Fort Lauderdale / Broward County EMA
Broward County HIV Health Services Planning Council
An Advisory Board of the Broward County Board of County Commissioners
200 Oakwood Lane, Suite 100, Hollywood, FL, 33020 - Tel: 954-561-9681 / Fax: 954-561-9685

Committee Meeting Agenda: Executive Committee
Date/Time: Thursday, October 20, 2016, 9:30 a.m.-12:30 a.m.
Location: Kids in Distress Boardroom
Chair: Gammell, B. **Vice Chair**: Lopes, R.

1. **CALL TO ORDER:** *Welcome, Ground Rules, Sunshine, Introductions, Moment of Silence, & Public Comment*
2. **APPROVALS:** 10/20/16 Executive Committee Agenda and 7/21/16 Meeting Minutes
3. **STANDARD COMMITTEE ITEMS**
   a) Review 10/27/16 HIVPC Meeting Materials and Motions (Handout A)
   b) Approve 10/27/16 HIVPC Agenda
   c) Review November, 2016 HIVPC Calendar (Handout B)
4. **UNFINISHED BUSINESS**
5. **MEETING ACTIVITIES/NEW BUSINESS**

Agenda Items (Work Plan Item #)	*Action to be taken, presentation, discussion, brainstorm etc.*
Leadership Change	ACTION ITEM: Discuss recent changes in Committee leadership
HIVPC Grievances	ACTION ITEM: Discuss next steps for August HIVPC grievance (Handout C)
Leadership Training	ACTION ITEM: Effective Leadership, Robert's Rules

6. **GRANTEE REPORTS**
7. **PUBLIC COMMENT**
8. **AGENDA ITEMS / TASKS FOR NEXT MEETING:** November 17, 2016 **VENUE:** TBD

Agenda Items for next Meeting	*Action to be taken, presentation, discussion, etc.*
Leadership Training	ACTION ITEM: Who Moved My Cheese? How to deal with organizational change

9. **ANNOUNCEMENTS**
10. **ADJOURNMENT**

PLEASE COMPLETE YOUR MEETING EVALUATIONS
THREE GUIDING PRINCIPLES OF THE HIV PLANNING COUNCIL
• Linkage to Care • Retention in Care • Viral Load Suppression •

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Meeting Minutes: Executive Committee

Date/Time: Thursday, July 21, 2016, 9:30 a.m. **Location:** Governmental Center GC-301

Chair: Gammell, B. **Vice-Chair**: Lopes, R.

ATTENDANCE					
#	**Members**	**Present**	**Absent**		**Guests**
1	Creary, K.		**A**		Katz, H.B.
2	Earp, A.	**X**			Gadson, G.
3	Edwards, C.		**A**		
4	Fleurinord, P.		**A**		**Grantee Staff**
5	Foster, V.	**X**			Jones, L.
6	Gammell, B. *HIVPC Chair*		**A**		Green, W.
7	Grant, C.	**X**			Degraffenreidt, S.
8	Hayes, M.		**A**		
9	Lopes, R. *HIVPC Vice Chair*	**X**			**HIVPC Staff**
10	Robertson, L.	**X**			Ewart, L.
11	Taylor-Bennett, C.	**X**			Johnson, B.
12	Siclari, R		**A**		
13	Spencer, W. *Ex-Officio*	**X**			
	Chair Quorum = 5	**7**			

1. CALL TO ORDER

The Vice Chair called the meeting to order at 9:45 a.m. and welcomed all present. Attendees were notified of information regarding the Government in the Sunshine Law and meeting reporting requirements, which includes the recording of minutes. Attendees were advised that the meeting ground rules are present, for reference. In addition, attendees were advised that the acknowledgement of HIV status is not required but is subject to public record if it is disclosed. Chairs, committee members, guests, Grantee staff and HIV Planning Council (HIVPC) staff self-introductions were made. A moment of silence was observed.

