Transformational Leadership in Rehabilitation Counseling: Recommendations for Supervisors

Roy Del Valle, Ph.D., CRC

MDHHS-Michigan Rehabilitation Services

Trenton Landon, Ph.D., CRC

Utah State University

For today…

▶ Introductions

▶ Discussion of Administrative Supervision & Clinical Supervision

▶ Transactional & Transformational Leadership Styles

▶ Understanding Group Dynamics

▶ Applying the Right Leadership Style

Supervision

▶ Relationship based education & training (Watkins, 2016)

▶ Should have a developmental focus (Ronnestad & Skovholt, 2013)

▶ Some call it a signature pedagogy (Bernard & Goodyear, 2017)

  ▶ Educational in purpose

  ▶ Hierarchical in relationship

  ▶ Evaluative in nature

▶ The way we socialize each other within our profession.

  ▶ Use it to set expectations (Professional Behaviors)

  ▶ Use it to set standards of practice (Codes of Ethics)

  ▶ Use it to establish uniformity (Professional Identity)

Supervision

- **Administrative** (Herbert & Trusty, 2006)
  - Attending to Agency Policy
  - Reviewing Eligibilities, Plans, and Closures
  - Making Sure the Numbers Are Met (e.g., Rehabs, Applications, etc.)
- **Clinical**
  - Skill Development (Granello, 2010)
  - Case Conceptualization SKills
  - Application of Theory
  - Increased Outcomes (McCarthy, 2013)
  - Ethical Fluency (Landon & Schultz, 2017)
  - Strengthening of the Counselor-Client Relationship
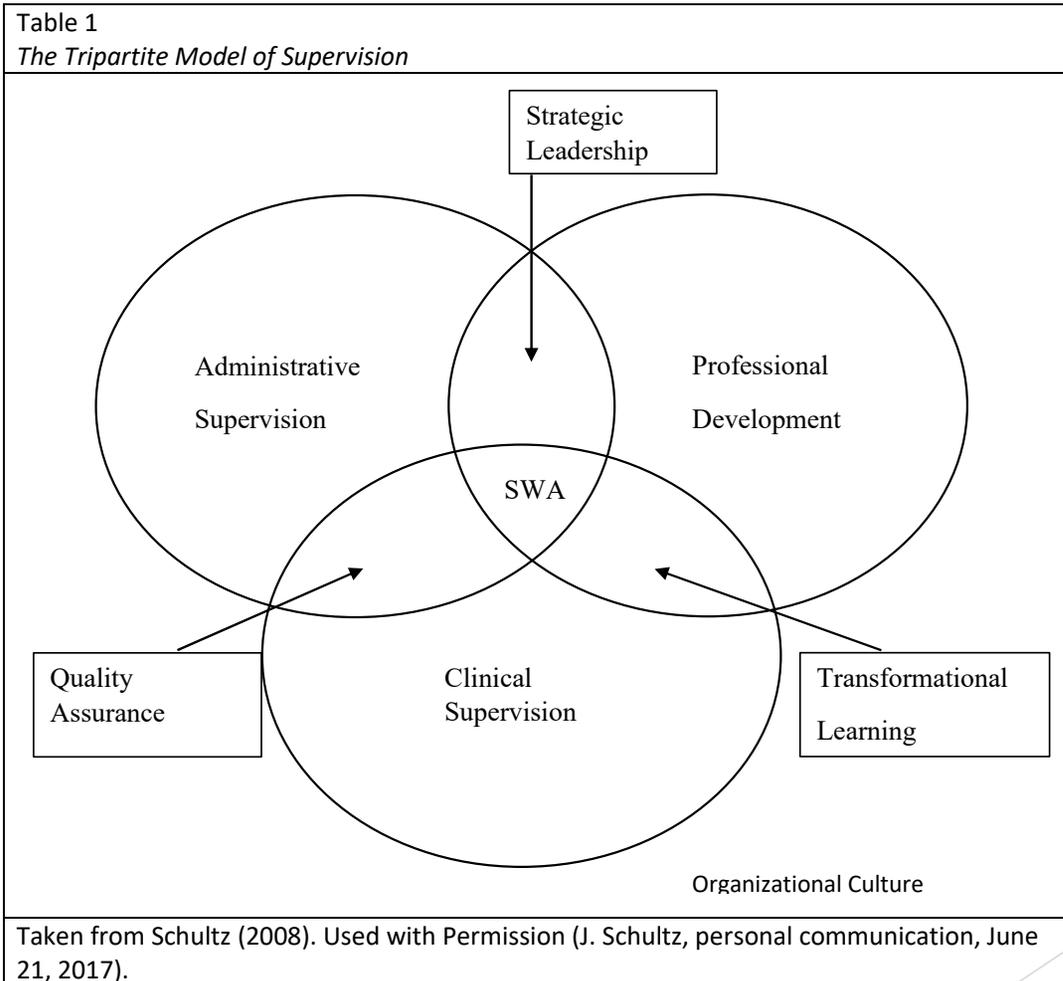
Introduction:
Why Transformational Leadership?

