



Leadership Challenges for Transformational Change

“Great leaders possess social intelligence, a zest for change and above all a vision that allows them to set their sights on the things that truly merit attention.”

Peter Drucker

Introduction

In the Western world there is an increasing trend towards the notion that “the market” or a business approach can adequately address the needs of people who are susceptible to discrimination, stigma and mistreatment due to living with a disability. The move towards a market approach to the provision of services also brings with it an emphasis on management principles, often resulting in management roles and structures lacking in both the necessary content knowledge and leadership capacity required for ensuring that such services have the ability to deliver on their promise to add value to the lives of people with disabilities.

This document highlights:

- The Leadership Challenges facing the Disability Sector
- The role of Government initiatives in shaping the leadership agenda
- The Importance of leadership from people with disabilities
- The need for leadership renewal through youth and emergent leadership
- Ethical leadership as a mechanism for social change

The information included in this *Make it so* was obtained through the participation of the IIDL network and Sponsoring Countries Leadership Group.

Please note, this is not a definitive literature search but rather a brief snapshot of some of the more thought provoking articles which address the significant leadership challenges confronting the sector at this time of major change.

We hope you will find it helpful and welcome feedback on additional resources and issues that would provide a balanced perspective on this critical challenge.

Lorna Sullivan

Sector Leadership

The provision of services to people with disabilities are rapidly changing across all IIDL Member countries, with most progressive approaches now acknowledging the need to shift from provider driven service models to individualised approaches supported by personalised budgets in one form or another. These changes require a renewed investment in sector leadership, away from an understanding of and focus on traditional practices to a stronger function on leadership and innovation as key functions to ensure that relevant and effective services and supports are delivered.

Many countries now realise that service sector leadership is vital to the success of self directed, personalised service models. To succeed in attaining full lives for people with a disability, leaders are required who have the ability to manage change in order to promote and support continuous improvements in the delivery of disability services.

However the absence of disability-based leadership, resources and supports hamper government authorities, private sector, not-for-profit and advocacy organisations as well as communities from obtaining and adapting the necessary skills and processes to support people with a disability to live a full life.

Dr Michael Kendrick has, over the past twenty years provided, above all others, the most comprehensive address of the leadership challenges facing the sector.

“Leadership will not appear just because it is needed. It will require a proactive effort to keep our current leaders renewed, relevant and challenged.”

M.J. Kendrick

As a consequence this *Make it so* will feature a series of Dr Kendrick’s leadership articles ranging from Leadership for Advocacy, Public and Personal Leadership and The Issue of Leadership and Alliances.

The Leadership Challenges of Service Quality (1997)

“One of the most decisive influences of quality is leadership.”

This early article continues to hold strong relevance as quality is increasingly defined within service systems as compliance and technical in nature. Where Dr Kendrick emphasises that without leadership nothing of consequence is actually achieved, that quality in fact derives from people and not from organisations, laws or systems.

<http://www.iimhl.com/files/docs/20170518i.pdf>

Some observations on key leadership challenges in the field of disability: a commentary by Michael J. Kendrick PhD (1999)

The disability field is much more than the professions that work in it and the organizations that define much of its activities. It is composed of all sorts of constituencies and interests of varying strengths and influence. It is more akin to a social movement and what constitutes a social movement are shared frameworks of values and ideologies.

This article looks at the key leadership issues that constitute “core” or fundamental matters that go to the heart of the field and its concerns.

<http://www.iimhl.com/files/docs/20170814.pdf>

Advocacy as Social Leadership (2002)

Both Advocacy and Leadership involve an intentional and deliberate attempt to influence events through the promotion of a specific view on a specific issue. This article seeks to identify the relationship between leadership and advocacy and provides illustrative instances of where advocacy, with appropriate intent can result in social leadership.

<http://www.iimhl.com/files/docs/20170518a.pdf>

Social Ethics and Values Leadership and their Effect on the Life Prospects of People with Disabilities (2006)

This article deeply examines the values and social ethics required by leaders, in services, families and communities if our efforts and strategies are to lead to the creation of life giving differences for people with disabilities. It provides an analysis of the strategies needed in order to nurture values based leaders and the potential that can be gained from such an investment.

