



# Intentional Leadership

## Situational Leadership: Collaborative Development for BMSM



# About Community Impact Solutions Project

- Prevention with Positives
- Prevention with Negatives
- Organizational Development

Visit our  
website at  
[www.etr.org/CISP](http://www.etr.org/CISP)

We provide essential capacity-building assistance (CBA) support to the HIV prevention workforce. We support community-based organizations and their clinical partners to deliver and sustain high-quality HIV programs and services.



# Disclaimer

Disclaimer

Funding for this webinar was made possible (in part) by the Centers for Disease Control and Prevention (CDC). The views expressed by the speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services (DHHS), nor does the mention of trade names, commercial practices, or organizations imply endorsement by the US Government.



# Your Guide

## Michael Everett, MHS,CPC, CISP @ ETR



**Michael Terry Everett** is a Project Coordinator/Trainer for ETR's capacity-building team—Community Impact Solutions Project. He provides CBA services to community based organizations across the US. Michael is a Philadelphia native who has spent 15 years in human services and prior to joining ETR, served as the Director of Training & Capacity Building Support with the national NYC based organization, Harm Reduction Coalition (HRC).

# Series Objectives



- Introduce wellness practices
- Enhance organizational development
- Support competency
- Identify best practices
- Support engagement strategies
- Increase awareness
- Strengthen integration of holistic services

# GOAL

Combat burnout (*Health Benefit*)

Navigate leadership development through professional development (*Professional Benefit*).

# Webinar 2 Objectives



- Define burnout
- Define situational leadership
- Introduce intentional leadership
- Support competency of BMSM lived experience
- Support human resource development
- Engagement strategies

A close-up photograph of a dandelion seed head on the left side of the frame. The seed head is in focus, showing its green base and the white, feathery pappus. Several seeds are captured in mid-air, blowing away from the head towards the top right of the image. The background is a clear, bright blue sky. The overall scene conveys a sense of change and movement.

Change Is Inevitable, Growth Optional





# What Am I At Risk For...

- According to the Bureau of Justice Statistics, **one in three black men** can expect to **go to prison in their lifetime**.
- African-American men are nearly **1.6 times more likely** to be diagnosed with **prostate cancer** than Caucasian men and **2.4 times more likely to die from the disease**.
- Blacks are **disproportionately exposed** to the psychosocial stressors that are important antecedents of **depression, economic deprivation, unemployment, and violence** [10,11], which places them at greater risk for depression.
- African-Americans have a much **higher incidence of heart failure** than other races, and it develops at younger ages.
- Studies have reported that **buying and trading sex appear** to be important risk factors for BMSM.
- African American children are about **2½ times more likely** than white children to be living in **single-parent households** and to be living with **unemployed parents**.
- Black men in the US face a **disproportionate burden of preventable morbidity and mortality rates** compared to other groups.

# Participant Poll Question 1



What has burnout looked like at your agency?



# Intentional Leadership?

**The process of getting things done**

**Focus on process not outcomes**

**Mindfulness**

**Valuing Human & Social Capital**

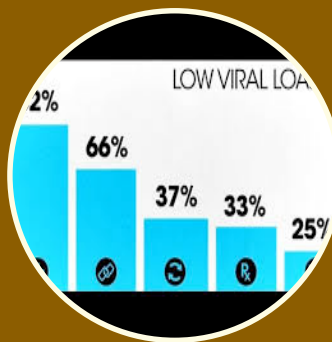
**WELLNESS**

**INCLUSIVENESS**

# The Need for Leadership Development



Supports  
 professionalization  
 of HIV  
 Participant-to-staff  
 transitions.



Maximize  
 efficiency  
 (HIP)



