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| **Crosswalk of Leadership Behaviors** | | |
|  | **Core Practice Model (CPM)**  *Be open, honest, clear, and respectful in your communications*  *Be accountable* | **Dare to Lead (DTL)**  *Cultivate a culture in which brave work, tough conversations, and whole hearts are the expectation, and armor is not necessary or rewarded* |
| **Engagement** | Create opportunities to gain new knowledge and skills, try new things, learn from mistakes, and take time to use critical thinking and reflection, even in times of crisis. | Modeling and encouraging healthy striving, empathy, and self-compassion\*  Acknowledging, naming, and normalizing collective fear and uncertainty\*  Making contributions and taking risks\*  Being a learner and getting it right\* |
|  | Establish and maintain regular and frequent communication to encourage an active partnership that engages staff at all levels in implementation and system improvement activities. | Setting boundaries and finding real comfort\*  Leading from the heart\* |
|  | Show that you care by listening to stakeholders (children, families, community members, and Tribes) and staff at all levels to hear their successes, concerns/worries, and ideas for working together to both celebrate successes and overcome barriers. | Practicing gratitude and celebrating milestones and victories\*  Knowing our values\*  Leading from the heart\*  Modeling and encouraging healthy striving, empathy, and compassion\* |
|  | Create regular opportunities to explore and affirm the efforts and strengths of staff and agency partners, fostering leadership through gains in skill and abilities, confidence, and opportunities to mentor others. | Being a learner and getting it right\*  Knowing our value\*  Giving gold stars\*  Practicing gratitude and celebrating milestones and victories\* |
| **Inquiry/Exploration** | Track and monitor barriers and challenges. | Acknowledging, naming, and normalizing collective fear and uncertainty\* |
|  | Be transparent with staff and stakeholders (children, families, community members, and Tribes). | Modeling clarity, kindness, and hope  Straight talk and taking action\* |
|  | Seek input and perspective to develop solutions at all staff levels and with stakeholders. | Making contributions and taking risks\*  Being a learner and getting it right\*  Getting clear on whose opinions matter |
|  | Advance mutually reflective, supportive supervision at all levels. | Giving gold stars\* |
| **Teaming** | Develop partnerships with effective community-based service providers with cultural connections to families receiving services. | Cultivating commitment and shared purpose  Leading from the heart\*  Cultivating a culture of belonging, inclusivity, and diverse perspectives\*  Using power with, power to, and power within\*  Getting clear on whose opinions matter |
|  | Work with families, youth, communities, and other stakeholders and peers as active partners in implementation of best practices, policy development, and problem-solving to support the CPM. | Cultivating a culture of belonging, inclusivity, and diverse perspectives\*  Using power with, power to, and power within  Giving gold stars\*  Practicing gratitude and celebrating milestones and victories\* |
|  | Model inclusive decision-making with staff at all levels across agencies | Modeling and encouraging healthy striving, empathy, and self-compassion\*  Practicing integration—strong back, soft front, wild heart\*  Using power with, power to, and power within\*  Straight talk and taking action\* |
| **Advocacy** | Promote advocacy by providing frequent and regular opportunities for Tribes, agency partners, staff, youth, families, and caregivers to share their voice. | Using power with, power to, and power within\*  Cultivating a culture of belonging, inclusivity, and diverse perspectives\* |
|  | Advocate for the resources needed to support and develop staff, and to provide effective, relevant, culturally responsive services for families. | Knowing our value\*  Making contributions and taking risks\* |
| **Accountability** | Listen and provide timely feedback to staff and stakeholders and establish a shared expectation for follow-up. | Setting boundaries and finding real comfort\*  Straight talk and taking action\* |
|  | Support staff and hold each other accountable for sustaining the CPM by utilizing a practice to policy feedback loop that engages staff and stakeholders in data collection and evaluation. | Acknowledging, naming, and normalizing collective fear and uncertainty\*  Modeling and encouraging healthy striving, empathy, and self-compassion\* |
|  | Identify and implement a transparent process at all levels to track staffing gaps and plan organizational changes. | Knowing our value\*  Practicing integration—strong back, soft front, wild heart\*  Straight talk and taking action\*  Giving engaged feedback |
|  | Identify and implement a transparent process at all levels to monitor for practice fidelity and effectiveness | Straight talk and taking action\*  Cultivating commitment and shared purpose\*  Leading from the heart\* |
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\*DTL behavior used more than once

Note: The only DTL behavior not used--Modeling and supporting rest, play, and recovery

Behaviors highlighted in blue appear in the DTL model

Behaviors highlighted in orange do not appear in the DTL model

DLT Foundational Leadership Behaviors (identified by participants on 7-24-19)

Vulnerability critical to courage

Humility

Nothing works without integrity

Rumbling with vulnerability

BRAVING acronym

Trust

Getting clear on whose opinions matter

Giving engaged feedback