

## Transformational Leadership Café Discussion

### ***What is the best response to accelerating change in today's world?***

- Lots of decision based on anecdotal information—we *react* to crises. Need time to do data-driven decision-making. Evaluate/Monitor process to accelerate change outcomes where technology can help us. Patient left out of decisional loop—no time. Need to help work force accommodate change. Need to share information to staff people we serve otherwise they fear new processes. Need 1 person to be holistic advocate for consumer, somatic MH/SA. Need to increase use of technology for patient care but need PSP for design.
- Teamwork; Focus; Community Buy-in
- We were inspired by the surfer pictures: 1) We're in the ocean; 2) Waves are inevitable; 3) Need skill; 4) Good equipment; 5) Surf in a group; 6) Be mindful of conditions; 7) Know which waves to catch and when to quit; 8) Be in great condition; 9) Be ready for the perfect surfing conditions (have the time, fitness, and equipment); 10) Practice in less than perfect days
- Self-mastery; articulating reality of change; focus on strengths of individuals on the team, use knowledge of strengths to assign work and decide on training needs
- Shed fear and embrace
- See it as an opportunity; Good vision; Good value; Can't sit and do nothing; Better aggregators
- Challenge "sacred" ideas—question core beliefs of organization. Being very open-minded. Maintain level of consistency. Take the time to create "buy-in". Don't over-complicate the process—use KISS method. Make appropriate use of feedback and follow-up.
- Communication and tearing down the silos. Acceptance that change is happening.
- Cultivating skill sets in individuals within organization; activating passion through teams; Anticipating the next big wave/join together across disciplines & organizations—we really don't know how to do this
- Be curious; Thoughtful pause; Listen & Observe; Connect & Create community to do the 3 points above
- Willingness; Pain (potential for loss); Proactive/Prevention; Benefit for all players
- The best response would be to "kill professional prerogative" and become open to the change and ride the wave. \*Recognize how to derive the process from the outcome to achieve the greater vision of change.\*
- Education, common goals among staff members, utilizing changing communication systems and technology

- Collaboration, creativity, initiative (usual reaction is fear and step back), optimism
- Bringing people together; Breathe; Accept; Adapt, flexible; Try to understand it—know what your tsunami is; Be part of a community, be open-minded; Cross generational workforce—build ability of workforce to adapt to change; Find a way to stay energized and keep the “spirit”.
- NIATx Process Improvement—wants Rapid Change- creates back to basics questions—asking what do we do and how to make change friendly values
- Flexibility; Collaboration; Adaptability; Getting people to share a common vision; Vision is translated into action steps
- Mobilize consumers to share experiences; open-minded to change; data capabilities
- Open-minded; Sense of humor; Establish teamwork; Make choice to jump on wagon or not; Which change you want/which not
- Look at opportunities; Constantly train to keep people moving; Community builder, empowering vs. managing; Involve customers in the change process; Come together, leaving territorialism behind focus on group vs. self
- Collaboration and networking; Become the change you want to be—speak up and be involved; Open-minded—don’t run from change
- Create a pack leadership program; produce a collective vision (purpose)
- Acceptance—don’t fight the waves; More regular and frequent communication of needed information; Use of technology; Provides opportunities
- Collaboration of: Natural & Non-transformational partnerships; Focus on Issues and not on others; Stepping up to break traditional ways
- 1) Getting involved; 2) Bringing “everyone” together; 3) Use data and a walk-through to discover the barriers
- Be a team with visionary leadership with shared values, commitment, and passion
- Burning platform/desire; Bringing right people together; Clear expectations; Transparency; Do it
- Don’t try to “control” waves of change: they are constant
- Embrace change, don’t resist it; Look for opportunities, not the loss; Be proactive, look for changes—don’t get sideswiped; Be an industry change leader as an organization
- 1) Willingness; 2) Need; 3) Education; 4) Action; 5) Vision
- Pay attention; Take risks; Build partners
- When we are skating on thin ice, speed is our safety (R.W. Emerson); Be out in front—get out of rut of day to day; Take little steps; Just do it; Sometimes you have to create the crises; Revolution rather than evolution; Never waste a crisis
- Work force development and integration of technology

