

# Enhancing Leadership Capacity at an Inclusive Camp:

## A Participatory Training Approach

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### Introduction

**Setting:** Summer camp for people with disabilities. All counselors & staff are volunteers. Many counselors have come for several years & formed deep relationships. Others are new to camp & counselor role. Camp run in different structure due to COVID.

**Purpose:** Create inclusive space for volunteers to serve campers, while growing in capacity to be leaders

**Aim 1:** Develop/run training program as part of orientation

**Aim 2:** Evaluate effectiveness on counselor group inclusiveness

### Background

**Inclusive Leadership = Humility + Ability to Inspire**

**Constructs of humility include:**

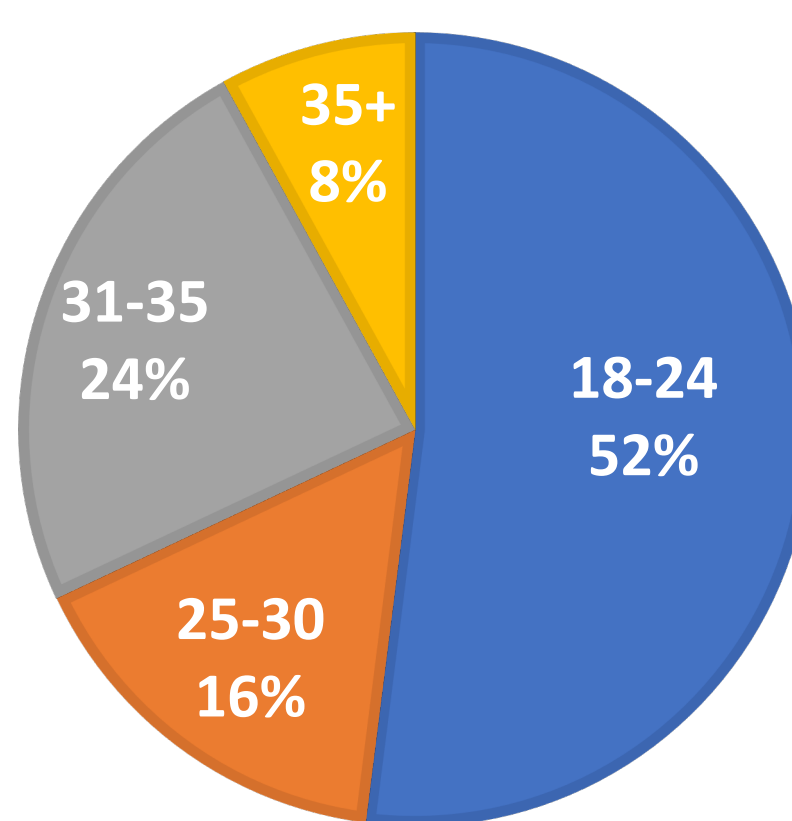
1.self-awareness 2. empathy 3. vulnerability 4. self-confidence.<sup>2,3,4</sup>

### Participants

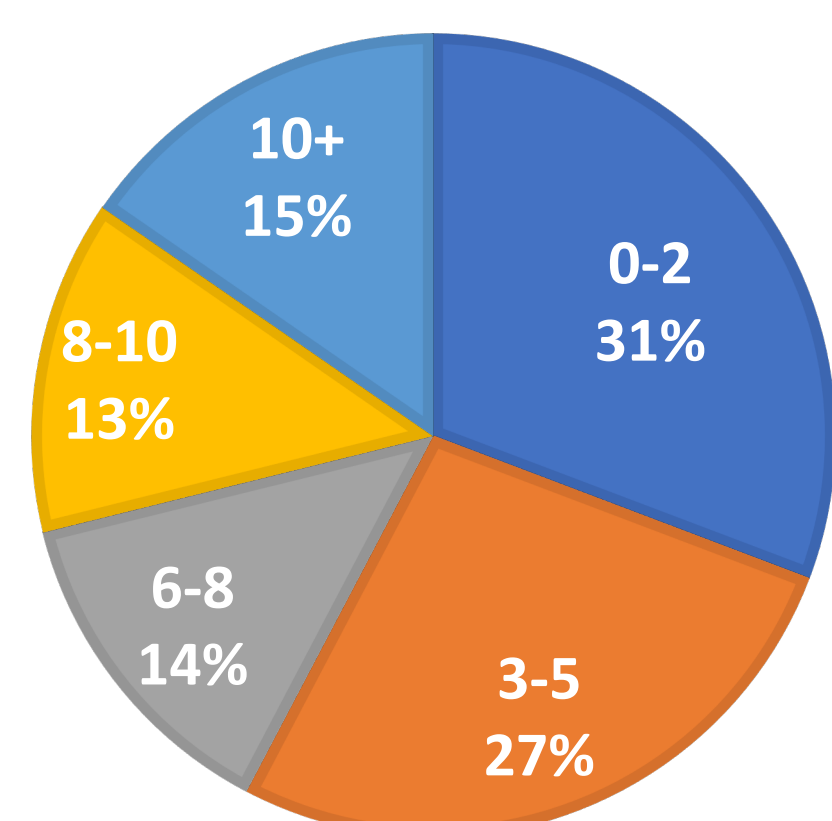
25 volunteer counselors at inclusive camp

