Leadership Boot Camp

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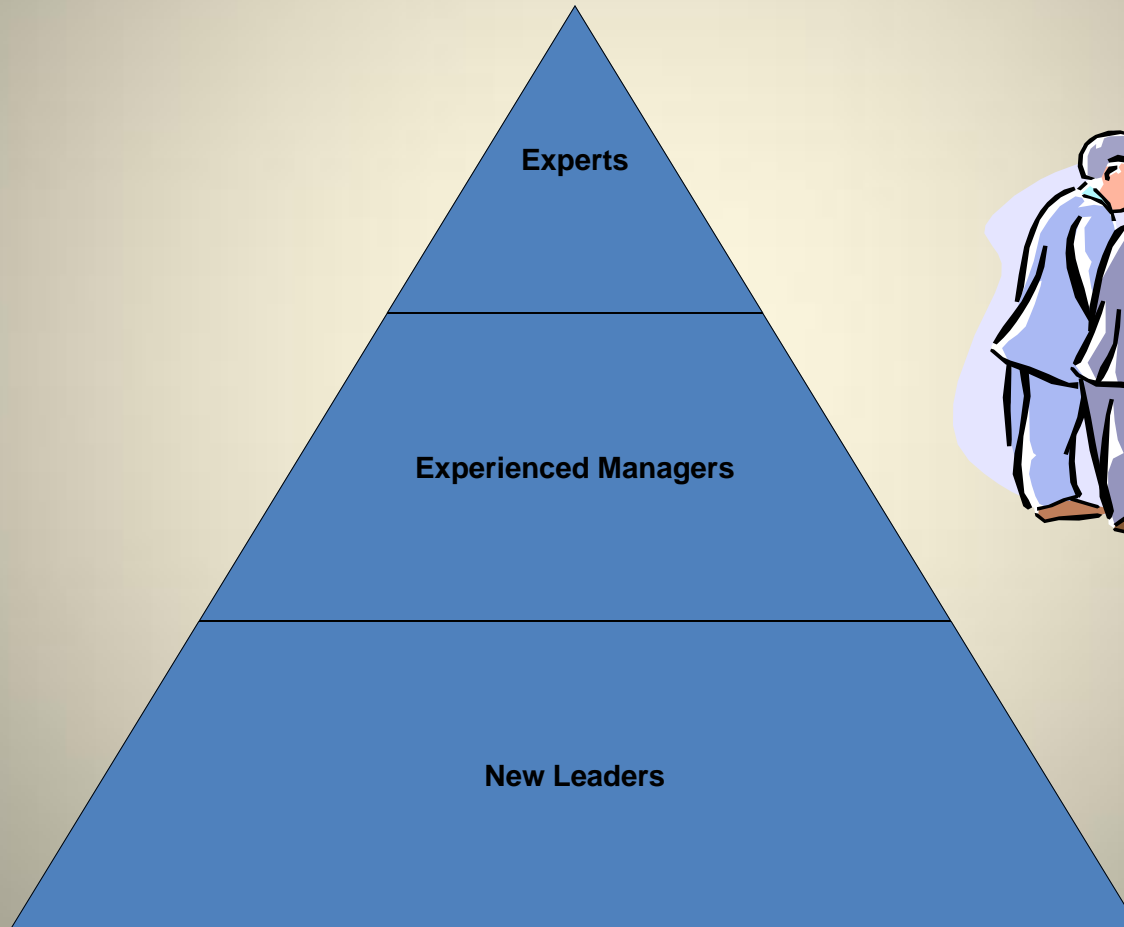**escottstumps@ecu.edu**
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Leadership Boot Camp:
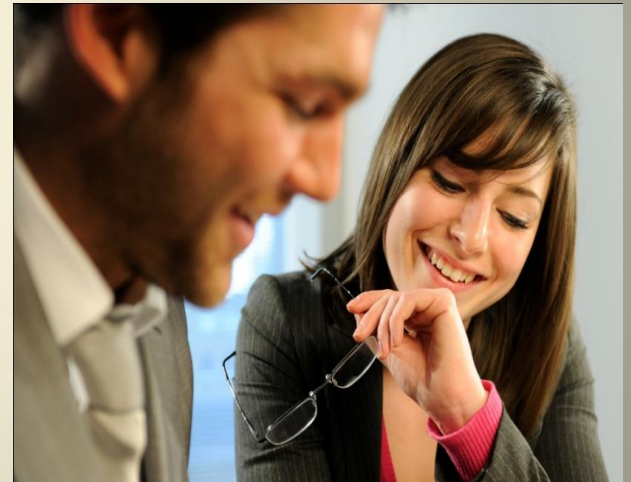
Workshop Goals–

