

Inclusive Leadership

Meeting the Challenges of the Economic Downturn



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23 february 2009

4000 people with developmental disabilities living in the State of Arizona were sent letters informing them that their services would be terminated in two weeks time. This was on top of an already rigorous application of the eligibility criteria for receiving new and ongoing services for those individuals who were eligible for federal long term funding. In addition there have been cuts in the number State staff, furloughs or unpaid leave for those remaining, and a 10% cut in provider rates. No one is unaffected. Arizona has the highest per capita deficit of any state in the nation and by all accounts we have not yet hit bottom.

The outlook for 2010 is even worse.



Cuts Include:

Services to individuals not eligible for Federal Funds: Early Intervention; employment supports;

Individual Client Funds: Rent, utilities, food

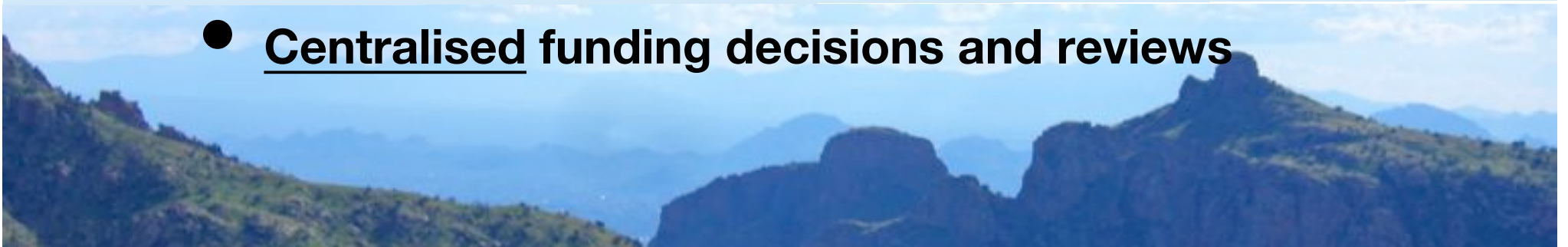
Staff: Redundancies if in the job less than 6 months; All contractors; All positions frozen; Furloughs > Leave with out pay

Rate Reductions for Providers > 10%



Budget Practices

- Strict application of eligibility criteria
- Services offered are based on assessed needs - needs not wants ... funding authorisation follows assessed needs
- Strict application of priorities for residential services ... a huge change in expectations for families
- Continuous review of vacancies in group homes (voids in the UK)
- Centralised funding decisions and reviews



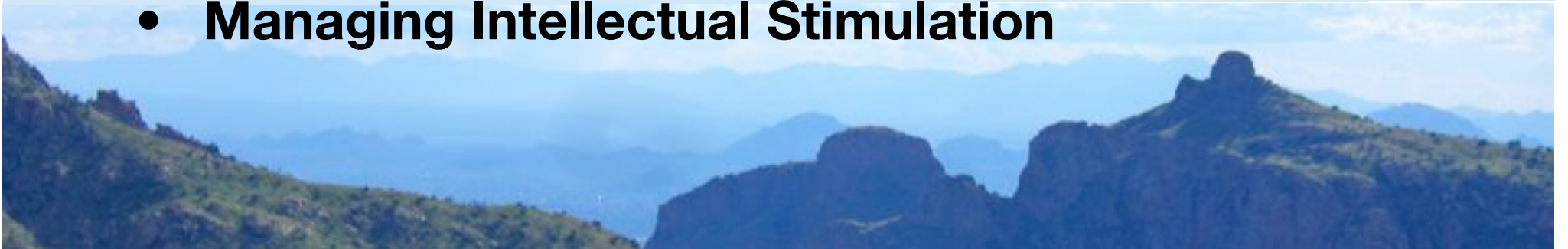
Still not enough...

- **More staff cuts and unpaid leave**
- **Cuts for more services**
- **Means testing for services e.g. respite**
- **Waiting lists**
- **Rethinking the role of government in people's lives and how we are organised**



Five Conversations for Inclusive Leadership

- **Managing Meaning**
- **Managing Emotional Well Being**
- **Managing Dissent**
- **Managing Attitudes**
- **Managing Intellectual Stimulation**



Managing Meaning

Values are the Spine of our Character ~

Things that help:

Take a stand ~ mine is: a personal responsibility to promote strong and healthy communities able to include all our members

Acknowledge people as individuals

Work with individual's teams - circles of support

Work across systems to harness resources - the more complex the need the more important to do so

Managing Meaning

Inclusive Leadership occurs when we ask the question:

“How does this decision move us forward or away from strengthening and protecting the interests and rights of each person using our services?”

