Shaping the Future: A Transformative Workshop for Innovative IDD Leaders
7th Annual Human Resources Professionals Conference

Dr. Hassan M. Abdulhaqq

Keynote Presenter

Dr. Hassan M. Abdulhaqq is an accomplished Human Resources Executive, professor, and keynote speaker who has led some of the largest global and domestic non-profit and financial institutions to success for over 25 years. He currently serves as the Chief Human Resources Officer for AABR, Inc., a 501(c)(3) organization based in Queens and one of the largest service providers for individuals with developmental disabilities in the New York region.

Dr. Abdulhaqq is an adjunct professor on contract with Columbia University, New York University, Stony Brook University, Webb Institute, and more. He holds a Ph. D in Organizational Behavior. He is a captivating Motivational Speaker who travels nationally to corporations, higher education institutes, and other not-for-profit organizations. His numerous awards and recognitions speak volumes about his expertise. He has won an ICMS Innovator Award, two bronze Stevie Awards, and the American Business Award. In 2014 and 2017, he was named Human Resources Executive of The Year. He was also recognized by Long Island Business News as one of Long Island's 50 Most Influential Men in 2012 and featured in CIO Magazine as one of the top HR Executives to look out for in 2023.

Objectives:

Transformational Leadership: Leaders encourage employees to innovate and develop new ways to improve a company's future success through smart goals and building great teams.

Cultivating a Visionary Mindset: Participants will learn how to develop and communicate a compelling vision that inspires and unites teams around a shared purpose.

Emotional Intelligence: the ability to understand, manage, and use your emotions positively.

Fostering Innovation and Creativity: Techniques for encouraging creative problem-solving, leveraging diverse perspectives, and nurturing an environment that embraces new ideas will be introduced.

Cultural Intelligence and Effective Communication: Participants will gain insights into developing cultural intelligence, building inclusive communication strategies, and leveraging effective communication to bridge cultural gaps and foster a collaborative environment.

"If you want to make everyone happy, don't be a leader, sell ice cream."

- Steve Jobs
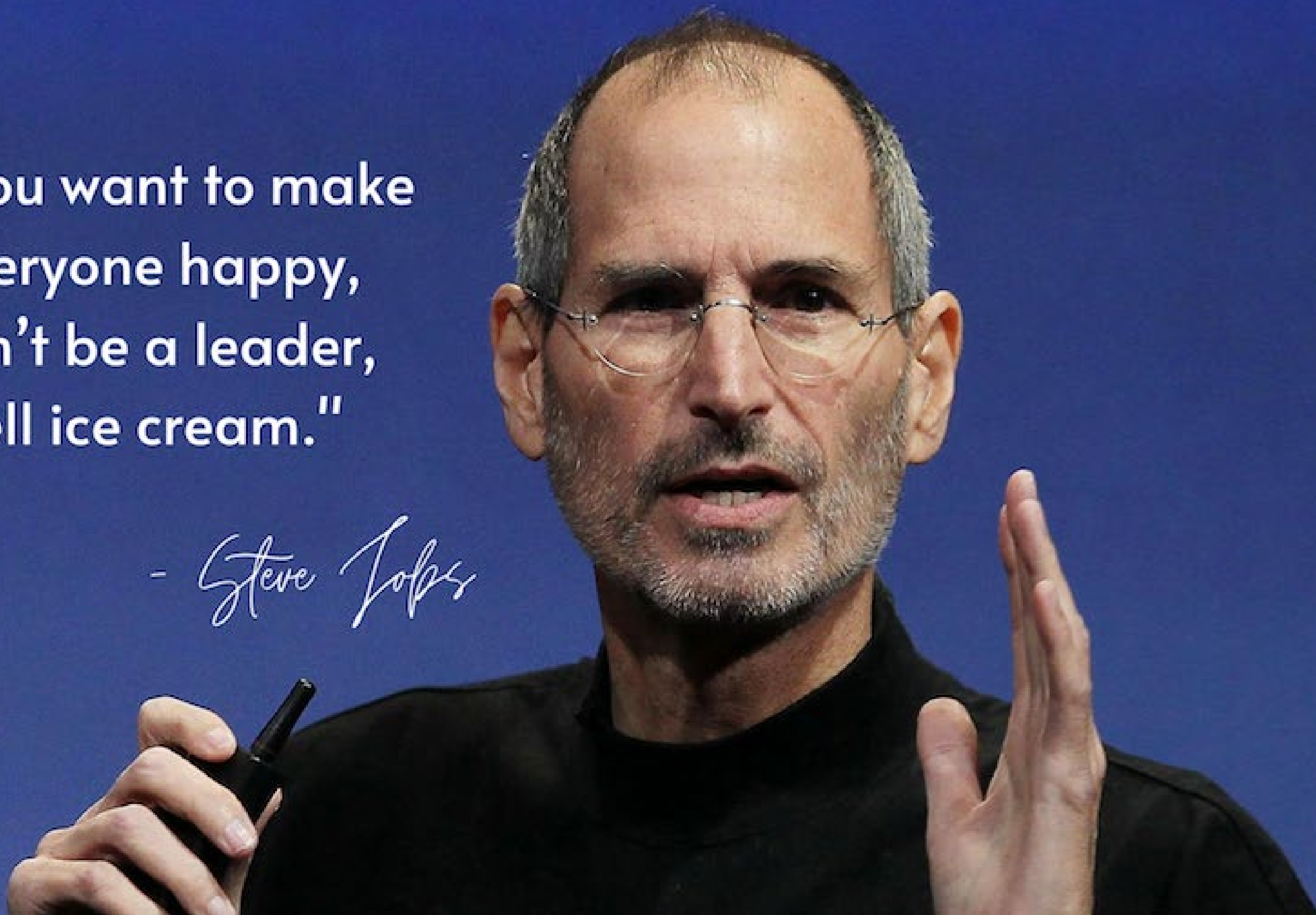
TRANSFORMATIONAL LEADERSHIP

