



# **Leading from the Heart: Adaptive Skills for Family Leaders**

presented by

*The Family-Run Executive Director Leadership Association*

September 11, 2019



**fredla**

Family-Run Executive Leadership Association

**WELCOMES YOU!**



# About FREDLA



- Started in 2013 by 16 statewide family organization directors
- Mission: *To build strong, sustainable family-run organizations and together influence policy and practice to support children and families*
- FREDLA is a partner in a national TA Center for Children's Behavioral Health , collaborates with both state and national organizations, and offers technical assistance to FROs, states and other stakeholders



# Family Movement



Family-Run Organizations  
SOAR!

# History of the Family Movement



*Becoming a leader is synonymous with becoming yourself. It is precisely that simple and it is also that difficult.”*

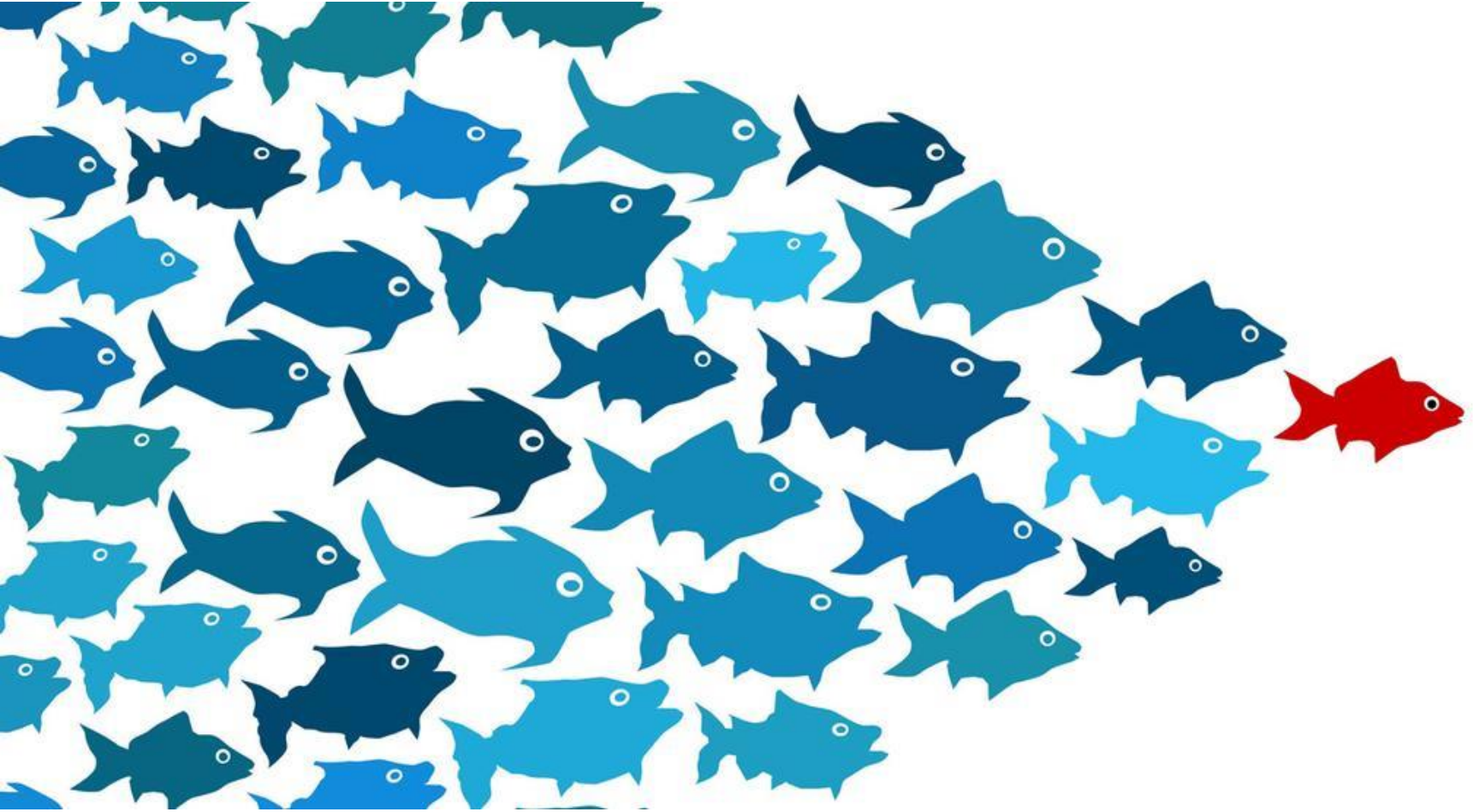
*– Warren Bennis*

Section 1

# **LEADERSHIP**



# Leadership



# What is Leadership?

- A verb – a process for change
- A skill – not a genetic trait
- A vision – seeing something better
- A listener – hears what others are saying
- A relationship builder - engages others
- A change agent
- A choice – consciously using self

