



From Caseworker to Leader

Developing Leadership Skills in Child Support

Welcome & Introductions

Melanie Vigil – Deputy Director, Central Operations
New Mexico Child Support Services Division

Victoria Marquez – Deputy Director of Field Operations,
New Mexico Child Support Services Division

Alicia Franco – Human Center Change Coordinator,
Texas Attorney General's Office

Lawrence Mirabal – Sr. Consultant
Change & Innovations Agency





Today's Objectives

1. Explore the key traits of communication and how we can use them to build connections.
2. Share tips and advice from our panel to help make a successful transition to leader.
3. Have fun!





Effective Leadership Communication





“Communication is like a string of pearls – without it, everything falls apart – Pamela Jett, CSP”





Effective Leadership Communication



Survey Instructions

Step 1. In each of the 24 groups of four words below, one of these words is **MOST** like you and one is **LEAST** like you. Think of these words as they would apply to you in your professional role here at HSD. Circle one word from each of the 24 groups in the **MOST** column and one word from the **LEAST** column. See the example below:

1.	MOST	LEAST
Controlled	D	D
Traditional	N	O
Decisive	E	E
Talkative	P	P



Survey Instructions - Scoring

Step 2: SCOREBOARD

1. Count E's in the **Most** columns
2. Enter in Scoreboard (E-Most)

3. Count E's in the **Least** columns
4. Enter in Scoreboard (E-Least)

5. Subtract E-Least from E-Most
6. Enter in Scoreboard (E-Actual)

Repeat for P, D, O, and N.

	Most	-	Least	=	Actual
E					
P					
D					
O					
N					
	= 24 Total		= 24 Total		

Total the columns to verify your math. Each column totals 24. (Recount if columns don't total 24.)

Highest number and letter _____ Next highest _____ Next _____ Next _____ Lowest _____



Survey Instructions - Scoring

Scoreboard					
	Most	-	Least	=	Actual
E ✓	2		14		-12 ✓
P	12		1		+11
D	5		3		+2
O	2		4		-2
N	3		2		+1
	24 Total		24 Total		



Effective Leadership Communication

The Birds



Effective Leadership Communication

The Birds – William Moulton Marston



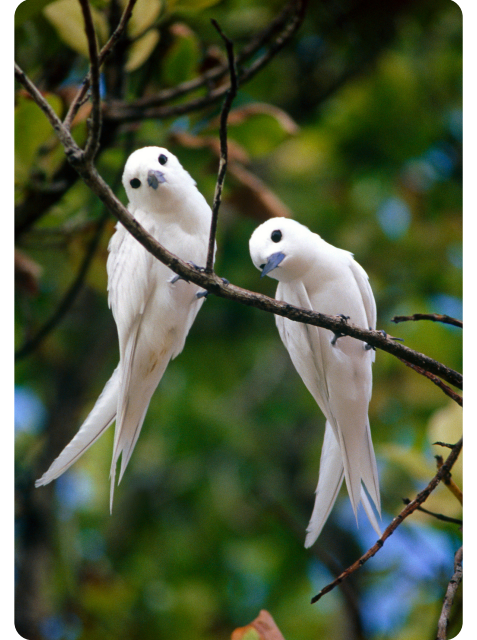
- Social Scientist
- Inventor, systolic blood pressure test (part of the lie detector test)
- Comic Book Hall of Fame, 2006



Effective Leadership Communication

The Birds – Premise

- Communication styles differ, but we process information based on our communication style.
- Effective "bird" communicators can recognize their audience's bird style and adjust their style accordingly.
- Mastering this skill can spark a chain reaction of transformation.



Effective Leadership Communication

Communication Traits

7%



Verbal Traits

- Content (word choice)
- Style (casual/formal)
- Frequency
(more/less)

38%



Vocal Traits

- Tone
- Inflection
- Volume
- Pace

55%



Visual Traits

- Body language
- Facial expressions
- Physical gestures



The Birds

Which words come to mind?



The Owl Style



Verbal Traits:

- Focuses on facts & details
- Limits the sharing of feelings
- More formal and proper
- Focused conversation

Vocal Traits:

- Little inflection
- Few pitch variations
- Deliberate delivery
- Low-volume speech

Visual Traits:

- Few facial expressions
- Non-contact oriented
- Few gestures



The Owl Style



Positive Traits:

- Thorough, meticulous, logical, with a strong attention to details.
- Naturally curious – interested in gaining knowledge to become subject matter experts.
- Like rules, procedures, and structured environments.
- Get along well with others but hold high expectations.
- Happy when provided with a quiet space and allowed to work independently.

Perceived Challenges:

- May overly plan, leaving little time for action.
- Feel compelled to achieve perfection, even when it isn't necessary.
- May withdraw if challenged.

