



Center for Excellence: Institute for Emerging Leaders in the Addiction Profession

A Concept Paper

Rationale

This program is being developed by The Danya Institute primarily as a means of grooming aspiring leaders for management and leadership positions in the drug and alcohol treatment profession. The field is currently at a turning point where an extraordinarily large percentage of current leaders are nearing retirement. In a recent article published in the January edition of *Professional Counselor*, William White and Lonnetta Albright, while referring to current leaders, wrote the following: “Their mass exodus over the next decade will mark a significant milestone in the field’s history. The future of addiction treatment and recovery in the United States will rest on the preparation and willingness of a new generation of leaders to step forward to fill the void.” By preparing those who are at an early stage in their careers to be excellent leaders, the field will benefit in a variety of ways. Perhaps the two most significant benefits are the retention of prospective leaders, who otherwise may leave the field, and the opportunity to fill the leadership gaps created by those nearing retirement.

Existing Leadership Training Programs

Other leadership training programs are currently available to potential leaders in the substance abuse treatment field, including two currently being coordinated by the Danya Institute. The first is a regional program sponsored nationally by the National Office of the Addiction Technology Transfer Centers (ATTCs). The ATTC Leadership

Institute, taught by most regional ATTCs, including Danya Institute's Central East ATTC (Central East), is designed to cultivate the development of future leaders in the addiction treatment profession. It provides professional development through a combination of a one-week immersion training (including evidence-based training seminars), a booster session, and six months of mentoring while completing a mutually agreed upon project.

Another leadership training program developed and coordinated by the Danya Institute is Project IDEAL: Institute for the Development of Excellence in Administration and Leadership. Project IDEAL is targeted toward those already in leadership positions (program directors at publicly funded substance abuse treatment programs in the city of Baltimore) who are looking to hone their leadership skills. Project IDEAL and the Central East Leadership Institute were each successful during 2005 and are both tentatively scheduled to be conducted in 2006.

Two examples of leadership training programs in the substance abuse field are the Michael E. Townsend Leadership Academy, sponsored by the Kentucky Division of Substance Abuse and the North Carolina Addiction Fellows Program. The Kentucky program was first offered in 2005 as a comprehensive training opportunity for treatment directors and potential leaders in the State and is expected to continue in 2006. The training consists of a three-day workshop followed by two one-day follow-up sessions (a three-month follow-up and a 9-month follow-up). The North Carolina Program, a personal and professional training program designed to create a cadre of talented, learned and passionate leaders in the field of addiction, consists of 6 sessions, about 2 ½ days each, spread over a ten month period.

There are also scores of other leadership training programs outside of the addictions profession. These include both for-profit entities and university programs. An example of a for-profit program is NetSpeed Leadership, a hands-on leadership training and development program that uses a blended learning approach, designed to meet the learning needs of managers, supervisors and individual contributors in fast-paced organizations. An example of a university-based program is the Leadership Development Institute at Indiana State University. This is a non-profit center that offers certification programs, workshops, and services using effective approaches to problem-solving leadership and professional development.

Responding to a Growing Need

The Danya Institute is looking to implement this training program, not only as a reaction to the existing need for emerging leaders, but as a means of applying the expertise of our own staff as well as others involved in leadership training. We will use our experience with conducting regional leadership training to develop a high quality leadership program open to any qualified individual in the substance abuse treatment field. We will also look to current leaders in the field and enlist their involvement as consultants, trainers and mentors in the creation of an innovative training program with extraordinary training and mentoring. We will offer the addiction profession a program of leadership training unmatched in quality, innovation and success in creating excellence in leadership.

Finally, the creation of this program is justified by the need to expand the cadre of leaders and future leaders in the addictions profession. With the average age of the addiction professional rapidly climbing and the pending retirement of many of today's

leaders looming, a need exists to fill the anticipated leadership void being created by the aging of those in this field today.

Description of the Program

The Institute for Emerging Leaders in the Addiction Profession will be designed to provide professional development through a combination of evidence-based courses and seminars, online learning, mentoring, and completion of an interest-focused project designed to both improve one aspect of the learner's work and to demonstrate skills learned during the program. All learners will be assigned mentors and will undergo a formal assessment of their leadership and management interests, values, and skills through a standardized assessment instrument and feedback process. Supervisors, peers, and subordinates of each candidate will provide input as a component of a "360" assessment. This assessment will, in part, become the basis for an Individual Leadership Development Plan (ILDLP) produced by the learner in consultation with his or her mentor.

What makes this program unique is the focus on each participant's ILDP in concert with a mentoring relationship as a primary plan for learning and professional development. Each individual's unique needs for growth as leaders will be addressed through the ILDP, his or her relationship with a mentor, and the selection of courses for program completion.

Training Experiences

Learners will attend courses and seminars on a regular basis. Topics will include a broad array of required courses and well as electives. Each course or seminar will address at least one of the following areas:

- Leadership and Vision
- Business and Financial Management

- Continuous Quality Improvement
- Governance

The courses each learner takes will be determined by his or her ILDP. Possible seminar and course topics will include the following:

- Organizational development
- Leadership styles
- Conflict resolution
- Policy and advocacy
- Clinical supervision
- Budgeting/finance
- Topical areas for program management such as HIV/AIDS, criminal justice, adolescent treatment, etc.
- Legal and ethical issues
- Using technology in advancing treatment
- Training of trainers

Training on these topics and others will be taught as single or multi-day workshops, brief seminars, online training, weekly classes, or a combination of these.

