

Leadership Through Transition

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Panel

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Your Leadership Style?

- No one style is best; it depends.
- Leadership style depends on the circumstances you find yourself in; so, it changes.
- Given the situation, do you need to be more directive or more consultative or more facilitating depending on the situation?

Change

- Change implies transition.
- Do you like change, do I like change?
- If change happens a transition happens whether or not we pay attention to it.

Some changes to think about

- Change in personnel, e.g., Executive Director.
- Change in Council membership: membership rotates, what if a larger size new group comes in?
- Change in the designated state agency (DSA).
- Change in Council Chair; a new chair is elected or appointed to the Council.

Transition is not a program

- In the developmental disabilities world, we think of transition as a program.
- It begins about age 15 or so and lasts until 21.
- It prepares a student with a disability for adulthood; work.

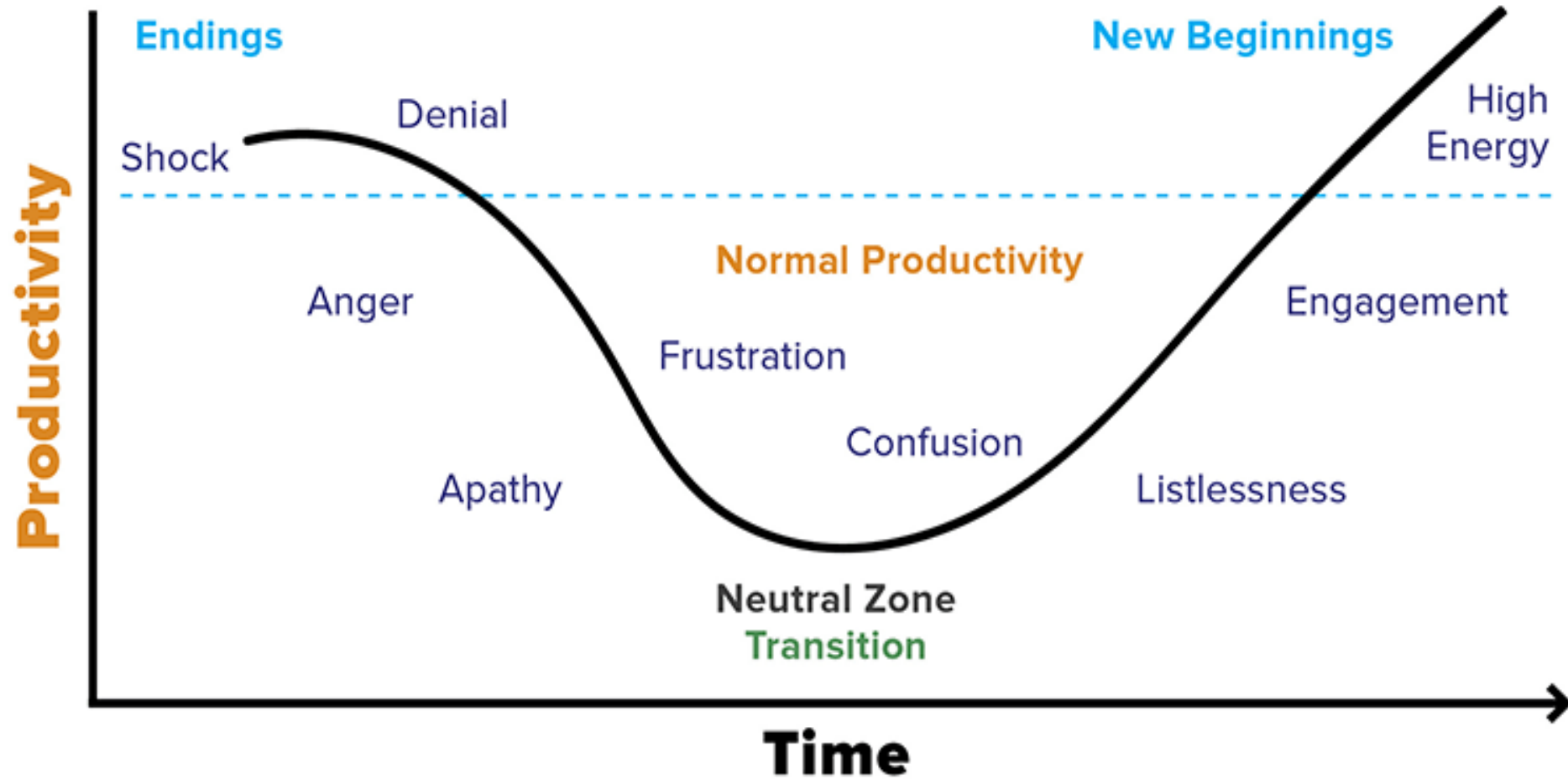
Transition is an event

- I am not talking about a program but an event that happens when there are changes.
- All transitions have a beginning, a middle and an end.

Transitions happen

- Whether we know it or not, transitions happen.
- It is not a rational process but has emotions .
- The following chart shows the transition process.

Emotions during transitions



Based on William Bridges' book Managing Transitions.

Leadership tools

How do leaders respond to the different stages of the transition event?

The end of something; new beginning of Transition

- Know that emotions happen; deal with the emotions.
- Is everything written down that needs to be passed on?
- Do you have history of the Council; a living history?
- Outline the steps needed next.

Governance and Management

- Governance are the tasks of the Council.
- Management are the tasks of the Executive Director and staff.
- If Executive Director is changing; who is oversee the management?

Governance and Management, continued

- Sometimes Council members may need to do some management tasks during this time, e.g., with human resources.
- If a Council member(s) assume some management tasks, get back into your own lane as soon as possible.

The middle

- Talk with people; listen to their thoughts and feelings.
- Create stability.
- Make sure deadlines are met.
- Follow up on tasks.

End of Transition or New Beginnings

- Executive Director is hired, or new members are appointed.
- How do you begin this new phase (“onboarding”) from the Council’s perspective.
- Training on the DD Act and its requirements.
- Who can mentor new Council members, a new Staff member/Executive Director, a new DSA?

New Beginnings

- Give those who are new, space and time to adjust.
- Adjust your expectations.
- It is sometimes said that a new Council members takes about 2 years to assume the role; how do you support them in making this transition?

Power Dynamic

- When a new leader comes into a group, the power is in the hands of the group.
- What does the leader need to do to get the group to “toss” the power to the leader: think: game a catch back and forth.
- Small things at first and grow to larger things.

Leadership Skills

- Adjust to the situation you face.
- Listening cannot be underestimated.
- If you need to be more directive do so, then know when to back off.
- Decision making styles can change; consensus building can build trust.

Conclusion

- Change implies transition.
- Transition happens.
- What skills do you need to lead through transition process.
- Leadership changes with the situation.

Questions

Use the chat or “Q&A” box, or raise your hand.

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