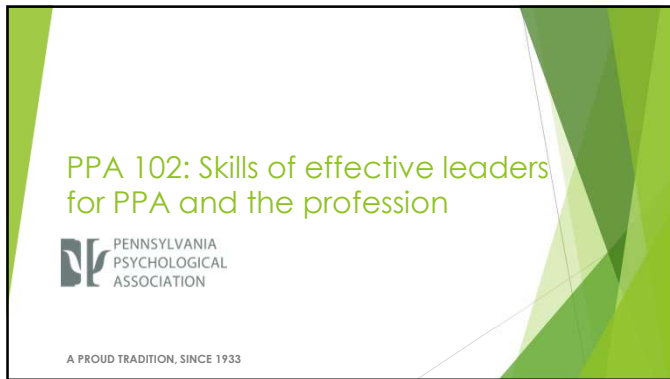
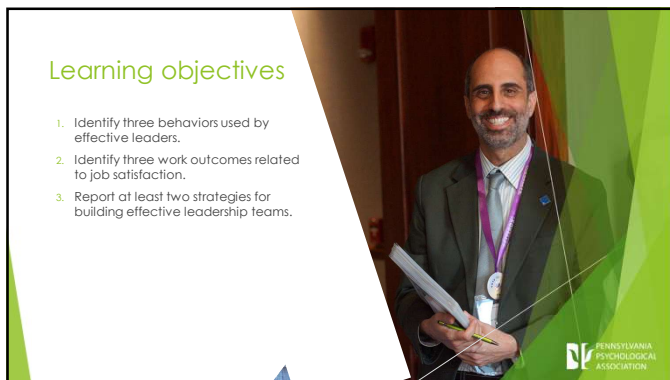
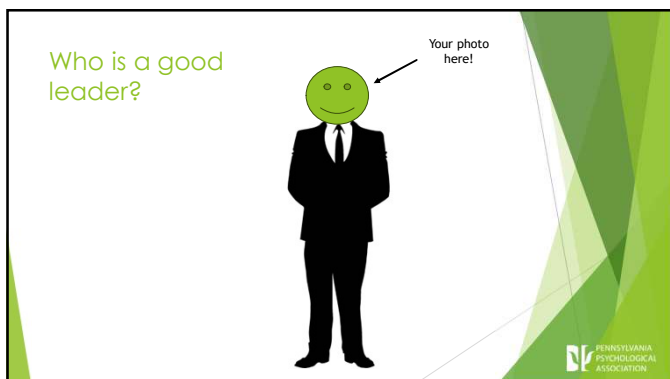