Support manager's  
 responsiveness to  
 staff needs



Creating a  
 vision and a  
 mission for  
 yourself


 Leadership development = Benefit= Protector Factors

# User Friendly Evaluation



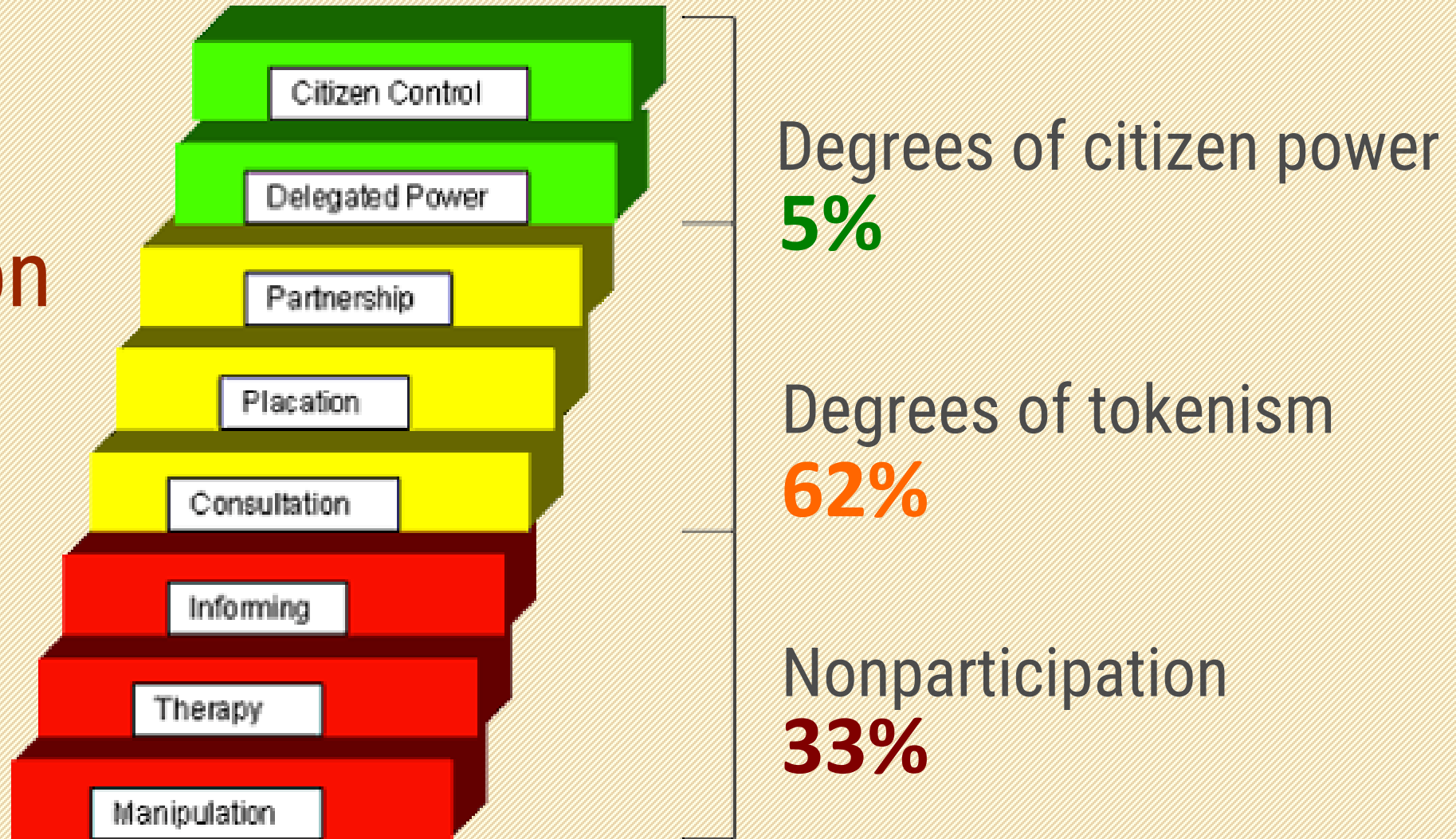
- Ten Survey Monkey Questions
- Facebook Discussion Questions

A photograph of four Black men in formal attire. From left to right: the first man is wearing a dark, vertically striped suit jacket over a dark shirt; the second man is wearing a red and black plaid shirt; the third man is wearing a dark suit jacket over a light blue scarf and a dark shirt with a colorful floral boutonniere; the fourth man is wearing a dark pinstriped suit jacket over a dark shirt and a red tie. They are all looking towards the camera with neutral to slightly smiling expressions. The background is a plain, light color.

**80% Felt pressure to tap into  
their social networks**

# User Evaluation Survey

## Ladder of Participation





A group of business professionals in a meeting, with a large, colorful, abstract graphic overlaying the scene. The graphic consists of several overlapping, semi-transparent shapes in shades of blue, green, yellow, and red, creating a dynamic, geometric pattern. The background shows silhouettes of people in business attire, some holding papers, suggesting a professional setting.

**61%**

**Have ever been approached or solicited in a sexual inappropriate way by mentor/supervisor**





# Risk Factors Vs. Protective Factors

## **RISK FACTORS**

Involvement w/ drugs,  
alcohol, etc. Influences that  
work against self

Disparities can lead to  
vulnerability for people  
to take risks that can  
lead to harmful  
consequences

## **PROTECTIVE FACTORS**

A positive engagement w/  
family/social support  
Involvement in  
social/recreational activities



