



**Leadership Frameworks and Styles:  
Implications for Advancing Cultural and Linguistic Competence in  
Developmental Disabilities**

February 7, 2019



## PRESENTERS

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## OBJECTIVES

Participants will:

1. Define leadership.
2. Differentiate leadership from advocacy, management, and authority.
3. Reflect on self as leader.
4. Describe the impact of culture on leadership styles.
5. Identify five leadership styles and their effectiveness in different situations related to CLC.
6. Reflect on the importance of using varied leadership styles to advance and sustain CLC and cultural diversity in developmental disabilities.

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## DEFINING LEADERSHIP

# Leadership

**is**

a verb  
about action  
defined by what you do



**is not**

a noun  
about position  
defined by your role



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# Leadership is

*A Process of*

- envisioning and initiating change by...
- mobilizing others to...
- alter the status quo...
- in response to an urgent challenge or exciting opportunity

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# Leadership is

*A Process of*

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*A Behavior that*

- embraces relationships and
- has change as its essential goal

# Leadership is

*A Process of*

- envisioning and initiating change by...
- mobilizing others to...
- alter the status quo...
- in response to an urgent challenge or exciting opportunity

*A Behavior that*

- embraces relationships and
- has change as its essential goal

*An Awareness of your choice to*

- strengthen relationships
- bring clarity
- ask a good question
- OR
- shut someone down
- show frustration
- blame
- not show up

# Leadership



- applies to every aspect of your life
- is a personal journey
- is a 24/7 experience and choice to make

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## Leadership is a Function



- Leadership can be seen as the **process** of envisioning and initiating change, that increases ones social influence/informal authority and results in mobilizing others to alter the status quo, through learning together and achieving a goal they share.
- Leadership is a type of behavior that embraces relationships and has change as its essential goal.
- Whether or not to provide leadership is a matter of individual choice.

Source: Ellen B. Kagen , Georgetown University. Adapted from Laufer, N., *The Genesis of Leadership*, 2008

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# Leadership is not

- ~~Management~~
- ~~Authority~~
- ~~Advocacy~~
- ~~Strategic Planning~~
- ~~Facilitation~~

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## Leadership



doesn't have to come from above

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# Leadership



can come from any chair

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## What are you trying to accomplish?

What is your leadership challenge related to CLC?

- A change that could shift the status quo that you are trying to address?
- A change which may be easier to tackle with improved **leadership** skills?

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## Why do I need to learn about leadership as I promote CLC and cultural diversity in my setting?

Increasingly complex communities

Unprecedented change and challenges which can create uncertainty and resistance

To support individuals experiencing change, I will need new and different approaches

Require the talents, creativity, and leadership of everyone

Each of you can lead!

## System Resistance to Change





## To lead, you must.....



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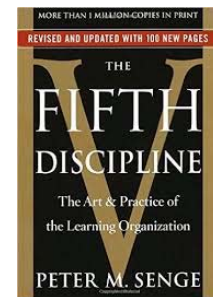
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## Leadership and Change

“The changes required will be not only in our organizations but in ourselves as well.

....Only by changing how we think, can we change policies and practices.

...Only by changing how we interact can shared vision, shared understandings and new capacities for coordinated action be established.”



