### Learning & Living the NCWWI Leadership Model

#### What is this resource?
- NCWWI Leadership Model is grounded in theory; reflective of reality; consistent with professional values and the goals of the Children’s Bureau; reflects constant balancing act of child welfare leadership.
- Model has four quadrants that show need for leaders to balance between external/internal and flexibility/control: Leading Change, Leading in Context, Leading People and Leading for Results.
- Model includes central core of leadership as self-managing and regenerative, and is based on five leadership pillars/principles: adaptive, collaborative, distributive, inclusive and outcome-focused.
- The model’s fundamental competencies include: continuous learning, effective communication, initiative, interpersonal relations, integrity/honesty, resilience, personal leadership and social responsibility.

#### What are the critical findings?
- Leadership and management are linked together – need leaders to do the right things, right.
- Adaptive leadership requires an innovative mindset; working with differences; orchestrating positive conflict; challenging own and others’ habits, beliefs and values; inspiring others to challenge decision-making processes; and navigating changeable environments.
- Collaborative leaders collaborate outside their agency; encourage exchanging and sharing resources/information; focus on a common purpose; stress process over product; have an action orientation.
- Leaders must distribute decision-making responsibilities; manage human, cultural, social and economic capital; encourage purposeful action; and promote collective rather than individual action.
- Inclusive leaders advocate diverse participation; promote collective leadership; acknowledge disparities and seek to mitigate them; engage in continuous learning about inclusion and engage diverse stakeholders.
- Outcome-focused leaders apply technical knowledge; analyze problems; use data to inform decisions; focus on indicators of safety, permanency and well-being; stress product/result rather than process.

#### What are the implications for our work?
- Constantly changing whitewater environment in child welfare necessitates leadership development at all levels.
- Leading in context includes the ability to build collaborations internally and externally and requires skills in partnering, political savviness, and influencing/negotiating.
- Thinking about change in structured ways and employing Implementation Science allows use of new approaches, tracking of progress, managing success and applying creative and innovative solutions.
- Leading change requires internal/external collaboration, establishing a shared vision and linking towards organizational goals and strategy with work unit goals.
- Leaders must use information and data to encourage evidence-based practice and develop chain of evidence from individual to agency to systems outcomes.
- Use advisory committees to identify patterns/relationships, review outcomes, interface with staff at all levels and raise accountability by reporting out and documenting action plan to keep moving initiative forward.
- Important to share learning and application of learning across all levels of the organization.
- Lead people toward meeting agency’s vision, mission and goals by fostering an inclusive workplace; developing others; facilitating cooperation and teamwork; constructively resolving conflicts.
- Leadership development and diversification of workforce are strategies to reduce disproportionality and shape a culturally responsive child welfare system.
- Strategies should not just focus on improving the workforce but also on enhancing the workplace overall.