# Summary of User-Friendly Results

- **Boundary Issues**
- **Disempowered**

**Desires experiences that promote: competency, affirmation & equity**

# Why Discuss Burnout?

## Impact on Individuals

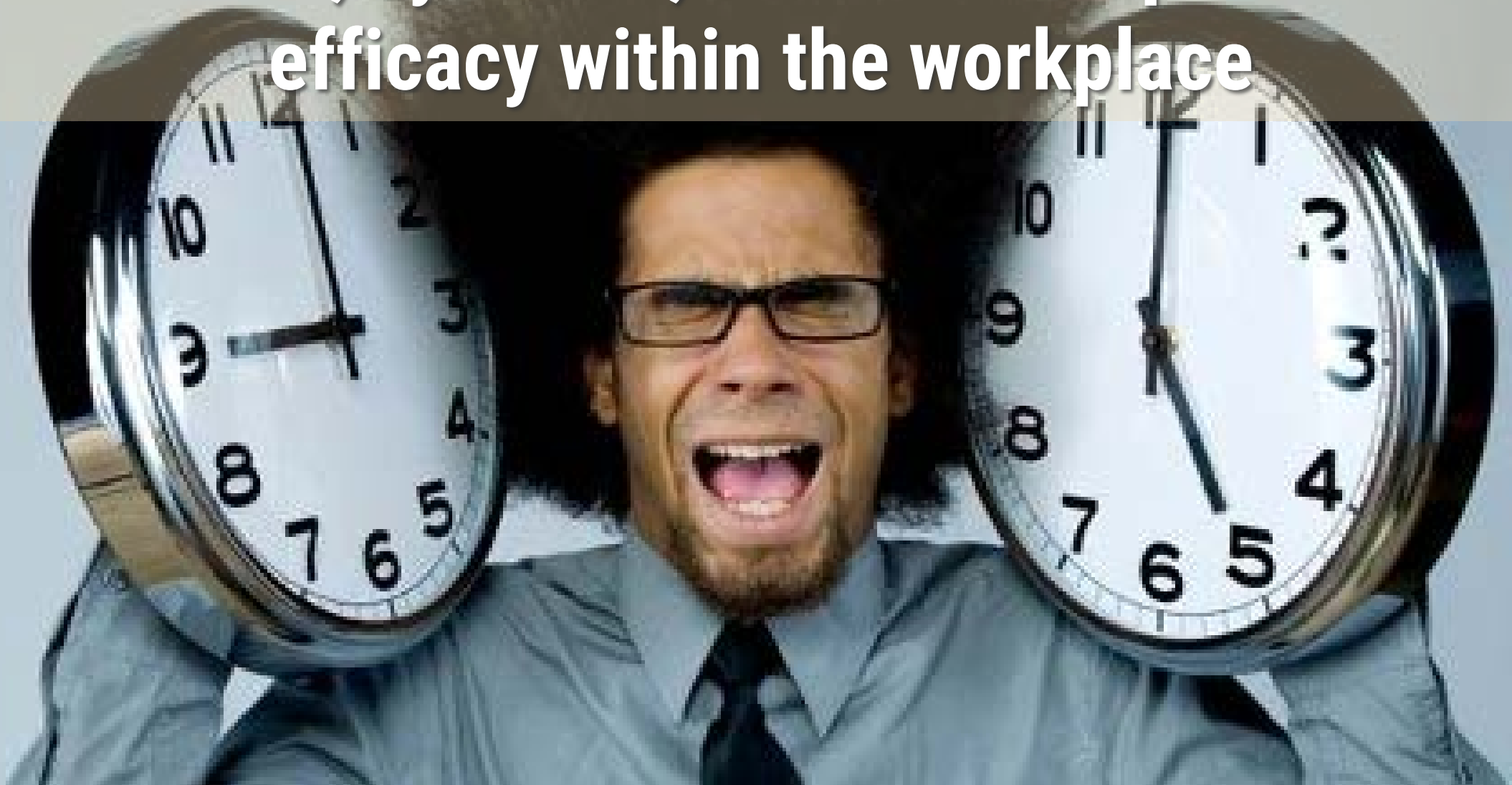
- Poor health
- Absenteeism
- Poor work quality/service delivery
- Changes in outside relationships

## Impact on Organizations

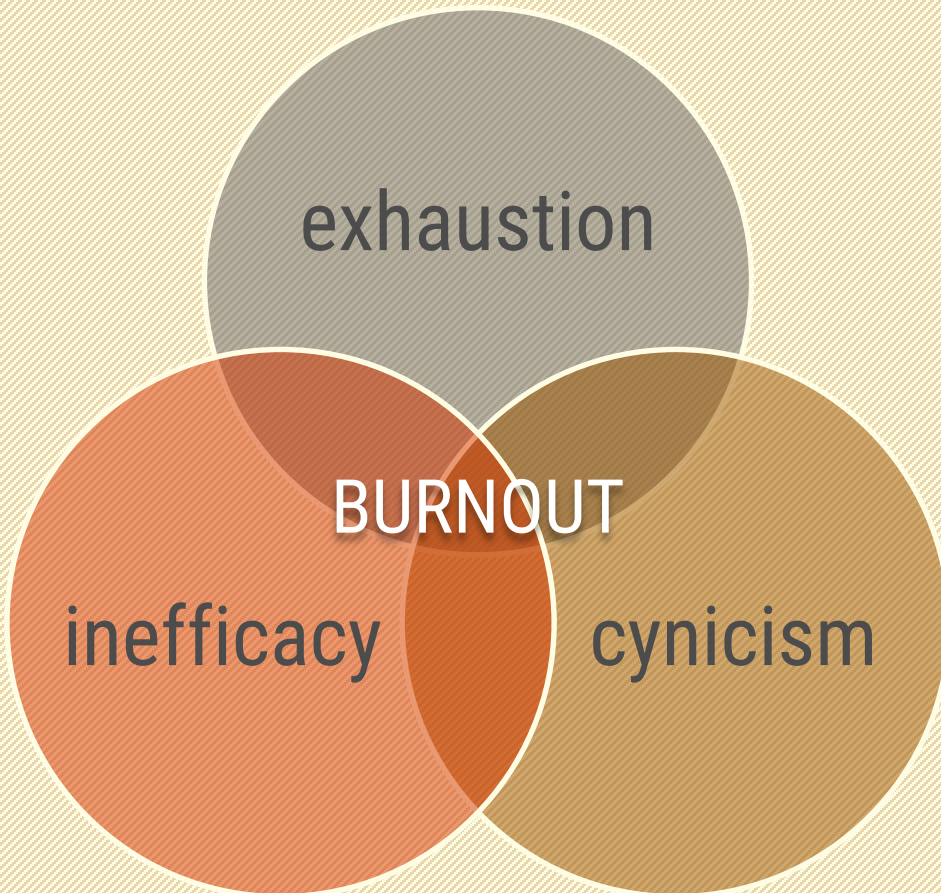
- Loss of confidence in leadership
- Low staff morale
- Low productivity and creativity
- Disharmony in work environment



**Occupational burnout is characterized by exhaustion, cynicism, and reduced professional efficacy within the workplace**



# Signs of Burnout



1. Irritability at work
2. Counting the clock- go in late, leave early
3. Apathy replaces enthusiasm
4. Isolation from coworkers- lost camaraderie
5. Physical illness- exhaustion, headaches, tension, changes in sleep patterns, etc.

