VOLUME: D
Management of Drug Dependence Treatment Services
Leadership, teamwork & organizational change

Workforce

Services, partnership & recovery
Pre-assessment
Part one:

LEADERSHIP & TEAMWORK

Workshop 1
At the end of part one you will be able to:

► Discuss the qualities of a good leader
► Explain the different leadership styles and potential outcomes
► Identify stages of team development and their corresponding styles of decision-making
► Enhance your teamwork skills
Let’s think!

What makes a good leader?

Brainstorm together:

► What makes a good leader?
► What are the main traits of a good leader?
► Can leadership be learned?
Emotional intelligence
What is emotional intelligence?
Emotional Intelligence:

“The capacity for recognising our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.”

Goleman, 1995
What is emotional intelligence?

► Intrapersonal
  - “Being intelligent in identifying our own thoughts and feelings (self awareness) and being effective at dealing with those thoughts and feelings (self management)”

► Interpersonal
  - “Being intelligent in identifying the thoughts and feelings of others and between others (other awareness) and being effective in how we tailor our actions to work with others most appropriately (relationship management)”

► EI = Intrapersonal I. + Interpersonal I.
## How do the competences inter-relate?

<table>
<thead>
<tr>
<th>EI Areas</th>
<th>Strengths</th>
<th>Areas to improve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-awareness</td>
<td>I know I am analytical</td>
<td>I sometimes ignore my intuition</td>
</tr>
<tr>
<td>Social awareness</td>
<td>I know when my staff are unhappy or unmotivated</td>
<td>I need to improve my understanding and awareness of my boss’ thoughts</td>
</tr>
<tr>
<td>Self-management</td>
<td>I am open, trustworthy and flexible</td>
<td>I need to be more resilient under pressure</td>
</tr>
<tr>
<td>Relationship management</td>
<td>People trust me. They are open with me</td>
<td>I need to improve how I manage conflict. I also want to improve how I manage my boss</td>
</tr>
</tbody>
</table>
Four basic components of EI

Self-awareness

Social awareness

Self-management

Relationship management
Let’s reflect!

Self-assessment

Think how your own competences inter-relate and fill in the self-assessment form
Johari Window

1. Open/Free Area
2. Blind Area
3. Hidden Area
4. Unknown Area

Known by Self
Unknown by Self
Tell
Ask
Known by Others
Unknown by Others
### Difference between high and low EI

<table>
<thead>
<tr>
<th>High EI</th>
<th>Low EI</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I feel…”</td>
<td>“You always make me feel…”</td>
</tr>
<tr>
<td>Open expression of emotions</td>
<td>Difficulties to share feelings</td>
</tr>
<tr>
<td>Not preoccupied with negative emotions</td>
<td>Negative emotions dominate</td>
</tr>
<tr>
<td>Can easily identify other’s feelings</td>
<td>Low perception of what others feel</td>
</tr>
<tr>
<td>Able to recover after a knock back</td>
<td>Carries grudges, unforgiving</td>
</tr>
<tr>
<td>Decisions based both on feeling and logic</td>
<td>Not good balance of feeling-logic</td>
</tr>
<tr>
<td>Accepts self and others</td>
<td>Does not accept self and/or others</td>
</tr>
<tr>
<td>Good listener</td>
<td>Poor listening skills</td>
</tr>
<tr>
<td>Willing to talk about problems and solutions</td>
<td>Unable to self-regulate and delay a response to others</td>
</tr>
</tbody>
</table>
Leadership styles

Be creative
Effective leadership in health care

- Leadership is the most influential factor in shaping organizational culture
- Effective leaders emphasise that safe, high quality care is the top priority
- They offer respectful, compassionate and empowering leadership
- They promote participation and involvement as their core leadership strategy
- They ensure that staff voice is heard
Good leadership is engaging

► Effective leaders **work throughout**, they do not sit on top

► Rewards for improving the organization go to everyone. **Human values matter**, few of which can be measured

