



Link PARTners: Leaders in EIP

Need a quick class in Leadership 101? We've got you covered. This page will help you build on your own leadership skills and practices, support the development of leadership among practitioners in your agency, and harness formal leaders to support the cultivation of evidence-informed practice agency-wide.

What you'll find on this page:

- What is Leadership?
- Styles of Leadership
- Who are Leaders?
- Leading an Evidence-informed Practice Coalition
- Tips for Leading Change
- Food for Thought

What is Leadership?

Leadership:

- Is the engine that drives change;
- Defines what the future should look like;
- Aligns people with that vision, and;
- Inspires them to make changes despite inevitable or unexpected obstacles.

Qualities and characteristics of leadership:

- Based on self-awareness providing the basis for transparency, authenticity, integrity, and trust;
- Is a process, not a property or trait of a person;
- Is not reserved for positions at the top of the organization, but may be exercised by people at all levels of the organization, including informal leaders;
- Does not exist in a vacuum; it only exists with the consensus of followers;
- Can be developed through careful training and coaching.

Many people hold positions that require they act as both leaders and managers; how do these roles differ?

LEADERSHIP	MANAGEMENT
<ul style="list-style-type: none"> ▪ Develops a vision of the future 	<ul style="list-style-type: none"> ▪ Develops supporting policies to get there
<ul style="list-style-type: none"> ▪ Establishes direction 	<ul style="list-style-type: none"> ▪ Makes plans, allocates resources, and approves budgets
<ul style="list-style-type: none"> ▪ Inspires and energizes staff 	<ul style="list-style-type: none"> ▪ Organizes and delegates staff
<ul style="list-style-type: none"> ▪ Generates change 	<ul style="list-style-type: none"> ▪ Generates consistent results

Styles of Leadership

Transactional Leadership
 Focuses on promoting exchange between leaders and followers, or managers and practitioners.

Transformational Leadership
 Facilitates organizational change towards a new vision of the future.

Both styles of leadership are important to the Link PARTner role:

- **Transactional leadership** facilitates the transfer of information regarding EIP and PART between the Link PARTner(s) and organization practitioners/leaders.
- **Transformational leadership** will orient practitioners and the organization in using EIP while also focusing on the organizational change that is required to do this.

BEHAVIOURS OF TRANSFORMATIONAL LEADERS		
Knowing Others	Knowing the Self	Knowing The Organization
<ul style="list-style-type: none"> ▪ Shows genuine concern for others' well-being and development 	<ul style="list-style-type: none"> ▪ Is transparent, honest, and consistent 	<ul style="list-style-type: none"> ▪ Is passionate, determined, and achievement-focused
<ul style="list-style-type: none"> ▪ Is trusting, allows discretion, and shares power 	<ul style="list-style-type: none"> ▪ Has integrity and is open to ideas and advice 	<ul style="list-style-type: none"> ▪ Networks, involves, informs, and is team-oriented

BEHAVIOURS OF TRANSFORMATIONAL LEADERS

Knowing Others	Knowing the Self	Knowing The Organization
<ul style="list-style-type: none"> ▪ Is accessible, approachable, and in touch 	<ul style="list-style-type: none"> ▪ Is prepared to make difficult decisions and take risks 	<ul style="list-style-type: none"> ▪ Unites and draws people together
<ul style="list-style-type: none"> ▪ Encourages questioning and critical/strategic thinking 	<ul style="list-style-type: none"> ▪ Is inspirational and an exceptional communicator 	<ul style="list-style-type: none"> ▪ Values learning and seeks constructive feedback
	<ul style="list-style-type: none"> ▪ Is analytical and creative 	<ul style="list-style-type: none"> ▪ Is sensitive to the impact of change

Who are Leaders?

Leaders emerge in many different roles within organizations. From the officially identified “formal leaders” including managers, supervisors, and team leaders to the “informal leaders” who have experience in the field or organization, or are individuals who connect easily with and motivate others. As a Link PARTner you may be in a formal leadership role or perhaps you are someone who is an informal leader. Either way, as a Link PARTner you will become a leader as you champion the cause of EIP and PART within your organization!

Informal and Formal Leaders

Groups and organizations operate more effectively when leadership is shared across people and hierarchical levels. Informal and formal leadership exists at all levels of organizations.

- Informal leadership is vital to the success of contemporary organizations operating in environments that are more complex and ambiguous than ever before.
- Leadership is not reserved for people in hierarchically superior positions, but rather is a shared function that anyone can fulfil, regardless of job title or level.
- Individuals emerge as informal leaders in groups to the extent that they represent the prototypical member of the group,⁷¹ or are seen as possessing expertise, qualities and/or experience that can help the group successfully complete its tasks.

Link PARTners as Leaders

As a Link PARTner it is important that you engage those informal leaders around you – perhaps you are in informal leader yourself - in efforts to support and enhance organizational change and use of EIP.

