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OF CHILDREN AND FAMILIES



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Developing Future Leaders in NJ's Child Welfare System

Stockton University IV-E Roundtable

May 2019



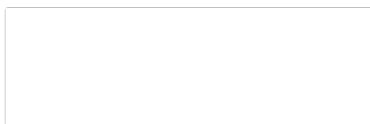
Welcome & Introductions

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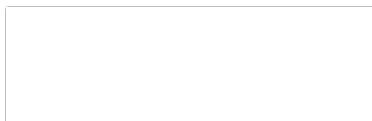
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Special thanks to



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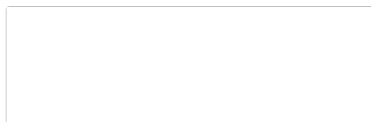


Agenda

- Welcome / Objectives
- Overview of NJ's Leadership Series
- Exploration of Leadership Competencies
- Questions and Answers
- Closing

Session Objectives

- Describe the key components of the Leadership Series for New Jersey's Child Welfare Casework Supervisors.
- Define and explain the benefits of using coaching and professional development to empower and enhance middle managers' leadership skills.
- Identify competencies, strategies and skills needed to successfully create change efforts in a complex child welfare system.

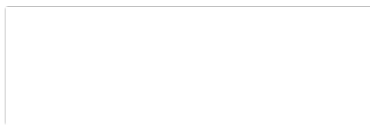


Program Overview

The New Jersey Department of Children and Families- Division of Child Protection and Permanency (DCP&P), in collaboration with the Rutgers School of Social Work- Institute for Families (IFF) has developed **The Leadership Series for Casework Supervisors.**

The goal of this series is to educate nearly **200** middle-managers across a span of two years by exposing them to:

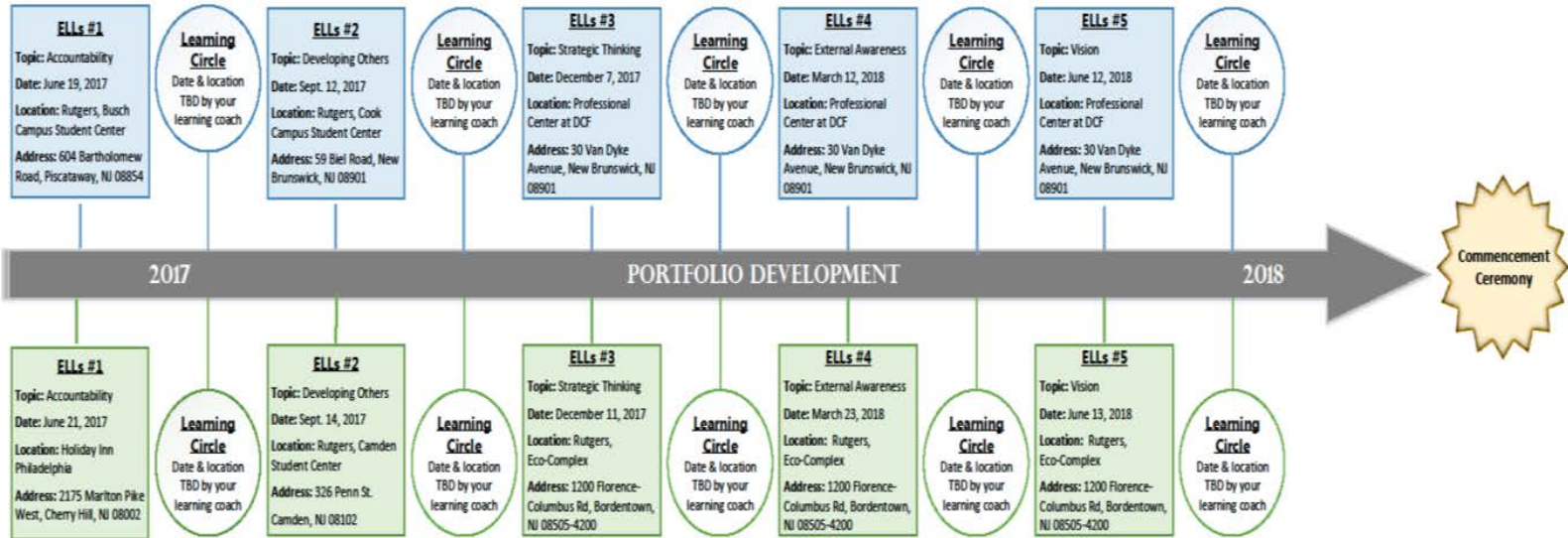
- **Expert-led learning experiences**
- **Coach-led learning circles**
- **Self-reflective learning portfolios.**