2. STANDARD COMMITTEE ITEMS

a) Approve 7/28/16 HIVPC Meeting Materials and Motions (Handouts A-C): The Executive members reviewed the agenda and materials for the upcoming August HIVPC meeting.

b) Approve 6/23/16 HIVPC Agenda

Motion #1: To approve 7/28/16 HIVPC Agenda
Proposed by: Taylor-Bennett, C. **Seconded by**: Spencer, W.
Action: Passed Unanimously

c) Approve July, 2016 Calendar (Handout C): The members reviewed the August Calendar and made appropriate edits. They also reviewed an August-December Calendar and discussed cancelling meetings in September due to the release of the Part A grant.

3. UNFINISHED BUSINESS

None.

4. MEETING ACTIVITIES/NEW BUSINESS

a) Executive Training: The Executive Committee members received a training from facilitator George Gadson on meeting preparation. Mr. Gadson reviewed his nine steps for planning a meeting, and engaged the members to talk about how they develop and organize their agendas, how they encourage their members to do the meeting pre-work, and how they make sure that the right members are around the meeting table. After the training the members discussed ways to incorporate what they've learned from their training series into their committee and HIVPC meetings. The chairs spoke about the importance of members reading the past meeting minutes beforehand, and discussed instituting a "Minutes Quorum" where members will have to attest that they have read the minutes before they can vote to approve them. They also discussed the need for a common message

between the chairs and HIVPC leadership, and the need for chairs to support each other during meetings and Planning Council. Finally, the members discussed term limits to encourage member participation and action, as well as a transitional process for training new committee leaders. These topics and others that are discussed after Executive Committee trainings will be added to a comprehensive list of "Training Takeaway Messages."

5. GRANTEE REPORT

None.

6. PUBLIC COMMENT

None.

7. AGENDA ITEMS / TASKS FOR NEXT MEETING: TBD VENUE: TBD

Agenda Items for next Meeting	*Action to be taken, presentation, discussion, etc.*
Executive Training	Action Item: receive a training on communication and meeting facilitation

8. ANNOUNCEMENTS

None.

9. ADJOURNMENT

The meeting adjourned at 12:00 p.m.

Executive Committee Attendance 2016

Consumer	PLWHA	Absences	Count	Meeting Month:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Attendance Letters
				Meeting Date:		CX	24	C	C	16	21						
		1	1	Creary, K.	N- 4/16			X	NQA	A	R- 7/12						
		1	2	Earp, A.	N- 4/16			X	NQA	A	X						
		0	3	Edwards, C.	N- 4/16			X	NQX	X	A						
		4	**4**	Fleurinord, P.	A		A	A	NQA	A	A						
		1	**5**	Foster, V.	N- 4/16			X	NQA	X	X						
1		0	**6**	Gammell, B *Chair* (Chair effective 3/1)	X		X	X	NQX	X	A						
		0	**7**	Grant, C.	X		X	X	NQA	X	X						
		0	**8**	Hayes, M.	N- 2/16		X	X	NQX	X	A						
1		0		Katz, H.B.	X		X	Z- 4/16									
1		1		Lint, A.	A		X	Z- 4/16									
		0	**9**	Lopes, R., *Vice Chair*	N- 3/1		X	X	NQX	X	X						
		0	**10**	Robertson, L.	N- 4/16			X	NQX	A	X						
1		1		Reed, Y.,	A	(V. Chair ended 3/1)											
		2	**11**	Siclari, R.	X		A	X	NQA	A	A						
	1	3	**12**	Spencer, W. (Ex-Officio 3/1)	X		A	A	NQA	X	X						
		1	**13**	Taylor-Bennett, C.	X		X	X	NQA	A	X						
		0		Tomlinson, K.	X	Z- 2/16											
		0		**Quorum (Chairs)= 5**	7		8	11		7	7						

X - present
A - absent
E - excused
NQA - no quorum absent
NQX - no quorum present
N - newly appointed
Z - removed
C - cancelled
W - warning letter
R - removal letter

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VISION: To ensure the delivery of high quality comprehensive HIV/AIDS services to low income and uninsured Broward County residents living with HIV, by providing a targeted, coordinated, cost-effective, sustainable, and client-centered system of care

MISSION: We direct and coordinate an effective response to the HIV epidemic in Broward County to ensure high quality, comprehensive care that positively impacts the health of individuals at all stages of illness. In so doing, we: Foster the substantive involvement of the HIV affected communities in assuring consumer satisfaction, identifying priority needs, and planning a responsive system of care
Support local control of planning and service delivery, and build partnerships among service providers, community organizations, and federal, state, and municipal governments
Monitor and report progress within the HIV continuum of care to ensure fiscal responsibility and increase community support and commitment

