

2010  
Addiction Technology Transfer Center Network



Northeast  
**ATTC**  
Unifying science, education  
and services to transform lives.

# LEADERSHIP INSTITUTE

*Unifying science, education and services to transform lives.*

## A LEADERSHIP DEVELOPMENT OPPORTUNITY FOR ADDICTION PROFESSIONALS

Your agency, as many others, may be faced with a shortage of adequately prepared leaders. Many national and regional workforce surveys indicate that the addiction field is undergoing a leadership crisis as many agency directors/managers are approaching retirement age within the next decade, and considerable turnover is occurring at high levels of treatment organizations. In this period of economic austerity it is particularly important to provide resources to support the growth of leaders in the field of addiction. The Northeast Addiction Technology Transfer Center (Northeast ATTC), in partnership with SAMHSA/CSAT's Partners for Recovery (PFR) and the ATTC Network, has stepped forward to provide one of the few educational opportunities to groom successors for leadership positions in addiction service organizations. Now in its sixth year, this professional development opportunity is available to addiction professionals in New York and Pennsylvania (Northeast ATTC Region).

### WHY PARTICIPATE IN THE NORTHEAST ATTC LEADERSHIP INSTITUTE?

If your staff participates in the Northeast ATTC Leadership Institute, they will:

- Recognize the key skills necessary to advance to a leadership role in the addiction field;
- Evaluate their own personal leadership style and identify areas for improvement;
- Develop and implement a plan for addressing identified areas for improvement;
- Examine short, medium and long-term goals for advancing to a leadership position.

"The LI training provided all of the right tools, guidance, structure, and assessments needed to reshape my future as a professional leader. The program was practical in its theories, yet provided the perfect challenge to cause one to think just how leadership works. It altered my life and made me realize that all things are possible, including being an excellent leader."

*Naomi, 2006 Leadership Institute Graduate*

"The Leadership Institute allowed me to step outside of myself to discover who I really am, but most importantly who I want to become."

*Kristina, 2009 Leadership Institute Graduate*

"The most important gift I received from the LI was the knowledge that the more I gave back, the more I received. I continuously recommend the Leadership Institute to others."

*Annie, 2007 Leadership Institute Graduate, 2009 Mentor*



## WHAT WILL THIS LEADERSHIP INSTITUTE OFFER?

The SAMHSA/CSAT's Partners for Recovery (PFR), Northeast ATTC Leadership Institute provides a unique opportunity for emerging leaders within the addiction treatment field. It offers a combination of training seminars, distance learning, mentoring, and experiential learning within a six-month timeframe.

The primary goal of the Northeast ATTC Leadership Institute is to cultivate new leaders through the enhancement of knowledge and development of competencies among new and emerging leaders. The Institute incorporates a four-phase design that will lay a foundation in developing leadership and management skills:

### PHASE I - ASSESSMENT

The Leadership Institute begins with an in-depth online assessment of leadership and management interests, values and skills. Skills of participants are thoroughly analyzed through a 360-degree assessment completed by supervisors, peers and subordinates.

### PHASE II - TRAINING EXPERIENCES

The second phase of the Institute consists of a five-day Immersion Training and ongoing continuing education. This intensive process is designed to establish a conceptual framework for the completion of the six-month Institute, including a comprehensive analysis of the online assessments. At the conclusion of the five-day training, each trainee is expected to create an Individual Leadership Development Plan (ILDLP), based on his/her assessment. This plan consists of a minimum of 20 hours of continuing education and a Leadership Development Project which is designed with the guidance of a mentor.

### PHASE III - EXPERIENTIAL LEARNING

This phase of the Institute moves the trainee from the "classroom" to actual work settings, typically, the organization in which they are employed. The trainee, with the guidance of a mentor, will implement his/her Leadership Development Plan and complete relevant continuing education projects. This phase will also include facilitated online discussions of relevant leadership topics in which all Institute trainees participate.

