

**Leadership as a Platform for
Improving Data Quality**
Margaret Palmer, CSH



**What's Next:
In Data, Leadership, and Community**



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Today's Facilitator

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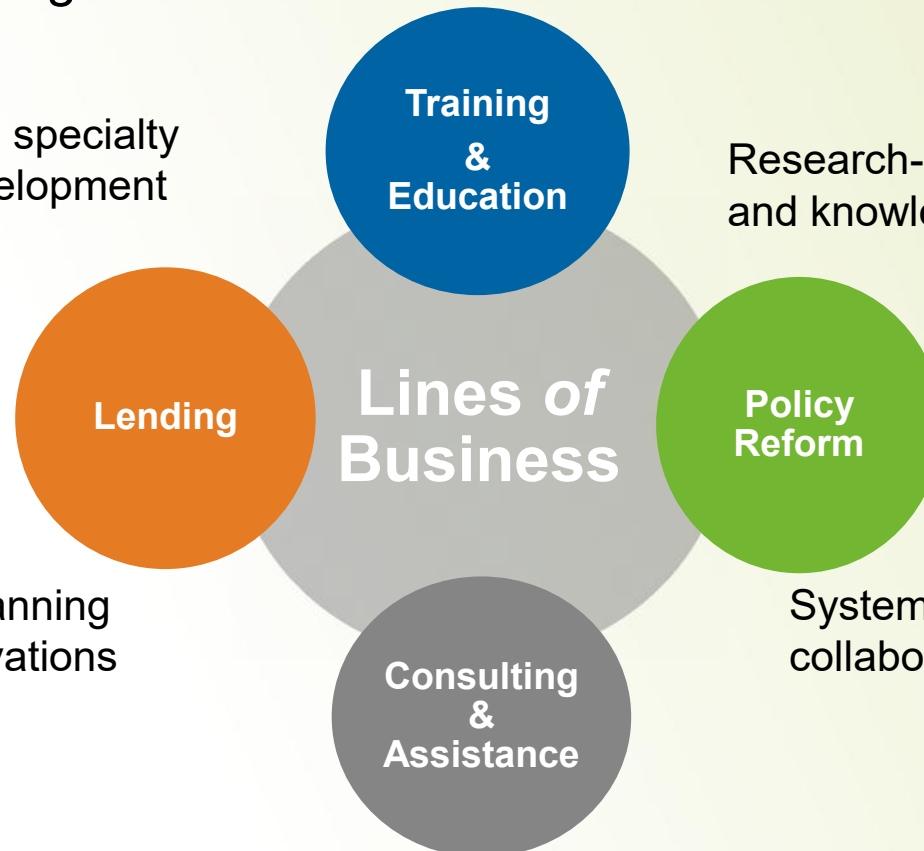
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About CSH

CSH is a touchstone for new ideas and best practices, a collaborative and pragmatic community partner, and an influential advocate for supportive housing.