Senge, P. M. (1990) The Fifth Discipline

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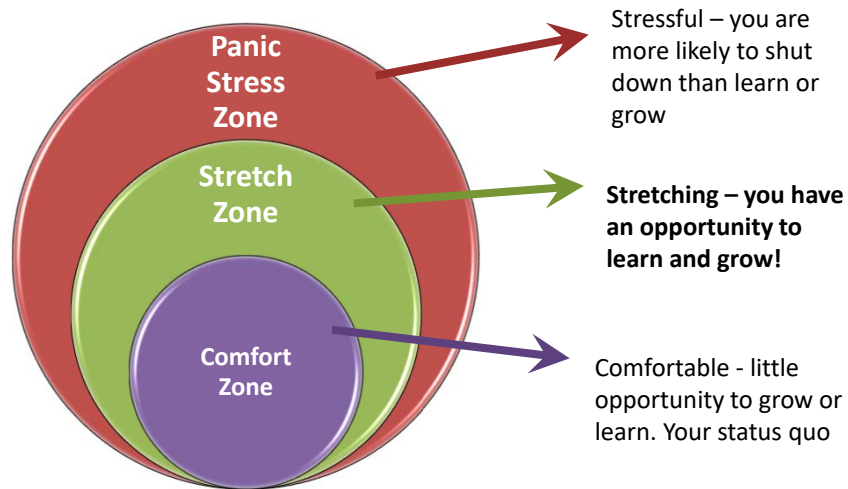


Illustration source: "Who wants change?" Alan O'Rourke, [audiencestack.com](http://audiencestack.com)

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## Altering YOUR Status Quo



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<b>Management</b>	<b>Leadership</b>
•Maintains the status quo	•Changes the status quo

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**Management and leadership create different experiences & feelings**

Management	Leadership
Stable	Unstable
Safe	Hard
Consistent	Uncomfortable
Calm	Anxious
Order	Chaos
Status Quo	Resistance

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## Differentiating Leadership and Formal Authority

Leadership is a **process** that increases one's social influence and results in mobilizing others to learn together, create collective vision, and achieve a goal they share.

Formal authority is the power invested in a **role** to perform certain acts by a formally established procedure, such as a hiring, election, certification/licensure, or organizational hierarchy.

### Advocacy

- Provides focus and attention
- Tells
- Argues
- Persuades

### Leadership

- Provides focus and attention
- Brings people together
- Mobilizes resources
- Asks and reflects

## Foundational Leadership Principles to Foster the STRETCH!

- Self reflection and knowing yourself
- Cultural awareness of your own world view and the world view of others
- Clarity of personal values and creating values alignment with others
- Open to learning, staying curious, and adapting self
- Persistent personal vision to shift the status quo and create a new future, in spite of extreme difficulties

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### Leadership Reflection

### Let's chat about your reflections on leadership.

- What actions do you need to take to overcome your leadership challenge?
- What change has to happen within you to foster the change you seek in leading CLC?

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## Real-time Evaluation Questions

1. I am able to define leadership  Yes  No

2. I am now able to differentiate leadership from:

- **management**  I disagree  I disagree somewhat  I agree  I strongly agree
- **advocacy**  I disagree  I disagree somewhat  I agree  I strongly agree
- **authority**  I disagree  I disagree somewhat  I agree  I strongly agree

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## The Influence of Culture on Leadership



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## A Perspective on Culture and Leadership

Seven Dimensions	Values and Behaviors
Universalism (vs. Particularism)	What is more important, rules or relationships?
Individualism (vs. Collectivism)	Do we function in a group or as individuals?
Neutral (vs. Emotional)	Do we display our emotions?
Specific (vs. Defuse)	How separate do we keep our private and work lives?
Achievement (vs. Ascription)	Do we have to prove ourselves to receive status, or is it given to us?
Sequential (vs. Synchronic)	Do we do things one at a time, or several things at a time?
Internal Control (vs. External Control)	Do we control our environment, or are we controlled by it?

Data Source: Tromenaars & Hampden-Turner (1997). Riding the Waves of Culture

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### Let's chat about culture and leadership.

#### Leadership Reflection

- How does culture influence your leadership?
- How do others view you through their cultural lens as leader?

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## Leadership Styles: Adapting Your Leadership Style to Address Changing Environments



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## Leadership Styles

### Directive

- The use of authority or command and control.

### Motivational

- Providing incentives or compelling reasons for action.

### Participatory

- Ensuring inclusion, providing encouragement, sharing, partnership, and equality.

### Educational

- Provide and facilitate learning opportunities or bring in expertise that enhances the knowledge base.

### Creative

- Ability to be imaginative, original, and focused in order to generate new ways of thinking; discover and create new solutions.

