

Supported Employment Leaders of the Future

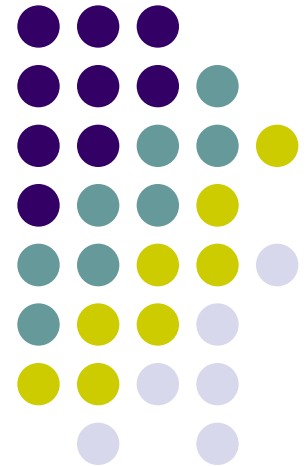
Margaret Haddock

The Orchardville Society

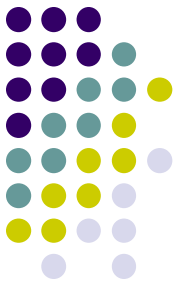
&

Edyth Dunlop

Northern Ireland Union of Supported
Employment

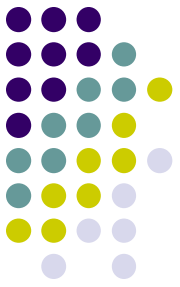


Supported Employment Leaders of the Future



- Why Leaders are needed in Supported Employment
- Important Leaders to Date
- Overview of Leadership Styles
- Motivation
- Training & Development
- Leadership v Management

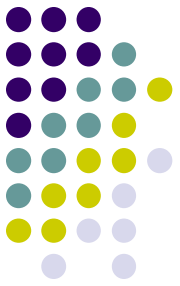
Why Leaders are needed in Supported Employment



Working Definition of Leadership

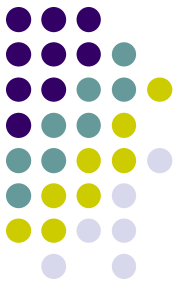
“ Leadership is an influencing relationship among leaders and followers who intend to make changes that will result in the achievement of mutual purposes.”

First Leaders in Supported Employment in Europe



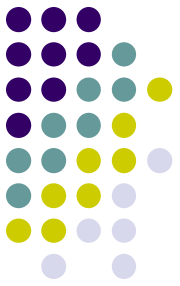
A few individuals met in a kitchen in the Netherlands to discuss a model of work called “Supported Employment”. This was followed by attendance at a conference in America where they met others interested from Netherlands, England, Ireland, Spain and Portugal.

From this initial group of people a conference was organised in the Netherlands in 1994 to start to make changes that would result in the achievement of mutual purposes i.e. improved participation in the workplace for disabled people



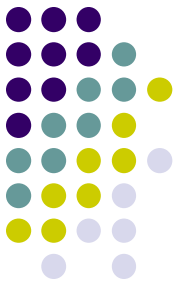
- Formed into EUSE the organisation
- Elected Office Bearers
- Moved the Model of Supported Employment Forward both in own countries and across Europe.

Who has Lead EUSE

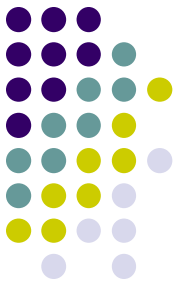


- Christy Lynch – Ireland
- Monica Wilson – Northern Ireland
- Mike Evans - Scotland

Leadership Styles

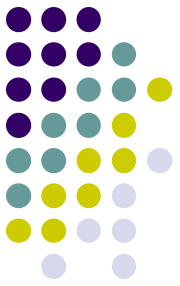


- Autocratic – Old fashioned style, revolves around decision making
- Bureaucratic – Red Tape Approach
- Charismatic – persuasive speaker, master of body language, reading occasion, personal risks and make personal sacrifices to build credibility with followers, full of energy
- Democratic – Participatory role but still remains decision maker whilst considering all others views
- Laissez Faire – delegated approach can be seen as too relaxed by some



- People Orientated – totally focused on organising, supporting and developing the people in their teams. Is good for creative collaboration.
- Servant Leadership – Value based related to democratic leadership. Values central to model
- Task-oriented – Focus on getting the job done.
- Transactional – Based on reward for the getting the job done.
- Transformational – Inspire the team with shared vision for the future.

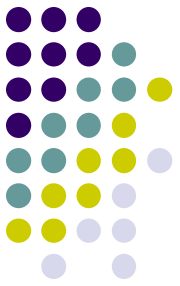
http://www.mindtools.com/pages/article/newLDR_84.htm



Leadership Styles

- It should be noted that whilst an individual is driven by a certain style we all use differing styles at different times. Most Leaders use a variety of styles in their working life.

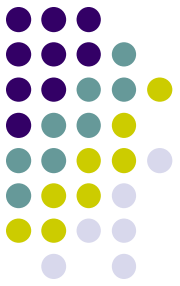
Leadership Styles



Christy Lynch

Charismatic Leader who through passion and commitment drove the early movement forward. To this day Christy still spreads the word of Supported Employment being involved in Africa, South America, Middle East and Asia. It is also evident that his roots still remain in Europe with his presence at this conference.

