
NTAR Leadership Center

National Technical Assistance and Research
Center to Promote Leadership for Increasing
the Employment and Economic Independence
of Adults with Disabilities

The Leadership Challenge: Effective Communication and Collaboration for Achieving Systems Change

April 8, 2009

Audio Dial-In Information

866.740.1260

Access Code: 9324100

Webinar Classroom Layout

The screenshot shows a ReadyTalk Conferencing window with a presentation slide on the right and a chat box on the left. The slide has a red header 'NTAR Leadership Center' and the title 'Access to Class Materials'. The chat box contains a message from the chairperson and a response from the presenter. A 'Full Screen' button is located above the chat box. A 'Send' button is next to the chat input field. A 'Raise Hand' button is at the bottom of the chat box. The slide content includes a bulleted point about class materials and a URL 'www.ntarcenter.org'. The slide footer reads 'Public-Private Partnerships, February 4, 2009' and '4'.

ReadyTalk Conferencing

ReadyTalk

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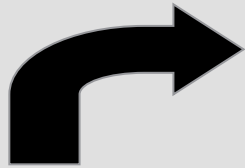
NTAR Leadership Center

Access to Class Materials

- ▶ A direct link to the class materials, including web and audio content, will be posted on the NTAR Leadership Center website by 12:00 p.m. Eastern Time, Thursday, February 5, 2009

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Select **Full Screen** to maximize presentation; minimizes chat feature



Use **Chat box** to communicate with chairperson



Presentation Slide Area

How to Submit Questions

ReadyTalk

Full Screen

From Chairperson: Hi!
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Chat with Presenter:

Raise Hand

NTAR Leadership Center

The NTAR Leadership Center

- ▶ Established in September 2007 through a grant from the U.S. Department of Labor's Office of Disability Employment Policy (ODEP)
- ▶ A collaboration of partners with expertise in workforce and economic development, disability employment, financial education and asset building, and leadership development
- ▶ Created for the purpose of building capacity and leadership at the federal, state, and local levels to enable change across workforce development and disability-specific systems that will increase employment for adults with disabilities

Public-Private Partnerships, February 4, 2009

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Use **Chat box** to send your question(s) to the chairperson



Click **Raise Hand** to ask a question



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Faculty

- ▶ **Linda Rolfe**, Director, Division of Developmental Disabilities, Washington State Department of Social and Health Services
- ▶ **Kathryn G. Denhardt**, Professor, Center for Community Research and Service, University of Delaware

Moderator:

- ▶ **Nancy Weiss**, Co-Director, National Leadership Consortium on Developmental Disabilities, University of Delaware

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Guiding Principles

- ▶ **Increasing partnerships and collaboration** among and across generic and disability-specific systems
- ▶ **Increasing the use of self-direction** in services, and integration of funding across and among systems
- ▶ **Increasing economic self-sufficiency** through leveraging work incentives, financial education, or other strategies that promote profitable employment and asset building
- ▶ **Increasing the use of universal design** in employment services and as a framework for employment policy
- ▶ **Increasing the use of customized and other forms of flexible work options** for individuals with disabilities and others with barriers to employment

Agenda

- ▶ Review techniques to establish and communicate a vision related to the value and expectation of, and support for, employment for adults with disabilities
- ▶ Discuss how to develop effective statewide capacity to implement the vision; how to facilitate multi-stakeholder decisions and initiatives that are collaborative, democratic, and ethical; and how to evaluate the success of such endeavors
- ▶ Discuss ways and means to capitalize on federal and state initiatives, policies, and economic strategies to achieve the state's vision
- ▶ Questions and answers

The Leadership Role: Developing and Implementing Collaboration for Systems Change

Linda Rolfe

As a Leader...

You Have to Believe it to See it

You Have to Believe it to Lead it

Establish and Communicate the Vision: Value, Expectation, and Support for Work

- ▶ **County guidelines** establish core values and benefits to be realized in the service system
- ▶ **Citizen forums and stakeholder planning** bring key players to the table
- ▶ **Washington working-age adult policy** brings job seekers with developmental disabilities out of poverty, contributes equally to state labor force
- ▶ Technical assistance and training: **annual employment conferences, WISE, and O' Neill & Associates**
- ▶ **Self-advocacy** and **parent** groups lead the way

Washington State Commitment (includes working-age people with very severe disabilities)

