

It Really Is All About YOU!

Steps to Becoming a Better Leader

Susan Clark, CPCC

Objectives:

- ▶ Upon completion of this session, participants will be able to:
 - ▶ Distinguish between being a manager and being a leader,
 - ▶ Recognize the impact of ego or fear on the workplace and
 - ▶ Implement at least two strategies for increasing their leadership effectiveness.

Managing or Leading

Managing

- ▶ Direction and control
- ▶ Project or task orientation
- ▶ Focus on here and now
- ▶ Attention to bottom line, what we have to do
- ▶ Do this right
- ▶ Circles of influence
- ▶ React to situation

Leading

- ▶ Vision and strategy
- ▶ Influence, inspire, enable others
- ▶ Long term view
- ▶ Big picture, where we are going
- ▶ Do the right thing
- ▶ Circles of power
- ▶ Think beyond the problem

Bennis, Drucker, Nayar, Peeler

Knowing and Owning Yourself; Consciously Self-Monitoring

- ▶ Being Present
- ▶ Knowing your core values, inner obstacles and their implications
- ▶ Managing your environment
- ▶ Constantly differentiating between fact and what you make up
- ▶ Making conscious choices

Personal Impact

- ▶ For the sake of
- ▶ Setting Intentions
- ▶ Intended and unintended impact
- ▶ Ego, Fear and Tolerating
- ▶ Love, Caring, Compassion and Curiosity

Personal Impact - 2

- ▶ Dealing with your shadow
- ▶ Role Models
- ▶ Support Systems

Meaningful Conversations

“True partnerships hinge on being authentic.”

Dan Holden

▶ DESC Model

- ▶ **Describe** the situation in very black and white or concrete terms without embellishment
- ▶ **Express** how the situation affects you, the work place, patients, etc.
- ▶ **Specify** the action that is needed or desired
- ▶ **Consequences/Outcomes** - Identify how the action will impact the workplace, team, patients, etc.

Meaningful Conversations - 2

Performance Management

- ▶ Notice who your employees are and who they are becoming or have the potential of becoming
- ▶ Set and communicate clear expectations based on what is needed for the role, what is needed for the culture you are shaping what is needed to keep you sane and at your best
- ▶ Poor behaviors and attitudes negate competence
- ▶ Poor behaviors and attitudes are performance problems and prohibit excellence

Meaningful Conversations - 3

Performance Management

- ▶ Love or care about the person enough to provide thoughtful, honest, timely feedback
- ▶ Think about the reputation you want to have and the culture you want to establish; set your intentions for the conversation
- ▶ Use the DESC Model to prepare
- ▶ Be willing to terminate appropriately, sooner rather than later
- ▶ Do It!

Meaningful Conversations - 4

Conflict Resolution

- ▶ Conflict is a normal, healthy part of life and work
- ▶ Healthy debate is good for our brains and contributes to trust and innovation
- ▶ Managing conflict and teaching others to manage theirs is a critical leadership role
- ▶ The way you handle this or don't defines who you are as a leader
- ▶ Unresolved conflict is toxic in the workplace and does indeed affect patient care
- ▶ If an employee is unwilling to own their role in creating or sustaining conflict, it is wise to help them find a different role in a different organization, quickly

Meaningful Conversations - 5 Conflict Resolution

- ▶ Listen to both individuals separately, privately and without bias
- ▶ Listen to hear what is behind the words being spoken
- ▶ Recognize that each person is speaking their truth
- ▶ Ask each person:
 - ▶ what their role is in the conflict, what parts they own
 - ▶ to describe what they have done or could do to resolve the conflict
 - ▶ to be prepared to tell the other person what they most honor and respect or value about them
 - ▶ to be prepared to apologize to the other person for their role in the conflict
 - ▶ to be prepared to suggest ways to resolve the conflict

Meaningful Conversations - 6

Conflict Resolution

- ▶ If the employee is a union employee, they are entitled to have the union representative present for all parts of the process
- ▶ Bring the two employees together
- ▶ Use your organizational values as ground rules and obtain agreement to follow them
- ▶ Have each employee tell the other what they respect or value about the other
- ▶ Have each employee describe the conflict while the other one listens respectfully
- ▶ Ask each what apologies are needed to be spoken

Meaningful Conversations - 7 Conflict Resolution

- ▶ Ask for their ideas for resolution
- ▶ Allow the process to happen while ensuring that the ground rules are being honored
- ▶ Your employees will figure out what needs to happen, you are better off without an agenda for resolution; if you have an agenda, manage this process differently
- ▶ This event is not about you, it is about the environment you are hoping to create or maintain

Now What?

- ▶ What is one thing you will start or stop doing or will do differently
- ▶ What accountabilities will you put in place for yourself
- ▶ Who will help you stay focused on being your best
- ▶ Observations, ideas, questions?