Transformational Leadership

Vision and Purpose:

Articulate a clear and compelling vision aligned with supporting and empowering individuals with IDD

Foster a sense of purpose and meaning in employees' work

Employee Development and Empowerment:

Invest in the growth and development of employees through training, mentoring, and leadership opportunities.

Empower employees to take ownership, make decisions, and contribute ideas for improving services.

3Emotional Intelligence:

Demonstrate high levels of self-awareness, self-regulation, empathy, and social skills

Navigate complex emotions, challenging behaviors, and sensitive family dynamics

Build strong relationships with employees, individuals with IDD, and their families.

Smart Goals: A Powerful Tool for Leadership Success

- **SMART:** is an acronym that helps leaders set effective goals by ensuring they are:
- **Specific:** Goals should be clear, concise, and well-defined, focusing on a specific area for improvement or achievement.
- **Measurable:** Goals should have quantifiable metrics or indicators to track progress and determine success.
- **Achievable:** Goals should be realistic and attainable within the given timeframe and with the available resources.
- **Relevant:** Goals should align with the organization's mission, values, and overall objectives, contributing to the bigger picture.
- **Time-bound:** Goals should have a specific deadline or timeframe for completion, creating a sense of urgency and accountability.

By setting SMART goals, leaders in the IDD space can:

- Provide clarity and direction for their teams
- Measure and track progress toward desired outcomes
- Ensure goals are realistic and achievable

Align efforts with the organization's mission and purpose

- Create a sense of urgency and accountability for goal achievement

SMART Goals for Leaders in the IDD Space:

By Setting SMART goals, leaders in the IDD space can drive meaningful progress and positive outcomes for the individuals they serve while also ensuring the success and sustainability of their organization.

- 1. Specific:
  - Develop and implement a person-centered planning process for all individuals served by the organization by the end of Q3
  - Increase the number of community-based activities for individuals with IDD by 20% within the next 6 months
- 2. Measurable:
  - Conduct monthly satisfaction surveys with a target of 90% positive feedback from individuals with IDD and their families
  - Increase employee retention rate by 15% within the next year through implementing a comprehensive staff training and support program
- 3. Achievable:
  - Partner with three local businesses within the next six months to create inclusive employment opportunities for individuals with IDD.
  - Implement a new assistive technology program within the next year for at least 50% of the individuals served by the organization.
- 4. Relevant:
  - Align the organization's strategic plan to promote independence and inclusion for individuals with IDD.
  - Develop and launch a new service line within the next 12 months that addresses the identified needs of the IDD community.
- 5. Time-bound:
  - Complete a comprehensive review and update of the organization's policies and procedures for individual rights and privacy by the end of Q2.
  - Secure funding for a new residential program that will serve 10 individuals with IDD within the next 18 months.

- **By setting SMART goals, leaders in the IDD space can drive meaningful progress and positive outcomes for the individuals they serve while ensuring their organizations' success and sustainability.**

Leading

Transformational Leader
Overcome Resistance
By

- Acknowledge and validate concerns
- Address fears and anxieties
- Provide clear communication and transparency
- Involve stakeholders in the change process
- Offer training and support
- Celebrate small wins
- Lead by example

Examples of How to Get Employees Engaged

Foster

Provide

Create

Foster

Foster open communication and employee involvement:

- Encourage open and transparent communication between management and employees.
- Regularly seek employee feedback and suggestions through surveys, one-on-one meetings, or focus groups.
- Involve employees in decision-making processes, especially when the decisions directly impact their work.
- Share company goals, strategies, and progress to help employees understand their role in the organization's success.
- Recognize and appreciate employees' contributions and ideas.