Participants will:

1. Learn steps for improving team outcomes
2. Identify their current leadership strengths
3. Be able to state two ways in which their leadership skills can improve

Leadership Boot Camp

Experts
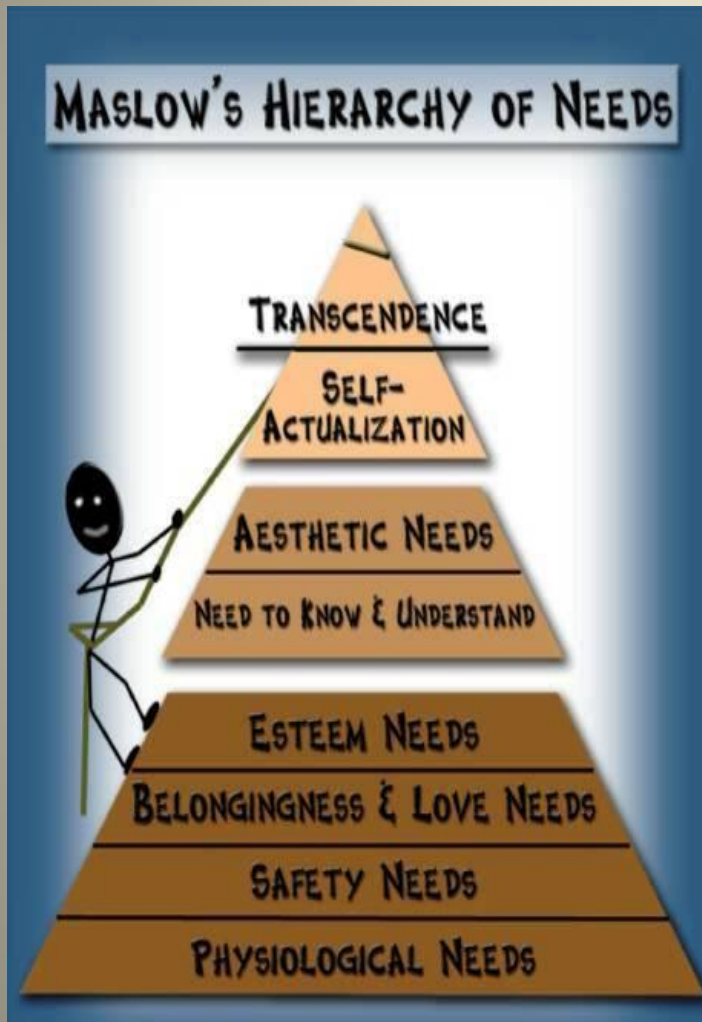
Experienced Managers

New Leaders

Legal Issues and Malpractice

- Protect yourself and your colleagues
  - Choking incidents
  - Language in charts
  - Patients finding things in food
  - Food allergy errors
  - Food preparation consequences
  - Tube feeding and TPN issues
    - *Policies can help or harm*
    - *Problems with doctors not paying attention*

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Roles of Managers

MASLOW'S HIERARCHY OF NEEDS

TRANSCENDENCE
SELF-ACTUALIZATION
AESTHETIC NEEDS
NEED TO KNOW & UNDERSTAND
ESTEEM NEEDS
BELONGINGNESS & LOVE NEEDS
SAFETY NEEDS
PHYSIOLOGICAL NEEDS

Joint Commission (TJC) Leadership section

- Identify and resolve conflict
- Assess processes from a system-based perspective
- Apply team-based concepts
- Show use of evidence-based decision-making
- Use diplomacy and mutual respect

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Five Critical Components of Effective Leadership

▶ **Vision**

▶ **Skills**

▶ **Incentives**

▶ **Resources**

▶ **Action Plan**

Vision

- BIG PICTURE
- Clear, imaginable image of the future
- Desirable and supported by all parties
- Feasible and realistic
- Flexible enough to allow initiative and alternatives

Vision

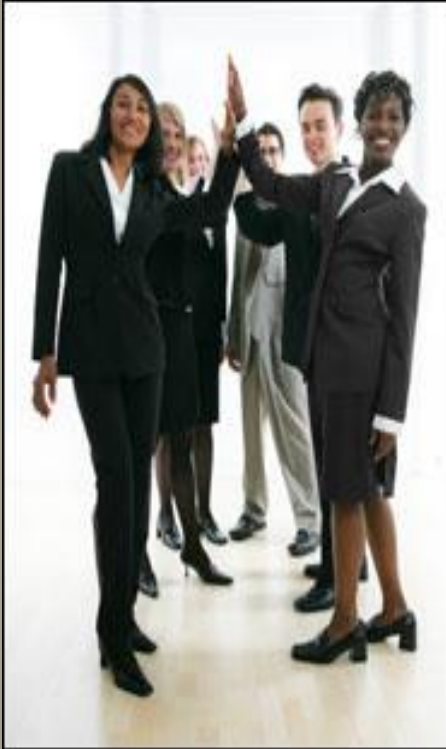Do you see turmoil or potential?

