



Leading from the Heart: Adaptive Skills for Family Leaders

presented by

The Family-Run Executive Director Leadership Association

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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.”

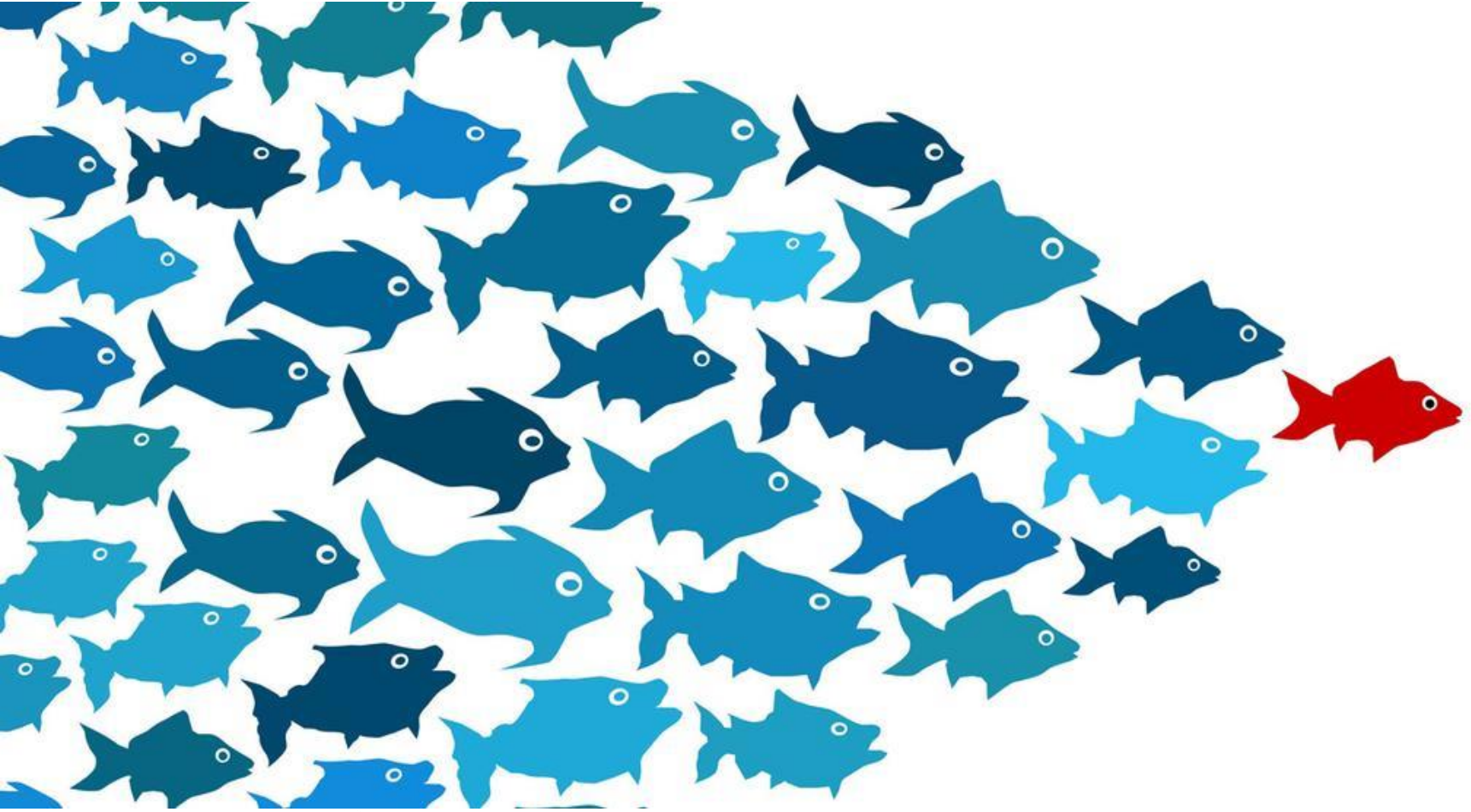
– Warren Bennis

Section 1

LEADERSHIP



Leadership



What is Leadership?

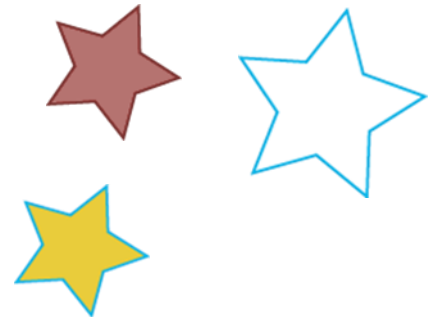
- A verb – a process for change
- A skill – not a genetic trait
- A vision – seeing something better
- A listener – hears what others are saying
- A relationship builder - engages others
- A change agent
- A choice – consciously using self