- ▶ Major changes in the field of rehabilitation counseling:
  - ▶ Workforce Innovation & Opportunity Act (WIOA)
  - ▶ Reframing of the VR program (Lewis, et al. 2017)
  - ▶ Program Accountability & Return on Investment (Del Valle, et al., 2014; USDOL, n.d.c)
  - ▶ Home and Community Based Services (HCBS) Wavier
  - ▶ Changing Business Models (Griffin, 2017)
  - ▶ Societal Dynamics (McFarlane, et al., 2011)
  - ▶ Innovation vs. Compliance (Del Valle, 2014)
  - ▶ Utah DORS Counselor: "We became so process-focused that we made the client almost secondary to what we were doing. We actually would make decisions based on our process as opposed to what the client needed and what was most appropriate for them." (Leahy, et al., 2014, p. 71)

Transactional Leadership

- **Transactional Leadership:**
  - Based primarily on exchanges between the leader and follower: Practical approach with emphasis on meeting specific objectives. (Aarons, 2006).
  - Heart of administrative supervision, as one of the primary foci is adherence to agency policy and meeting agency goals (Herbert & Trusty, 2006).
- **Transactional processes are typically a function of existing principles:**
  - Define relevant skills necessary to achieve goals
  - Manage the efforts of individuals & ultimately track outcomes
  - Principles are evident in explicit and implicating contractual relationships, conditions of employment, disciplinary codes, and performance evaluation standards (Bass & Avoilio, 1993).
- **Transactional leadership is ideal for situations where the need for quick and decisive action is required, as is often the case when questions involving agency policy are concerned. (Landon, Del Valle, & Henderson, in press).**
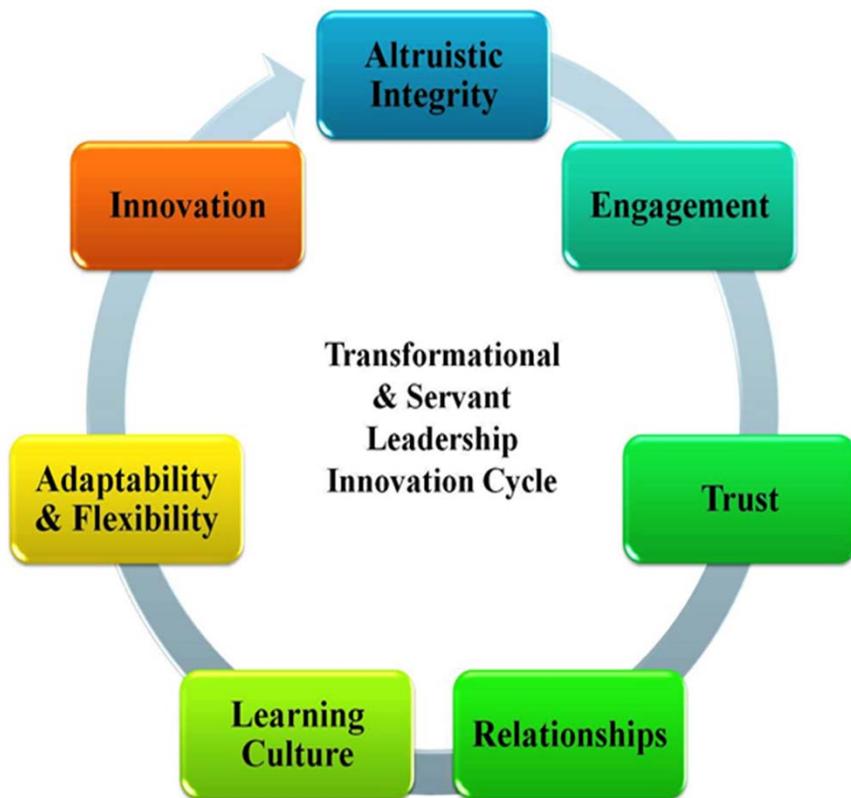
Transactional Leadership

