LEADING FOR CHANGE: CREATIVE AND NIMBLE LEADERSHIP

EDYE S. SCHWARTZ, DSW, LCSW-R
ASHLEY BRODY, MPA, CPRP
JEFF McQUEEN, MBA, LCDC
KIRSTEN VINCENT, PhD, LMHC, NYSCPS
Our Mission

NYAPRS is a change agent dedicated to improving services, public policies and social conditions for people with mental health, substance use and trauma-related challenges, by promoting health, wellness and recovery, with full community inclusion, so that all may achieve maximum potential in communities of choice.
Today’s webinar is being recorded and you can find the recording and PowerPoint posted on our website at www.nyaprs.org.

NYAPRS is providing CEUs for LMSW, LCSW, CPRP, and LMHCs.

In order to receive CEUs, you must:
- Be in the virtual room and not on the phone
- Complete and return the evaluation within 48 hours

NYAPRS will not be able to provide any webinar participant with CEUs if we receive the evaluation after 48 hours.

Please keep your phones muted and your cameras turned off.
Strive for Five Challenge: New Yorkers Looking Out for New Yorkers

- Identify 5 people to check-in with every day for the next 30 days
- Prioritize people who live alone, are in recovery, or are feeling anxious
- Think about starting a team at your agency, company, club or circle of friends
- If you are going to take the challenge, email us with your start date at STRIVEFORFIVECHALLENGE@GMAIL.COM
- Use social media to promote more people committing to connect with five people per day #NYSTRIVE5

New York Association of Psychiatric Rehabilitation Services
About the Presenters

**Ashley Brody** is the CEO of Search for Change, a nonprofit agency that provides supportive residential, vocational rehabilitation, and care management services to adults with behavioral health conditions. SFC provides services throughout Westchester and Putnam Counties, and maintains partnerships with other organizations operating throughout the Lower Hudson Valley. Ashley provides oversight of the organization’s daily operations and supports strategic initiatives designed to promote its continuing success.

Ashley began his 25-year tenure at SfC as a Residential Counselor, and became a Program Manager, and Program Director. He also served as Case Management Coordinator, Associate Clinical Director, and Residential and Community Services Director. He was promoted to the position of Associate Executive Director in 2014 and Chief Executive Officer in 2015. Ashley sits on the Board of Directors for multiple organizations and holds leadership positions on county wide committees as well as on their IPA. He holds a BA from Purchase and a Master of Public Administration from Pace University and is a CPRP.

**Kirsten Vincent** has been working in the Health and Human Services field for over 26 years, having started her career working with young children with developmental challenges and their families and eventually with older youth and their families as they transitioned toward adulthood. Kirsten transitioned into working solely in the mental health field, but it was through her own personal struggles with mental health issues that Kirsten discovered Peer services and her own passion for supporting others through peer services.

In early 2015 Kirsten was hired at Housing Options Made Easy to write the program for their Short-Term Peer Run Crisis Respites and Warmlines and is still with Housing Options today as the Interim CEO. Kirsten also does work as a Staff development trainer and community education trainer as well as a teacher. Kirsten’s beliefs in the strength of personal recovery and the resilience of others is the foundation of her passion for peer services, and the driving force behind the work she does. Kirsten has a PhD and is a Licensed Mental Health Counselor.

**Jeffrey McQueen** is the Executive Director at the Mental Health Association of Nassau County. He is a former Stockbroker and currently the CEO of an investment firm. Jeff who is also a combat Veteran. Prior to his journey in recovery, Jeff experienced several hospitalizations battling mental health challenges, PTSD, and substance use. He has presented implementation techniques throughout the country on topics such as Personal Growth and Change, Time Management and Recovery Based modalities. Jeff has learned from a variety of adversities and obstacles throughout his recovery process and has embraced these experiences and has learned to use them to not just educate society, but to find purpose and empowerment in them. Jeff holds an MBA and is a licensed chemical dependency counselor.

**Edye Schwartz** is a consultant with NYAPRS with 40-year experience in the field of managing and leading recovery-oriented services. Edye has shared her expertise with the next generation of health care practitioners by teaching courses at Lehman College and Hunter School of Social Work on leadership and management, recovery based mental health services and psychiatric rehabilitation. In addition, she has written articles and presented workshops and keynote addresses at various state, national and international conferences. Edye has a Masters in Social Work from Hunter College and a Doctorate in Social Work from the City University of New York.
WHAT WILL WE TALK ABOUT TODAY?

Let’s define and discuss leadership

Let’s explore the qualities of a great leader and the skills required to become one

Let’s explore what it means to be a “principled leader” and why that is so important

Let’s explore the challenges and solutions for reopening and redesigning services.

New York Association of Psychiatric Rehabilitation Services
“Great leaders are not afraid to engage in continuous innovation and change, they opt for effectiveness over efficiency, they are constantly open to learning, they generate enthusiasm for their mission and empower their staff to be good managers.”

(Zipple, Selden, Spaniol and Bycoff, 1994)
• The manager’s conscious efforts to influence staff to engage *willingly* in behaviors that contribute to attaining organizational goals
• The key ingredient in the creation of a good organization
• Both a science and an art—good leaders must bring a bit of both to their job.

*If poor leadership is at the helm, services will suffer.*

New York Association of Psychiatric Rehabilitation Services
A GOOD LEADER!

A good leader is one who:
• has a clear vision of the role and the strengths of the organization
• understands and remains passionate about the agency’s mission
• is committed to providing quality services
• is skilled in implementing his/her passion and commitment.

Zipple, Selden, Spaniol and Bycoff (1994)
WHAT MAKES A GOOD LEADER?
What Makes You Want to Follow Someone?

• Leaders tend to be emotional/expressive
• Leaders adapt to new situations as their organizations engage in constant flux
• Leaders take ideas and make them reality
• Leaders inspire others, exhibit tenacity, energy and creativity
• Leaders instill confidence by developing appropriate policies and procedures that bring order and help everyone to feel safe

No rules or regulations can be the sign of a weak leader.
## The Skills of Leadership

Develop a vision and a sense of mission

Problem solve

Apply creativity and ingenuity to your tasks

Identify opportunities and time to implement them

Analyze risks

Develop consensus among relevant constituencies

Mobilize necessary financial and other resources

Persist in the face of challenges and resistance

Assemble strong teams to carry out plans

Edwards and Yankee, (1991)
THE PRINCIPLES AND TASKS OF “PRINCIPLED LEADERS”

1. Communicate a shared vision
2. Centralize by mission and decentralize by operations
3. Create an organizational culture that identifies and tries to live by key values
4. Create an organizational structure that empowers themselves and their staff
5. Ensure that staff are trained in how to translate vision into reality
6. Relate constructively to employees
7. Access and use information to make change a constant part of the organization
8. Build their organization around exemplary performers

Anthony and Huckshorn, (2008)

New York Association of Psychiatric Rehabilitation Services
PLANNING FOR CHANGE

We can never be totally in control. Even though our actions shape and are shaped by change, we are just part of an evolving pattern.

- Rethink what we mean by hierarchy and control
- Learn the art of managing and changing contexts
- Live with continuous transformation as a natural state of affairs
- Be open to change
RESOURCES


