Recovery-Oriented Transformational Leadership
A Holistic Model

Presented by
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Learning objectives

01. Participants will identify 12 steps of leadership aligned with 12 steps of recovery.

02. Participants will develop a leadership framework to coordinate action in a sustainable integrated care environment.

03. Participants will learn how to implement an outcome and key results (OKR) system.
1. Break up into four groups, let’s try to space out into four corners of the room.

2. Help from the community: we need 4 scarves or something we can use as a blindfold.

3. One person volunteer to be blindfolded, you will listen to your team’s instructions to help you navigate a minefield of obstacles.

4. Speakers: you can only use the word: Right, Left, Forward, and Backward

5. Listener: Keep your eyes closed for the activity or stay blindfolded

*Disclaimer: please only volunteer to be blindfolded if you feel safe with this activity

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**Word Association Activity: Shout it out**

*What are qualities of a good leader?*

*What are qualities of a good leader IN ADDICTION TREATMENT SETTINGS?*
The Era of Instability

**SITUATION**

- **Post COVID-19 pandemic**
  - Pandemic triggers 25% increase in prevalence of anxiety and depression.
- **Opioid Epidemic**
  - More than 106,000 people died from drug-involved overdose in 2021.
- **Unstable economy**
  - Cost of living adjustment has increased in 2023 by 8.7% in the United States.
- **Workforce Crisis**
  - The World Health Organization predicts a shortfall of 15 million health care workers worldwide by 2030.

Greater Needs

According to a HRSA Behavioral Workforce Projection, there will be a 21% increase of addiction counselors in the United States by 2030. The study projects from current trends that in 2030 there will be a deficit of counselors in the United States by over 100,000.

Main reasons:
- Less people entering the field than leaving the addiction counseling field.
- Increased behavioral health needs that are not being met.

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**Economics**

Price

Demand

Supply

Quantity

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4 Types of Leaders

Traditional  Missional  Authoritative  Inspirational

Are you a leader?

How do you know you are a leader?
Recovery-Oriented Leadership

Recovery-oriented leadership is a person-centered, collaborative, adaptive approach with a sharp focus on creating an environment where healing and transformation can take place. There is a unique parallel process with this system that occurs with leaders to the front-line staff in a substance use program that fosters hope, empowerment and community.

Parallel Process:

- A leadership model that highlights the same principals we use in engaging patients in recovery.
- An approach that is focused on relationships and giving support to bring about change in systems.
- How we treat patients should be how we treat employees and co-workers.

**Person Centered**

- A focus on empowerment & development of followers
- Inclusive leadership

**Environment of Thriving**

**“Courage Culture”:**

- Lead from the heart
- Commitment to be vulnerable and show who we really are
- Staying curious
- Intentionally get connected to the people we lead
- Learning from failures


Recovery-Oriented Transformational Leadership

Blended models with promising evidence of success with the addiction treatment workforce

DISCLAIMER

- There is no one perfect leadership model
- Even when working with evidence-based interventions, things still get messy – when you try to blend, you look down and see unintended colors with disastrous results
- Other times, you see something beautiful – maybe even a new color
What Makes A Leader?

- Inspiration
- Integrity
- Focus on team
- Communication
- Stimulating
- Support
- Recognition
- Clear Goals

Wakefield Research surveyed 500 managers across the U.S.

- 44% of managers were unprepared for management when they first assumed their role.
- 80% of managers who received training failed to maintain behavioral changes after 6 months.
- 87% of managers wished they had received more training after a promotion.

“LEAD from the back – and let others believe they are in front.”

