

LEADERSHIP:

Why Should We CARE?

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Founder / Board Director, Brave Leadership 501(c)(3)



IOWA BOARD OF
CERTIFICATION

Who are they?

- Best Actor and Best Actress at the 2026 Academy Awards
- Three U.S. individual gold medalists at the 2026 Winter Olympics
- Three of the current wealthiest Americans
- The most-streamed musical artist in 2025

Who are they?

- Three teachers who taught you more than reading, writing, and arithmetic
- Three friends who supported you in difficult times
- Three colleagues who helped you on a work project
- A most-loved mentor, advisor, or coach who guided your journey

Why we're here...

By the end of this session, you should be able to:

- Name The Five Practices of Exemplary Leadership®
- Apply one evidence-based leadership practice and action to your own role, no matter your title or position
- Describe one reason why addiction and behavioral health professionals should care about evidence-based leadership practices in workforce development

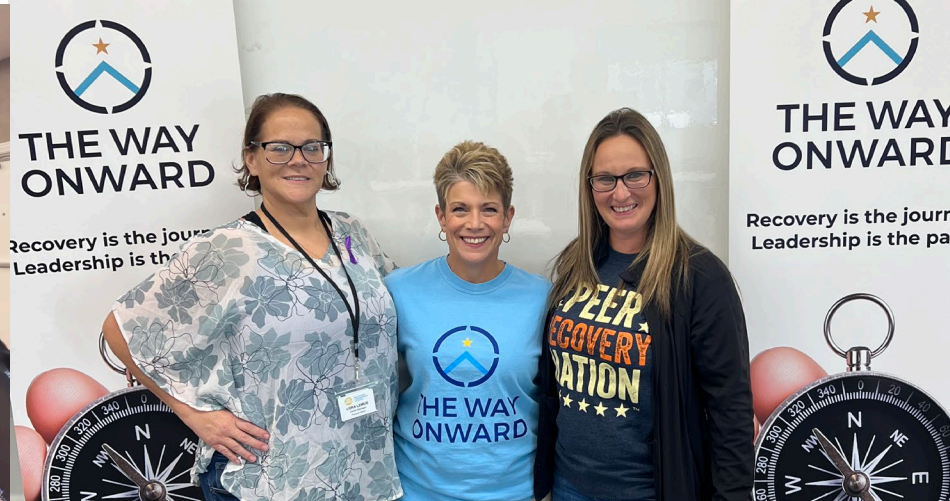
Who are you when you're at your best?

- Name, Position, Organization
- Use the first letter of your first name as an acronym
- Share words that describe you when you're leading at your best.

Example: *I'm Angie from The Way Onward & Brave Leadership. When I'm leading at my best, I am **Aware, Anchored, Authentic, and Aspirational.***

Who am I?

- **Peer Trainer**, Iowa Peer Workforce Collaborative
- **Consultant**, Opioid Response Network (ORN)
- **User Review Panelist**, Center for Mental Health Implementation Support (CMHIS)



