Leadership Beyond Borders!
Leadership, Management & Motivation:
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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

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
Leadership & Management

Leadership:
- Articulate a vision that’s compelling
- Change Agency

Management:
- Accomplish goals & objectives
- Complexity
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”?

Management Challenge

Management

Environmental Challenges
- Evaluation by “exceptions”
  - Managers’ “errors”
  - A definition of “quality”
    - And a definition of service errors
  - Managing expectations
    - Clarifying “errors” Output Measures
**System Errors vs. Behavior**

~15% errors due to behaviors

- Training
- Technology
- Standards
- Supervision
- Selection

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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?
The Challenge

Issue - Leadership
We must define the criteria of success
- Personal
- Professional

Leadership & Management

Management:
Accomplish goals & objectives
Complexity

Leadership:
Articulate a vision that’s compelling
Change Agency

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

What do families, residents & consumers say?
- Be Visible
- Be Responsive
- Be Decisive

Leadership & Management

Leadership:
- Articulate a vision that’s compelling
- Change Agency
Management:
- Accomplish goals & objectives
- Complexity

Leadership – Some Principals*
- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

Leadership for Mere Mortals

Can Leadership be…
  Learned
  Taught
  Measured
Who are your Leadership Models?

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?

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?
Leadership & Motivation

Leadership – Some Principals*

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

Leadership Modeling - The Story

Share your story…
  - What you value;
  - What has been accomplished;
  - The difference this has made.

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?
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?

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”

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?
Leadership

Leadership

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

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?

Leadership

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?

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


Motivational?
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.

Leadership & Motivation

Pay Attention
  ➢ Be present with each person, at each encounter.

Personalize Recognition
  ➢ Know their names, birthdays and life events.

Goal Setting
  ➢ The value and importance of Goals
  ➢ Whatever they’re doing, *tell them* why its important, and the end its serving
Leadership & Motivation

Then, people need to know how they and the organization are doing against the GOALS
Feedback
- Measures
- What gets measured gets done

Goals + Feedback = Bonanza!

Percentage Increase in Performance Effort

- Goals & Feedback
- Goal Only
- Feedback Only
- Control

Leadership & Motivation

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

Motivation & Productivity

Employment
Motivation & Productivity
Hierarchy*

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

Motivation & Productivity

Psychological & Organizational Construct

Maslow’s Hierarchy of Needs
- Self-Actualization
- Esteem
- Social
- Safety
- Physiological

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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

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