## STRESS

## BURNOUT

Over-engagement

Disengagement

Heightened emotions

Blunted emotions

Urgency and hyperactivity

Helplessness and  
hopelessness

Loss of energy

Loss of motivation, ideals,  
and hope

Leads to anxiety disorders

Leads to detachment and  
depression



**Wellbeing?**







**Wholeness?**





# Wellbeing?

Wealth

Optimism

Mindfulness

Authenticity

Belonging

Meaning

Vitality

Energy balance

Presence

Social network

Value expression

Service to others

Practice behavior

# Wholeness?



**What is Leadership?** Leadership has been described as the "process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task"



## Participant Poll Question 2



Are you an  
effective leader?  
How do you know?



**What are great leadership skills?**

# Leadership Skills



- Self-aware
- Flexible
- Open to others' ideas & genuine
- Have a sense of humor
- Respectful
- Non-judgmental
- Inspirational
- Receptive to learning from and about others

A group of business professionals in a meeting, with a semi-transparent text box overlaid. The text box contains the question "What is Management?".

**What is Management?**



# Management:



- Oversees
- Maintains
- Ensure compliances
- Meet goals, objectives, and other related standards



**What Else?**





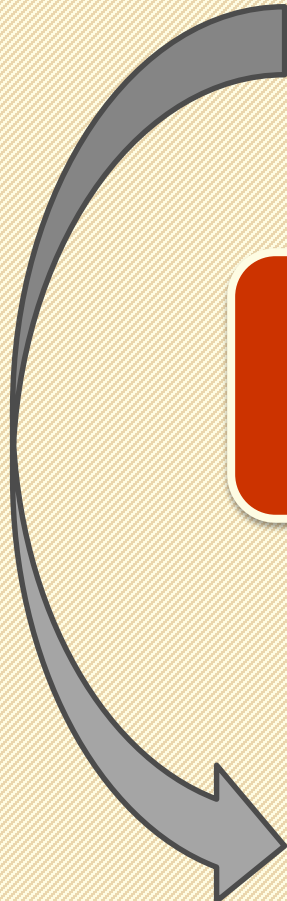
# What Else?



- Active listeners
- Synthesize
- Move forward
- Verbal skills
- Nonverbal skills
- Group process
- Organized
- Training
- Perceptive