• 64% Female • 36% Male

RANGE OF COUNSELOR AGES



YEARS OF EXPERIENCE AS A COUNSELOR



### Methods

Pre-Training	Training	During Two-Week Camp Session	Post Two-Week Camp Session
Pre-Training Leader Self Assessment	Program Activity Evaluation	Counselor Self-Report (Tues/Fri: 3 total)	Post-Training Leader Self Assessment <i>Perceived Group Inclusion Scale<sup>1</sup></i>

**Directors complete:** 1. Director Reflective Observation Checklist 2x/wk 2. Director Satisfaction Report at camp closure. Director feedback was collected but will not be discussed within this poster.

**Perceived Group Inclusion Scale: Inclusivity=Authenticity + Belonging<sup>1</sup>**

- Authenticity= "value in authenticity" + "room for authenticity"<sup>1</sup>
  - Degree to which group members encourage others to be themselves
  - Degree to which group members allow individuals to feel & act as true self
- Belonging= "group affection" + "group membership"<sup>1</sup>
  - Perceived positive valence of bond between individual & group
  - Perceived strength of bond between individual & group

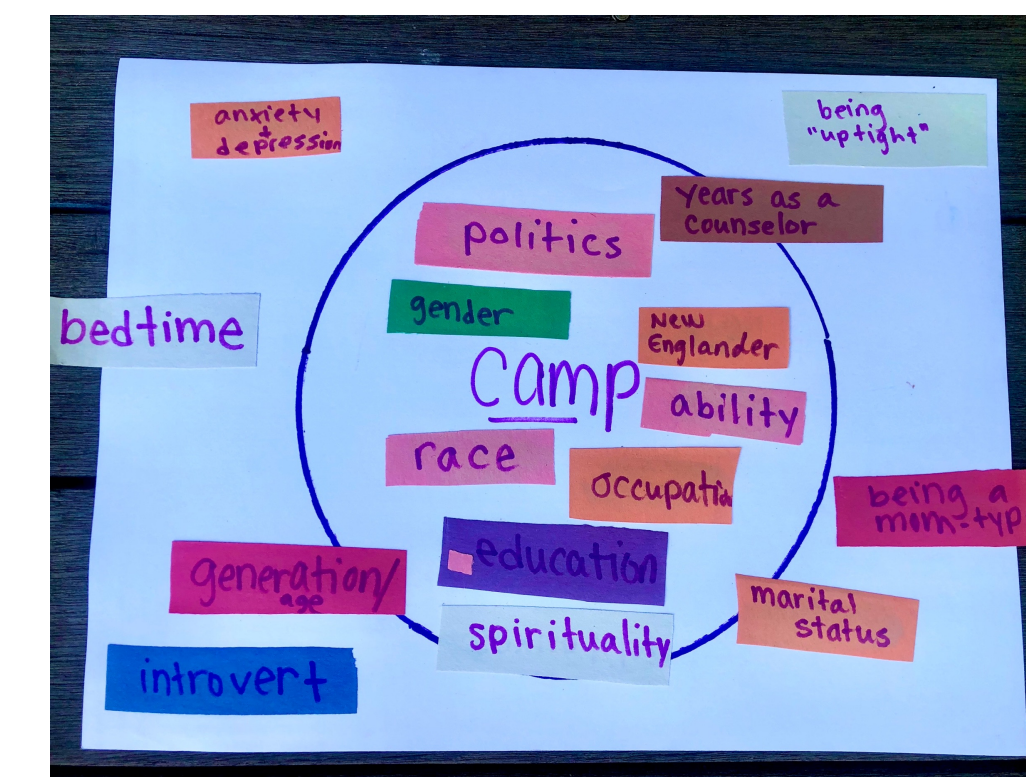
**Inclusive Leadership Training Program:**

