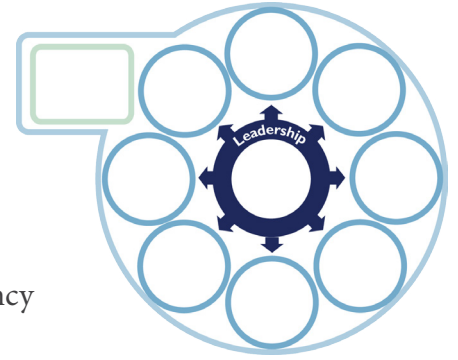


# WORKSHEET B:

## Explore Leadership



**STOP ⚡ Download, save, and work in your saved worksheet!**

### What is the Desired Outcome or Condition?

Leaders at all levels reflect the vision, mission, values, and diversity of the agency and community and model qualities and practices that **support a healthy and inclusive agency climate and culture**, champion diversity of the workforce, value and respect the points of view and perspectives of each member, and recognize their importance in contributing to positive outcomes for children, youth, and families.

### How well is your agency doing in this area?

The following are sample indicators of an agency’s level of performance in this area. For each indicator below, consider leadership at all levels and your agency’s overall performance, based on a scale of 1 = Poor, 2 = Fair, 3 = Good.






<u>Indicators of Agency Level of Performance</u>	<u>Rating</u> 1 = Poor 2 = Fair 3 = Good
Agency leaders actively solicit and listen to feedback and maintain open communication with staff, partners, and stakeholders.	
Leaders ensure that the diversity of the workforce and a culture of inclusion are integrated into every level of operations, decision making, and problem solving.	
Leaders inspire and foster team commitment, pride, and tolerance of different perspectives and motivate team members and partners to accomplish shared goals.	
Leaders hold selves and others accountable, set high standards of performance, and model expectations for others.	
Leaders develop networks and collaborate across boundaries to develop strategic relationships, build consensus, and achieve common goals.	
Notes/Comments:	

## What strategies should your agency consider to strengthen this component?

The following examples include promising or effective strategies designed to address workforce gaps impacting an agency.

### For each strategy:\*

- First, consider and note in the table below: A = Agency Already Engaged, B = Interested in the Strategy, C = Not Applicable (NA) or Not Interested At This Time (NI).
- Next, consider how difficult it would be for you and your team to work within the agency or with partners to implement or strengthen its performance based on 1 = Readily Doable, 2 = Feasible But Will Take Some Effort, and 3 = Difficult.

<u>Examples of Promising or Effective Strategies</u>	<u>Implementation</u> A = already engaged B = interested C = NA or NI	<u>Level of Difficulty</u> 1 = readily doable 2 = feasible with effort 3 = difficult
Strengthen  <b>leadership</b> and management through a career ladder that includes selection procedures resulting in diversity and inclusion.		
Offer ongoing professional development opportunities for  <b>leaders at all levels</b> through activities such as training, coaching, and mentoring, as well as investing in their licensures and certifications.		
Provide orientation to new agency administrators and managers about  <b>approaches to developing and sustaining an inclusive workplace and diverse child welfare workforce.</b>		
Build a leadership pipeline by creating equitable  <b>career progression opportunities</b> for frontline staff.		
Other Strategies? Click  <b>MyNCWWI</b> for additional strategies, resources, and tools.		
Notes/Comments:		

\* This particular rating (considering whether the agency is already engaged or interested and then the “doability”) was adapted from the excellent resource *Self-Assessment Workbook for Building a Stable and Quality Child Welfare Workforce* by the Center for the Study of Social Policy (2006).