Provide

Provide opportunities for growth and development:

- Offer training and development programs to help employees acquire new skills and knowledge.
- Create clear career paths and advancement opportunities within the organization.
- Provide coaching and mentoring to support employees' professional growth.
- Encourage employees to take on new challenges and projects that align with their interests and skills.
- Invest in employees' personal and professional development through workshops, conferences, or tuition reimbursement.

Create

Create a positive work culture and environment:
- Promote a culture of respect, trust, and collaboration among employees and management.
- Encourage work-life balance by offering flexible work arrangements, such as remote work options or flexible hours.
- Foster a sense of community and teamwork through team-building activities, social events, or volunteer opportunities.
- Recognize and celebrate employee achievements, milestones, and successes.
- Prioritize employee well-being by promoting health and wellness initiatives, stress management resources, and mental health support.
- Create a physically comfortable and appealing work environment that promotes productivity and creativity.

One of the most critical roles of a leader in the intellectual and developmental disabilities (IDD) space is building and maintaining strong, effective teams. These teams are the foundation upon which your organization delivers high-quality services and support to individuals with IDD.

Building a cohesive team requires focusing on several key elements, such as fostering a shared vision, promoting open communication, encouraging diversity and inclusivity, promoting support and development opportunities, and celebrating successes.

It's also essential for leaders to understand the four stages of team development: formatting, storming, norming, and performing. By recognizing these phases, you can guide your team through the challenges and opportunities that arise at each stage, ultimately leading to a high-performing, collaborative team that achieves great outcomes for the individuals you serve.

Fostering a growth mindset within teams

1. Encourage experimentation and learning

2. Embrace failures as opportunities for growth

3. Focus on progress, not perfection

4. Develop a culture of feedback and continuous improvement

5. Recognize and reward growth and progress

6. Provide opportunities for development and growth

7. Lead with a growth mindset yourself

Phases of Team Development

Forming, Storming, Norming, Performing, and Adjourning — based on group development model by Bruce Tuckman
All phases are necessary and inevitable for a team to grow, tackle problems, find solutions, plan work, and deliver results.
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	FORMING	STORMING	NORMING	PERFORMING	ADJOURNING
CHARACTERISTICS	• Displaying eagerness • Socializing • Generally polite tone • Sticking to safe topics • Unclear about how one fits in • Some anxiety & questioning	• Some resistance • Lack of participation • Conflict based on differences of feelings & opinions • Competition • High emotions • Starting to move towards group norms	• Purpose & goals are well-understood • More confident • Improved commitment • Members are engaged and supportive • Relief, lowered anxiety • Developing cohesion	• High motivation, trust & empathy • Individuals defer to team needs • Effectively producing deliverables • Consistent performance • Demonstrations of interdependence & self-management	• (Also referred to as the Transitioning or Mourning phase) • Shift to process orientation • Sadness • Recognition of team & individual efforts • Disbanding
STRATEGIES	• Taking the 'lead' • Being highly visible • Facilitating introductions • Providing the 'big picture' • Establishing clear expectations • Communicating success criteria • Ensuring response times are quick	• Requesting & encouraging feedback • Identifying issues & facilitating their resolution • Normalizing matters • Building trust by honoring commitments	• Recognizing individual & team efforts • Providing learning opportunities & feedback • Monitoring the 'energy' of the team	• 'Guiding from the side' (minimal intervention) • Celebrating successes • Encouraging collective decision-making & problem-solving	• Recognizing change • Providing an opportunity for summative team evaluations ('lessons learned') • Providing an opportunity for individual acknowledgments • Celebrating the team's accomplishments (an 'after-party')

Graffius, Scott M. (2021). Phases of Team Development. Digital Object Identifier (DOI): 10.13140/RG.2.2.22040.42246.

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CULTIVATING A VISIONARY MINDSET

➢ Transcends traditional thinking and is characterized by an innate ability to foresee opportunities and challenges.

➢ Visionaries possess a unique blend of foresight, innovation, and risk-taking that propels them to shape industries and lead transformative initiatives.

