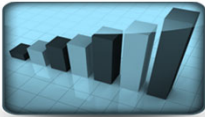


Motivating Employees through Evidence-Based Leadership and Management



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JOYFIELDS
Evidence-Based Solutions

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A Framework for the Webinar

□ **What we will cover and discuss:**

- Characteristics associated with effective leadership and long-term success
- Coaching skills for developing successful teams and building healthy relationships with employees
- Strategies for setting goals and motivating staff achievement
- How to apply strong leadership skills to maximize agency performance and achieve articulated goals
- How to improve performance when expectations are not being met
- How to conduct effective staff and team meetings

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What is your organization's baseline level of motivation?

“The problem with most people is not that they aim too high and miss the mark, but that they aim too low and hit it.” Michelangelo

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Demonstrating Effective Leadership & Management

- What's the difference between leadership and management?

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Demonstrating Effective Leadership & Management

- ***“Leaders are people who do the right thing; managers are people who do things right.”***

Warren Bennis

- Leaders ask what and why. Managers ask how and when.
- Leaders focus on the horizon. Managers focus on the present day and bottom line.
- Leaders are willing to challenge the status quo. Managers accept the status quo.
- Leaders develop new strategies and partnerships. Managers employ chosen methods and practices.
- Leaders lead people. Managers manage things.

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Evidence-Based Leadership & Management

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Evidence-Based Leadership & Management

- Use *evidence* (research findings) to guide change efforts
- Use *cause and effect logic* to evaluate available evidence and change options
- Use *data* to guide decision-making
- Encourage *experimentation and innovation*
- Reinforce *continuous learning*
- Promote *client success* as priority outcome

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Evidence-Based Leadership & Management

- Evidence-Based Principles
 1. Organizational decision-making is enhanced through evidence-based knowledge
 2. System interactions provide opportunities for harm reduction and improved community safety
 3. Collaboration improves system and client outcomes
 4. System improvements will occur through ongoing learning and the collection, analysis, and use of data and scientific results: "*Moneyball*" Approach

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Demonstrating Effective Leadership

- *What makes an effective leader?*

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Demonstrating Effective Leadership: 12 Qualities to Consider

- 1. Integrity and Steadiness of Character
- 2. Uncommon Dedication and Commitment
- 3. Say and Do Things in Ways that Build Trust
- 4. Exhibit Humility and Let Others Receive Praise
- 5. Eager Listener and Open to New Ideas
- 6. Creative and Willing to Take Calculated Risks

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Demonstrating Effective Leadership: 12 Qualities to Consider

- 7. Knowledgeable and able to Communicate Knowledge
- 8. Passionate, Energetic, and Enthusiastic
- 9. Forward and Future-Thinking Perspective
- 10. Empower Others and Encourage to Excel
- 11. Personal Warmth and Concern for Followers
- 12. Stand in Front and Offer Command Presence

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Demonstrating Effective Leadership

- Overall, effective leadership comes from a balanced combination of building connections and issuing challenges
- Low on both connections and challenges = Avoider
- High on connections and low on challenges = Appeaser
- Low on connections and high on challenges = Intimidator
- High on both connections and challenges = LEADER

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Ongoing Role of Leadership and Management

- Enhancing Leadership, Communication, and Collaboration throughout the Organization

- Three P's of Effective Leadership

- 1. Policy
- 2. People
- 3. Performance (75% of effective leadership)
 - Coaching (75% of performance leadership)
 - Counseling
 - Discipline



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Demonstrating Effective Leadership: Extra Note on Empowerment

- Becoming an EBO requires leaders to *empower others*, in order to *build the organizational culture*.

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Demonstrating Effective Leadership: Extra Note on Empowerment

- *Employees of EBOs feel empowered when:*
 - They believe they are significant and make a difference in the organization's success
 - Learning, competence, and mastery of skills are valued throughout the organization
 - There is a sense of being part of a team and community
 - Work is exciting, stimulating, and challenging

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Demonstrating Leadership and Organizational Growth

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Ongoing Role of Leadership and Management

- *Communicating about performance and success ...*

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Activities and Tools for Evidence-Based Leadership & Management

