

LEADERSHIP 101

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OBJECTIVES

- Gain an understanding of the basics of leadership
- Gain an understanding of effectively motivating staff and building a team
- Gain an understanding of the pitfalls leaders can experience



WHAT IS A LEADER?

- The impact of a leader comes through building trust, identification, and a willingness to support the leader and the organization.

WHAT IS A LEADER?

- Ultimately leadership is a process of influence.....and the effectiveness of a leader depends on his or her ability to change subordinates.

LEADERS

- You can't lead without followers. But getting them requires more than your talent and charisma. Followers are driven by their own powerful motivations.

LEADERS

Eight key values seen in leadership:

Integrity

Trust

Good judgment

Justice/Fairness

Leadership by example

Humility

Decision making

Sense of Urgency



LEADERS

- Effective leadership demands reflection on the dynamic relationship between the leader and the led.
- Great leaders TEACH exemplary followership.



VISION

- A compelling vision, larger than any individual, is necessary for organizational success and sustainability.
- Vision requires imagination courage, and resilience precisely because it is an envisioned future and requires change from the status quo.

VALUE BASED LEADERSHIP

- Defined as a moral foundation underlying stewardship decisions and actions of leader.
- Values can be personal, moral, social, and organizational— and are dynamic and contextual.

INTEGRITY

- May be defined as the steadfast adherence to a strict moral or ethical code.
- Views as “commitment in action to a morally justifiable set of principles”

INTEGRITY

- A prerequisite to transformational leadership
- Leadership by example may be defined as the collective actions, decisions, and general deportments of leaders.

TRUST

- Trust is defined as a relationship of reliance between leaders and followers. The presence of trust allows for the full commitment of followers, enables organizational cohesion, and enhances performance.
- Trust is crucial in organizations.



JUSTICE AND FAIRNESS

- Justice and fairness is defined as the perceived level of impartiality and equal treatment, is a prerequisite for ensuring maximum effort and sacrifice from followers.

JUSTICE AND FAIRNESS

- Two forms of justice—distributive and procedural
 - Distributive-fairness of an outcome
 - Procedural-focuses on the processes used to make decisions.

JUSTICE AND FAIRNESS

- From a modern leadership perspective, justice has been linked to work commitment, job satisfaction, and organizational citizenship behaviors.

HUMILITY

- Humility is a lack of arrogance, a capacity to listen carefully, and without ego—which strengthens leadership competence and performance.
- In today's modern leadership, the presence of humility is a key factor in transforming a company from good to great.



SENSE OF URGENCY

- The capacity to instill an immediacy or action-orientation to achieve results.
- Establishing a sense of urgency has become an essential component of enacting organizational change in an ever-changing environment.



SENSE OF URGENCY

- In order for change to occur, employees must be convinced that immediate action is necessary for the benefit of the organization.

LEADERS

- The true measure of the impact a leader has on others is represented by the degree to which they have incorporated the leader's qualities into their own lives.

LEADERS

- An important objective in much of the leadership is to identify aspects of behavior that explain leader influence on the performance of a team, work unit or organization.

LEARN TO LEAD

- It is OK to say “I don’t have the answers”

LEARN TO LEAD

- Make a clear distinction between leadership and authority.
 - Identify the adaptive challenge
 - Regulate distress
 - Maintain disciplined attention
 - Give the work back to the people
 - Protect the leadership below

KEY THINGS TO KNOW AS A LEADER

- Praise holds more weight than criticism
- Learn to tap into your recognized and unexplored areas of potential in yourself and your staff
- Play to the strengths
 - Know your staff
 - Know yourself



TYPES OF BEHAVIOR

- To understand why a leader is effective requires that we examine how different behaviors interact in a mutually consistent way
- Each specific type of leadership behavior can influence more than one type of outcome or performance determinant.



TYPES OF BEHAVIOR

- Most types of leadership behaviors can be used in ethical or unethical ways, and a leader who is not trusted will have less influence.

