

*A valuable resource for leadership training in academic and organizational settings—for current and future leaders...*

# Principled Leadership

## in MENTAL HEALTH SYSTEMS AND PROGRAMS

**William A. Anthony and Kevin Ann Huckshorn**

Why do some organizations prosper while others deteriorate? Why do some flourish during a period of change while others calcify? Why do some, previously known for their mediocrity, become exemplary?

While there have been many attempts to answer these questions in the corporate, for-profit world, Anthony and Huckshorn set out to find out what makes a difference in the world of mental health. More specifically, they wanted to learn how mental health organizations become successful and responsive systems of care that are recovery oriented, consumer centered, and non-coercive.

To this end, Anthony and Huckshorn interviewed leaders at all levels in the mental health field who have shown the ability to transform their organizations—federal administrators, commissioners, agency directors, program managers. What they found is that big or small, public or private, and independent of professional discipline—it's the quality and effectiveness of its leadership that fuels a successful organization.

From their extensive interviews with these exemplary leaders, Anthony and Huckshorn advance eight leadership principles and accompanying tasks that they found to be critical for effective leadership. They contend

that staff at all levels can become the “CEO” in their own spheres of influence, and they provide the template for doing so.

While Anthony and Huckshorn focus specifically on the field of mental health, the principles advanced in *Principled Leadership* are relevant and critical to effective leadership in all organizations.

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...A must read for current and future leaders in our field, regardless of professional background or clinical perspective. Rich with both theoretical concepts and practical advice, it should be on the shelf of every mental health leader and administrator....

—Steven Sharfstein, MD, President and CEO, Sheppard Pratt Health System; Clinical Professor and Vice-Chair of Psychiatry, University of Maryland; Past President, American Psychiatric Association

...Challenge[s] us to move away from “command and control” and instead to embrace a style of leadership that reflects our own authenticity of values. With works such as this one, perhaps transforming mental health leadership is indeed possible after all.

—Gail P. Hutchings, MPA, President and CEO, Behavioral Health Policy Collaborative; Former Chief of Staff, Substance Abuse and Mental Health Services Administration, U.S. Dept of Health and Human Services

...Real world vignettes from well-known and respected leaders in the field provide a rich and interesting read on a subject that often is presented only theoretically....Puts to rest the myth that effective, successful leadership is based on genes, luck, or financial resources.

—Robert W. Glover, PhD, Executive Director, National Association of State Mental Health Program Directors (NASMHPD)

...A marvelous book. Although targeted at mental health professionals, its main messages apply to any organization. It can be read profitably by students of management anywhere.

—Zvi Bodie, PhD, Norman and Adele Barron Professor of Management, Boston University School of Management

...Compels current leaders to think about what they are doing well and what they should consider changing....Should be required reading for leaders and students of leadership who wish to transition from clinical roles into leadership roles.

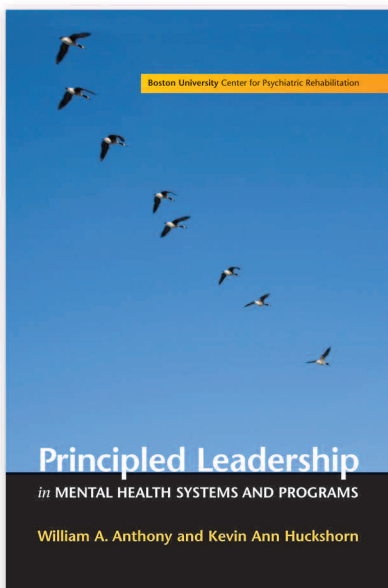
—Aaron Groves, MD, Director of Mental Health, Queensland Health, Australia

...Sound advice to help leaders in our field achieve success in what is, without question, a most difficult leadership challenge.

—Miles F. Shore, MD, Bullard Professor of Psychiatry, Harvard Medical School; Visiting Scholar, Kennedy School of Government

...From the void of research on mental health leadership, emerges a wonderful book by two experienced leaders....While clearly based on U.S. experiences, it has significant value internationally.

—Fran Silvestri, Director, International Initiative for Mental Health Leadership, New Zealand



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