- Acknowledge issue; Buy-in; Be flexible; Not fearful; Energy/Drive; Commitment
- Go at it with an open attitude; The importance of communication across the board (information)
- New way to look at things; Flexibility; Creativity; Change from bottom up—senior leadership involvement and support; Commitment
- Accept it; Open to it
- Tip the balance—have persons who want to make change; Program to have more flexibility and adapt—i.e. M.A.T. vs Output treatment; Remove regulatory inflexibility; Encourage diverse skills in provider organizations; Funding should be less restrictive—fee for service—but idea of how the services are selected may be political
- Don't be surprised that it's changing; Make sure you act on what you've learned
- Collaboration with stakeholders—try to shape the future and not just let it happen—utilize technology but set boundaries such as texting at meetings/conferences
- “Nike swish—Just do it”—but more and with persistence; Develop communities to do it; Teach people need for community—get people to think, be motivated beyond how it can benefit them; Constant talking to people in a respectful way; Cheerleading and highlight all successes—energize; Value others; Focus on spirit and mind together
- Be receptive to the change—open-minded; Inclusion-ownership; Including those who are most resistant; Flip self-pity around; Believe in it and understand positive; Look at change as living and breathing—Okay to make a mistake and admit it
- Who has the keys of adaptation; In Montana: Involve leaders; Be on the “lookout”; Set indications

***What focus area within the transformational leadership model would help improve your results? To what?***

- Devote more time as a team to the 5%.
- Spirit vs. mind, change focus, improve employee model
- Translating analytical into how external impact on customers
- Broad range of skills will improve results; Balance; You need to know what you are missing; Get rid of dead weight; Enhance skills of those you do have
- Be more change-focused and think more creatively. Improve process from design to implementation.
- External focus. Movement from the manager side to the leadership side.

- Building teams that sustain themselves; Fluidity across continuums; Pay more attention to technology; Assessing needs of team—so adjust leadership style accordingly to stay there and develop needs of team
- Highlight distinction between leadership and management and its collaboration; Also points from 1<sup>st</sup> question; Everyone is a leader and needs to be included; Empowerment; Balance all components of the graphic; Consistently ask and remind people of purpose and meaning; Invest in vision and recognize immediate reward of operational gains
- Up to date information; Community builders; Visionary/Communication
- Community builder—to establish a unified language and a common focus with greater task achievement
- Creativity, energy, team-focused to access and continuation of treatment.
- Quality—change focus; empowerment
- Creative focus; Community; Visionary; Tapping into our own and colleagues' "spirit" vs. minds
- Focus on strengths of employees and leadership listen to change; Identify more bilingual staff—increased need for Spanish-speaking development
- Empowering staff to make improvements; Analytical—build in feedback (to insure that it's working, holding people accountable and discover if there were any unanticipated surprises)
- Empowering: To be open to changed new ideas; Understand the benefits of change; Be a part of a process; Broader vision
- Change focus: Vision—to focus on transformation focus on your vision
- Look at having practice for management teams based on transformational model. Try to develop managers into leaders and recognizing some just won't be.
- Inspiring people to be creative and tap into their potential in developing leaders; Becoming a community leader; Don't let budget constraints get in the way of what is possible
- Identify where each staff member falls on model—strengths, weaknesses; successful recovery starting with improving retention
- Community builders role is important even during crisis—ready to do it by self; Analytical—giving people more data to make decisions
- Creativity to extreme levels—change focus; Balancing all focus areas—change/internal/external/standardization: give attention to all
- Balance between creativity and management; Clear vision/mission from stakeholders
- Empowerment and "pack" leadership
- Right and left dribble—both; Don't stay standard course; Purpose driven; Adaptability