Table 1

The Tripartite Model of Supervision

Strategic Leadership

Administrative Supervision

Professional Development

SWA

Quality Assurance

Clinical Supervision

Transformational Learning

Organizational Culture

Taken from Schultz (2008). Used with Permission (J. Schultz, personal communication, June 21, 2017).

Transformational Leadership

- **Transformational Leadership:**
  - Focuses on values and beliefs and seeks to inspire followers to join in a shared vision by empowering followers and developing individual potential (Lowder, 2009; Tyssen et al., 2014).
  - Primary functions of supervisors is to raise the intrinsic motivational levels of their supervisees by emphasizing values and the way in which values help to achieve the goals of the agency (Aarons, 2006).
  - Aligns with Bandura's (1977) Social Learning Theory: Construct of modelers.
  - Leaders model the values of the agency and thereby influence subordinate behavior through observational learning.
  - "Transformational leaders help team members view their work from more elevated perspectives and develop innovative ways to deal with work-related problems" (Corrigan, Lickey, Campion, & Rashid, 2000, p. 56).

Transformational Leadership

Transformational & Servant Leadership Innovation Cycle

Model of Transformational and Servant Leadership Cycle (reprinted from Wallace, 2012)

➢ Realign program w/philosophy and mission of rehabilitation counseling.

➢ Focus on a holistic approach with clients and emphasis on the working alliance.

➢ Build trust thru engaging members: Development of a shared vision, a shared culture, and relationships toward the end product of organizational development.
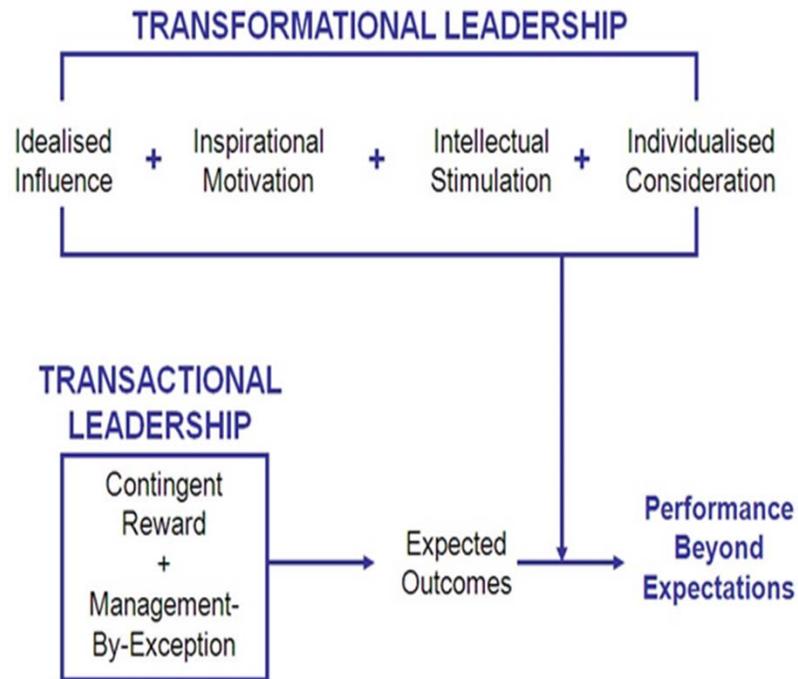
Leadership:
Transactional vs. Transformational

Characteristics of Transactional and Transformational Leadership Style	
Transactional Leadership	Transformational Leadership
Builds on an individual's need to get a job done and make a living	Builds upon an individual's need for meaning
Is preoccupied with power and position, politics and perks	Is preoccupied with purposes and values, morals, and ethics
Is mired in daily affairs	
Is short-term and hard data oriented	Is oriented toward long-term goals without compromising human values and principles
Focuses on tactical issues	Focuses on mission and strategies
Relies on human relations to lubricate human interactions	Releases human potential – identifying and developing new talent
Follows and fulfills role expectations by striving to work effectively with current systems	Designs and redesigns jobs to make them meaningful and challenging
Supports structures and systems that reinforce the bottom line, maximize efficiency, and guarantee short-term profits	Aligns internal structures and systems to reinforce overarching values and goals

Leahy et al. (2014)

Transactional to Transformational Leadership Change

"The Implications of Transactional and Transformational Leadership for Individual, Team, and Organizational Development," by B.M.Bass and B.J.Avolio, 1990a, Research in Organizational Change and development, 4, 231-272.