Fort Lauderdale / Broward County EMA
HANDOUT A Broward County HIV Health Services Planning Council
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200 Oakwood Lane, Suite 100, Hollywood, FL, 33020 - Tel: 954-561-9681 / Fax: 954-561-9685

BROWARD COUNTY HIV HEALTH SERVICES PLANNING COUNCIL
MEETING AGENDA
Thursday, October 27, 2016, 9:30 a.m.
GC-430
Chair: Brad Gammell **Vice Chair:** Requel Lopes
Reminder: *Meeting Attendance Confirmation Required at least 48 Hours Prior to Meeting Date*

1. CALL TO ORDER (10 minutes)

2. WELCOME AND PUBLIC RECORD REQUIREMENTS
a. Review Meeting Ground Rules, Public Comment and Public Record Requirements
b. Council Member and Guest Introductions
c. Moment of Silence
d. Excused Absences and Appointment of Alternates
e. Approval of 10/27/16 Meeting Agenda
f. Approval of 8/16/15 Meeting Minutes

3. PHONE INTRODUCTIONS

4. FEDERAL LEGISLATIVE REPORT (Kareem Murphy) (Handout A) (5-10 minutes)

5. CONSENT ITEMS

#	MOTION	JUSTIFICATION	PROPOSED BY
1.			
2.			

6. DISCUSSION ITEMS

#	SERVICE CATEGORY	Recommended TO	Recommended FROM	PROPOSED BY
1	Ambulatory (5)			Priority Setting & Resource Allocation Committee
2	MAI Ambulatory (1)			
3	Pharmaceuticals (3)			
4	Dental (2)			
5	Case Management (7)			
6	MAI Case Management (1)			
7	Medical Case (Disease) Management (4)			
8	Mental Health (3)			
9	MAI Mental Health (2)			
10	Substance Abuse (2)			
11	MAI Substance Abuse (1)			
12	Food Bank (1)			
13	Food Voucher (1)			
14	MAI Centralized Intake and Eligibility Determination			
15	HICP (1)			
16	Legal Assistance (1)			
	Total Part A Funds			
	Total MAI Funds			
	Total Funds			

7. NEW BUSINESS
a. HIVPC Social Media: Follow-up with action taken

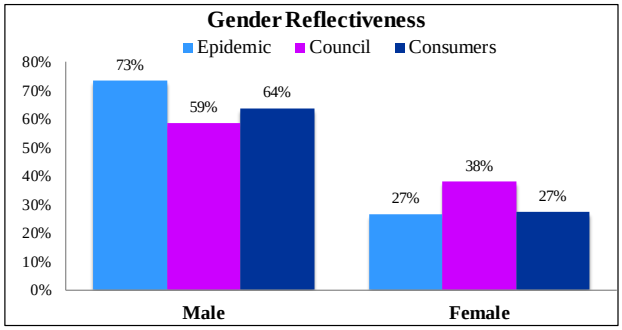
8. DECEMBER COMMITTEE REPORTS (15 minutes)

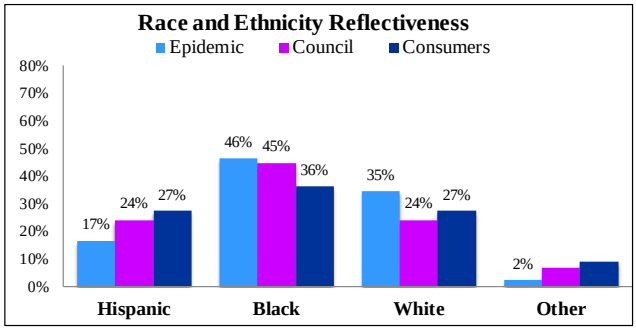
A. COMMUNITY EMPOWERMENT COMMITTEE (CEC)
No October Meeting *Chair: L. Robertson V. Chair: P. Fleurinord*