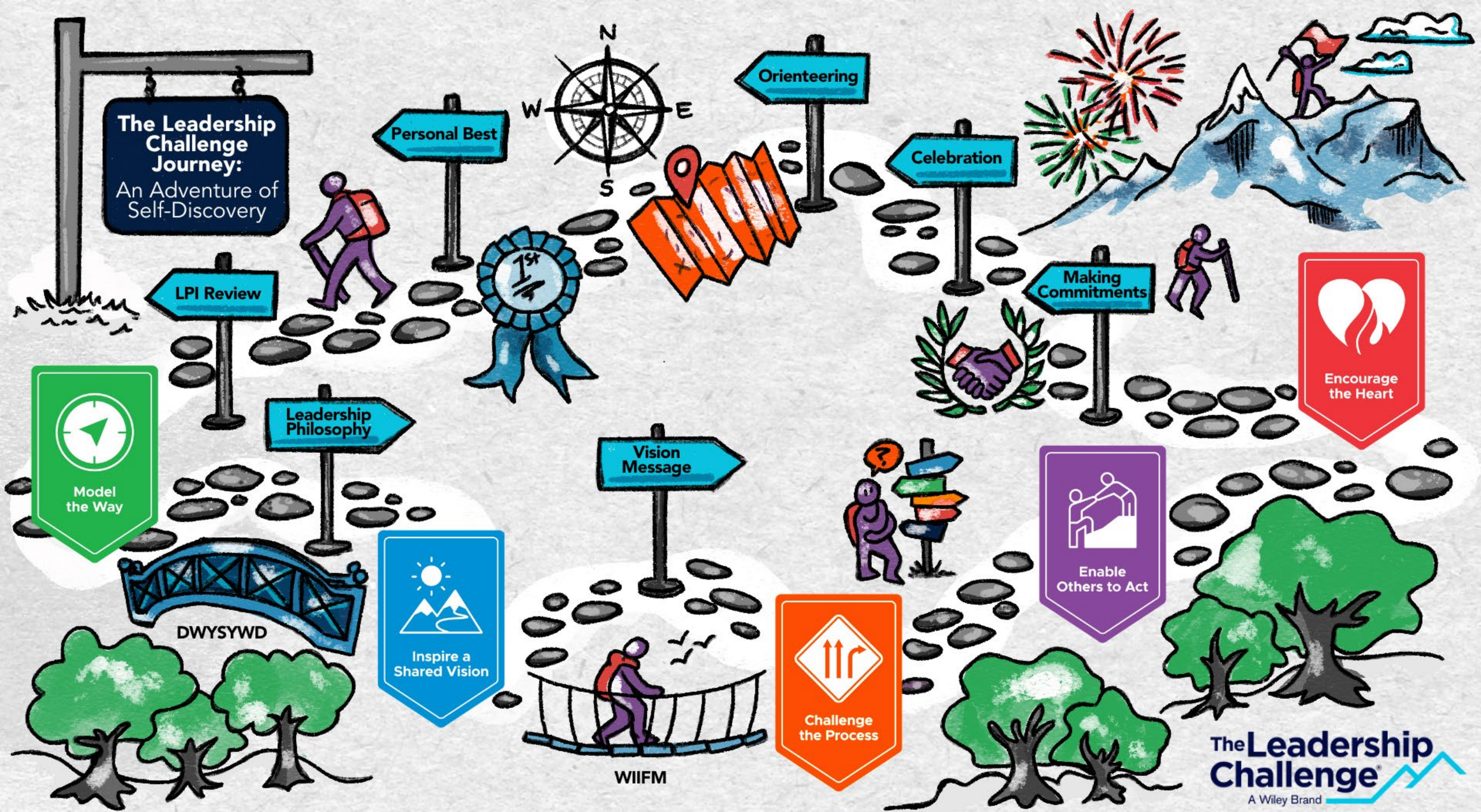
Definition of Leadership

"Leadership is the art of mobilizing
others to want to struggle
for shared aspirations."

Jim Kouzes & Barry Posner, *The Leadership Challenge*



The Five Practices of Exemplary Leadership®



People are more committed to
an employer when they know
WHO, WHAT, and WHERE
they are committing to.





Model
the Way

- Clarify values by finding your voice and affirming shared values
- Set the example by aligning actions

Clarify values: What are they?

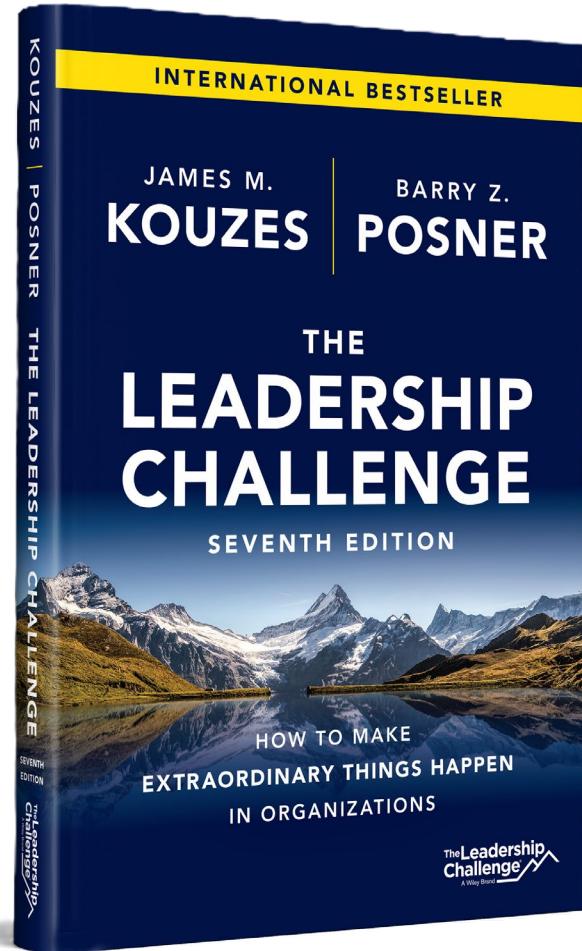
A way of being or believing that we hold most important. Living into our values means we do more than profess our values, we practice them.

We walk our talk – we are clear about what we believe and hold important, and we take care that our intentions, words, thoughts, and behaviors align with those beliefs.

Brené Brown

Clarifying values: Who are you?

- I'm... I live in...
- I'm a ...
- I do...



February 2005

Clarifying my values: Who are YOU?