- Improve your listening-to-speaking ratio, and be an active listener
- Improve your Emotional Intelligence (Self-awareness, Self-regulation, Motivation, Empathy, and Social Skills)
- Make time for fun, social activities, and work-life balance
- Prioritize incentives, recognition, and rewards
- Meet individually with staff, and know them as people
- Help staff members set standards for productivity and quality
- Actively monitor agency and program performance
- Review progress with staff members and stakeholders, and provide support and feedback

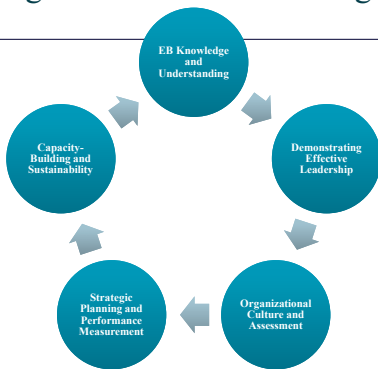
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Activities and Tools for Evidence-Based Leadership & Management

- Promote Professional and Career Development
- Offer Flexible and/or Remote Scheduling Options
- Lead efficient/effective group meetings
- Collaboratively identify problems and solutions, to achieve common goals that are difficult to achieve individually
- Utilize teams for management, planning, and implementation, to enhance both organizational capacity and sustainability
- Engage in Strategic Planning & Performance Measurement
- Engage in Organizational Assessment & Culture Building
- Work toward becoming an Evidence-Based Organization

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Becoming an Evidence-Based Organization