#### Activity 1- Vision Sharing

- Visual representation of what camp means to each individual

#### Activity 2- Exploring Social Identity (Adapted by C. Linehan from S. Yousefian, 2020)

- Parts of self that make one feel included & excluded from counselor group



### Results

**Pre/Post Leader Self Assessment Average Scores:**

Constructs of Inclusive Leadership	Pre-Training Average	Post-Training Average
Self-Awareness	4.2	4.08
Empathy	4.44	4.12
Vulnerability	4.4	4.4
Self-Confidence	4	3.8
Ability to Inspire	4.24	3.96

- 25 questions (5 per construct)
- Wilcoxon Signed Rank test determined no significant difference between pre & post-training assessment scores (n=5, W=1, r=0.95).

Table 1: Welch's t-test revealed no statistically significant difference between pre & post-training scores (t=.134, d= 0.5, p=0.20, pre-training n=25, post-training n=11).

**Counselor Self Report Responses**

	I was able to regulate my own emotions today when stressed.			I was an active listener for another counselor today.			I pushed myself beyond my comfort zone today.			I feel I took ownership of my day today.		
	Not yet	Met	Yahoo!	Not yet	Met	Yahoo!	Not yet	Met	Yahoo!	Not yet	Met	Yahoo!
Survey 1 n=11	36%	45%	18%	9%	27%	64%	9%	36%	55%	18%	45%	36%
Survey 2 n=14	7%	57%	36%	7%	29%	64%	21%	29%	50%	14%	43%	43%
Survey 3 n=10	10%	40%	50%	0%	60%	40%	40%	30%	30%	10%	60%	30%