DREAM BIG AND ACHIEVE GREATNESS

19

CULTIVATING A VISIONARY MINDSET

➤ Anticipates and prepares for future talent needs

➤ Develops innovative solutions to drive business growth

➤ Fosters a culture of innovation and experimentation

➤ Sees the big picture and connects the dots between people, processes, and technology

➤ Inspires and motivates others to work towards a shared vision

Emotional Intelligence as a Leader

EMOTIONAL INTELLIGENCE/QUOTIENT= EQ

Leaders often focus on developing their technical skills, expertise, or intelligence quotient (IQ). While IQ is undoubtedly important and can help a leader secure a job, emotional intelligence (EQ) truly sets successful leaders apart. EQ refers to a person's ability to understand, manage, and effectively express their own emotions, as well as perceive and influence the emotions of others. EQ is a critical skill set in the IDD space, where leaders must navigate complex interpersonal relationships, build strong teams, and create a compassionate and inclusive environment. Leaders with high EQ are better equipped to communicate effectively, resolve conflicts, motivate their teams, and create a positive work culture. As a result, they are more likely to be promoted, retain their positions, and make a lasting impact on the lives of the individuals and employees they serve

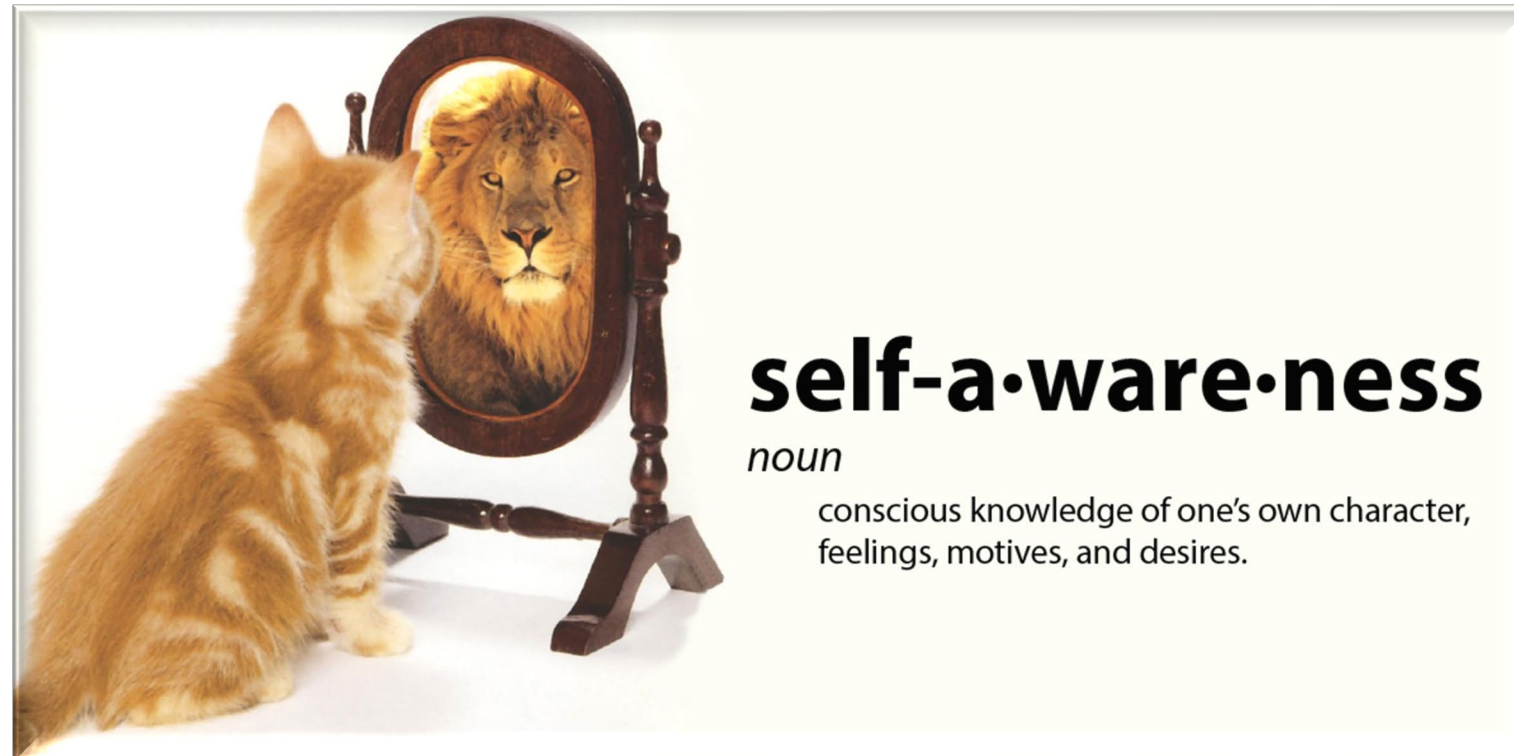**Emotional Intelligence**

EMOTIONAL INTELLIGENCE AT WORK

PERSONAL COMPETENCE	Self-Awareness	Self-Management
Your relationship with yourself	How in tune you are with your emotions	Your ability to regulate your emotional state