**Leadership**

**Management**



**Evocation**

**Education**

**Style**

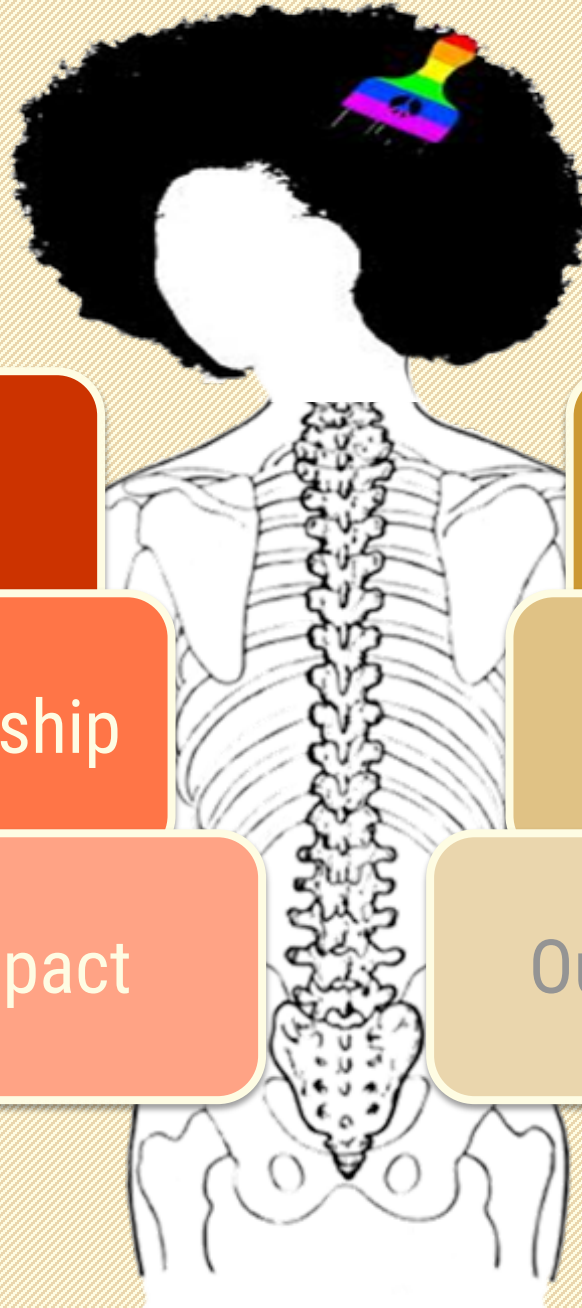
**Task**

**Relationship**

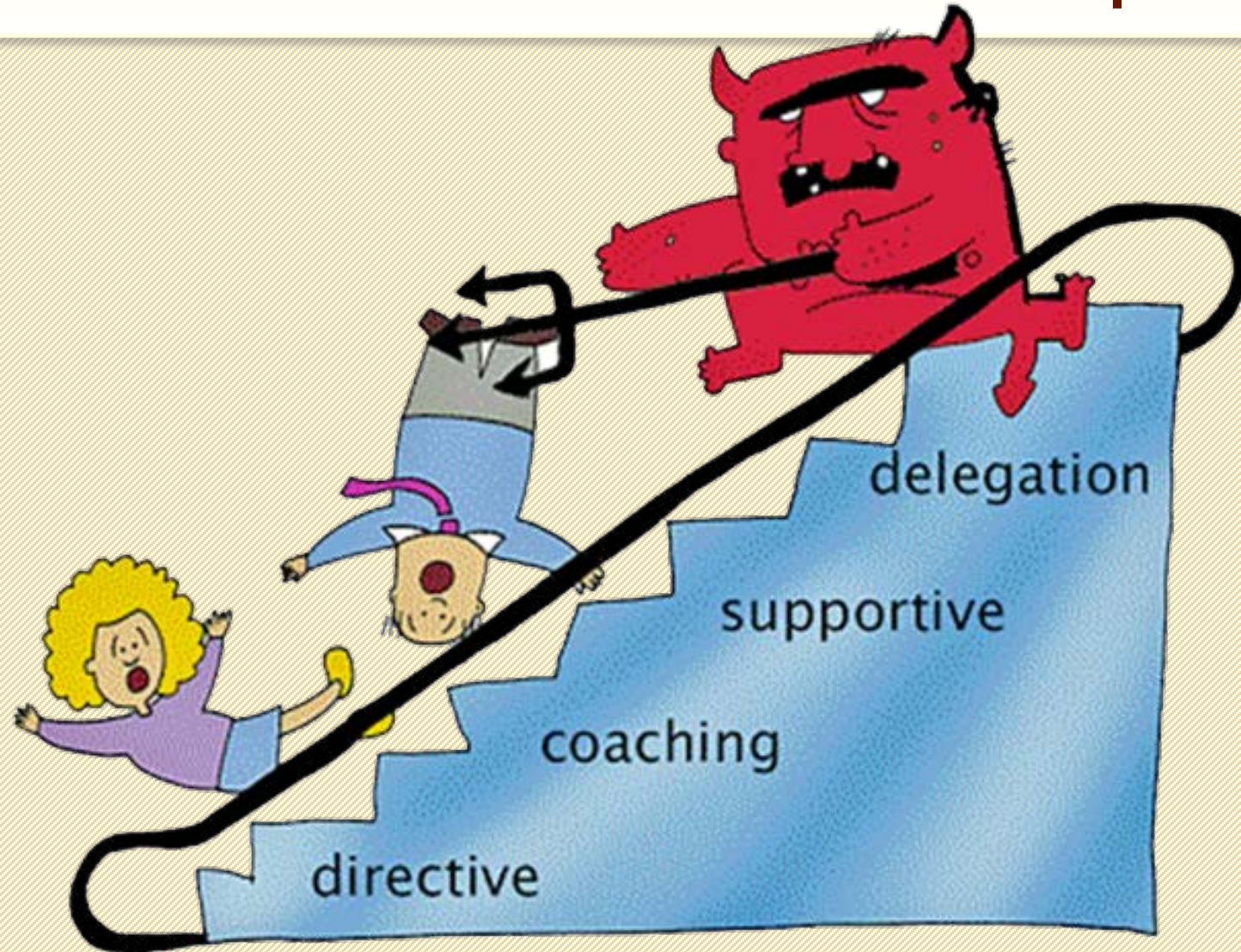
**Process**

**Impact**

**Outcome**



# Situational Leadership

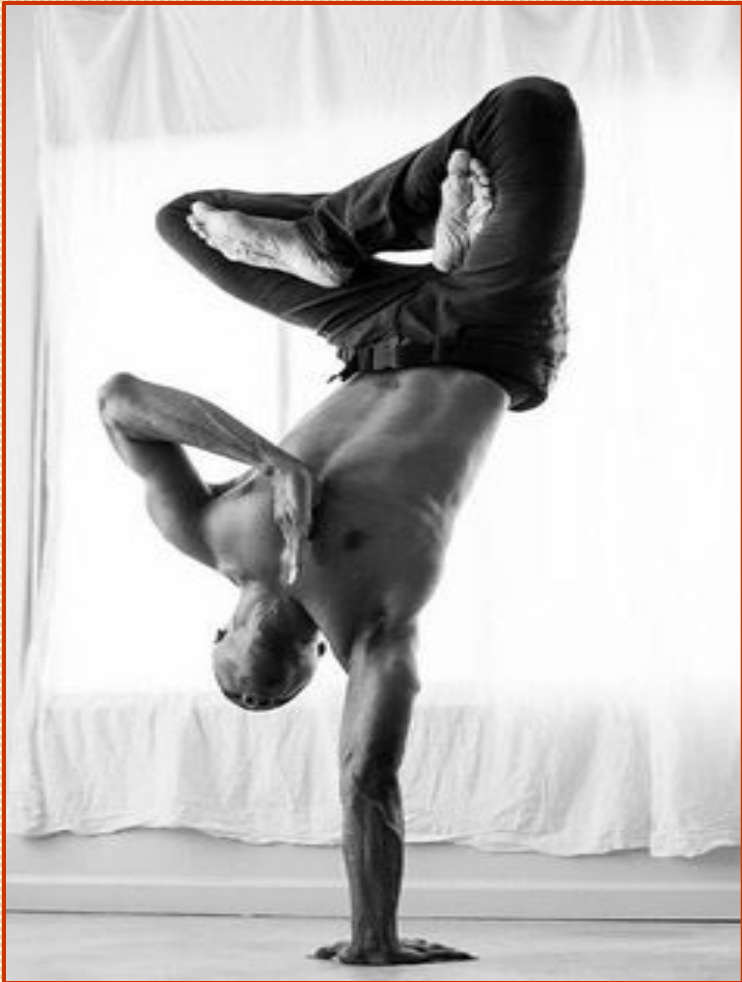


No single “best” style of leadership