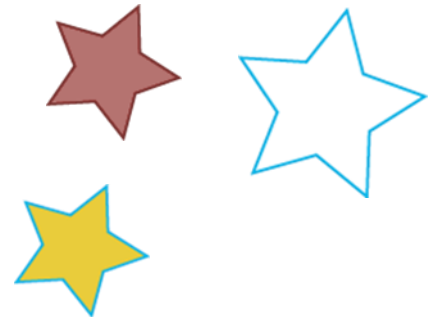




# Leadership is..

*Leadership is a process of **social influence**,  
which maximizes the **efforts of others**,  
towards the **achievement of a goal**.*

Kevin Kruse, 2013



# Leading From Any Chair



# Authorized and Unauthorized Leaders



**Authorized leader** – derives power from an appointment, election, position, or grant of authority from recognized source.

**Unauthorized Leader** – without a formal “title”, gains recognition and influence by using **personal power**.





Malala Yousafza



Oprah Winfrey



Ellen DeGeneres



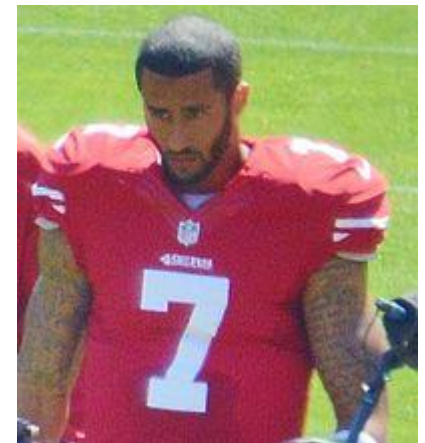
Students at Marjory Stoneman  
Douglas High School



John Stewart



Jody Williams



Colin Kaepernick

# Leadership and Advocacy



# Leadership and Power

**Power** - The ability or official capacity to exercise control; authority

## Sources of power –

- Position
- Charisma
- Relationships
- Information
- Punish or reward
- Expertise



# Leadership or Power



Police officer



Elected officials



Coach



Judge



Scout leader

# Leadership Qualities

- Sees big picture
- Sets direction
- Gives away credit
- Listens to understand
- Takes risks
- Leads by example
- Engages all points of view
- Motivates
- Empowers
- Constructive feedback
- Credible ... and more





She never thought of herself as a leader



until she slowly



became one.



GUY POWNES ©

officeguycartoons.com

# Leadership that is unique to family leaders



# Qualities Unique to Family Leaders

- Lived experience is qualification
- Passion for our children drives our work
- Many roles: advocate, provider, trainer, and sometimes parent seeking services for our own children
- Relationship with system
- Often on-the-job training in business/management/governance skills rather than formal training
- Unauthorized leaders vs authorized leaders
- Balancing act with family and work – never enough time, energy, resources for both





Section 2

# LEADERSHIP STYLES



# Leadership Styles



## *Leadership Style*

is a person's unique way of influencing others to work toward goals.



# EXPRESSIVENESS:

The degree to which a person's behavior is emotionally responsive or demonstrative

**LOW**

**expressive:**

**TASK**

Controls Emotions  
Non-verbal cues less evident  
“close to the vest”  
Considers task first  
Comfortable working independently

**HIGH**

**expressive:**

**PEOPLE**

Emotionally demonstrative  
Non-verbal cues evident  
“heart on sleeve”  
Considers people impact first  
Comfortable engaging with others

# ASSERTIVENESS

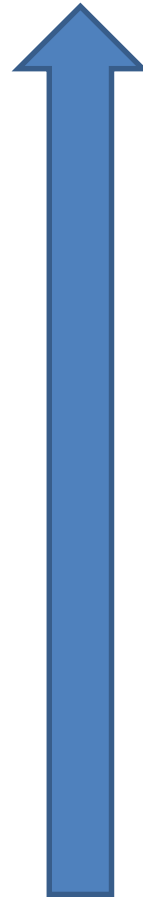
The degree to which a person's behavior  
is forceful or directive

**High**

**Assertiveness**

**TELL**

Makes statements  
Non-verbal cues are  
direct  
Makes eye contact, leans  
forward  
Speech faster pace  
Comfortable taking  
control

