



DEVELOPING AGILE HUMAN SERVICES LEADERS: ARE YOU ASKING THE RIGHT QUESTIONS?

**13TH ANNUAL COMMONWEALTH OF VIRGINIA
CSA CONFERENCE**

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DR. CLAUDETTE CARTER HENDERSON, DSL, MS (SHE/HER)

AGENDA

- ✓ Housekeeping
- ✓ Learning Goals
- ✓ Introductions
- ✓ Discourse
- ✓ Wrap-Up
- ✓ A Call to Action
- ✓ Open Discussion



Housekeeping

- Cell phones
- Restrooms

GROUND RULES

- Respectful listening
- Respectful talking (WAIT)
- “I” not “you” statements
- Principles of gratitude
- Be present
- Be honest
- Confidentiality
- Literacy moment



LEARNING GOALS

- ❖ **Become self-aware to facilitate developing cultural competency**
- ❖ **Apply the principles of effective communication, collaboration, and conflict management**
- ❖ **Understand leading through a trauma-informed lens**
- ❖ **Effectively support workers**
- ❖ **Know the importance of self-care**

TODAY

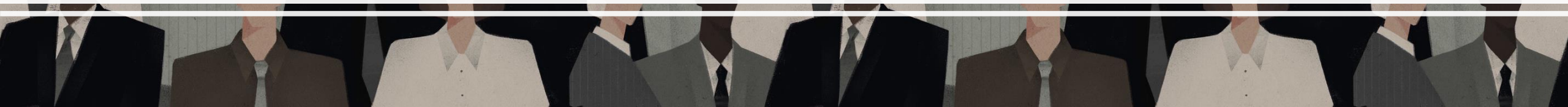
*is the day to
learn something*

NEW

INTRODUCTIONS



Who is working on my team?



PROFILE OF LINE WORKERS IN HUMAN SERVICES*

- Gender: 85.2% female
- Race/Ethnicity:
 - 55.8% Caucasian
 - 19.3% Black
 - 18.0% Hispanic
- Education Level
 - < high school 7.9%
 - High school 21.7%
 - Some college 34.7%
 - College 22.9%
 - Advanced degrees 12.8%
- Age 50+ 34.4%
- Family Responsibilities
 - Child in home 36.9%
 - Senior (age 65+) in home 18.5%
- Compensation
 - Below poverty line 10.8%
 - <200% poverty line 30.0%
 - No health insurance 10.4%

*Social workers and all other Social & Community Service workers.

Source: Rho, et al. (2020, April). *A basic demographic profile of workers in frontline industries*. Center for Economic and Policy Research.

THE HUMAN SERVICES WORKFORCE

Problems:

- ✗ Cannot find sufficient qualified staff
- ✗ Turnover
- ✗ Less pay than comparable roles
- ✗ Limited opportunity for professional growth & advancement
- ✗ Poor supervision, little guidance or support
- ✗ Education/training does not match roles or job demands

Promising Approaches:

- ✓ Flexibility & Freedom in recruitment
- ✓ Rewards for performance
- ✓ Reasonable workloads
- ✓ Intentional career paths
- ✓ Clear performance expectations
- ✓ Training & Development
- ✓ Ability to change/eliminate toxic supervisors/managers
- ✓ Adequate compensation

5 Generations in the Global Workplace



TRADITIONALISTS
1922-1945



BABY BOOMERS
1946-1964



GEN X
1965-1980



GEN Y/MILLENNIALS
1981-1996



GEN Z
1997-2012

Source: [Workday.com](https://www.workday.com)

ENGAGING THE WORKFORCE ACROSS
GENERATIONS



SELF-AWARE:

DEVELOPING CULTURAL COMPETENCE



BEING SELF-AWARE



BENEFITS OF SELF-AWARENESS

Better able to deal with external factors

Anticipate how external factors will affect you

Better understand other's emotions

Have a positive influence on others





DEVELOPING CULTURAL COMPETENCY



A word cloud containing various terms related to cultural competency. The words are arranged in a roughly circular shape and vary in size and color (orange, blue, and grey). The most prominent words include 'efficacy', 'ethnicity', 'flexible', 'sensitivity', 'population', 'values', 'patient', 'skills', 'bias', 'conflict', 'attitude', 'understanding', 'outcomes', 'caring', 'advocacy', 'communication', 'framing', 'debriefing', 'awareness', 'safety', 'judgments', 'traditions', 'inquiry', 'translator', 'mores', 'adapt', and 'cald'.

