



**“TRANSFORMATIONAL LEADERSHIP”
AND
“DMHAS LEADERSHIP, MANAGEMENT AND SUPERVISION EDUCATIONAL PROGRAM
RESOURCE GUIDE”**

***Supporting the skills and abilities needed to promote individual, organizational and
System of Care transformation.***

Resource Highlights:

1A. DMHAS Workforce Development: <http://www.dmhas.state.ct.us/HRD/workforce.htm>

DMHAS is committed to a variety of different Workforce Development Initiatives, all of which enhance our workforce within the Department of Mental Health and Addiction Services as they:

- ❑ Provide and enhance the continued development of a competent workforce in order to *foster and further promote the integrated programs and services that benefit the people we work with.*
- ❑ Enhance the continued integration and development of our DMHAS Workforce through practical and effective approaches coupled with a staff development focus.
- ❑ Promote strategies that encourage continuous learning and the enhancement of the specific workplace skills / job competencies that are necessary to attract and retain well-qualified and highly skilled employees.

This DMHAS Internet Site provides current and updated information and resources that include:

- *Upward Mobility and Educational Program Initiatives*
- *Career Development Resources*
- *Recognition Programs*
- *Leadership and Development Capacities (*)*
- *Recruitment and Retention Strategies*
- *Other Resources*

Within each of these folder categories, resources and web links are provided.

() Includes the DMHAS Manager's Guide, PARS Handbook Manual, and other resources.*

The DMHAS Workforce Development Web site is Updated and Revised on a continuous basis.

1B. DMHAS Workforce Development – Leadership & Development Capacities

Management Library On-Line Resources <http://www.dmhas.state.ct.us/HRD/WFD/leadership.htm>

Resource Topics include over **675 areas** in **75 Categories**. Self-Learning Packets are applicable to Leaders, Managers, Supervisors and staff within the non-profit setting.

The scope of the library is on **Internet distance-learning resources** and **self-learning packets** on **business operations, supervision, management, leadership, and organizations**.

The focus of the library is, in particular, on the "20% of resources needed to address 80% of the challenges in business, management and organizations. They support the management and supervisory functions necessary to plan, organize, lead and coordinate activities.

The library promotes **self-directed learning** based on the skill content needed. It includes:

- ❑ Web link to articles about both the basics of a library topic and general resources about that topic
- ❑ Suggested links to related on-line discussion groups and other topics in the library
- ❑ Organization of lists of links to make their groupings as understandable as possible in each topic
- ❑ Variety of perspectives provided about a topic in order that the reader can more fully learn about the topic

***Developing our workforce, and enhancing our employee's effectiveness, through innovative programs
that address both individual effectiveness and systematic performance.***

1C: Leadership Resources for DMHAS Managers

- **PARS:** Manual & PARS Informational / Instructional Overview
- **Manager's Guide** – State of Connecticut
- **CT Train:** Provided by the CT Department of Public Health, a learning resource that includes traditional and on-line non-traditional self directed packets in a variety of areas.

2. DMHAS Education and Training Division

<http://www.dmhas.state.ct.us/educationtraining.htm>

The DMHAS Training Division publishes a Course Catalog twice a year (Fall and Spring Semesters). Course offerings include course topics applicable to Supervisors and Managers: Areas include: Supervisory and managerial skills training workshops.

Courses have no charge.

3. State of CT In-Service Training Program

<http://www.comnet.edu/in-service/>

or Link: <http://www.dmhas.state.ct.us/educationtraining.htm>

The DAS Course Catalog is published twice a year (Fall and Spring Semesters) Course topics applicable to Supervisors and Managers include supervision, management, and leadership competency skills. An extensive "**Effective Supervisory Skill Certificate Program**" is also included in their course offerings.

Courses have a minimum registration fee depending on the length of the program: Most 1-day programs charge an \$85.00 fee.

The DMHAS Education & Training Division coordinates DMHAS Registration for the In-Service Training Program.

4. Department of Administrative Services- HR Learning Center

http://www.das.state.ct.us/HR/LC_Home.htm

Catalog is published twice a year (Fall/Winter and Spring/Summer). Many of the course topics are applicable to Staff, Supervisors and Managers. Areas include: ADA, FMLA, Ethics, Diversity, Interviewing, and Coaching & Mentoring.

The course charges listed in this website and in the HR Learning Center brochure apply to state agencies only. Notwithstanding these listed charges, clients will be charged the standard HR Learning Center rates: \$39 per person for half-day classes; and \$79 per person for full-day and multiple-day classes. Some courses, including the extensive Human Resource Certification Program targeted for Personnel Officer Class Series do not have a charge.