Powerful capital funds, specialty loan products and development expertise

Custom community planning and cutting-edge innovations



Research-backed tools, trainings and knowledge sharing

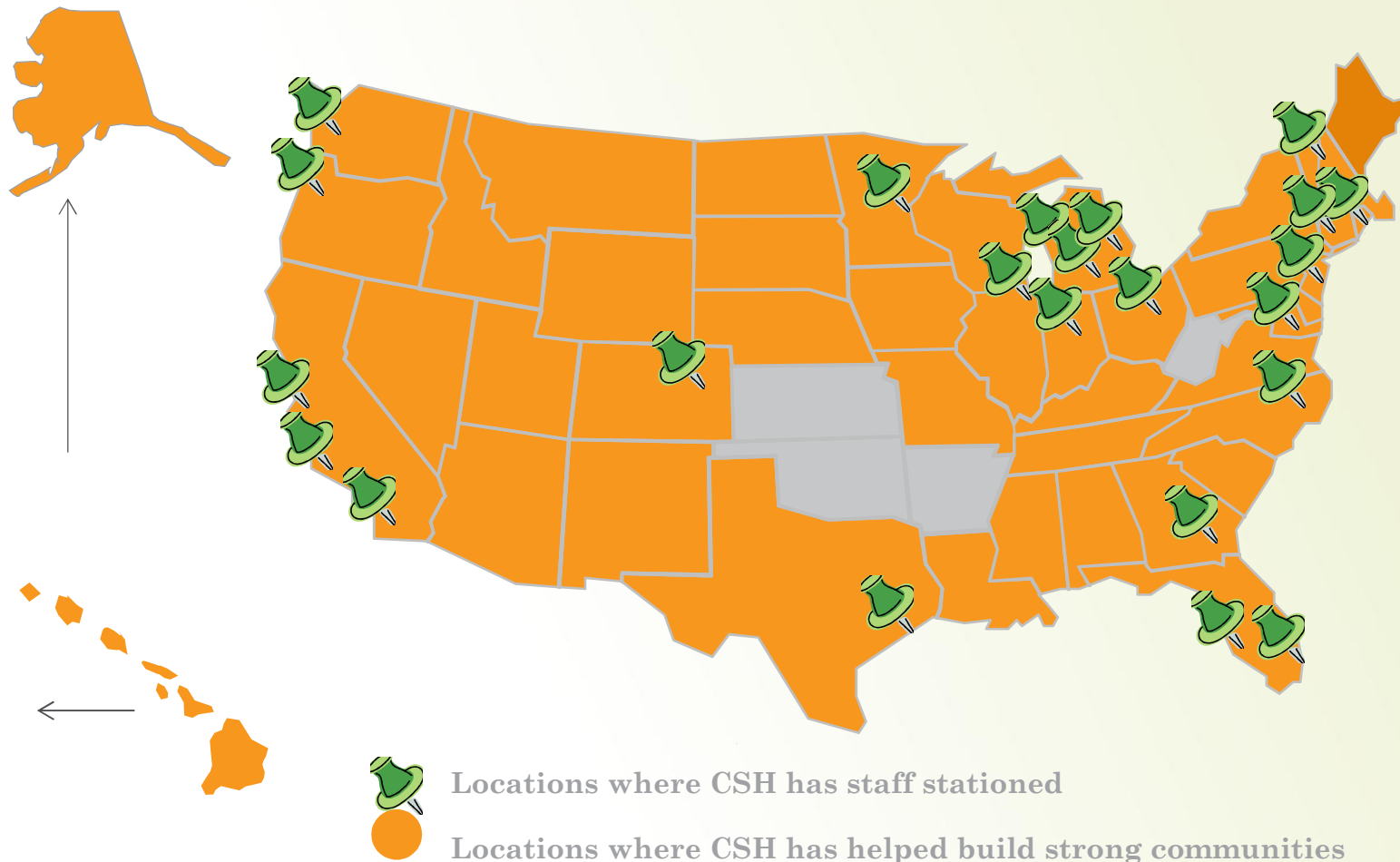
Systems reform, policy collaboration and advocacy



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Building Strong, Healthy Communities





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Learning Objectives

- Communities will learn leadership practices that can be used to improve their data quality
- Participants will hone existing leadership skills via peer-to-peer learning and role play
- Participants will identify actions to take in order to implement new leadership skills within their communities

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THIS IS YOUR TIME.



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EXAMINING CURRENT LEADERSHIP
BEHAVIORS



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Talking Leadership, Data Quality, and Analysis

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- In a moment I'll ask you to form pairs. Each of you will have 3 minutes to respond to the questions on this slide
- In your pairs, you'll share responses to these 2 questions:
 - **What leadership behaviors (i.e. practices, qualities) do you use or that you have seen others use when trying to improve data quality and analysis?**
 - **Did these behaviors help improve data quality analysis? Why or why not?**
- At this time, please pair together with someone you don't know or don't know well. I'll start a 3 minute timer when everyone is settled



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OVERVIEW OF LEADERSHIP BEHAVIORS
AND HOW THEY CAN INFLUENCE DATA
QUALITY



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Creativity

Organizational
Outcomes

Factors Potentially
Contributing to
Creativity

Example:

Transformational &
Transactional
Leadership

Aspects of
Those Being
Led

Creativity

Organizational
Outcomes

Example:

Improved Data
Quality &
Analysis

(Henker, Sonnentag, & Unger, 2015)

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Defining Transactional Leadership

Transactional
Leadership
Behaviors

Reward Good
Performance

Positive feedback
via handwritten
notes, sharing
feedback with
person's direct
supervisor, etc.