CULTURAL COMPETENCE

[Cultural Competence - Bing video](#)

COMMUNICATION, COLLABORATION, & MANAGING CONFLICT

Am I an effective communicator?

Personal Communication

Recognition

Objectives

Vision

Expectations



“Listen more than you talk. Nobody learned anything by hearing themselves speak.”

Richard Branson



Leaders, Stop and Ask Yourself:

- Do I first seek to understand the other person?
- Do I appropriately pause and choose to respond instead of reacting?
- Since the answer is in the question, what well-expressed question do I need to ask the worker?





COLLABORATION: WHAT DOES IT REALLY MEAN?



COLLABORATION

- **Team-Approach**
- **Common Goal**
- **Decision-Making**
- **Accountability**





BENEFITS OF COLLABORATION IN THE WORKPLACE

- ❖ Fosters Innovation & Creativity
- ❖ Enhanced Problem-Solving
- ❖ Adjusting to Crises
- ❖ Engagement
- ❖ Increases Motivation
- ❖ Tests Values & Beliefs

CONFLICT IN THE WORKPLACE



CAUSES OF WORKPLACE CONFLICT

- Lack of Communication
- Lack of Interpersonal Skills
- Resource Limitations
- Changing Work Environment
- Lack of Sensitivity
- Cultural Differences
- Different Values & Beliefs



