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Leadership Beyond Borders!
Leadership, Management & Motivation:

Presented by:
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Presentation available at
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Leadership Beyond Borders

Defining Terms; Who We Are
& What Do We *DO*?

- Leadership
- Management
- Motivation

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Borrowed Wisdom

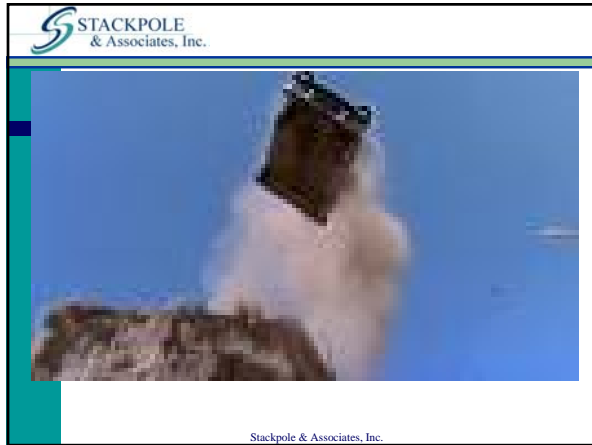
We don't know what we don't know
We can't do what we don't know
We won't know until we measure
We don't measure what we don't value
We don't value what we don't measure

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

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Leadership & Management

Leadership:
 Articulate a vision that's compelling
 Change Agency

Management:
 Accomplish goals & objectives
 Complexity

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Reality of “Management”

Environmental Challenges


- **Scope & time conflicts**
 - “Not enough Time”
- **Evaluation by “exceptions”**
 - Managers’ “errors”
- **Boundary permeation**
 - Where does “the job” end and “me” begin?
 - At what point does “more” = “too much”?

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Management Challenge

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Management

Environmental Challenges

- **Evaluation by “exceptions”**
 - Managers’ “errors”
 - A definition of “quality”
 - And a definition of service errors
 - Managing expectations
 - Clarifying “errors” ⇌ Output Measures

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System Errors vs. Behavior

~15% errors due to behaviors

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Managers' Errors

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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The Challenge

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

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

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Leadership & Management

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Leadership

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



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Leadership

What do families, residents & consumers say?

- Be Visible
- Be Responsive
- Be Decisive

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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. Jossey Bass, San Francisco, 2002

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Leadership for Mere Mortals

Can Leadership be...

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

Who are your 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 behaviors
- Can anyone 'cause', or 'make' you do anything?

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Leadership

- Change has drawn us into new territory, 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 & 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

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

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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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

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

Leadership

- Model the way
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Leadership & 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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Motivational?



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Leadership & 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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Leadership & Motivation


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

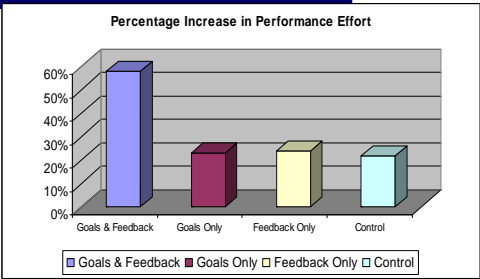
Feedback

- Measures
- What gets measured gets done

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Goals + Feedback = Bonanza!



Category	Percentage Increase
Goals & Feedback	60%
Goals Only	30%
Feedback Only	30%
Control	20%

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Leadership & Motivation

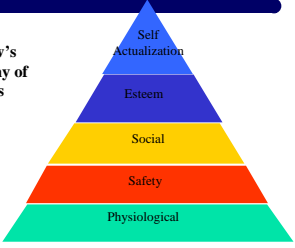
- What the behavioral research says about motivation
 - **Productivity (i.e., motivation) linked to key variables**
 - **Retention / Productivity closely linked**

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Psychological & Organizational Construct

Maslow's Hierarchy of Needs




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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



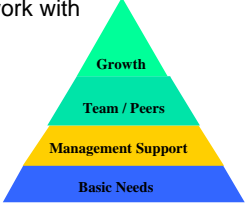
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Motivation & Productivity

Growth

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




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(Cheap Subliminal Suggestion)



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