B. MEMBERSHIP/COUNCIL DEVELOPMENT COMMITTEE (MCDC)
No October Meeting *Chair: Vacant V. Chair: V. Foster*

HANDOUT A

HIV Planning Council Membership Report
Current Through Octobert 2016





Gender	Epidemic		Council		% Difference	Consumers		% Difference
Male	14,372	73%	17	59%	-15%	7	64%	-10%
Female	5,213	27%	11	38%	11%	3	27%	1%
Transgender	-	-	1	3%	-	1	9%	-
Race	**Epidemic**		**Council**		**% Difference**	**Consumers**		**% Difference**
Hispanic	3,253	17%	7	24%	8%	3	27%	11%
Black	9,100	46%	13	45%	-2%	4	36%	-10%
White	6,777	35%	7	24%	-10%	3	27%	-7%
Other	455	2%	2	7%	5%	1	9%	5%
Total	19,585	100%	29			11		

Current Members	29
Minimum (Per County Ordinance)	20
Maximum (Per County Ordinance)	35
% Unaffiliated Consumers	38%

Vacant Seats
1. Grantees of Other Federal HIV Programs - VA
2. Federally Recognized Indian Tribe Members
3. State Medicaid
4. Individual co-infected with Hep B or Hep C
5. Local Public Health Agency
6. Substance Abuse Provider

No more than 3 members employed by one governmental agency or provider shall serve on the HIVPC at one time, and no more than 40% of HIVPC members shall be Part A-funded

% Part A-Funded Providers	*28%*

C. QUALITY MANAGEMENT COMMITTEE (QMC)

October 17, 2016 *Chair: C. Grant*

D. PRIORITY SETTING & RESOURCE ALLOCATION COMMITTEE (PSRA)

October 19, 2016 *Chair: W. Spencer, Vice Chair: R. Siclari*

E. EXECUTIVE COMMITTEE

October 20, 2016 *Chair: B. Gammell Vice Chair: R. Lopes*

9. GRANTEE REPORTS (20 minutes)

a. Part A
b. Part B
c. Part C
d. Part D
e. Part F
f. HOPWA
g. Prevention

10. UNFINISHED BUSINESS

11. PUBLIC COMMENT (Up to 10 minutes)

12. ANNOUNCEMENTS

13. REQUEST FOR DATA

14. AGENDA ITEMS FOR NEXT MEETING: December 8, 2016 8:30 a.m.- 5:00 p.m. **LOCATION:** TBD

Tasks for next Meeting	*Responsible Party*	*Action to be taken, presentation, discussion, brainstorm etc.*
HIVPC and Committee Retreat	HIVPC	ACTION ITEM:

15. ADJOURNMENT

PLEASE COMPLETE YOUR MEETING EVALUATIONS

THREE GUIDING PRINCIPLES OF THE BROWARD COUNTY HIV HEALTH SERVICES PLANNING COUNCIL

• Linkage to Care • Retention in Care • Viral Load Suppression •

November 2016

Broward County HIV Health Services Planning Council Calendar

HANDOUT B

Last Updated: 10/18/2016

Meeting dates & times are subject to change. Unless otherwise noted, meetings are held at: Governmental Center Annex, Ryan White Part A Program Office, 115 S. Andrews Ave.; Ft. Lauderdale, 33301. Please contact support staff at 954-561-9681 ext. 1250 or visit http://www.brhpc.org for updates.

Monday	Tuesday	Wednesday	Thursday	Friday
	1 **Case Management QI Network** 9:30 a.m., A-337^ **Community Empowerment Committee (CEC)** 3:00 p.m., A-337^	2	3	4
7	8	9 **HIVPC Coordination** 2:00 p.m., A-335^	10 **Membership/Council Development Committee (MCDC)** 9:30 a.m., A-335^	11
14	15	16 **Priority Setting and Resource Allocation Committee (PSRA)** 12:30 p.m., A-337^	17 **Executive Committee** 9:30 a.m., TBD	18
21 **Quality Management Committee (QMC)** 12:30 p.m., A-335^	22	23 **Medical QI Network** 2:00 p.m., A-337^	24	25
28	29	30		

^Governmental Center —115 S Andrews Ave, Ft. Lauderdale, 33301
~Dorothy Mangurian Comp. Center—1000 NE 56th St, Ft. Lauderdale, 33334

Meetings in ~~Red~~ are cancelled.
Meetings in **Blue** are for the HIV Planning Council Committees & QI Networks.
Meetings in Black are not associated with the HIV Planning Council.

