

WHY LEADERSHIP DEVELOPMENT?

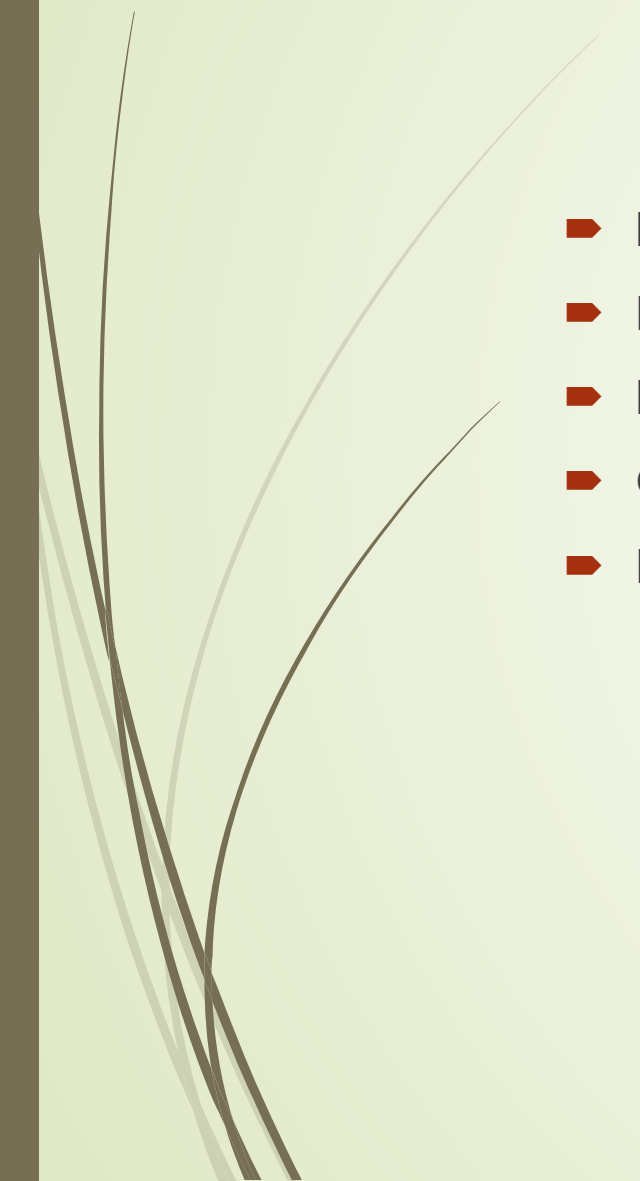
ANGELA I GUSTUS, MPA

EXECUTIVE DIRECTOR, HUMAN SERVICES PROGRAMS OF CARROLL COUNTY





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
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The Evolution of Leadership Theory

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

The Evolution of Leadership Theory (continued)

Leadership Approaches	Timeline	Description
Emerging Approaches	21 st Century	Authentic Leadership – looks at the importance of authentic leadership.
		Spiritual leadership – focusing on one’s calling as a motivating force
		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

Employee Engagement by Generation

Generation	Engaged % 2016	Change from 2012 (percentage points)
Millennials (born 1980-2006)	31	+3
Gen Xers (born 1965-1979)	33	+3
Baby Boomers (born 1946-1964)	35	+3

Millennials want benefits and perks that support families, development, and flexibility

% employees who would change jobs for benefit or perk

Benefit	Gen X & Baby Boomers	Millennials
Tuition Reimbursement	25	45
Paid time to work independently on a project of your choosing	24	42
Flextime	47	63
Professional Development Programs	27	41
Paid vacation	49	64



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?



**LEADERSHIP BEGINS
WITH STEWARDSHIP**





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

Administrative	Conceptual	Interpersonal
Showing Technical Competence	Creating Vision	Being Socially Perceptive
Managing Resources	Strategic Planning	Showing Emotional Intelligence
Managing People	Problem Solving	Managing Interpersonal Conflict




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”
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Leadership Development Programs Must Haves

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

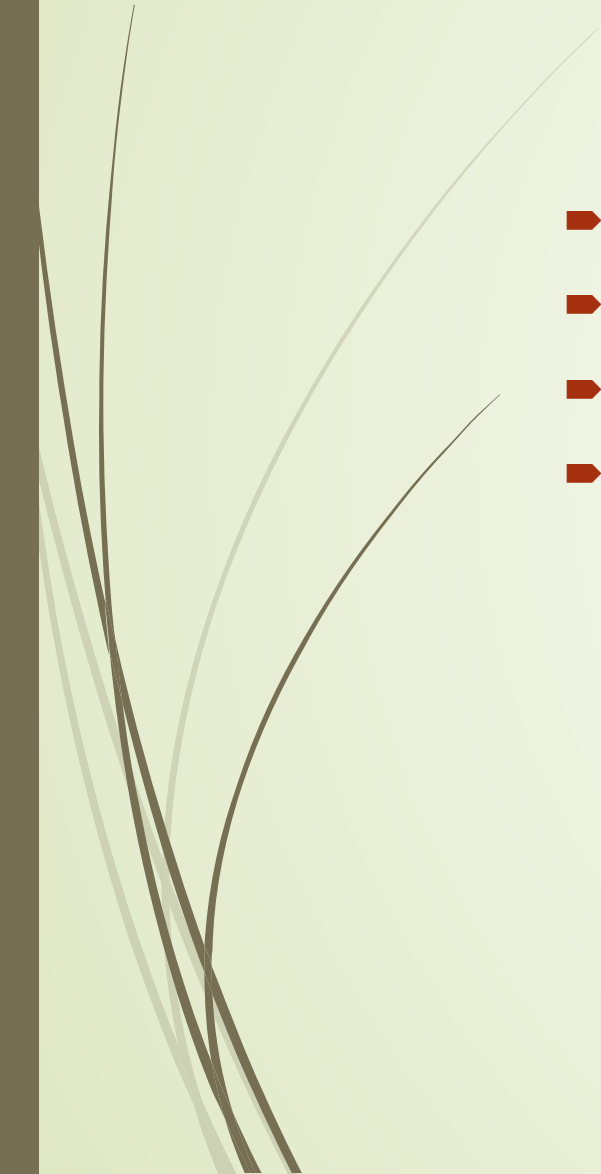


HSP University Outcomes

- ▶ 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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Contact Information:

Angela I Gustus

agustus@hspinc.org

10 Distillery Drive

Westminster MD 21157

Social Media: AngelaGustus.org CMAGandAssociates.com [@CMAGAssociates](https://www.instagram.com/CMAGAssociates)

