

Leadership Rebooted: Cultivating Trust with the Brain in Mind

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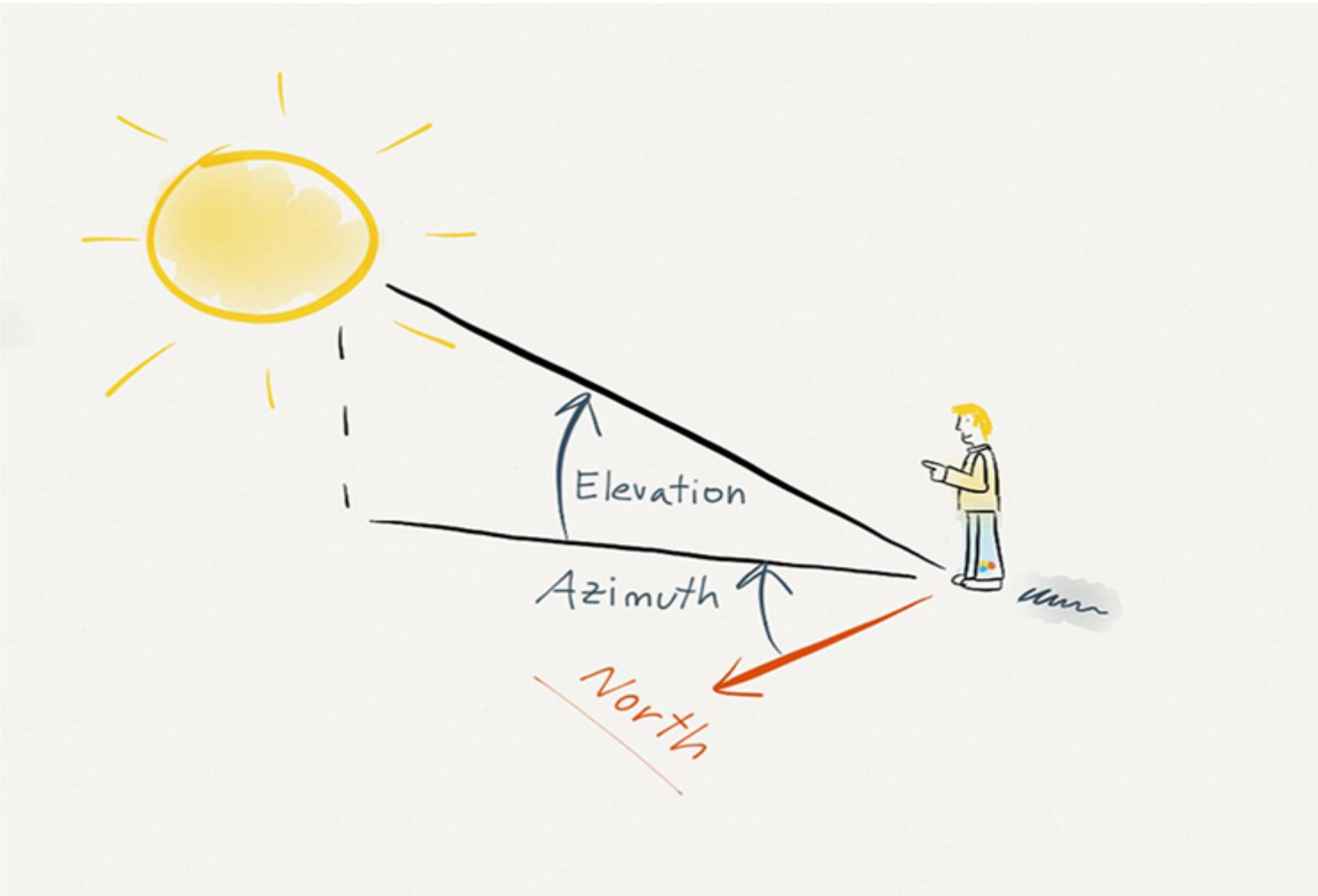
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Senior Advisor
Public Consulting Group



Agenda

- Biggest Challenges of Leadership
- Workforce – The Key to Unlocking the Challenges
- Neuroleadership in Human Service Organizations
- Evolving Leadership through The Brain
- Personal Leadership Development Plan



epic fail

“All leaders lead by example,
whether they intend to or not.”