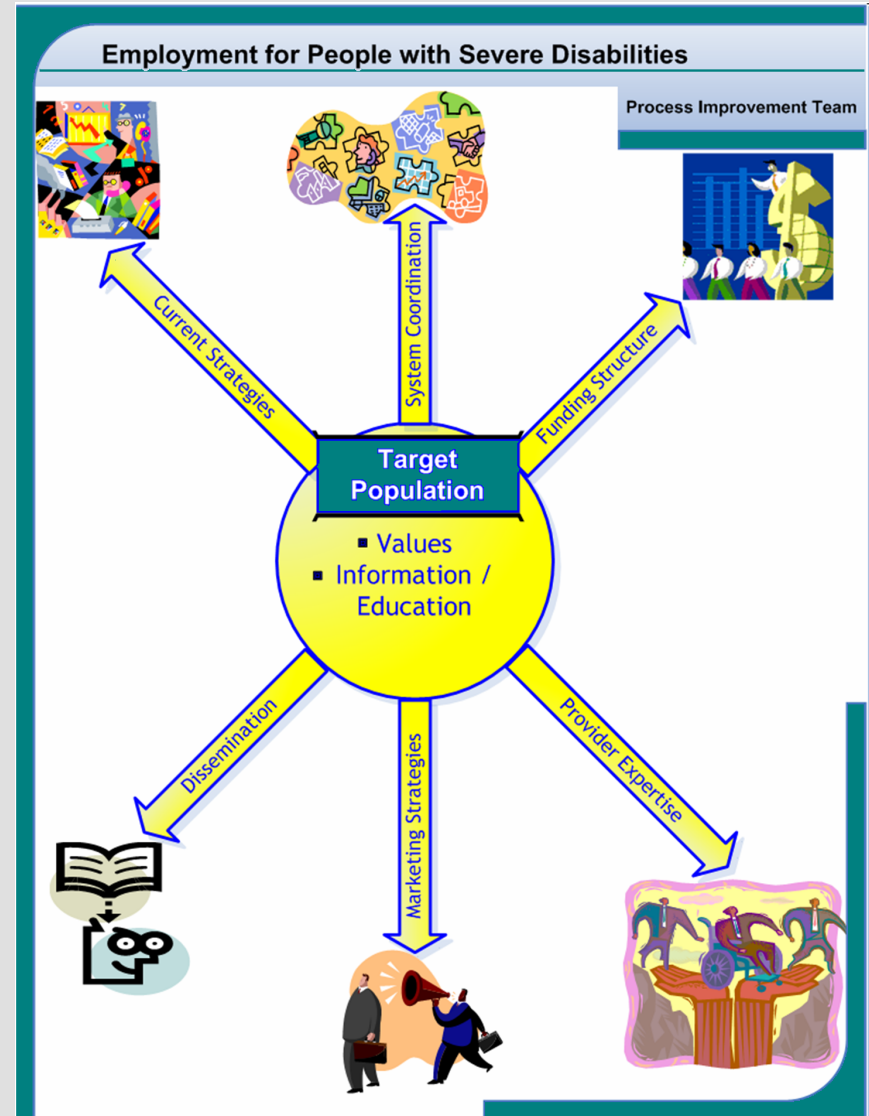
- ▶ Washington has clear purpose and intent – we expect working-age people will pursue and maintain gainful employment
- ▶ The “day” service option available to working-age adults (21-61) is employment support
- ▶ Result? In 2007, \$38 million in wages were reported as earnings by 5,600 Division of Developmental Disabilities clients

Develop Statewide Capacity to Implement the Vision of Employment

- ▶ Establish effective, vested partnerships with state, county, provider, employer, family, citizen, and generic community agencies and businesses
- ▶ “Learn, unlearn, and relearn”: Commit to “try another way,” provide training and technical assistance, fund pilot projects, grants, and initiatives

Six-way approach to achieve integrated employment for job seekers with severe disabilities

- ▶ System coordination
- ▶ Funding structure
- ▶ Provider expertise
- ▶ Marketing strategies
- ▶ Dissemination
- ▶ Update current strategies, push innovation!



Lead by Example – Employ!