November 2016

Broward County HIV Health Services Planning Council Calendar

HANDOUT B

Last Updated: 10/18/2016

Dates and times are subject to change. Visit http://www.brhpc.org/programs/hiv-planning-council/ for updates. For questions about the HIV Planning Council & Committees, please contact Adam Bente at 954-561-9681 ext. 1250. For questions about the QI Networks, please contact Brithney Johnson at 954-644-2774.

TODOS ESTAN BIENVENIDOS!

A menos que se anote de forma diferente en el calendario, todas las reuniones se realizarán en:

Governmental Center
115 S. Andrews Ave.
Ft. Lauderdale, FL 33301
(Acceso de Downtown Bus Terminal y Tri-Rail/Broward County Transit)

Para confirmar información acerca de la reunión de Consejo de Planeación VIH, o confirmar la reserva de servicios especiales tales como: Traducción Inglés a Español o a Criollo (Haitiano), servicios para discapacitados en visión o audición, por favor llame con 48 horas de antelación para que puedan hacerse los arreglos necesarios.

ALL ARE WELCOME!

Unless otherwise noted on the calendar, all meetings are held at:

Governmental Center
115 S. Andrews Ave.
Ft. Lauderdale, FL 33301
(Access from Downtown Bus Terminal and Tri-Rail/ Broward County Transit)

To confirm HIV Planning Council meeting information, or reserve special needs services such as: Translation from English to Spanish or Creole; or, are hearing or visually impaired, please call 48 hours in advance so that arrangements can be made for you.

BON VINI!

Sòf si yo ta ekri yon lòt bagay nan almanak-la, tout rankont-yo ap fèt:

Governmental Center
115 S. Andrews Ave.
Ft. Lauderdale, FL 33301
(Access from Downtown Bus Terminal and Tri-Rail/ Broward County Transit)

Pou konfime enfòmasyon ou resevwa sou rankont Konsèy Planifikasyon HIV-a, oswa pou rezève sèvis pou bezwen Espesyal tankou: Tradiksyon angle an panyòl oswa kreyol; oswa, si ou gen pwoblèm wè oswa tande, rele 48 tè alavans pou yo ka fè aranjman pou ou.

HIVPC Committee Descriptions

Community Empowerment Committee (CEC) - Encourages the participation of individuals infected and affected with HIV/AIDS in the planning, priority-setting and resource-allocation processes. Function as a primary level of appeal for unresolved grievances relative to the Council's decisions regarding Ryan White Part A funding.

Membership/Council Development Committee (MCDC) - Recruits and screens applications based on objective criteria for appointment to the Council in order to ensure demographic requirements of the Council are maintained according to the Ryan White Treatment and Modernization Act. Presents recommendations to the Council. Institutes orientation and training programs for new and incumbent members.

Needs Assessment/Evaluation (NAE) Committee - Develops and updates the annual Needs Assessment, including determining focuses for the client survey, provider survey, and client focus groups. Evaluates and updates the Comprehensive Plan to determine progress.

Quality Management Committee (QMC) - Ensures highest quality HIV medical care and support services for PLWHA by developing client and system based outcomes and indicators. Provides oversight of standards of care, develops scopes of service for program evaluation studies, assesses client satisfaction, and provides QM staff/client training/education.

Priority Setting Resource Allocation (PSRA) Committee - Recommends priorities and allocation of Ryan White Part A funds. Facilitates the Priority Setting and Resource Allocation Process to include the review of appropriate data (service utilization, epidemiological data). Develops, reviews, and monitors eligibility, service definitions, as well as language on 'how best to meet the need.

System of Care (SOC) Committee - Evaluates the system of care and analyzes the impact of local, state, and federal policy and legislative issues impacting PLWHA in the Broward County EMA. Plans and addresses coordinated care across diverse groups by engaging community resources to eliminate disparities in access to services.

