ETR's
COMMUNITY
IMPACT
SOLUTIONS
Building capacity for
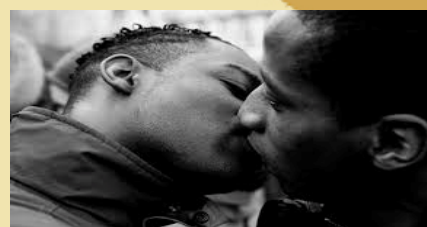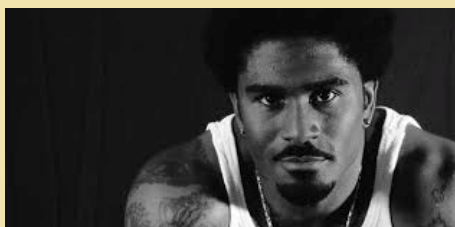*excellence in HIV services*

Black MSM Webinar Series Webinar 2:
Situational Leadership
# Collaborative Development for BMSM
Service Providers

**Because healthy communities are supported
by healthy CBOs!!!**

Participant Webinar 2 Resource Toolkit

Intentional Leadership Webinar Toolkit Resource Book.

In the Intentional Leadership Webinar that preceded this toolkit resource book, are some areas where protective factors could be more easily increased. Protective factors are those resources, and opportunities that increase the likelihood that BMSM can thrive towards wellness, wholeness and success. Most of what we know about BMSM is based on their risk factors. This toolkit is designed to inspire ways to increase protective factors that benefit BMSM, organizations and HIV services as whole.
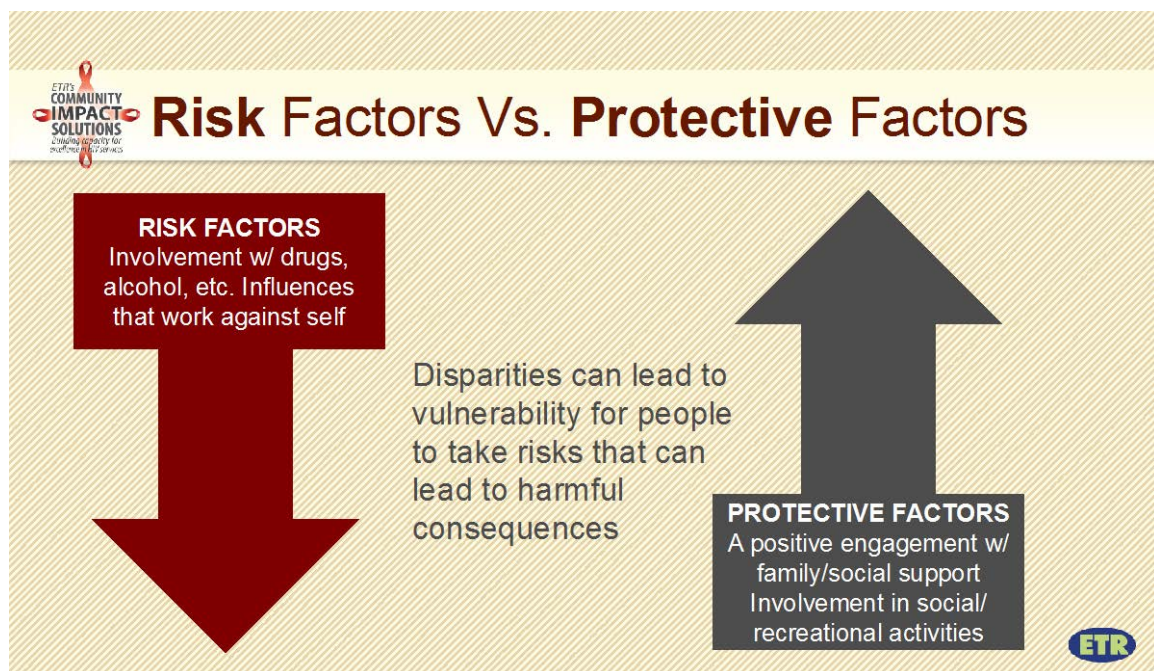

The Tools presented in this toolkit resource book include:

**1. Creating Healthy Practices in the Work Environment:** What Workplace Leaders Can Do To Promote Wholeness. (Health Benefit address Affirmation Needs).
2. Leadership Development: Leadership Development Assessment (LDA) Survey. (Professional Benefit addresses Competency & Equity).
3. Situational Leadership & Chart (Professional Benefit addresses Competency & Equity).