ADAPT



# 3 Skills of Situational Leader



The Leader:  
**Flexibility**

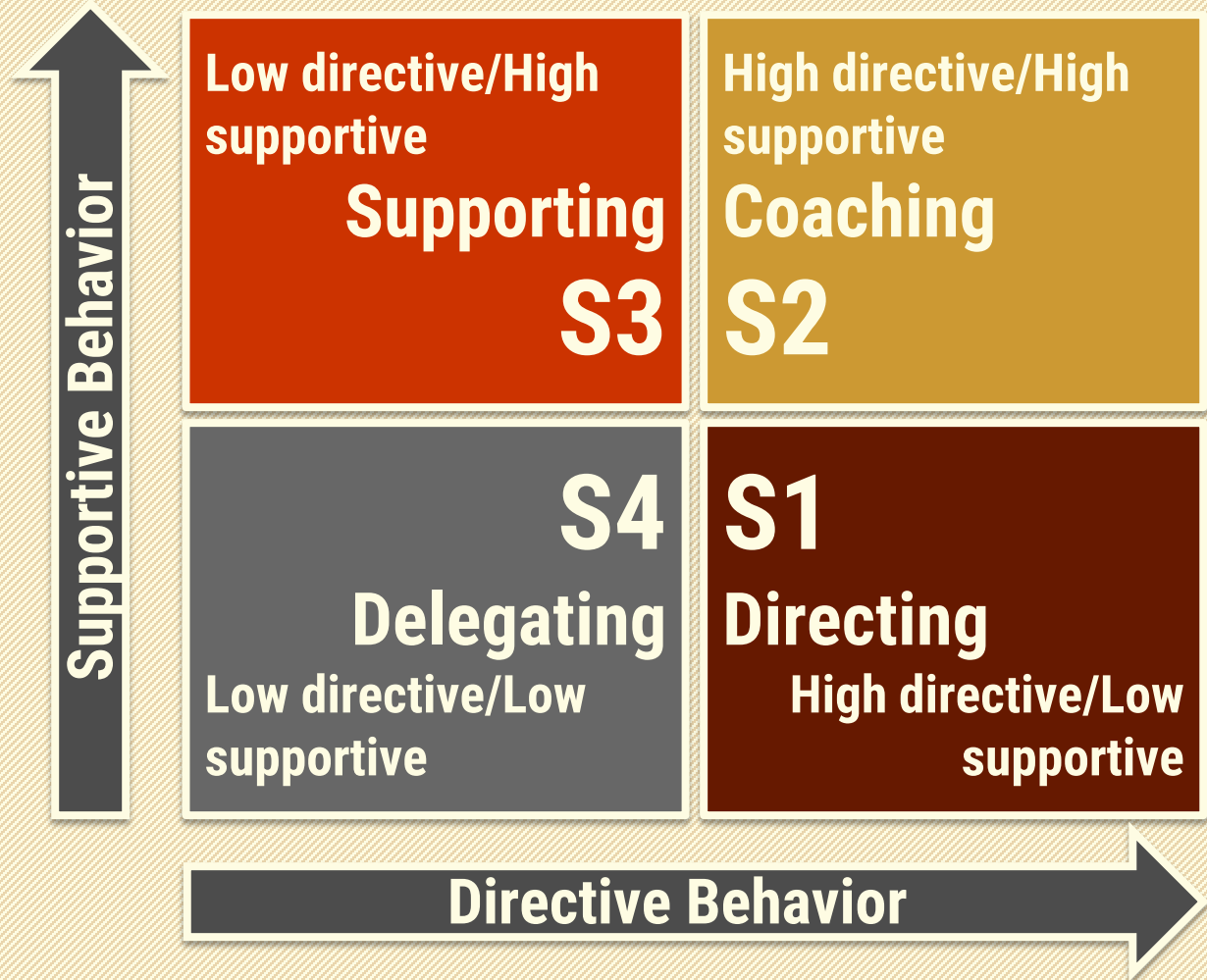
# 3 Skills of Situational Leader



The Situation:  
**Diagnosis**

# 3 Skills of Situational Leader

## The Match: Leadership Style



# Situational Leadership Match-Up Activity

- Expert Authority (**Directing**)