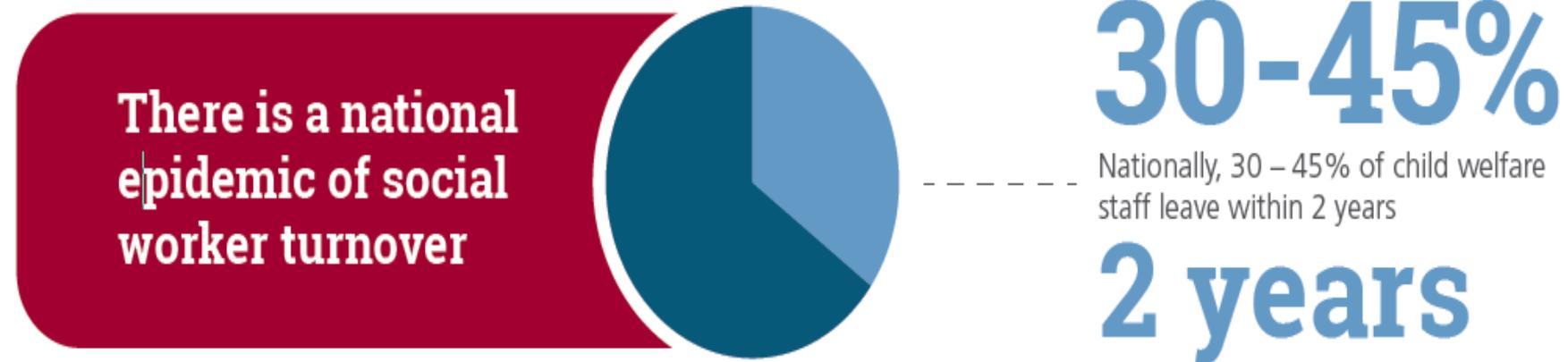
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WHY DOES IT MATTER?

Small Group Brainstorm

Why does leadership evolution and change matter?

Impact on Child Welfare Workforce

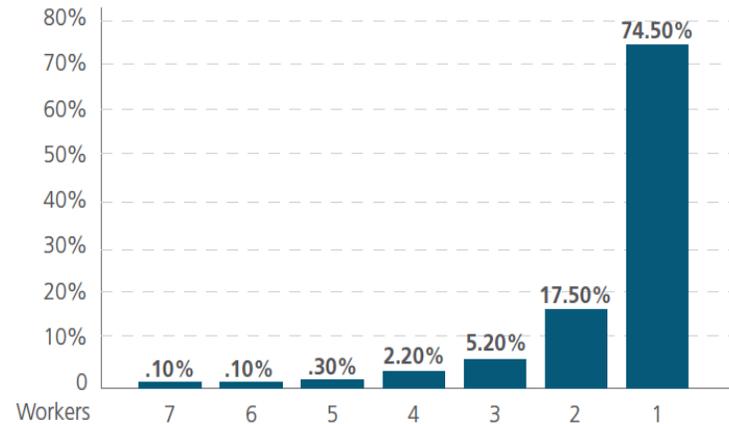


*United States General Accounting Office. (2003). Child welfare: HHS could play a greater role in helping child welfare agencies recruit and retain staff (GAO-03-357). Washington, DC:

Impact on Outcomes

215%
Higher

Child welfare agencies with a **turnover rate** exceeding 15% had a higher six-month recurrence rate



74.5%

children with one direct practitioner, **achieved permanency** 74.5% of the time

Flower, C., McDonald, J., & Sumski, M. (2005). Review of Turnover in Milwaukee County Private Agency Child Welfare Ongoing Case Management Staff. Retrieved from: <http://legis.wisconsin.gov/lc/committees/study/2008/SFAM08/-files/turnoverstudy.pdf>

Fiscal Impact of Turnover

Cost of
Turnover



Organizations Pay
30%–70% of Salary When
Social Workers Leave

Costs Range from **\$9,994 - \$25,847**

*United States General Accounting Office. (2003). Child welfare: HHS could play a greater role in helping child welfare agencies recruit and retain staff (GAO-03-357). Washington, DC

Cost Benefit to Organizations & Taxpayers

Room and board costs when a child has one direct practitioner working with them:

- Average board payment per day - \$26.15
- Annual cost for 12 months - \$9,545
- Average permanency rate - 74.5%
- Estimated cost for room and board – **\$12,812**

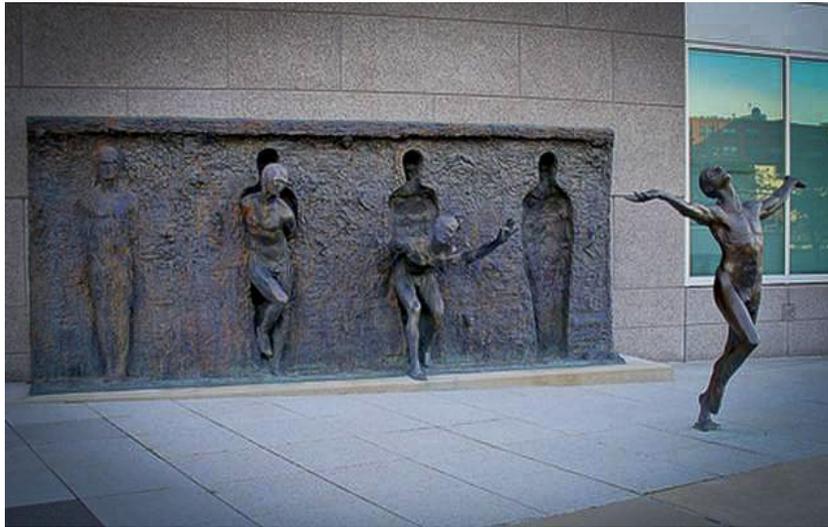
Room and board costs when a child has two direct practitioners working with them:

- Average board payment per day - \$26.15
- Annual cost for 12 months - \$9,545
- Average permanency rate - 17.5%
- Estimated cost of room and board - **\$54,542**

Two direct practitioners results in the cost being quadrupled

The Research

Three Fundamental Wicked Challenges in Leading Human Services Organizations



Impact of Leadership



Consequence of Turnover



Culture and Climate

Climate and Culture Research Findings



Climate: Perceptions of the workforce of the impact of work environment on personal, professional, psychological well-being and functioning at work.