LEADERSHIP SERIES FOR CASEWORK SUPERVISORS

EXPERT LED LEARNING SESSIONS (ELLS)

NORTHERN COHORT



SOUTHERN COHORT



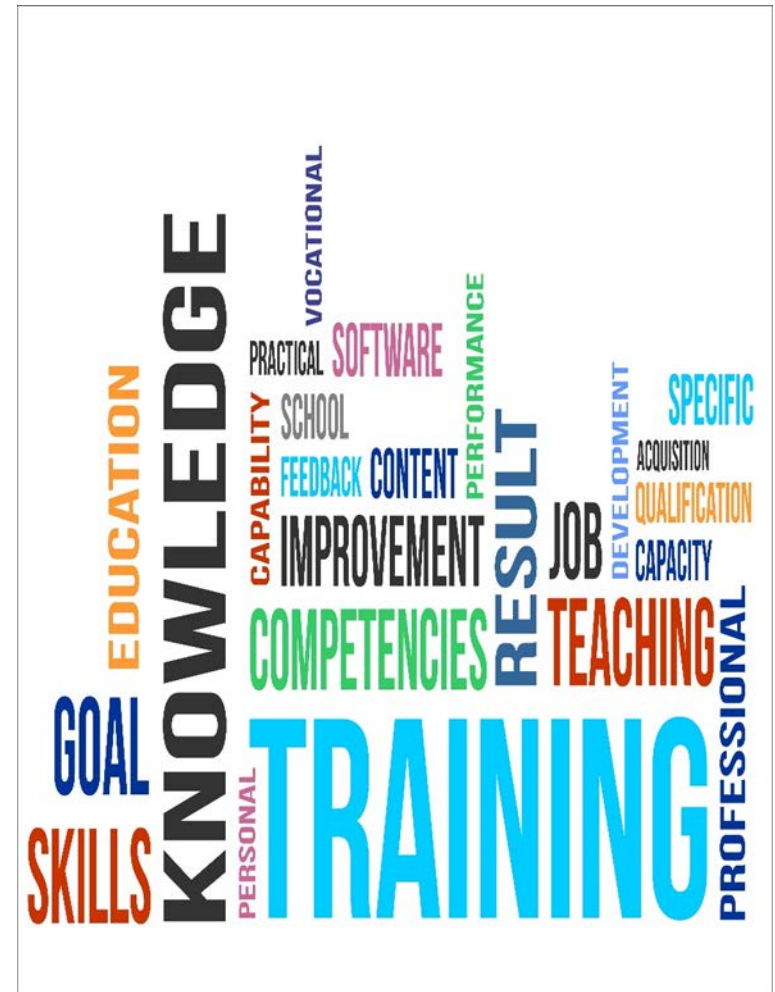
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Expert Led Learning Sessions (ELL's)

Leadership Series participants attend a series of five Expert Led Learning Sessions that are designed to:

- Enhance leadership skills through content exploration in large group presentations
- Small Group Processing
- Peer Networking



Learning Circles

- At the completion of each Expert Led Learning Session, participants attend small group Learning Circle Sessions intended to support the application of new knowledge to practice.
- Each session is facilitated by a team of coaches that provide support and guidance.



Self-reflective Learning Portfolios



- In order to reinforce the Expert Led Learning and Learning Circle discussions, participants develop and implement personal action plans that allow them to integrate each “Learning Tool” into case practice.
- Additionally, participants write journal entries intended to track their personal progress.