- a) Enthusiastic Beginner
- b) Disillusioned Learner
- c) Reluctant Contributor
- d) Peak





**Management = Directive behavior**

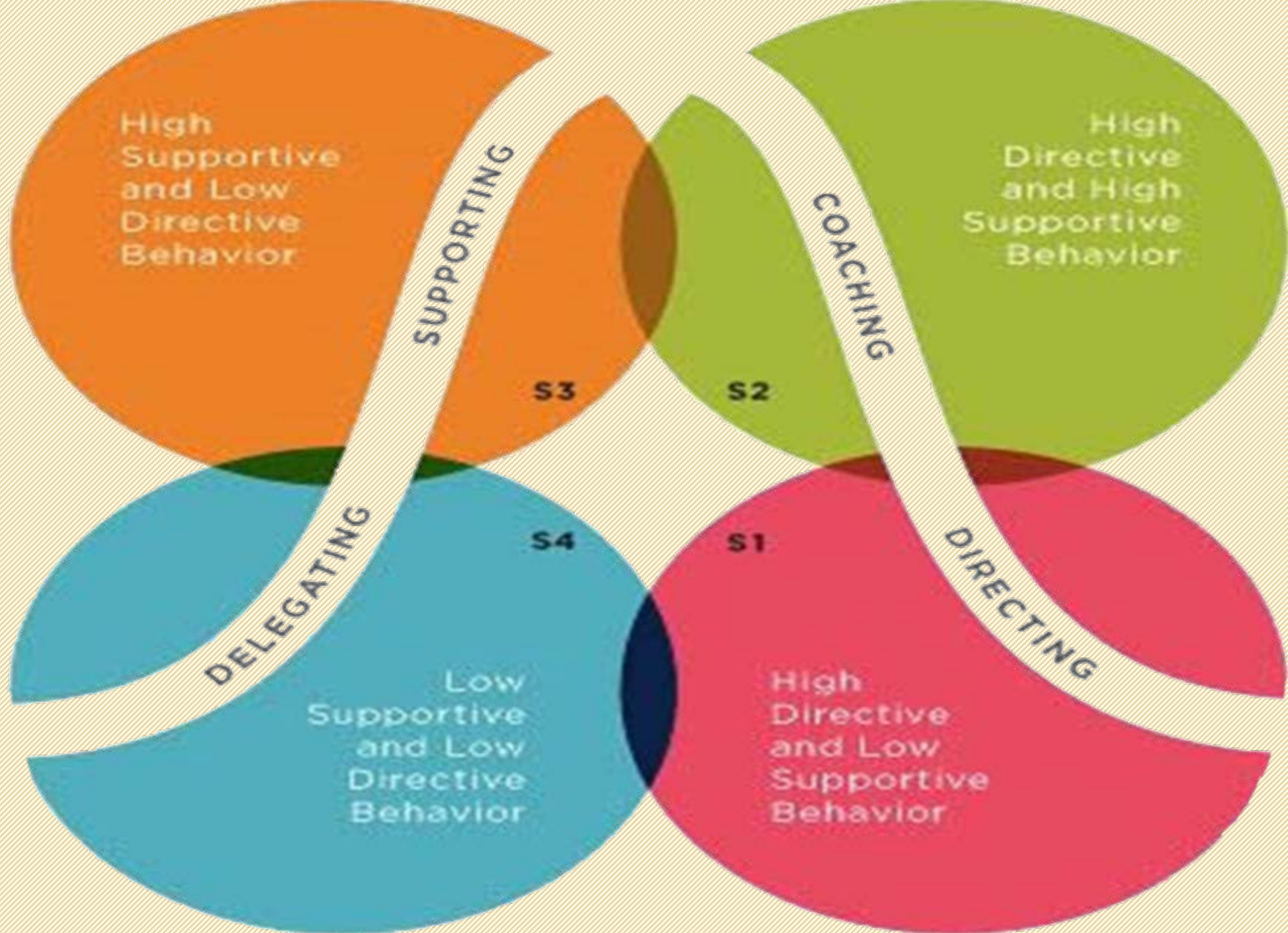
**Telling, and showing people what, when and how to do it and providing frequent feedback.**



**Leadership = Supportive behavior**

**Praising, listening, encouraging and involving others in decision-making..**

**Leadership style is based on the amount of directive and supportive behavior given to the employee by the supervisor. Each level needs a different combination or dose of each.**



# Situational Leadership In a Nutshell



- Task behavior
- Relationship behavior
- Readiness

# Style of Leadership S1-S4



- Expert Authority (**Directing**)
- Motivator (**Coaching**)
- Facilitator (**Supporting**)
- Involved manager (**Delegator**)

# Developmental Levels & Maturity D1-D4



- Enthusiastic Beginner
- Disillusioned Learner
- Reluctant Contributor
- Peak Performer