Matching the Style of Leadership to Group Stage

▶ Why would this be important?

▶ What kind of style goes with each stage?

Leader Functions Prior to the Start of the Group

- ▶ Identify the general goals and specific purposes.
- ▶ Develop a clearly written proposal for the formation of the group.
- ▶ Conduct pre-group interviews (screening & orientation)
- ▶ Make decision – select the group members.
- ▶ Prepare yourself (e.g., psychologically, physically, spiritually, ATTITUDE).
- ▶ Make provision for informed consent and clarify with participants the risks and benefits involved in a group experience.

Forming

Goal
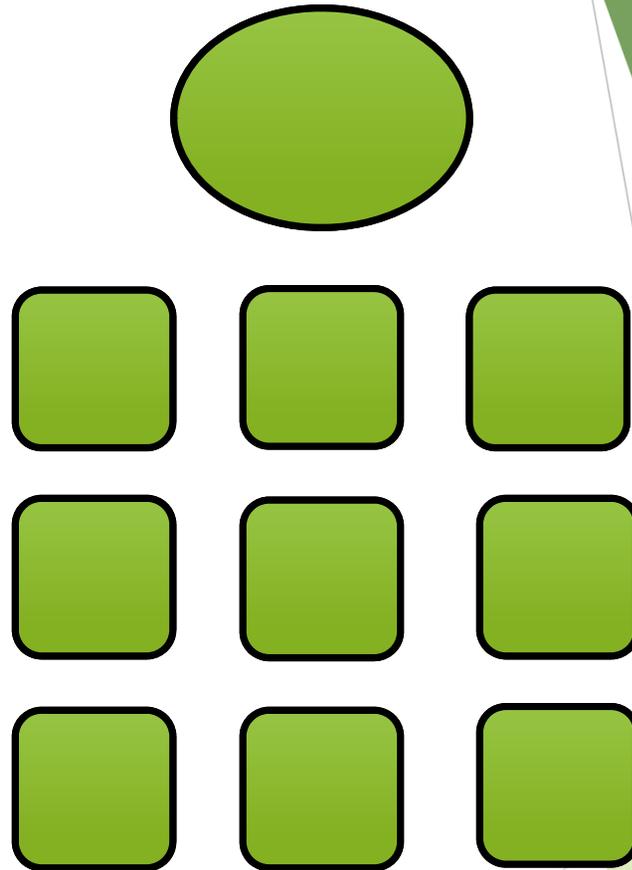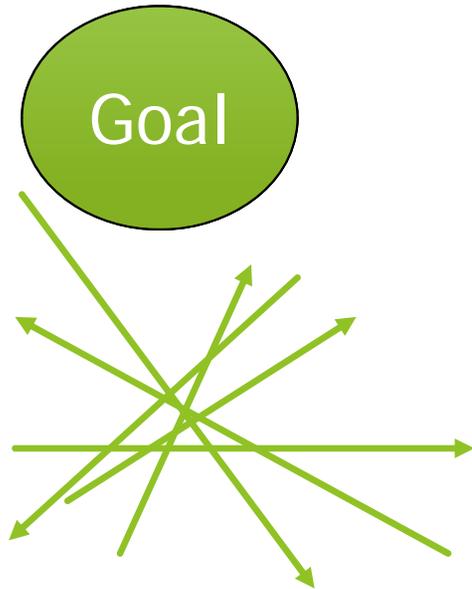
Leader Functions during Orientation/Formation Stages

- ▶ Teach guidelines
- ▶ Teach ways to participate
- ▶ Develop ground rules/set the norms
- ▶ Teach the basics of the group process
- ▶ Assist members in expressing fears
- ▶ Help members work towards developing trust
- ▶ Model the facilitative dimensions of therapeutic behavior
- ▶ Be open and psychological present