Data Sources: Leadership Styles adapted from a variety of sources including:

- Kurt Lewin's 1939 Leadership Theory (Directive/Autocratic & Participatory/Democratic) Source: Lewin, Kurt (2010). Resolving social conflicts and field theory in social science. Washington, DC: American Psychological Association.
- McGregor's X and Y Theory (Motivational Leadership) Source: McGregor, D. (1960). *The human side of enterprise*.
- Murphy's Model for Instructional Leadership (Educational) Source: Murphy, J. (1988). Methodological, Measurement, and Conceptual Problems in the Study of Instructional Leadership.
- Mumford, M. D., Scott, G. M., Gaddis, B., & Strange, J. M. (2002). Leading creative people: Orchestrating expertise and relationships. *Leadership Quarterly*, 13, 705-750

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# POLLING QUESTION 1

Have you have ever used any of these leadership styles in your work to advance CLC and cultural diversity?

- |               |                              |                             |
|---------------|------------------------------|-----------------------------|
| Directive     | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Motivational  | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Participatory | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Educational   | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Creative      | <input type="checkbox"/> Yes | <input type="checkbox"/> No |



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## Now let's hear from our panelists



Andy Arias



Eric Brown



Tanisha Clarke



Brenda Liz Muñoz

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## Brenda Liz's Perspectives on her Preferred Leadership Style



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### POLLING QUESTION 2 Which Styles Would You Use?

The team leader discovers that some members of the home visiting program have been using family member as interpreters. This contradicts organizational policy. What leadership styles are appropriate for this challenge?



- A. *Participatory*
- B. *Motivational*
- C. *Creative*
- D. *Directive*
- E. *Educational*

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## Eric's Perspectives on his Preferred Leadership Style



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### POLLING QUESTION 3

#### Which Styles Would You Use?

What leadership styles would you use if you wanted to inspire organizational staff to redesign community engagement initiatives to be more inclusive of racial, ethnic, and cultural groups in the state/territory?



- A. *Participatory*
- B. *Motivational*
- C. *Creative*
- D. *Directive*
- E. *Educational*

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## Tanisha's Perspectives on her Preferred Leadership Style



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### POLLING QUESTION 4 Which Styles Would You Use?

Your organization just received a large grant to increase employment of persons with developmental disabilities, with an emphasis on those who have significant disabilities. What leadership styles could the leader use to create a shared vision to change the status quo of employment opportunities in the city?



- A. *Participatory*
- B. *Motivational*
- C. *Creative*
- D. *Directive*
- E. *Educational*

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## Andy's Perspectives on his Preferred Leadership Style



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### POLLING QUESTION 5

#### Which Styles Would You Use?

Some members of the Advisory Council for Developmental Disabilities in your state/territory are unaware of the extent of disparities in services and supports. What leadership styles would you use to address this challenge?



- A. *Participatory*
- B. *Motivational*
- C. *Creative*
- D. *Directive*
- E. *Educational*

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## Real-time Evaluation Questions

3. I am able to cite 5 leadership styles.  Yes  No

4. I am now able to apply varied leadership styles to match specific situations :

I disagree  I disagree somewhat  I agree  I strongly agree

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## Reflection

- What is my strongest leadership style?
- Which leadership styles are most challenging for me?
- Which leadership styles may be useful to address my most pressing challenge in leading CLC and cultural diversity?

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# REFLECTION

“The best leaders don’t know just one style of leadership – they’re skilled at several and have the flexibility to switch between styles as circumstances dictate.”

Attribution: Daniel Goleman, (2000) author of “*Leadership That Gets Results*”, *Harvard Business Review*, March-April, 2000, Reprint #R00204

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## Real-time Evaluation Questions

**5. How useful was the information shared during this Learning and Reflection Forum ?**

Not at all useful    Somewhat useful    Useful    Very useful

**6. How likely are you to use the information from this Learning and Reflection Forum to lead CLC in your setting?**

Not at all likely    Somewhat likely    Likely    Very likely

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