Summary & Conclusion of User-Friendly Evaluation:

During the surveying portion of our dialogues with BMSM, service providers were asked questions pertaining to their work or volunteer environment. Ultimately the findings suggested that BMSM SP were likely to encounter burnout due to their unique experiences in the field. The recommendation is to increase development of BMSM SP and support the promotion of healthy work environments to increase protective factors to further support BMSM service providers in the context of their work.
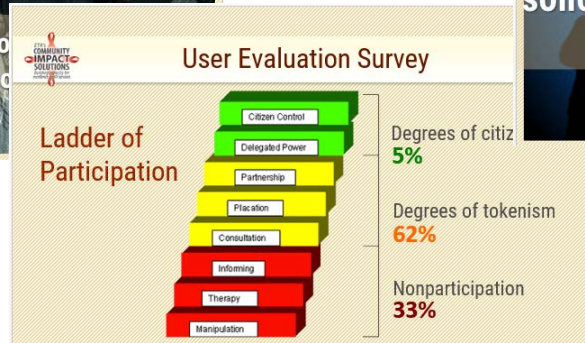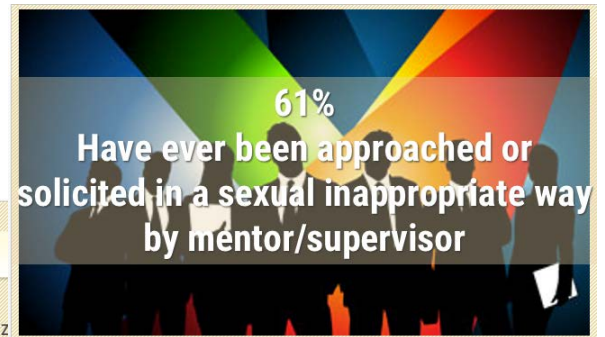

Combat Burnout by Increasing Protective Experiences/factors Inline with What BMSM Service Providers Have Identified as a Needs: **Affirmation**, **Competency** & **Equity**
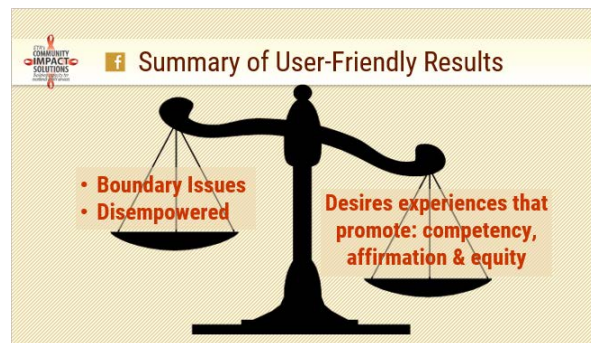
What Workplace Leaders Can Do To Promote Wholeness: Affirmation

There are four primary actions, which leaders can take to begin the process of fostering wholeness in the workplace:

- Pay attention, listen, and observe

- Provide support for the whole person (meditation, nursing, and person-controlled privacy space)

- Spend time aligning individual purpose with company purpose

- Provide an exit path for those not motivated by purpose and wholeness.
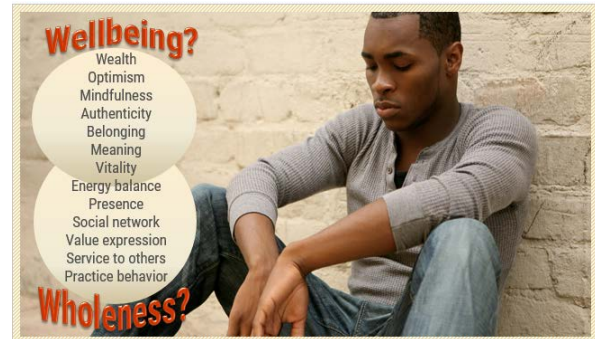
Now, you might be thinking, *That sure sounds nice, but what's it mean for the business's bottom line*? Put another way, what does the organization get in return for giving workers a greater sense of wholeness? Based on the research I've done through the years, it can be shown that you get:

- More engaged employees

- Lower cost through reduction in levels of control and increased span of control

- A place that attracts and draws in highly motivated people

Ultimately, this is about taking personal leadership for realizing your wholeness, centered on purpose. The process of realizing wholeness begins with the individual but it also extends way beyond the person into the workplace and the larger community. What is important is that there are no barriers to wholeness in the workplace. Ideally, we will have workplaces in the future that not only have taken down barriers, but also actually promote a commitment to wholeness. The workplace can provide a container to do this for those who are seeking it.

http://workdesign.com/2015/09/the-difference-between-well-being-and-wholeness-at-work/

Leadership: Competency

Leadership Development Assessment (LDA) Survey

Assess your leadership skills on the following ten statements using the five-point scale below.