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



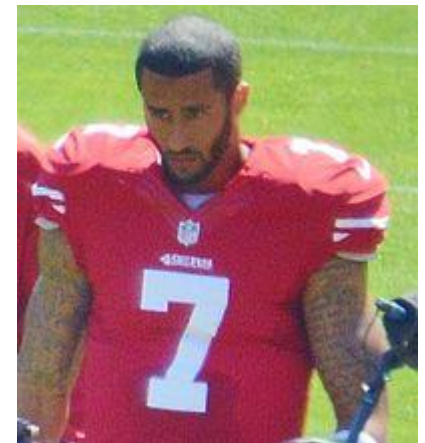
Students at Marjory Stoneman
Douglas High School



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



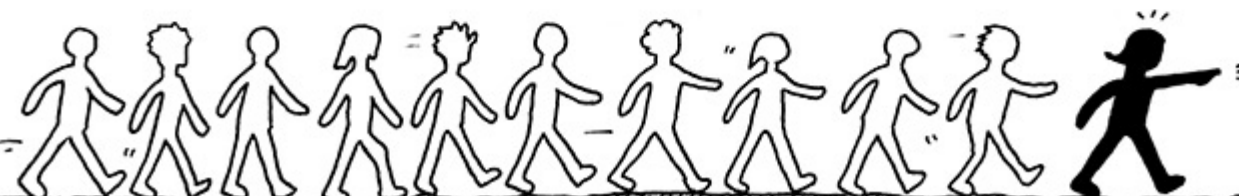
She never thought of herself as a leader



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

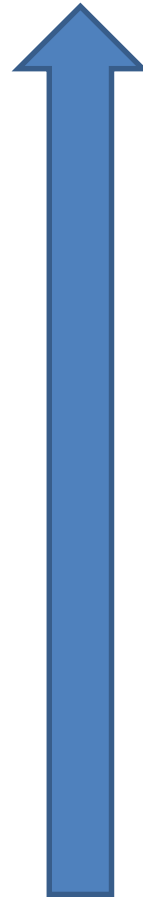
The degree to which a person's behavior
is forceful or directive