# What are the Outcome Possibilities when Leadership styles are placed with Development Maturity Levels of Staff?



**OVERSUPERVISED**



**MATCH**



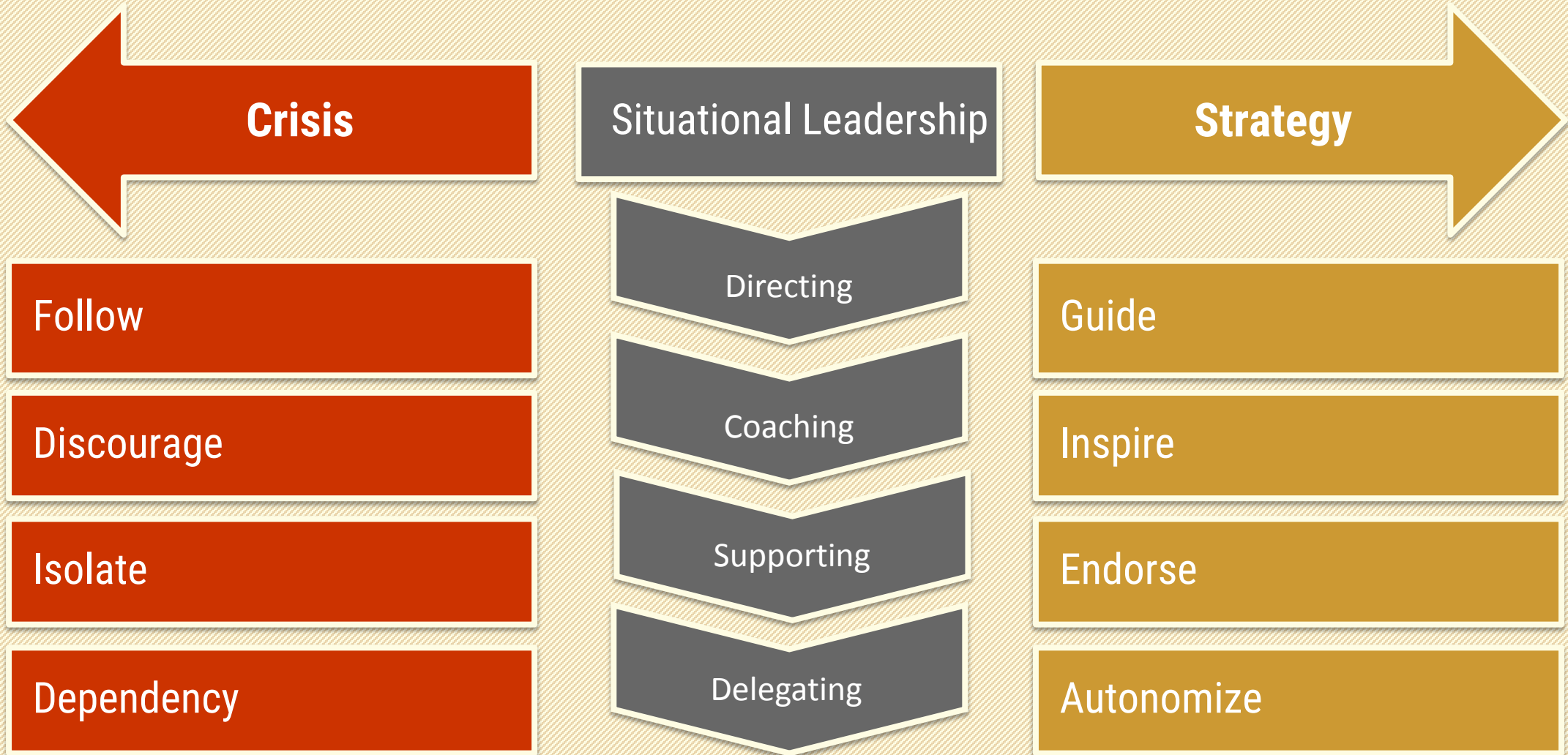
**UNDERSUPERVISED**



# Situational Leadership Match Chart

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

# Situational Leadership



# Situational Leadership Steps



**Step 1** Identify a list of task that promote health & wellness for the employee

**Step 2** Create a basic 10-15-question assessment to gain a baseline of the employees knowledge and skill to around the specific task.

**Step 3** Use the assessment to determine the development/maturity level of the staff as it relates to the specific task.

**Step 4** Match the development level with the appropriate leadership style

**Step 5** Create an action plan with task goal, objectives and action steps. Schedule regular meetings to support employees

**Step 6** As the employee progresses, transition the leadership style to match any new and emerging developmental levels.

# Maslow's Hierarchy of Needs



## **Self-Actualization:**

occurs when a person is able to take full advantage of his or her talents while being mindful of his or her limitations.

[GoodTherapy.org](http://GoodTherapy.org)



# What Can ETR Capacity Building Assistance (CBA) Do For You?

## Organizational Development & Management

- Strategic Planning
- Board Development
- Grant Readiness
- Program Collaboration & Service Integration

## HIP & High Risk Negatives

- DEBIs and Public Health Strategies
- HIP Program adaptation
- Recruitment & Retention
- Social Marketing

## HIP & Prevention With Positives

- DEBIs and Public Health Strategies
- HIP Program adaptation
- Recruitment & Retention
- Social Marketing

***Process and Outcome Monitoring and Evaluation***





# Take Our Post-Webinar Evaluation Survey

<http://www.surveygizmo.com/s3/2453284/The-Wellness-Webinar-Black-MSM-Series-Webinar-2-Situational-Leadership>

It's short! It will only take a minute or two...



# Questions?





# Two More Upcoming Webinars!

## **Talking The Talk Part 1:**

Improving Our Work with BMSM high risk negatives.

January 27<sup>th</sup>, 2016

## **Talking The Talk Part 2:**

Improving Our Work BMSM with PLWH.

February 24<sup>th</sup>, 2016



# 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/>