Executive Committee - Sets agenda for Council meetings. addresses conflict of interest issues, reviews attendance reports, oversees the planning activities established in the Comprehensive Plan, oversees committee work plans, reviews committee recommendations, ratifies recommendations for removal for cause, and addresses unresolved grievance issues.

HIV Health Services Planning Council (HIVPC) - Monitors, evaluates, and continuously improves systematically the quality and appropriateness of HIV care and services provided to all patients receiving Part A and MAI-funded services.

BROWARD COUNTY HIV HEALTH SERVICES PLANNING COUNCIL
BY-LAWS

ARTICLE IV
MEMBERSHIP

SECTION 11: Removal of Members and Alternates

A. Procedure for removal. If a member or alternate fails to comply with Paragraphs B or C, or for reasons documented in Paragraph D, the Council shall recommend to the Broward County Board of County Commissioners the removal of that Member or Alternate. A recommendation of removal is based upon a majority vote of the Council members in attendance at a meeting at which Staff has provided written notification to the member or alternate recommended for removal that such item will be on the meeting's agenda.

B. The Council shall recommend that a member or alternate be removed from service on the Council for refusing to cooperate in a conflict of interest review, or when it is determined that the member or alternate knowingly took action(s) intended to influence the conduct of the Council in a manner as defined in **ARTICLE IV, SECTION 2** of these By-laws. The Council shall terminate from service any committee member who is not also a Council member for refusing to cooperate in a conflict of interest review, or when it is determined that member knowingly took action(s) intended to influence the conduct of the Council in a manner as defined in **ARTICLE IV, SECTION 2** of these By-laws.

C. The Council shall recommend that a member or alternate be removed from the Council for, but not limited to, failure to comply with County regulations or the Council Local Procedures Manual, failure to comply with meeting ground rules, or failure to maintain committee membership.

D. A Council Member, Council Chair, or Committee Chair may recommend removal for cause of a member or alternate by forwarding to the Membership Committee said recommendation, documenting the reasons for requesting removal. The Membership Committee will review the evidence and make recommendations to the Executive Committee. The Executive Committee will review the recommendation and forward the recommendation to the Council.

EXECUTIVE COMMITTEE
Policies and Procedures

Grievances

The Executive Committee (Committee) will provide a clearinghouse and facilitate resolution of grievances in an open, inclusive, non-discriminatory and impartial manner. Pre-dispute activities (such as publicly announcing all Broward County HIV Health

Services Planning Council (Council), and Committee meetings, encouraging participation and feedback from members of the community at all Council, and Committee meetings, establishment of policies for attendance-related expense reimbursement for the infected community, development and distribution of outreach materials, including Grievance and Membership flyers, offering technical assistance, and informing the public of decision making procedures) have been enacted which assist in preventing potential grievances. The Committee is responsible for ensuring that consumer groups, affected individuals with direct interest, service providers, and Council members are aware of and have access to operating procedures available to address grievances. The Committee operates in accordance with applicable State and County conflict of interest statutes and ordinances.

The Committee will address grievances by individuals, community groups, council members and Part A providers eligible to receive Ryan White Part A funding which have been adversely affected by any actions of the Council involving the following: the needs assessment process, the comprehensive planning process, the priority setting process (including language regarding how best to meet such priorities), the clinical outcome/cost effectiveness determination process and allocation (as well as any possible reallocation) of funds to service categories process. For a grievance to be eligible for consideration, deviation from established, written processes or policies must be stated within the claim. All appeals from an initial action must be filed within two weeks of any decision, deviation or incident, and all resolutions or remedies are meant to apply prospectively. To avoid conflict of interest, grievances relative to the process used to select Part A service providers shall be in accordance with the Broward County Administrative Code.

GeoPhil Enterprises, Inc.

Leadership
Self-Assessment Questionnaire

This learning instrument will provide you with an opportunity for assessing and reflecting your capabilities and desire for developing leadership skills.

For each of the 20 questions listed below, rate yourself on the scale shown below, with 5 being *Almost Always True* and 1 being *Almost Never True* by circling the number that you feel most closely represents your feelings about the task.

- Almost Always True — 5
- Frequently True — 4
- Occasionally True — 3
- Seldom True — 2
- Almost Never True — 1

Be honest about your answers as this survey is only for you own self-assessment.