Nelson Mandela

Today’s Leadership = Collaborative Leadership

“...if you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organization or community.”
Collaborative Leadership

**SERVANT LEADERSHIP**
- Based on the desire to serve others
- Mission-first leadership style
- Centered on equipping teams, empowering teams, training teams
- Shared decision-making model
- Foster leadership in others

**TRANSFORMATIONAL LEADERSHIP**
- Based on the need for change in individuals and systems that must evolve
- Leverages implementation science principles
- Four I’s: Idealized influence, Inspirational motivation, Intellectual stimulation, and Individual consideration
- Fosters a strong listening culture and highly adaptable systems

**COLLABORATIVE LEADERS**

1. Creates the context in which others are willing and able to lead
2. Lead from the back as a coach and solutions-architect
3. Low-ego, high-impact, avoids distraction of formal authority
4. Creates a safe space for others point of view
5. Focus is on equipping and empowering
The Center for Creative Leadership (CCL®) has developed a model that health systems can use to adapt and thrive in uncertain times by creating direction, alignment, and commitment.


The NIATx Way

- Network for Improvement of Addiction Treatment (NIATx)
- NIATx Change Leader Academy (trainings) began as early as 2006, and still present today
- Step one: “Pick a powerful change leader...”
- Structured implementation science techniques such as:
  - (PDSA): Plan, do, study, act
  - Offer “walk-throughs”
  - Provide flowcharting, nominal group techniques, feedback funnels, communication strategies, fidelity checklists, etc.

NIATx Simplified: “NIATx on a Napkin”

https://www.youtube.com/watch?v=Te3FV1YoE-4

NIATX ON A NAPKIN

Debrief

- Project improvement process
- Change management/leadership system
- People, tools, and rules
- Must have a plan in place (not just for implementation but for monitoring sustainable change and capturing potential deviation or drift)
- For more training on NIATx, register for the upcoming change leader academy: May’23
  

Studer Group’s Evidence-Based Leadership Framework™

**Objective Evaluation System**
- Aligned Goals
  - Implement an organization-wide team member evaluation system to hardwire objective accountability

**Leader Development**
- Aligned Behavior
  - Agreed upon tactics and behaviors to achieve goals
  - Re-recruit high, middle/solid performers
  - Move low performers up or out

**Performance Management**
- Aligned Process
  - Processes that are consistent and standardized
  - Process improvement model/framework adopted
  - Adequate supporting software


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**THE NEUROSCIENCE OF TRUST**

Paul M. Zax is a researcher in neuroscience. He discovered a mathematical relationship between trust and economic performance. He spent over 10 years studying how trust varies and is affected by oxytocin. Oxytocin is a brain chemical found in rats when they signal to another animal it is safe to approach. He found high stress inhibits the chemical. The research also concluded that oxytocin increases a person’s empath. He was able to identify eight measurable management behaviors that foster trust and can be managed to improve performance.

8 Management Behavior that Foster Trust
Paul M. Zax

1. Recognize excellence
   - Recognition has the largest effect on trust when it occurs immediately after a goal has been met (must be tangible, unexpected, personal, and public)

2. Induce / allow "challenge stress"
   - Assign teams appropriately difficult but achievable jobs; making progress towards achievable goals builds organizational trust

3. Give people discretion in how they do their work
   - Autonomy promotes creativity <Motivational interviewing/parallel process>

4. Enable job crafting
   - Similar to treatment planning with a patient, job crafting with an employee can and should be a more shared experience

5. Share information broadly
   - Being well informed about a company's goals and strategies reduces stress

6. Intentionally build relationships

7. Facilitate whole-person growth
   - Assessing and promoting personal growth improve engagement

8. Show vulnerability
   - Asking for help is a sign of a secure leader and create a safe place to learning

Rounding provides leaders with the opportunity to touch base with employees regularly, make a meaningful connection, find out what is going well and determine what improvements can be made.

- Collect feedback from all team members
- Process feedback by resolving some issues immediately OR identifying systemic issues that need to be rounded up
- Round up feedback from teams below to leaders above and all around
- Include feedback in next rounding session
- To learn more, consider using the MyRounding App: https://www.huronlearninglab.com/hardwired-results/hardwired-results-19/studer-group-rounding


THE 4 DISCIPLINES OF EXECUTION
BY CHRIS MCCHESNEY, SEAN COVEY & JIM HULING

A model for making strategic organizational changes:
"To achieve a goal, you have never achieved before, you must start doing things you have never done before." (Stuart, 2012)
The 4 Disciplines of Execution
By Chris McChesney, Sean Covey & Jim Huling

1 Focus: Focus on the wildly important. Narrow the goal beyond the day to day. Narrowing to one idea outside of the whirlwind of daily operations.

