WHY LEADERSHIP DEVELOPMENT?

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Workshop objectives

- Leadership Development theories over the years
- Professional Development through the generations
- Benefits of Leadership Development training
- Creating an in-house program
- Examples of Leadership Development programs
## The Evolution of Leadership Theory

<table>
<thead>
<tr>
<th>Leadership Approaches</th>
<th>Timeline</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trait</td>
<td>1900’s-1940’s</td>
<td>Focused on the innate qualities of major military, political, and social leaders (Lincoln, Joan of Arc, Moses, Gandhi)</td>
</tr>
<tr>
<td>Behavior</td>
<td>1930’s-1960’s</td>
<td>What leaders DO and how they ACT</td>
</tr>
<tr>
<td>Situational</td>
<td>1960’s-1990’s</td>
<td>Based on the premise that different situations call for different types of leadership</td>
</tr>
<tr>
<td>Relational</td>
<td>1990’s</td>
<td>Examination of the relationship between leaders and followers. Believing that high-quality relationships generate more positive outcomes</td>
</tr>
<tr>
<td>“New Leadership”</td>
<td>1980’s-1990’s</td>
<td>Different approaches focusing on visionary and charismatic leadership which all lead to Transformational Leadership</td>
</tr>
</tbody>
</table>
The Evolution of Leadership Theory (continued)

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<tr>
<th>Leadership Approaches</th>
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<tr>
<td>Emerging Approaches</td>
<td>21st Century</td>
<td>Authentic Leadership – looks at the importance of authentic leadership.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spiritual leadership – focusing on one’s calling as a motivating force</td>
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<td></td>
<td></td>
<td>Servant Leadership – emphasizes the “caring principle” with leaders as “servants” who focus on their followers’ needs in order to help these followers to be more autonomous, knowledgeable, and like servants themselves</td>
</tr>
</tbody>
</table>

Introduction to Leadership: Concepts and Practice 2015
Peter Northouse
### Employee Engagement by Generation

<table>
<thead>
<tr>
<th>Generation</th>
<th>Engaged % 2016</th>
<th>Change from 2012 (percentage points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials (born 1980-2006)</td>
<td>31</td>
<td>+3</td>
</tr>
<tr>
<td>Gen Xers (born 1965-1979)</td>
<td>33</td>
<td>+3</td>
</tr>
<tr>
<td>Baby Boomers (born 1946-1964)</td>
<td>35</td>
<td>+3</td>
</tr>
</tbody>
</table>

*“State of the American Workplace” 2017 - Gallup*
Millennials want benefits and perks that support families, development, and flexibility

% of employees who would change jobs for benefit or perk

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Gen X &amp; Baby Boomers</th>
<th>Millennials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition Reimbursement</td>
<td>25</td>
<td>45</td>
</tr>
<tr>
<td>Paid time to work independently on a project of your choosing</td>
<td>24</td>
<td>42</td>
</tr>
<tr>
<td>Flextime</td>
<td>47</td>
<td>63</td>
</tr>
<tr>
<td>Professional Development Programs</td>
<td>27</td>
<td>41</td>
</tr>
<tr>
<td>Paid vacation</td>
<td>49</td>
<td>64</td>
</tr>
</tbody>
</table>

“State of the American Workplace” 2017 - Gallup
6 Big Benefits of Leadership Training

- Increase Productivity – learning how to understand your people
- Retention– “people don’t quit jobs, they quit bosses”
- Nurture Future Leaders – supports succession planning, offers career pathways, further increases retention
- Increase Employee Engagement – most engaged employees get feedback at least once a week. Learning verbal praise and communication is important.
- Implement an Effective Leadership Style – being purposeful and filled with skills
- Make Better Decisions – training can result in better decision making
- Ties directly to Succession Planning
Beyond the Stats: Why Leadership Development?
What is Leadership?

Leadership is a **Trait**
Leadership is an **Ability**
Leadership is a **Skill**
Leadership is a **Behavior**
Leadership is a **Relationship**
Leadership is an **Influence Process**
Three Categories of Leadership Skills

<table>
<thead>
<tr>
<th>Administrative</th>
<th>Conceptual</th>
<th>Interpersonal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Showing Technical Competence</td>
<td>Creating Vision</td>
<td>Being Socially Perceptive</td>
</tr>
<tr>
<td>Managing Resources</td>
<td>Strategic Planning</td>
<td>Showing Emotional Intelligence</td>
</tr>
<tr>
<td>Managing People</td>
<td>Problem Solving</td>
<td>Managing Interpersonal Conflict</td>
</tr>
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*Introduction to Leadership: Concepts and Practice 2015*

*Peter Northouse*
Where to start?

- Call an Executive Team meeting and commit to creating a high development and coaching environment
- Move from a culture of employee satisfaction – which only measures things like how much workers like their perks and benefits—to a coaching culture
- Move from a culture of “paycheck” to a culture of “purpose”
Leadership Development Programs Must Haves

- Strong Executive Involvement
- Tailored Leadership Competencies
- Alignment with your Strategic Plan
- Target multiple levels of leadership
- Learn by Doing
Creating a Leadership Development Program

Strategic Planning ALIGNMENT
Develop BUY-IN
Create a TEAM
Define a BUDGET
Asses NEEDS
Decide on a GOAL / AUDIENCE
Draft a CURRICULUM
Search for FACILITATORS
Establish a SCHEDULE
Examples
ICSI & HSP University
Increasing Critical Skills Institute
Maryland Department of Human Resources’ Family Investment Administration

Budget: $35,000 (Reinvestment Funds)
Goal: Develop “Rising Starts” through DHR/FIA Statewide
Methods for workshops: In-Person and Webinar
Schedule: ½ day workshops held monthly
ICSI Curriculum

- Excel (Intro and Intermediate) Provided by the Community College
- Business Writing
- Ethics in Leadership
- Communication Skills for Leaders
- Time Management
- Visualization to Actualization: Process Management
- Cultural Competency for Leaders
ICSI Outcomes

- 88 participants (in 2 cohorts) went through ICSI
- 20 participants were new supervisors
- 12 were promoted within two years of participating in ICSI
- Feedback
  - Valued
  - Never had participated in a program like this before ICSI
  - Felt armed with more tools to be a better leader
HSP University

Budget: $0

Goal: 1) Creating a culture of coaching 2) Investing in the current leadership 3) Developing more consistency throughout the agency 4) Create a safe space to discuss supervision challenges

Method for workshops: In-Person

Schedule: 2 hour workshops held monthly

Attendees: All supervisors in HSP (directors, managers, coordinators)
HSP University Curriculum

PayChex 101
Budgets 101
Whole Brain Model
FMLA / FSLA
Handling Incidents
Coaching

Performance Evaluations
Ethics In Leadership
Communication For Leaders
Time Management
ROMA Training
Finding Work/Life Balance
HSP University Outcomes

- Creating consistency among supervisors
- Better cross agency communication
- Leadership recognizing the need for more SOPs and policy changes
- Staff report feeling valued and being a part of the agency at large
- "I wish I had HSP University when I first became a supervisor"
- Acknowledgement of “Mid-Level” Staff
- Changing the name of our leadership teams.
  - Executive Leadership (Directors)
  - Leadership (All Directors and Supervisors throughout the agency)
HSP University Next Steps

- Tying in all agency training under the umbrella of HSP University
- Creating a curriculum to develop future leaders within the agency
- Enhancing the new On Boarding curriculum
- Funding an enhanced model of HSP University through grant funds
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