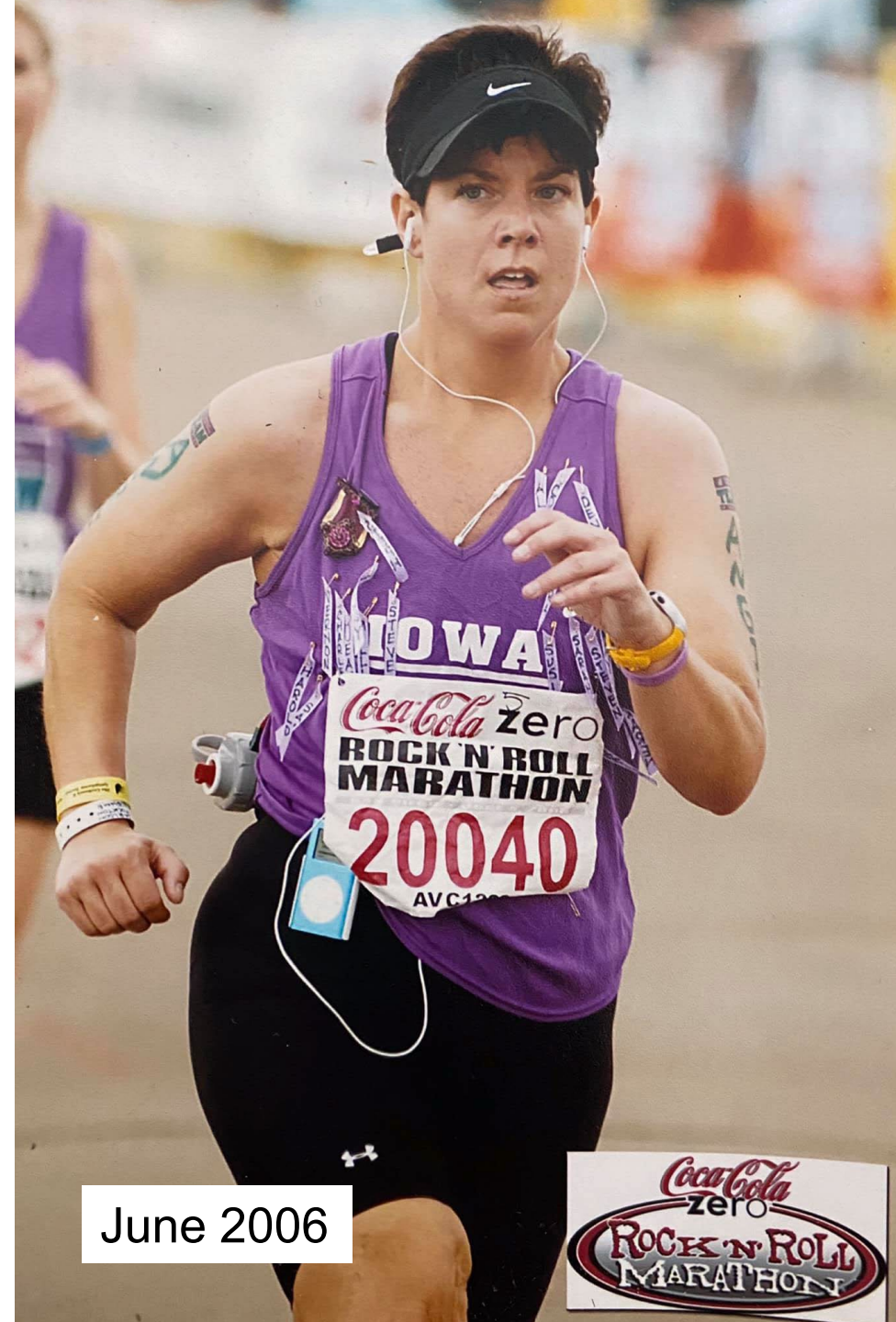
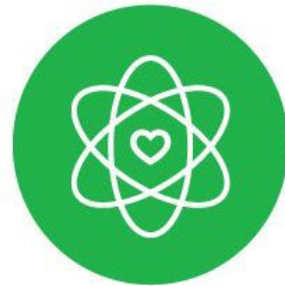
What do I stand for?



What is important to me?