Culture: Shared values, beliefs, myths, and suppositions about how the organization operates

Workforce Push Factors

- Toxic leadership
- Negative culture and climate, impacts morale
- Secondary traumatic stress – psychological and physical safety
- Poor supervision
- Lack of relationships – with leader and colleagues
- Lack of engagement and input
- Rigid, unresponsive environments
- Lack of trust

Workforce Stay Factors

- Leaders depth of engagement & relationship with the workforce
- Healthy, resilient culture and climate
- Autonomy in practice
- Client-focused philosophy
- Trauma informed system – physical, psychological, and workforce well-being
- Quality supervision
- Transparency in communication
- Education – BSW, MSW stay longer

Glisson, C., Green, P. & Williams, M.J.(2012). Assessing the organizational social context (OSC) of child welfare systems: Implications for research and practice. *Child Abuse & Neglect*, 36(9), 621-632. doi: 10.1016/j.chiabu.2012.06.002

Westbrook, T. M., Ellett, A.J. & Asberg, K. (2012). Predicting public child welfare employees' intentions to remain employed with the child welfare organizational culture inventory. *Children and Youth Services Review*, 34(7), 1214-1221. doi: 10.1016/j.childyouth.2012.02.010

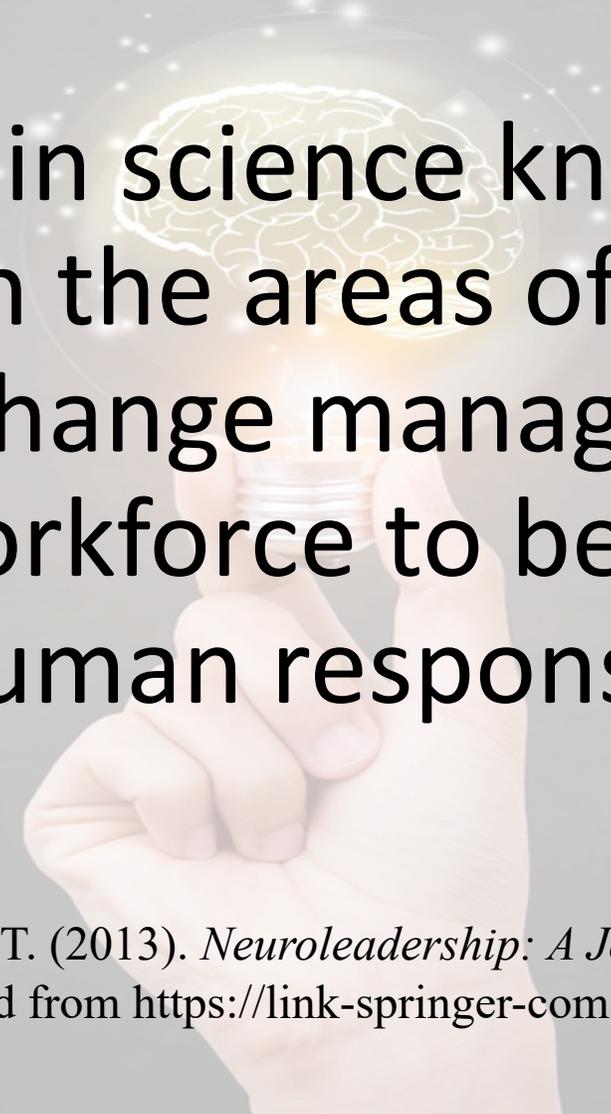
Leadership Exercise

What are the top 3 push and stay factors in your own organization?

As leaders, what are the two most important behaviors you demonstrate with the workforce to enhance retention and achieve outcomes?

NEUROLEADERSHIP

Neuroleadership

A hand holding a glowing lightbulb with a brain inside, symbolizing neuroleadership.