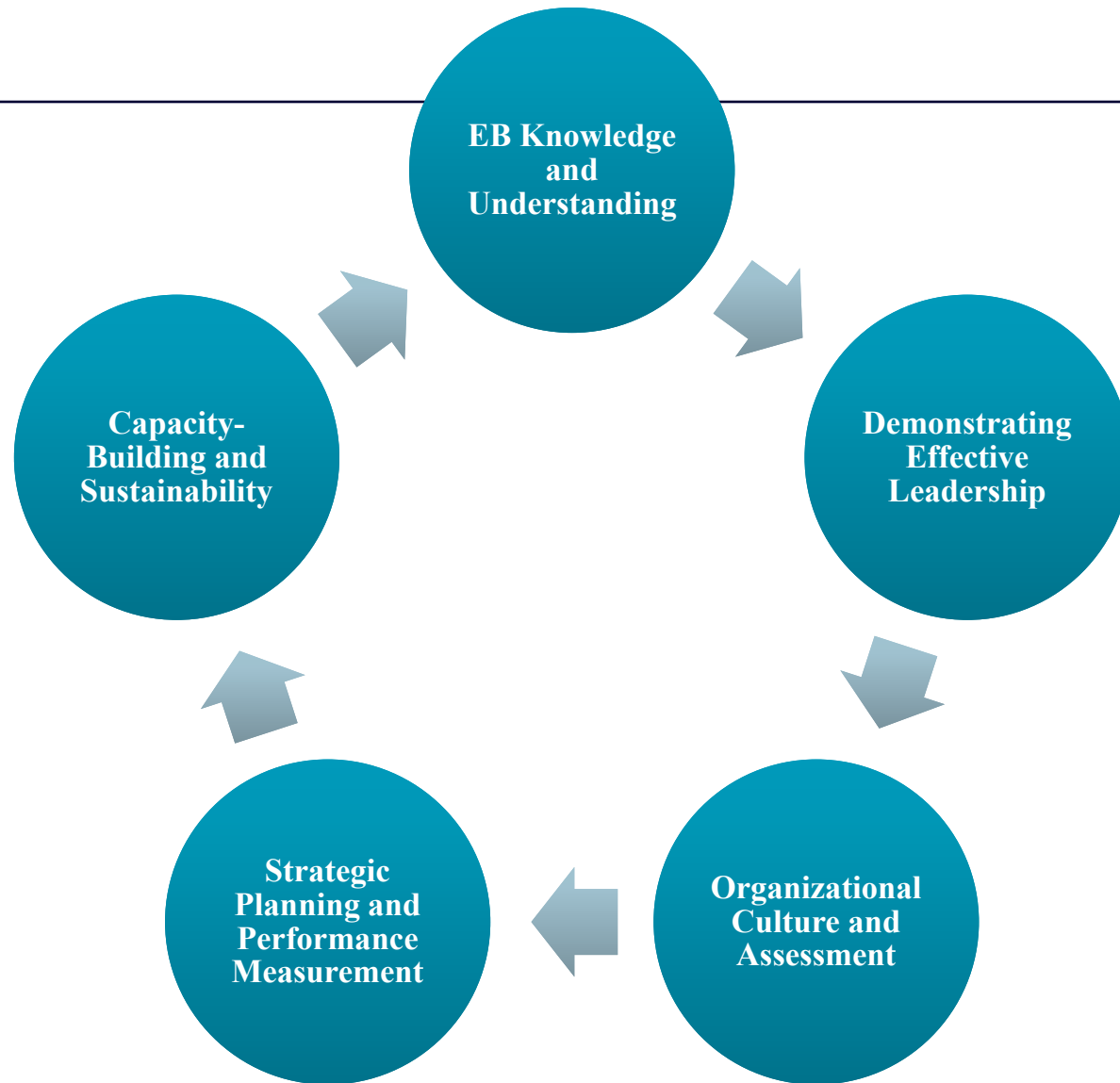


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Becoming an Evidence-Based Organization

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Becoming an Evidence-Based Organization



Evidence-Based Organizations (EBO)

- Effectively *integrate* evidence-based policies, programs, and practices
- Everyone shares a *common vision and mission*
- *Resources* are used effectively and efficiently
- *Learning and innovation* are welcome
- Staff and partner agencies *communicate and collaborate*
- *Data and evidence* drive decisions and change
- Clients are held *accountable*, but *behavioral success* is reinforced and is the primary goal

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Demonstrating Effective Leadership

- Leadership can occur at any level of an organization. Overall, it's a *way of behaving*, not simply holding a particular organizational position.
- Finally, strong leaders are typically guided by a well-articulated and communicated *leadership philosophy*, which identifies what they believe in and how they view themselves as a leader.
- Leadership Exercise
 - How do you view the leadership at your agency?
 - Are employees empowered at your agency?
 - What areas are in need of improvement?
 - Do you have a clearly articulated leadership philosophy?

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LEADERSHIP EXERCISE RESOURCE

Questionnaire: Leadership at Your Agency

Check the appropriate box; record corresponding score in the right-hand column; total score.

Statement	Strongly Agree (5)	Agree (4)	Maybe/ Don't Know (3)	Disagree (2)	Strongly Disagree (1)	Score
Leaders at my agency:						
Work collaboratively with staff to develop and assess agency vision and goals						
Encourage staff to be creative and excel in their work						
Provide future-oriented direction and limit backward-oriented criticism						
Are optimistic and passionate about their work and the work of the agency						
Are willing to take educated risks						
Are accessible to staff and are "good listeners"						
Openly share power and credit, while taking responsibility for challenges and failures						
Possess ample knowledge and skills in the work of the agency						
Are able to effectively share their knowledge and skills, both internally and externally to the agency						
Have strong interpersonal skills and are "good communicators"						
Exhibit integrity by aligning their words and actions with their inner values						
Exhibit dedication, or the time and energy to get the job done						
Exhibit humility, by treating others as equals and not acting superior						
Exhibit creativity, by thinking of and considering new and different viewpoints						
Work with managers to promote both "doing the right thing" and "doing things right"						
Seek to empower employees and build a strong organizational culture						
Have a positive listening-to-speaking ratio and are active listeners						
Meet individually with staff and get to know them as people						
Promote professional and career development						
Are guided by a well-articulated and communicated leadership philosophy						

Total: _____

Leadership Philosophy of David L. Myers, PhD

Across academia, leaders often experience varying degrees of success, failure, or something in-between. Although many factors can influence leadership effectiveness, I believe a clearly communicated leadership philosophy and consistent leadership behavior are essential for creating a positive and productive work environment. I have had the opportunity and good fortune to both serve in various positions of leadership and observe many others in these types of roles. Based on my experience, observations, study, and reflection, ***I believe effective leadership requires strong values and beliefs; positive attitudes; clear expectations; a commitment to an organization's vision, mission, values, goals, and objectives; and caring for other people.***

Solid leadership originates with strong values and beliefs. Values and beliefs important to me include respect, integrity, honesty, work ethic, and courage. Respect means treating people with consideration and appreciation, even when disagreements and conflicts arise. Integrity requires doing what is right, both ethically and legally, and doing it consistently. Honesty signifies telling the truth and being sincere, with both good news and bad. Work ethic represents meeting and exceeding one's obligations, while ensuring work is completed at a high level. Finally, courage exists when a leader faces challenges and adversity, accepting responsibility for addressing problems and correcting mistakes. These five values and beliefs serve as my moral compass and guide my interactions with others, both at and away from work.