Leadership Self-Assessment Questionnaire

1.	1	2	3	4	5	I enjoy working on teams.
2.	1	2	3	4	5	I am able to speak clearly to others.
3.	1	2	3	4	5	I enjoy relating to others on an interpersonal basis.
4.	1	2	3	4	5	I am good at planning.
5.	1	2	3	4	5	I can interpret rules and regulations.
6.	1	2	3	4	5	I feel comfortable asking others for advice.
7.	1	2	3	4	5	I enjoy collecting and analyzing data.
8.	1	2	3	4	5	I am good at solving problems.
9.	1	2	3	4	5	I am comfortable writing memos to others.
10.	1	2	3	4	5	I can delegate work to others.
11.	1	2	3	4	5	I am effective at handling employee complaints.
12.	1	2	3	4	5	Giving directions is comfortable for me.
13.	1	2	3	4	5	I know how to develop goals and carry them out.
14.	1	2	3	4	5	I am comfortable at implementing new techniques.
15.	1	2	3	4	5	I enjoy appraising performance and giving feedback.
16.	1	2	3	4	5	If I made a mistake, I would admit it and correct it.
17.	1	2	3	4	5	I am able to resolve conflict in the workplace.
18.	1	2	3	4	5	I believe in diversity in the workplace.
19.	1	2	3	4	5	I thrive on change.
20.	1	2	3	4	5	One of my greatest desires is to become a leader.

Scoring

Score the survey by adding the numbers that you circled: _____

A score of fifty or higher indicates a desire to become a leader and a perceived ability to perform the tasks required of a leader.

A score of fifty or less indicates a general dislike of wanting to become a leader or a perceived inability to perform the tasks required of a leader.

However, no matter what your score is, your commitment, desire, and determination are the biggest indicators of your ability to become a leader.

Use this assessment to help you to determine what skills and abilities you can continue to improve (strengths) and what skills and abilities you need to develop (opportunities for growth).

What are your strengths?

What are your opportunities for growth?

GeoPhil Enterprises, Inc.

Leadership Styles

There are many different leadership styles. Different styles work in different situations. A team will be a stronger with a variety of different leadership styles.

Take the quiz below to help you find out what leadership style you are more inclined to follow.

Leadership Style
Quiz

Circle the response that reflects your first reaction. There is no right or wrong answer.

As a leader, I tend too	Always	Often	Sometimes	Never
1. Make my own decisions.	4	3	2	1
2. Tell others what to do.	4	3	2	1
3. Suggest a decision to others.	4	3	2	1
4. Persuade others to do things my way.	4	3	2	1
5. Participate just like any other person.	4	3	2	1
6. Provide resources to others	4	3	2	1
7. Gather others feedback before deciding.	4	3	2	1
8. Rely on my own judgment.	4	3	2	1
9. Make sure the majority rules.	4	3	2	1
10. Turn decision over to others.	4	3	2	1
11. Ask others to brainstorm choices.	4	3	2	1
12. Share my own ideas.	4	3	2	1

Add the numbers together from the following set of questions. The highest number will show what leadership style that seems natural for you. You should strive to understand different leadership styles and thinks of ways you might use them for different situations.

Add the numbers you circled Total Leadership Style for the following questions

Question 1, 2, 4, 8 _____Autocratic

Question 3, 7, 9, 11 _____Participative

Question 5, 6, 10, 12 _____Delegative (Free Rein)

Question 1, 5, 4, 10 _____Situational

Authoritarian Leadership (Autocratic)

Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group.

Researchers found that decision-making was less creative under authoritarian leadership. Kurt Lewin also found that it is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling, bossy, and dictatorial.

Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

Participative Leadership (Democratic)

A study by Lewin found that participative leadership, also known as democratic leadership, is generally the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members. In Lewin's study, children in this group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality.

Participative leaders encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated and creative.

Delegative (Free Rein) Leadership

Researchers found that children under delegative leadership, also known as laissez-fair leadership, were the least productive of all three groups. The children in this group also made more demands on the leader, showed little cooperation and were unable to work independently.

Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation.

Situational Leadership

In situational leadership, three factors affect the leader's decisions: the situation, the capability of the followers and the capability of the leader. The leader adjusts to whatever limitation is laid out in front of him by his subordinates and the situation itself. Adaptability is key here. The leaders need to be as dynamic as the different situations they are faced with.