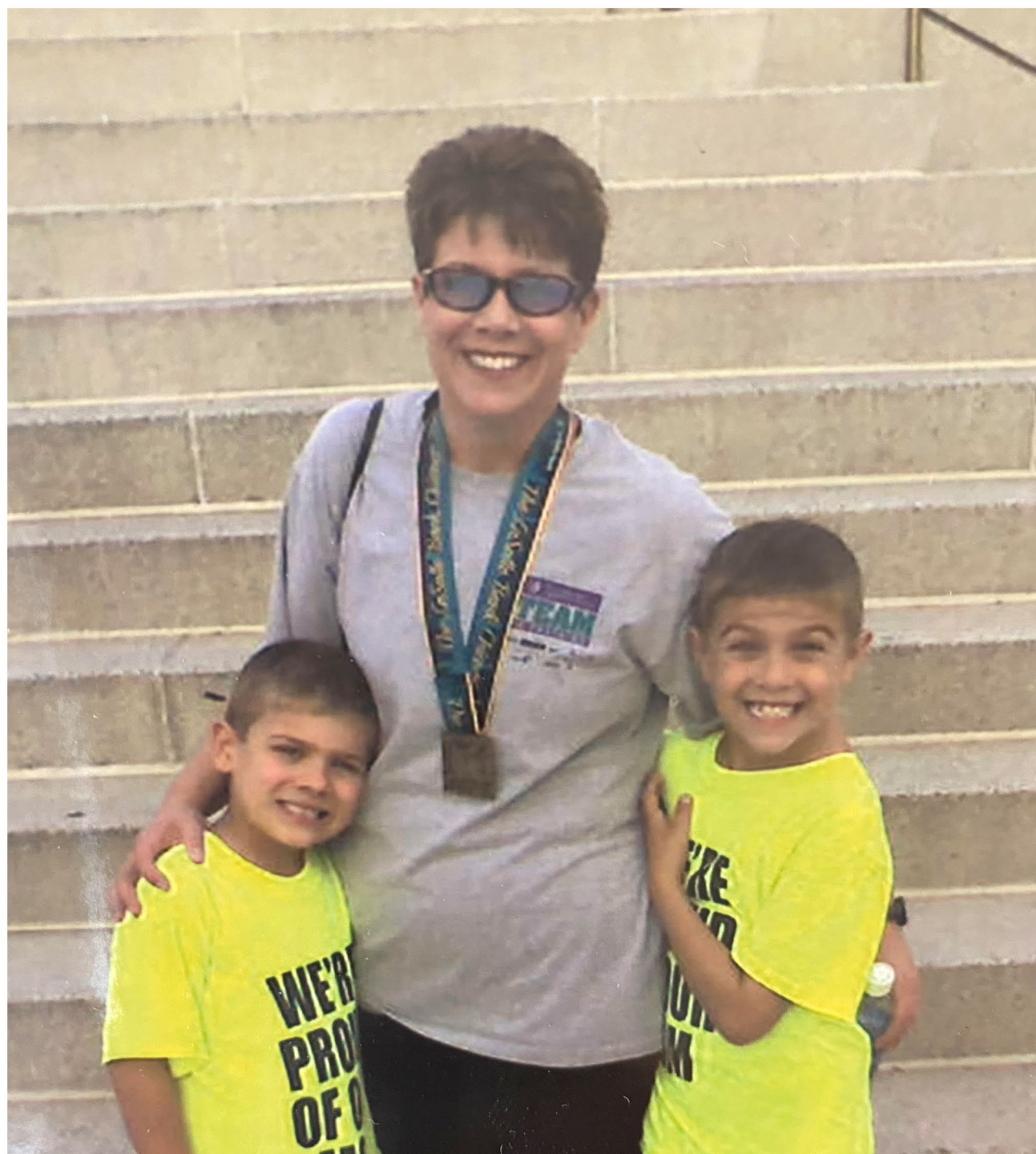


What are my core values?



