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**Managers' Continuum;  
Manager's Conundrum**

**When Weebles  
Don't Wobble**

Presented by:  
Irving Stackpole, RRT, MEd

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**Disclosure**

**Neither Stackpole & Associates or  
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## Managers' Continuum

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**Environmental Challenges**

- **Scope & time conflicts**
  - Too much Scope and...
  - "Not enough Time"
- **Evaluation by "exceptions"**
  - Managers' "errors"
  - Who defines service errors for LTC managers?
- **Boundary permeation**
  - Where does "the job" end and "me" begin?

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## Managers' Continuum

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**Environmental Challenges**

- **Scope & time conflicts**
  - > scope and < time
  - At what point does "more" = "too much"?
  - Who decides?

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## Managers' Continuum

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**Environmental Challenges**

- **Evaluation by "exceptions"**
  - Managers' "errors"
  - A definition of "quality"
    - And a definition of service errors
  - Managing expectations
    - Clarifying "exceptions" ⇌ define quality

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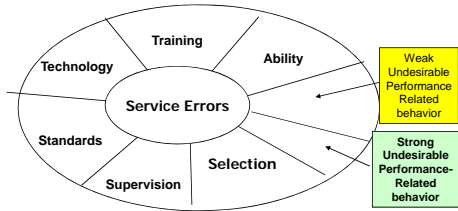
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**System Problems vs. Behavior**



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**Managers' Continuum**

**Environmental Challenges**

- **Systems Perspective v. Personal**
- **Boundary permeation**
  - Where does "the job" end and "me" begin?
  - Are the systems designed to support the people or vice-versa?

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**Continuum or Conundrum?**

**Failing to "contain the continuum"**

- **Task Fatigue**
- **Professional defensiveness**
- **Functional (task) inefficiency**
- **Functional dis-integration**

**An Application of Hooke's Law**

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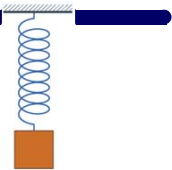
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Change  
&  
Equilibrium

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**When Weebles Don't Wobble**

**Managers ≡ "management"**

- Weebles ≡ Wobbling

**When managers ≠ manage  
And Weebles ≠ Wobble**

- Recognizing the "≠"

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## Management Style?

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## In Summary

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- **Highly pressurized roles**
- **Vague “systems”**
  - Vague / variable output measures
- **Internal vs. external rewards**

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## Borrowed Wisdom

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**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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## The Challenge

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➔ **Issue - Leadership**  
**We must define the criteria of success**

- **Personal**
- **Professional**

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## Leadership & Management

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Leadership:  
Articulate a vision that's compelling  
Change Agency

Management:  
Accomplish goals & objectives  
Complexity

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## Leadership & Motivation

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Leadership:  
Articulate a vision that's compelling  
Change Agency

➤ **Motivation**

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

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## Leadership

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

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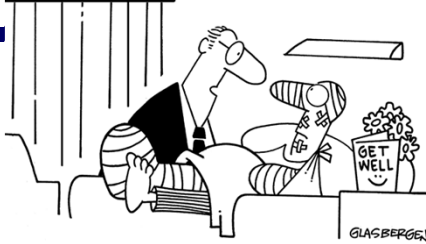
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**"Either lead, follow, or get out of the way.  
But never try to do all three at the same time!"**

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**Leadership**

- 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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Is this your search strategy?



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**"A pessimist would say the glass is half empty.  
An optimist would say something naive and annoying."**

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**Leadership & Motivation**

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**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. Jossey Bass, San Francisco, 2002

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**Leadership & Motivation**

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**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**

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**Share your story...**

**What you value;**

**What has been accomplished;**

**The difference this has made.**

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## Leadership & Motivation

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### 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

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### 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

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### 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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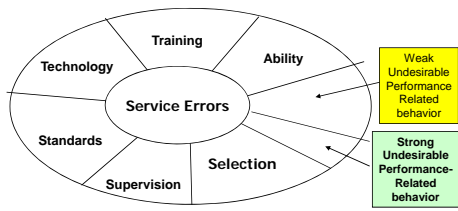
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### Differentiate Between System Problems and Behavior



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### Leadership – The System

- 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

- 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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## Leadership – The Support System

- 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

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### Leadership

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

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## Leadership & Motivation

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### Motivation – A Definition:

“...to furnish with a motive or motives”\*

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

\* Webster’s New Twentieth Century Dictionary. Unabridged.

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## Leadership & Motivation

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### Pay Attention

- Be present with each person, at each encounter.

### Personalize Recognition

- Theirs and your own!

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## Leadership & Motivation

### Goal Setting

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

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## Leadership & 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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## Goals + Feedback = Bonanza!

Condition	Percentage Increase
Goals & Feedback	~60%
Goals Only	~30%
Feedback Only	~30%
Control	~25%

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## Leadership & 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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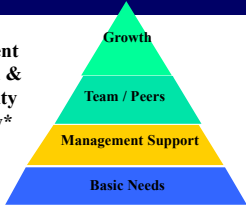
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## Motivation & Productivity

**Employment Motivation & Productivity Hierarchy\***



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

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## Motivation & Productivity

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### 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?



Basic Needs

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## Motivation & Productivity


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### Management Support

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



Management Support



Basic Needs

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## Motivation & Productivity


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### Teamwork / Peers


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



Team / Peers



Management Support



Basic Needs

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## Motivation & Productivity

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### Growth

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



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## Leadership & Motivation

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### Our Objectives

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

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