### PHASE IV - RECOGNITION

The Leadership Institute culminates in a special "graduation" ceremony where trainees will give presentations on their projects and describe how the projects related to their ILDPs.

Each phase is a valued component of the total Leadership Institute experience. Participants should be committed to participate in all activities of the training.

## WHAT ARE THE NOMINATION / APPLICATION CRITERIA?

Candidates for the program must be nominated by an agency director or supervisor with documented support of agency management. Candidates should be individuals who have realistic potential to become leaders and who demonstrate a commitment to their agencies in particular and the addiction field in general. Nominations will be screened and selected for the program through a committee process based on established criteria.

The committee will give preference to candidates who meet the following requirements:

- Demonstrate a personal or occupational commitment to the addiction field;
- Verify current employment in a supervisory position with an addiction service agency. Supervisory position includes managing direct-reports and/or managing projects;
- Demonstrate current and potential leadership aptitude as indicated by professional, volunteer and other activities, as well as professional recommendations;
- Commit to full participation in all activities of the Institute including the online 360 degree assessment by supervisors, peers and subordinates;
- Provide verification that the employing agency is committed to the person-hours and resources required to learn and apply the leadership model/training. Requirements include not only class hours but also class preparation, self-study, and development and implementation of a personal action plan. Special consideration should be given to the time and resources required to complete the Leadership Development Project.

## HOW DO I NOMINATE?

Application to the PFR/Northeast ATTC Leadership Institute is open to persons who work in addiction treatment agencies in New York and Pennsylvania. Potential candidates must be nominated through the nomination form in this brochure and are selected for participation by the Leadership Steering Committee based upon the information contained therein.

Attendance in all of the training activities is mandatory.

Nomination forms must be postmarked by April 12, 2010.

The selected candidates will be notified by May 3, 2010.

## WHEN IS THIS OFFERED?

The "kick-off" training for the Institute will be the Immersion Training held on July 26 – 30, 2010 at the St. Joseph's Addiction Treatment and Recovery Centers' Saranac Lake, NY facility. This is an important opportunity for both the protégé and the mentor to connect with the other participants. Logistics information will be provided to those who are accepted as trainees.



**The Immersion Training will be held at the St. Joseph's Addiction Treatment and Recovery Centers' facility in Saranac Lake, NY.**

## WHAT ARE THE COSTS?

### \$250 TUITION\* WHICH INCLUDES:

- Participation in the pre-course assessments;
- Materials and participation at the 5-day Immersion Training;
- Breakfast, lunch, AM/PM breaks and dinner at the Institute events;
- Hybrid online and face-to-face Booster Session scheduled for the third week in December, 2010;
- Breakfast, lunch, AM break at Graduation.

\* Payment due by May 31, 2010. Non-refundable after June 30, 2010.

\*\* We are very grateful to St. Joseph's Addiction Treatment and Recovery Centers for covering the housing costs during the Immersion training.

### A COMMITMENT FROM YOUR AGENCY IS NECESSARY TO COVER THE FOLLOWING REQUIRED COSTS:

- Travel costs\*\* for the 5-day Immersion Training to be held July 26-30, 2010 at St. Joseph's Addiction and Treatment and Recovery Centers located in Saranac Lake, NY;
- Travel and overnight stay for the 1-day Graduation Ceremony scheduled for the 2nd week in January, 2011 in New York City, NY.
- Continuing Education, if needed, to complete the required 20 hours.

# C O N F I D E N T I A L

## PFR/ATTC NETWORK LEADERSHIP INSTITUTE NOMINATION FORM

**NOTE TO PERSON MAKING NOMINATION:** It is important that you nominate an individual who has realistic potential to become a leader in your agency as well as a commitment to both your agency in particular and the addictions field in general. Your candid assessment of the candidate's talents, accomplishments, needs and potential will be very helpful to the Institute's selection committee. Your comments are confidential, and we will not share them with the candidate.

The committee members appreciate the time and care necessary to prepare this evaluation and are grateful for your help. Please recreate this form and type answers to questions 1 - 4. Do not exceed two (2) pages.