Punish Poor
Performance

Providing
constructive
feedback via
performance
evaluations,
sharing feedback
with person's direct
supervisor, etc.



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Defining Transformational Leadership

- A number of transformational leadership behaviors fall within these categories:
 - ★ Intellectual stimulation
 - ★ Identifying and articulating a vision, providing an appropriate model, and fostering the acceptance of group goals
 - ★ High performance expectations
 - ★ Providing individualized support
- “Effective leaders ***transform*** or change the basic values, beliefs, and attitudes of followers so that they are willing to perform beyond the minimum levels specified by the organization.”

Podsakoff et al. (1990)



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Ask Yourself Throughout this Section:

Do my leadership behaviors fall into one or more of these behavior types/categories?

What changes can I make to initiate or improve behaviors falling within these types/categories?

Remember: Transformational and transactional leadership behaviors → aspects of those being led → creativity → organizational outcomes (improved data quality and analysis)

(Henker, Sonnentag, & Unger, 2015)

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Behavior Category: Providing Intellectual Stimulation

Behaviors Falling within
Behavior Category of
Providing Intellectual
Stimulation

Formal Leadership Activities

Individual work
plans

Performance
reviews

Annual meetings

Informal Leadership Activities

Encouraging
change through
everyday
communications

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Behavior Categories: Vision, Model, and Goals

**Behavior
Categories**

**Behaviors Falling
within Behavior
Categories**

Identifying and
Articulating a
Vision

Developing
vision with
guidance from
those being led
and from the
Board

Providing an
Appropriate
Model

Demonstrating
ideal behaviors

Participating in
professional
development

Fostering
Acceptance of
Group Goals

Reiterating
goals during
meetings

Establishing
expectations of
goals during
required
orientations



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Behavior Category: Expecting High Performance

Behaviors Falling
within Behavior
Category of
Expecting High
Performance

Before Leading

Conveying expectations
during the hiring process

Conveying expectations while
approaching potential
committee members

While Leading

During initial
employment/participation,
conveying expectations at
orientations

Following initial employment
periods, expressing
expectations through work
plans, conversations, and
meetings

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Behavior: Providing Individualized Support

Behaviors Falling within
Behavior Category of
Providing Individualized
Support

Work and
Life Balance

Encouraging
others to take
time off

Being flexible
when issues in
personal lives
need to be
addressed

Benefits

Generous
benefits (i.e.
insurance and
flex time)

Personal
Development

Connecting
others to
aspects of the
work they're
interested in



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SURVEYS FROM THREE COMMUNITIES



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Questions

- What leadership attributes do others embody that help you do your job?
- What leadership aspects do you use in your role?
- What are the top 3 traits of a leader to ensure quality data and analysis?



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Ask Yourself Throughout this Section:

Could any of these leadership behaviors improve data quality and analysis in my community?

If so, which behaviors do I already engage in or would I like to engage in?



Portland: CoC Staff

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- **What leadership attributes do others embody that help you do your job?**
 - Clearly articulates purposes for data and analysis
- **What leadership aspects do you use in your role?**
 - Collaborative relationship building
 - Moving between focusing on the system to knowing the details of the data
 - Clearly communicating data
- **What are the top 3 traits of a leader to ensure quality data and analysis?**
 - Ability to clearly articulate the difference between having data and having useful information
 - Engagement in collaborative relationship building
 - Clarity of purpose for data and analysis

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Portland: HMIS Lead Staff

- **What leadership attributes do others embody that help you do your job?***
 - Understanding of how system-level decisions impact HMIS end users
 - Uses a bottom up approach
 - Overall: open-minded, flexible, and communicative
 - **Noted by staff member:* Important leadership attributes may differ depending on experience levels
- **What leadership aspects do you use in your role?**
 - All of the above
 - Giving on-going feedback
 - Empowering others through sharing information
- **What are the top 3 traits of a leader to ensure quality data and analysis?**
 - Understanding
 - Flexibility
 - Communication



