# Leadership Essentials

Leadership Essentials is the capstone course in the ROSC Fundamentals series. It builds upon the foundation of knowledge and skills presented in other courses through the lens of your role as a leader of a ROSC. It also touches on many responsibilities that can occur as tedious but are *essential* aspects of being a leader.

## Three types of Catalysts for Community Change:

There are three types of organizations that help facilitate change in our communities. Each organization has a specific focus and set of goals to support their mission. The three types of organizations are:

### Recovery Community Organizations (RCOs)

- Offer direct peer services to individuals
- Provide direct support for individuals and/or family members

### Primary Prevention Coalitions:

- Focus primarily on youth
- Work to decrease substance use/misuse

### ROSC Councils

- Build capacity and infrastructure to support ROSC culture
- Change community systems to increase recovery supports
- Increase awareness and decrease stigma

## Your role as a leader:

ROSC leaders frequently juggle multiple responsibilities. They must address the needs of the ROSC, set clear goals with deadlines, and sustain enthusiasm and momentum for various initiatives. When planning meetings, events, and activities, make sure to ask yourself, "How does this fit into our vision, our mission, our values, and our goals?"

# Navigating Professionalism

## Professionalism, Ethics, and Boundaries

### Professionalism

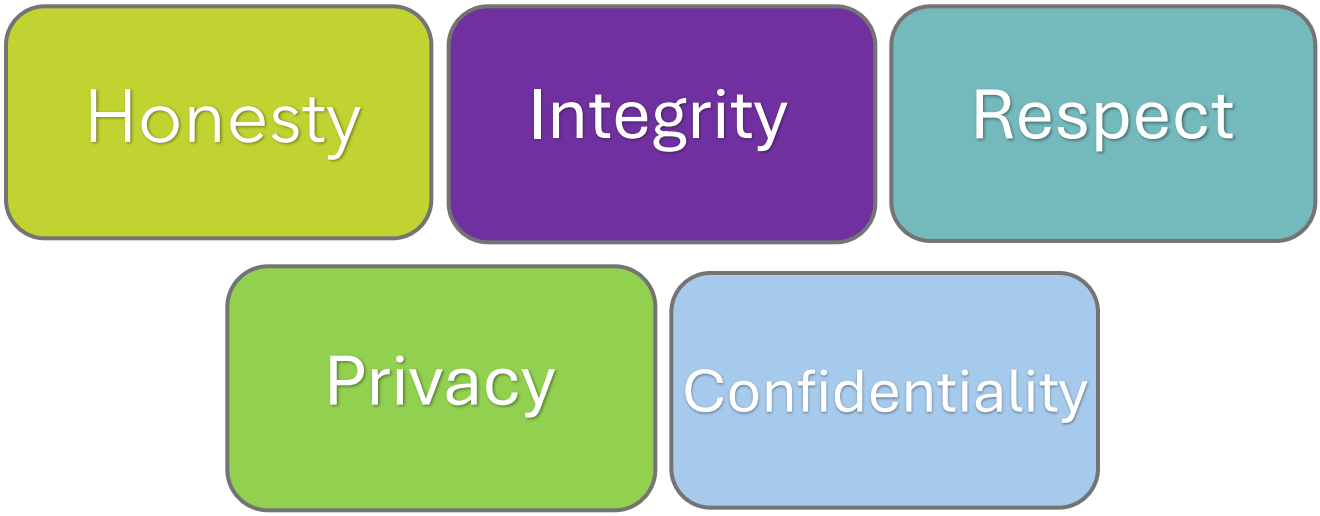
There are a million little things that come together in a moment that shape how others see you as a leader. However, let's look at what we need to do to be professional in the following contexts: representation, communication, organization and facilitation.

| | |
|---|---|
| **Representation** | • Folks will buy into what we are promoting if they see us as credible<br>• Folks notice your attitude, language, behavior, demeanor, etc. |
| **Communication** | • Timeliness: Respect others' time by treating it as valuable as your own<br>• Message composition: Use language that people can understand. Use discretion on what method of communication you use<br>• Blind copying: Make sure to blind copy everyone on your distribution list<br>• Reply-all etiquette: Do not "reply all" in emails unless you need to<br>• Authenticity: People know when you are being authentic and view you as credible when you are |
| **Organization & Facilitation** | • Before meetings: Send out a reminder and meeting agenda at least one week before meetings<br>• During meetings: Follow the agenda and respect everyone's time<br>• After meetings: Send meeting minutes within a day or two of your meeting |

# Navigating Professionalism - Continued

## Ethics

Ethics encompass many things. Strong ethics call for honesty, integrity, and respect along with privacy and confidentiality.




*Honesty* is being free of deceit and lies.

*Integrity* is doing the right thing even when no one is looking.

*Respect* is when you extend the same consideration as you do to yourself.

*Privacy* and *Confidentiality* ensure the protection of personal information.

Ethics invites us to **do what is right, not what is easy.**

## Boundaries

There are a few facets to consider with boundaries. Self-care boundaries are the protection for ourselves that we need to set and maintain. When we set boundaries, we know that folks will bump into them, and that is why maintaining them is important. In ROSC Councils, you may need to put down your own boundaries such as protecting your personal time or personal phone number.

# Leadership in Action

## Navigating Expectations, Conflict, and Change

### Expectations

We must work with our ROSC Council and volunteers to let them know that working together and delegating tasks means that we will have a greater chance of the council being more effective and sustainable.

We also must release some control and slow down.  Community change does not happen overnight or alone.

### Conflict

Conflict is inevitable; it can be uncomfortable, but it can also be a catalyst for conversation and change.  As leaders, we must set the tone for our meetings and set boundaries for what is and is not acceptable. Since we cannot avoid conflicts altogether, we need to know how to handle them. In some cases, folks can work through the conflict on their own. In other cases, the leader may need to intervene.

When managing conflict, there are a few key steps to follow:

1. Identify the issue
2. Encourage open and empathetic conversation
3. Acknowledge differences of opinion
4. Stay calm and carry on

### Change

Change is a natural part of our work. To manage change, we must accept, adapt, and prepare. When we accept that change will happen, we can more easily pivot to a new direction. While it is difficult to prepare for all the changes, the process of preparing and thinking through our plans will help us adapt as needed.

# Deliverables and Resources

## Leadership and Deliverables

Deliverables are a part of being the leader of a ROSC council, but you don't have to do it alone; paperwork can be divided among lead agency/staff and council members. Shared leadership allows council members to take the lead on various tasks related to deliverables. Let's take a closer look at the required deliverables and make suggestions on when to seek council input and help.

| Task or Deliverable | ROSC Council Input? |
|---|---|
| Contracts, PPRs, Monthly/Quarterly Reports, Fiscal Vouchers | No |
| Membership Protocols, Communication and Outreach Plan, Needs Assessment, Strategic Plan, Evaluation | Yes |
| Budget | Maybe |

### Documentation

It is imperative that we keep good documentation for every meeting, event, and other projects related to our work. Documentation assures accountability, helps us identify gaps and assets, and is important when we want to secure additional funding.

## Resources

- People with Lived Experience
- Statewide ROSC Technical Assistants and Recovery System Specialists
- Statewide ROSC Leadership Team
- DBHR
- Statewide ROSC website

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