



Leadership in the New Economic Realities Conversations that Matter

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Questions to frame our discussion:

- (i) What new idea are you pondering that would make a significant difference in the lives of people who use your services?

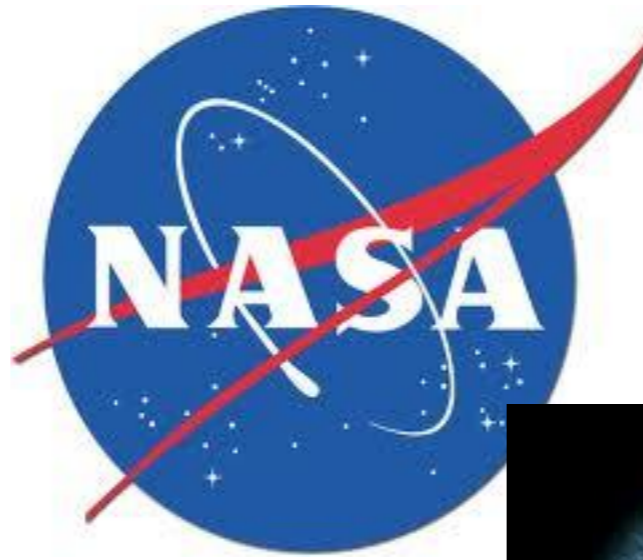
- (ii) What conversation(s) do you least want to have?

“It’s what we do in the worst of times that tells the world who we really are.”

Hugh Sterling
TV Character



Some National Realities



The Arizona Experience

Between 2007 and 2010 Arizona State
Revenues dropped by 40%

\$ Sales Tax Fell by 22%

\$ Personal Income Fell by 38%

\$ Corporate Tax Fell by 57%

In Division of Developmental Disabilities

Cuts Include

Services to individuals not eligible for Federal Funds: Early Intervention; employment supports; respite supports

Individual Client Funds: Rent, utilities, food

Staff: Redundancies if in the job less than 6 months; All contractors; All positions frozen; Furloughs > Leave with out pay

Rate Reductions for Providers > 10% + 5%

Management Practices

Strict application of eligibility criteria

**Services offered are based on assessed needs -
needs not wants ... funding authorization follows
assessed needs**

**Strict application of priorities for residential services
... a huge change in expectations for families**

**Continuous review of vacancies in group homes
and reduction of \$1,000,000 (voids in the UK)**

Centralized funding decisions and reviews

Restructuring and downsizing

And more ...

Means testing and fee to families for early childhood services.

New Residential Services significantly restricted

New models of shared living considered

AHCCCS Reform

Rethinking the role of government supports for people with developmental disabilities.

Strengths Worthy of Sustaining

The first of only a few states to create a comprehensive system committed to serving everyone

Over 89% served live in their own home or family home

Provide individuals their choice of provider and living arrangements are imbedded in the process.

Services are available when they are needed and with out delay

There is flexibility to design supports around the needs and preferences of each individual

In the case of Jared Loughner, the answer rests with the whole community not just with the service sectors.