“Tough decisions” must be made in ways that support people to be part of the solution

It would be irresponsible to make decisions absent of the core meaning and purpose of valuing people



Managing Emotional Well-Being

Inclusive Leadership occurs when we hold compassion for others and then let go of the emotions. It is the leader's responsibility to set the conditions for emotional strength in the face of change.

It would be irresponsible to demonstrate fearful and hateful leadership in response to the surrounding chaos.



Managing Emotional Well-Being

Fear is pervasive in the world of cutbacks and economic uncertainty for everyone

Things that help:

- **Stay present and out of the fear zone**
- **Stay available**
- **Communicate often and with a routine**
- **Breathing as a Practice**



Managing Dissent

Hosting Conversations that Embrace Dissent

The problems we face are about all of us - how we value each other - especially when we disagree - is the key test of this time

Things that help:

Person Centered Planning is an excellent way of mobilizing natural networks

Host meetings with providers who are directly working along side people using services

Host meetings of individuals, families and friends to increase awareness and understanding of the size and nature of the problem

Managing Dissent

Inclusive leadership occurs when we work in ways that include views that are diverse from our own. Together, we can solve our problems. And, it takes dialogue and conversation to make sure we are solving the right problems.

It would be irresponsible to avoid conflict and change.



Managing Attitudes

Remembering that the Cup is Half Full

The cup is certainly half empty but looking at the resources that are available is the way to climb out of the morass of scarcity and fear

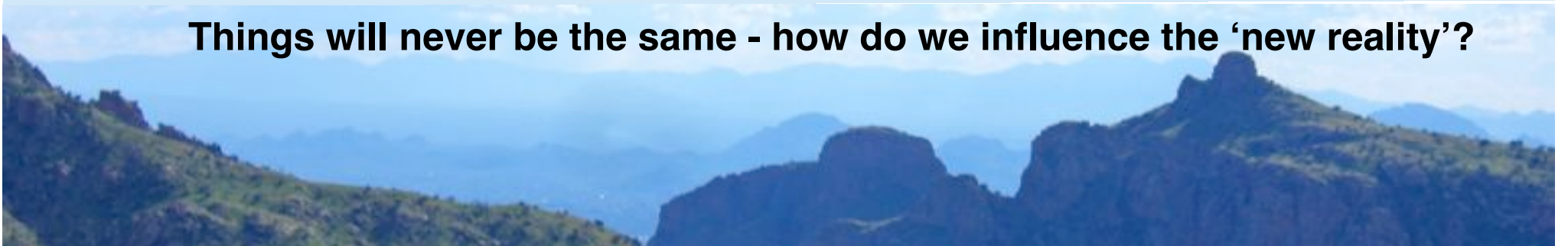
Things that help:

**Look for the new tools that present themselves during a recession
e.g. new technologies for sharing information**

**Look for gaps between rhetoric and reality that go unspoken in times
of economic well-being**

Look for a renewed sense of what is important

Things will never be the same - how do we influence the 'new reality'?



Remembering the Cup is Half Full

Inclusive leadership occurs when we listen to the concerns around us and help reframe the questions in ways that we can positively apply our values.

It would be irresponsible to move into command and control approaches that would ultimately create more dependence and learned helplessness in every aspect of our community.



Intellectual Stimulation

Create a work environment where everyone is using their brain power to make a difference and always learning something new

Things that help:

Sharing skills and talents in new ways - e.g. webinars

Free downloads for learning and sharing

New ways of solving problems and demonstrating talents

Be a place where people are learning and growing regardless of downsizing or moving on...



Intellectual Stimulation

Inclusive leadership occurs when we create an environment where staff want to learn something new every day.

It would be irresponsible to demean a person's potential to be all her or she can be.



**As we travel on,
lets stay out of the past,
stay present in the present,
stay focused on the mission and
be kind to each other along the way...**



Discuss...

