WHILE YOU WAIT, REFLECT ON A RECENT SITUATION WHERE YOU LED A TEAM OR GROUP...

1. How did you make decisions?

2. How did you motivate your team?

3. How did you handle conflict or disagree?

4. What role did you take during execution?

5. How did your team respond to your leadership?

ENHANCING LEADERSHIP IN COUNSELING ORGANIZATIONS

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Stacy A. Pinto, PhD, LPCC, NCC

Jillian M. Blueford, PhD, LPC, NCC, CT, FT

2025 Colorado Counseling Association Annual Conference
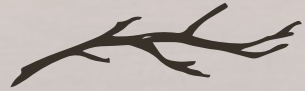
DOWNLOAD OUR SLIDES

LEARNING TAKEAWAYS

1. Identify key leadership styles.

2. Understand how to access and prepare for leadership roles in counseling organizations.

3. Develop strategies for leadership skill development.

ABOUT US

Stacy A. Pinto, PhD, NCC, LPCC, CSC
She/They
Clinical Assoc. Prof. & Dept. Chair,
University of Denver

Clinician & Consultant,
Alpenglow Counseling & Consultation

ABOUT US

Jillian M. Blueford, PhD, NCC, LPC, CT, FT
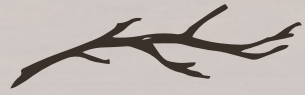She/Her
Clinical Assoc. Prof. & Program Director,
University of Denver
Clinician & Consultant,
Alpenglow Counseling & Consultation

ABOUT YOU

AGENDA

Leadership Foundations

Challenges in Leadership

Enhancing Leadership

Pathways to Involvement

Comments & Curiosities

Leadership Foundations

WHAT IS LEADERSHIP?

A Definition

Leadership is the process of inspiring and

influencing others to work toward a

shared goal by building trust, modeling

ethical behavior, and creating positive change.

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A LEADER ACROSS SPACES

clinical

academic

organizational

A LEADER'S IMPACT

ethical culture

organizational health

advocacy emphasis

client care

(Prasath & Cubero, 2021)

QUALITIES OF ETHICAL LEADERSHIP

ethical integrity

psychological safety

empathy

relational compassion

(Khokhar & Zie-ur-Rehman, 2024)

WHAT DO THESE LOOK LIKE?

Honesty & Transparency

Consistency

Equity

Accountability

Courage to Do What's Right

Respect for Everyone

ethical integrity

WHAT DO THESE LOOK LIKE?

Encouraging communication

Responding with respect

Admitting mistakes

Normalizing learning

Protecting the team

psychological
safety

WHAT DO THESE LOOK LIKE?

Listening with full attention
Acknowledging emotions
Being supportive
Considering others' perspectives
Fostering belonging

empathy

WHAT DO THESE LOOK LIKE?

Person > Role

Being Present & Attuned

Care & Compliance

Taking Action to Ease Suffering

Forgiveness & Patience

relational compassion

ETHICAL LEADERSHIP...

- builds trust and innovation;

- positively influences organizational citizenship and innovation via psychological safety and engagement;

- remains underexplored but offers rich potential for enhancing leader effectiveness.

(Khokhar & Zie-ur-Rehman, 2024)

LET'S REFLECT

Recall a leader you admire.

What ethical qualities did they demonstrate?

ethical integrity	psychological safety
empathy	relational compassion

LEADERSHIP STYLES

REFLECT ON A RECENT SITUATION WHERE YOU LED A TEAM OR GROUP...

1. How did you make decisions?

   Independently, by consensus, delegation

2. How did you motivate your team?

   Inspiration, rewards, leading by example, setting clear goals

3. How did you handle conflict or disagree?

   Mediation, assertive direction, avoidance, collaborative resolution

4. What role did you take during execution?

   Hands-on, strategic oversight, supportive, directive

5. How did your team respond to your leadership?

   Engaged, compliant, resistant, collaborative

LEADERSHIP STYLES

*Servant leader	Transformational leader	Distributed leader
Visionary leader	Demo/Autocratic leader	Laissez-Faire leader

(Bass, 1990; Goleman, 2002; Greenleaf, 2002; Hutchins, 1994; Lewis, 2012; Sharma & Singh, 2013)

CHALLENGES IN LEADERSHIP

CHALLENGES IN LEADERSHIP

- Limited training in graduate programs

- Lack of formal leadership training

- Navigating organizational dynamics

- Navigating ethical dilemmas within complex systems and circumstances

- Burnout and compassion fatigue

- Cultural competency and inclusivity

- Balancing business and clinical needs

- Bandwidth for service commitments

- Role ambiguity

- Accountability

(Harrichand & Knight, 2022)

ENHANCING LEADERSHIP

ACADEMIC PERSPECTIVES

BUILDING PERSONAL LEADERSHIP CAPACITY

- Professional development (Prasath, Lindinger-Sternart, & Duffey, 2021)

- Leadership identity (Gibson, Dollarhide, Moss, Aras, & Mitchell, 2018)

- Mentorship (McKibben, Umstead, & Borders, 2017)

- Reflective and ethical practice (Prasath et al., 2021)

- Psychological Capital (Prasath & Bhat, 2022)

CULTIVATING LEADERSHIP IN PEERS AND STUDENTS

- Mentorship (McKibben et al., 2017)

- Modeling (Prasath et al., 2021)

- Pipeline (Gibson et al., 2018; McKibben et al., 2017)

- Leadership identity development (Gibson et al., 2018)

PRACTICAL APPLICATION

SOUNDS GREAT, BUT...

I'm already in leadership and need to address issues in real-time.

SOUNDS GREAT, BUT...

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On the next slide, you'll be shown three potential approaches. Describe how one of these approaches could be used to address this reaction.

SOUNDS GREAT, BUT...

I'm already in leadership
and need to address issues

in real-time.

Professional
Development

Mentorship

Reflective Practice

SOUNDS GREAT, BUT...

I believe that my leadership skills are solid, but I keep running into organizational roadblocks.

SOUNDS GREAT, BUT...

I believe that my leadership skills are solid, but I keep running into organizational roadblocks.

Leadership Identity

Reflective Practice

Mentorship

SOUNDS GREAT, BUT...

There are interpersonal or accountability issues within my team and I'm not in a position to address them.

SOUNDS GREAT, BUT...

There are interpersonal or accountability issues within my team and I'm not in a position to address them.

Professional Development

Modeling

Leadership Identity Development

SOUNDS GREAT, BUT...

I don't have the bandwidth for current responsibilities, never mind new initiatives!

SOUNDS GREAT, BUT...

I don't have the bandwidth for current responsibilities, never mind new initiatives!

Reflective Practice

Psychological Capital

Pipeline

PATHWAYS TO INVOLVEMENT

GETTING INVOLVED PROFESSIONALLY

- Engage in professional organizations
  - Committees
  - Conferences
  - Elected/appointed roles
- Participate in advocacy efforts
  - Advocacy organizations
  - Community organization

- Journal & editorial board involvement
  - Editorial board membership
  - Ad-hoc reviewer

(Moorhead, Duncan, & Fernandez, 2023)

COMMENTS & CURIOSITIES

REFLECTION

- What leadership strengths do you already possess?

- What's one growth area you'd like to focus on?

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THANK YOU!

Stacy Pinto

Stacy.Pinto@du.edu

Jillian Blueford

Jillian.Blueford@du.edu

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