MANAGING CONFLICT IN THE WORKPLACE



Determine the Cause



Schedule a Meeting



Meet All Participants



Joint Solution



Mutual Agreement



Thank Participants



Follow Up



Have
a
Break

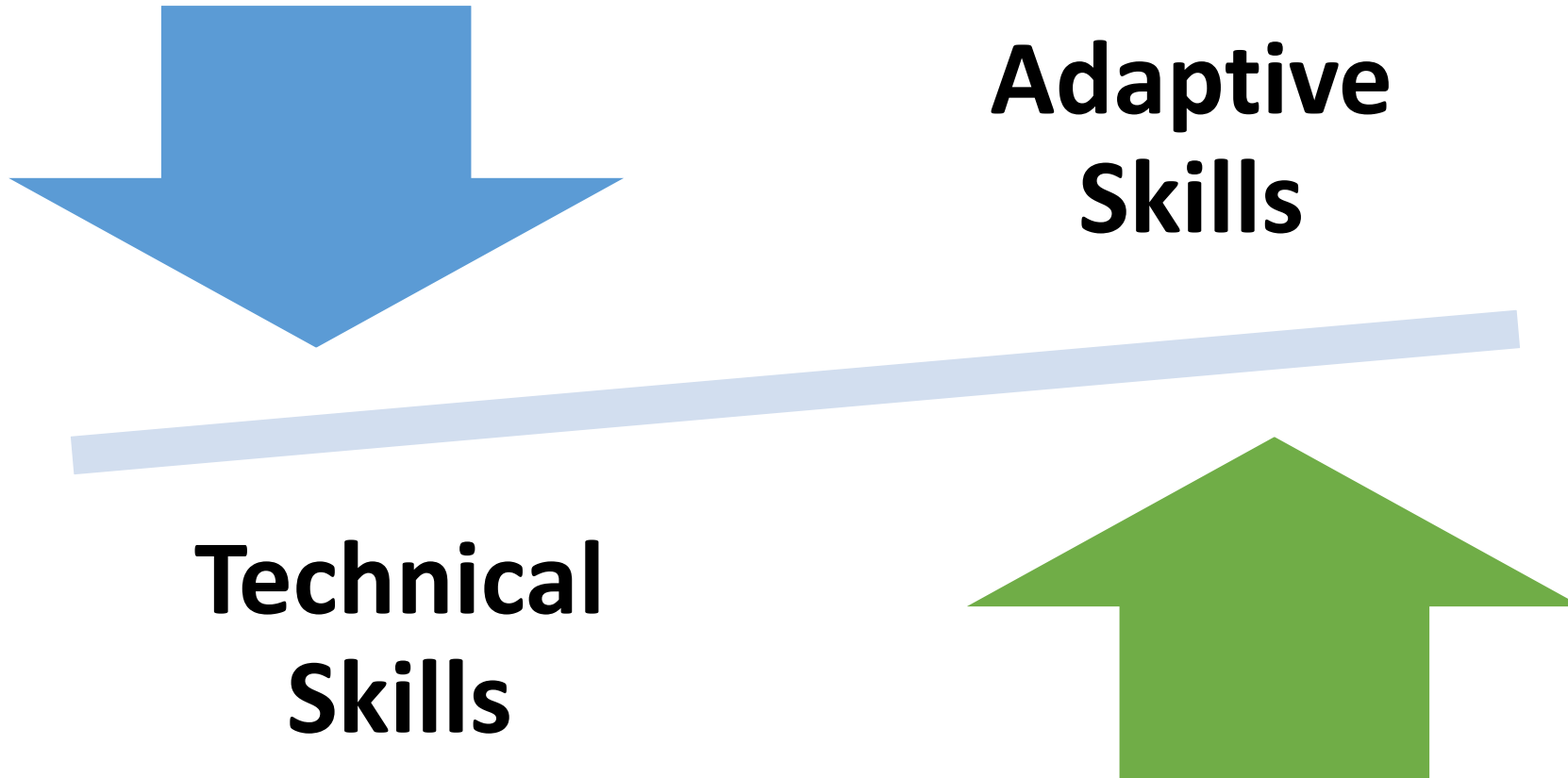


Time for a
Break!