1 = Not like you...............................5 = Very much like you

1. I have a clear overall vision, or concept of my purpose, function, and responsibility (its contribution, mission, values, focus).

2. I spot the critical issues and upcoming problems YBMSM will need to deal with.

3. I have the facilitation skills necessary to effectively lead a group to consensus.

4. I teach and coach people skillfully to help them handle specific challenges and problems.

5. I keep up-to-date on what's going on with YBMSM.

6. I keep an open mind when hearing others opinions.

7. I advocate for social justice issues that impact YBMSM.

8. I maintain good supportive relationships that help people work productively.

9. I set a good example with my actions, attitudes and behaviors.

10. I foster a sense of teamwork and build enthusiasm for group projects and assignments.

Scoring - Add your scores up and then find your total below.

45-50   You lead with confidence and your followers knows where you are going.

40-44   You're well on your way to effective leadership, keep focused and stay on the

road.

35-39   Sometimes you get off track and your followers are left wondering what to do next.

30-34   With no clear path in mind your followers are left to their own devices.

<30   Your followers are finding it difficult to follow your lead and may be looking for a   new leader.

This is a survey adapted and taken from http://www.pbsconsulting.com/samplelda.htm

Situational Leadership: Competency & Equity

Situational leadership is a style of leadership development created by Blanchard & Hersey in 1969, that assumes there is no best leadership style only development/maturity levels that need to be adequately paired with a most effective leadership style. For example if an employee is just starting they are likely an enthusiastic beginner and will mostly need guidance. An enthusiastic beginner should be paired with an expert authority someone who can direct the enthusiastic beginner as they acquire a new skill. See the slides below to identify which leadership style is most appropriate for which development/maturity level.

See the next page for Situational leadership match up chart.

Wouldn't it be great if you could develop individuals so they support your organization's success…and develop your organization so it supports these individuals in succeeding?

Situational Leadership: Competency & Equity

Situational Leadership Match Chart

	S1 Expert Leadership	S2 Motivator Sales Person Leadership	S3 Facilitator Leadership	S4 Delegator Leadership
D4 Self Directed	STOP! Sever Mismatch	MisMatch	Near Match Proceed with Caution	MATCH!
D3 Involved	MisMatch	Near Match Proceed with Caution	MATCH!	Near Match Proceed with Caution
D2 Interested	Near Match Proceed with Caution	MATCH!	Near Match Proceed with Caution	MisMatch
D1 Dependent	MATCH!	Near Match Proceed with Caution	MisMatch	STOP! Sever Mismatch

Developmental Levels & Maturity D1-D4:

The extent to which a manager engages in one way communication—meaning the leader spells out what the follower's role is.

- ◆ **D1 - Low Competence, High Commitment "Enthusiastic Beginner"**

- ◆ **D2 - Some Competence, Low Commitment "Disillusioned Learner"**

- ◆ **D3 - Moderate--High Competence, Variable Commitment "Reluctant Contributor"**

- ◆ **D4 - High Competence, High Commitment "Peak Performer"**

Style of Leadership S1-S4:

The extent to which a leader engages in two-way communication by providing socio-emotional support, "psychological strokes", and facilitating behaviors.

