

INSIGHT



Leadership Tips for Fiscal Agents & Supervisors of Prevention Coordinators

Leadership Qualities

VISION:

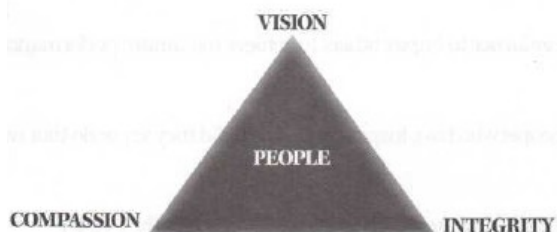
Effective leaders have a clear vision of objectives and how to reach goals. Leaders are “big picture” thinkers. They are dreamers, but their dreams are grounded in reality; leaders plan and set objectives and establish deadlines for achieving these objectives.

INTEGRITY:

Integrity involves sticking to the “unvarnished” truth regardless of the consequences. Integrity means making restitution for wrongs even though no one asks for restitution. Integrity is honesty and fair play in all of your dealings.

COMPASSION:

The compassionate leader is by necessity an introspective one. Compassionate leadership demands first looking into your own style or contribution when things go amiss. The compassionate leader exercises all options before issuing reprimands. He or she recognizes that creating fear or trepidation reduces productivity immensely. Followers who are afraid of their leaders concentrate on finding an escape route.



Hiring the Right Person for the Job

Finding a committed employee with a marketable skill-set can be a daunting task. However, hiring the right person is very important!

The effectiveness of the program, the participation of its coalition members and the overall image of the organization is greatly affected by the person hired

to be the grant coordinator.

The amount of energy and time *you*, as a supervisor, will need to devote to the program is also dependent upon who fills the position.

To make an informed decision:

◇ Create a well-written job description—be certain each candidate fully understands

the job requirements.

◇ Don't just place an ad; actively promote the position by word of mouth.

◇ A professional cover letter and resume is key.

◇ An initial phone interview has much value.

◇ Create a pros and cons list and compare candidates objectively.

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Retaining Quality Program Managers & Coordinators

In every industry, hiring and retaining good employees is a challenge. What can be done to help solve this problem? What can you, as a fiscal agent promoting health and well-being, do to attract ~ and retain ~ quality coordinators to oversee grant programs?

Money is a necessary - but not sufficient condition - to attract, retain and motivate good employees. Most people will go to work for a paycheck and benefits plan. But typically individuals will not do their best work unless something else is present.

It is the quality of the work itself and of our relationships with others at work that draws us to the best organizations

and keeps us there, performing at peak effectiveness.



Going the extra mile as a supervisor, makes a big difference.

Four key fundamentals:

1. Praise that is honest and authentic.
2. Recognition that is specific and timely.
3. Rewards that are tailored to the individual.
4. Looking for the positive—every day.

Offering flex hours, working from a

home office or the added benefit of personal leave time adds much value to a position, if in the scope of the agency. Giving applause publicly to a program coordinator who has done an exceptional job motivating his/her coalition members and announcing a goal that has been reached due to this person's commitment. Sending a hand-written note expressing your appreciation can also boost an employee's self esteem.

Oftentimes it's the little gestures and expressions that go the longest way to employee contentment in the work place.

Review "50 Low-Cost Ways to Motivate & Reward Employees."

The Powerful Law of Connection

Your success as a team leader is measured by your ability to lead people where they need to go. But your team must get clear direction from you...not only in meetings, but one-on-one as well. Build trust and become a role model for those you lead.

- Be the initiator
- Stay focused on the individual, even when addressing a group
- Show a genuine interest in others
- Use warm, approachable language and nonverbal communication

- Build trust, support and respect before asking for help
- Foster emotional involvement

Leaders use influence to inspire others to achieve maximum performance

Understanding Environmental Strategies

Prevention aimed at the environment is based on the community systems perspective that views a community as a set of persons engaged in shared processes. This perspective takes into account the fact that individuals do not become involved with substances solely on a basis of personal characteristics.

Rather, they are powerfully influenced by a complex set of factors in the environment. Rules and regulations of the social institutions to which they belong, the norms of communities in which they live, the mass media

messages in which they are exposed and the accessibility of alcohol, tobacco, and illicit drugs. Because substance abuse is viewed as a product of the overall system, effective prevention requires making appropriate modifications to the entire community.

The purposes of environmental strategies are to (1) limit access to substances, (2) change the culture and contexts within which decisions about substance use are made, or (3) reduce the negative consequences associated with use. System-wide changes are most

often brought about through public policies—laws, regulations and formal rules—and community-level interventions. This broad array of policies allows society to enact measures that influence how, when, where and how much people use substances and the probability of negative outcomes.

Policies are one mechanism through which society expresses what it values, what it tolerates, and what it disapproves.