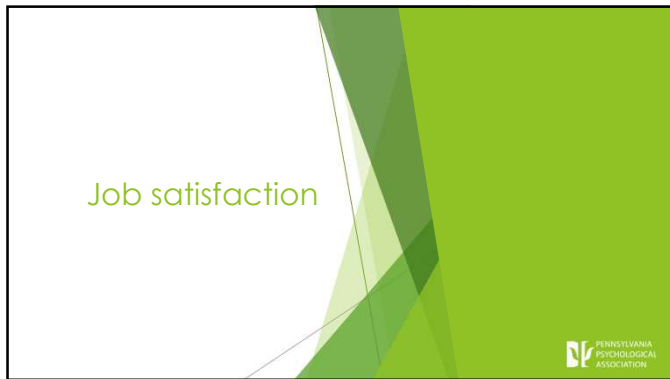
1



2



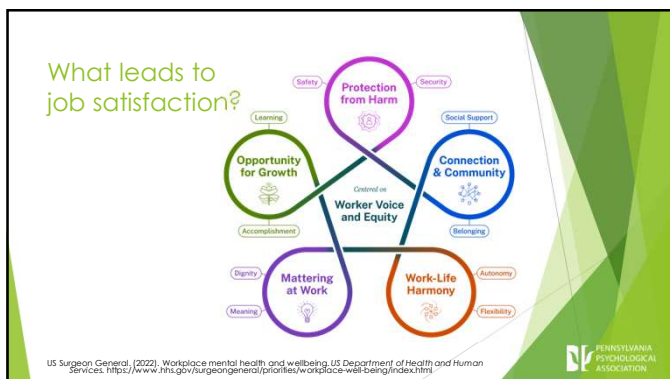
3



4



5



6



7

What about job satisfaction *among leaders?*

- ▶ Autonomy in decision making
- ▶ Clear organizational vision
- ▶ Support from senior leadership
- ▶ Strong team performance
- ▶ Opportunities for growth
- ▶ Recognition for impact
- ▶ Healthy work-life boundaries
- ▶ Alignment with personal values
- ▶ Positive relationships with peers



Leaders often report the highest satisfaction not when things are easy, but when they're challenged at the right level: difficult enough to feel meaningful, but not so overwhelming that they feel unsupported.

PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

8

We're unhappy!

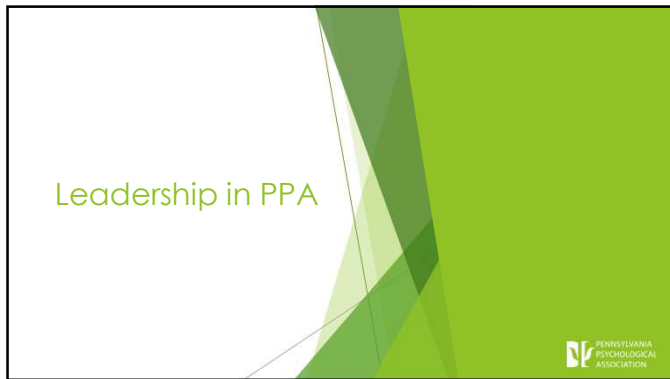
Dr. Smythe just moved into leadership at a local hospital. The organization is a mess on several fronts.

Dr. Smythe's leadership team is considering job satisfaction. Why should they do so? What kinds of things might they do?

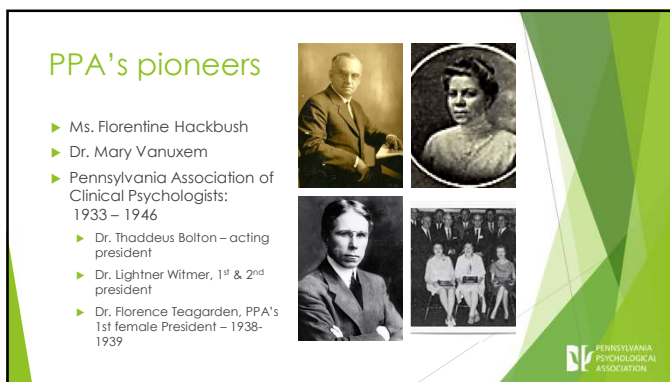


PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

9



10



11



12



Other highlights of PPA's history

- 1942-1946 – Organization on hiatus during WWII
- 1950 – First PPA newsletter issued, became *The Pennsylvania Psychologist* in 1959
- 1966 – PPA membership reached 1,000
- 1972 – Passage of licensing act for psychologists, student members join PPA
- 1977 – PennPsyPAC formed
- 1986 – Licensing law to include doctoral degree as standard
- 1982 – PPA budget reaches \$100,000
- 1990 – Pennsylvania Psychological Foundation created
- 1992 – First Lobby Day held in Harrisburg
- 2017 – PPA named "Outstanding SPTA" by Div. 31 of APA
- 2019 – Offered free membership for graduate and undergraduate students
- 2021 – PPA's investments: \$1 million; membership 3,000+
- 2023 – PPA received the STPA Diversity Award from Div. 31 of APA

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

13



PPA today: Quick facts

- ▶ 6/2026 Membership Statistics
 - ▶ 3747 Total members
 - ▶ 2,026 Regular Members
 - ▶ 949 Graduate Students
 - ▶ 772 Undergrads
 - ▶ 477 ECPs
 - ▶ 274 Retired
- ▶ Market share- 32.6% of licensed PA Psychologists
- ▶ Largest state psychological association in the US