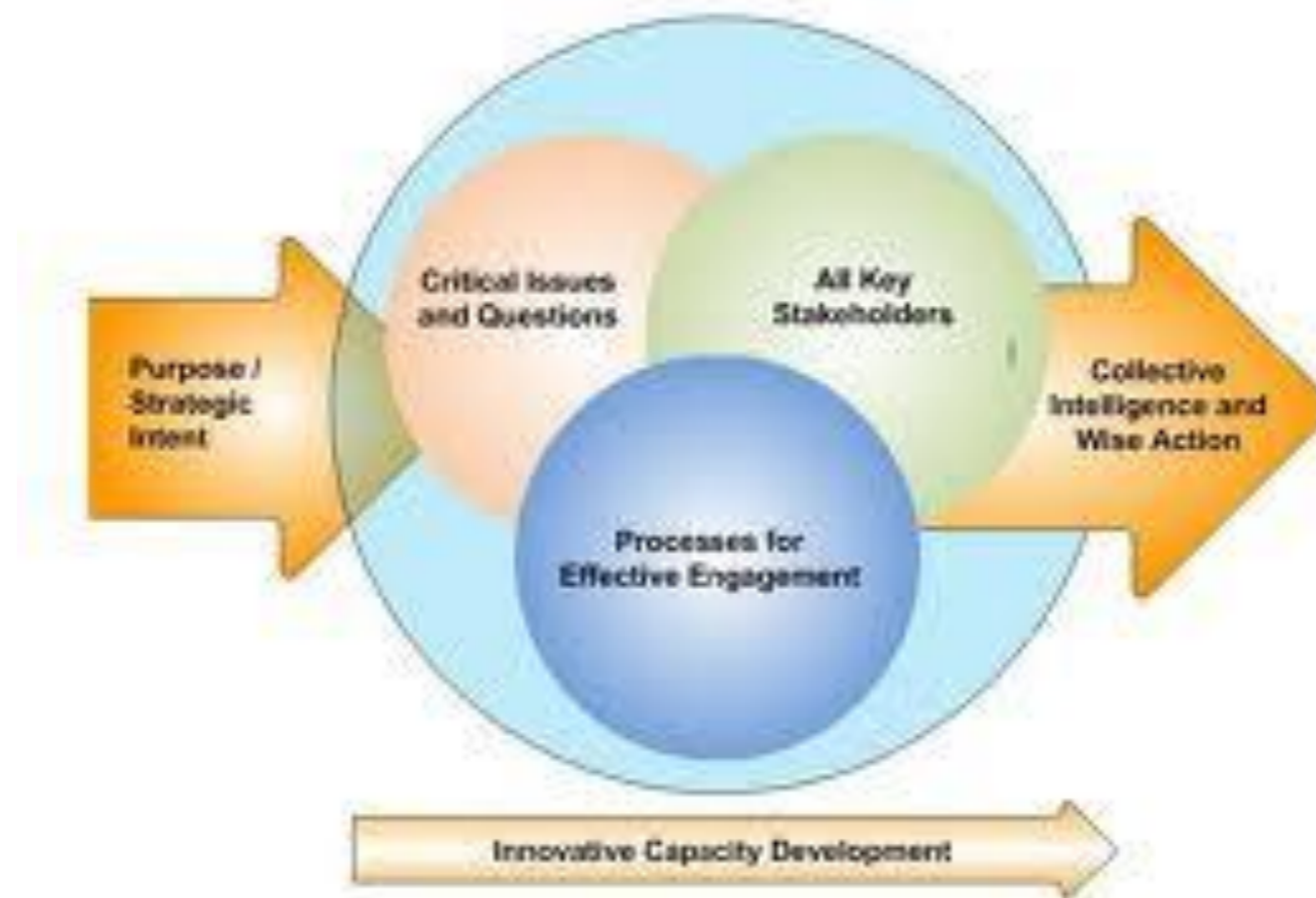
Judge Hintze
Summer Institute 2011



“Conversational Leadership starts with the belief in a possibility of collective intelligence - the recognition that we can be smarter, more creative, and more capable together than we can alone.”

Thomas Hurley & Juanita Brown

Conversational Leadership



Managing
Meaning

Managing
Emotional
Wellbeing

Managing
Attitudes



Managing Dissent

Managing
Intellectual
Stimulation

*Five Conversations that Support
Inclusive Practice*

Managing Meaning

Management Challenge

Ensure that management's work serves a higher purpose. Management, both in theory and practice, must orient itself to the achievement of noble, socially significant goals.

Gary Hamel # 1

Harvard Business Review 2009



Conversation Starters

Take a stand for what has meaning to you and your organization

For example:

Take personal responsibility to promote strong communities able to include all our members.

Acknowledge people as individuals

Work with Individual teams – circles of support

Work across systems to harness resources



Conversation Starters Con't

What is your stand?

What conversations will you host as budgets are cut and services are lost?

Who will be there?

What new roles are emerging for system managers in association with communities?



Managing Meaning

Inclusive Leadership occurs when we ask the question:

“How does this decision move us forward or away from strengthening and protecting the interests and rights of each person using our services?”

“Tough decisions” are made in ways that support people to be part of the solution

It would be the *Leadership of Exclusion* to make decisions absent of the core meaning and purpose of valuing people.

Managing Emotional Wellbeing

Management's Grand Challenges

Reduce fear and increase trust:

Mistrust and fear are toxic to innovation and engagement and must be wrung out of tomorrow's management services.

Gary Hamel #5

Harvard Business Review February 2009

Managing Emotional Wellbeing

“All fear (and hope) arises from looking backward or forward. The present moment is the only place of clear seeing unclouded by hope or fear.”

Margaret Wheatley

The Place Beyond Fear and Hope 2009



Managing Emotional Wellbeing

Conversation Starters:

How can we stay present and out of the debilitating aspects of the fear zone of uncertainty and insecurity?

How can we stay in conversation with individuals and families impacted by the reducing budget? How can we make sure not become numb to their questions and concerns?

What management supports are needed to create the conditions for caring, compassion and clarity in decision making.

What are your practices?

Managing Emotional Wellbeing

Inclusive Leadership occurs when we hold compassion for others and then let go of the emotions. It is the leader's responsibility to set the conditions for emotional strength in the face of change

It would be the *Leadership of Exclusion* to demonstrate fearful and hateful leadership in response to the surrounding chaos

Managing Dissent

Management's Grand Challenges

Expand and exploit diversity:

We must create a management system that values diversity, disagreement, and divergence as much as conformance, consensus and cohesion.

