



Welcome!

Leading Your Organization's
Transformation
to Wellness and Recovery:
*Leadership Roundtables &
Education Sessions*

Annette Backs: Integrated Employment Institute, UMDNJ-SHRP
Bill O'Brien and Gary Van Nostrand: SERV



Today's Agenda

Roundtable Discussions 10-12

Lunch 12-1

Motivating Staff to Deliver Wellness
& Recovery Oriented Services 1-4:15



Roundtable Discussions

Introductions

Your Agenda for the Discussion

A Few Questions to Consider

Questions



1. In what program area(s) are you most/least concerned about implementing W&R? How are you planning to address these concerns?
2. To what degree do you think you already have implemented W&R? What would help you move forward another 5-10%?
3. What policies have you reviewed/revised to create change for W&R? What challenges, if any, did you encounter in this process and how did you overcome them?
4. What do you think will be the greatest change in your organization when the transformation to W&R is well underway/ “complete”? How are you planning for this change now?
5. What methods are you currently using to monitor staff implementation of W&R practices? How is positive feedback and corrective instruction provided?

Survey Results

from Sewell and Scotch Plains Leadership Conferences

Topic	Sewell	Scotch Plains
Motivating Resistant Staff	85%	65%
Evaluating Yourself as a Leader	33%	55%
Making Meetings More Effective	52%	42%
Leading Teams Effectively	41%	48%
Developing the Leaders Around You	30%	48%
Communicating Leadership Messages	33%	35%

Future Roundtables

June/July:

Making Meetings More Effective

September/October:

Leading Teams Effectively



Motivating Staff

for Delivery of

Wellness and Recovery Oriented Services



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CPRP

Integrated Employment Institute
UMDNJ-SHRP

Gary VanNostrand, PhD (ABD)
and Bill O'Brien, MA
SERV Centers of New Jersey, Inc.

Questions

- What is working for you now?
 - Why do you think it is working?
- What have you tried that did not work?
 - What about it did not work?
- What about staff motivation makes it a difficult issue at your agency?
- Any unique issues for staff motivation and the Wellness & Recovery transformation?

Leadership Techniques to Improve Staff Motivation

- Supervision
- Involvement & Respect
- Communication
 - Vision and Values
 - What staff CAN do
 - What staff SHOULD do (Expectations)
 - What staff HAVE done (Program Results)
 - Handling Mistakes



Supportive Supervision



Principles for Coaching

- Be future focused
 - The goal is to achieve the organization's goals, not dwell on past actions or behaviors
- Be data based
 - Use data as a foundation for coaching and decision making
- Be action oriented
 - Coaching is more about what you DO than what you think or feel.
- Be results driven
 - Work toward established goals, measured and evaluated by standards defined by the leader and agency.



Participative Decision Making Elective Delegation

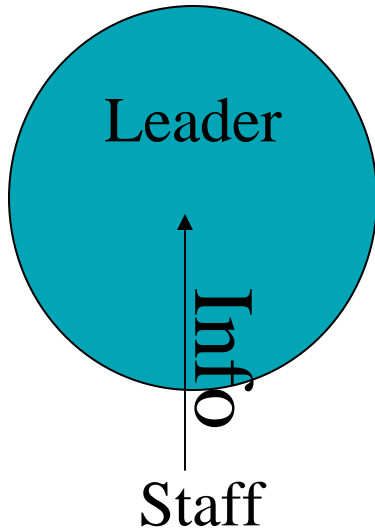
- Staff learn new skills, grow
- Staff safely assume responsibility
- Ownership is expanded and shared

Types of Participative Decision Making

- 
- **Direction**
 - **Consultation**
 - **Participation**
 - **Delegation**

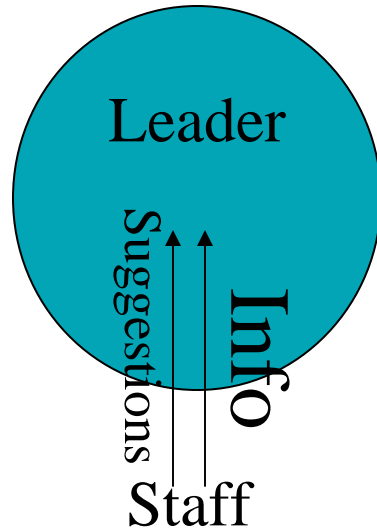
Participative Decision Making

Direction



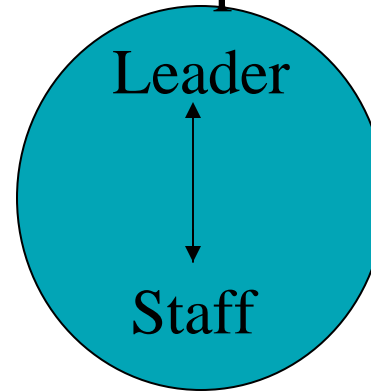
Leader retains all control; staff contribute info only

