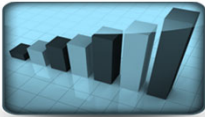


# Evidence-Based Leadership in a Time of Change



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## A Framework for the Webinar

□ **What we will cover and discuss:**

- Characteristics associated with effective leadership and long-term success
- Coaching skills for developing successful teams and building healthy relationships with employees
- Strategies for setting goals and motivating staff achievement
- How to apply strong leadership skills to maximize agency performance and achieve articulated goals
- How to improve performance when expectations are not being met
- How to become an evidence-based organization (EBO)

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## What is your organization's baseline level of motivation?

"The problem with most people is not that they aim too high and miss the mark, but that they aim too low and hit it."      Michelangelo

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## Demonstrating Effective Leadership & Management

- What's the difference between leadership and management?

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## Demonstrating Effective Leadership & Management

- ***“Leaders are people who do the right thing; managers are people who do things right.”***

Warren Bennis

- Leaders ask what and why. Managers ask how and when.
- Leaders focus on the horizon. Managers focus on the present day and bottom line.
- Leaders are willing to challenge the status quo. Managers accept the status quo.
- Leaders develop new strategies and partnerships. Managers employ chosen methods and practices.
- Leaders lead people. Managers manage things.

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## Evidence-Based Leadership & Management

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## Evidence-Based Leadership & Management

- Use *evidence* (research findings) to guide change efforts
- Use *cause and effect logic* to evaluate available evidence and change options
- Use *data* to guide decision-making
- Encourage *experimentation and innovation*
- Reinforce *continuous learning*
- Promote *client success* as priority outcome

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## Evidence-Based Leadership & Management

- Evidence-Based Principles
  1. Organizational decision-making is enhanced through evidence-based knowledge
  2. System interactions provide opportunities for harm reduction and improved community safety
  3. Collaboration improves system and client outcomes
  4. System improvements will occur through ongoing learning and the collection, analysis, and use of data and scientific results: *"Moneyball" Approach*

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## Demonstrating Effective Leadership

- *What makes an effective leader?*

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### Demonstrating Effective Leadership: 12 Qualities to Consider

- ☐ 1. Integrity and Steadiness of Character
- ☐ 2. Uncommon Dedication and Commitment
- ☐ 3. Say and Do Things in Ways that Build Trust
- ☐ 4. Exhibit Humility and Let Others Receive Praise
- ☐ 5. Eager Listener and Open to New Ideas
- ☐ 6. Creative and Willing to Take Calculated Risks

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### Demonstrating Effective Leadership: 12 Qualities to Consider

- ☐ 7. Knowledgeable and able to Communicate Knowledge
- ☐ 8. Passionate, Energetic, and Enthusiastic
- ☐ 9. Forward and Future-Thinking Perspective
- ☐ 10. Empower Others and Encourage to Excel
- ☐ 11. Personal Warmth and Concern for Followers
- ☐ 12. Stand in Front and Offer Command Presence

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### Demonstrating Effective Leadership

- ☐ Overall, effective leadership comes from a balanced combination of building connections and issuing challenges
- ☐ Low on both connections and challenges = Avoider
- ☐ High on connections and low on challenges = Appeaser
- ☐ Low on connections and high on challenges = Intimidator
- ☐ High on both connections and challenges = **LEADER**

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## Ongoing Role of Leadership and Management

- Enhancing Leadership, Communication, and Collaboration throughout the Organization

- Three P's of Effective Leadership

- 1. Policy
- 2. People
- 3. Performance
  - Coaching
  - Counseling
  - Discipline



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## Demonstrating Effective Leadership: Extra Note on Empowerment

- Becoming an EBO requires leaders to *empower others*, in order to *build the organizational culture*.

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## Demonstrating Effective Leadership: Extra Note on Empowerment

- *Employees of EBOs feel empowered when:*
  - They believe they are significant and make a difference in the organization's success
  - Learning, competence, and mastery of skills are valued throughout the organization
  - There is a sense of being part of a team and community
  - Work is exciting, stimulating, and challenging

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## Demonstrating Leadership and Organizational Growth

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## Ongoing Role of Leadership and Management

- *Communicating about performance and success ...*

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## Activities and Tools for Evidence-Based Leadership & Management

- Improve your listening-to-speaking ratio, and be an active listener
- Improve your Emotional Intelligence (Self-awareness, Self-regulation, Motivation, Empathy, and Social Skills)
- Make time for fun, social activities, and work-life balance
- Prioritize incentives, recognition, and rewards
- Meet individually with staff, and know them as people
- Help staff members set standards for productivity and quality
- Actively monitor agency and program performance
- Review progress with staff members and stakeholders, and provide support and feedback

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## Activities and Tools for Evidence-Based Leadership & Management

- ❑ Promote Professional and Career Development
- ❑ Offer Flexible and/or Remote Scheduling Options
- ❑ Lead efficient/effective group meetings
- ❑ Collaboratively identify problems and solutions, to achieve common goals that are difficult to achieve individually
- ❑ Utilize teams for management, planning, and implementation, to enhance both organizational capacity and sustainability
- ❑ Engage in Strategic Planning & Performance Measurement
- ❑ Engage in Organizational Assessment & Culture Building
- ❑ Work toward becoming an Evidence-Based Organization

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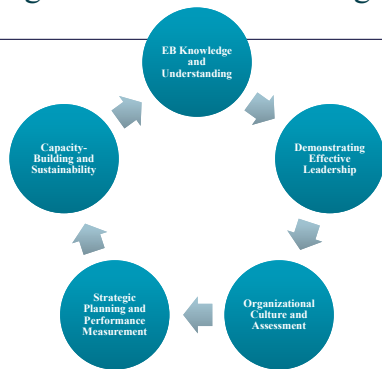
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## Becoming an Evidence-Based Organization



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## Evidence-Based Organizations (EBO)

- Effectively *integrate* evidence-based policies, programs, and practices
- Everyone shares a *common vision and mission*
- *Resources* are used effectively and efficiently
- *Learning and innovation* are welcome
- Staff and partner agencies *communicate and collaborate*
- *Data and evidence* drive decisions and change
- Clients are held *accountable*, but *behavioral success* is reinforced and is the primary goal

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## Becoming an Evidence-Based Organization

**“The problem with most people is not that they aim too high and miss the mark, but that they aim too low and hit it.”**

***Michelangelo***

- ☐ EBO Report Card (online survey)
- ☐ EBO Training & Certification (online option)
- ☐ EBP Training & Certification (online option)

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## Demonstrating Effective Leadership

- ☐ Leadership can occur at any level of an organization. Overall, it's a ***way of behaving***, not simply holding a particular organizational position.
- ☐ Finally, strong leaders are typically guided by a well-articulated and communicated ***leadership philosophy***, which identifies what they believe in and how they view themselves as a leader.
- ☐ Leadership Exercise
  - How do you view the leadership at your agency?
  - Are employees empowered at your agency?
  - What areas are in need of improvement?
  - Do you have a clearly articulated leadership philosophy?

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