

# Value-Based Leadership

COMMITMENT, COMPASSION, CARE

# What will I learn today?

- ▶ Identify the core values of the Situational Response Team (SRT) department.
- ▶ Identify my core values, and how they relate to the SRT department and the mission of YCS
- ▶ Demonstrate how to lead others with value
- ▶ Demonstrate enhanced communication skills and establish engagement with others

Commitment, Compassion, Care

# What is Value-Based Leadership?

- ▶ Core values represent the soul of an organization, enduring principles that capture YCS's strengths and character.
- ▶ MISSION OF YCS : To partner with at-risk and special needs children, youth and young adults to build happier, healthier, more hopeful lives within families and communities.
- ▶ The SRT team must lead by example and communicate these values in words and action on an on-going basis.
- ▶ Value-based leaders demonstrate these values and strongly identify with YCS and its mission.
- ▶ COMMITMENT, COMPASSION, and CARE

# Values Based Leadership Exercise

- ▶ In your assigned group:
  - ▶ Define the word on your flipchart in your own words
  - ▶ Identify characteristics of this value
- ▶ Report out to the larger group

# What are core values?

- ▶ **SIMPLE DEFINITION: WHAT'S REALLY IMPORTANT**
- ▶ Fundamental convictions that SRT have about how they conduct themselves in the context of YCS's mission
- ▶ Guiding principals which underlie YCS's mission, and the SRT .
- ▶ Understood and adopted by the SRT Leadership which sets the standard for all SRT
- ▶ Examples include: being respected, trusted, developed and recognized for our uniqueness.

# The History of the SRT Department

- ▶ SRT began with an inspirational leader , Owen Broomes,25 years ago.
- ▶ This leader had a talent working with troubled children, finding the best in children and staff.
- ▶ Embraced the gifts of others, demonstrating commitment, compassion and care. He has been recognized internally by YCS with the development and implementation of the SRT and externally by National Organizations for Direct Care Professionals.
- ▶ Demonstrated a willingness to work wherever needed, with a positive and flexible approach, putting the needs of clients before his own.
- ▶ Team player with effective behavior management skills and abilities

# The History of the SRT Department

- ▶ YCS realized it needed a team of committed, compassionate, and caring employees to meet the challenge at difficult and important moments
- ▶ The people we serve and their families can always be confident that they are well cared for.

# A Growing Program, Growing Leaders

- ▶ Now SRT is the largest department within YCS, with over 200 employees.
- ▶ The goal is grow the SRT program to a staff of 300 employees.
- ▶ The SRT department promotes from within.
- ▶ 90% of SRT supervisors and coordinators started as behavioral assistants.
- ▶ YCS invests in the SRT department by providing ongoing support and comprehensive training.



# Accomplishment of the SRT Department

- ▶ Worked collaboratively in creating a Southern Region within YCS.
- ▶ In 1988, created a summer camp program and currently provides camp for over 200 campers throughout the agency.
- ▶ SRT department assists in the opening of new programs throughout the agency.
- ▶ SRT department supports the Alliance of Services by providing staff to care for clients safety, welfare and care.

# WHY ARE YOU HERE?

Commitment, Compassion, Care

# Group Exercise

- ▶ Break into groups of 2 or 3
- ▶ Describe why you chose to be an SRT.
- ▶ What do you like about being an SRT?
- ▶ Share a story about how you had a positive impact upon the life of a program participant.
- ▶ As a group, identify which to core values were demonstrated in each story.

# Group Exercise

- ▶ What kind of positive impact would I like to have on the world?
- ▶ What kind of positive impact would I like to have on the YCS Alliance of Services?

**“Your beliefs become your thoughts. Your thoughts become your words. Your words become your actions. Your actions become your habits. Your habits become your values. Your values become your destiny.”**

*Ghandi*

# Six Foundation Elements of Value-based Leadership

- ▶ Demonstrate Values
- ▶ Develop knowledge, skills and talents
- ▶ Implement SRT program and plans
- ▶ Communicate Well
- ▶ Build engagement
- ▶ Execute

# Lead with Values

- ▶ -Walk the talk-actions set the tone for everyone you work with
- ▶ Engage in Self-Reflection
- ▶ Seek Balance in all you do
- ▶ Remain Humble