- ▶ **Commit to hiring job seekers with developmental disabilities within your organization**
- ▶ State – Washington has **state law** promoting the hire of supported employees (SE)
- ▶ **King County** – Several counties have SE job initiatives
- ▶ City – City of Seattle has SE in-house human resources expertise
- ▶ Library, port, law enforcement, local schools
- ▶ Universities and colleges

Solve the Unemployment Problem of Tomorrow...TODAY

- ▶ Partner with schools to secure jobs prior to students exiting school at age 21
- ▶ Partner with Vocational Rehabilitation
- ▶ Partner with University Centers for Excellence transition programs
- ▶ Partner with employers, families, young adult self-advocacy groups
- ▶ **Partnership project:** Transitioning Young Adults into Employment – Jane Boone, boonejs@dshs.wa.gov

Raise Expectations and Celebrate Successes – Get the Word Out

- ▶ State legislature and policymakers
- ▶ Advocacy groups
- ▶ Media
- ▶ Press
- ▶ Websites – **“People Working Project”**
- ▶ Peer mentors
- ▶ Family initiatives
- ▶ Employer roundtables
- ▶ Conference presentations
- ▶ Technical assistance providers – in state and national

Capitalize on Federal & State Initiatives, Policies, and Economic Strategies

- ▶ Medicaid funding, employment networks, Ticket to Work, SSA work incentive provisions, Work Incentive Act
- ▶ Rehabilitation Act
- ▶ IDEA transition expectations for high school graduate successful post-school outcomes
- ▶ All focus on an investment in real jobs for real wages vs. long-term day supports

Evaluate Success and Continually Improve Outcomes

- ▶ Develop outcome-based data collection
- ▶ Compare employment outcomes with general population unemployment rates, median outcome, variety of job sectors, labor profile
- ▶ Analyze, publish, and use reports on employment outcomes to improve employment

Stakeholder: *People First* of Washington's Belief Statement on Employment

- ▶ *We believe that all people have the right to have a job that provides a living wage, opportunity for advancement, and personal fulfillment. That is why we want jobs that:*
 - Complement our abilities
 - Provide equal opportunities for competitive wages, benefits, and retirement
 - Incorporate choice and change
 - Focus on career advancement

Washington State DDD Website Links

- ▶ **County Guidelines**
http://www1.dshs.wa.gov/pdf/adsa/ddd/c_guidelines.pdf
- ▶ **Citizen Forums and Stakeholder Planning** <http://www.dshs.wa.gov/pdf/adsa/ddd/strategy2.pdf>
- ▶ **Washington Working-Age Adult Policy** <http://www1.dshs.wa.gov/pdf/adsa/ddd/policies/policy4.11.pdf>
- ▶ **Annual Employment Conferences** <http://www.charityadvantage.com/WISEHFZKFA/Ellensburg.asp>
- ▶ **WISE**
<http://www.charityadvantage.com/WISEHFZKFA/newhome.asp>
- ▶ **O' Neill & Associates**
<http://www.oneillandassociates.com/>

Washington State DDD Website Links

- ▶ **Self-Advocacy Groups**
<http://www.sailcoalition.org/>
- ▶ **Parent Groups**
http://www.arcwa.org/parent_coalition.htm
- ▶ **State law** promoting state hires of supported employees <http://apps.leg.wa.gov/RCW/default.aspx?cite=41.04.750>
- ▶ **Partnership Project** Jane Boone: boonejs@dshs.wa.gov <http://www1.dshs.wa.gov/pdf/adsa/ddd/Job%20by%2021%20Report.pdf>
- ▶ **People Working Project**
<http://peopleworking.wikispaces.com/>
- ▶ **People First**
<http://www.peoplefirstofwashington.org/>

Suggested Readings

- ▶ **Pushing the Integrated Employment Agenda: Case Study Research in Washington State** http://www.communityinclusion.org/article.php?article_id=173&staff_id=120
- ▶ **Washington: Promoting Public Sector Jobs for People with Intellectual and Developmental Disabilities** http://www.communityinclusion.org/article.php?article_id=242&staff_id=120
- ▶ **Washington State's Working-Age Adult Policy** http://www.communityinclusion.org/article.php?article_id=222&type=topic&id=21
- ▶ **High-Performing States in Integrated Employment - Research to Practice 32** http://www.communityinclusion.org/article.php?article_id=121&staff_id=4

Suggested Readings

- ▶ **DDD Working-Age Adult Policy PDF** <http://www.dshs.wa.gov/pdf/adsa/ddd/policies/policy4.11.pdf>
- ▶ **Supported Employment Resources: A Categorized Bibliography, May 2006, December 1, 2008** <http://www1.dshs.wa.gov/pdf/adsa/ddd/Supported%20Employment%20Resources%20A%20Categorized%20Bibliography%20-%20May%202006.pdf>
- ▶ **Washington DDD Jobs by 21 Partnership Project Report for FY2008** <http://www1.dshs.wa.gov/pdf/adsa/ddd/Jobs%20by%2021%20Report.pdf>
- ▶ **Washington DDD County Guidelines** http://www1.dshs.wa.gov/pdf/adsa/ddd/c_guidelines.pdf

