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Link to Leadership

Pathways to Leadership Development
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Russ Turner, MA, MS, Director, Training Institute
Learning objectives

- Describe a competency model of leadership
- Determine selection processes and criteria
- Outline training topics with rationale
Why leadership development important?

- Improve financial performance
- Attract and retain talent
- Enhance execution of strategy
- Navigate change successfully
- Foster culture of growth and adaptability
How create a leadership development framework?

1. Create a competency model
2. Assessment tool?
3. Identify trainings that correspond with your model
4. Develop an ongoing mentoring program
5. Create a “practice culture”
6. Formalize program
Trends in Competency Models

1. High Ethical Standards
2. Empowering Individuals to Self-Organize
3. Promoting Connection and Belonging Among Employees
4. Openness to New Ideas and Experimentation
5. Commitment to Professional and Intellectual Growth of Employees
Skills Needed

Executive  
Director  
Supervisor  
Manager
## Our First Skills Model

<table>
<thead>
<tr>
<th>Technical</th>
<th>Human</th>
<th>Conceptual</th>
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</table>
| - Demonstrates a deep understanding of payer requirements, accreditation, and compliance standards for program/department.  
- Approaches work consistent with the Ethical Code of Conduct, agency policies, and values.  
- Serves as a subject matter expert in applicable license, accreditation, and regulatory requirements.  
- Ability to hold self and others accountable for identified outcomes. | - Ability to develop strategies to ensure staff and volunteers reflect the community served.  
- Approaches work collaboratively and develop relationships based on trust and credibility to advance strategic milestones.  
- Communicates for influence to attain buy-in and support of goals.  
- Intentional and effective with building strong peer relationships.  
- Creates a sense of urgency and positive tension to support change. | - Involves team members and the community in the development of programs and activities.  
- Integrates multiple thinking processes to make decisions.  
- Assigns clear accountability and ensures continuous improvement.  
- Develops plans and manages best practices through engagement of team.  
- Ensures execution of project plans. |
Organizational Citizenship Behaviors (OCB’s)

- Helping behavior
- Sportsmanship
- Organizational loyalty
- Organizational compliance
- Individual initiative
- Civic virtue
Leadership Competency Model

- Results Driven
- E.I.
- Critical Thinking & Decision Making
- Org. Awareness
- Business Acumen
- Leading People
- Leading Change

Show respect
Offer trust
Be transparent
Create energy
Practice

• Shape an exciting and challenging vision
• Develop a clear strategy about what actions to take (and what not to do)
• Recruit, develop and reward a team of great people to carry out the strategy.
• Focus on measurable results.
• Foster innovation and learning to sustain your team (or organization and grow new leaders.
• Lead yourself - know yourself, improve yourself, and manage the appropriate balance in your own life
Building a “practice culture”

- Reflect on your performance for 15 mins per day
  - Share what you’re learning with your team
- Practice vulnerability
- Practice gratitude
- Practice creating “pilot projects”
- Measurable results, MT is good enough
- Practice using “practice language”
- More?
## Leadership Trainings

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<td>Developing Strong Staff</td>
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<td>Setting Boundaries in Supervision</td>
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<td>Delegating Work</td>
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<td>Managing Conflict (1:1)</td>
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<td>Developing your Leadership Style</td>
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<td>Leading for Engagement and Motivation</td>
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<td>Leading Resilient Teams</td>
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<th>Tier 3</th>
<th>Manager to Director and above</th>
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<td>Fostering Productive</td>
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<td>Disagreement on Teams</td>
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<td>Polarity Management</td>
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<td>What gets Measured gets Done</td>
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<td>Emotional Intelligence</td>
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<td>Negotiation Skills</td>
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<td>Financial Acumen</td>
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Competency Worksheet

• Review the steps with a partner
• Start working on the competency framework worksheet
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