When Good Is No Longer Good Enough

Transitioning to Greatness

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Session Overview

- Historical Perspectives (and Why They Matter)
- Employment First Philosophy (Defining Employment)
- Good to Great™ Concepts
- Synthesizing Concepts & Exploring Transitions
  - From Traditional Models to Employment First & Community-Based Services
  - From Good to Great

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Warm-Up

“Team Building”

● Break into small groups of 5 or 6
● Share with the group what you can bring to the table in terms of personal strengths, skills and contributions
● As a team, ask yourselves....
  ○ What strengths do we have as a team?
  ○ What areas may be a challenge for us as a team (strengths missing)?
  ○ If we could add one type of person to make our team even stronger, who would it be?
    ■ Consider not only the skills of the people in your group but also personality types or characteristics
  ○ Do we think our team may be stronger than other teams in the room? If so, why?

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Sheltered Workshops

First arose in America over a century ago as an outgrowth of the special schools for the blind.

Matson 1990
Between 1948 and 1976, the number of sheltered workshops in the US increased from 85 to about 3000.

US Department of Labor, 1979
“In order to change the old attitudes, we've got to get out into society... we've got to be seen in a very natural way.”

Ed Roberts, 1962
450,000 people nationwide work in sheltered workshops or participate in segregated day programs

Campbell, 2014

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“The tyranny of low expectations...”

Employment First Philosophy

Defining Employment Today...
Expecting, encouraging, providing, creating, and rewarding integrated employment in the workforce as the first and preferred option of youth and adults with disabilities.”

Niemiec, Lavin, & Owens, APSE
CMS Final Rule and WIOA

EXPECT. EMPLOY. EMPOWER.

What can YOU do?

LEARN MORE

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Good Is the Enemy of Great

Being good is one of the most significant barriers to becoming great

What is missing can be as important as what is there

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Collins, 2001
Defining Greatness

Superior Results

Distinctive Impact

Lasting Endurance

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“Greatness is an inherently dynamic process, not an end point. The moment you think of yourself as great, your slide toward mediocrity will have already begun.”

Collins, 2005
What makes a great leader?
Disciplined People

Level 5 Leaders:

Blend extreme **personal humility** with intense **professional will**

*Collins, 2001*
Don't ever mistake my silence for ignorance, my calmness for acceptance, or my kindness for weakness.

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The first job of the Leaders is to get:

‘the **right people** on the bus...

...the **wrong people** off the bus,

... and the **right people** in the **right seats**'

Jim Collins, *Good To Great.*
“Great vision without great people is irrelevant.”

Collins, 2001
Who Are the “Who”s?

How do you find them?

We look for...

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Who Is on Your Bus?

The right people...

Who is riding YOUR bus to success?

In the right seats...

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Who are *not* the “who”s?

What's in it for me?

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Discussion Questions:

1. How might you tell if someone is simply in the wrong seat as distinct from being the wrong person on the bus entirely?
2. Think of a case when you had doubts, but the person was hired anyway. What was the outcome? Why were they hired anyway, and what did you learn from the situation?
Disciplined Thought

Leadership is about creating a culture where people have a tremendous opportunity to be heard...

where the truth is heard and the brutal facts confronted.

Collins, 2001
CONFRONT THE BRUTAL FACTS

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Collins, 2001
1. Questions not answers
2. Dialogue and debate, not coercion
3. Autopsies, without blame
4. “Red flag” mechanisms

Collins, 2001
Retain faith that you will prevail in the end, regardless of difficulties. **AND** at the same time Confront the most brutal facts of your reality, whatever they might be.
“The essence of profound insight is simplicity.”
The Hedgehog Concept

What we are deeply passionate about

What we can be the best in the world at

BHAG

What drives our resource engine

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The Hedgehog Concept

Collins, 2001
Culture of Discipline

Disciplined People
Disciplined Thought
Disciplined Action

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Collins, 2001
Discussion Questions:

Think of two people: Someone who sees his/her job as a “job” and another who understands that s/he has a responsibility.

1. How does this difference play itself out in their work?
2. What should we look for in locating such people?

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Transitioning to Community-Based Services

Beginning the Journey from Good to Great...

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If you always do what you've always done, then you will always get what you've always got.
Start Small
Clear a Path
Focus on Actions
One Person at a Time

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You can't improve what you don't measure
It is impossible to have a great life unless it is a meaningful life...

Collins, 2001

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It’s very difficult to have a meaningful life without meaningful work.

—Jim Collins—

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GREATNESS IS NOT A FUNCTION OF CIRCUMSTANCE. IT TURNS OUT, IS LARGELY A MATTER OF CONSCIOUS CHOICE, AND DISCIPLINE.

-JIM COLLINS

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