SOCIAL COMPETENCE	Social Awareness	Relationship Management
Your relationship with others	How in tune you are with others' emotions	Your ability to navigate emotions in interactions with others
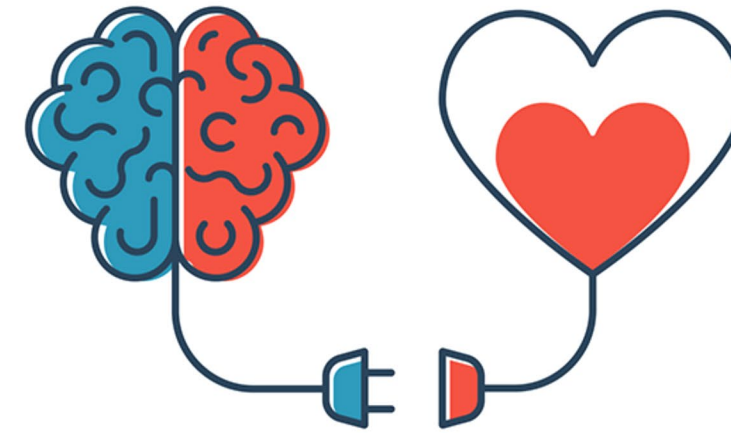
▶ **High EQ**

  ▶ Make better decisions

  ▶ Better at problem solving

  ▶ Resolve conflicts more effectively

  ▶ Have greater empathy

  ▶ Listen better

  ▶ Lower absenteeism

  ▶ Reflect better

  ▶ Better able to handle constructive feedback (criticism)

  ▶ Greater responsibility

  ▶ Perform better!

  ▶ Higher job satisfaction

▶ **Low EQ**

  ▶ Playing the victim

  ▶ Not taking responsibility for errors and other issues

  ▶ Poor emotional control

  ▶ Poor team players

  ▶ Don't listen well

  ▶ Are overly critical

  ▶ Blame others

  ▶ Not open to other's opinions

  ▶ Being self-absorbed

WHY HIGH EQ MATTERS IN THE WORKPLACE

EXERCISE

self-a·ware·ness
noun
conscious knowledge of one's own character, feelings, motives, and desires.

- Improving Self-Awareness at Work
- How well do I know myself?
- What do I do well/not so well?
- What do I want?
- How am I feeling, and can I regulate it in a way that helps me?
- What drives me?
- Can I put myself in other people's shoes?
- How are my relationships with others?
- How can I make those relationships better?

Creativity
Vs
Innovation

CREATIVITY AND INNOVATION

- Fostering creativity and innovation is essential for driving growth, solving complex problems, and staying ahead in a rapidly changing world.

- Here are some strategies to promote creativity and innovation:

✓ Encourage curiosity and experimentation

✓ Provide resources and support for new ideas

✓ Foster a culture of psychological safety and risk-taking

✓ Promote collaboration and diverse perspectives

✓ Embrace failure as a learning opportunity

Some specific skills that can contribute to creativity and innovation include:

1. Problem-solving: Identify and analyze problems, and to come up with creative solutions.

2. Idea generation: Think creatively about potential solutions to problems.

3. Divergent thinking: The ability to consider a wide range of perspectives and possibilities, and to think outside of the box.