High

Assertiveness

TELL

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

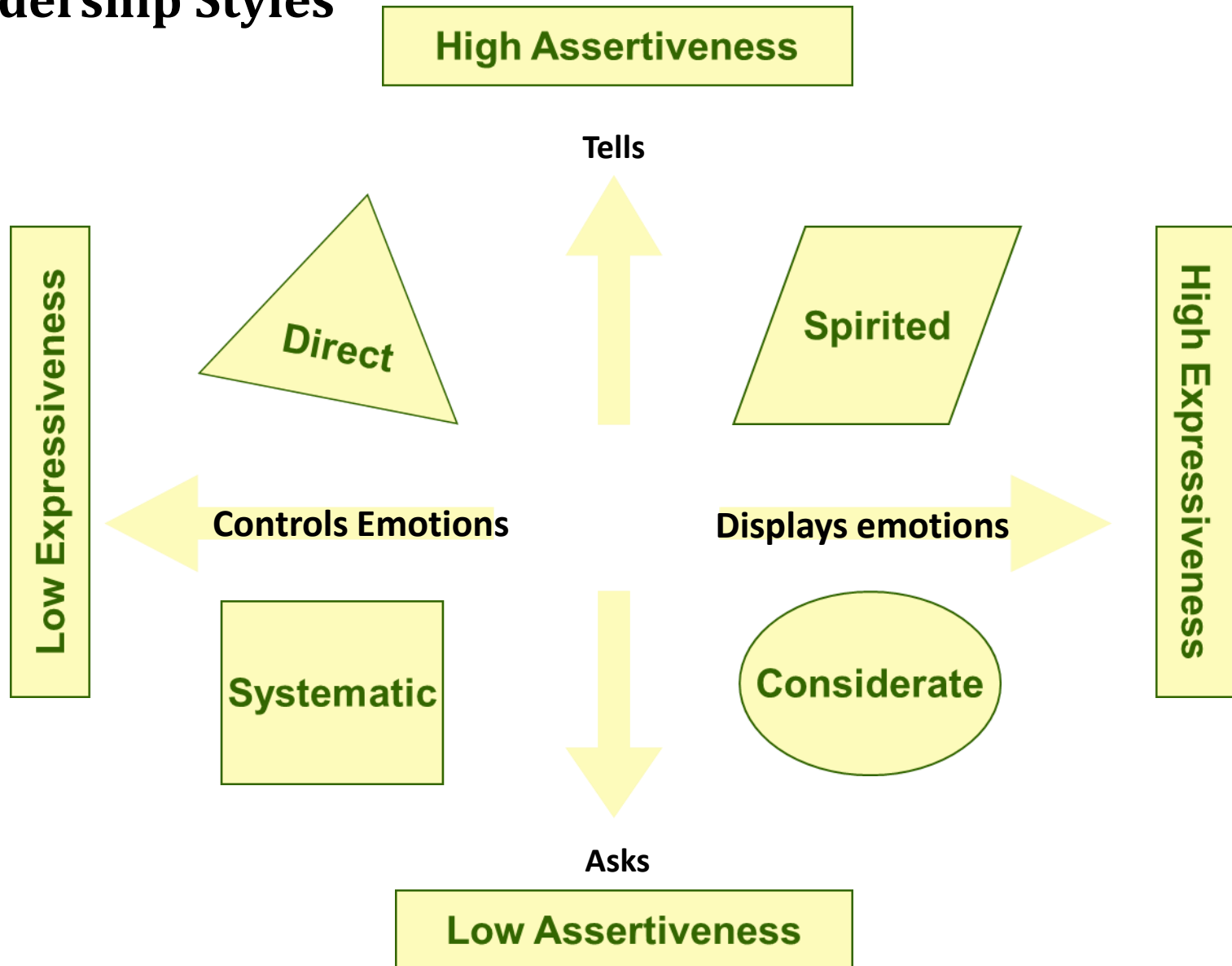


Asks questions and listens
Non-verbal cues reserved
Calm or comfortable
demeanor
Speech slower pace
Comfortable in a
supporting role

Low Assertiveness

ASK

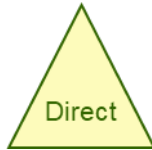
Leadership Styles



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.

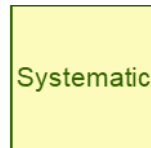
Less effective in situations requiring careful planning and in situations requiring tact and sensitivity to others' feelings.



- 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

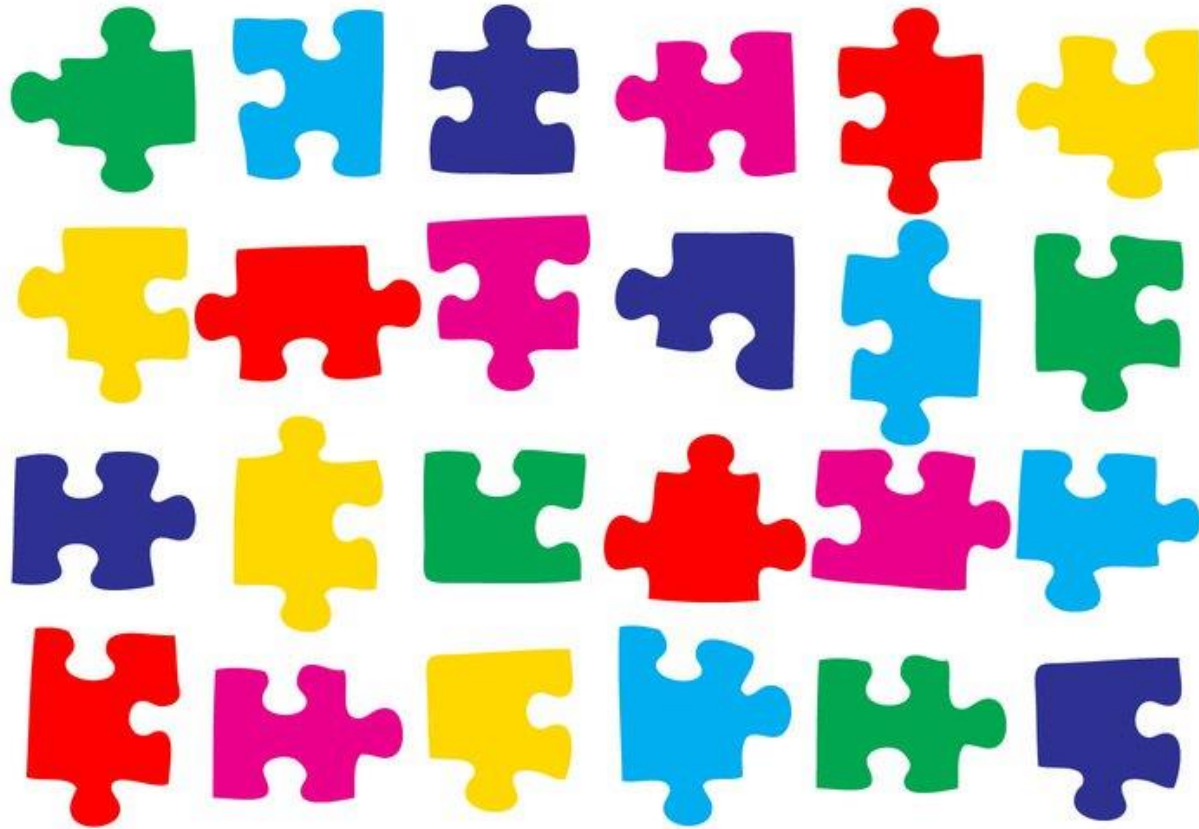


The process of engaging collective intelligence to deliver results across organizational boundaries...

- 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. Below the text is a yellow brushstroke-like underline. The logo is centered on a white background.

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