June 2006





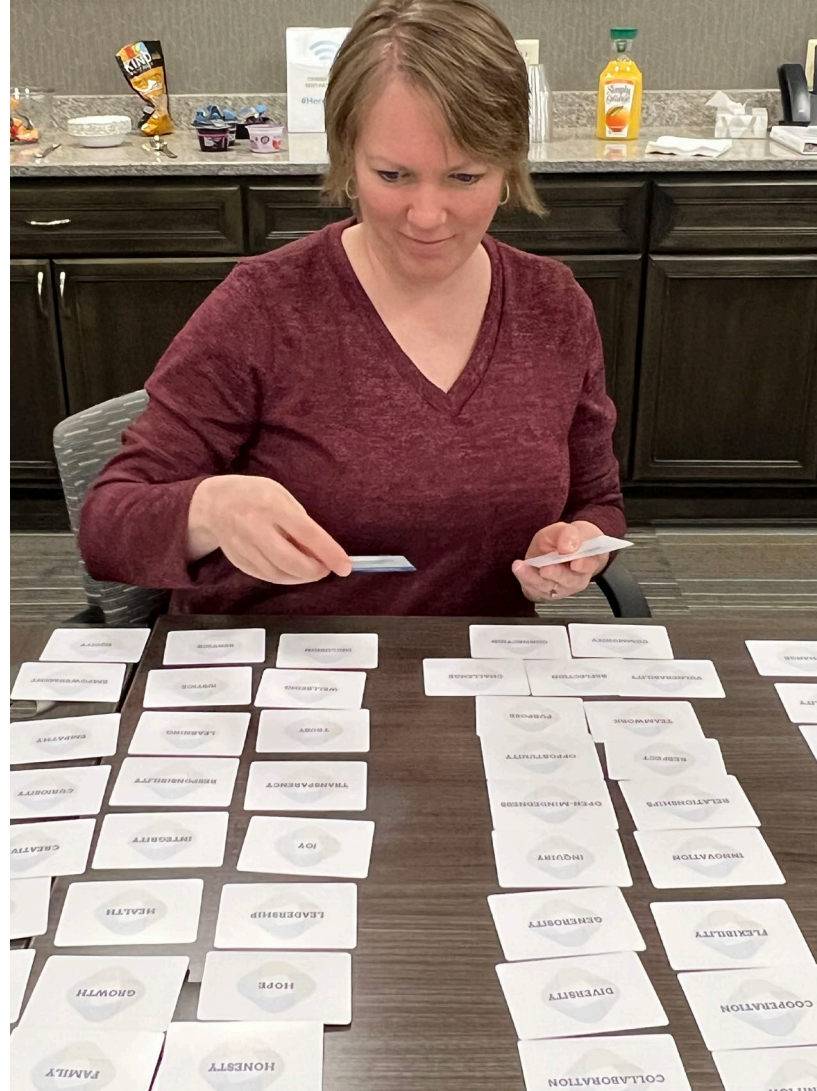


April 22, 2019

Values Clarification

Acceptance	Communication	Fairness	Integrity	Resilience
Accountability	Community	Faith	Intelligence	Resourcefulness
Achievement	Compassion	Family	Kindness	Respect
Adaptability	Connection	Gratitude	Learning	Security
Advocacy	Courage	Generosity	Loyalty	Service
Alignment	Creativity	Grace	Love	Spirituality
Authenticity	Credibility	Growth	Open-Mindedness	Strength
Balance	Curiosity	Happiness	Peace	Teamwork
Belonging	Dependability	Honesty	Presence	Trust
Challenge	Discipline	Hope	Progress	Variety
Clarity	Empathy	Humor	Purpose	Wellbeing
Commitment	Empowerment	Independence	Quality	Wisdom