Informal leaders:

- Are well placed to share knowledge, viewpoints, and thoughts existing within the organization that top level management may be unaware of;
- Are well placed to gain the trust of employees, share with them the vision of the future for the organization, inspire and energize staff, and ultimately generate change;
- Can tell you what others won't and advocate for changes you both support in ways you can't.

As a leader of PART and EIP at your agency your role as Link PARTner is critical to the implementation of EIP. You are now a leader in implementing and promoting use of EIP (and critical thinking) at your agency!

Leading an Evidence-informed Practice Coalition

Four characteristics are vital to a strong coalition:

Power

A coalition requires a sufficient number of influential players on board, especially supervisors, who will play an important role in maintaining progress.

Expertise

The coalition requires various points of view, in regards to expertise, experience, and roles in the organization. These differences will ensure that informed and intelligent decisions are made.

Credibility

The coalition requires individuals with positive reputations and strong characters in order to be taken seriously by those who are not directly involved with the change.

Leadership

The group should include formal *and* informal leaders with proven leadership qualities in order to drive the change process forward. The guiding coalition will be most effective when they are built based on trust and a common goal.

Along with your leadership, the following tips will help you get your coalition off on the right foot and prepare it for success over the long term:

- Work with coalition members to **develop a mission statement** to guide the group's work;
- **Establish goals and milestones** that can be used to measure progress and celebrate accomplishments (see Link PARTner Engagement Framework and *Putting PART into Practice* for examples of goals to aim for when implementing PART and EIP);
- **Respond** to staff and coalition members' questions and concerns in tangible, quick ways; contact your designated PART staff member for guidance and support on issues whenever necessary;
- **Communicate** with members of the coalition on a consistent basis;
- Find ways to **recognize and celebrate coalition participants** for their achievements as often as possible;
- **Stay focused** on the mission (e.g., implementing EIP via PART agency wide);
- Plan activities **that clearly demonstrate the impact** of the coalition;
- **Keep tasks simple** and realistic for coalition members;
- **Develop clear roles** and expectations for members.

Tips for Leading Change

Create an Impetus for Change

As a leader, it is important to convey to potential followers and allies that maintaining the status quo is not an option. Leaders are in prime positions to make a persuasive case for change (e.g., utilising EIP) by marshalling facts and demonstrating need.

Creating an incentive for change may involve **rocking the boat** by:

- Sharing current performance results and comparisons;
- Asking difficult questions about the acceptability of current ways of working and levels of professionalism;
- Setting standards that can't be achieved without change.

Role Model Positive Behaviours

Employees have been found to pay careful attention to leaders' behaviour, even to the rather mundane aspects such as what leaders spend time on, put on their calendar, ask and fail to ask, follow up on, and celebrate. These observations provide employees with evidence about what counts and what is likely to be rewarded or punished, and convey much more to employees about priorities than do printed vision statements and formal policies. It is critical that leaders **pay heed to these seemingly insignificant behaviours** to ensure that they are conveying a continuous message of change.

Demonstrate Self Knowledge & Regeneration

From self-knowledge comes the capacity to manage our own behaviour, recognize strengths and challenges in ourselves, and, from a repertoire of models and skills, select the most effective response to a situation. Effective leaders are regenerative in that they model continuous learning, and develop the capacity of others to lead and self-govern. The interdependence of leadership and management highlights the fact that leaders at all levels are involved in a **constant balancing act** between external and internal demands, action and reflection, control and flexibility.

Listen to Staff Concerns & Anxieties

Leaders are encouraged to create an environment where anxieties and concerns about a change initiative and the work involved can be openly aired. It is vital that leaders are able to demonstrate that they have not only heard but understood others' views. The ability to **show genuine concern** is a critical behaviour of effective leaders and is most strongly linked to staff motivation and satisfaction. Exhibiting concern may be done by:

- Making time to listen to any objections and worries
- Asking questions to fully understand other positions, perspectives, and ideas
- Making changes and compromises that respond to concerns
- Having high expectations of what staff can achieve

Create Learning Organizations

Leaders can support others' professional growth, and contribute to the development of learning organizations by providing **ongoing feedback and opportunities to grow** through informal and formal methods. Within teams/departments consider what can be done in order to promote learning for all staff. For example, does your team or department:

- Recognize and allow for different learning styles?
- Allow staff to bring mistakes to your attention and use them as learning opportunities?
- Mentor new staff in needed aspects of their work?
- Bring forward new resources and articles for discussion and learning at meetings?
- Offer a "book club" or "article swap" or otherwise encourage ongoing learning?

Food for Thought

- In what situations is each type of leadership (formal vs. informal) appropriate and most effective?
- How does one gain and use leadership outside of the formal leadership role?
- How can formal leadership benefit from informal leaders and vice versa?