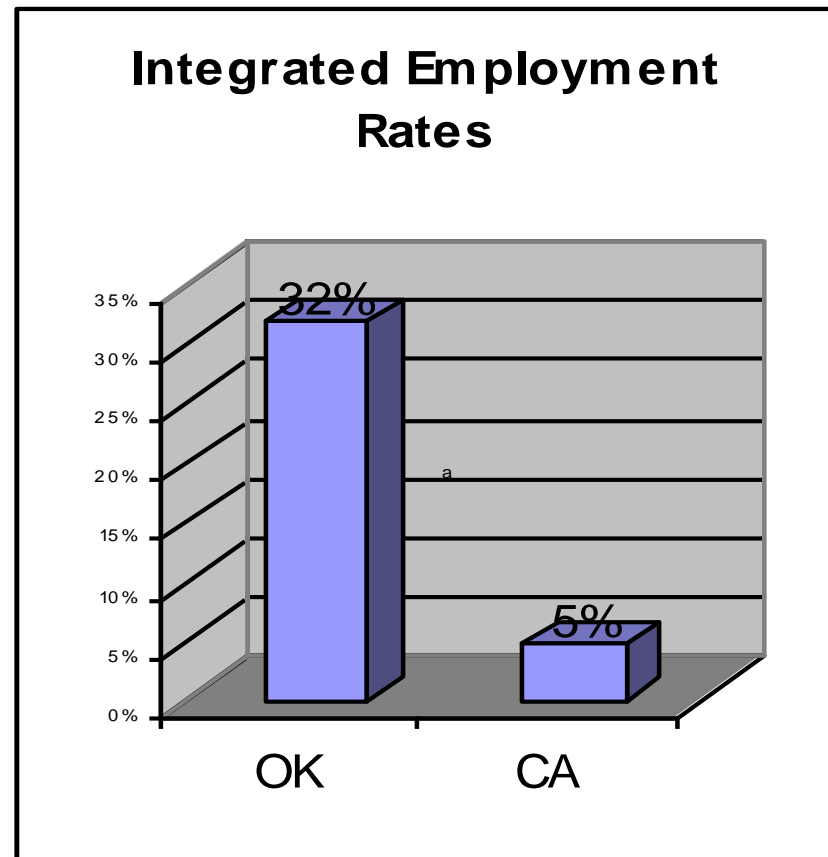
People Who Moved From Institutions to Community Homes in the 1990s

OK: 403 people

- 128 have real jobs
- That's 32%

CA: 2143 people

- 99 have real jobs
- That's 5%



What could explain this?

Could it be differences in the people?

Age

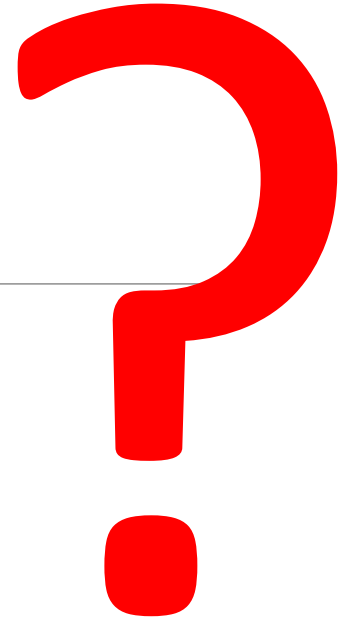
Gender

Ethnicity

Ability Level

Secondary Disabilities

Challenging Behavior





Results

Having eliminated the possible explanations, what is left?

Leadership is the thing we need to focus on.

Leadership

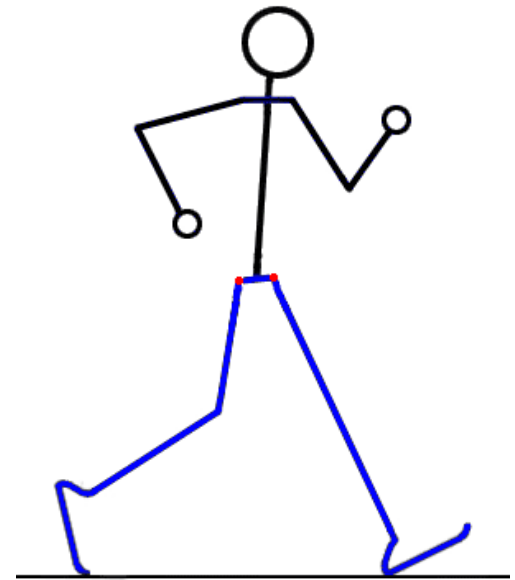


*A Leader without followers is just
a man walking alone*

John Boehner, Former House Speaker

Leadership Essentials

- Create Followers/Build teams
- Core Values, Vision, Mission, Agency Name
- Create Leaders, Inspire, Delegate
- Communicate: Create culture of inclusion
- Team Planning & Problem Solving
- MBWA



Our Vision, Mission & Core Values

Beyond the Legal
Requirements

Where are we
leading the
team?

all have to do with improving

Quality of Life

So...What is Quality of
Life?