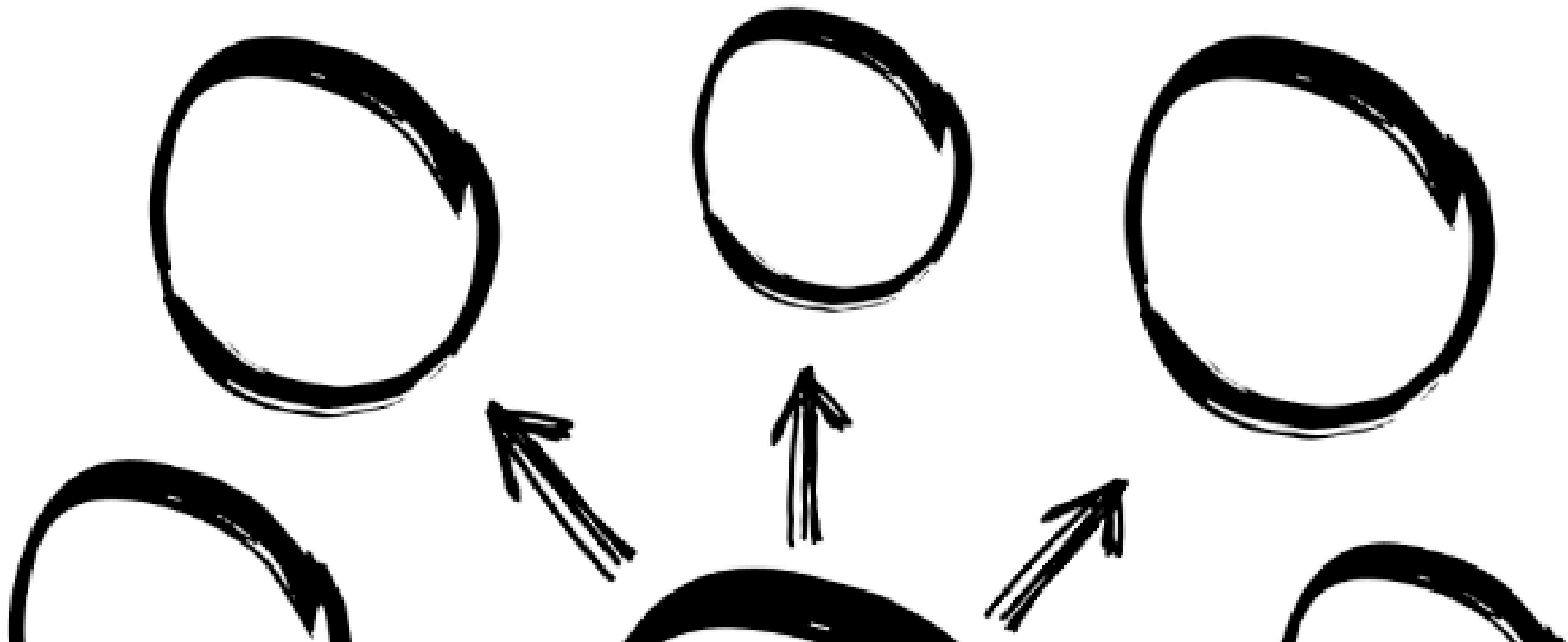
Values Clarification

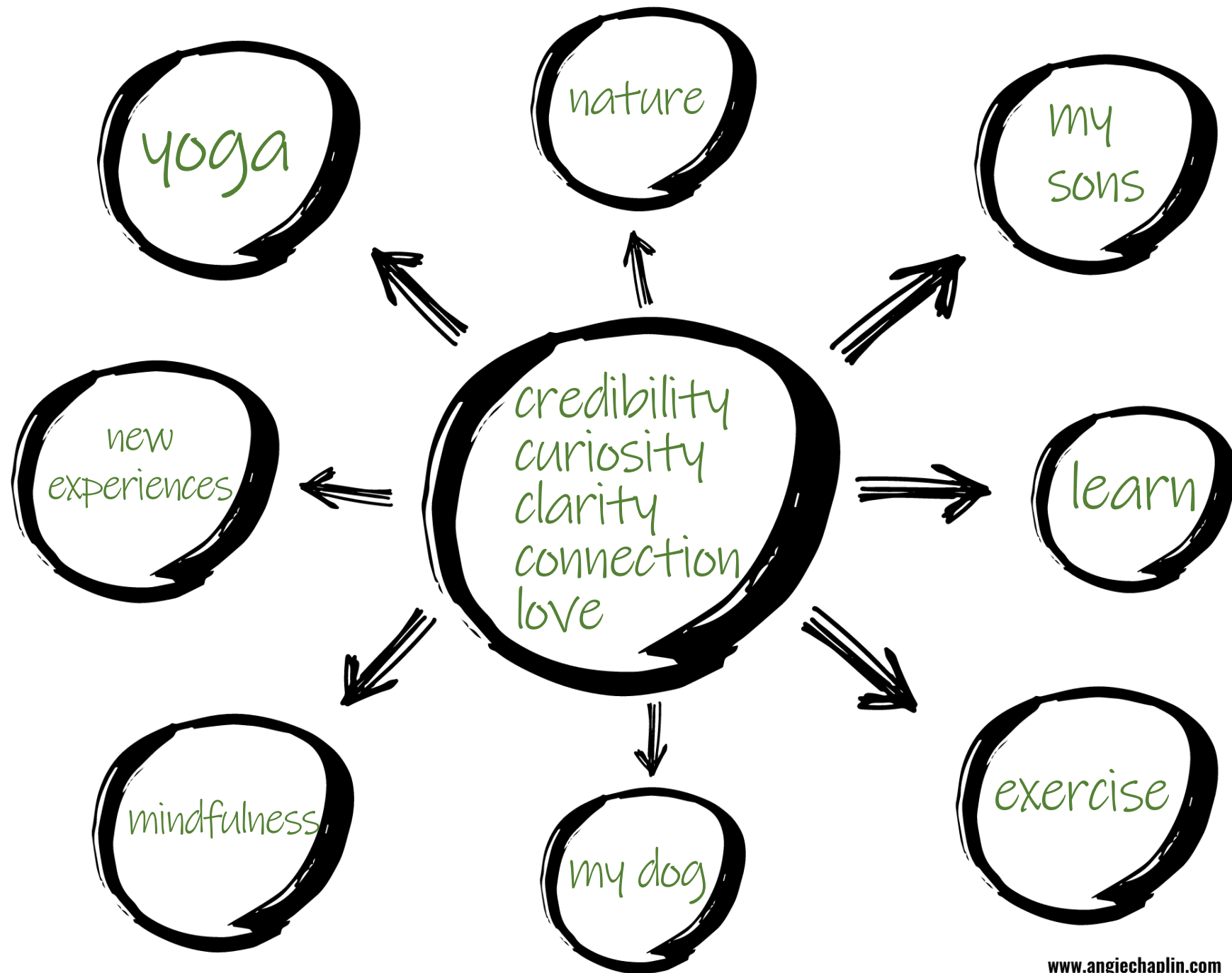


- Use the deck of cards to identify the values that Matter Most, Somewhat Matter, and Matter Least.
- Categorize the cards accordingly.

Setting the example

What do your values look like in action? Use this values map to consider actions and activities that demonstrate your values. Write one value in the center circle, with examples of what it looks like behaviorally in the outer circles. For example, WELLNESS might be exemplified through yoga, exercise, reading, being outdoors, etc.



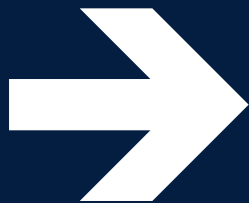




86%

strongly trust leaders who
consistently kept their
promises and commitments.

DWYSYWD



Leadership: Why Should We CARE?

C = Credibility (*Model the Way*)

A =

R =

E =



79%

of direct reports strongly
agreed their leader was
effective...





