





**Leadership, Partnership
& Motivation**

Presented by:
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Leadership, Partnership & Motivation

Defining Terms and Who We Are....

- Leadership
- Partnership
- Motivation

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Objectives

Leadership

- What is it?
- Can it be learned?
- Skills / behaviors
- Partnership
- Motivation


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Objectives

- **Leadership**
- Partnership**
 - What *is* it?
 - Skills & Behaviors
 - The difference - Leadership & Partnership
- **Motivation**


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Objectives

- **Leadership**
- **Partnership**
 - **Motivation**
 - What is it?
 - How is it accomplished?
 - What does the research say?

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**"Either lead, follow, or get out of the way.
But never try to do all three at the same time!"**

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Leadership

Charisma	Vision
	

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Leadership & Partnership


Leadership:
Articulate a vision that's compelling
Change Agency

Management:
Accomplish goals & objectives
Complexity

**“Most UK corporations today are over managed
and underled...”**

R. Branson, Virgin LTD

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Leadership for Mere Mortals

Can Leadership be...

- Learned**
- Taught**
- Measured**

Who are our Leadership Models?

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Leadership & Motivation

Leadership:
 Articulate a vision that's compelling
 Change Agency

➤ Motivation

- 'Prompting others so as to evoke specified behavior's)
- Can anyone 'cause', or 'make' anyone do anything?


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Leadership

- The pace of change has quickened
 - Regulatory changes
 - Commissioning
 - Inspections
 - Demographic changes –
 - Workforce & Consumers
 - Ethnicity & Ageing
 - Macroeconomic changes
 - Outsourcing
 - Technology

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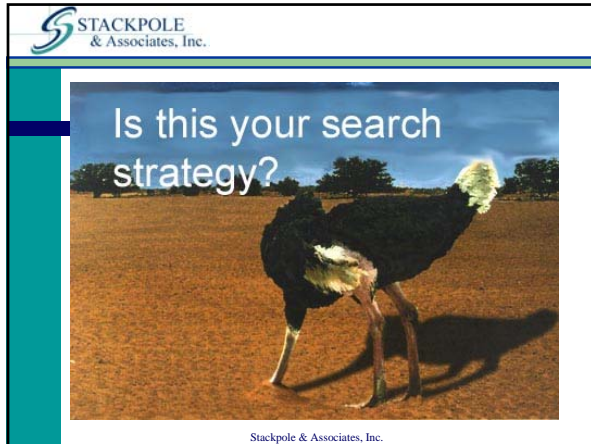
Leadership

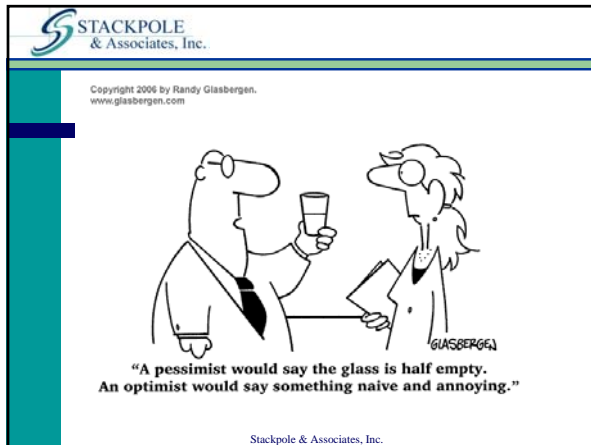
- Change has drawn us into new partnerships, testing old models
- Are we searching for ways to respond?

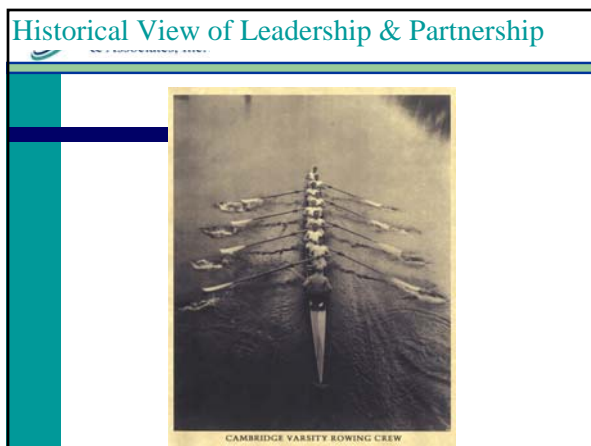
How will you?

Do we have a choice?

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Today's Leadership & Partnership Reality



16

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Leadership

Leadership – Some Principals*

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

Kouzes, J. and Posner, B. The Leadership Challenge. Josey Bass, San Francisco, 2002

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Leadership & Motivation

Leadership

- Model the way
 - Are you asking others to do what you wouldn't?
 - Are you talking about your values?
 - Do you have a compelling story?
- People *first* follow the person, then the plan


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Leadership Modeling - The Story

EXERCISE:
Share your story...
What you value;
What has been accomplished;
The difference this has made.

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Leadership & Motivation

Leadership

- Model the way
- Inspire a shared vision
 - Do you have a clear & exciting picture / image?
 - How *could* it be?
 - How big is your dream?