Contact Information

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Keys to Successful Collaboration

Kathryn G. Denhardt

Collaborations for Systems Change: What Makes Them Work

Chrislip & Larson, *Collaborative Leadership*

- ▶ Good timing and clear need
- ▶ Strong stakeholder groups
- ▶ Broad-based multi-sector involvement
- ▶ Credibility and openness of process
- ▶ Commitment of high-level visible leaders
- ▶ Support of “established” authorities (or at least their acquiescence)
- ▶ Process designed to overcome mistrust and skepticism
- ▶ Strong leadership of the process
- ▶ Interim successes
- ▶ Over time, shift to broader community interests

Evolution of Agreements in a Collaborative Process

Chrislip, *Collaborative Leadership Fieldbook*

1. Agreement that shared concerns exist that should be addressed
2. Agreement to work together to address the concerns
3. Agreement on how to work together
4. Agreement on a shared understanding of the relevant information
5. Agreement on the definition of the problem or the vision
6. Agreement on the solutions to the problem or the strategies to achieve the vision
7. Agreement on the action steps or implementation plans for implementing the solutions or strategies

Use a Project Manager or Facilitator for Big Collaborations

In multi-stakeholder collaborations, it needs to be someone's job to manage the overall effort – someone with legitimacy and neutrality, not their own agenda or accountable to only one agency

Begin by analyzing the context for collaboration:

- ▶ Identify stakeholders and assess what each has to gain from collaborating
- ▶ Can a collaboration be successful now – is there a decision that needs to be made? Is there a willingness to share control? Are stakeholders willing and able to participate in a collaboration?

Design a good process for convening the stakeholders

Good Processes for Deliberative Dialogue and Collaboration

McCoy and Scully, “Deliberative Dialogue to Expand Civic Engagement,” *National Civic Review*, 2002

- ▶ Encourage multiple forms of speech and communication to assure all stakeholders have a real voice
 - Facilitated small group discussions around specific topics, with listening emphasized as much as speaking
 - Drawing/sketching the current situation...the desired situation
 - Storytelling that relates to the problem at hand
 - Data and evidence presented in ways accessible to all
- ▶ Explicit efforts to build trust and create good working relationships – “come together to make change, not merely to make friends” (Lani Guinier, *Lift Every Voice*)
- ▶ Engage in dialogue that leads to **public judgment** and creates common ground for action

Public Judgment

Yankelovich, *The Magic of Dialogue*

In making a public judgment about a complex issue, people take into account:

- ▶ The facts as they understand them

AND

- ▶ Their personal goals and moral values

AND

- ▶ Their sense of what is best for others as well as themselves

Communication Essentials for Collaboration Project Manager/Facilitator

- ▶ Because communication failures derail collaboration efforts, most of project manager/facilitator's time will be spent on communication
- ▶ Begin with one-on-one conversations with stakeholders to understand perspectives, interests, and concerns, and to determine how they will benefit from participating in the collaboration

Communication Essentials for Collaboration Project Manager/Facilitator

- ▶ During the collaboration, the manager/facilitator:
 - Is accountable to **all** participants
 - Keeps everyone informed between the meetings (e.g., written meeting summaries that identify decisions made, areas of agreement, issues still to be worked on, action steps and responsible party, timeline)
 - Keeps players on board by smoothing ruffled feathers, clearing up misunderstandings
 - Creating the visual and written communications that help people understand what the whole picture looks like (not just their own piece of it or own view of what would be ideal)
 - Is the person to contact when new issues or possibilities arise, or there is a question about where things stand
 - Assures that the process moves forward and all participants are taking the action steps for which they are responsible

Collaborative Leadership

- ▶ Requires a willingness to share control
- ▶ Requires being accountable to all stakeholders, not just to one's own group
- ▶ Requires creating good processes for stakeholders to engage in deliberation and public judgment
- ▶ Requires achieving agreements that benefit all participants
- ▶ Requires follow through to assure that all agreements are clear and action steps take place implementing those agreements
- ▶ Requires giving the group credit for good outcomes, not expecting much recognition for all the background work that made it possible

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