Storming

Goal
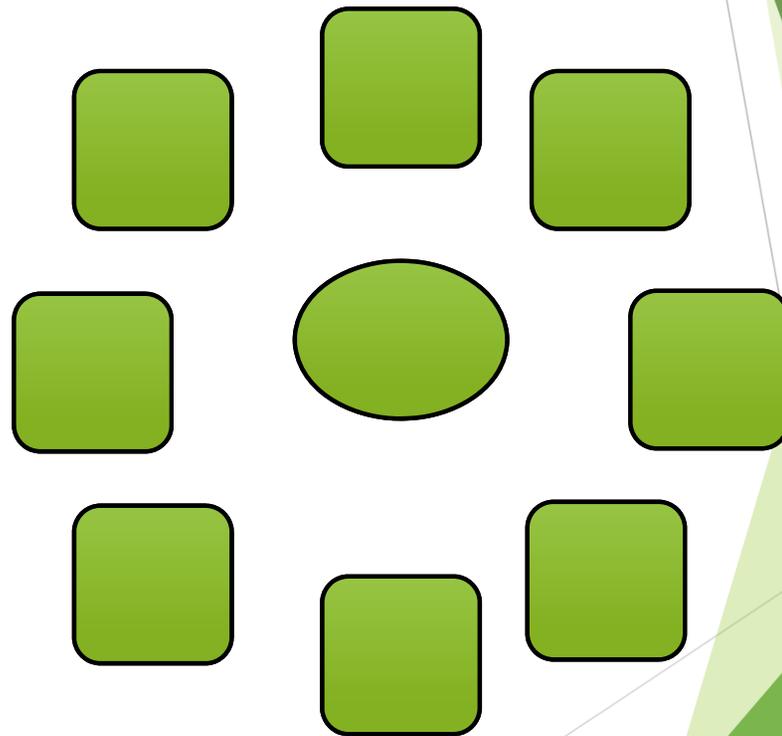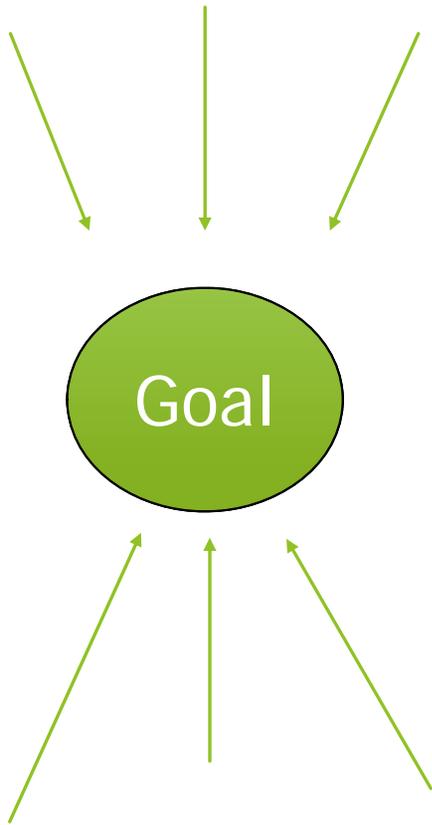
Leader Functions during Transition Stage

▶ Teach group members the importance of recognizing and expressing their anxieties/reluctances, and here-and-now reactions in the sessions

▶ Help participants recognize the ways in which they react defensively and create an atmosphere of opposition/defiance