<http://www.iimhl.com/files/docs/20170518g.pdf>

Leadership Challenges in Ireland In Regards to Altering the Condition of Life for People with Disabilities (2005)

Written at a time of major social and political change in Ireland this article identifies that while progressive Government policy is often believed to be a necessary centrepiece for change, it is by no means a panacea or a guarantee. The challenges in fact go well beyond Government, they encompass the leadership challenges of vision, values and the capacity of communities to welcome people with disabilities.

<http://www.iimhl.com/files/docs/20170518d.pdf>

Getting to Individualised Options in Ireland; the Present Leadership Challenge

As with many countries seeking to move away from the legacy of institutionalised care for people with disabilities, leadership in Ireland is now seeking a pathway towards more desired individualised options. This article identifies key obstacles which will require decisive leadership action if they are to be resolved. These issues include the need for a targeted and planned phase down of institutional services and the willingness of service agencies to pursue such objectives.

<http://frontline-ireland.com/getting-individualised-options-ireland-present-leadership-challenges/>

Leadership, Alliances and Change (2006)

This article, while recognising the challenges that are inherent in alliances, demonstrates that if leaders in the field of disability are to achieve the changes to services and systems necessary to enable people with disabilities to realise their potential, then such alliances are essential. It identifies some of the major leadership challenges to be addressed as "vision; depth and authenticity; right relationship and ethical partnering".

<http://www.iimhl.com/files/docs/20170518e.pdf>

The Potential Benefits of International Partnerships Between Leaders in the Field of Disability (2008)

The rapid advances worldwide in the theoretical understanding of what makes life good and the role of service providers in supporting a good life for people they serve, has not in any way been matched by the necessary advancement of practice within the field. This article written for IIMHL examines the benefits of international partnerships to the transfer of knowledge and the reform of the service system.

<http://www.iimhl.com/files/docs/20170518c.pdf>

Appraising the Leadership Challenges of Social Inclusion (2009)

Social inclusion is not simply the promotion of the increased presence of marginalised persons in society, but rather that such people return to or begin to occupy valued social roles within society and community life. This article provides ten key examples of the kinds of leadership challenges that will have to be taken up if the potential of authentic social inclusion of people with disabilities is to be realised.

<http://www.iimhl.com/files/docs/20170518b.pdf>

The Nature of Practical Leadership (2010)

Practical leadership is defined in this paper as leadership that has been tested by events and has established a track record of impressive results.

“There are leaders whose words and accomplishments are there to be examined first hand.”

This article provides a number of illustrative examples of such leadership.

<http://www.iimhl.com/files/docs/20170518h.pdf>

Public and Personal Leadership Challenges

The leadership challenges presented in this article seek to demonstrate the risks of reducing leadership to technologies and formulas. Rather it illustrates that the challenges which leaders must grapple with if we are to acknowledge and authentically safeguard against failure and dysfunction of the service system are intimately tied to questions on a deeper level, connected to the psyche of people at all levels.

<http://www.iimhl.com/files/docs/20170518f.pdf>

Challenges and Opportunities in International Leadership: 2017

“If you do not change direction you may end up where you are heading.”

Lao-Tzu

This article presented at the 2017 IIDL Leadership Exchange in Sydney examines the nature of International Leadership and presents eleven examples of international leadership challenges and opportunities.

http://www.iimhl.com/files/docs/2017Sydney/Materials/2017_IIDL_Sydney_Presentation_SubPlenary_2_Challenges_and_Opportunities.pdf

Government Leadership

Government Leadership in the development of policy, funding and evaluation plays a critical role in advancing life opportunities for people with disabilities in society. IIDL Member Governments have been shown to be developing innovative and transformational leadership in their disability policies.

Below is a small selection of such leadership:

Australia

National Disability Insurance Scheme

The National Disability Insurance Scheme currently being implemented in Australia has been heralded as one of the most progressive approaches to support and social inclusion of people with disabilities worldwide. This web link will enable you to review all NDIA Operational Documents. Operational guidelines - you can read about how the National Disability Insurance Scheme, history, development, policies along with a series of fact sheets outlining the how the principles of the scheme apply in practice.