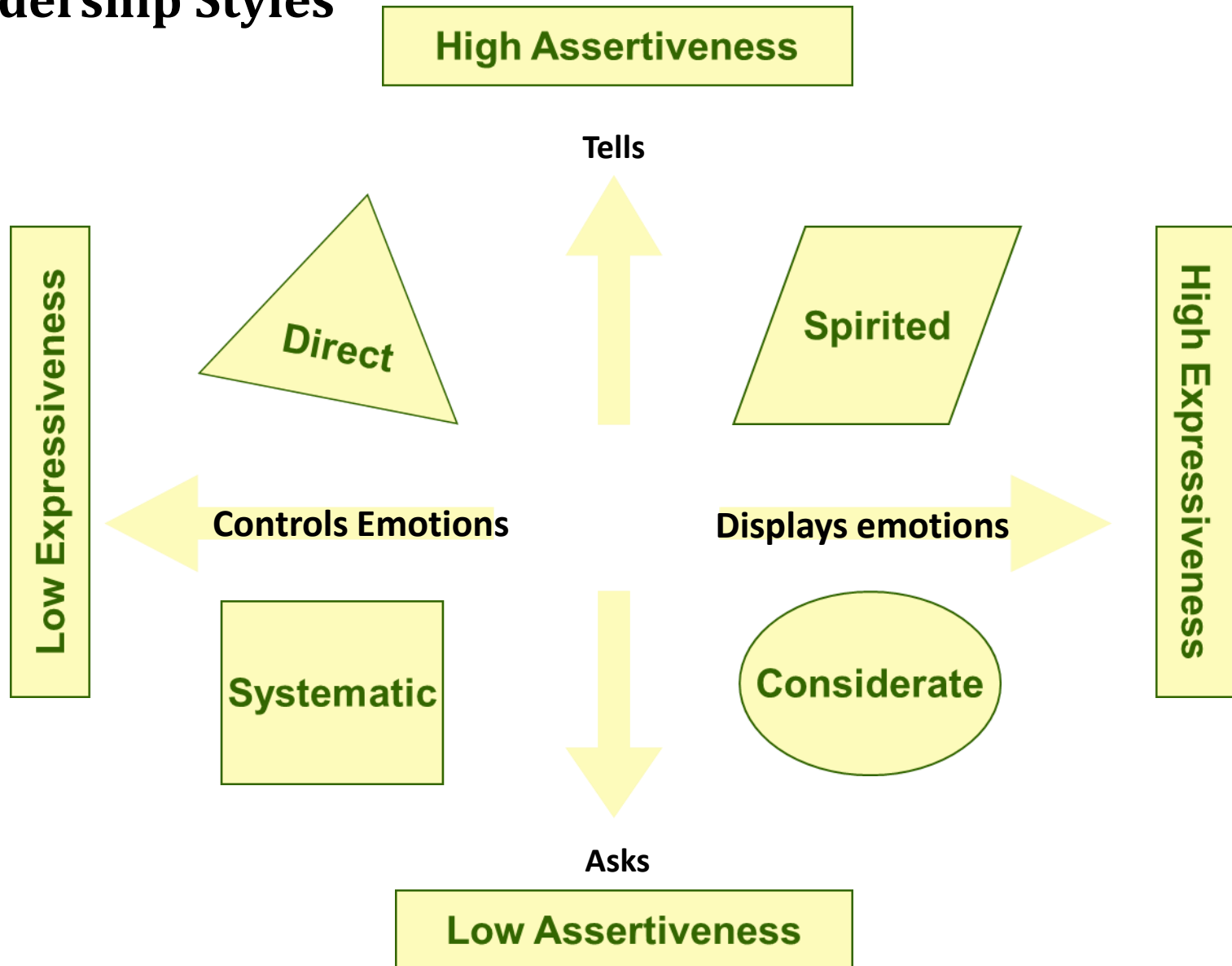


Asks questions and listens  
Non-verbal cues reserved  
Calm or comfortable  
demeanor  
Speech slower pace  
Comfortable in a  
supporting role

**Low Assertiveness**

**ASK**

# Leadership Styles

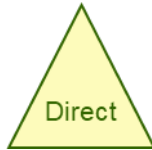




# Leadership Styles

- **DIRECT** – Leads by taking charge
- **SPIRITED** – Leads by inspiring
- **CONSIDERATE** – Leads by building group harmony
- **SYSTEMATIC** – leads through careful planning





- Produces quick results
- Gets people moving
- Takes charge no matter how challenging the situation

**Most effective** in crisis situations or rapidly changing situations in which bold action and quick decisions are needed.

