

It is a known fact that agencies throughout the United States and its territories are facing a shortage of adequately prepared leaders to succeed those agency directors and senior level personnel working in community-based addiction treatment agencies and approaching retirement age. There have been few educational opportunities to groom successors for leadership positions. Thus the ATTC Network has stepped forward to fill this need through a four-phase Leadership Institute that facilitates the development of leaders for the future of our industry. This professional development opportunity is available to addiction professionals in the United States, Puerto Rico and US Virgin Islands.

Participating of the Institute gives addiction professionals the opportunity to:

- ▶ Develop individual leadership skills.
- ▶ Learn more about their personal leadership style.
- ▶ Receive individualized attention for leadership development.
- ▶ Earn a Certificate in Leadership to validate the hours of training and project completion.
- ▶ Meet other developing leaders.
- ▶ Have practical experience to take into the "real world."

On May 9-13, 2005, the CBHATTC began offering 15 Protégés and 15 Mentors, representing agencies and organizations of various backgrounds, a new and unique leadership preparation program that provides a balance of traditional training seminars, distance education, and field experiences. This six-month long experience takes commitment on the part of the Protégés and Mentors enrolled and the agencies in which the Protégés are employed.

The primary goal of the CBHATTC Leadership Institute is to cultivate new leaders within the addiction field 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 1. Assessment - Protégés were required to undergo a formal assessment of their leadership and management interests, values, and skills through a standardized assessment instrument and feedback process. Participation of their supervisors, peers and persons who report directly to them is essential for a well-rounded assessment.

Phase 2. Training Experiences - Protégés were required to participate in a five-day Immersion Training (May 9-13, 2005) that provided the conceptual framework and an appropriate body of knowledge for understanding the theory and practice of leadership. Each Protégé is required to take at least 20 hours of additional continuing education that will be made available through many different venues based on the Protégé's individualized development plan.

Phase 3. Experiential Learning - This phase moves the Protégé from the "classroom" to relevant settings (likely their own organization) to hone some of their leadership competencies. Protégés who have been paired with a mentor during the Immersion Training, will be required to conduct an individualized development project.



The CBHATTC's Leadership Institute first group of Protégés and trainer, Nancy Rosenshine, at the Immersion training in Guánica, Puerto Rico.

Phase 4. Recognition - The Leadership Institute culminates in the Protégé's presentation of their individual project and in a special ceremony with current leaders in the field in which a formalized certificate of proficiency will be awarded.

Candidates for this program were nominated by their agency director or another supervisor within their addiction treatment agency. Nominations were then screened and selected for the program through a committee process. This process allows for the selection of individuals that have characteristics that show the ability for leadership, and capitalizes on their willingness to learn, grow and be a part of this dynamic process.

The CBHATTC Leadership Institute will select a maximum of 15 candidates for the Institute who:

- ▶ Possess a personal and occupational commitment to the addiction treatment field.
- ▶ Are currently employed in a supervisory position within an addiction service agency.
- ▶ Demonstrate current and potential leadership as indicated by professional, volunteer and other activities. Are recommended by their agency for participation.
- ▶ Make a commitment to participate fully in all activities of the training, including soliciting an assessment of personal leadership skills by superiors and subordinates.
- ▶ Provide verification that the agency is also committed to the person-hours required to learn and apply the leadership model/training.

For more information, contact Ms. Carmen Andujar at (787) 625-9891 ext. 2114 or candujar@uccaribe.edu. If you wish to contact one of the other regional ATTC Leadership Institute e-mail Laurie Krom at kroml@nattc.org.