*This Resource Guide has been compiled for DMHAS Managers by the
DMHAS Managerial Advisory Council*

*Thomas Tokarz, Mini-MacChairperson and MAC Liaison
June 2005*

These Resources are provided to DMHAS Managers as a mechanism and tool in support of the Leadership Transformation Competency Model

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Leadership Is Everyone's Business

The vision of a transformed mental health system has created a national imperative to recognize the importance of effective leadership in initiating change and sustaining each step towards making the vision a reality. In response to this imperative, SAMHSA/CMHS is exploring the combination of skills and abilities needed to promote individual, organizational, and system transformation. Through collective efforts and partnerships among key stakeholders, the demand for effective leaders at every level can be met.

The Transformation Leadership Competencies wheel presented here is a starting point for a discussion about the many attributes needed. These are not exhaustive, but suggest that formalizing leadership training and recognizing the tremendous courage and resiliency leaders need will be important.

The SAMHSA/CMHS Mental Health Transformation State Incentive Grants (MHT SIGs) will provide the initial opportunities for approaching leadership from a competency-based

orientation starting in fall 2005.

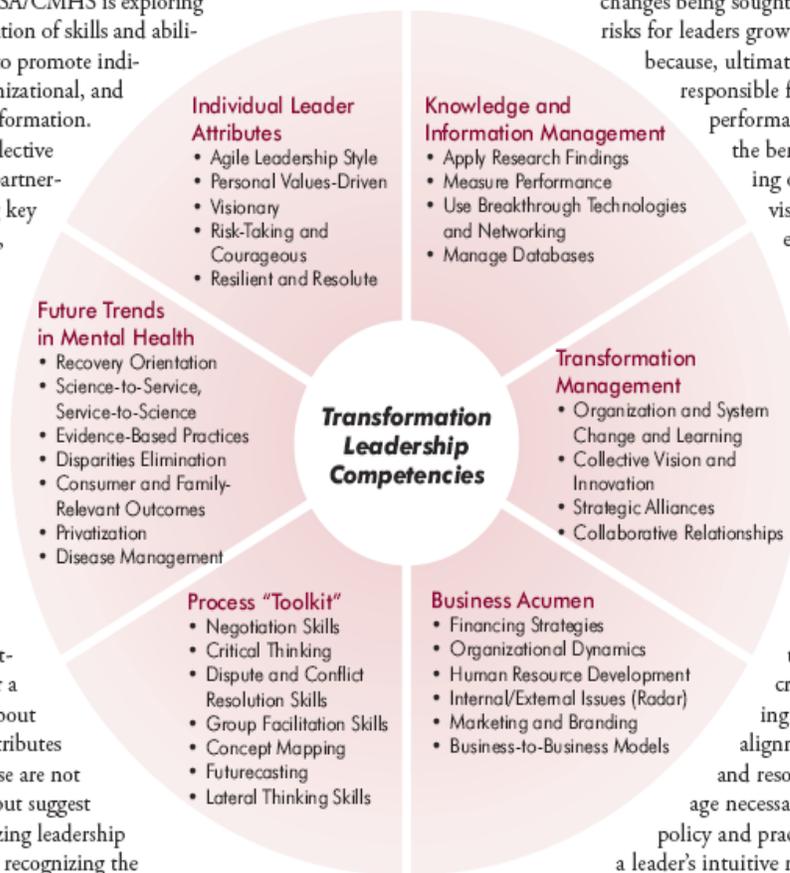
As role models, transformation leaders must be capable of externalizing strongly held internalized values and ideas that shape a unifying vision. These values become the underpinnings of an energizing

responsibility for promoting innovation and for reinforcing individual efforts toward attaining the transformational vision. As others are encouraged to individually and collectively "own" the vision and then implement strategies to realize the changes being sought, the associated risks for leaders grow exponentially

because, ultimately, leaders are responsible for the group's performance. When the benefit of focusing on the group's vision is not fully embraced by all involved,

the potential conflicts can undermine a leader's willingness to challenge the status quo.

A leader's sense of purpose and direction is the catalyst for critical thinking and strategic alignment of events and resources to manage necessary shifts in policy and practice. However, a leader's intuitive reactions are not sufficient for effecting and sustaining system change. How the mental health community responds to the challenge of nurturing effective leadership will set the bar for transformation's ultimate success.



environment that bolsters personal resolve and motivates others to pursue a common goal.

Balancing risk with courage will be a hallmark of those called to lead transformation. Leaders assume

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