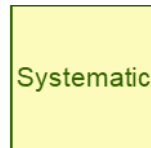
**Less effective** in situations requiring careful planning and in situations requiring tact and sensitivity to others' feelings.



- Inspires others to develop fresh, new approaches
- Creates a fun atmosphere by acting spontaneously
- Rallies support

**Most effective** in situations in which people need to be motivated to develop fresh, innovative ideas.

**Less effective** in urgent situations in which deadlines must be met and in situations in which long term planning is vital.



- Makes decisions based on facts
- Asks for specific detail
- Is analytical

**Most effective** in situations calling for careful, long term planning, accuracy, and objective analysis.

**Less effective** in situations requiring quick decision making or flexibility because of ambiguity or interpersonal conflict.



- Listens actively
- Works cohesively with others
- considers others' feelings

**Most effective** in sensitive situations requiring patience, tact, and diplomacy.

**Less effective** in situations requiring quick adjustments because of unforeseen changes and situations in which the need to take charge of others is crucial.

# Direct Style

- Likes to compete which may give the organization an edge over others
- Produces quick results
- Energetic and gets people moving
- Takes charge no matter how challenging the situation
- May appear overly critical and impatient

# Spirited Style

- A big picture, vision-oriented thinker who is good at generating enthusiasm
- Motivates others to develop fresh, new approaches
- Spontaneous – creates fun atmosphere
- Rallies support
- Energy and enthusiasm may overwhelm others, decision-making could be delayed with ideas and options

# Systematic Style

- Provides structure which helps projects stay on task
- Makes sure no one overlooks details
- Analytical and data driven
- Makes decisions based on facts
- Strong orientation toward objectivity
- May be reluctant to try new approaches, needs time to process, may miss the big picture

# Considerate Style

- Builds loyalty by demonstrating support of others
- Good listener, recognizes the value of others' views and feelings
- Desire to accommodate everyone drives team **harmony**
- Patience, tact and reassurance can provide stability in difficult or changing times
- **Willingness to accommodate may cause them to give in on important issues**

# Adaptive Leadership



- What is your dominant style?
- Which styles work best in what types of contexts and situations?
- Intentional choice in choosing styles
- Challenge to expand the band of individual style capacity

*Effective leaders create  
a match between  
their style and the situation.*

*They demonstrate willingness  
to “flex”!*







Section 3

# LEADERSHIP CHALLENGES



# Leadership Challenges

## Technical

- Easy to identify
- Often lend themselves to quick and easy (cut-and-dried) solutions
- Often can be solved by an authority or expert
- Require change in just one or a few places; often within organizational boundaries
- People are generally receptive to technical solutions
- Solutions can often be implemented quickly—even by edict

Adapted from Ronald A. Heifetz & Donald L. Laurie's *The Work of Leadership*.


## Adaptive

- Difficult to identify (easy to deny)
- Require changes in values, beliefs, roles, relationships, & approaches to work
- People with the problem do the work of solving it
- Require change in numerous places; usually cross organizational boundaries
- People often resist
- Solutions require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict

# **Seven Principles for Adaptive Leadership**

- 1. Get on the balcony to see the “big picture”**
- 2. Identify the adaptive change**
- 3. Regulate distress**
- 4. Create a holding place**

Ron Heifetz and Donald Laurie (1997) The Work of Leadership,  
Harvard Business Review, January-February, pp.124-134



# **Seven Principles for Adaptive Leadership**

**5. Maintain disciplined attention to focus the work**

**6. Give work back to people getting others to assume responsibility**

**7. Protect voices of leadership from below**



# Self Awareness



## Managing Observable Behavior

- Being present
- Tone, manner, posture, dress
- Being intentional/thoughtful
- Adapting to situations
- Focusing on the adaptive challenges directly,
- Being disciplined in observable behaviors and language
- Developing a support team and partnerships with family colleagues and system professionals.

# Self Awareness



## Managing the Internal Dialogue

- Think best case, not worst case.
- Ask yourself: If not you, then who?
- Recall all the accomplishments you've achieved in life.
- Demonstrate emotional discipline.
- Replace “but ”with “and”.
- Build your confidence



# Building Relationships



Leaders build relationships *before* they need them.