Consultation



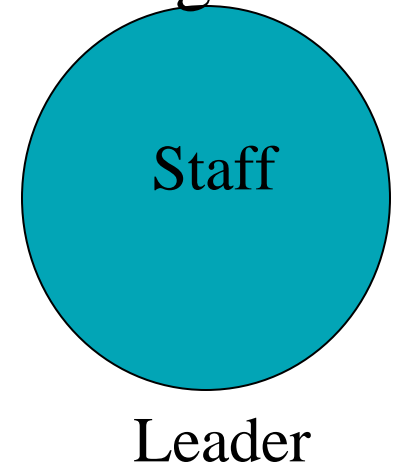
Leader gets information and suggestions from staff

Participation



Leader shares decision making

Delegation



Staff make decision; leader has no role

WORKING DELEGATION

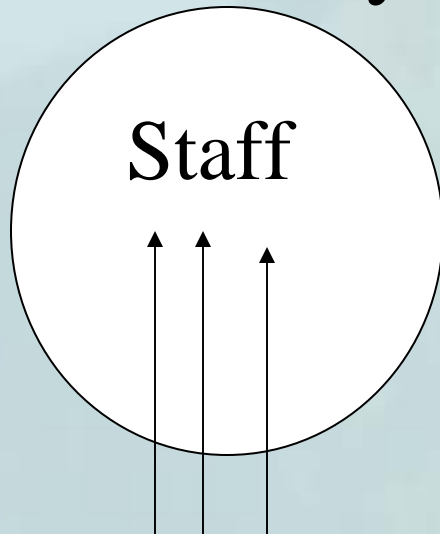
Advisory

Information

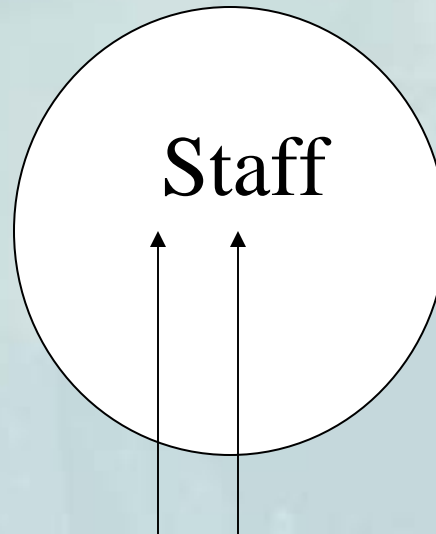
Extreme

Elective Delegation

Advisory



Informational

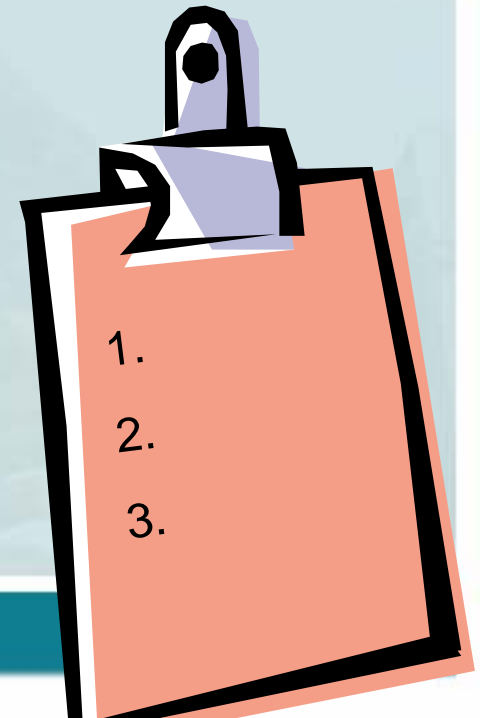


Extreme



Elective Delegation Steps

1. Analyze and List Composite Tasks
2. Ask for Volunteers
3. Negotiate Remaining Tasks



Communicating Vision and Values

**Believing in people is
wonderful.**

**People KNOWING you believe
in them is more wonderful.**

Communicate What Staff **CAN DO**

Clarifying Authority for Action

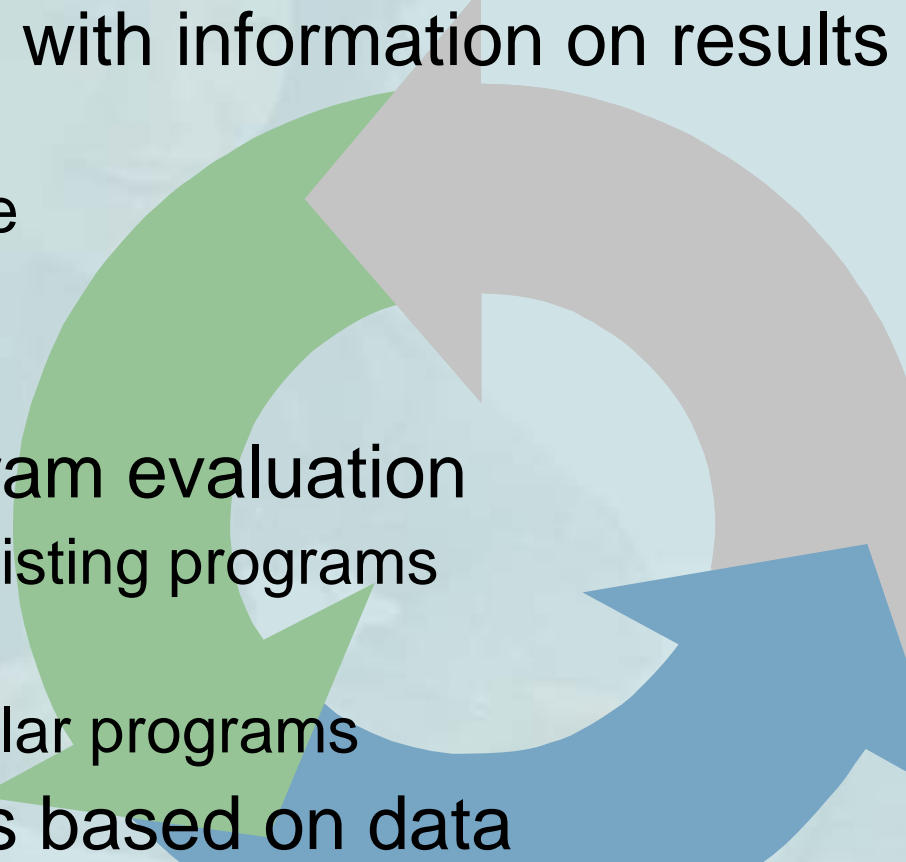
- When do staff need permission to take action?
 - ID new areas to act without permission
 - Could this boost your effectiveness?
- When can they act without permission?
 - Are staff clear on their authority?
 - Do they need new skills to expand?
 - Would new skills increase your effectiveness with consumers?

Communicate What Staff **SHOULD DO**

Clear Expectations

- Model desired behavior for staff
- Follow through
- Communicate expectations for:
 - Information
 - Options, ideas
 - Taking initiative, anticipating needs, going beyond job requirements

Communicate What Staff **HAVE DONE**

- Provide staff & others with information on results of programs
 - Individual performance
 - Program performance
 - Agency performance
 - Review data for program evaluation
 - Revise or eliminate existing programs
 - Identify new needs
 - Compare to other similar programs
 - Identify training needs based on data
- 



Mistrake_s

SERV Behavioral Health Services

- Who/ What is SERV
- Setting the stage for change
 - Assess your organization for change
 - Services
 - Staff
 - Resources

Develop Your Leadership Skills

Where we started

- Created Core Values
- Addressed Obvious Problems
- Incorporated Wellness and Recovery discussions into Management Meetings and Supervisory Sessions
- Identified Resistance within Leadership

Using Leadership Skills

Nobody ever washes a rental car

- Overcoming resistance and gaining ownership for change
- Start with Leadership
- Help your leaders recognize the external forces that are driving the need for change

Our Mistrakes