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Skills

▶ Leaders are made, not born!
- Skills Needed – ability to
  - Create a mission or set a goal
  - Set strategies or make plans
  - Motivate yourself and others around you
  - Build the culture
  - Develop and re-evaluate the goals and game plan from time to time

Effective Leadership Traits

- Committed to being the best

- Encouraging of input from others

- Open-minded

- Not a micro-manager

- "Calculated risk" taker

- Futuristic in thinking

- Keeping the whole picture in mind – not just your department!!

Emotionally Intelligent Leadership

- http://www.valuebasedmanagement.net/methods_goleman_leadership_styles.html

Leadership Styles

- Affiliative

  create emotional bonds and harmony
  "**People come first**"

- Democratic

  leaders build consensus through participation
  "**What do you think?**"

Leadership Styles

- Pacesetting

  expect excellence and self direction

  "Do as I do, now"

- Coaching

  develop people for the future

  "Try this"

Leadership Styles

- Coercive or Commanding

  demand immediate compliance

  "Do what I tell you"

- Authoritative/Visionary

  mobilize people toward a vision

  "Come with me"

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Leadership Styles

Affiliative???   Democratic??   Commanding???   Pacesetting?

- *Which is most effective?*

Leadership Styles

Most effective

- *Visionary/*

Authoritative

Effectiveness

- When Leaders are effective, they create RESONANCE

Desirable Characteristics of a Good Leader

- Creative in problem-solving
- Diplomatic
- Good communicator
- Mentor
- Negotiator

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Leader as "dictator, controller, overseer"...now obsolete!

Supervision takes humility, understanding, and patience.

Leadership Development

- Do research - benchmarking

- Be accessible to those under your supervision

- Evaluate the progress of your program and services

- Provide an opportunity for your employees to evaluate you

- Applaud your staff for their accomplishments

Resources

▶ What do you need – budget, supplies, space, equipment?

▶ Additional resources may be required

▶ Creativity required in use of existing resources

  ◦ When the $$ diminishes, will you be prepared?

Resources

- By working well with other Departments, you are more likely to be given your fair share later!

- Document outcomes of services in order to obtain more privileges or resources

Resources

- PEOPLE are your most important resource!!

- There are 12 possible skill sets for working with people (Bolles – *What Color is Your Parachute*?)

Increasing Levels of Skill

- **1-Taking instructions**; helping
- 2-**Serving**; attending to the needs or requests of others
- 3-**Exchanging information** with others
- 4-**Coaching**; befriending and encouraging individuals on a personal, caring basis

Increasing Levels of Skill

- 5-**Persuading**; influencing others in favor of a product, service or point of view

- 6-**Diverting**; amusing others

- 7-**Consulting**; serving as a technical resource to others

- 8-**Instructing**; teaching subject matter to others or training others

Increasing Levels of Skill

- 9-**Treating**; interacting to carry out specialized therapeutic procedures

- 10-**Supervising**; determining or interpreting the work procedures of others and evaluating them

Increasing Levels of Skill

- 11-**Negotiating**; exchanging ideas, information, opinions with others on a formal basis to formulate policy

- 12-**Mentoring:** helping with with overall life adjustment behavior to ***counsel, advise or guide*** with regard to problems that may be resolved by legal, scientific, clinical, spiritual or other professional principles.

People Skills as Manager

- Role of managers?

  - **Make a successful team!**

  - **Help people be self-motivated**
    - No one can motivate others; we only motivate ourselves.
    - Applaud their successes—big and little

How to Move from "Me" to a "We" style...