Experiential Learning

Participants will be asked to develop and implement an “Individualized Service Plan for Organizational Enhancement” that is relevant to at least one of the four topics noted above and is mutually agreed upon by the participant and staff of the Danya Institute. This project is designed to provide experiential learning and to give each participant an opportunity to select and work on a project that will enhance their treatment program’s effectiveness and quality. This allows participants to move from the

classroom to other relevant settings to polish and hone their leadership competencies.

Technical assistance will be provided to the participants to assist them with their individualized service plans.

Program Objectives

Objectives are placed in two categories: Terminal Objectives and Enabling Objectives. *Terminal Objectives* consist of expected learner outcomes for the course and include the following:

- Development and mastery of individual leadership skills
- Self-knowledge and application of leadership style
- Ability to adapt style to a variety of situations
- Development of administrative skills
- Application of management theory and skills to the “real world”

Achievement of the terminal objectives will demonstrate each candidate’s success and growth as leaders. These objectives will be detailed and fine-tuned to each candidate’s individualized needs so that learning will truly become an individual-focused process. Although it must be seen as an ongoing process beyond program completion, the end result for each participant will be a well-trained and confident leader whose unique goal-enhanced progress will be of great benefit to those being lead, the clientele being served and the future of the addiction treatment field.

Enabling Objectives are those the learner must master in order to achieve the terminal objectives and include the following:

- Attendance at all classes, seminars, and mentor sessions

- Mastery of chosen seminar/course work
- Successful completion of ILDP and target goal completion
- Individualized attention of leadership development
- Effective mentor-learner relationship

Participant Prerequisites

Candidates for the program must complete an application process and are selected based on the following criteria:

- Submit a recommendation by someone familiar with his or her work (preferably a direct supervisor).
- Possess a personal or professional commitment to the addiction treatment field.
- Demonstration of leadership potential as evidenced by professional or volunteer work, or through recommendations.
- Willingness to make a commitment to participate in all training activities.
- Verification of employer's commitment to support the learner throughout the training.
- Completion of any previous leadership training.
- Demonstration of current and related work experience that will enable the learner to participate and succeed in the course.

Population Profile

Candidates for the program must meet certain criteria in order to be accepted to the program. A screening process, consisting of an interview by two representatives of the Institute, will take place as a final step in the application process to ensure that variables such as the candidate's knowledge, education, skills, level of motivation,

attitude, abilities, and relevant experience are important to the outcome of the terminal objectives.

We will be targeting current leaders who wish to further hone their skills, emerging leaders who are poised on assuming leadership roles, and future leaders consisting of those who aspire to be leaders. We will also focus on targeting a culturally diverse audience.

Faculty Prerequisites

We will seek leaders and expert trainers with proven track records to fill faculty positions. These will include reputable trainers and leaders in the addictions profession as well as the business community with ample experience in the areas we are addressing and may also include members of the advisory board. We will also seek to develop a cadre of culturally diverse faculty members. All potential faculty members will be thoroughly screened through an application process to ensure they possess the skills and experience to successfully facilitate learning.

Although learners will have the opportunity to select their own mentors, we will also have a pre-selected group of mentors available including faculty members, advisory board members, and leaders in the field, including those who are in or nearing retirement.

Potential Funding Sources

Although this program will expect participant fees to defray some of the costs, it will rely heavily on funding from grants. We will aggressively pursue the award of grants from a variety of sources during the startup phase as a means of keeping the participant fees at a minimum. To reach success in obtaining funds to initiate and maintain a viable

program, we will enlist the support of advisory board members, Danya Institute Board members, and the expertise of both Danya Institute staff and consultants.

We will also form partnerships and alliances with other organizations as a means of funding, exchanging faculty, and creating a credential. Two examples of potential alliances are NAADAC and the National Association of Addiction Treatment Providers (NAATP), the latter having previously laid the groundwork for a leadership credential.

Advisory Board

We will create an advisory board consisting of respected members of the addiction profession, leaders in the business community, expert trainers, and potential mentors. Advisory board members will be chosen among potential allies and will offer significant assistance in the development of the program. We will also seek to create a culturally diverse advisory board. The creation of the advisory board will be a key factor in developing a nationally recognized program that will lead to a stature and reputation that will garner the support of the field, of funding sources as well as potential participants.

Evaluation Methods

Finally, evaluation methods will be used that assess the effectiveness of learning and success of the program with respect to the terminal and enabling objectives. We will include evaluative factors in the development of the program that will lead to success and will change these factors as evaluations warrant. Evaluation methods will include a “360” evaluation that will include a survey of the participant’s subordinates, peers, and supervisors both before and immediately after the training. This will also occur three months and then again one year after completion of the program. In addition, a follow-up

with each participant's mentor will also be a component of the evaluation. Once underway, the program objectives and curricula will continue to evolve as program corrections are made when changing needs of the field are identified and results of the program's effectiveness are determined.

We see following this venture as being imperative for the addiction treatment field. This training initiative has the potential of becoming a major force in shaping future leaders. The Danya Institute is in an ideal position to create this much-needed and long overdue project that will turn our vision of continuously growing new leaders into a reality.