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Detroit: HMIS Lead & CoC Staff

- **What leadership attributes do others embody that help you do your job?**
 - Empowering
 - Clearly articulates vision
- **What leadership aspects do you use in your role?**
 - Using data to make decisions
 - Always trying to explain the big picture to HMIS staff/users
 - Intentionally connecting HMIS Lead and CoC staff
- **What are the top 3 traits of a leader to ensure quality data and analysis?**
 - Humility
 - Always asking questions
 - Ability to interpret data
- **Do you have any advice for attendees that have their HMIS Lead staff and CoC staff housed in different organizations?**
 - Re-occurring joint meetings
 - CoC staff should clearly communicate HMIS needs



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San Diego: CoC Staff

- **What leadership attributes do others embody that help you do your job?**
 - A willingness to collaborate and an ability to see the bigger picture
 - Flexibility and a willingness to embrace change
 - Follow through with action
- **What leadership aspects do you use in your role?**
 - Focuses on serving and supporting others
 - Strives to be authentic, vulnerable, accepting, present, and useful
 - Open with information and tries demonstrating understanding
 - Measures leadership by growth and success of those he leads
- **What are the top 3 traits of a leader to ensure quality data and analysis?**
 - Help people understand that what they're doing is important
 - Get by-in by helping others see the bigger picture
 - Support people through sufficient training and resources so that they feel valued



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Themes

- **Themes: Leadership attributes others embody that help the community members do their jobs**
 - Clearly articulates goals/vision
 - Empowering
 - Flexible
 - Able to see the bigger picture
- **Themes: Leadership aspects used in the community members' roles**
 - Understanding connections between the bigger picture and the details
 - Clear communication
- **Themes: Leadership traits the community members think will ensure quality data and analysis**
 - Help others to see why what they're doing is important



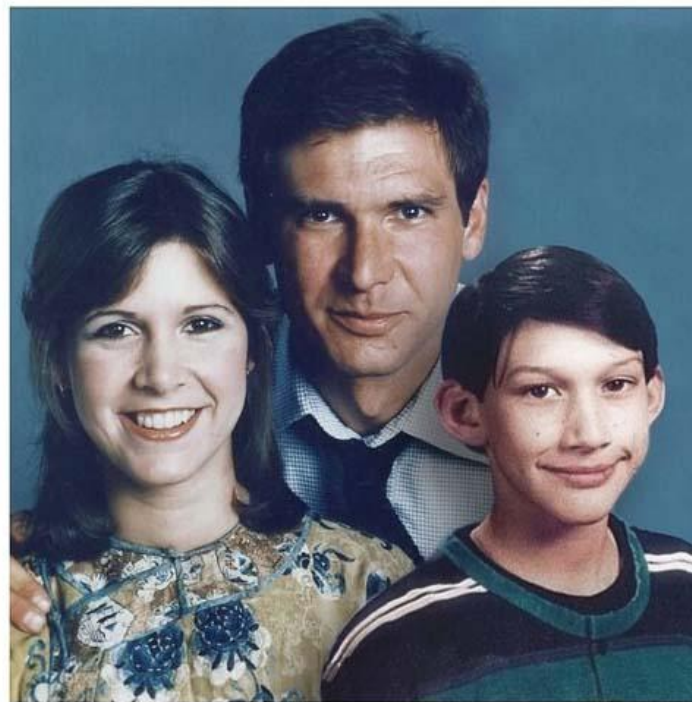
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ROLE PLAY

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Role Play

MP [7]1



Courtesy of the Daily Dot – moonionaire on tumblr

Slide 28

MP [7]1

revise this role play, make it about data quality etc. Also give them the amount of time they'll have to do this.

Margaret Palmer, 10/9/2017



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NEXT STEPS



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Respond to at Least One of the Below:

- Based on what you've heard today, write out 3 leadership behaviors you'll work on when you leave this conference that you think will improve the quality of data on homelessness and its analysis in your community – however big/small that improvement might be
- Based on what you've heard today, write out 3 leadership behaviors ***you'd like to cultivate in others*** when you leave this conference that you think will improve the quality of data on homelessness and its analysis in your community – however big/small that improvement might be



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Thank
You!