Program Measurement

- Completion of online surveys provided quantitative and qualitative data for Expert Led Learning Sessions & Learning Circles.
- Seeing staff transfer learning of knowledge and skills in their actual work is another important measure to see how positive outcomes are reflected in work with children, youth & families.



Leadership Series Competencies

The content for the Leadership Series was developed through an assessment and ranking of key core competencies needed for Case Work Supervisors (middle managers) within New Jersey's child welfare system.

The competencies that emerged from this assessment are as follows:

- **Accountability: Managing Oneself**
- **Motivating Growth and Enhancing Strategies for Conflict Resolution**
- **Strategic Thinking**
- **External Awareness**
- **Vision Setting**

Accountability: Managing Oneself



Developing Others

Motivating Growth

- **Develops** the ability of others to perform and contribute to the organization by providing **ongoing feedback**, and by **providing opportunities to learn** through formal and informal methods.

Managing Conflict

- Encourages **creative tension and differences** of opinions; **anticipates** and takes steps to **prevent** counter-productive confrontations.

Strategic Thinking

- **Learning Tool:**



- **Strategic thinking** is a **proactive** systems approach that helps **leaders** formulate **objectives** and **priorities**, and **implements plans** consistent with the **long-term** interests of the organization in a global environment.

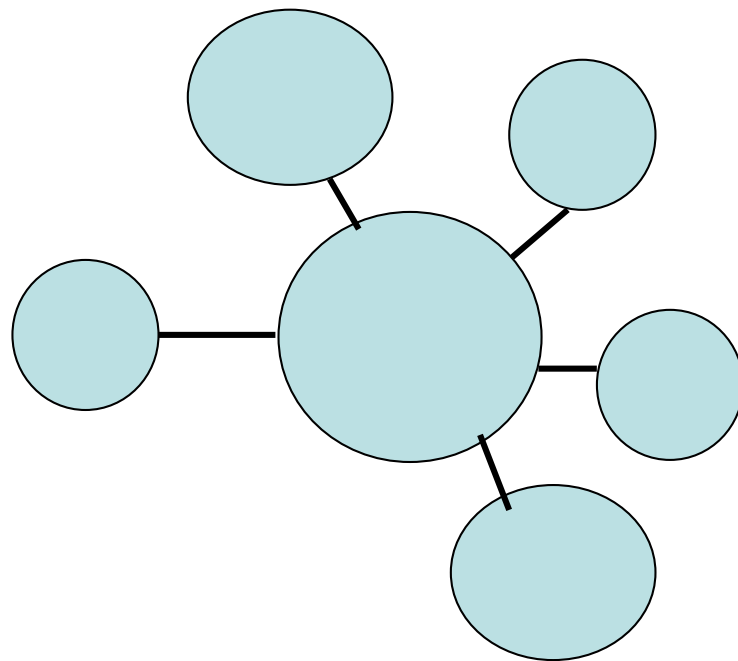
External Awareness

External Awareness:

Is defined as having the understanding to stay abreast on local, national and international policies and trends that **affect and shape** stakeholders' view and that is **aware of the organization's impact** on the external environment.

Learning tool:

- **Eco-mapping**



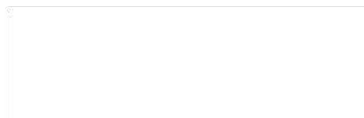
Vision Setting

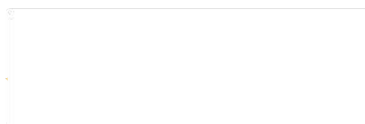
The **declaration** of an organization's objectives, which is intended to **guide** its internal decision-making.

- **Learning Tool:**
 - **Vision statement**



Stories Shared
and
Lessons Learned
from our
Leadership Series







References

- The Bridgespan Group,
<http://www.bridgespan.org/Home.aspx>. A nonprofit resource that provides leadership and organizational publications and tools.
- National Child Welfare Workforce Institute. (2013). Leadership Academy for Middle Managers (LAMM). Curriculum handouts and worksheets. Albany, NY.