- Clear vision; Define the team (the right people)
- Standardization—for continuity; Visionary leadership—too many zebras; Consciousness can make everyone a leader; All are important—perspectives of hierarchy needs to be leveled
- 1) Realistic goals—attainability; 2) Diversity and table of change
- Empowering
- Hire people with passion—get the right people on the bus; How do you engage people in the passion of this work?; How do you engage people to work more closely with other team members
- Minimizing the gap between the visionaries and the day-to-day managers; Empowering front-line staff
- Depends on what improvement you want; Consciousness; Embrace all 4 by utilizing individuals with different strengths
- Cultural shift—step up, take charge, be a leader; following through; Look beyond right now
- ODMHSAS internal standardization; Consciousness; Personal to each agency; Balance; Pack vision
- (External) Administration open to ideas of front-line staff; Working with the community to better serve them; More client-based
- Improve consumer access to care but also improve employee retention by allowing employees to use their strengths and skills
- Remember where we're going—more than how we'll get there
- Spirit; Consciousness and conscientious; Whole picture—being ambidextrous, understanding inter-connectivity—definition of visionary as what can be; Expecting transformation; Recognizing that we are doing it in a human, imperfect way, and still making the journey
- Change focus—empowering; Let the receptionist write her own welcome script, work together to finalize
- Standardize focus; Change focus

***What could you do to help your primary team produce breakthrough performance?***

- Tenacity
- Energize, inspire others to engage in process—communication. The “inspirational piece” throughout organization, not just executive management team.
- Empower with spirit based upon the strengths of team members
- Freedom and will to try
- Improve on strengths; Know people's strengths and develop them.

- Create Buy-in. More communication (improved).
- Making sure that everyone has a clear idea of the vision. Each person has a voice to encourage buy-in.
- (Defined as seeing clear results—data) Define goods and data better.
- See progress in relationship to vision; Flock up and flying vs. all your ducks in a row; Make sure it is a high-performance team
- Encouragement and support; verify strengths
- Remain focused, committed, increased training and support and utilize existing tools.
- Be open-minded—expect and roll with resistance to change; Look at different ways to meet common goals
- Get on the train—either now or be the last on the platform; Challenge all staff to be a part of this—not just there to get a paycheck; Leadership has to have the buy-in
- 1) Have a better understanding of transformational leadership model; 2) Empowerment—helping them understand their power; 3) Providing a vision & creating enthusiasms; 4) Creating a culture
- Empowering—Training coaching, team-building, listen to them. Have a dialogue that is focused. “Talk”.
- Stay data-driven. Change and improvement is continuous
- Provide incentives for team goal; Understand vision/purpose; Balance agency requirements and creativity; How to breakdown red tape within bureaucracy
- Focus on customer service and how to enhance it
- Encourage and praise; Follow through & ideas; Become creative in the program and formatting—move beyond standardization
- Providing/Hiring; Innovative training for staff to more effectively diagnose (DSM)
- Train clinically oriented managers with management skills; Matching challenges with supervising skill levels; Rewarding breakthrough performance
- Get buy-in from all levels; Include members from all areas
- Convince management armed with the facts updated with accurate information and real-life stories—straightforward and simple
- Listen; Transparency; The whole organization “buys” in top to bottom and supports the process
- Changing culture; Transformation; Recognize tsunami’s coming
- Empower each person to contribute, through their strength
- Trust; Encouraging people/primary team to be leaders
- 1) Priorities; 2) Tenacity; 3) Dedication
- Ask to participate; Be creative; Don’t say no; Anything is possible
- Share the animal examples

- Be a part of the agency changes
- Primary team has to believe in mission and commit to vision
- Collaboration across systems; Utilize opposition to move processes forward (bring customers in and hear their concerns)—value their input; Empower the team
- Develop “pack” vision
- Better communication; Share more successful ideas; Collaboration
- Go back and examine the whole system rather than make incremental changes
- Include and encourage reward
- Remove distractions or negative energy in the office: there are “sappers” and there are “zappers”—those who remove energy and those who energize—leave behind the sappers; Being mindful about empowering to move forward and leave behind those who are not there and not be afraid of it
- Be a part of it—participate in it
- Stay at the table of change