



# Leadership for Transformation



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**CONNECTICUT PROVIDER TRANSFORMATION**  
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# Leadership

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- 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

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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

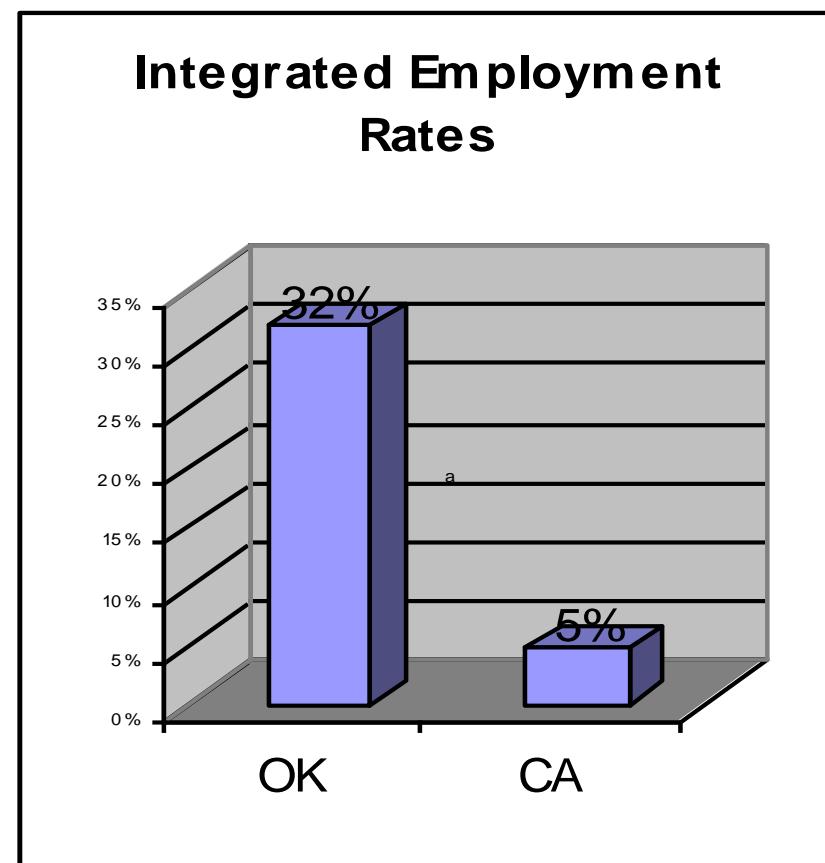
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OK: 403 people

- 128 have real jobs
- That's 32%

CA: 2143 people

- 99 have real jobs
- That's 5%



# What could explain this?

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Could it be differences in the people?

Age

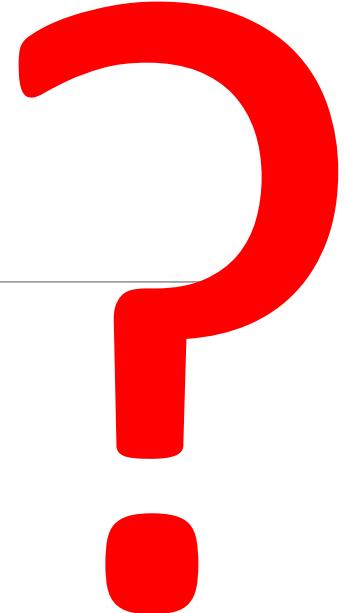
Gender

Ethnicity

Ability Level

Secondary Disabilities

Challenging Behavior





# Results

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Having eliminated the possible explanations, what is left?

**Leadership** is the thing we need to focus on.



# Leadership

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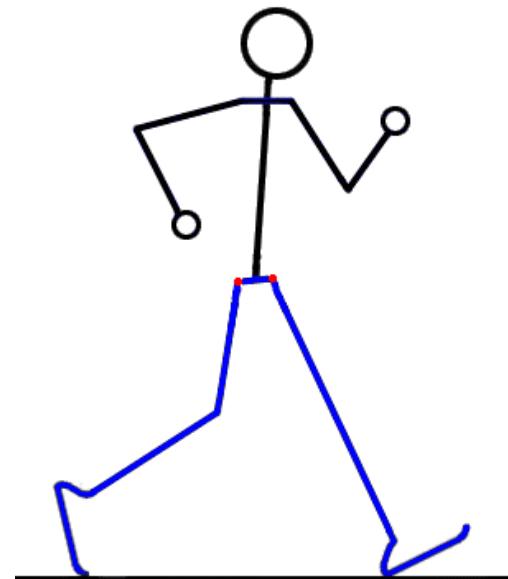
*A Leader without followers is just  
a man walking alone*

*John Boehner, Former House Speaker*

# Leadership Essentials

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



Beyond the Legal Requirements

Where are we leading the team?