<https://www.ndis.gov.au/people-disability/fact-sheets-and-publications>

New Zealand

Enabling Good Lives: A new approach to supporting People With Disabilities in New Zealand

This comprehensive website details the Enabling Good Lives approach. Defined as a new way of doing things that is led by people with disabilities, families and whanau.

“Through Enabling Good Lives disabled people and their whanau can choose to increase the choice and control they have in their lives and supports.”

This policy framework is extensively supplemented with stories and available resources.

<http://www.enablinggoodlives.co.nz/>

Canada

Rights of People with Disabilities

Government of Canada

In this small publication the Canadian Government sets out its agenda for the rights of people with disabilities in Canada. Canada seeks to reduce barriers and increase opportunities for people with disabilities, to ensure their full participation in our society. The nation has a strong legislative framework that guarantees the equal rights of people with disabilities. In addition, a range of federal programs support the lives of Canadians with disabilities.

<http://www.canada.pch.gc.ca/eng/1448633334025>

Ireland

From Congregated to Community Living: Ireland 2014 Moving Ahead: Mapping the National Disability Policy Landscape

This comprehensive report was produced as one part of the “Moving Ahead” project. It examines the factors which are required to successfully transition from congregate care to community living options within Ireland.

http://www.ucd.ie/psychology/pdfs/disability/FINAL_MOVING_AHEAD_POLICY_REVIEW.pdf

United Kingdom

Partners in Policymaking

Partners in Policymaking is an umbrella name for a suite of leadership training courses for disabled adults, parents and carers of disabled children, professionals and other service providers working in education, health and leisure. It has grown over the past 20 years into further leadership courses and the development of a national network of people - champions who believe that all people should have the right to live the life they choose.

Partners in Policy has been extensively used as part of co-design processes across many IIDL Member countries. This article from In Control in the UK provides a clear example of its principles and application.

<http://www.in-control.org.uk/what-we-do/partners-in-policymaking.aspx>

Leadership for Social Change

At a time when the social sector is struggling to encompass the increasing complexities and demands of its operating environment, it is all too easy for leadership to lose its focus on its key purpose of the leveraging of opportunity for greater social impact.

Leadership for Social Change has at its core “Leadership for a Better World”. It takes the notion of leadership beyond that of the individual to an approach that relies upon both the individual and the collaborative.

Learning the Art of Leadership

Geoff Aigner (2012)

*“Leadership is not management, entrepreneurialism or dictatorship.
It is the responsible use of power to make progress.”*

In this article Geoff Aigner examines the use of power in leadership and identifies the three principles for social change as “clarity of purpose”, “understanding ones role”, and “working with power and rank”.

http://leadership.benevolent.org.au/sites/default/files/publications/files/learning_the_art_of_leadership.pdf

Leadership for Social Inclusion in the Lives of People with Disabilities

Jane Sherwin – Australia

In this article Jane Sherwin identifies the five principle challenges for the social inclusion of people with disabilities and other marginalised groups, along with understanding the attributes required by leaders if authentic change is to emerge.

http://www.sherwinconsulting.com.au/uploads/1/3/0/0/13003978/sherwin_leadership_challenges_social_inclusion.pdf

The Leadership Crisis in Intellectual/Developmental Disability Field

University of Delaware – National Leadership Consortium

This short article puts into perspective a major challenge facing the disability sector, particularly at a time of substantive change to our understanding of the life potential and

aspiration of people with intellectual disabilities. It identifies that two thirds of current leaders in the service sector are reaching retirement age and there is not a next generation ready to move into these roles.

<http://nlcdd.org/leadership-crisis.html>

What is Social Change

Leadership Paradigms Inc.

This little workbook from the Leadership Paradigms Inc provides a self guide to people looking to strengthen their understanding of and leadership for social change.

<http://leadershipparadigms.com/docs/SOCIAL.pdf>

Equalise It: A Manifesto for Disability Equality in Development Cooperation

This manifesto has been written to identify the issues of the disability movement, and to set out a programme for change to create real equality for disabled people.