STYLE	D HIGH DOMINANCE	I HIGH INFLUENCE	S HIGH STEADINESS	C HIGH CONSCIENTIOUS
PACE	Fast/Decisive	Fast/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
MOTIVATED BY	Results Control	Participation Praise and encouragement	Acceptance Security	Accuracy Precision
STRENGTHS	Challenges Leadership Setting and driving high standards	Persuading Motivating Entertaining High energy	Listening Teamwork Follow-through Supporting others	Following the rules Logistics Planning, creating systems and structures
GROWTH AREAS	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to begin Lacks global perspective	Perfectionists Critical Unresponsive
FEARS	Not having control Having to completely trust others	Loss of social recognition	Sudden changes Instability	Personal criticism of their performance or technique
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Informality
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Passive Indecisive	Withdrawn Stubborn
GAINS SECURITY THROUGH	Control Leadership	Recognition Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track record and progress	Acknowledgments Applause Compliments	Depth of contribution Compatibility with others	Precision Accuracy Quality of results
IDEAL SPORTING ENVIRONMENT	Efficient Busy, fast paced Structured	Interacting Busy, big picture Personal	Friendly Functional Personal	Formal procedures Detailed Structured

DiSC™ INTERACTION STRATEGIES

Classical Profile Patterns	Creating a Positive Climate	Communicating	Resolving Conflict
DOMINANCE D Developer Di Results-Oriented Dl Inspirational Dc Creative	– Provide choices for activities – Accept their need for variety and change – Let them direct the efforts of others – Offer new opportunities and challenges	– Use direct, to-the-point communication without a lot of social chatter – Check at the end of discussion to make sure everything was heard	A "D" tends to take a direct, aggressive approach which may result in "I win/you lose" – Avoid "right-wrong" debates by stating your differences without judgment – Use open-ended questions (how, what, where, when) to get to the real issues – Ask them what would be necessary to have a win/win solution – Wrap up the discussion by stating what each person has committed to do to resolve the conflict
INFLUENCE I Promoter Id Persuader Is Counselor Ic Appraiser	– Provide opportunities to interact positively with others – Allow time for verbalizing their thoughts, feelings, ideas – Assist them in following up on details – Provide enthusiastic, verbal recognition	– Use informal, open-ended discussions in social environments – Provide opportunity to share stories and ideas in an enthusiastic exchange – Use two-way dialogue, responding to their feelings	An "I" tends to avoid direct, open conflict – Recognize their discomfort with conflict or loss of approval – State the issue factually without criticism of them as a person – Limit their attempts to minimize the problem or sidetrack the discussion – Wrap up the discussion with a clear statement of what is going to happen, by when, and affirm your relationship with them
STEADINESS S Specialist Si Agent Sd Achiever Sdc Investigator Sc Specialist	– Acknowledge how their efforts are helpful to others – Provide opportunities to cooperate with others in achieving results – When suggesting change, lay out a step-by-step plan	– Provide regular opportunities for informal, casual discussions – Draw out information about their concerns, worries or conflicts with others – Inititate discussions in a friendly, low-key manner	An "S" tends to avoid aggression, hostility or conflict – State the need to resolve the conflict in order to maintain stability and harmony in the relationship – Draw out uncomfortable issues by asking open-ended questions (how, what, where, when) – Ask them what they would need to resolve the issue in a way that was reasonable and effective
CONSCIENTIOUSNESS C Objective Thinker CS Perfectionist Cis Practitioner Cd Creative	– Provide opportunities for them to demonstrate their expertise – Provide situations where their systematic efforts will contribute to long-term success – Accept their need to be "right" and discomfort with mistakes	– Use formal communication in new situations, avoiding personal questions – Use logical, matter-of-fact statements rather than emotional expressions – Check for points of disagreement or misunderstanding	A "C" tends to initially withdraw from open conflict but may become defensive or aggressive – State the issue calmly, logically, factually, citing specific behavior – Ask what they would need to resolve this conflict on a "win-win" basis – Recognize their need to think about the situation before responding by scheduling a time to have a follow-up discussion