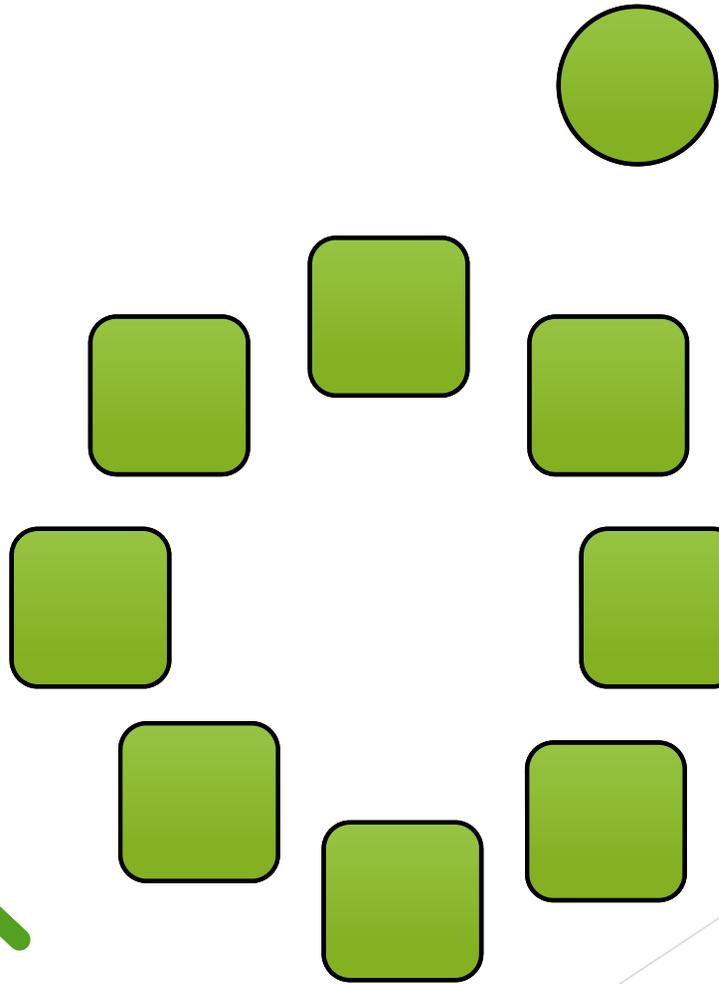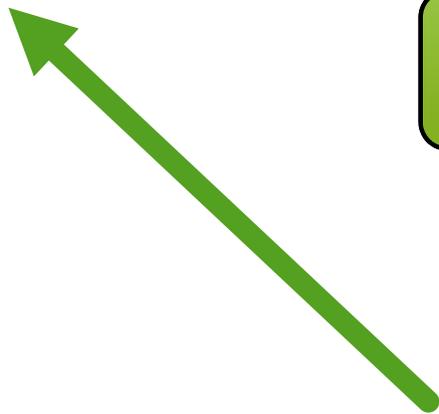▶ Tech the members the value of recognizing and dealing openly with conflict

Norming

Goal
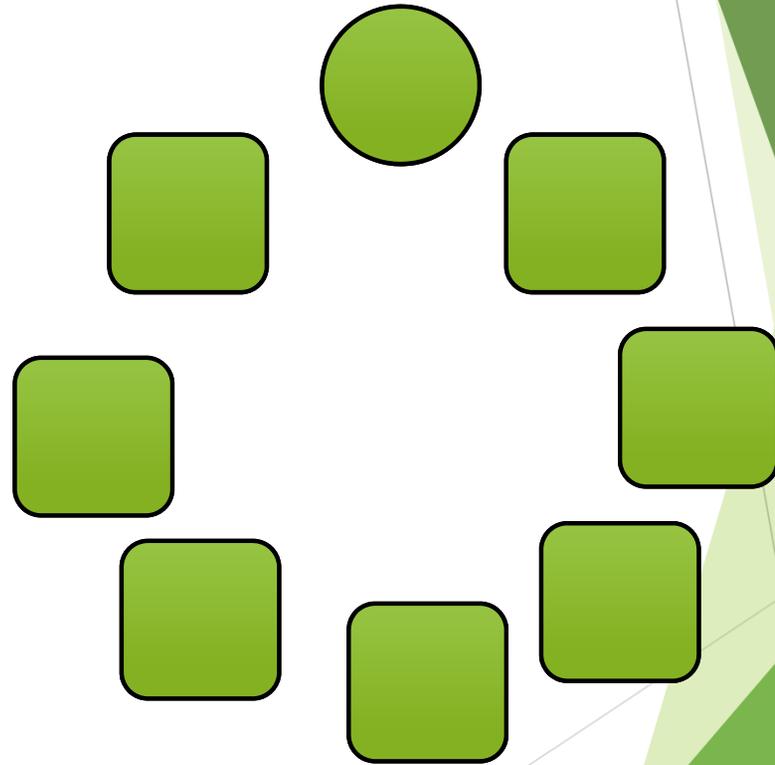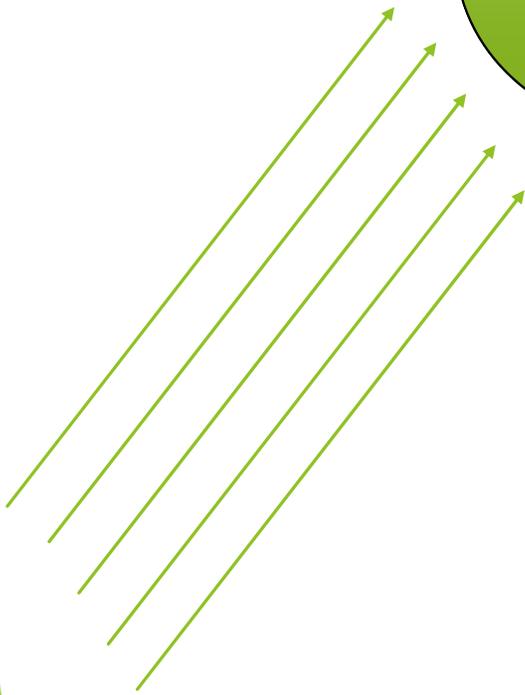
Feedback as a Key Element