<http://pf7d7vi404s1dxh27mla5569.wpengine.netdna-cdn.com/files/library/harrison-Manifesto-June-08.pdf>

The Social Change Model of Leadership

Helen Astin

This article takes an approach to leadership development which is fundamentally collaborative and primarily concerned with the fostering of positive social change. It looks at three key perspectives of levels of leadership;

- 1) the individual
- 2) the group
- 3) the community

https://www.cmich.edu/ess/ResLife/Leadership_Opportunities/Leadership_Camp/Pages/Social_Change.aspx

Generations Ahead: A Disability Rights Analysis of Genetic Technologies: 2009

Parental tests are now available for hundreds of conditions for the assumed advantage of preventing disability in a future child. This article looks at how to honour and affirm the diversity that disability brings to the world in the face of such technologies that would seek to eliminate or prevent its presence in the population.

http://www.generations-ahead.org/files-for-download/articles/GenerationsAhead_DisabilityRightsConveningReport.pdf

Disabled Persons' Leadership

Undoubtedly the greatest influence in advancing reform and rights for people with disabilities has come from the active leadership taken up by disabled people themselves, individually and collectively through Disabled Persons' organisations.

Leadership Development for Women with Disabilities: Key Issues and Strategies in Leadership Training and Successful Participation in Microcredit Programs

Meenu Sikand, Cornell University 1998

This research examines the effectiveness of two key strategies for the development of leadership amongst woman with disabilities. It looks at the effectiveness of leadership

training and the key issues and strategies which lead to the successful participation of women in economic empowerment.

<http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1297&context=gladnetcollect>

Applied Leadership for Effective Coalitions

National Council on Disability: 2001

“You can only lead others where you yourself are willing to go.”

Lachlan McLean

This is a guide to assist people who are interested in promoting leadership. It is designed to cultivate leadership development and build coalitions across diverse cultures and disabilities to find common ground.

https://ncd.gov/rawmedia_repository/8ec73da3_2152_4b27_9f2a_c0da84fcdcb7.pdf

The Social Model Of Disability: An Outdated Ideology

Research, Science and Disability 2002

Tom Shakespeare & Nicholas Watson

This article argues that the time has come to move beyond the social model of disability, and proposes three central criticisms of the model:

- 1) the issue of impairment
- 2) the issue of identity
- 3) the impairment/disability dualism

http://www.um.es/discatif/PROYECTO_DISCATIF/Textos_discapacidad/00_Shakespeare2.pdf

The ‘Social Model of Disability’ and the Disability Movement

Vic Finkelstein, March 2007

In this article Vic Finkelstein argues that it would be counterproductive should the rights based model of disability come to be seen as an end in itself rather than a means to an end, as this would result in an exclusive re-direction of the movement's limited energy, leaving no capacity for essential grass roots development.

<http://disability-studies.leeds.ac.uk/files/library/finkelstein-The-Social-Model-of-Disability-and-the-Disability-Movement.pdf>

Women In History: Judy Heumann: Giving Voice and Creating Change

University of Nebraska 2008

Heumann, a disabled woman denied access to public school, went on to co-found with Ed Roberts, the World Institute on Disability. This is her story.

<http://digitalcommons.unl.edu/cgi/viewcontent.cgi?article=1058&context=iwel>

Ed Roberts activist Google Doodle honors leader of the disability rights movement

Roberts co-founded the World Institute on Disability, a non-profit organization focused on disability policy, research and consulting.

Marking what would have been Roberts' 78th birthday, his accomplishments as a disabilities rights activist are celebrated. Roberts created the Physically Disabled Students Program at his University. California Governor Jerry Brown named him Director of the California Department of Vocational Rehabilitation in 1976. Seven years later, Roberts co-founded the World Institute on Disability, a non-profit focused on disability rights policies, research and consulting.

<http://searchengineland.com/ed-roberts-activist-google-doodle-honors-leader-disability-rights-movement-267937>

Acts of kindness aren't enough: disabled people need acts of leadership: 2014

*“While many of us want change, far fewer of us are prepared to change.
And so we are drawn instead to the small acts of kindness.”*

This article from Australia has a focus on Access and Social Inclusion for people with disabilities, and challenges Australian society to become more actively engaged in the policies and infrastructure that ultimately shape a nation's response to the quality of all its people.