Communication Strategy: Exercise empathy and show appreciation to build relationships. Utilize analytical skills to take calculated risks and identify shortcuts or time-saving methods to complete tasks more efficiently.



The Dove Style



Verbal Traits:

- Uses empathy effectively
- Great active listeners
- Reserves opinions
- Less verbal communication

Vocal Traits:

- Steady, warm delivery
- Less forceful tone
- Lower volume
- Slower pace

Visual Traits:

- Intermittent eye contact
- Gentle handshake
- Graceful



The Dove Style



Positive Traits:

- Natural "people person" who enjoys helping others.
- Kind, a peacemaker, enthusiastic, helpful, a good friend, and a team player.
- Motivated by relationships, shared goals, community service, and common purpose.
- Other bird styles may view the Dove as overly emotional.
- Allow Doves to interact with others, and they will be happy – great at networking.

Perceived Challenges:

- Tend to avoid change, confrontation, and risk-taking.
- May struggle with confronting problems and being assertive.
- Not naturally inclined to set goals and may seek input from others before doing so.

Communication Strategy: Leverage your people skills to promote the shared goals of the team. Use your networking abilities to maintain open lines of communication among team members. Practice empathy to build trust and foster unity within the team. Step outside your comfort zone to address difficult situations openly and mediate a resolution.



The Peacock Style



Verbal Traits:

- Great storytellers
- Shares personal feelings
- Expresses opinions readily
- Digresses from conversations

Vocal Traits:

- Lots of voice inflection
- Can be dramatic at times
- High volume
- Fast-paced speech

Visual Traits:

- Animated facial expressions
- Lots of hand and body gestures
- Spontaneous actions



The Peacock Style



Positive Traits:

- Self-confident, creative, stimulating, and spontaneous.
- Bring passion and enthusiasm to anything that interests them.
- Flexible and open-minded; skilled at noticing and seizing opportunities.
- Capable of influencing others to get involved in their activities or projects.
- Thrive when given attention and the spotlight.

Perceived Challenges:

- Easily distracted and may struggle at being thorough or sticking to details.
- May resist structure, rules, and authority.
- Comfortable figuring things out as they go.
- When faced with challenges, they may choose to move on to something else.

Communication Strategy: Inspire the team with shared purpose and a compelling vision of the future. Use your optimism to keep the office atmosphere upbeat, fun, and lively. Focus your energy and attention on planning and execution to enhance productivity. Clearly communicate new opportunities and ideas that can benefit the team.



The Eagle Style



Verbal Traits:

- Direct and to the point
- Confident in leading conversations
- Talkative and engaging
- May make emphatic statements

Vocal Traits:

- More assertive tone
- Communicates readily
- High volume & fast paced
- Can have a challenging quality

Visual Traits:

- Firm handshake
- Steady eye contact
- Energetic and displays impatience



The Eagle Style



Positive Traits:

- Highly focused, ambitious, and motivated: Eagles are natural achievers.
- Goal-setting comes easily.
- Persistent in achieving goals even if it comes at personal sacrifice.
- Eagles enjoy being productive and making progress.
- Motivated by achievement, a challenge, and obtaining results.
- When given the chance to lead, they tend to thrive.

Perceived Challenges:

- Other birds may view them as stubborn, rigid, distant, or critical.
- Might prioritize results over relationships.
- Focusing on tasks can sometimes distract them from the big picture.

Communication Strategy: Show appreciation for the value each team member brings to the team. Practice active listening, patience, and sensitivity when communicating with other bird styles. Use your energy and ambition to inspire and motivate the team toward greatness.



Effective Leadership Communication

The Birds – Applied Knowledge



- Communication styles differ, but we process information based on our communication style.
- Effective "bird" communicators can recognize their audience's bird style and adjust their style accordingly.
- Mastering this skill can spark a chain reaction of transformation.





Back Stories:

Melanie Vigil – “Slow Your Roll”
How Tone Can Affect Effective Communication

Victoria Marquez – “The Dark Side”
What I wish I knew before getting promoted

Alicia Franco – “Difficult Conversations”
Addressing Hygiene, Strategy, and Grief with staff





Questions?

THANK YOU!

Contact:

Melanie Vigil – Deputy Director, New Mexico CSSD
MelanieG.vigil@hca.nm.gov

Victoria Marquez – Deputy Director of Field Operations,
New Mexico CSSD
Victoria.marquez@hca.nm.gov

Alicia Franco – Human Centered Change Coordinator,
Project Manager
Alicia.franco@oag.Texas.gov

Lawrence Mirabal
Sr. Consultant, Change & Innovations Agency
Lawrence.Mirabal@changeagents.info