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Leadership Modeling - The Vision

EXERCISE:
What is your Vision?
Describe the future you would like to invent!
How does this relate to the Vision / Dreams of
your colleagues?

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Leadership & Motivation

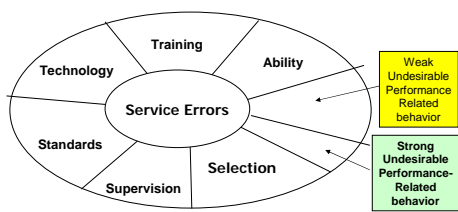
Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
 - Do we really have to do it this way?
 - FACT: ~15% of errors are due to undesirable behavior
 - 85% of errors are the result of "SYSTEMS"

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Differentiate Between System Problems and Behavior



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STACKPOLE & Associates, Inc. Our response to complaints?




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Challenge The System

EXERCISE:

- What part of the “system” are you going to challenge?
 - How and when?
 - Who will you recruit?
 - How will you hold yourself to it?

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Leadership

Leadership

- Model the way
- Inspire a shared vision
- Challenge the process

- Enable others to act
 - How often do you say, “We...”
 - Are you trusted?.. Do you trust?
 - Do you have the information you need?
 - Do others have the information they need and the authority to act?

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Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act

- Encourage the heart
 - Faint heart never won the long sought prize
 - How do you uplift yourself?
 - How do you emotionally support your colleagues?
 - Most of us live up to the standards created by those with whom we have the most contact / deepest emotional ties, so...
 - Who’s in your network?
 - Who would you like to have in your network?

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"You spent four days rubbing elbows with the top people in our field and all you brought back are bruised elbows?"

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The "You" Support System

EXERCISE:

- List one person who is not in your network, and whom you will recruit
 - What will you say / do?
 - What's in it for you/
 - What's in it for them?

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Leadership vs. Management


Leadership

- Model the way, shared vision, challenge the process, enable action, uplift the heart

Management


- Support, follow the plan, system compliance, make motivation possible

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Let's Take a Break!

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Partnership & Motivation

Motivation – A Definition:
 “...to furnish with a motive or motives”*

“Motivation” resides *within* each person;
 Our job is to connect with staff, find *their* motives, and “discover” motivations...

* Webster's New Twentieth Century Dictionary. Unabridged.

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Partnership & Motivation

We *DO* need...

- Focus on clear standards
 - ⌘ Tell wonderful stories
- Expect the Best
 - ⌘ Pygmalion is validated by data
 - ⌘ What's expected predicts outcomes.

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Pay Attention

- Be present with each person, at each encounter.

Personalize Recognition

- Know their names, birthdays and life events.

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Goal Setting

- The value and importance of Goals
- Whatever they're doing, *tell them* why its important, and the end its serving

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Partnership & Motivation

Then, people need to know how they and the organization are doing against the GOALS

Feedback

- Measures
- What gets measured gets done

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Borrowed Wisdom

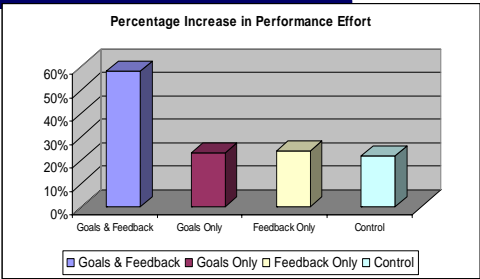
We don't know what we don't know
We can't do what we don't know
We won't know until we measure
We don't measure what we don't value
We don't value what we don't measure

Source: Harry, M & Schroeder, R, Six Sigma

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Goals + Feedback = Bonanza!



Category	Percentage Increase
Goals & Feedback	60%
Goals Only	30%
Feedback Only	30%
Control	10%

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Partnership & Motivation

➤ What the behavioral research says about motivation

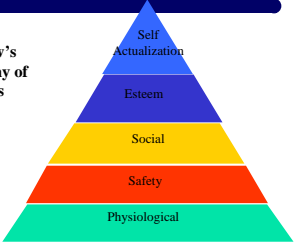
- **Productivity (i.e., motivation) linked to key variables**
- **Retention / Productivity closely linked**

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Psychological & Organizational Construct

Maslow's Hierarchy of Needs




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Motivation & Productivity

Employment Motivation & Productivity Hierarchy*



* From *First Break All The Rules*, Marcus Buckingham & Curt Coffman


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Motivation & Productivity

Basic Needs


- Do I have the materials needed?
- Do I know where / how to find / access them?
- Do I know what is expected of me?
- Are there clear standards for my job?



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Motivation & Productivity

Management Support

- Someone encourages my development
- Someone at work cares about me
- Receive recognition or praise
- Opportunity to do what I do best




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Motivation & Productivity

Teamwork / Peers

- Have a best friend at work
- Fellow employees are committed to quality
- Mission / purpose of the organization
- My opinions seem to count



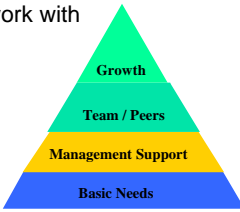
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Motivation & Productivity

Growth

- Opportunity to learn & grow
- Review progress at work with my supervisor



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EXERCISE:


- S**pecific
- M**easurable
- A**ctionable
- R**elevant
- T**ime-based

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