

1 Striving to be the Best: What is Effective ACT Leadership?



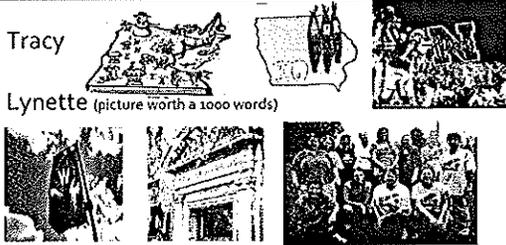
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2 Purpose & Objectives

- **Purpose**
 - Start a dialog/Exploratory
 - Examine applicability of leadership theories to ACT
- **Objectives**
 - Become familiar with various leadership theories specifically Bass' Transformational Leadership theory and idea of Emotional Intelligence (EI);
 - Identify components of effective leadership according to the theories; and
 - Examine how leadership theories apply to ACT leadership

3 Who we are

- Tracy
- Lynette (picture worth a 1000 words)



4 YouTube clip: Faces of Leadership

- <http://www.youtube.com/watch?v=jwxPzWHWq1M>
- Think about these individuals.
 - Effective?
 - Good or bad?
 - Similarities
 - Based on what? Traits? Behaviors? Practices?

5 Question to the Group

- Generate a list of what the audience thinks makes for an effective leader.
- Responses are...



6 Leadership Theories

- 1840's: The "Great Man Theory" by Carlyle
- 1964: Fiedler's Contingency Theory of Leadership
- 1970's: Stogdill's Trait Theory of Leadership
- Transactional and Transformational theories of leadership
 - 1978: Burns
 - 1985: Bass

Charisma, intelligence, w.s. data



Why Care??

- Quick reminder of why this is important to ACT.
 - We know that leadership is important to implementation of EBPs (Mancini et al., 2009; Stanhope, Tuchman, & Sinclair, 2003; Rapp et al., 2010).
 - Assumption leaders influence many things from recovery culture to specific client & agency outcomes
 - We know very little about ACT leadership
 - Shouldn't we figure out how to hire the right people and/or teach leaders how to function even better (e.g., save \$, less staff turnover)?
 - So, what theories might be relevant to ACT leadership?

Effective Leadership according to Bass Transformational Theory

- We think this theory has particular merit for ACT leaders.



Transformation of Followers

- Bass (1985) identified three ways in which leaders transform followers:
 - Increasing their awareness of task importance and value.
 - Getting them to focus first on team or organizational goals, rather than their own interests.
 - Activating their higher-order needs.
- Role of charisma

Four Components of Transformational Leadership

- 1 ▪ Idealized Influence (traits & behaviors)
- 2 ▪ Inspirational motivation
- 3 ▪ Intellectual stimulation
- 4 ▪ Individualized consideration

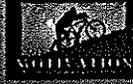
(Bass 1985, 1998)

1 Idealized Influence



- Based on genuine trust between leaders and followers.
 - "If the leadership is truly transformational, its charisma or idealized influence is characterized by high moral and ethical standards." (Bass, 1985)
- Leaders are role models, respected and admired.
- Followers understand leaders have great potential and determination that will take them to higher levels
- Willingness to take risks and be consistent.
- Leaders always show high standards of conduct.

2 Inspirational Motivation



- Motivation really comes down to inspiration.
- Nurtured by watching others achieve goals.
- Most often developed by following the example of leaders who do the right thing for people, communicate frequently, empower vigorously, coach regularly, and sacrifice for others.
- Leader maintains the vision.
- Communicate expectations with followers and show optimism in reaching the goal.
- By your vision, activities and behavior, your followers get motivated and inspired.

3

Intellectual Stimulation



- "People respond to a challenge because it taps their inner desire to succeed." (Bass, 1985)
- Helps followers to question assumptions
- Encourage creativity and innovation.
- Generate more creative solutions to problems
- Help re-frame issues
- Don't criticize
- The leader's vision provides the framework for followers to see how they connect to the leader, the organization, each other, and the goal.

4

Individualized Consideration



- Leaders treat each follower as an individual and provides individualized coaching, mentoring and growth opportunities.
- Educates the next generation of leaders
- Fulfills the individuals need for self-actualization, self-fulfillment, and self-worth.
- Propels followers to further achievement and growth.
- Provide supportive environment.

