Learning and Living Leadership Tool Kit

September 21, 2022

National Child Welfare Workforce Institute

LEARNING, LEADING, CHANGING

IMPROVING RETENTION

More than ever, intrinsic motivators are what research shows keep employees motivated and engaged.

Provide Autonomy Support

Give meaningful feedback, choice over how to do things, and encouragement.

Connect Employees to Purpose

Show how it aligns with their values and give them a voice to share their ideas and expertise to improve things.

Invest in Their Professional Development

Foster improvement, continual mastery, and growth.

NCWWI

DEVELOPING LEADERSHIP SKILLS AT ALL LEVELS

- Prepares future leaders (succession planning, knowledge mgmt., etc.)
- Distributes responsibility
- Encourages a more equitable work environment
- Prevents turnover (staff feels valued, advancement opportunities, etc.)

NCWWI

LEADER'S ROLE IN RETAINING STAFF

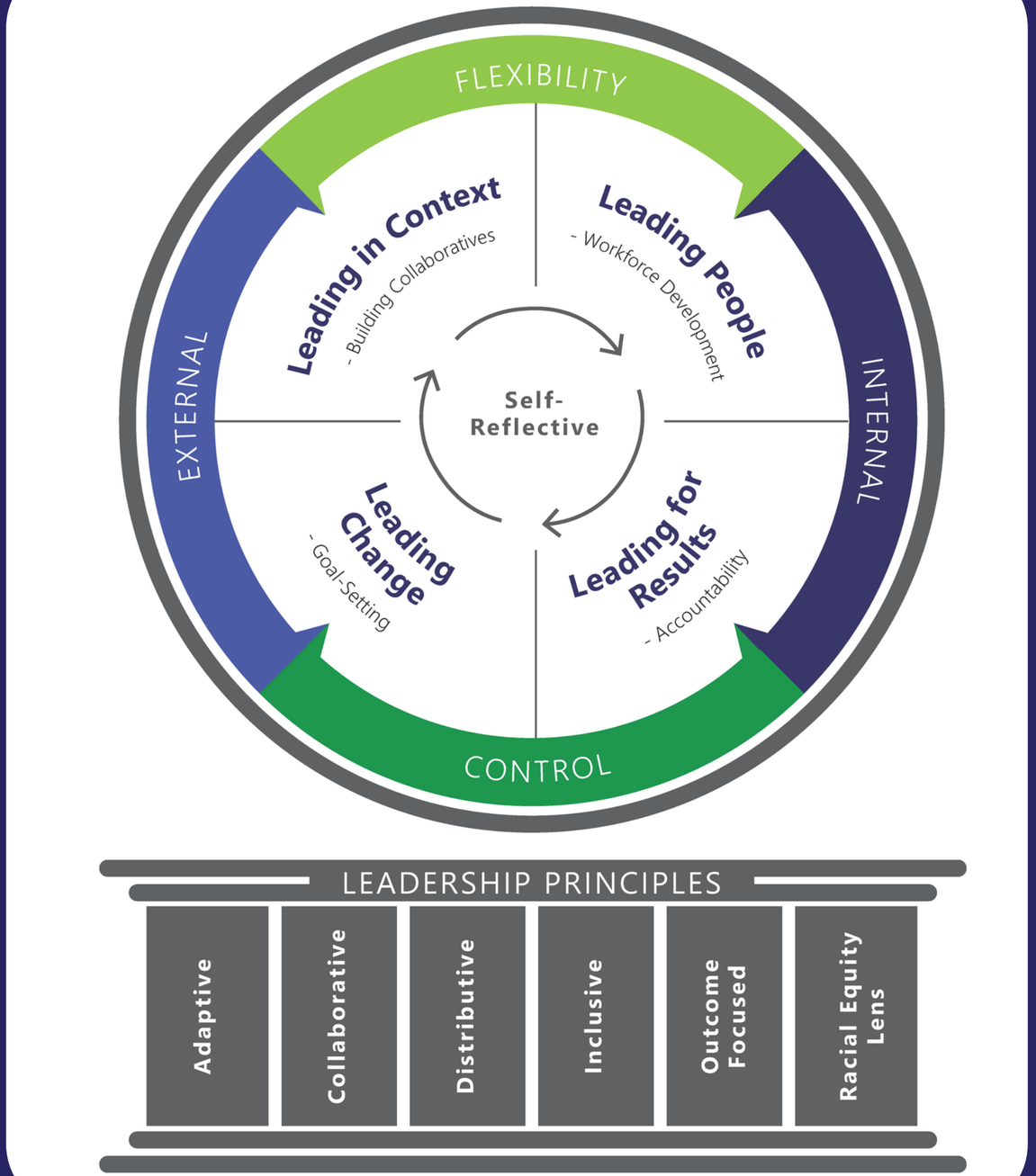
Leaders have a lot to do with retention! Ensuring current and future leaders are effective can reduce turnover by:

- Improving organizational culture
- Increasing employee engagement
- Diminishing role stress by creating a supportive work environment
- Increasing effective practice with families

NCWWI

NCWWI LEADERSHIP COMPETENCY FRAMEWORK

Summarizes the multi-dimensional skills necessary to promote the well-being of the child welfare workforce, serve as effective agents of change, and facilitate positive outcomes for children, youth, and families.



Leadership Competency Framework Guide

Use of Self | Communication | Equity | Vision | Integrity/Honesty

Use of Self

FUNDAMENTAL COMPETENCIES

Has a sense of presence and self-assurance; recognizes how their emotions and moods affect the organization and adapts accordingly; sets a personal example of what they expect from others; readily shares credit and provides opportunities for the recognition of others' work.

Proficiency Level	Indicators of Proficiency Level (Examples)
Executive	• Models leadership behavior reflective of adaptive, distributive, and outcome-focused leadership principles • Integrates a racial equity lens and applies inclusive leadership practices in daily interactions and decision-making • Leads an initiative to redesign assessment process
Manager	• Sets an example of calm in times of crisis • Publicly acknowledges efforts of others and gives credit to others • Creates a formal recognition program • Sets a personal example of what they expect from others
Supervisor	• Maintains sensitivity to emotional climate of unit and responds accordingly • Recognizes others for extra efforts • Exhibits high standards of performance • Treats others with courtesy, sensitivity, and respect • Behaves in an honest, fair, and ethical manner
Caseworker	• Expresses confidence in interactions • Maintains a calm, strengths-based focus even during crisis situations • Treats children, families, and community members with courtesy, sensitivity, and respect

Learning & Living Leadership Tool Kit

About the Leadership Model & Framework

How to Use the Tool Kit

Take the Leadership Self-Assessment

Explore the Activities

Welcome to the Learning and Living Leadership Tool Kit!

Effective leadership promotes the well-being of all organizational members, facilitates better outcomes for families and children, and can happen from "every seat." This tool kit will help you assess your leadership strengths and areas for development and guide you in writing a competency-based leadership development plan with activities to meet your needs, interests, learning style, time constraints, and desired proficiency level (executive, manager, supervisor, caseworker).

6 Steps to Develop Your Leadership Skills

1. Review the **Leadership Competency Framework** to discover the leadership principles and competencies vital for working and leading in the child welfare field.
2. Take the **online self-assessment** to discover your strengths and areas for growth.
3. **Explore the activities** and select those that match your assessment results, specific needs, interests, strengths, learning style, and time constraints.
4. Record the chosen activities in your **Leadership Development Plan.**
5. Complete the activities and use the **Post-Activity Reflection Journal** to document progress by responding to the reflection questions at the end of each activity to further cement the learning.
6. Track your progress and revise your Leadership Development Plan annually.

LEADING: bit.ly/CWlead

Learning & Living Leadership Tool Kit

Tool Kit Home

About the Leadership Model & Framework

How to Use the Tool Kit

Take the Leadership Self-Assessment

Explore the Activities

How To Use the Tool Kit

Providing staff at all levels the opportunity to develop and practice their leadership skills helps prepare future leaders, distributes responsibility, and encourages a more equitable workplace environment. This tool kit is flexible in that it can be used as a stand-alone aid or as a supplement to other professional development programs. It is also designed to meet the needs of individuals at all levels of the competency ladder – caseworker, supervisor, manager, and executive.

Marketing Materials

- PDF handout with hyperlinks
- Graphic of handout (no hyperlinks)
- Handout for printing (white background with no hyperlinks)
- Square image for website or social media

Below is a brief overview of how various audiences may use and benefit from this tool kit.

Individuals and Leadership Academy Participants

Use to develop or enhance a personal leadership development plan based on one's assessment results, specific needs, interests, strengths, learning style, and time constraints.