- ◆ **S1 - Expert Authority "Directing"**

- ◆ **S2 – Motivator Sales Person "Coaching"**

- ◆ **S3 – Facilitator "Supporting"**

- ◆ **S1 – Delegator Involved Manager**

  Delegating

Situational Leadership Action Planning Chart

Table 1: Ex of Employee Action Planning Chart

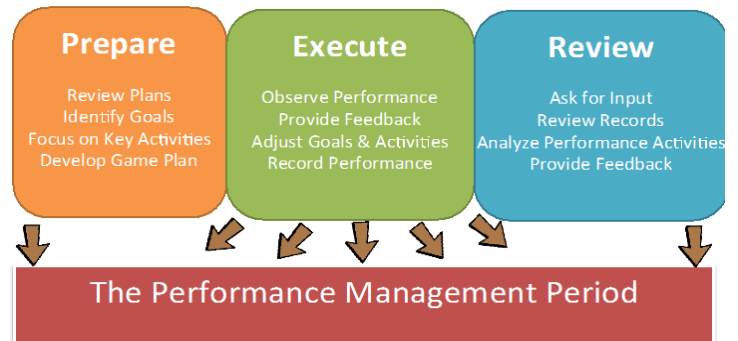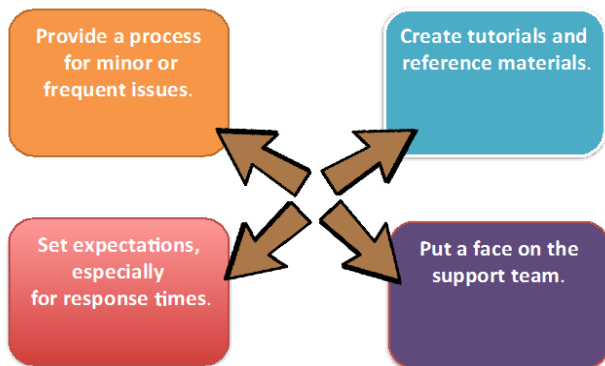| Task	Devel/ Maturity (D1-D4)	Style of Leadership (S1-S4)	Tips for Effective Support: (Directing, Coaching, Supportive, or Delegating)
Training	D2 Interested	S2 Needs Motivation	**Directing :** • **Professional Develop. Plan** • **Daily Task List** • **Weekly Goals** • **Monthly Reports** • **Clear Instructions** • **Needs to understand how & Why**

Directing: Involved Management Techniques

Supervision → Professional Development Plan / Organizational Orientations → Supervision → Daily Task List / Weekly Goals / Monthly Reports → Supervision → Clear Instruction / Understanding of goals objectives and necessary outcomes → Supervision

Coaching

Performance Coaching Cycle

Prepare
Review Plans
Identify Goals
Focus on Key Activities
Develop Game Plan

Execute
Observe Performance
Provide Feedback
Adjust Goals & Activities
Record Performance

Review
Ask for Input
Review Records
Analyze Performance Activities
Provide Feedback

The Performance Management Period

Tips for Effective Support

Provide a process for minor or frequent issues.

Create tutorials and reference materials.

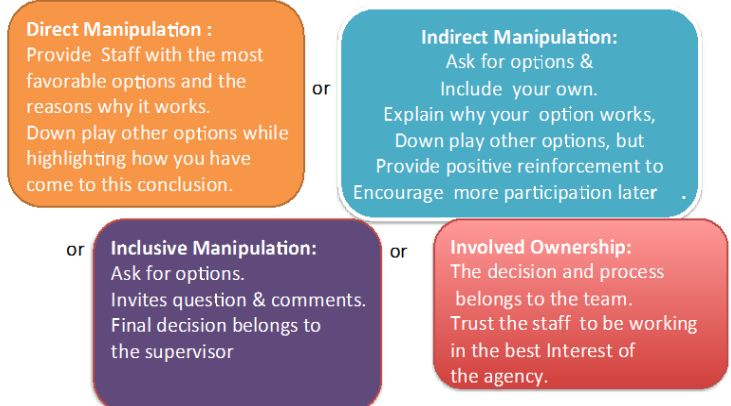**Set expectations, especially for response times.**

Put a face on the support team.

Delegation is giving employees the power to do their job

Select one of the options depending on readiness of employee to be "empowered"

Direct Manipulation :
Provide Staff with the most favorable options and the reasons why it works.
Down play other options while highlighting how you have come to this conclusion.

or

Indirect Manipulation:
Ask for options &
Include your own.
Explain why your option works,
Down play other options, but
Provide positive reinforcement to
Encourage more participation later .

or

Inclusive Manipulation:
Ask for options.
Invites question & comments.
Final decision belongs to the supervisor

or

Involved Ownership:
The decision and process belongs to the team.
Trust the staff to be working in the best Interest of the agency.

Situational Leadership Action Planning Chart

Employee Name: _____   **Date** _____

Supervisor: _____

Task	Devel/ Maturity (D1-D4)	Style of Leadership (S1-S4)	Tips for Effective Support: (Directing, Coaching, Supportive, or Delegating)
1. Training	**D2 Is Interested**	**S2 Needs Motivation**	**Directing:** • **Professional Develop. Plan** • **Daily Task List** • **Weekly Goals** • **Monthly Reports** • **Clear Instructions** • **Needs to understand how & Why**
2.			
3			
4.			

For Additional Information

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You can find this webinar recording on the CISP Website 24 hours after this presentation!
http://www.etr.org/CISP/webinars/