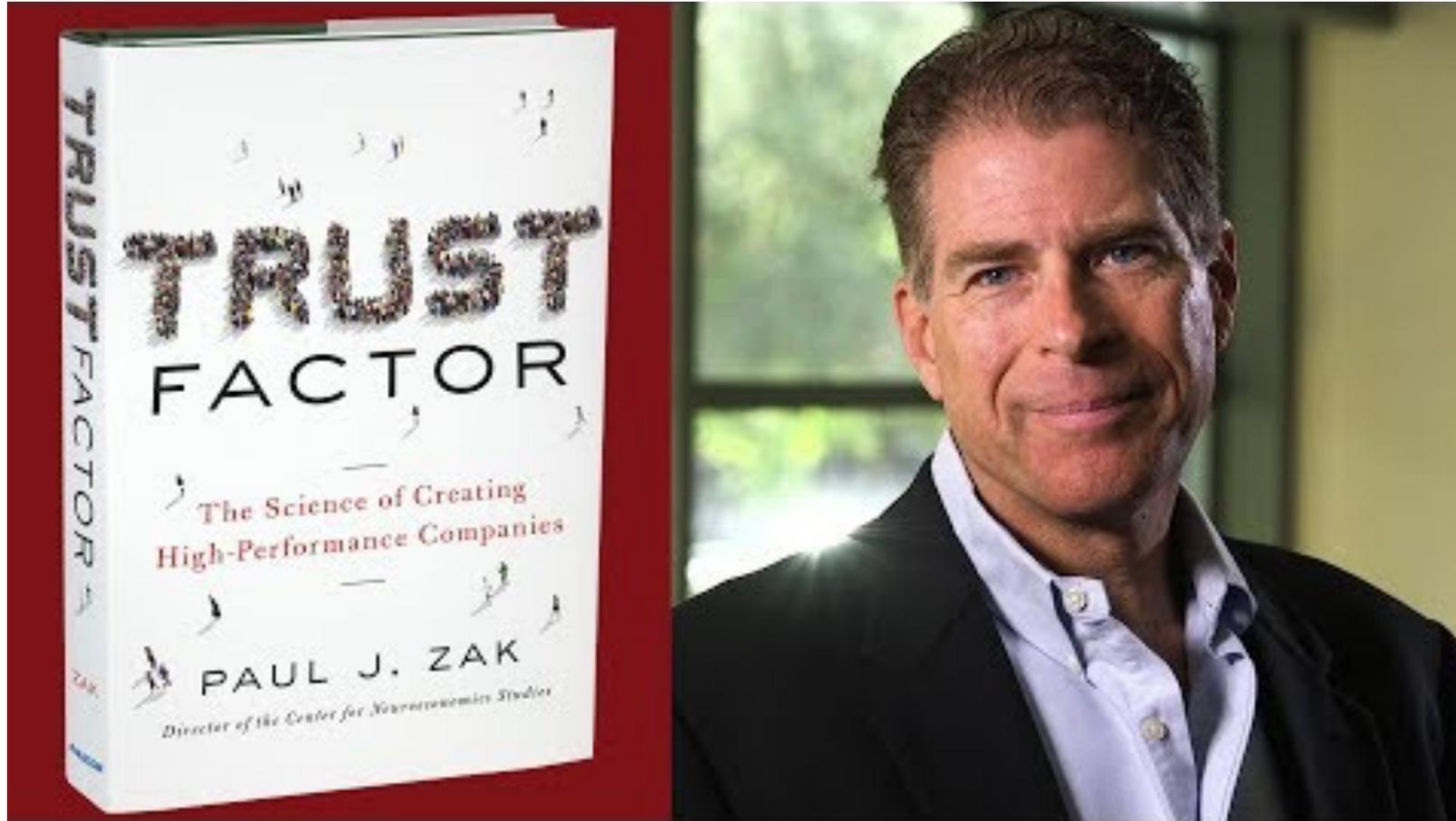
Applies brain science knowledge to leadership in the areas of motivation, influence, change management, and engaging the workforce to better understand human response

Ghadiri, A., Habermacher, A., & Peters, T. (2013). *Neuroleadership: A Journey Through the Brain for Business Leaders*. Berlin: Springer. Retrieved from <https://link-springer-com.ezproxy.stthomas.edu/book/10.1007%2F978-3-642-30165-0>