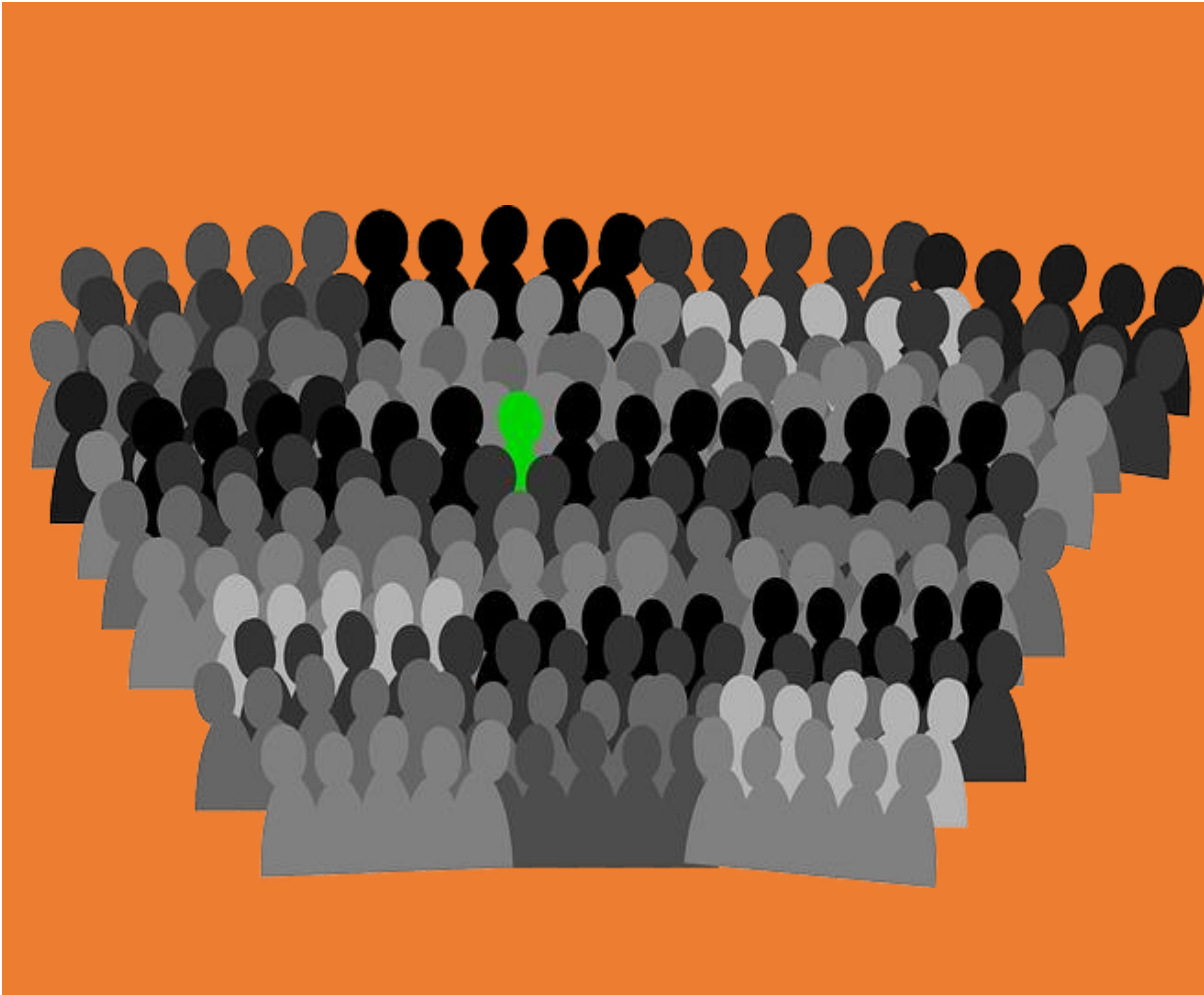
Please be back in seven minutes!

CREATING AN ENVIRONMENT OF EMPLOYEE ENGAGEMENT

TECHNICAL SKILLS VS ADAPTIVE SKILLS: A BALANCING ACT



WHAT DO INEFFECTIVE SUPERVISORS DO WRONG?



Supervisory Behaviors:

- 31% “silent treatment”
- 37% failed to give credit when due
- 39% failed to keep promises
- 27% made negative comments about [them] to other employees
- 24% invaded their privacy
- 23% blamed others to cover up mistakes or minimize embarrassment

How do I improve my adaptive skills?

Cultivate emotional intelligence—Self-awareness & empathy

Enhance communication skills—Active listening & clear expression

Develop conversation skills—Small talk & body language

Build strong relationships—Networking & collaboration

Respect cultural differences—Cultural sensitivity

Practice self-care—Mindfulness & work-life balance

Seek feedback & reflect

LEADING WITH A TRAUMA-INFORMED LENS

What does trauma-informed leadership look like?

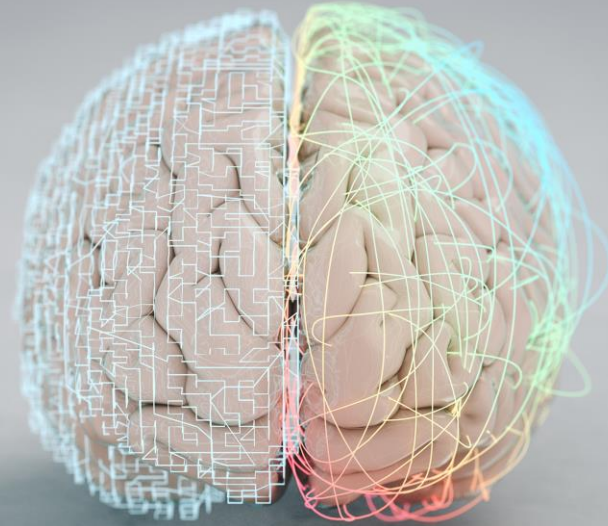
**Knowledge & Practice of
Trauma**

+

Knowledge of Supervision

=

Trauma-Informed Leadership



What do trauma-informed leaders do?