<http://www.smh.com.au/comment/acts-of-kindness-arent-enough-disabled-people-need-acts-of-leadership-20141229-12fbrz.html>

Self-Advocacy and Leadership

Liz Weintraub, CQL Quality Enhancement Specialist

“If I didn't have people in my life that truly believed in me, I don't think I would be the leader I am today. People look up to you for support and guidance. That's why I think it's important for you, as organizations, to believe in people.”

<https://www.c-q-l.org/resource-library/resource-library/all-resources/self-advocacy-and-leadership>

Disability Rights Movement

Nikki Henningham, The University of Melbourne

This article from Women and Leadership describes the role of women within the Australian disabled community who have, through their leadership efforts, made it their life's work to improve the situation of disabled people, by demanding access to the basic rights taken for granted by Australian Society.

<http://www.womenaustralia.info/leaders/biogs/WLE0427b.htm>

The Quality of Leadership

Craig Wallace, Ramp Up, 6 Sep 2012

In this article Craig Wallace questions why the disability movement in Australia has not come further and whether disabled people themselves might be to blame because we have accepted a lower standard of leadership.

<http://www.abc.net.au/rampup/articles/2012/09/06/3584631.htm>

The 3P's for Inclusion of Women with Disabilities

Women and girls with disabilities face discrimination and exclusion on a number of grounds. However the inclusion of gender equality in UN Convention on the Rights of Persons with Disabilities has empowered women worldwide to challenge gender inequalities and to recognise that diversity is key to a fully inclusive society.

http://www.cbm.org/article/downloads/54741/The_Personal_The_Political_The_Policy.pdf

Leaders with Developmental Disabilities in the Self-Advocacy Movement

This article follows the stories of thirteen American leaders in the Self Advocacy movement and explores their perspectives on key leadership issues.

http://bancroft.berkeley.edu/ROHO/collections/subjectarea/ics_movements/self_advocacy.html

Reflections on an Effort to Develop a Cross-Disability Consciousness Inclusive of People with Psychiatric Disabilities

Israel Sykes; Eyal Menashe; Elliot Lazerwitz; Ayala Vlodavsky; Limor Zagha-Shabbat;

A necessary condition for the development of movements for social change among oppressed populations is the crystallization of a collective group consciousness. The difficulty of creating a collective disability consciousness is compounded by the prevalence of a disability hierarchy, in which some disabilities are perceived by society and by themselves as having a higher status than people with other disabilities. The present article had its origins in a course entitled "From Personal Coping to Social Responsibility: Leadership Training for Social Change for People with Disability".

<http://dsq-sds.org/article/view/49/49>

A Phenomenological Study of Leadership: Developmental pathways of leaders with disabilities

Mika Watanabe (2014)

This research investigates how people with disabilities have transformed themselves into leaders within the field. It identifies three essential themes for leadership success:

- 1) childhood as an influential life experience
- 2) commitment, confidence, resilience and passion in leadership style
- 3) enjoyment in helping others.

<http://scholarworks.umt.edu/cgi/viewcontent.cgi?article=11827&context=etd>

The Social Change Model of Leadership – Why Disabled People are the Leaders of Tomorrow

Danny West (2015)

Danny West, a man living with a disability has develop and refined an approach to leadership which identifies with the strengths and strategies that people with disabilities have developed for overcoming the challenges associated with discrimination and stigma. He uses this analysis to identify such skills and in identifying why these strategies will be the leadership influences of the future.

<http://disabilityhorizons.com/2015/11/social-model-of-leadership-why-disabled-people-are-the-leaders-of-tomorrow/>

Leadership and How to Get there using the Path of Life

Sue Egan – Physical Disability Council of Australia

The personal stories of leaders are very instructive in helping us to understand and recognise key traits adopted by these people. In this article Sue Egan examines the factors and influences in her life that lead her to taking on key leadership roles in the Disabled Persons' networks within Australia.