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

14

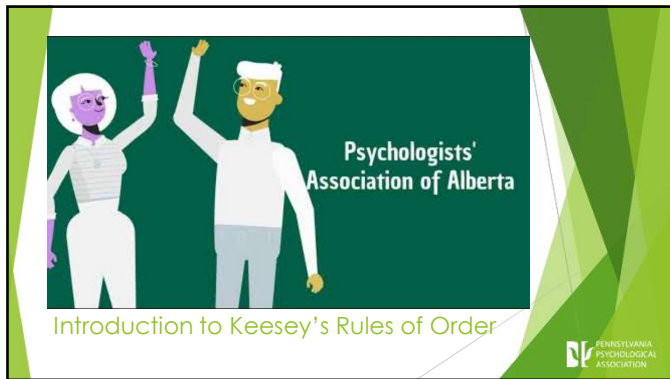


Governance structure: Overview

- ▶ **Pennsylvania Psychological Association**
 - ▶ 501(c)(6)
- ▶ **Pennsylvania Psychological Association of Graduate Students (PPAGS)**
 - ▶ PPAGS Chair: voting member
- ▶ **Pennsylvania Psychological Foundation**
 - ▶ Charitable arm, invests in people, projects
 - ▶ 501(c)(3)
 - ▶ PPF President: non-voting, ex-officio member of board
- ▶ **Pennsylvania Psychological Political Action Committee (PennPsyPAC)**
 - ▶ Political arm; supports state legislators & candidates
 - ▶ IRS 527
 - ▶ Chair: invited guest of board

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

15



16



17



18



Fiduciary responsibilities of board members

- 1. Duty of Care**
 - ▶ Exercise ordinary and reasonable care in best interest of PPA
 - ▶ Be informed and ask questions
- 2. Duty of Loyalty**
 - ▶ Remain faithful to association without putting personal beliefs ahead of what is best for PPA
 - ▶ Acting in the best interests of PPA
- 3. Duty of Obedience**
 - ▶ Act in accordance with the PPA's governing documents and policies
 - ▶ Be faithful to PPA's mission

PPA PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

19



Financial management

Fiscal Year

- ▶ Begins July 1 and ends June 30.

Budget

- ▶ (1) PPA ED proposes annual budget, reviewed by (2) Budget & Finance Committee, then (3) Executive Committee, with approval by (4) Board of Directors

Annual Budget

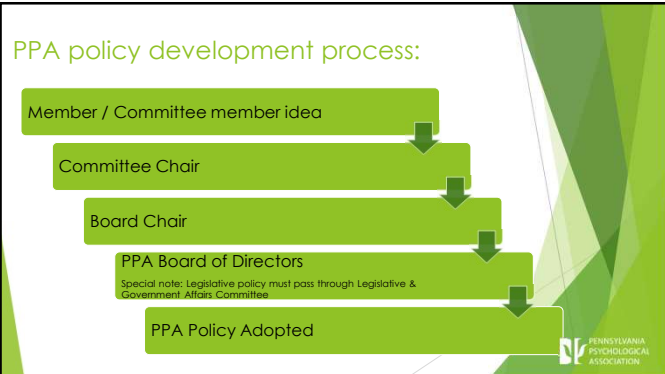
- ▶ Approximately \$1m, majority of revenue (58%) coming from membership dues

Financial Reports

- ▶ The PPA Budget & Finance Committee, Board of Directors and the Executive Committee review the financials at least quarterly

PPA PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

20



PPA policy development process:

- Member / Committee member idea
- Committee Chair
- Board Chair
- PPA Board of Directors
Special note: Legislative policy must pass through Legislative & Government Affairs Committee
- PPA Policy Adopted

PPA PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

21



Overview of governance structure

- ▶ Executive Committee
- ▶ Board of Directors
- ▶ General Assembly
- ▶ Committee Members
- ▶ PPA Members