Quality of Life: Core Values



Choice of relationships

Friends, co-workers
family-/not paid
assigned staff



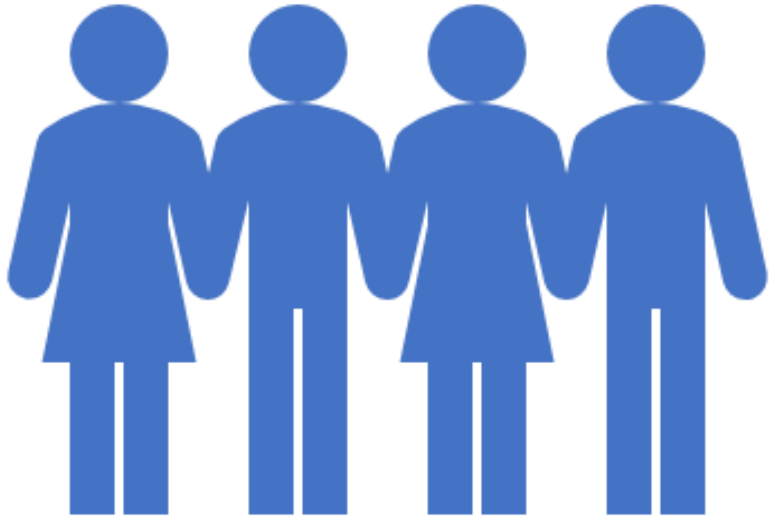
Choice of activities

Educated
choices from
a variety of
experiences



Dreams for the Future

A reason for
tomorrow-
something
to look
forward
to/purpose



The New Vision

Everyone is a valued
contributing
community member

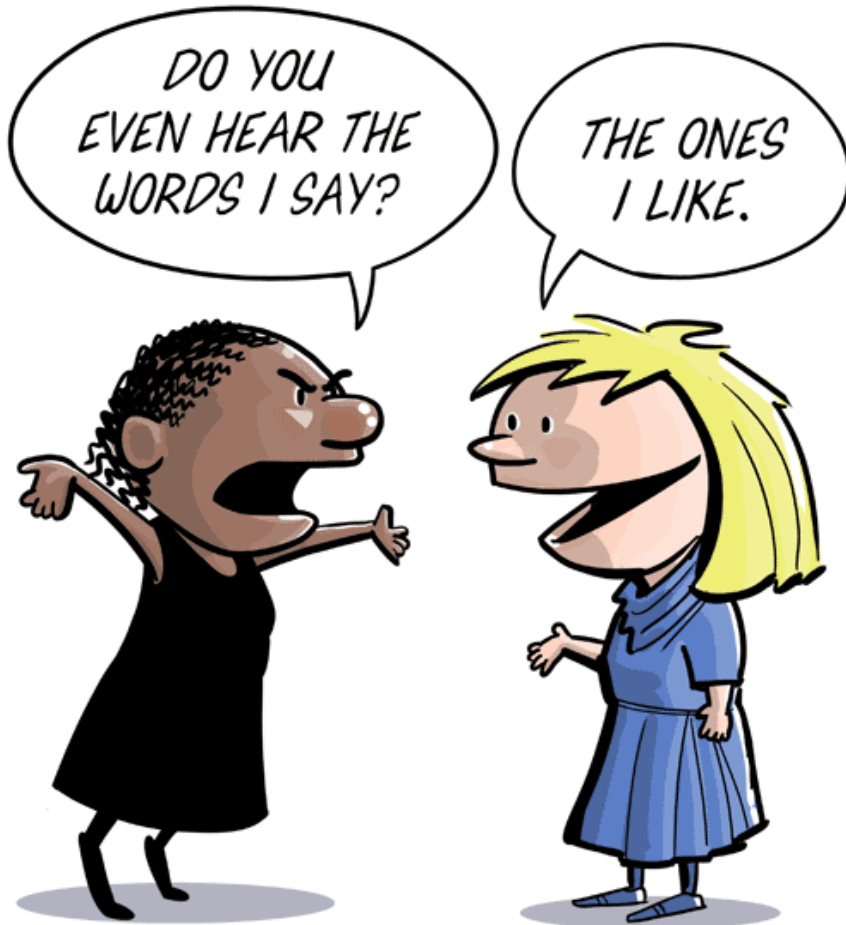
New Mission

our agency's role in fulfilling this new Vision?