Applications to ACT

- ACT leaders can transform their team members
 - Increase awareness of task importance & value (e.g. mission of ACT, fidelity to model)
 - Client first, team second, individual last focus
- Transformational leadership inspires teamwork by
 - creating connection with team members,
 - emphasizing common goals, and
 - influencing change through motivating others.
- This model fits in with keeping the vision of ACT and recovery. It provides an ideal framework for leaders to engage team members in change.

Implications for ACT

FOR ACT TEAM LEADER

- Increase effectiveness
- Increase morale
- Increase ethical behavior
- Less headaches



FOR ACT TEAM MEMBERS

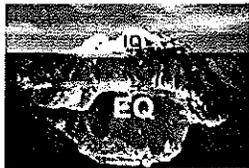
- Encourages extra effort which may lead to improved outcomes and experiences for consumer
- Enhanced learning and creativity
- Decrease staff burnout & more optimal work environment

But Wait.....

Transformational leadership highlights transformation...but is there more to the process? We think so.

Emotional Intelligence in a nutshell..

<http://www.youtube.com/watch?v=brUQTA5HbQY>



Emotional Intelligence (EI)

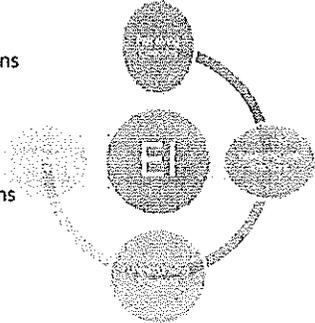
- Salovey & Mayer (1990) introduced the EI model.
 - Focuses on competencies and skills that drive leadership performance.
- How do feelings influence your functioning?
- Do you understand how to direct other's behaviors based upon their feelings?
- 4 Components of EI.
- Explains processes of leadership.



EQ + Fidelity scores?

4 Components of EI

1. Perceiving Emotions
2. Reasoning with Emotions
3. Understanding Emotions
4. Managing Emotions



Perceiving Emotions

- **Perceiving Emotions:** The first step in understanding emotions is to accurately perceive them. In many cases, this might involve understanding nonverbal signals such as body language and facial expressions.

Testing adding a diff dimension



Reasoning with Emotions

- **Reasoning With Emotions**
 - The next step involves using emotions to promote thinking and cognitive activity.
 - Emotions help prioritize what we pay attention and react.
 - We respond emotionally to things that garner our attention.



Understanding Emotions

- **Understanding Emotions**
 - The emotions that we perceive can carry a wide variety of meanings.



Managing Emotions

- **Managing Emotions**
 - The ability to manage emotions effectively is a key part of emotional intelligence.
 - Regulating emotions, responding appropriately and responding to the emotions of others are all important aspects of emotional management.



You're the Experts. So....

1. Do you think EI matters to your personal ACT team leadership? Is it important or not?
2. What are the pros of looking at your work through this EI lens? The cons?
3. Do you think this construct of EI matters to the larger ACT research?
4. Do you have specific examples in which you or your leader excelled in any of these areas?
5. Can you think of a situation in which the outcome would have been different if you or your leader were better able to use the skills related to any of these areas?

National ACT Standards in process of being rewritten. Adding Assistant Team Leader position is necessary for team.

Practical ways to "live" transformational theory and EI

- Some examples of how these concepts can be incorporated into ACT team leader work
 - Clinical supervision
 - Promotion of recovery principles
 - Importance of team meeting
 - What other ways can you think of??

Why does further understanding ACT team leadership matter?

- For administrators
 - Matters in who is hired to do job
 - Staff turnover (lost costs)
- For team leaders
 - Professional development and right "fit"
- For team members
 - Job satisfaction factors
- For consumers
 - Possible improved services

Next steps

- Team leaders need to start to take leadership roles in better describing and explaining what makes for effective ACT leadership.
- Be responsible for our own professional growth
- More research that is relevant to the field.



Thank you! Questions?



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Sticky note

get special bright sticky note to write
a praise-catchy staff do something good

Book 1001 ways to reward employees