TYPES OF BEHAVIOR

- Task Oriented Behavior
 - Planning and organizing
 - Work-related projects and activities
- Relations Oriented Behavior
 - Supporting, developing, recognizing, and empowering



TYPES OF BEHAVIOR

- Change Oriented Behavior
 - Inspiring Vision
 - Collective Learning
 - Innovation

TYPES OF BEHAVIOR

- External Leadership Behavior
 - Networking
 - External monitoring

MORALE

- “A happy person is not a person in a certain set of circumstances, but rather a person with a certain set of attitudes” Hugh Downs

MORALE

- 70% of your employees are **LESS** motivated today than they used to be.
- 80% of your employees **COULD** perform significantly better **IF THEY WANTED TO**.
- 50% of your employees only put enough effort into their work to **KEEP THEIR JOB**

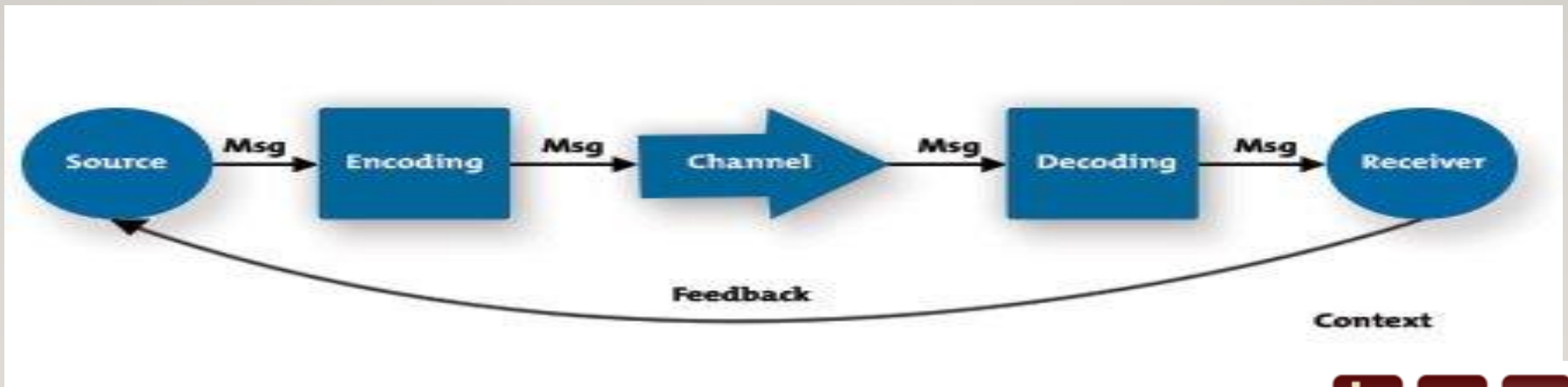


MORALE

- Signs of declining morale
- What to do with bad morale
- How to promote good morale
- How to create the RIGHT team

COMMUNICATION

- Whenever you communicate with someone else, you each follow the steps of the communication process shown below.



COMMUNICATION

- Before you start communicating, take a moment to figure out what you want to say, and why. Don't waste your time conveying information that isn't necessary – and don't waste the listener or reader's time either. Too often, people just keep talking or keep writing – because they think that by saying more, they'll surely cover all the points.



COMMUNICATION

- To plan your communication :
- Understand your objective. Why are you communicating?
- Understand your audience. With whom are you communicating? What do they need to know?
- Plan what you want to say, and how you'll send the message.
- Seek feedback on how well your message was received.



COMMUNICATION

- Good communicators use the **KISS** ("Keep It Simple and Straightforward") principle. They know that less is often more, and that good communication should be efficient as well as effective.



COMMUNICATION

- We often focus on the message that we want to send, and the way in which we'll send it. But if our message is delivered without considering the other person's perspective, it's likely that part of that message will be lost.



COMMUNICATION

- To communicate more effectively:
 - Understand what you truly need and want to say.
 - Anticipate the other person's reaction to your message.
 - Choose words and body language that allow the other person to really hear what you're saying.



COMMUNICATION

- With written communication , make sure that what you write will be perceived the way you intend. Words on a page generally have no emotion – they don't "smile" or "frown" at you while you're reading them.

COMMUNICATION

- When writing, take time to do the following:
- Review your style.
- Avoid **jargon** or slang.
- Check your grammar and punctuation.
- Check also for tone, attitude, nuance, and other subtleties. If you think the message may be misunderstood, it probably will. Take the time to clarify it!
- Familiarize yourself with your company's writing policies.



COMMUNICATION

- It can be easy to focus on speaking; we want to get our points out there, because we usually have lots to say. However, to be a great communicator, you also need to step back, let the other person talk, and just listen.

COMMUNICATION

- To listen actively, give your undivided attention to the speaker:
- Look at the person.
- Pay attention to his or her body language.
- Avoid distractions.
- Nod and smile to acknowledge points.
- Occasionally think back about what the person has said.
- Allow the person to speak, without thinking about what you'll say next.
- Don't interrupt.



KNOW THIS

You are really something do you know that?

And in spite of whatever may happen in your day, you are going to stay that way; trying and giving and living in the best way you know how.

So keep your spirits up, and keep things in perspective
IT IS GOING TO BE OK





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