 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

22



Executive Committee

- ▶ Elected Officers
 - ▶ President – Dr. Meghan Prato
 - ▶ President-Elect – Dr. Michelle Wonders
 - ▶ Past President – Dr. Gail Karafin
 - ▶ Secretary – Dr. Julie Radico
 - ▶ Treasurer – Dr. Helena Tuleya-Payne
 - ▶ Diversity and Inclusion Officer – Dr. Erika Dawkins
- ▶ Additional Members
 - ▶ APA Representative – Dr. Jeanne Slattery
 - ▶ Appointee by PPA President – Dr. Tanya Vishnevsky
 - ▶ Executive Director – Ann Marie Frakes, MPA

 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

23



Executive Committee

- ▶ Primary Responsibilities:
 - ▶ Administrative agent for the Board
 - ▶ Partners with the Executive Director
 - ▶ Recommends/ implements board policy
 - ▶ Meetings held at least quarterly

 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

24



Board of Directors

- ▶ Comprised of:
 - ▶ Executive Committee
 - ▶ PPA Board Chairs
 - ▶ PPAGS Chairperson
- ▶ Primary responsibilities:
 - ▶ Legislative body for the organization
 - ▶ Full power and authority over the budget and policy of the organization
 - ▶ Elected by the membership
 - ▶ Meetings held quarterly

 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

25

Board of Directors: PPA Boards

- Communications** – Dr. Meghan Prato
- Internal Affairs** – Dr. Tanya Vishnevsky
- Program and Education** – Dr. Brianna Bernardo
- Professional Affairs** – Dr. Allison Bashe
- Public Interest** – Dr. Anthony Ragusea
- School Psychology** – Dr. Shirley Woika
- PPAGS** – Sarah Peritz, MS

 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

26

Professional Staff

- ▶ Executive Director – Ann Marie Frakes, MPA
- ▶ Deputy Executive Director – Rachael Baturin, JD, MPH
- ▶ Director of Professional Affairs – Molly Cowan, PsyD
- ▶ Manager, Communications & Education – Erin Brady
- ▶ Administrative Coordinator – Rachel Bowers



 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

27



General Assembly

- ▶ Comprised of:
 - ▶ PPA Board of Directors
 - ▶ Committee Chairs
 - ▶ Appointed each year by president
 - ▶ Committee structure approved each year by Board of Directors (Mega-motion)
 - ▶ Only permanent committees mandated by Bylaws: Budget & Finance, Nominations & Elections, Ethics, and Membership
- ▶ Primary responsibilities:
 - ▶ Serves as Board of Directors during annual meeting
 - ▶ Meeting held annually and as needed for strategic planning or special projects



28

Leadership skills



29

Effective communication



- ▶ Communication is the **transmission of information**. Both the message and its delivery matter.
- ▶ To be effective, information needs to be delivered in a **direct, clear, and personal** manner.



30



Communication (Clarity + Care)

- Communicate with **precision** and **empathy**
- Use active listening:
 - Reflect meaning
 - Ask clarifying questions
- Tailor communication to audience: Clinicians, administrators, clients, families
- Handle conflict with respectful, structured dialogue

Examples

- "Here's what I heard... is that accurate?"
- Summarize decisions and next steps in writing

 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

31



Patience and courage

- ▶ **Patience:** Understanding that mistakes can happen, accepting mistakes when they happen and focusing your efforts on staying productive
- ▶ **Courage:** Rather than avoiding problems or allowing conflicts to fester, courageous leaders step up and move things in the right direction

 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

32

Accountability



- ▶ The ability to follow through on commitments and take ownership of successes and failures. Such a leader can inspire others to take similar accountability for their actions.

 PENNSYLVANIA
PSYCHOLOGICAL
ASSOCIATION

33



Integrity

- ▶ The foundation of good leadership: one must stand for their beliefs. No matter how difficult a situation, good leaders inspire without settling for the easy choices

PA PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

34



Self-awareness and empathy

- ▶ The better you understand yourself and recognize your own strengths and weaknesses, the more you can be as a leader.
- ▶ Strong leaders show empathy by recognizing and considering the feelings of others. When you show care and concern for those with whom you are working, it can help you develop stronger professional relationships.