# What are your values?

Affection	Affiliation	Altruism	Advancement	Adventure
Challenges	Change/Variety	Relationships	Community	Competition
Competence	Cooperation	Creativity	Decisiveness	Effectiveness
Efficiency	Environment	Ethics	Excellence	Independence
Loyalty	Nature	Passion	Accountability	Achievement
Adaptability	Advancement	Adventure	Personal Growth	Home Environment
Physical Challenge	Pleasure	Power	Privacy	Career
Service	Quality	Recognition	Religion	Reputation
Responsibility	Security	Self-Respect	Status	Stability
Tranquility	Truth	Wealth	Wisdom	Authority

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# Group Exercise: Values in Action

- ▶ In groups of 2 or 3, describe how an SRT employee could make values-based decisions in one of these real-life SRT scenarios.

# Know What You Stand For

- ▶ Have the courage to lead with your values
- ▶ COURAGE IS MENTAL OR MORAL STRENGTH TO VENTURE, PERSEVERE, AND WITHSTAND DANGER, FEAR OR DIFFICULTY
- ▶ Commit to always doing the right thing
- ▶ Realize you have a responsibility to make the world a better place

# Communicate well

- ▶ Never assume others know an issue as well as you do
- ▶ Communicate frequently,
- ▶ Communicate from the receiver's perspective, let them know what's in it for them
- ▶ 90% of effective communication is listening
- ▶ Create genuine connection with your team members
- ▶ Stories move people, use them to exemplify your values and principles.

# Build Engagement

- ▶ The Foundation of a good team is built on trust
- ▶ If something doesn't work, try not to assign blame
- ▶ Best motivation tool is ability to relate well to others

# Execute

- ▶ Make the right things happen
- ▶ Always keep the big picture in mind
- ▶ Balance between delegating and motivating

# People First

- ▶ People recruited, hired and trained will either be the success of the SRT Team or its failure
- ▶ Why do people leave: Expectations and actual work don't match
- ▶ The Job doesn't fit them
- ▶ Supervisor doesn't offer sufficient feedback and coaching
- ▶ Career opportunities are limited, staff feels undervalued
- ▶ Life/work imbalance
- ▶ Loss of trust with supervisor
- ▶ Lack of training and opportunities for growth

# Why Do People Stay?

- ▶ Emotional commitment, sense of connection to YCS' mission, vision and values
- ▶ Have the opportunity to do your best everyday
- ▶ Experience positive, fair work environment
- ▶ Receive recognition and praise for doing good work on a regular basis
- ▶ Feel their supervisor cares about them
- ▶ Experience encouragement from supervisor and continued personal development

# As an SRT Supervisor, What should I do?

- ▶ Communicate a clear direction for SRTs, in line with the YCS mission, emphasizing the Values of the SRT Department
- ▶ Help the SRT feel engaged in their jobs, knowing their ideas matter
- ▶ Help SRTs remove obstacles that prevent them from achieving success at work
- ▶ Treat those we supervise with respect



# How We Disrespect our Staff

- ▶ Canceling meetings at the last minute
- ▶ Reprimanding staff in front of peers
- ▶ Changing our mind frequently, sapping confidence of those we supervise
- ▶ Focusing on what doesn't really matter
- ▶ Assigning work, then micro-managing
- ▶ Not listening to staff demonstrates we don't care about what they have to say

# Disrespect-continued

- ▶ Not recognizing staff's achievements
- ▶ Communicating we know it all leads to the stifling of creativity
- ▶ Being moody-Always present a positive, friendly attitude

# Develop Talent

- ▶ Attract the right people
- ▶ Keep good people engaged in the work
- ▶ Provide development opportunities for the next generation of leaders to come through

# Set Clear Direction

- ▶ Set clear direction, and communicate that direction
- ▶ Staff work toward the clearly defined and simplified goal
- ▶ People are well motivated since they know what is expected of them
- ▶ Everyone knows their role and how they fit into the bigger picture

# Core Values are the Foundation of All We Do

- ▶ Values provide the context for how we do what we do
- ▶ Core values are important to others only if they are important to you

# What did we learn?

- ▶ CARE, COMPASSION, COMMITMENT
- ▶ HOW DO THESE VALUES FIT INTO MY PERSONAL VALUES, THE SRT PROGRAM AND THE MISSION OF YCS?