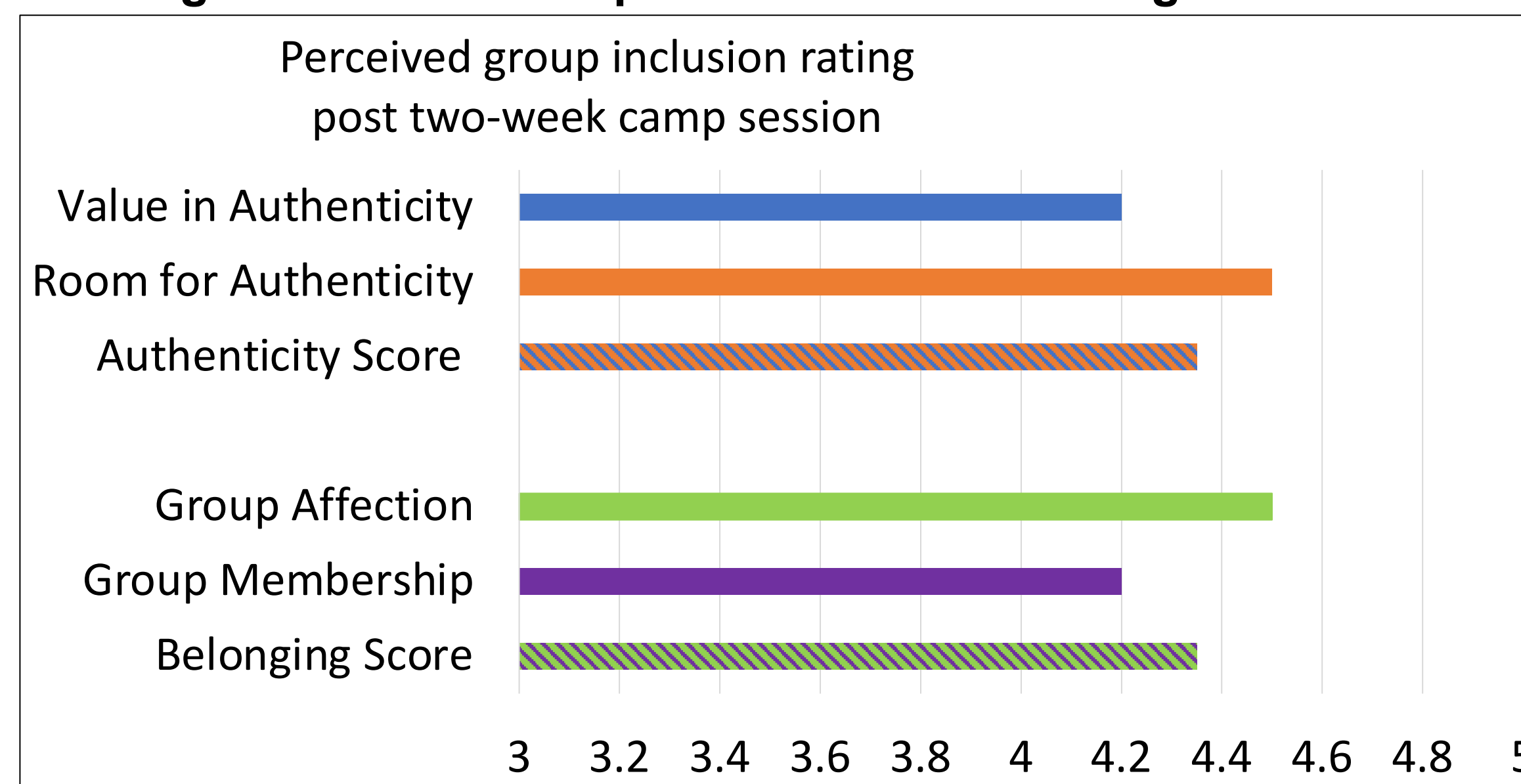
Table 2: Responses collected during two-week camp session. No functionally significant change present in counselor responses over time.

All (n=11) rated perceived group inclusivity >4 (Likert scale of 1-5) Average Score=4.35.



QR Code: link to assessment tools

**Average Perceived Group Inclusion Scale Ratings:**



### Discussion & Limitations

**Pre/Post Training Assessment**  
negative trend over two-week period.  
Why?:

- Participants rated themselves highly pre-training
- Participants became increasingly aware of need for inclusivity at camp via training & therefore more aware of growth needs.
- Pre/post assessment tool not tested for sensitivity to change, validity or reliability.

**Counselor Self Report**  
no positive or negative change over time.  
Why?:

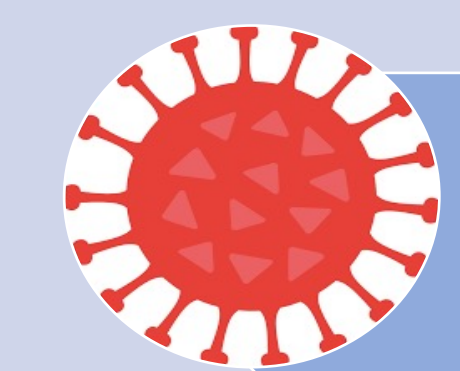
- Two-week time period is short time to expect to see change in behavior & attitude

### Perceived Group Inclusion

- Participants rated inclusivity 4 ("Somewhat agree") & above on Likert scale of 5, suggesting feelings of inclusion. Limitation is scale used as post only measure, therefore uncertain as to if represents change from pre-training perceptions.
- Working toward inclusion an active process; always room for improvement.
- Counselors may have become increasingly aware of supports & barriers to inclusion post training & two-week experience
- Participant burden with # of survey measures
- Impact of sociocultural context in terms of historical events:



Participant burnout



COVID19

### Recommendations for Future Research

- Pre/Post using *Perceived Group Inclusion Scale* to determine if change over time can be detected
  - Fewer surveys could increase participant response rate
  - Counselor Self Report survey may not be necessary
- Consider participation incentives

### References

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