Training Directors

Use the activities to complement the organization' leadership development programs.

Management

Use to build skills to lead strategic change efforts and to nurture employees' leadership development by selecting activities appropriate for their skill level.

Social Work Students/Interns

Incorporate leadership development planning into field placements and educational experiences. As appropriate, ensure all activities are reviewed and approved by organization supervisors before completition.

“

SELF-AWARENESS IS A KEY TO SELF-MASTERY

Gretchen Rubin

TRY THE SELF-ASSESSMENT

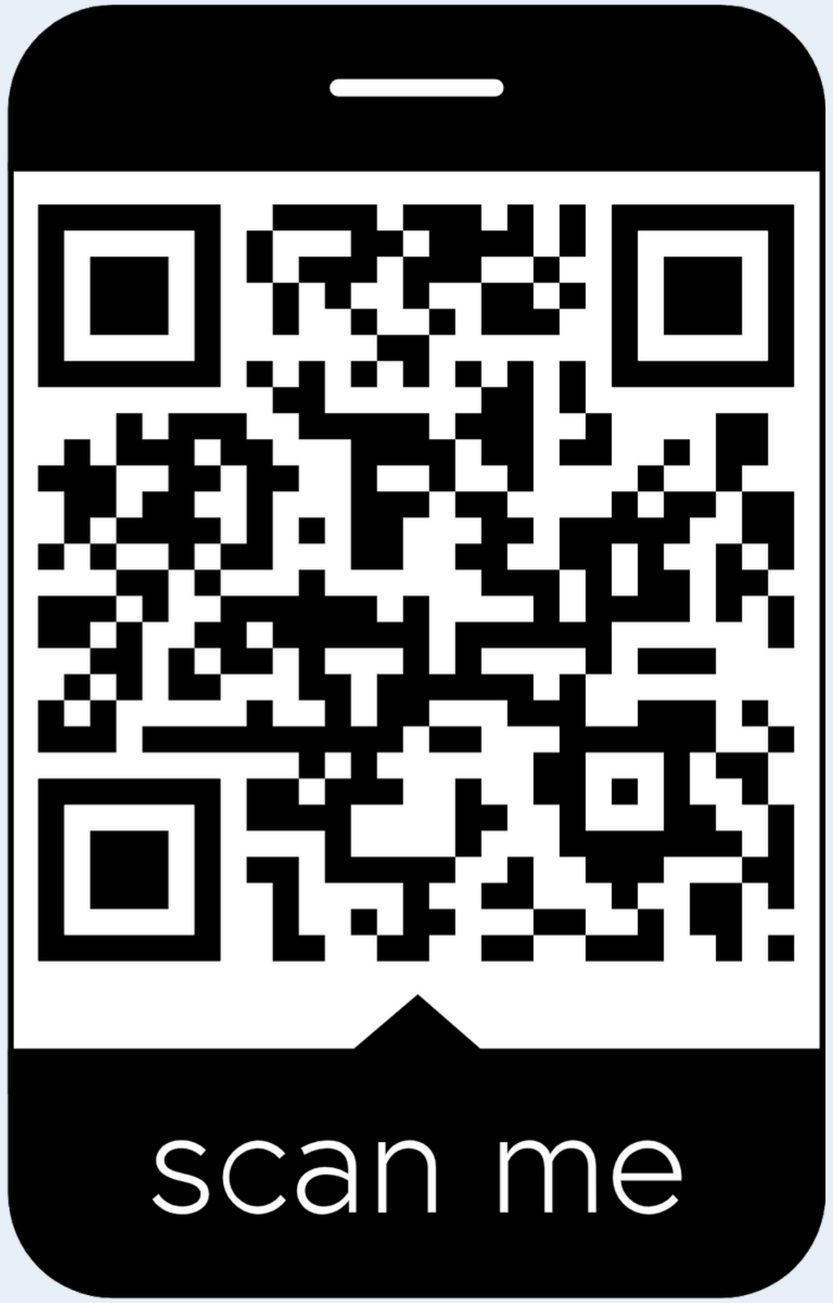
On a 5-point scale, how frequently do you engage in these behaviors at work.