- Concise feedback given in a clear and direct manner is more helpful than qualified statements.

- Positive feed back tense to be useful as a way to reinforce appropriate behaviors at any stage

- Consider the timing of feedback that may be difficult to hear

- Don't store feedback for later – address it in the "here and now"

- Feedback from the group leader is usually of a higher quality, but it is as readily accepted as member feedback.

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Leahy et al. (2014)

Bringing it all together…

Stage of Group Development and Leadership Application				
Stage of Group Development	Relationship Style	Supervisory Role	Leadership Style	Power Base
Forming	Authoritative	Teacher	Transactional	Coercive or Reward Based
Storming	Supportive	Counselor	Transactional	Legitimate
Norming	Moderator/ Collegial	Counselor/ Consultant	Transactional/ Transformational	Expert
Performing	Collegial	Consultant	Transformational	Expert & Referent

Adapted from Bernard (1997), French & Raven (1959), and Schultz et al. (2001).

Summary

► There are benefits to providing both clinical supervision and administrative supervision.

► There are benefits to leading with transactional and transformational styles.

► Do not be afraid to make mistakes.

   ► "[Counselors] appreciated supervisors who demonstrated values such as respect for others and honesty regarding their fallibility" (Wilson & Weatherhead, 2016)

► Applying principles of clinical supervision and transformational learning can:

   ► Help offset counselor burnout (Watkins, 2016, Inman et al., 2014)

   ► Help offset turn over intent of counselors (Layne et al., 2004)

   ► Foster a higher level of organizational engagement
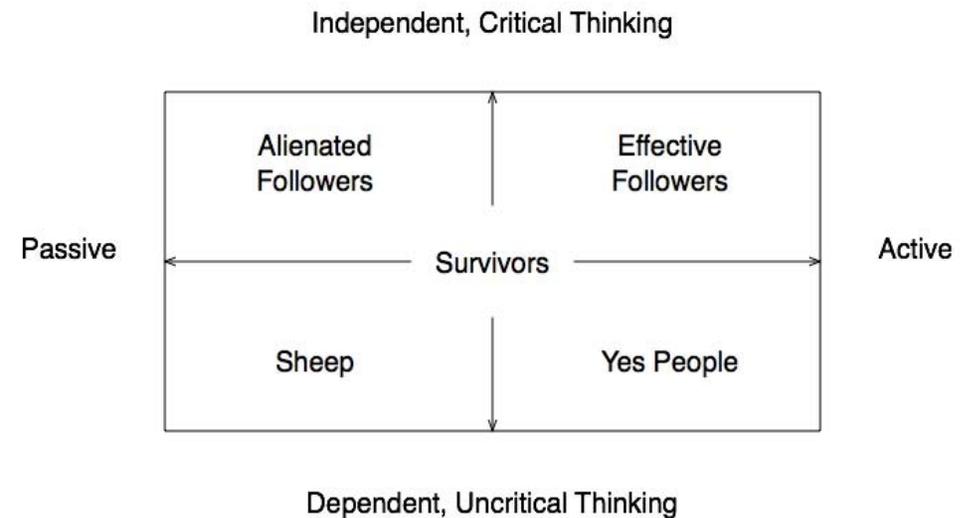
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