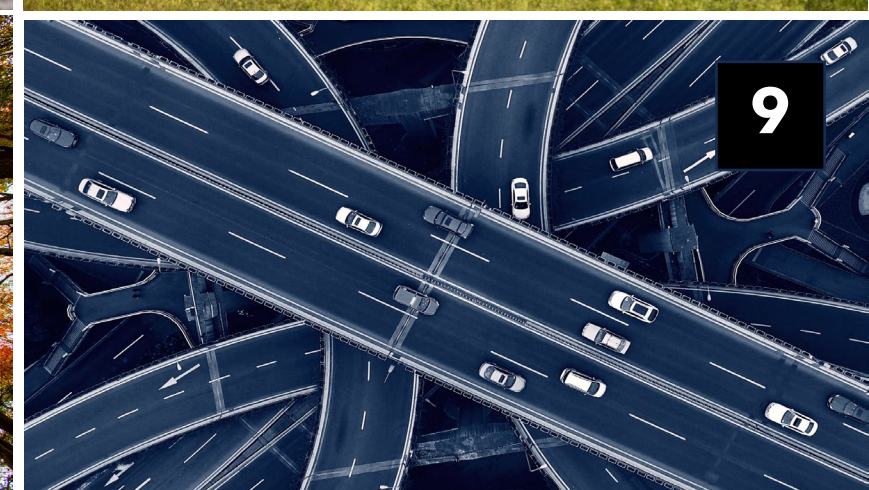
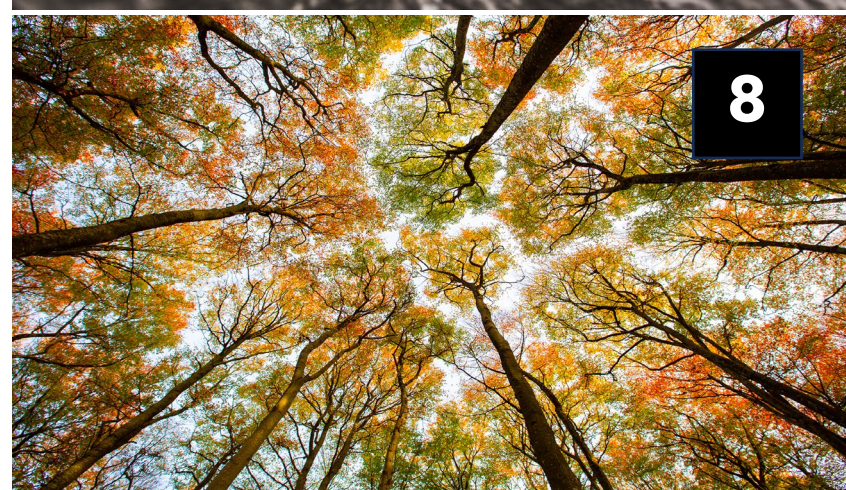
- 
- A photograph of a woman with long dark hair, wearing a black polka-dot shirt, looking up and pointing her right hand towards a green sticky note on a whiteboard. The background is a solid blue color.
- Envision the future by imagining exciting and ennobling possibilities
 - Enlist others in a common vision by appealing to shared aspirations

“Leadership requires you to spend considerable time reading, thinking, talking about the long-term view, not only for your specific organizations for also for the environments in which you’re operating.”

- Jim Kouzes & Barry Posner

Definition of a vision

A vision is an **IDEAL** and **UNIQUE**
IMAGE of the **FUTURE** for the
COMMON GOOD.



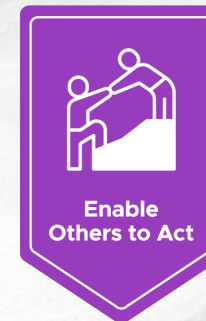
Leadership: Why Should We CARE?

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Challenge
the Process

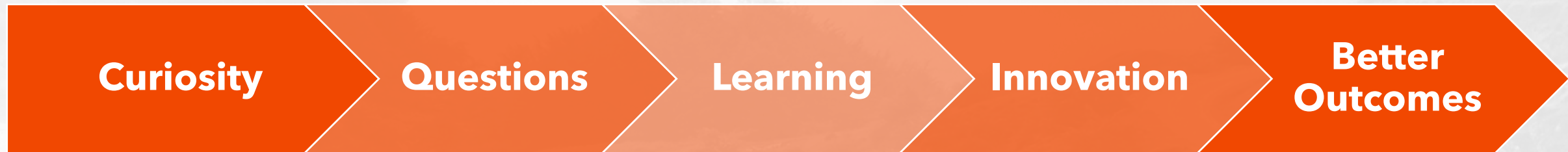
- Search for opportunities by seizing the initiative and by looking outward for innovative ways to improve
- Experiment and take risks by constantly generating small wins and learning from experience

Leaders who consistently learn
and grow are rated among the
76%
best by
of their direct reports



Challenge isn't rebellion.

It's curiosity + action.



Ways to Challenge the Process



Create opportunities for small wins, promoting meaningful progress



Make it safe for people to learn from mistakes



Set incremental goals and milestones



Emphasize benefits of personal fulfillment when challenges are met



Keep people focused on what they can control



Experiment with new ideas and provide support

Leadership: Why Should We CARE?