-TRUST-



The Neuroscience of Leadership



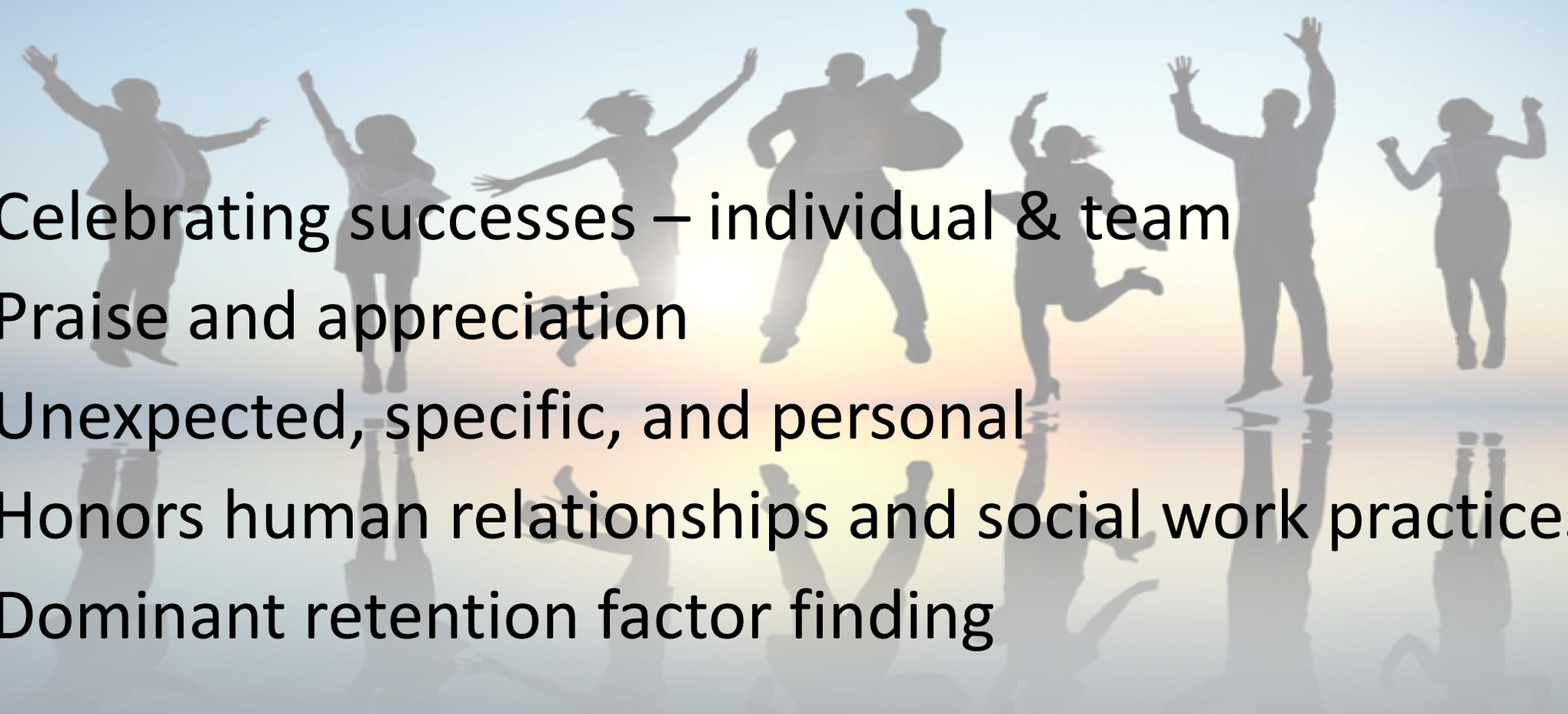
Leadership Behaviors that Promote Trust

(resulting in positive organizational climate & culture)



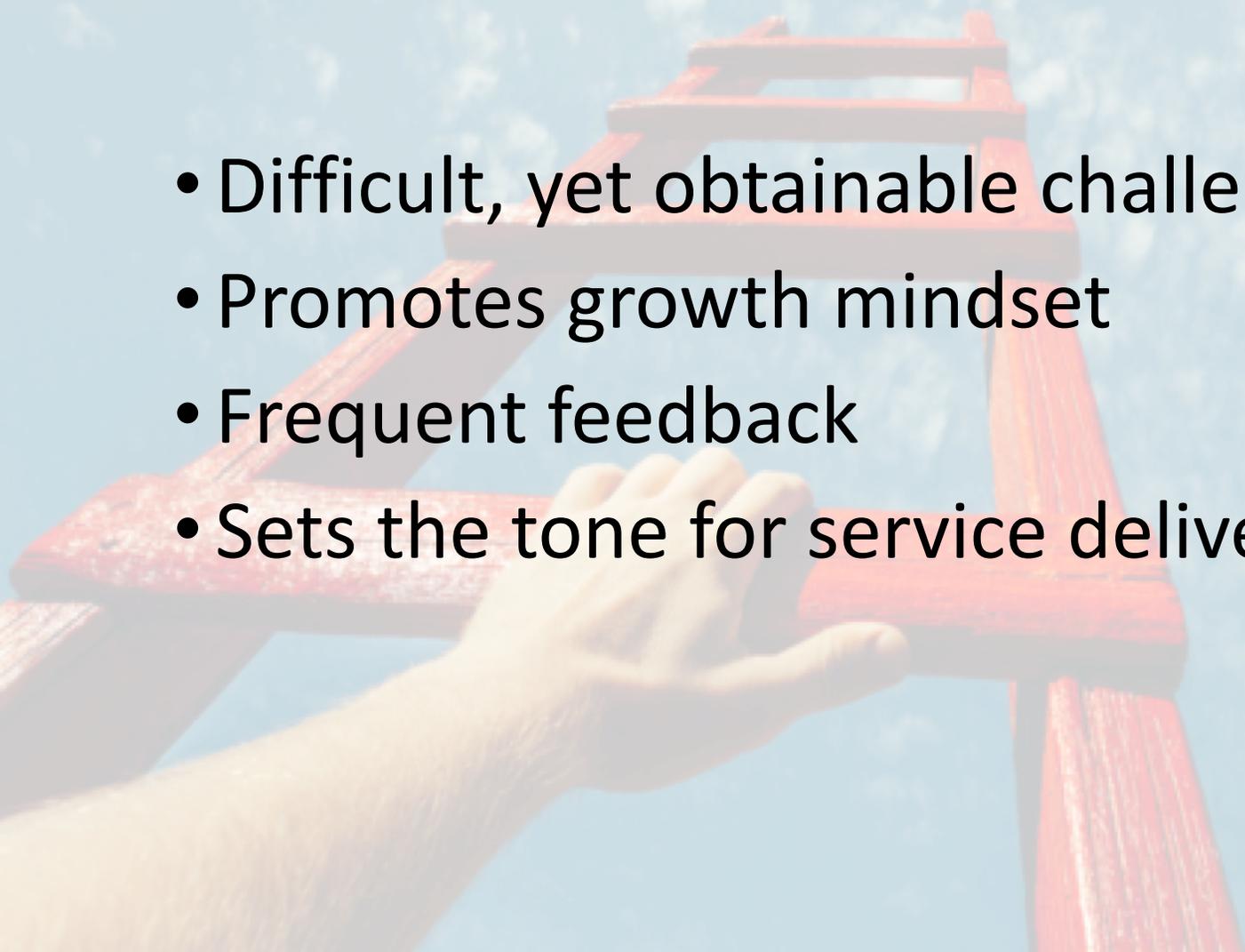
Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