<http://e-bility.com/articles/leadership.php>

International Leadership

Canada

Towards Renewed Descriptions of Canadian Disability Movements: Disability activism outside of the non-profit sector

Christine Kelly, Ph.D., Adjunct Professor, School of Canadian Studies, Carleton University

christine_kelly@carleton.ca

This article from the Canadian Journal of Disability Studies examines the nature and role of disability activism that is leading to a renewed understanding of the disability movement of Canada. The article demonstrates the adaptability and resourcefulness of the range of disability movements across Canada where disabled leaders and activists seek out issues and tactics to advance the social, financial and political influence of disabled people in highly restrictive socio-economic and political environments.

<http://cjds.uwaterloo.ca/index.php/cjds/article/view/68/119>

Leadership in the Canadian Consumer Disability Movement: Hopes and Challenges

This research article identifies the importance of strong leadership as critical to the creation and success of movements for social change. When such leadership comes from people with disabilities themselves it has a more profound impact as it is recognised as being the authentic and legitimate voice of disabled people.

“I think in our movement, more than so many others, it is about a struggle over whose knowledge counts, whose voice counts, and I think if we are going to move our agenda forward we need to find ways of making the knowledge of people with disabilities, of families of those who have worked from that perspective, matter. (Service/family organization 5)”

https://www.ijdc.ca/VOL06_01_CAN/articles/hutchison.shtml

India

The History of India’s Disability Rights Movement

This article from the Diplomat traces the progress and challenges of the disability rights movement in India, from the early 1970’s through to the current Disability Bill of 2011.

<http://thediplomat.com/2016/12/the-history-of-indias-disability-rights-movement/>

Africa

Advocacy Lessons from the Disability Movement: Experiences from Southern and Eastern Africa

Jabu Manombe-Ncube

In this paper Jabu Manombe-Ncube provides the historic context within which the leadership of disabled people has emerged, specifically identifying the key factors that have influenced the emergence of the African Disability Movement and looking at the critical role that leadership plays in the success of movements for social change.

<http://www.coady.stfx.ca/tinroom/assets/file/Jabu%20Manombe.pdf>

Strengthening the Disability Movement in Ghana Through Organisational Capacity and Advocacy

This extensive report provides an analysis of the disability situation in Ghana. It reviews the social, political, economic and cultural contexts of the country and identifies opportunities and barriers in influencing policies and developing strategies.

<http://www.gfdgh.org/Context%20analysis.pdf>

USA

Self-Determination

Joint Position Statement of AAIDD and The Arc

This short joint policy statement from the AAIDD and ARC identifies eleven “Must Haves” if people with an intellectual disability are to authentically gain the same right to self determination as all people.

<https://aaid.org/news-policy/policy/position-statements/self-determination#.WVZrO8aZO8o>

Tunisia

Disability Rights Movement Makes Progress in Tunisia

Since the Arab Spring people with disabilities in Tunisia have seen the opportunity to advance their rights and radically change the way people see disability in their country

“Things have changed since the fall of the old regime. People with disabilities have set up their own organisations and started to advocate for themselves.”

http://www.handicap-international.us/disability_rights_movement_makes_progress_in_tunisia

Youth and Emerging Leadership

The need for emerging leadership amongst young people, including youth with disabilities, is now a critical task for the disability sector. As leadership challenges change, the sector will increasingly require an active investment in providing opportunities to young people to both define what is possible into the future and to be active players in pursuing that future.

Building the Next Generation of Leaders in the Disabilities Movement

Pennie Foster-Fishman; Tiffeny Jimenez; Maria Valenti; Tasha Kelley. Michigan State University 2009

It is widely recognised that effective leadership continues to be needed within the Disability Rights Movement if the rights agenda of people with disabilities is to be moved forward. This study identifies strategies which could be effectively applied to promote both the number and quality of Disabled Leaders.

<http://systemexchange.msu.edu/upload/Building%20the%20next%20generation%20%20.pdf>

Youth Empowerment and Leadership Project

This project from Palestine has the aim of training young people to build the capacity of the disability movement in Palestine. The programme focuses on the psycho-social aspects of leadership; disability aspects of leadership and leadership skills.