► Leadership is earned from the **respect** of others
Model for leadership

Vision

Virtue

Communication

Relationship

Creativity

Consensus
# Emotional Leadership Styles

<table>
<thead>
<tr>
<th>Style</th>
<th>Traits</th>
<th>Best for</th>
</tr>
</thead>
</table>
| **Visionary** | • Motivates members to struggle forward, tells them where to go, but not how to get there  
• Openly shares information  
• May fail when motivating more experienced peers | When new direction is needed                   |
| **Coaching**  | • Connects wants to organizational goals, helps identifying strengths & weaknesses  
• Good at delegation, leads to loyalty  
• May look like micro-managing when done badly | Building long-term capabilities                |
| **Affiliative** | • Creates harmony within the organization  
• Very collaborative, focuses on emotional needs over work needs  
• May avoid emotionally-distressing situations | Healing rifts, getting through stressful situations |
# Emotional leadership styles

<table>
<thead>
<tr>
<th>Style</th>
<th>Traits</th>
<th>Best for</th>
</tr>
</thead>
</table>
| Democratic| • Values member inputs and participation  
• May lead to indecision                                               | Gaining inputs and approval of members        |
| Pace-setting| • Builds challenges and exciting goals for people, expecting and showing excellence  
• Tend to be low on guidance, may lead to exhaustion and decline | Results from a motivated and competent team   |
| Commanding| • Has powerful stance, gives clear and decisive directions, commanding and expecting full compliance  
• May seem cold and distant                                               | Crisis situations, unresponsive members       |
Situational leadership

- Leadership is contextual
- Different strokes for different people and different situations
- Leaders must be flexible and change their styles according to the situation
- There is no one fixed leadership style that fits all
Teamwork
Elephant of Rumi
Let’s think!

What makes a good team?

Together with your colleagues identify the key components of a good drug treatment team
Concept of people working together as a team

Includes two key concepts:

► **Team player**: Someone who is able to get along with their colleagues and work together in a cohesive group

► **Team building**: Process of establishing and developing a greater sense of collaboration and trust between team members. It depends on leadership, resources, communication and understanding team members' personalities
Team building ground rules

► Include all team members in discussion
► Respect other members views and opinions
► Bring relevant information immediately to the team
► Clarify the decision making process
► Agree on ways to deal openly and responsively with conflict
► Encourage innovation and risk taking ideas
Stages of team development

- Forming
- Storming
- Norming
- Performing
Stage 1

Forming

- Getting to know each other
- People polite & reserved
- Roles/responsibilities unclear
- Rely on team leader for guidance/direction
- Processes maybe non-existent or ignored
- Test tolerance of the system and the leader
- Tuckman (1965)
Stage 2

Storming

► Develop self-confidence and barriers come down
► Decisions don’t come easily
► Cliques/factions occur and there may be power struggles
► Clarity of purpose increases but uncertainties may still exist
Stage 3

Norming

► Team now ready for agreement and consensus
► Roles/responsibilities are now clear and accepted
► Big decisions can be taken by the group as a whole and small decisions can be delegated
► Unity is strong and team may spontaneously engage in fun activities
Stage 4

Performing

► Team becomes more strategically aware
► Know what they are doing and why
► With shared vision become more independent with less direction/interference from the leaders
► Focus on improving practice
► Disagreements are handled internally
The five “C’s” of effective teamwork in health care

- **Common goal**
- **Commitment**
- **Competence**
- **Communication**
- **Coordination**
Six thinking hats

- **White Hat**
  - List out the facts
  - *What information is missing?*
  - *How can you get it?*

- **Red Hat**
  - Express your gut feelings
  - *What are your fears, likes and dislikes?*

- **Black Hat**
  - Be pessimistic
  - *What are the downsides and risks?*

- **Yellow Hat**
  - Be optimistic
  - *What are the benefits to be gained?*

- **Green Hat**
  - Focus on alternatives
  - *Are there any new options?*

- **Blue Hat**
  - Focus on control & progression
  - *Which hat do I wear?*
  - *What else should I consider?*
Let’s practice!

Six thinking hats

Our treatment centre is suffering a budget cut due to a bad economic situation in the country. If nothing is done in the following three months, your centre will have to lay-off 30% of the staff. As centres’ managers we need to find out how to ensure the availability of the necessary funds to keep the centre going for the upcoming year. How can we do it as a team?
Break
Workshop 1

Part two: ORGANIZATIONAL CHANGE
Training objectives

At the end of part two you will be able to:

► Understand the concept of organizational change
► Understand the drivers that require change to happen
► Understand types of change and their impact
► Understand the importance of culture in change management
► Learn basic tools to plan and implement change
Let’s think!