4. Convergent thinking: Evaluate and narrow down ideas, and to synthesize and integrate different perspectives.

5. Risk-taking: The willingness to try new and unconventional approaches, and to embrace change and experimentation.

CREATIVITY AND INNOVATION

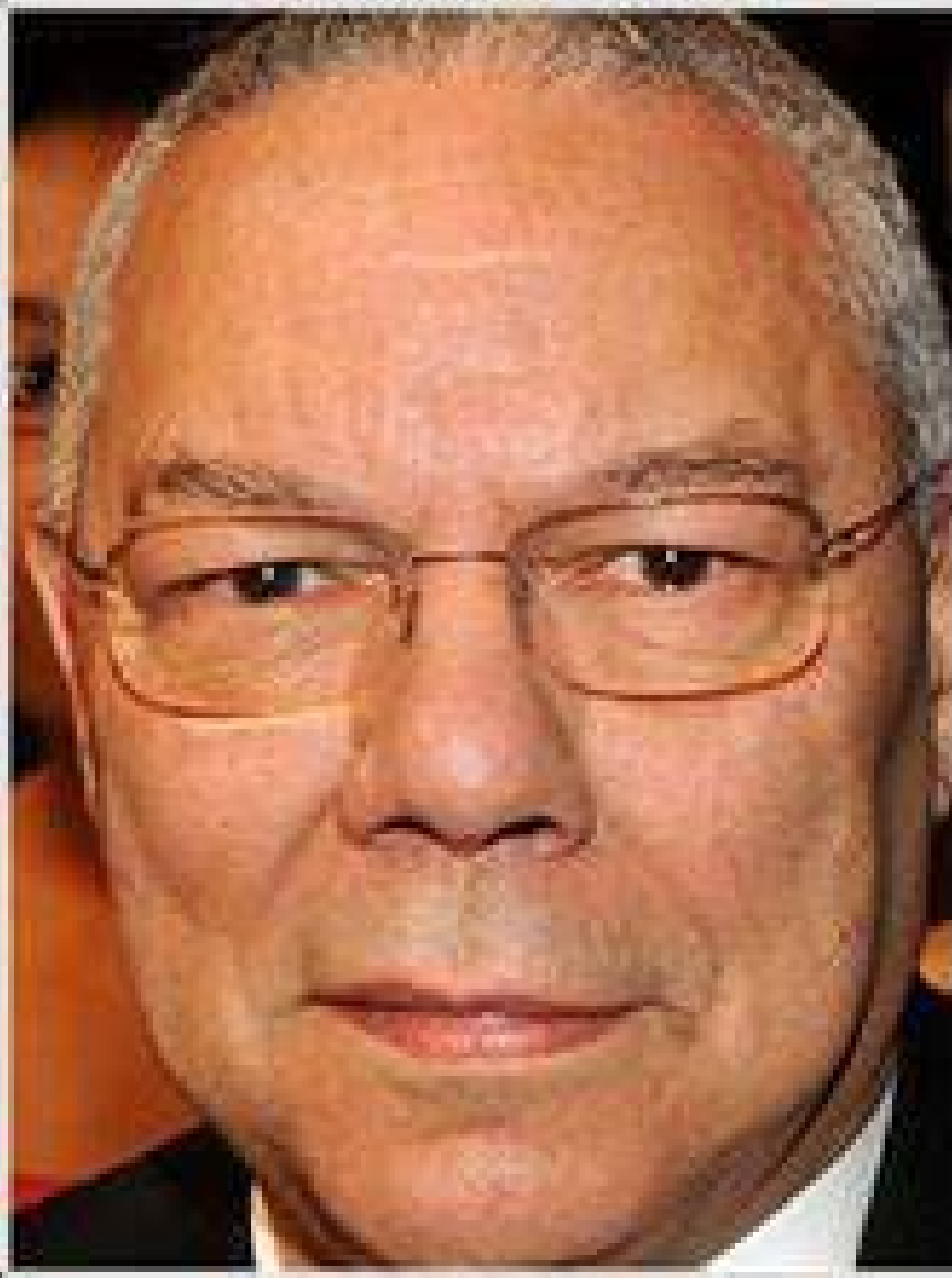| Offer	Set aside	Celebrate and recognize
Offer training and development programs in creative thinking and problem-solving	Set aside dedicated time for brainstorming and idea generation	Celebrate and recognize creative achievements

Techniques to encourage creative problem-solving

Explore possibilities and imagine scenarios.

Reversal: Reverse the problem or situation to find new solutions.

Random Word/Stimulus: Use a random word or stimulus to inspire new ideas.

Brainwriting: Write down ideas without speaking or sharing.

Provocation: Intentionally challenge assumptions and conventional wisdom.

Reframing: Look at the problem from different perspectives.

Ideation Sessions: Dedicated sessions for generating ideas.

Gamification: Use game design elements to encourage creative problem-solving.

Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.

— Colin Powell —

AZ QUOTES

WHAT IS ▶▶
CULTURAL
INTELLIGENCE?

CULTURAL INTELLIGENCE

Cultural Intelligence (CQ) refers to the ability to understand and navigate cultural differences in a globalized world.

It involves:

❑ Self-Awareness: Understanding one's own cultural biases and values.

❑ Knowledge: Having knowledge of different cultural practices, values, and beliefs.

❑ Awareness: Being aware of cultural differences and nuances in real-time.

❑ Strategy: Ability to plan and execute strategies considering cultural differences.

❑ Action: Ability to adapt and adjust behavior to fit different cultural contexts.

MICROAGGRESSIONS
EXPLAINED WITH MOVIES

Developing cultural intelligence

Developing cultural intelligence (CQ) requires a combination of knowledge, skills, and practices.