Gary Hamel : #8

Harvard Business Review February 2009

Managing Dissent

To be nobody but yourself -- in a world which is doing it's best, night and day, to make you like everybody else -- means to fight the hardest battle which any human being can fight, and never stop fighting.

e.e. cummings



Managing Dissent

Conversation starters:

What has real meaning and is under the most threat of being cut or diminished?

Who will be impacted and thus should be in the conversation? who else?

What doubts do you have about what we are doing? If you had them, what would they be?

Given that by definition Choice creates conflict with one option winning over another, what choices could use a richer discussion?

More Conversations that Embrace Dissent

What is the 'no' that you have not yet heard?

What have you said 'yes' to that you no longer mean?

Who needs to know?

Who is not at the table? Who have you not spoken to for a while?

Who was the last angry person you spoke with?

More Conversations that Embrace Dissent

Learn to host meetings that embrace
dissent and create new networks.
Too Busy? Or are you avoiding conflict?

Managing Dissent

Inclusive Leadership occurs when we work in ways that include views that are diverse from our own. Together, we can solve our problems. And, it takes dialogue and conversation to make sure we are solving the right problems

It would be the *Leadership of Exclusion* to avoid conflict and change

Managing Attitudes

Management's Grand Challenges:

Empower the renegades and disarm the reactionaries:

Management systems must give more power to employees whose emotional equity is invested in the future rather than the past.

Gary Hamel #16

Harvard Business Review February 2009

Leading in a Culture of Fear

“So, first of all, let me assert my firm belief that the only thing we have to fear is fear itself—nameless, unreasoning, unjustified terror which paralyzes needed efforts to convert retreat into advance.”

FDR 1st Inaugural Address 1933



Managing Attitudes

Remembering that the Cup is Still Half Full

The cup is certainly half empty but looking at the resources that are available is the way to climb out of the morass of scarcity and fear.

Conversation Starters:

What new tools are presenting themselves during the recession e.g. new technologies for sharing information

What are the gaps are appearing between rhetoric and reality that go unspoken in times of economic well-being and now need to be challenged?

Continuing the Conversations That Transform Attitudes

Look for a renewed sense of what is important

Things will never be the same - how do we influence the 'new reality'?

Remembering that the Cup is Still Half Full

Inclusive Leadership occurs when we host conversations that stay focused on the resources around us. In particular how can we ensure that communities see people with differing abilities as assets to solving the problems that face us all!

It would be *Leadership of Exclusion* when we frame the people who use our services as consuming resources and not entitled to the very best.

Managing Intellectual Stimulation

Management Challenges

Further unleash human imagination

Much is known about what engenders human creativity. This knowledge must be better applied in the design of management systems.

Retrain managerial minds

Managers' deductive and analytical skills must be complemented by conceptual and systems – thinking skills.

Gary Hamel # 21 & # 25
Harvard Business Review 2009



Managing Intellectual Stimulation

Create a work environment where everyone is using their brain power to make a difference and are always learning something new every day.



Managing Intellectual Stimulation

Conversation Starters

Sharing skills and talents in new ways - e.g. webinars

Free downloads for learning and sharing

New ways of solving problems and demonstrating talents

Be a place where people are learning and growing regardless of downsizing or moving on...

Managing Intellectual Stimulation

Inclusive Leadership occurs when we create an environment where staff want to learn something new every day.

It would be *Leadership of Exclusion* to demean a person's potential to be all he or she can be.

Who ya gonna be?

Who you gonna be while you do what you do

How you gonna show up

While you are passing through

I am living in this question

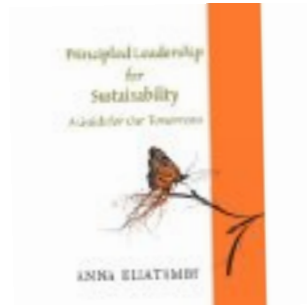
You can too

Who you gonna be while you do what you do

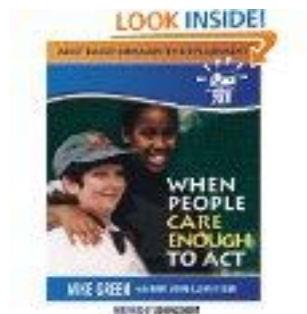
Barbara McAfee

Listen to her on YouTube!

Resources



[Principled Leadership for Sustainability](#) by [Anna Eliatamby](#)



[ABCD: When People Care Enough to Act](#) by [Mike Green](#)



[Community: The Structure of Belonging](#) by [Peter Block](#)



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