2 Leverage: Act on lead measures, not lag. Create action plans as a team on lead measures
   • Lag measures – data on what happened (reports)
   • Lead measures – new behaviors that are predictive

3 Engagement: Keep a compelling scoreboard of successes. Create momentum that is positive.

4 Accountability: Develop a cadence of consistently holding each other accountable. Reconnecting the team back to the goal
   • Short WIG sessions/HUDDLES (at least weekly): short, intense team meetings focused on report, review, re-commit
**OKR vs KPI**

**OKRs**
- Objectives (3) + Key Results (3)
- Balanced Scorecard
- Vision
- Strategy
- Objectives
- CSFs
- KPI's
- Top Down

**KPI's**
- Leadership Team
- Performance
- Teams
-下的

**OKR** (Objectives and Key Results) is a goal system used by Google and others. It is a simple tool to create alignment and engagement around measurable goals.

OKRs are frequently set, tracked, and re-evaluated – usually quarterly.

A Key Performance Indicator (KPI) is a quantifiable metric that reflects how well an organization is achieving its stated goals and objectives.

KPIs link organizational vision to implementation at each level of the organization.

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**KPIs vs OKRs: What’s the Difference?**

<table>
<thead>
<tr>
<th>WHAT</th>
<th>Key Performance Indicators (KPIs)</th>
<th>Objectives and Key Results (OKRs)</th>
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</thead>
<tbody>
<tr>
<td>?</td>
<td>Numbers that track the operation of your business</td>
<td>Action-oriented goals and measures</td>
</tr>
<tr>
<td>FOUNDATION</td>
<td>Based on past results or future goals</td>
<td>Mission-based, aspirational and directional</td>
</tr>
<tr>
<td>DIRECTION</td>
<td>Monitors the “steady-state” and benchmarks</td>
<td>Audacious and bold, tied to mission</td>
</tr>
<tr>
<td>TRIGGERS</td>
<td>Actions are prompted when numbers are off track</td>
<td>Actions are taken as issues arise</td>
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<tr>
<td>DURATION</td>
<td>Measured on an ongoing basis</td>
<td>Time-bound, often quarterly</td>
</tr>
<tr>
<td>LIFESPAN</td>
<td>May be the same from quarter to quarter, year to year</td>
<td>Change from quarter to quarter, year to year</td>
</tr>
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12 steps of:
Recovery-Oriented Transformational Leadership
The 12 Steps (Commitments of a Leader)

1. We admit we cannot lead by ourselves and do things alone but need to focus on serving others and working together.
2. Change is possible when we believe in something bigger than when we are part of a community and or team.
3. Make a decision to slow down so we can be wildly focused in bringing about real change.
4. Make a decision to create a culture of vulnerability by creating a feedback loop in the team.
5. Commit to humility, stay curious, and continue to be connected to our team.
6. The team is entirely ready to identify areas of weakness and needed growth.
7. We lead with humility and are open to input from everyone on the team.
8. Explore and brainstorm strategies as a team to improve systems.
9. Make intentional efforts to cultivate healthy relationships within the team for overall effectiveness.
10. Continue to be open and actively engage in feedback as a leader.
11. Be courageous to stay true to the mission by taking care of yourself and others.
12. Carry the message of success and change to others boldly to inspire ongoing change.

ADDITIONAL RESOURCES

Putting best practices into practice.
BHG’s Integrated Dynamic Care Model (IDCM)

Download our White Paper to learn more.

https://www.naadac.org/integrated-dynamic-care-model-webinar
References

- Social Security Administration (2022, December). Frequently Asked questions: How much will the COLA amount be for 2023?