Here are some ways to develop CQ as a leader:

1. Cultural Immersion: Spend time in different cultures, engage with locals, and try new experiences.

2. Education and Training: Take courses, attend workshops, and read books on cultural intelligence and diversity.

3. Self-Reflection: Identify your own biases, values, and assumptions.

4. Feedback: Seek feedback from people from different cultures.

5. Language Skills: Learn a new language to better understand cultural nuances.

6. Cross-Cultural Interactions: Engage in regular interactions with people from diverse backgrounds.

7. Active Listening: Pay attention to cultural differences in communication styles.

8. Empathy and Open-Mindedness: Practice empathy and approach cultural differences with an open mind.

9. Journaling: Reflect on your experiences and observations.

10. Mentorship: Find a mentor from a different culture.

11. Cultural Assessments: Use tools like the CQ Assessment to identify areas for improvement.

12. Global Networking: Build relationships with people from diverse cultures.

Effective Communication

Develop and communicate a compelling vision

Inspire and motivate: Encourage others to embrace the vision, providing resources and support.

Embed the vision into culture: Integrate the vision into daily operations, goals, and performance metrics.

Monitor progress: Regularly assess and adjust the vision as needed.

Building inclusive communication strategies

> The biggest concern for any organization should be when their most passionate people become quiet.

Develop and communicate a compelling vision

Communicate effectively:

- ✓ Use storytelling and metaphors to make your vision relatable.

- ✓ Share your vision through various channels (speeches, emails, social media).

- ✓ Lead by example, demonstrating your commitment to the vision.

True Communication is What is Heard and Understood

Building inclusive communication strategies

|	
Listening	80/20 Rule
Valuing	Valuing diverse perspectives and experiences, all levels
Creating	Creating a sense of belonging and respect
Avoiding	Eliminate "You" and use "I"
Impactful	Pause technique
Encouraging	Asking open-ended questions
Recognizing	Praise publicaly and condemn privately

To Get Your Point Across and Avoid Mis-understandings

- Don't assume
- Present one idea at a time
- Keep it simple
- Make it brief
- Keep it clear
- "WIIFM" (What's In It For Me?- meaning, the receiver, not you)
- Use the right tone of voice and body language
- *Understand you are dealing with the emotions of the person being communicated with*
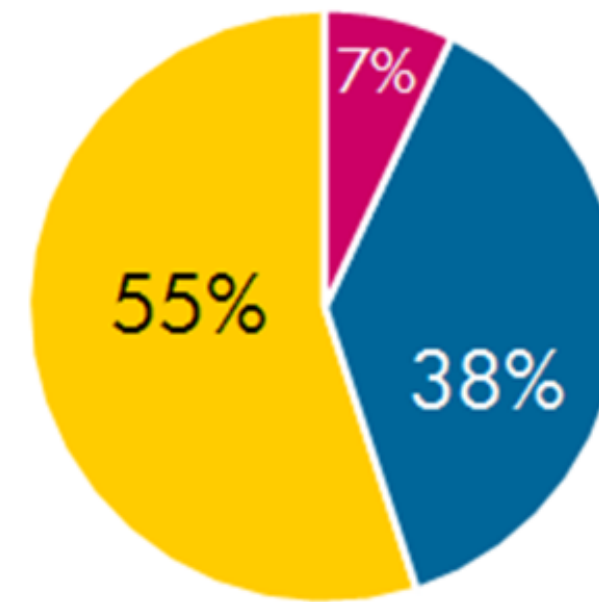
Elements of Personal Communication
- 7% spoken words
- 38% voice, tone
- 55% body language