- Make commitments to strategic alliances and partnerships
- Identify relationships to strengthen
- Recognize relationships that bring energy or bring them closer to a goal/desired outcome
- Recognize relationships that drain energy and minimize

# Collaborative Leadership



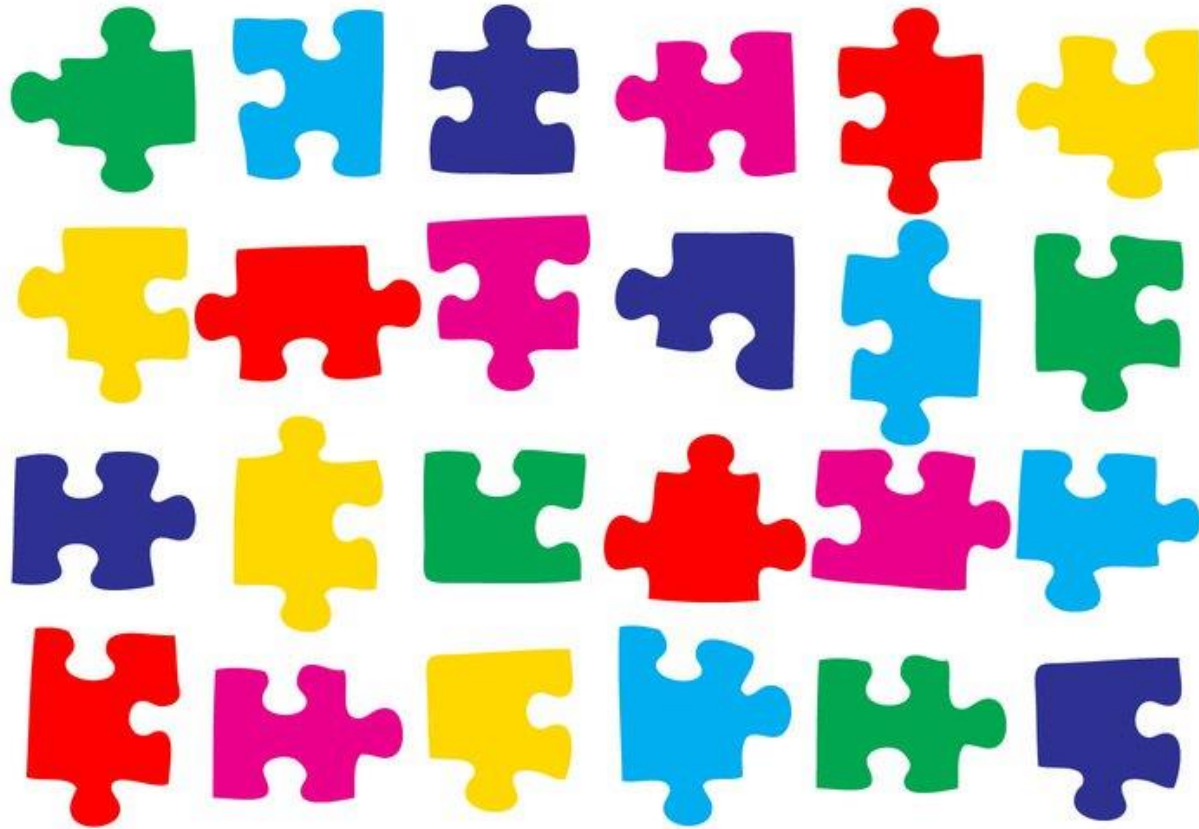
The process of engaging collective intelligence to deliver results across organizational boundaries...

- All of us **together can be smarter, more creative, and more competent than any of us alone**
- Use the power of **influence rather than positional authority**
- Create an environment of **trust, mutual respect, and shared aspiration**
- **Focus on relationships as well as results**





# Strategic Alliances





Section 4

# **ACTING WITH INTENT**



# Reflect and Identify Opportunities for Reset



- What will I do differently?
- How can I ...
  - Commit to shifting self to support leadership effectiveness
  - Feel motivated to put leadership practices in action for a better future



# Getting Support

- Who can I talk to ?
- Set a culture of self-care and model it for others
- Take vacations!
- Re-evaluate priorities
- Delegate
- Talk with supervisor or trusted peer



# Leadership for the Long Haul

- Accept that change does not happen overnight – often incremental
- Change is not linear – there will be setbacks
- Forgive your mistakes (you will make them) and learn from them
- Reflect - Reset – Reorganize - Recharge

# Our North Star



- Passion
- Authenticity
- Joy
- Our North Star – *our children*



*Celebrations are the punctuation marks that make sense of the passage of time; without them, there are no beginnings and endings. Life becomes an endless series of Wednesdays.”*  
*James M. Kouzes, The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*

**CELBRATE**



Thank You!





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The logo for Fredla, featuring the word "fredla" in a blue, lowercase, sans-serif font. The letters are bold and have a slight shadow effect. The logo is positioned above a decorative graphic consisting of several overlapping, wavy lines in shades of blue and orange, which extend across the bottom of the slide.

fredla

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