- Is it really resistance or is it a need for training and skill development?
- Under-estimating staff investment in their current role as they define it.
- Residents/Consumers might be more motivated than staff for change.
- Underestimating staff needs for clear expectations.



Resources for Leadership Development

- Discussions
- Articles
- Conferences
- Videos
- Trainings
 - Thinking Recovery,
Speaking Recovery



Let's Take a Break



Creating an Atmosphere for Learning

- All teaching & learning is built upon Vision and Values
- Value learning
- Customize your teaching
- Use all available resources
- Evaluation never ends
- Teach staff to think

Responsibility

- To not confront poor behavior is to **endorse** it.
- To not reinforce good behavior is to **extinguish** it.
- Thinking and saying the same thing year after year is not acceptable.
- Lack of openness to the ideas of others is not acceptable.

Learning Opportunities

- Individual conferences
- Clinical supervision
- Case conferences
- Group supervision
- Performance evaluation

Learning Opportunities

- Teachable moments
- Deliberate, active interchange
- Social reinforcements
 - Praise
 - Approval
 - Encouragement to continue
 - Call attention to good work

Focus on Results

Leaders must not allow staff to mistake effort and intentions for results.

- Effort = How hard I try
- Intentions = Expectations I hoped for
- Results = What I achieved

Maxwell, 2007

SERV Recovery Pilot Project

- Selecting Task Force Members (staff)
- Selecting Task Force Members (res.)
- Introducing the task
- Kicking off the effort
 - The Recovery Tour
 - Recovery Picnic
 - Company-wide communication

Applying Wellness & Recovery to Staff Motivation

The SERV Wellness and Recovery Initiative

Impact

- Organization
- Leadership
- Staff

Changes

- Vision
- Motivation
- Services
- Practices
- Results

Things to Remember

- Staff need to understand why change is necessary.
- Staff must trust their leaders, change is the unknown.
- Staff must feel capable of changing.
- Even though it was good before, it can be better.

Summary

- Leadership Techniques to Improve Staff Motivation
- Developing Your Leadership Skills
- Creating a Learning Environment
- Applying Wellness & Recovery Principles to Staff Motivation

Questions?

Ask us now, or contact us later....

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