Teamwork

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Team Self-Assessment

Low morale

Lack of loyalty

High stress levels

Unsolved gripes

Team disputes

Criticism/blame

High turnover

"Scapegoat" behavior

Missed deadlines

Passivity or aggressiveness

Low job satisfaction

Lack of feedback

Weak team identities

Power struggles
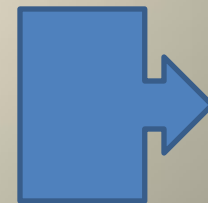
Open conflict

Resentment

Verbal abuse

Unhappy customers

Back-stabbing

Making A Successful Team

- Ask for employee input

- Treat each suggestion with dignity and respect

- Provide an ample opportunity for expression

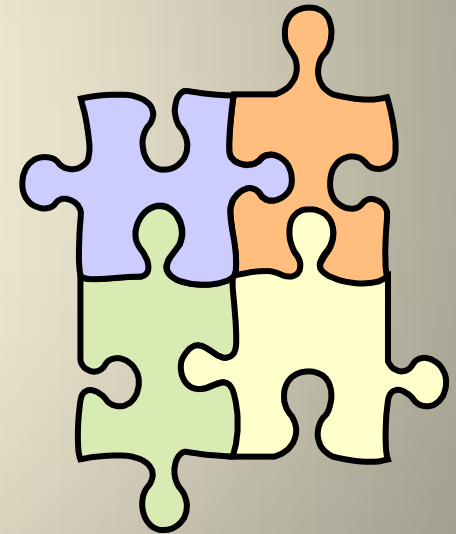- Give clear directions when the goal has been set.

Remember:

When the team looks good, you each look good.

Skills for Success with People

- **Personality – "Have one!! Choose to be delightful!"**
  - **(Becky Dorner)**
- **Humor – use it.**
- **Confidence – show it.**
- **Compassion – demonstrate it.**
- **Teamwork – support it.**
  - **We are <u>each</u> only one piece of a bigger puzzle**

People Need…

- **To take ownership in their organization and in the growth of that organization**

- **To have a strong sense of personal worth and purpose**

- **To be given the skills and authority to become decisions makers on their own**

- **A sense of challenge and reward in the work environment**

People need…

- **To feel that they can influence outcomes in their work environments**

- **To be treated as significant equals in the workplace**

- **To work in an environment where they can experience both personal and professional growth**

- **To work in environments where they can have fun**

Finally, people need

- **To work in an environment where it is acceptable to fail... and where failure is considered to be a form of learning**

- **To work in environments which promote acceptance of change**

- **To work in environments which promote high self-esteem.**

Motivation

Remember…

Improvement…

Begins with….. I

# It's All In the ATTITUDE

INSTEAD OF:

- Can't
- We've never don't it before
- We don't have the resources
- It will never work
- There's not enough time

- It's too complicated

MAKE IT:

- Can do
- We have an opportunity to be first
- Necessity is the Mother of invention
- We'll give it a try
- We'll re-evaluate some priorities
- Let's look at it from a different angle

Action Plan

▸ Contributes to reaching the vision

▸ Incorporates strengths of all involved

▸ Has set time frames and deadlines

▸ Is achievable, realistic

▸ Recognizes weaknesses but turns them into opportunities
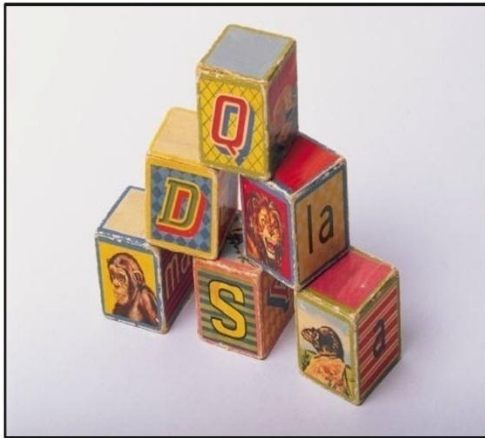
Summary: What are the Main Goals of Leadership?

TO GET

RESULTS
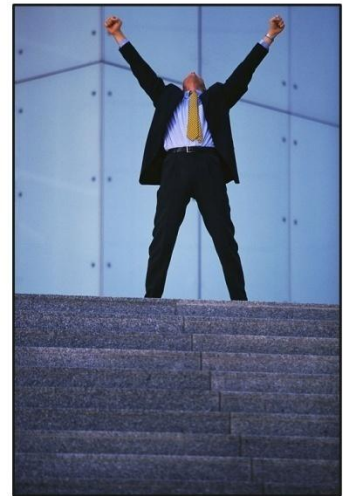
TO PROTECT THE PUBLIC

Leadership is <u>action</u>, not position.

D.H. McGannon

What will YOU do now?

- Set a big goal
- Establish 1-2 objectives for the next month
- Establish 1-2 objectives for the coming year
- Work them into your personnel plan
- Celebrate your success!

In closing…

"Real leaders are <u>ordinary</u> people with <u>extraordinary</u> determination!"

John Seaman Garns