Advancing Community Support and Opportunities for People Living with Disabilities

Shaping the community to support people and provide opportunities

Leadership: Building Followers & the Team



*An Effective Leader
must demonstrate an
understanding and
respect for the role
and views of the
employees of the
agency*



And

*be clear that the boss
intends to make them
participants and
partners in reforming
the place*

*Robert Gates, A Passion for
Leadership*

The Team: Develop Leadership from Within



Change not always initiated from the top

- Individuals & families receiving services
- Staff at various levels can initiate change
- Board members should mentor us through change

Your Role



*“Lead,
Follow
or
Get out of the
way”*

General George Patton



Advocacy: Clearing the Pathway

Advocating for the:

- Mission
- Staff
- Resources
 - Rates
 - Rules
 - Training
 - Transportation

Become a Learning Organization

***GREAT LEADERS START
OFF AS GREAT FOLLOWERS***

- **Instill** a passion to learn as a part of agency culture – support with stipends and scholarships
- **Learn** about best practice in _____
Community Integrated Employment
- **Support** attendance at conferences, training sessions, webinars
 - ODEP, LEAD Center, APSE, TASH, etc.
- **Subscribe** to journals/membership in organizations
- **Visit** other innovative agencies



Staff Development Outside the Box

- Non-directive counseling
- Computer skills
- TQM
- Negotiations
- Dress for success
- Presentation skills
- Business practices
- Cultural diversity
- Management
- Team problem solving
- Team building
- Contracting



Create Internal Opportunities to Lead

- **Staff meetings** at all levels offer opportunity for leadership, education, sharing & discussion
- **Internal presentations**
Individuals supported
Other departments
Board of directors
- **Retreats**
Staff
Board



Create External Opportunities to Lead

SUPPORT

Public Speaking
Computer Literacy
PPT/Excel
Elevator Speech
Professional writing
Team Work
Problem Solving

OPPORTUNITIES

Association memberships
Provider Coalitions
Guided site visits
Publications
Proposal development
Team leadership
Community & conference presentations



Team Planning: Support Innovators & Leaders



- Listen to new ideas with an open mind
- Create an environment of innovation & experimentation (piloting)
- Provide needed training & resources
- Acknowledge contributions

Building Better Boards:

Selection & Orientation

- Matrix of desired expertise, qualities & values
- Job description
- Resume & nomination
- Field trips/tour of services
- Intro board meeting
- Interview – Mission compatible
- Initial committee assignment
- Partnering with members
- Review Board Handbook

Boards:

Orientation: BOARD HANDBOOK

- Core Values/Vision/Mission
- By-laws (term limits)
- Calendar of events
- Program descriptions
- Annual budget
- Current Financials by program
- Board job description
- Annual evaluation process
- Prior minutes
- Brochures
- Annual Report



Engaging Boards & Leadership:

Training & Participation

Training

Current legislation &
litigation

Field trips

Guest speakers

Selective readings

Routine financial
reports

Newsletters

Annual reports

Website

Elevator speech
training

Participation

Require Board
Nominations

Agency Ambassador

Annual CEO
evaluation

Recognition activities

Annual retreats

Visits with
government leaders

Testifying &
presentations

Committee
participation

The Communication Plan



Promote:

**Valued Contributing
Community Members**

Elevator Speech & Training

Pulling it All Together

Clear, concise

Use respectful “People First” language

Tell your audience who you are and what your organization does

50,000 foot view—do not muddy the waters with details

Answer your audience’s question

How does this impact me?”

Use Images to Tell Your Story





Communication Plan-Targets

Participants

Families

Staff

Businesses

Community partners

Government partners

Civic leaders

Collateral Materials

Print & Electronic



Business Cards

Stationary

Brochures

Newsletters

Annual Reports

Flyers

Website

Appeals

Social Media

Group Discussion 1

What leadership challenges might slow down your efforts to move toward an Employment First focus in your organization?

How will you plan for these challenges?



Group Discussion 2

Who will lead the Transformation effort in your agency?

Why?



Group Discussion 3

Who will be in the initial composition of the planning team?



Group Discussion 4

How will you prepare your staff for Transformation?



Group Discussion 5

How will you prepare the Board?

Board
of
Directors