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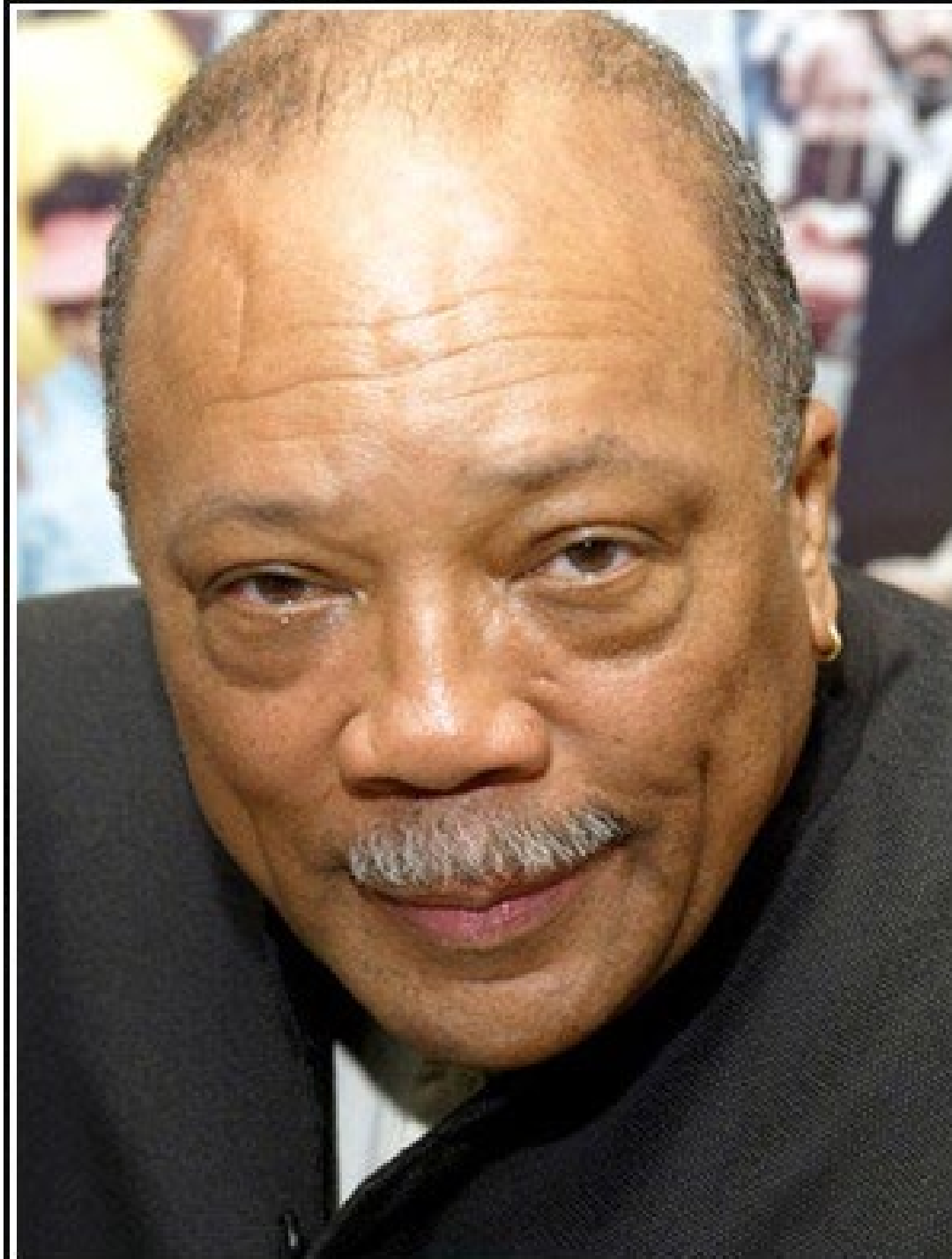
I learned real early why God gave us two ears and one mouth, because you're supposed to listen twice as much as you talk.

— Quincy Jones —

Case Study

Hope Services is an IDD organization that provides residential, vocational, and therapeutic services to individuals with intellectual and developmental disabilities. However, the organization is facing challenges in adapting to the changing needs of the individuals they serve, as well as the evolving landscape of healthcare and social services.

Challenges:
❑ Outdated facilities and technology
❑ Limited staffing and resources
❑ Difficulty in attracting and retaining qualified staff
❑ Need for more personalized and inclusive services
❑ Desire to expand services to reach more individuals in the community

Workshop Activity:
Divide participants into small groups and assign each group a specific scenario related to Hope Services' transformation journey (e.g., cultural shift, technology integration, staff development, etc.)
Ask each group to:
1.   Identify the key challenges and opportunities in their assigned scenario.
2.   Develop a transformational change strategy to address the challenges and capitalize on the opportunities.3
3.   Present their strategy to the larger group and facilitate a discussion to encourage feedback and idea-sharing.

Questions for Participants

How can Hope Services leverage technology to enhance services and improve outcomes?

What strategies can be implemented to attract and retain qualified staff?

How can the organization prioritize person-centered care and inclusivity?

What partnerships or collaborations can Hope Services explore to expand services and reach?

How can leadership foster a culture of innovation and continuous improvement?

Conclusion

The results of these efforts will enable transformational leaders to foster a culture of belonging, drive engagement, and grow organizationally through a focus on Emotional Intelligence, Cultural Intelligence, and effective communication.

www.linkedin.com/in/hmamotivations

Thank You!

Name	Position	Email
Dr. Hassan M. Abdulhaqq	Chief Human Resources Officer	habdulhaqq@aabr.org