What is CHANGE?

► What does change mean to you?
► Is it easy to change something within your organization?
► What experience do you have with changes in your organization?
Change is...

► A replacement of the old with the new. Hopefully, we preserve things that are most important to us (identity)

► Shifts to new behaviours

► Shifts to new ways of thinking and working

► Continuity and preservation, by changing certain things, we preserve others
Let’s think!

What does CHANGE cost?

► How much do you think cost change for an organization?
► How do organizations react to change?
Organizational change

How drug treatment services approach change:

- Some treatment centres make things happen
  - they anticipate change, embrace it: the pro-active approach

- Others watch things happen
  - the “wait-and-see” approach

- Some wait until things happen to them
  - the re-active approach

- Some treatment centres seem to be changing all the time
  - they go from one change initiative to another
Change is a process

Present State → Transition State → Desired State

Pain → Remedy
Characteristics of the transitional state

Some characteristics of the transitional state:

Loosing and grieving

► Lower stability
► High emotional stress
► High, often undirected energy
► Control becomes a major issue
► Past patterns of behaviour become highly valued
► Conflict increases
What demands change?

There are internal and external pressures requiring organizational change

► Increased expectations (more clients than expected)
► New management structures (new boss appointed)
► New electronic technologies
► Increased competition
► Changing consumer demand
► Constrained resources
► Failed performance
► New social values
Focus the change efforts on the right problem.
When does change occur?

General Theory:

► Change occurs when the perception of Benefits outweigh the Costs

► Change = Bch > Cch
Strategic depends on situation

Two strategies

<table>
<thead>
<tr>
<th>Incremental change</th>
<th>Transformational change</th>
</tr>
</thead>
<tbody>
<tr>
<td>• an adjustment or addition</td>
<td>• a new foundation or paradigm</td>
</tr>
</tbody>
</table>
Unintended consequences of change

Change is planned or decided to bring desired benefits. But change may also have a number of unintended consequences, either positive or negative.

“One small change can have an enormous impact”

Dawson, 1992
Let’s reflect!

Ripple effect

Can you provide examples of the ripple effect or unintended consequence of change from your professional experience?
**Integrated Four Phase Model**  
*(Bullock & Batten, 1985)*

<table>
<thead>
<tr>
<th>EXPLORATION</th>
<th>PLANNING</th>
<th>ACTION</th>
<th>INTEGRATION</th>
</tr>
</thead>
</table>
| Organization becomes aware of a need for change  
Begins to explore the resources needed | Information collection  
Identification of goals  
Identification of support required | Action  
Implementation  
Evaluation  
Adjustment  
Control | Integration  
Feedback  
Monitoring behaviour  
Reinforcing desired behaviour  
Consolidating behaviour |

**EXPLORATION**
- Information collection
- Identification of goals
- Identification of support required

**PLANNING**
- Action
- Implementation
- Evaluation
- Adjustment
- Control

**ACTION**
- Integration
- Feedback
- Monitoring behaviour
- Reinforcing desired behaviour
- Consolidating behaviour

**INTEGRATION**
Organizational culture comprises the norms and values that shape behavior in organizations.

It is the backdrop for all change processes.

It is so pervasive that it is by and large unnoticed, so it is rarely valued for its sheer raw power to advance or destroy a change.

Needed change is often in conflict with the organizational culture.
Let’s practice!

Overcoming resistance: What can be done?

Discuss and find together the leadership style to solve the particular problem and overcome resistance to change.
The ability to adopt and *manage* change is now a key skill.
Take-home messages

- Emotional intelligence is not about being nice all the time, it is about being honest.
- Emotional intelligence is not about being “touchy-feely,” it is about being aware of your feelings, and those of others.
- Emotional intelligence is not about being emotional, it is about being smart with your emotions.
Take-home messages

► Change is inevitable – history shows this
► Change can be perceived as a threat or an opportunity
► People generally resist change initially until benefits are clearly perceived
► Change is complex and not always easy
► Change requires planning and leadership
► The ability to adopt and manage change is a key skill
Questions
Wrap-up

► What makes a leader in a drug treatment centre?
► What leadership styles do you know?
► What are the stages of team development?
► What is of organizational change? Is it easy to implement?
► What types of change do you know?
Thank you for your time!
End of workshop 1