In addition to strong values and beliefs, great leadership requires positive attitudes about life and the ability of people to perform at a high level when they are given the proper tools, guidance, and encouragement. I strive to see the potential in people and their ideas, and I think critically about how things can be done well or done better, rather than why they will not work. Passion is a key aspect of having positive attitudes; passionate individuals pursue excellence in life and in work, and they enjoy and maintain a healthy balance between the two. Strong leaders have the ability to identify strengths in others and place them in positions and roles that will allow them to experience success. Success breeds further success (and passion), for both individuals and organizations.

My values, beliefs, and attitudes guide the way I live and work. Effective leadership also requires presenting clear expectations for others in the organization and holding them accountable for their actions and words. ***I expect those I work with will exhibit respect for other people's time, opinions, and priorities. This includes things like being on time to meetings, responding to e-mails and phone calls, listening to what others have to say, appreciating the work of others, and considering the family and personal lives of co-workers. I also expect people to be upfront with each other, and not let things simmer or fester into bigger problems. Finally, I want those I work with to be each other's best advocates. In addition to recognizing the achievements of others, disagreements and conflicts sometimes will arise. Those involved should address unpleasant situations efficiently, but to the outside world, an organization (e.g., academic department) should be a team full of members who support each other.***

Next, a commitment to an organization's vision, mission, values, goals, and objectives is essential for a leader and members to work strategically and ensure the purpose of the organization is being fulfilled, appropriate methods are being utilized, and desired results are being achieved. Developing and committing to shared vision, mission, and values requires a consideration of the organizational culture and an understanding of what the organization is seeking to achieve in the future. In an academic department, vision, mission, and values should be future-oriented, ambitious, collaborative, and encompass such things as student learning and teaching effectiveness, research productivity, and service to the department, university, discipline, and community.

Organizational goals and objectives should be linked clearly to the vision, mission, and values, setting goals and objectives initially requires strong leadership skills in problem analysis, needs assessment, and identifying strengths, weaknesses, threats, and opportunities for the organization. Goals and objectives then can be developed to show how the success of the organization will be pursued and measured. Throughout this process, communication (both oral and written) from the leader and among organizational members is imperative. Members must buy into, support, and act on the vision, mission, values, goals, and objectives, or success will be limited. Furthermore, strong leaders and organizations cannot be afraid of taking risks or failing. Being bold and diligent in the pursuit of success is the way great things get accomplished.

Finally, I believe an important aspect of outstanding leadership is caring for organizational members. Strong leaders understand they lead people and manage other things (e.g., schedules, budgets, classroom space, paperwork), and connecting with others (e.g., faculty, students, staff, community members) is the leader's responsibility. With this in mind, a caring leader will take the time to develop an understanding of the community and its cultural values; create strong interpersonal relationships; consider and appreciate quality of life; and further the professional development of organizational members. I also think valuing diversity, equity, and inclusion; lending a helping hand; maintaining a sense of humor; and adopting a general philosophy of "work hard and have fun" are some of the things that distinguish truly great leaders from those who struggle or fail. Being visible, accessible, and open to listening, along with assisting others, knowing how to laugh (at yourself, in particular), and having fun both at and away from work are essential for building rapport and a spirit of cooperation. A great work environment requires leaders and members to nurture and encourage it every day.

In conclusion, I believe effective leadership is guided by strong values and beliefs, positive attitudes, and clear expectations about how organizational members will treat and interact with each other. Strong leaders also make a collaborative commitment to an organization's vision, mission, values, goals, and objectives, and they express care and concern for others and the work environment. Leaders may need to ask others to make sacrifices and do things that might seem impossible. ***If those in a position of leadership have communicated their philosophy, set and modeled a standard of behavior, kept people informed, inspired willingness and dedication, and looked after the interests of others, a common vision, mission, values, goals, and objectives can be achieved, and challenges and difficulties can be overcome. Moreover, this process will lead to mutual trust and a stable foundation upon which long-term leadership and organizational effectiveness can be built.***

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