Ovation – Recognizing Excellence

- Celebrating successes – individual & team
 - Praise and appreciation
 - Unexpected, specific, and personal
 - Honors human relationships and social work practices
 - Dominant retention factor finding
- 
- The background of the slide features a series of silhouettes of people in various celebratory poses, such as jumping, running, and raising their arms. These silhouettes are set against a soft, glowing light that transitions from a pale blue at the top to a warm yellow and orange at the bottom, suggesting a sunrise or sunset. The overall mood is one of joy and achievement.

Expectation – Challenge “stress”

- Difficult, yet obtainable challenges
- Promotes growth mindset
- Frequent feedback
- Sets the tone for service delivery



Yield – Discretion & Autonomy

A person is seen diving into the ocean at sunset. The sun is low on the horizon, creating a warm, golden glow. The water is dark, and the sky is a mix of orange and blue. The person is in mid-air, with their arms and legs extended, about to enter the water. The overall scene is serene and captures a moment of freedom and risk-taking.

- Input, control, and autonomy
- Promotes learning from mistakes and creativity
- Advances growth mindset
- Improves employee experience
- Innovation
- Promotes teamwork
- Dominant retention factor findings

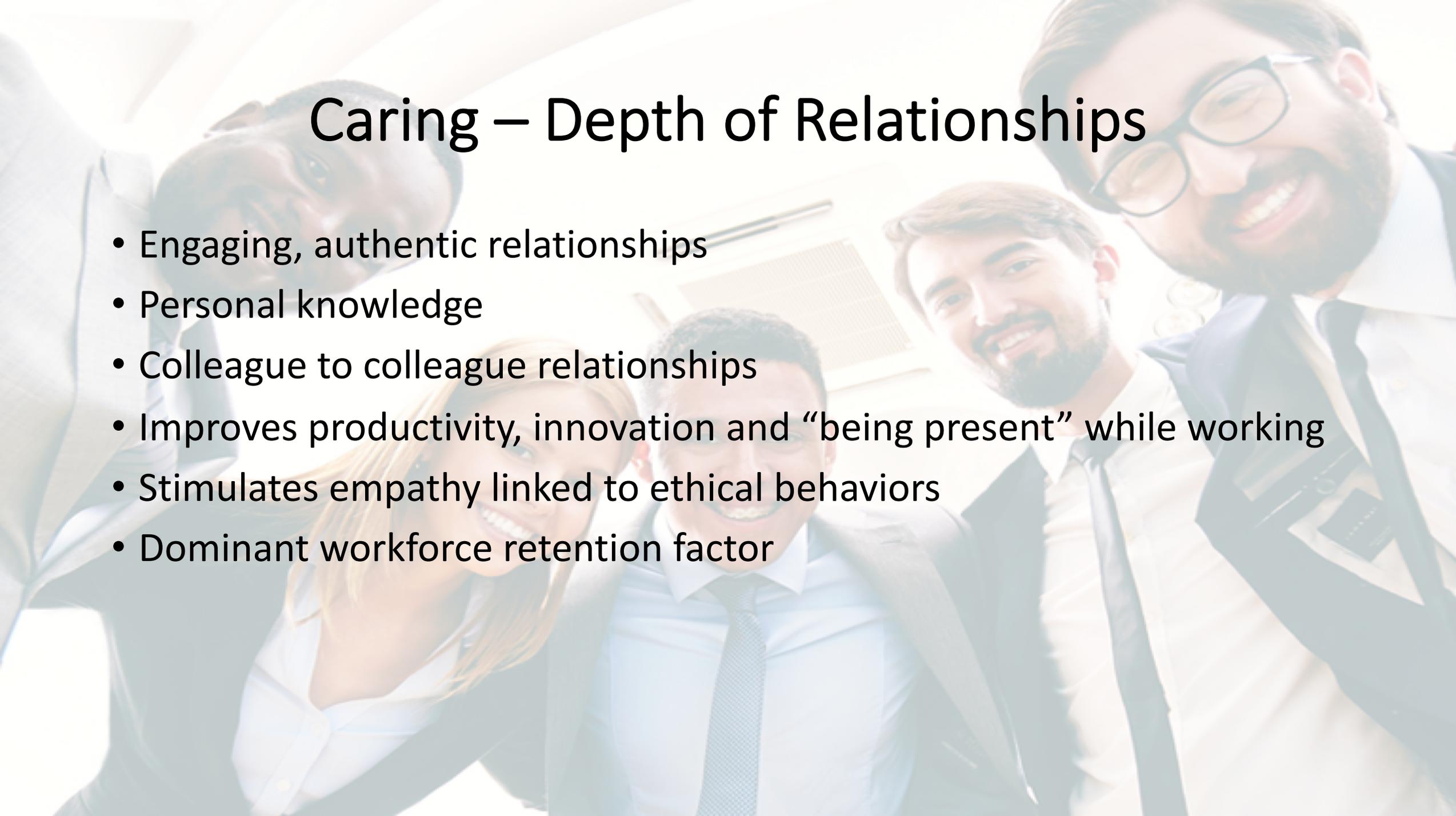
Transfer – Utilize Strengths & Job “Crafting”