 **Interact**

 **Communicate**

 **Engage**

Why should I practice trauma-informed leadership?

- ❑ Enhances psychological safety
- ❑ Focuses on the well-being of workers
- ❑ Influences workers
- ❑ Fosters Collaboration
- ❑ Models compassion



SUPPORTING WORKERS:

WHEN & HOW

What does support look like?

- 👂 **Active Listening**
- 👂 **Establishing Relationships**
- 👂 **Motivating & Inspiring**
- 👂 **Clear Communication**
- 👂 **Providing Feedback**
- 👂 **Being Present & Available**
- 👂 **Focusing on Worker Development**
- 👂 **Celebrating Success**
- 👂 **Recognizing Strengths & Challenges**



Do I possess the qualities of a supportive leader?

- ✓ **Accepting**
- ✓ **Positive**
- ✓ **Considerate**
- ✓ **Empathetic**
- ✓ **Confident**
- ✓ **Resourceful**
- ✓ **Knowledgeable**
- ✓ **Patient**



When should I provide support?

- ☒ New Employees
- ☒ Professional or Personal Changes
- ☒ Organizational Changes
- ☒ When Asked





How do I provide support?

Work Environment

Support the Work

Support the Person



The workload for the average child welfare worker is twice the number of cases recommended by the Child Welfare League of America.

Annie E. Casey Foundation, 2003.

Why is support critical?

- Build Worker Confidence
- Boost Morale
- Prevent Burnout
- Recruitment & Retention
- Open Lines of Communication



What can I do to provide support?

List as many acts of kindness or activities as you can to support your workers.



“Employees *join* companies, but they *quit* managers.”

Kelly S. Riggs, Author

SELF-CARE:

FOR MAXIMUM AVAILABILITY

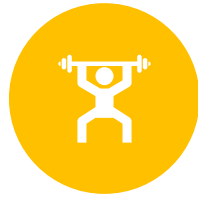
7 PILLARS OF SELF-CARE



MENTAL



EMOTIONAL



PHYSICAL



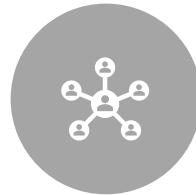
ENVIRONMENTAL



SPIRITUAL



RECREATIONAL



SOCIAL

Source: "The 7 Pillars of Self-Care (And How To Use Them)"
by The Blissful Mind

Self-Care

SELF
CARE
ISN'T
SELFISH


Taking care of
myself doesn't
mean 'me first.' It
means 'me, too.'

L.R. Knost

www.thisismybeautiful.com

5 STEPS TO CREATING A SELF-CARE PLAN

Assess	Assess current habits.
Identify	Identify self-care needs.
Write it down	Write down practices that support your needs.
Fit	Fit the practices into your schedule
Remove	Remove any barriers.



Now, what
questions will I
ask myself?



TRAINING SUMMARY

- Value of Self-Assessment
- Enhanced Communication Skills
- Cultural Competency
- Collaboration & Managing Conflict
- Impact of Trauma
- Supporting Your Workers
- Value of Self-Care



A Call to Action

Will YOU?

- ❖ Be more reflective?
- ❖ Practice self-care to enable you to be a supportive leader?
- ❖ Ask your frontline human service workers what they need from you as their leader?

OPEN DISCUSSION



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POST-TRAINING SURVEY

Your feedback is valuable
and appreciated!

**Thank you
for your
attention and
participation!**



Contact me...

**Claudette Carter Henderson, DSL, MS
(She/Her)**

Claudette1.Henderson@dss.virginia.gov



References

References and sources will be provided as a handout.