<http://www.qader.org/index.php/en/component/content/article/2-projects/83-youth-empowerment-and-leadership-project-2>

Leadership – A Guide for Promoting Leadership for Youth with Disabilities: Strategies for developing youth leadership

University of Wisconsin

The need to foster leadership amongst youth with disabilities has never been greater. As professional leadership in the disability field begins to falter, the rise of a leadership by disabled people is beginning to take its place. These two articles from the University of Wisconsin give a series of tips for families, teachers, organisations and communities that serve as strategies to foster the emerging leadership of young people with disabilities.

<http://www.waisman.wisc.edu/cedd/pdfs/products/community/Leadership.pdf>

Strategies for Developing Youth Leadership

University of Wisconsin

Youth leadership develops through shared experiences in which young people learn by doing. Unfortunately youth with disabilities are often left out of such leadership opportunities. This is a series of key tips to creating opportunities and to encourage leadership development opportunities in youth with or without disabilities.

<http://www.waisman.wisc.edu/cedd/pdfs/products/family/strategies.pdf>

Values Based Leadership

The only true leadership is values based leadership. For values based leadership to emerge it must be rooted in who you are and what matters most to you. When you truly know yourself and what you stand for, it is much easier to provide the necessary leadership in any given situation. Values based leadership always comes down to doing the right thing and doing the best you can.

Values Based Leadership

Frederic Labarthe

“The essential characteristic of values based leadership is the belief that the welfare of people is the end of leadership and not that people are the means to the leader’s goals.”

This article written from a business perspective has significant application with the current emphasis on Human Services as a market. It defines values based leadership as the intention given to and the attention paid to aligning a community or an organization’s values, mission and vision with its strategy, performance management, rewards, processes and systems. It is essentially about cultivating a purposeful consistency, allowing a culture of genuine sincerity, trust and collaboration to flourish and endeavoring to do what you say at all times. Value based leadership is a system; it takes into consideration the whole organization that it organizes around well defined core values.

<https://leadershipforlife.wordpress.com/the-speed-of-trust/values-based-leadership/>

Leadership and Performance in Human Service Organisations

Thomas Packard

This very comprehensive chapter seeks to build a theory and practice for effective leadership for not for profit, human service organisations. It reviews the best known theories and models of leadership paying specific attention to how leadership impacts organisational culture and performance.

https://www.sagepub.com/sites/default/files/upm-binaries/27204_7.pdf

Books

Why I Burned My Book and other Essays on Disability

Paul K. Longmore

https://books.google.ca/books?id=srWpujPj6cIC&pg=PA102&lpg=PA102&dq=disability+movement+leadership+articles&source=bl&ots=qjNXRDde8Y&sig=fPk_QDkCqp2ZxjET-06aBfhdl0&hl=en&sa=X&ved=0ahUKEwjLttgQ5uXUAhXEcD4KHZdbCHM4ChDoAQhOMAU#v=onepage&q=disability%20movement%20leadership%20articles&f=false

Videos

Youth Leadership

<https://www.youtube.com/watch?v=SqV2VPzG0vU>

<https://www.youtube.com/watch?v=sufHhLv3U8U>

<https://www.youtube.com/watch?v=hQklvrU7iNI>

<https://www.youtube.com/watch?v=vLbNpO12nWo>

Sector Leadership

<https://www.youtube.com/watch?v=uVWdQku1V9s>

Disabled Persons

<https://www.youtube.com/watch?v=PR5KxB8ZNNY>

<https://www.youtube.com/watch?v=dDUe8hx6v5Q>

<https://www.youtube.com/watch?v=xnSUMUMvoel>

<https://www.youtube.com/watch?v=kUBPLguz1aY>

General

<https://www.youtube.com/watch?v=B0w-ASaOb94>

<https://www.youtube.com/watch?v=qp0HIF3SfI4>

Key Individuals and Agencies Contributing to this Publication:

- National Disability Insurance Agency - Australia
- Ministry of Health – New Zealand
- Government of Canada
- In Control
- Dr Michael Kendrick
- University of Wisconsin
- Physical Disability Council of Australia
- University of Delaware