0 = Not had opportunity to do yet
1 = Almost Never
2 = Sometimes
3 = About Half the Time
4 = Usually
5 = Almost Always

NCWWI

FULL LEADERSHIP SELF-ASSESSMENT

bit.ly/CWlead



NCWWI

EXPLORE ACTIVITIES AND MAKE A PLAN

My Vision Statement

Understand your personal leadership vision, manifest it more intentionally through leadership activities, and connect it to your organization's mission and vision.

My Flexibility Quotient

Assess your ability to change and be open to new information and changing conditions.

Team Building & Team Unifying

Apply competencies in fostering team cohesion and motivation.

Data Storytelling

Capture the story behind the data and facilitate the connection between the staff's work and family outcomes.

NCWWI

REFLECTION

- How could the leadership self-assessment be utilized with employees?
- How could the Leadership Tool Kit support a growth mindset?
- Are there other ways to utilize the activities?

NCWWI

WHAT WILL BE THE ADAPTIVE CHALLENGES?

Technical work:

- Perspectives are aligned
- Definition of the problem is clear
- Solution and implementation are clear
- Primary locus of responsibility for organizing the work is leadership

Adaptive work:

- Legitimate, yet competing, perspectives emerge
- Definition of the problem is unclear
- Solution and implementation unclear; require learning
- Primary locus of responsibility is not leadership

NCWWI

Leadership Development

1 Page Summaries and Infographics
Frameworks & Tools
NCWWI Webinar Series
Newsletters
Online Learning
Real Stories From The Field
Videos
We Are Child Welfare
Workforce Development Month

Leadership Development
Workforce Development

Leadership Model and Framework

NCWWI developed this Leadership Model in 2009 based on the principles of Adaptive Leadership and the multi-dimensional
that Child Welfare leaders at all levels of the agency need to promote the well-being of the workforce, serve as effective agen
change, and facilitate positive outcomes for children, youth, and families served by child welfare agencies and programs. It w
updated in 2019 to include a Racial Equity Lens pillar.

Curricula & Training Materials

The NCWWI Leadership Academies provide supervisors and managers with oppor
leading change, fostering collaborations, implementing results-oriented decisions
graduates across the country are pioneering positive changes in their agencies an
program effectiveness to support the success of children, youth, and families. This online and in-person curriculum, along with the implementation guides, are now available!

Learning & Living Leadership Tool Kit

Effective leadership promotes the well-being of all organizational members, facilitates better outcomes for families and children, and can happen from “every seat.” We believe providing staff at all levels the opportunity to develop and practice their leadership skills helps prepare future leaders, distributes responsibility, and encourages a more equitable workplace environment.

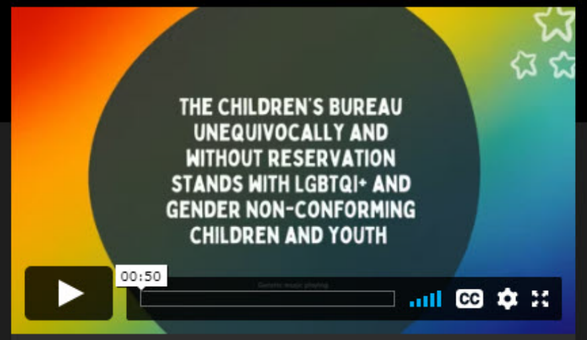
Other NCWWI Resources...

NCWWI

Reflecting on Racial Equity & Inclusion

These short (one minute or less) videos provide reflection questions and link to a racial equity and inclusion resources. We hope you will use them to reflect on your racial equity efforts, share them with your colleagues and friends, and make an action plan.