C = Credibility (*Model the Way*)

A = Aspirational (*Inspire a Shared Vision*)

R =

E = Evolution (*Challenge the Process*)



91%





Enable
Others to Act



- Foster collaboration by building trust and facilitating relationships
- Strengthen others by increasing self-determination and developing competence

Credibility is the foundation of leadership.

“No matter where the studies have been conducted, the most important leadership attribute since we began our research in 1980 has always been **honesty**.”

Honesty is absolutely essential to leadership. If people are going to follow someone willingly, whether into battle or into the boardroom, they first want to assure themselves that the person is worthy of their trust. They want to know that the would-be leader is truthful, ethical, and principled.”

- Jim Kouzes & Barry Posner

Standing at Attention Challenge



Can we get as many people as possible in this room standing... without telling anyone else what to do?

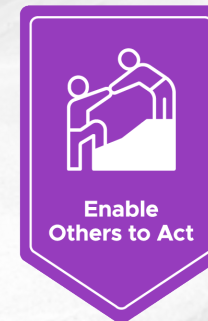
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ENCOURAGE THE HEART

- **Recognize** contributions by showing appreciation for individual excellence.
- **Celebrate** the values and victories by creating a spirit of community.



- 
- A modern office interior with a white brick wall. A large whiteboard is mounted on the wall, displaying a list of three bullet points. Below the whiteboard is a wooden desk with a laptop, a small potted plant, a plate of food, and some office supplies. A large potted plant is visible on the left side of the frame.
- Employees feel valued when their voices are heard.
 - Building workforce capacity means developing leaders — not just managing performance.
 - People are more likely to invest themselves in organizations when they know their contributions matter.

Steps to Encourage the Heart



Make saying “thank you” a natural part of your daily behavior.



Get to know what kind of encouragement is meaningful.



Create an environment that makes it comfortable to receive feedback.



Maintain high expectations about what individuals can accomplish.



Communicate your positive expectations clearly and regularly.



Be creative when it comes to encouragement. Little things go a long way!

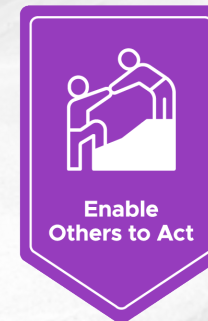
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Stop treating leadership development as an optional training expense. Start optimizing the dollars already being invested in workforce, implementation, retention, service quality, and outcomes to make leadership part of the strategy.



Sure... but how do we pay for it?

- **Build it into grants:** Include workforce capacity-building in proposals, implementation plans, and project budgets.
- **Leverage public funding:** Explore opioid settlement funds and federal/state opportunities through HRSA, SAMHSA, rural health, and workforce initiatives.
- **Use organizational investment:** Look to professional development, HR, workforce retention, succession planning, quality improvement, and unrestricted operating dollars.
- **Think beyond traditional funding:** Collaborate to engage foundations, donors, systems, community partners, and other funders who have a stake in strengthening the workforce.

The best-kept secret behind leadership?

LOVE

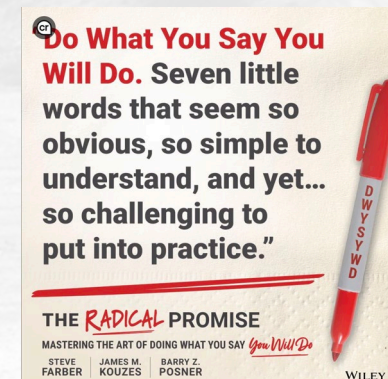
Put The Five Practices in Action

- **Model the Way:** Name one value you want to lead by. Choose one behavior that will make that value visible this week.
- **Inspire a Shared Vision:** Ask one colleague, “What could be improved for our employees or the individuals we serve?” Listen for a shared aspiration.
- **Challenge the Process:** Identify one routine that creates unnecessary friction. Ask one curious question and test one small improvement.
- **Enable Others to Act:** During a meeting or team conversation, notice whose perspective is missing. Invite that person into the conversation and share ownership of the next step.
- **Encourage the Heart:** Recognize one person specifically. Name what they contributed, the difference it made, and why it matters.

Ready for more?

- **Sept. 18** – The Space Between: Where Leadership Meets Recovery in Behavioral Health Systems (*Missouri Behavioral Health Conference, St. Louis*)
- **Oct. 14** – The Mind Behind Mindfulness: The Science of Awareness, Attention and Action (*Mid-America PTTC Webinar*)
- **Nov. 3, 10, 17, 24** – *The Radical Promise* Learning Circle: Mastering the Art of DWYSYWD (virtual)

- Four-week guided exploration of accountability, credibility, and the promises we make and keep
- Tuesdays @ 4 pm
- \$44.00



Thank You & Lead Onward!

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- LinkedIn, Facebook, Instagram
- Workforce & Organizational Development
 - Leadership Learning Strategy, Design & Implementation
 - Speaking, Facilitating & Coaching
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