- Utilization of natural strengths
- Decreases chronic stress
- Empowers individuals and teams
- Improves job satisfaction, commitment, and customer service
- Flexibility in meeting performance measures

Openness – Transparent Communication

A group of five business professionals are gathered around a conference table in a bright, modern office. A man in a dark suit stands on the right, gesturing with his hands as if presenting or explaining something. Four other people (three men and one woman) are seated around the table, looking towards him with attentive expressions. The background shows large windows with a view of a city skyline.

- Honest, transparent, broad, frequent communication
- Reduces fear about decisions
- Exchange, feedback, dialogue, engagement
- Improves morale
- Instills health, resilient climate and culture



Caring – Depth of Relationships

- Engaging, authentic relationships
- Personal knowledge
- Colleague to colleague relationships
- Improves productivity, innovation and “being present” while working
- Stimulates empathy linked to ethical behaviors
- Dominant workforce retention factor

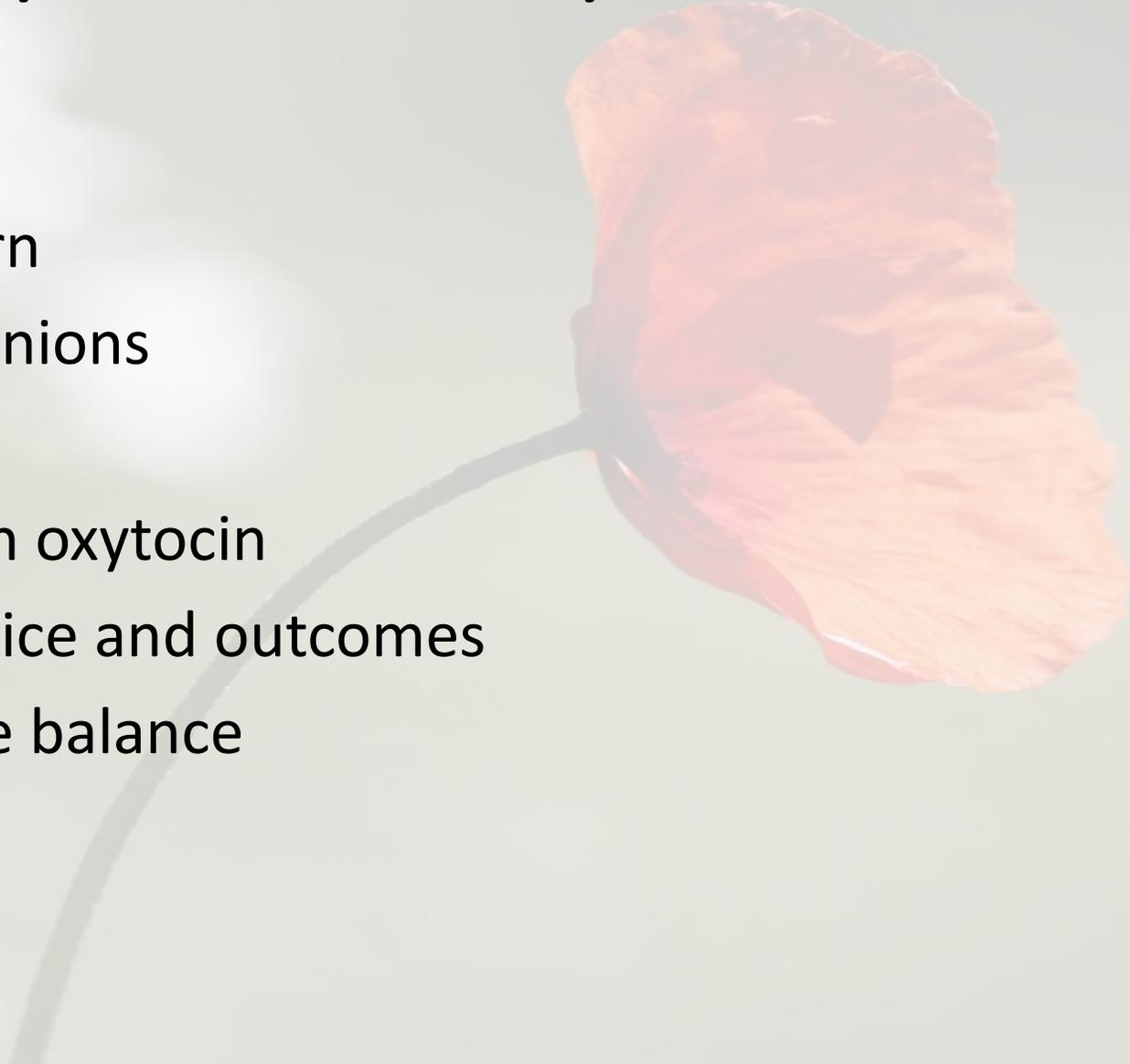
Invest – Whole Person Growth

- Personal and professional development
- Caring relationships
- Bi-directional communication
- Coaching and support
- Improves trust, creativity, and productivity