## Our Vision, Mission & Core Values

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-worker, 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

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Everyone is a valued  
contributing  
community member

# New Mission

our agency's role in fulfilling this new Vision?

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**Advancing  
Community Support and  
Opportunities  
for People Living with Disabilities**

**Shaping the community to support people and provide opportunities**



## Leadership: Building Followers & the Team

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



And

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*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

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**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



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

*General George Patton*

A scenic landscape painting featuring a winding path through tall grass and trees. In the background, there are mountains under a clear sky.

## Advocacy: Clearing the Pathway

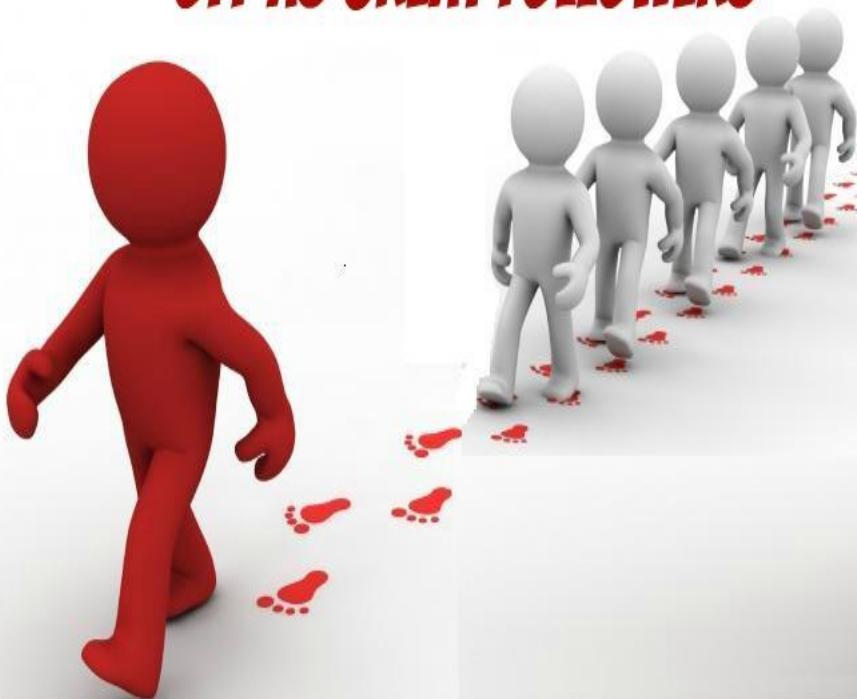
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Advocating for the:

- 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

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- 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

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- **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

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## 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

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

# Building Better Boards:

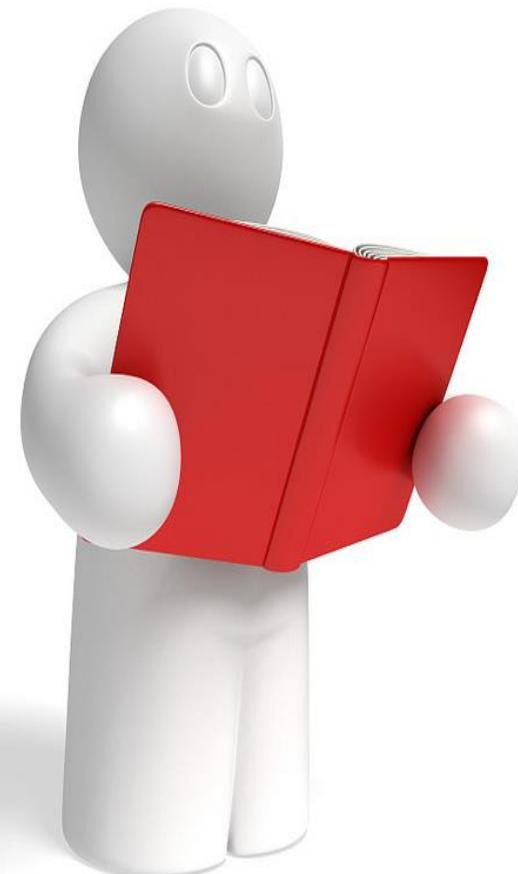
## Selection & Orientation

- 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

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- 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



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**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

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**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

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**Who will lead the Transformation  
effort in your agency?**

**Why?**



# Group Discussion 3

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



# Group Discussion 4

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**How will you prepare your staff for Transformation?**



# Group Discussion 5

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**How will you prepare the Board?**

Board  
of  
Directors