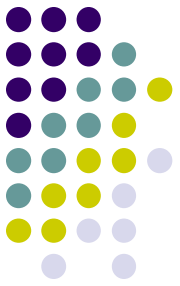
Monica Wilson



Monica's strengths came from Democratic Leadership balanced with a People Orientated Leadership Approach.

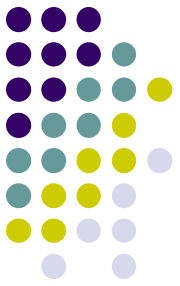
Examples of this were how Monica recognised differing cultures and challenges all representatives faced whilst still enabling all to increase members of EUSE. Monica always if necessary took the final decision.

Mike Evans



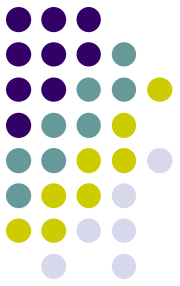
Mike's strength was that of a Task Oriented Leadership clearly demonstrated through the achievements of the Position Papers, How to Guides and EUSE study on Supported Employment thus giving EUSE a firm platform of consensus on the model of Supported Employment across Europe and leaving a legacy on which to build for the future.

Motivation



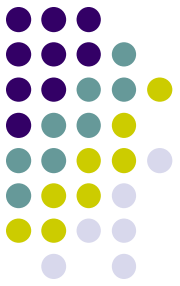
1. What are the things that make you feel good working in supported employment?
2. What are the things that make you feel bad when working in supported employment?

Motivation



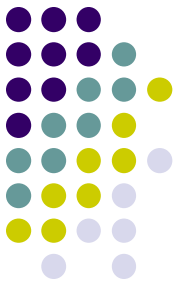
- *“Feeling like you’ve made a positive contribution”*
- *“Being part of a motivated team”*
- *“Seeing people develop”*
- *“Lots of balls in the air at any time”*
- *“Feeling valued and appreciated”*

Motivation



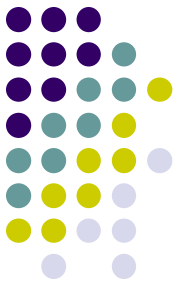
- **Achievement 56%**
- **Working with others 52%**
- **Recognition 44%**
- **Helping others 16%**
- **Varied & interesting work 14%**
- **Financial reward 14%**
- **Good working atmosphere 14%**
- **Empowerment 10%**
- **Solving problems 9%**
- **Physical environment 9%**

Motivation Depends On



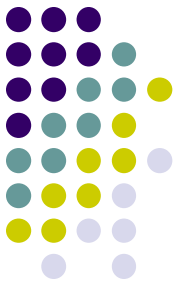
- Personality
- Age
- Position
- Background and circumstances
- Gender

“De-motivators”



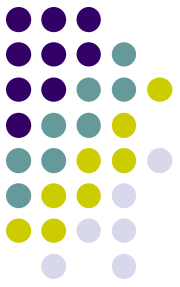
- *“Pessimism and not working in a relaxed atmosphere”*
- *“Being taken for granted”*
- *“Being under too much pressure and not being able to see the light at the end of the tunnel”*
- *“People going behind your back”*

Not Motivating



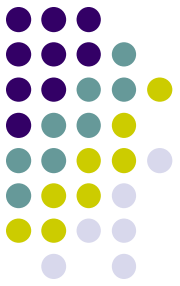
- **Negative experience with colleagues 34%**
- **Lack of recognition 20%**
- **Politics 19%**
- **Failure 18%**
- **Stress 18%**
- **Boring work 18%**
- **Barriers to performance 12%**
- **Lack of support 12%**
- **Bad boss 11%**
- **Lack of direction 11%**

How do we develop Leaders for the Future



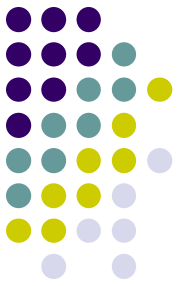
The “Great Man Theory” suggests that leaders are born not made, however more recent studies have demonstrated the need to create opportunities for leaders to emerge this is best served through training and development.

Why Train and Develop?