Natural - Honesty, Authenticity & Vulnerability

- Integrity
- Asking questions to learn
- Solicit feedback and opinions
- Humility
- Stimulates trust through oxytocin
- Core to improving practice and outcomes
- Demonstrating work-life balance



Neuroleadership Traits, Outcomes, and Culture and Climate Findings

Neuroleadership Trait or Strategy ^a	Culture and Climate Research Stay Factors ^b
Ovation, caring	Strengths-based, client-focused philosophy
Ovation	Recognition and praise
Natural; caring; open; transfer	Inclusive partnership with workforce; engagement of social workers in organizational and practice solutions; colleague support
Invest; caring; transfer	Trauma-informed system, including physical and psychological safety; addressing secondary traumatic stress
Yield; expectation; invest; caring	Autonomy in practice; creativity and innovation; promotion opportunities
Open; natural; caring	Transparency in communication; open, authentic relationships between social workers and leadership
Invest; transfer; yield; expectations	Learning environment; continuous quality improvement – learning from mistakes
Ovation; expectation; yield; transfer; open; caring; invest; natural	Effective, engaged, authentic leadership; quality supervision; inspiring and visionary

Note: ^{a)} Adapted from Zak, P. J. (2018). The neuroscience of high-trust organizations. *Consulting Psychology Journal: Practice and Research*, 70(1), 45-58. doi: 10.1037/cpb0000076 ^{b)} Adapted from Glisson, C., Green, P. & Williams, M.J.(2012). Assessing the organizational social context (OSC) of child welfare systems: Implications for research and practice. *Child Abuse & Neglect*, 36(9), 621-632. doi.org/10.1016/j.chiabu.2012.06.002 and Westbrook, T. M., Ellett, A.J. & Asberg, K. (2012). Predicting public child welfare employees' intentions to remain employed with the child welfare organizational culture inventory. *Children and Youth Services Review*, 34(7), 1214-1221. doi: 10.1016/j.childyouth.2012.02.010

Personal Leadership Plan

With a partner, identify two of the eight building blocks you will implement as a leader

What will you do specifically to implement them?

What result do you desire?

Zak Organizational Trust Model – Factors and Leadership Behaviors

Trust Factor	Leadership Traits & Strategies	NASW Values & Ethics
Ovation	Recognize excellence and celebrate success	Importance of human relationships
Expectation	Set reasonable performance expectations and stimulate achievable challenges “eustress”	Competence
Yield	Discretion in performing job tasks and work, train, and delegate	Service; social justice
Transfer	Encourage “job crafting” and align strengths with job duties	Dignity and worth of person
Openness	Communicate, listen, and share information broadly, often, and consistently	Integrity; social justice
Caring	Intentionally build authentic relationships	Importance of human relationships
Invest	Facilitate whole person growth – personal and professional	Importance of human relationships
Natural	Lead with authenticity, integrity, humbleness, and vulnerability	Integrity; social justice

Note: Adapted from Zak, P. J. (2017, Jan-Feb). The neuroscience of trust. *Harvard Business Review*, 84-90. Retrieved from <https://hbr.org/2017/01/the-neuroscience-of-trust>

Outcomes of High Trust Organizations

High Trust Organizational Outcomes

- Increased retention by **50%**
- Enhanced employee engagement by **70%**
- Increased organizational climate and culture:
 - 11% more empathy for colleagues
 - 41% greater sense of accomplishment
 - 41% less depersonalization (read: gossip and negativity) of colleagues
- Improved work energy by **106%**
- 50% higher productivity – 50%
- 70% more aligned with purpose/mission of organization
- 74% less stress
- 40% less burnout
- 56% increase in job satisfaction
- 13% fewer sick days
- Increased trust, commitment, and loyalty
- 29% - more satisfaction with their lives

Zak, P.J. (2017). *The neuroscience of trust*. Harvard Business Review, (2017, Jan/Feb), 84-90.

Result of Workforce Investments

- Enhanced trust, engagement, and commitment
- Improved child welfare performance measures
- Increased timeliness in investigations; decrease of length of stay in foster care
- Retain expertise of fully qualified, trained and experienced staff
- Decreased accidents, sick time and ADAAA issues
- Increased productivity & workload efficiency
- Increase in quality of safety & risk assessment
- Cultivates a positive organizational climate & culture; increased collaboration
- Enhanced ability to reach mission & to deliver services effectively

Leadership Lessons Learned

- Your intentional behaviors can set the tone for the whole organizations – however, YOU do not have all the answers!
- When you fail, apologize
- Supervisors are key
- Lead through questioning
- When you don't understand, DIG
- Be Fearless

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