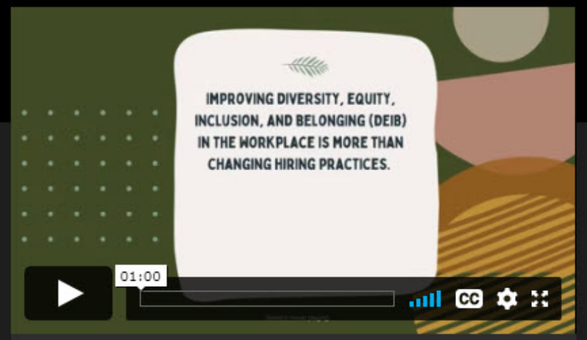
1 - 12 of 33 Share



Supporting & Protecting LGBT…

National CW Workforce Institute

How will you support LGBTQI+ children and youth? #pridemonth



Improving DEIB in the Workplace

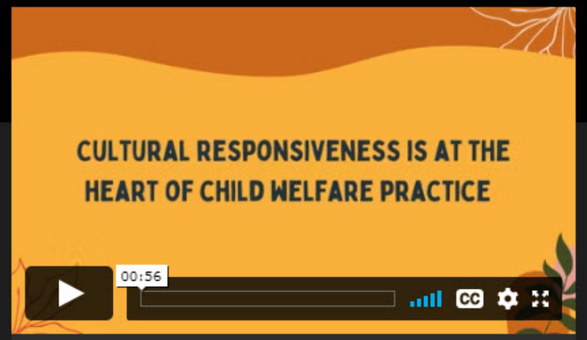
National CW Workforce Institute

What strategies could you champion at your workplace? https://bit.ly/3PO12NI

Gender Inclusive Mental Health…

National CW Workforce Institute

How can you support the parents of transgender and nonbinary children and teens? https://bit.ly/38iJecJ



Cultural Responsiveness

National CW Workforce Institute

Which aspects of cultural responsiveness will you work on today? https://bit.ly/3AdRT9Y

https://vimeo.com/ncwwi

https://vimeo.com/showcase/9238842

CHILD WELFARE WORKFORCE DEVELOPMENT MONTH EVENTS

September 23 at 1:00 pm EDT

Building Resilience for Child Welfare Professionals

September 29 at 1:00 pm EDT

Supporting a Culture of Wellness for Emerging Leaders

Register at
NCWWI.org/CWworkforce

6 FREE WAYS TO KEEP LEARNING

Click the title in each box to go to the resource

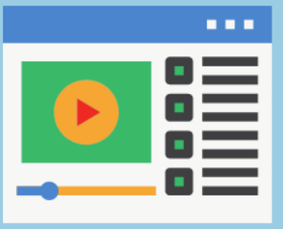
(EVEN WHEN SHORT ON TIME)

LEARN FROM PEERS

Choose from over 250 videos on improving practice

ACCESS COURSES

Take on-demand courses to develop skills when useful & convenient



SKIM RESEARCH

Use 1-pagers & infographics to learn critical findings & implications

MAKE A PLAN

Take the leadership self-assessment & write action steps to reach your goals

SEARCH THE LIBRARY

Easily access over 1,200 applicable resources

ATTEND A WEBINAR

Find free, relevant webinars on our online calendar

LEARNING: bit.ly/CWLearn

We Are Child Welfare

We Are Child Welfare

About

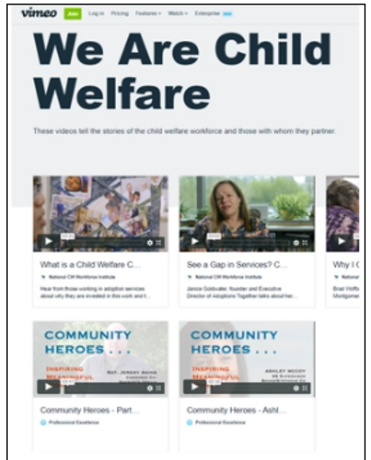
Spread the Word

Video Collection

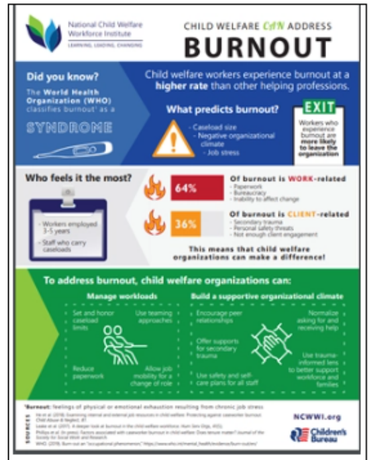
We all must work together to improve outcomes for children, youth, and families in our communities. Together, we can create a system that supports the conditions for strong and thriving families and communities where children reach their full potential. Learn about the important role child welfare plays and what you can do to support your community members.

We Are Child Welfare Infographic

What You Can Do Infographic



We Are Child Welfare Videos



Addressing Burnout Infographic

CHANGING: bit.ly/CWchanging

CONTACT US

Michelle Clinch

National Campaign Manager
michelle.clinch@du.edu

Tony Mack

Leadership Development
Training Team Lead
admack@albany.edu

Sharon Kollar

LINKD Director
skollar@albany.edu

Thank you!