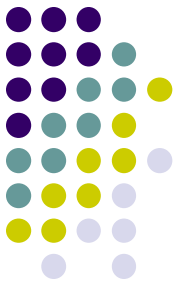
- Improve performance/leadership skills
- Increase knowledge and capacity
- Increase job satisfaction and motivation
- Increase innovation

Training and Development



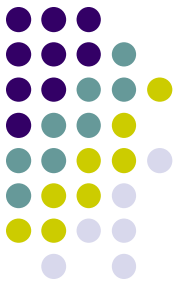
- Training – current job, planned process to improve performance/leadership skills in the current job, immediately useful
- Development – future job, identifying and exploiting opportunities for learning, helping the person to grow and enhance their skills broadly, long term ongoing process – future leaders

The Process



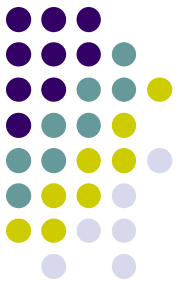
- Establish the need and context
- Confirm the goals and requirements
- Identify the resources required and the resources available
- Identify the means
- Implement
- Evaluate and measure the impact

Reasons Why Training and Development Fails



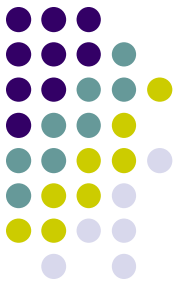
- The lack of alignment with the needs of the supported employment organisation
- Failure to recognise non training solutions
- Lack of objectives to provide direction and focus
- The solution is too expensive
- Training is regarded as an event
- Participants are not held accountable for results
- Failure to transfer learning to practice
- Lack of management reinforcement and support
- Failure to recognise the impact of training

Training and Development



- Formal course, seminars, workshops
- Distance learning
- On line resources
- On the job – coaching, mentoring, role modelling, learning by doing, practicing, getting things wrong!
- Peer support
- External Mentoring from Supported Employment Leader in your country or further afield e.g. apply for a Scholarship from EUSE to assist

Training and Development Tips



- Training is an investment for the future Supported Employment
- Determine needs of Supported employment within your organisation/region/country
- Promote a learning culture
- Get current leaders on board
- Ensure it is relevant
- Make it ongoing
- Measure results
- Cascade the effects

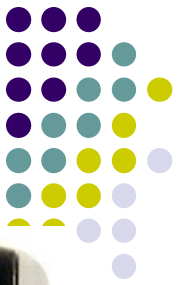


Turn on keypad

Press down Menu button for a few seconds and the word Qwizdom will appear

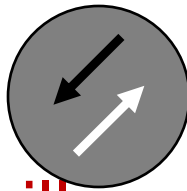


How to answer...



1. Select your **ALPHABETIC**, **NUMERIC** or **TRUE/ FALSE** option

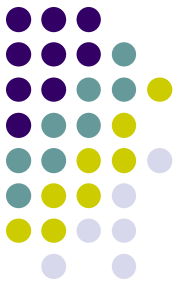
2. Then **PRESS SEND KEY**, double arrow button on top left



3. ✓ X will appear on the screen of the remote to show you have answered

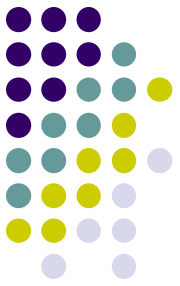


What is the Capital of Denmark?



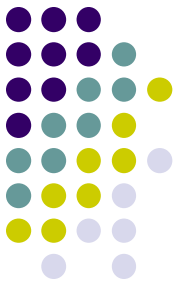
- A) Copenhagen
- B) Paris
- C) London
- D) Amsterdam

Who is the President of EUSE



- A) Christy Lynch
- B) Monica Wilson
- C) Mike Evans
- D) Donald Duck

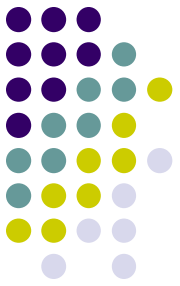
Which of the answers below is correct



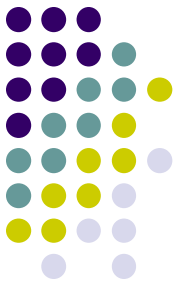
- A. A leader is someone who manages work issues
- B. A leader is someone who focuses on leading people

A leader is someone who

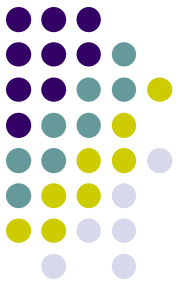
- A) Takes calculated risks
- B) Identifies and reduces risk



A leader is someone who:



- A) Promotes an inspiring vision and motivates people to buy into the vision.
- B) Solves problems and achieves goals

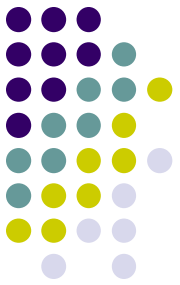


A Leader is

- A) Someone who creates passion and commitment
- B) Ensures compliance

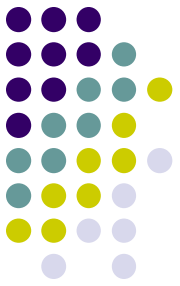
A Leader is someone who

- A) Promotes Stability
- B) Promotes Change

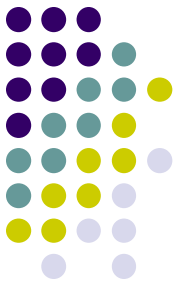


A leader is someone who:

- A) Thinks short and medium term
- B) Thinks long term

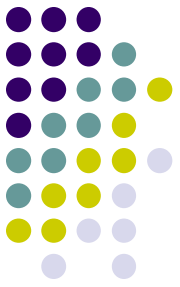


A leader is someone who:



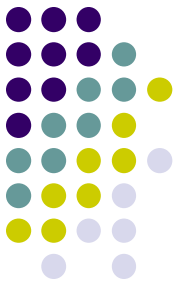
- A) Influences others to champion the cause
- B) Promotes the organisation

Linkages between Managers and Leaders



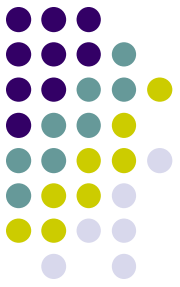
We must not lose sight that there are many roles for many people however Leadership and management are different however both are needed in the sector.

Leaders in Supported Employment



- Mobilise others
- Get things done willingly through others
- Empower others
- Articulate Supported Employment Vision and Values
- Create an environment in which things can be achieved
- Shape and share a vision which makes others work feel important.

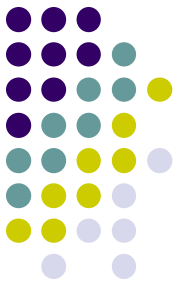
How do we unlock the new leaders????



This is a challenge that faces us all but we have:

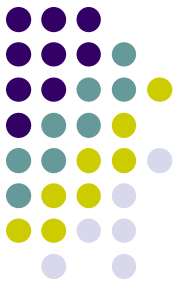
- Guiding Principles
- Guiding Self
- Guiding Purpose
- Guiding Planning
- Guiding People
- Guiding Performance

This will help us unlock the Leaders for tomorrow and you could be one.



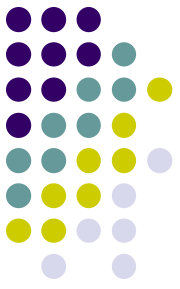
Guiding Principles

- We can all be leaders and may need to be at some time
- Leadership is a choice, not a position
- Leadership is about interaction; it is relational and reciprocal
- Leadership development is self development; it comes from within
- Master the context you are working in and be open to change
- Be outward looking assessing and scanning your environment.



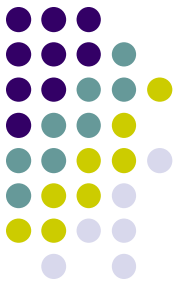
Guiding Self

- Be self-aware and make the commitment to know and manage yourself as a leader
- Contemplate your value base, especially around integrity and concern for people
- Develop social awareness and the social skills needed to influence others
- Be aware of differing leadership styles and how to use them in response to different people and situations faced



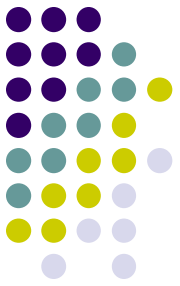
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Guiding Purpose

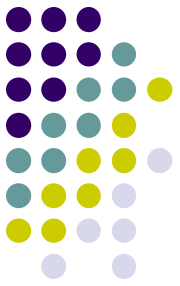
- Establish a clear sense of purpose expressed as a vision
- Be able to articulate your vision in under 2 minutes.
- Establish specific goals to give the vision realness



Guiding Planning

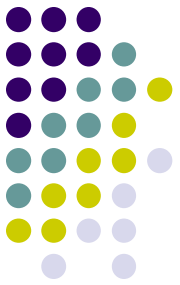
- Provide direction at all levels
(Region, Organisation, team, individual)
- Create alignment on vision and goals and strategies
- Model the way
- Don't always have a written plan – always talk about it, get your people to talk about it all the time

Guiding People

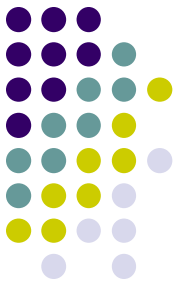


- Empower and enable
- Build appropriate, quality relationships
- Foster collaboration, mutual trust and co-operation
- Strengthen collective identity, commitment and optimism
- Support, develop and recognise people
- Build social capital: engage with and influence wider stakeholder networks

Guiding Performance



- Focus achieving results through people; people improve performance, supported employment agenda
- Set agreed measures at all levels
- Ensure that activities are managed
- Set up performance review process that guides and supports people gives them feedback and accountability



QUESTIONS??????