### ALL NOMINATION FORMS MUST BE POSTMARKED ON OR BEFORE THE APPLICATION DEADLINE APRIL 12, 2010

NAME OF CANDIDATE: \_\_\_\_\_

AGENCY/ORGANIZATION: \_\_\_\_\_ TITLE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

CANDIDATE'S PHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

CANDIDATE'S E-MAIL: \_\_\_\_\_

The following two OPTIONAL data fields are included on the form to help assure balanced participation.

#### GENDER

- Male  
 Female

#### RACE/ETHNICITY

- White  
 Native American

- Asian/Pacific Islander  
 Hispanic/Latino

- Black  
 Other

## PLEASE ANSWER THE FOLLOWING QUESTIONS

1. How long have you known the candidate and in what capacity?
2. What leadership qualities led you to recommend this candidate?
3. Please provide examples that describe the candidate's leadership skills or potential.
4. What type of skills training do you believe would be of benefit to the candidate?



5. Please rate the effectiveness of the nominee, to the best of your ability, in the following seven leadership competency dimensions. Mark your answers on the 5-point scale provided.

**OPTIONAL** — Is there any additional information that you would like to furnish to assist the Selection Committee in making a decision about this Candidate? You may attach additional information if you desire but supplemental material is limited to two (2) pages.

	NOT EFFECTIVE	SOMETIMES EFFECTIVE	OFTEN EFFECTIVE	EFFECTIVE	HIGHLY EFFECTIVE
MANAGING PEOPLE AND/OR TASKS – demonstrates such skills as coordinating, teamwork, leadership/influence, managing conflict, and planning/organizing.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
PROBLEM SOLVING AND DECISION MAKING – demonstrates skills through problem identification, insight, seeing things from new angles, recognizing trade-offs, decisiveness, and action.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
COMMUNICATING – demonstrates effective oral and written communication skills and active listening.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
BUILDING AND MAINTAINING RELATIONSHIPS – demonstrates skills that build interpersonal relationships, negotiating, putting people at ease, and showing compassion and sensitivity.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
MOBILIZING INNOVATION AND CHANGE – demonstrates the ability to conceptualize, inspire, act creatively to mobilize innovation and change, risk taking and visioning.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
MANAGING SELF – demonstrates self-directed learning, personal organization/time management, personal strengths, and problem solving/ analytical skills.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
PERSONAL PROFESSIONAL DEMEANOR – demonstrates integrity, projecting a professional image, and ethical practice.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

### CERTIFICATION AND AGREEMENT

The purpose of the PDR/ATTC Network Leadership Institute is to Leadership Institute is to enrich the experience of a wide range of promising individuals at an optimal point in their career to help them prepare for greater responsibilities and contributions to the agencies in which they work, and to the addiction field in general. I understand that continued organizational support is imperative for the trainee’s successful completion of this six month process. I understand, in making this nomination that this organization will be responsible for a portion of the costs incurred in this extended training institute. If the candidate becomes a trainee for Northeast ATTC Leadership Institute training, the organization agrees to support the trainee in the following ways:

- Time required for full participation
- Travel expenses as needed
- Registration fee of \$250

NOMINATOR

NAME OF PERSON MAKING NOMINATION: \_\_\_\_\_

ORGANIZATION/EMPLOYER: \_\_\_\_\_ TITLE: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

NOMINATOR’S PHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

NOMINATOR’S E-MAIL ADDRESS: \_\_\_\_\_

SIGNATURE OF NOMINATOR: \_\_\_\_\_ DATE: \_\_\_\_\_

I CERTIFY THAT THE INFORMATION INCLUDED IN THIS APPLICATION IS CORRECT.

**NOMINATION MUST BE POSTMARKED ON OR BEFORE April 12, 2010:**

**Ireta/Northeast ATTC - Kristine Pond**  
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**Pittsburgh, PA 15219**  
**Phone: 412-258-8569 Fax: 412-391-2528**  
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