PA PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

35

Clinical judgment + ethical leadership



- ▶ Lead with ethical reasoning and professional standards
- ▶ Translate clinical judgment into:
 - ▶ service priorities
 - ▶ risk management
 - ▶ supervision expectations
- ▶ Promote psychologically safe environments:
 - ▶ no blame culture
 - ▶ learning-focused feedback
- ▶ Address ethical dilemmas transparently
- ▶ **Key takeaway:** Ethics + good governance

PA PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

36



Decision-making under uncertainty

- ▶ Use structured decision processes:
 - ▶ Define the problem
 - ▶ Gather relevant information
 - ▶ Consider risks/benefits
 - ▶ Choose and implement
 - ▶ Review outcomes
- ▶ Balance:
 - ▶ evidence-based practice
 - ▶ real-world constraints
 - ▶ stakeholder values
- ▶ Know when to escalate (safety, legal/ethical risks)

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

37



Managing conflict and holding boundaries

- ▶ Address issues early, privately, and clearly
- ▶ Use conflict frameworks:
 - ▶ interests vs. positions
 - ▶ collaborative problem-solving
- ▶ Boundary leadership:
 - ▶ realistic expectations
 - ▶ workload transparency
 - ▶ protect time for clinical quality and supervision
- ▶ Escalate appropriately when needed
- ▶ **Goal:** Healthy working relationships + safety

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

38



Supervision, coaching, and feedback

- ▶ Effective supervision is **developmental**, not only evaluative
- ▶ Feedback skills:
 - ▶ Situation → Behavior → Impact
- ▶ Coaching questions:
 - ▶ "What do you want to happen?"
 - ▶ "What options do you see?"
- ▶ Encourage reflective practice:
 - ▶ case formulation discussions
 - ▶ learning goals and measurable next steps
- ▶ **Tip:** Use "SBI" (Situation–Behavior–Impact)

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

39



Team leadership and collaboration

- ▶ Build trust and shared norms
- ▶ Clarify roles (who does what, when)
- ▶ Facilitate interdisciplinary teamwork:
 - ▶ shared language
 - ▶ mutual respect for expertise
- ▶ Manage meetings effectively:
 - ▶ Create agenda
 - ▶ Set timeframe
 - ▶ Document decisions
- ▶ **Outcome:** Fewer misunderstandings, faster execution

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

40



Change management & innovation

- ▶ Leadership requires adapting services and workflows
- ▶ Change cycle:
 - ▶ assess needs → pilot → measure → scale
- ▶ Engage stakeholders early:
 - ▶ clinicians, managers, clients/families where appropriate
- ▶ Manage resistance:
 - ▶ acknowledge concerns
 - ▶ explain rationale
 - ▶ reduce friction (resources, training, timelines)

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

41



A hot mess

Dr. Smythe just moved into leadership at a local hospital. The organization is a mess on several fronts: financial, staffing, and climate. Develop a plan for how Dr. Smythe could begin to get the organization back on track.

 PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

42

Putting it into practice (Action plan)

- Choose 2–3 leadership behaviors to practice this month:
 - Run one structured case discussion with clear learning goals
 - Implement a consistent feedback method (e.g., SBI)
 - Improve communication in teams (written summaries after decisions)
 - Practice a "difficult conversation" using a respectful script
 - Lead a small change initiative (pilot + measure)



Self-check questions

- What impact did my leadership have on the team and clients?
- What did I learn—and what will I adjust?

PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

43



Questions?

Linda K. Knauss (lknauss@widener.edu)
Jeanne M. Slattery (jslattery@pennwest.edu)

PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

44

Thank you!

- And thanks to Allyson Galloway, John Gavazzi, Gail Karafin, Brad Norford, Dea Silbertrust, Michelle Wonders, and Dave Zehrung for sharing their photos!



PENNSYLVANIA PSYCHOLOGICAL ASSOCIATION

45
