Progressive Leadership

QCC XI
January 12, 2011
Today’s Facilitator:

Samantha Morales
Consultant, LMP
Progressive Leadership

Progressive Leaders:

- Demonstrate greater self-awareness
- Demonstrate an openness to change
- Create an inspiring vision
- Influence and inspires people
Progressive Leadership

Progressive Leaders:

Create a culture that encourages openness and authenticity

Develop consistent communication forums

Provide feedback and support
Progressive Leadership

Progressive Leaders:

Cultivate more productive working relationships

Bring out the best in people, process and self

Promote consensus and collaboration, out of divisive conflict
Progressive Leadership
Today’s Workshop

- Welcome & Introductions
- What is Joint Work?
- Joint Interest & Making Them Real
- Engagement
- Emotional Intelligence
- Wrap-up & Evaluation
Activity!

Find a partner and discuss:

1. The biggest changes in healthcare you’ve experienced.
2. How they have impacted your role?
3. If there is a need to behave and work differently?
What is Joint Work?
What is working JOINTLY?

• Jointly planned structured and supported activities

• Intended to involve both union and management in:
  – goal-setting,
  – planning,
  – problem-solving,
  – decision-making, and
  – work improvement in the organization

... for the *mutual benefit* of both parties.
Why is Joint Work Necessary?

- Financial Implications
- Healthcare Improvements
- Quality Patient Care
- Workforce Engagement
History of Joint Work in 1199 & Employers

- 1992 Beth Israel CBA
- 1997 LMP Established
- 2002 QCC Established
- 2008 Mandatory HCAHPS
- 2009 Wellness & Prevention
- 2012 P4P
- GREENING
- IPC
- QCC XI

- 90s Restructuring
- 2000s Hospital Closings
  Layoffs
  Downsizing
Outcomes & Possibilities

✓ Kaiser Permanente

✓ Harley Davidson Motorcycle

✓ Southwest Airlines

✓ International Action Research Project
What are some examples of joint work you have experienced in your nursing home?
Mutual Interest

- Quality Patient Care
- Increased & More Effective Workforce Participation
- Job Satisfaction
  Positive Work Environment
- Union Growth and Development
- Cost Effective Care
Applying Joint Interest to “Real” Life
Moving in a New Direction...

CONTROL

MANAGING

INFLUENCE

LEADING

PROGRESSIVELY...
Role Transition

Manager / Leader

Employee / Work Team

Tell  Consult  Join  Delegate
Stephen Covey’s* Circle of Influence

Circle of Concern

- External environment
- Things that you worry about

Circle of Influence

- Little control
- Where blaming can occur

*http://www.stephencovey.com
Stephen Covey’s Circle of Influence

Circle of Concern

Circle of Influence

Greatest unit of change; most control over outcomes

Proactive approach

Where leadership begins

The more you focus on it, the larger it becomes
Activity!

Please find the **Circle of Influence Worksheet**:

1. Please complete **Column 1** (Areas of Concern) in relation to leading jointly

2. Next complete **Column 2** (Areas of Influence) in relation to leading jointly

3. Finally, **Column 3** Identify any next steps needed to occur based on your circle of influence

4. Once completed, select one area you would like to share with the large group
Ten Commitments of Leadership

1. Search out challenging opportunities to change, grow, innovate and improve
2. Experiment, take risk and learn from mistakes
3. Envision an uplifting and ennobling future
4. Enlist others in a common vision by appealing to their values, interest, hopes and dreams
5. Foster collaboration by promoting cooperative goals and building trust
Ten Commitments of Leadership

6. Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks, and offering support.

7. Set the example by behaving in ways that are consistent with shared values.

8. Achieve small wins that promote consistent progress and build commitment.

9. Recognize individual contributions to the success of every project.

10. Celebrate team accomplishment regularly.
Leadership

- There is a tremendous amount of knowledge, skill and leadership in the room

- Leadership behaviors and characteristics transcend task and content
Putting It Into Action!
What do we need to DO?

Ask the Experts!

What do we need to do more/less of in order to be successful?
In a Partnership *Management* Must

- Act as if the union serves a legitimate and valued purpose.
- Stop taking the solution to the union.
- Communicate earlier, more often and in greater depth than in the past.
- Recognize that unions are more reactive, have a broader political constituency and are more democratic than management organizations.
- Address the institutional needs of the union.
- Truly want a stronger, more responsible union as stakeholder.
In a Partnership **Union** Must

- Act as if management serves a valuable and essential role.
- Come “out of the closet” on continuous improvement in costs, quality and customer satisfaction.
- Respond and take the lead when management has proven that it is sincere.
- Encourage and support truly joint efforts.
- Recognize that “partnership-like” relationships are not in conflict with collective bargaining.
- Accept the responsibility that goes with being treated as a stakeholder in the enterprise.
The “Do’s” of Joint Work

In a Partnership *Both Must*

- Let go of past baggage, focus on the future.
- Focus on behaviors not “attitudes.”
- Proceed in the absence of trust.
- Never hold the relationship hostage.
- Commit to a long term process.
- Agree to disagree, and still develop mutual respect for each other as individuals and for their respective institutions.
Engagement
Traditional Organization Structure

- Stable environment
- Limited competition
- Simpler technology
- Passive customers

Yesterday

Expendable hands

Stability Control

• External contact
• Information
Today’s Requirements

• Flexible, timely response

• Continuously adaptive to the environment

• High integration of people and functions

• Maximum use of all resources
How to build into an Organization (like yours) the ability to adapt in response to an environment that just keeps changing?
Organizations succeeding today have moved from...

- Controlling people

  To

- “Experts” fixing problems

  To

- Those closest to the work improving their own jobs & processes
The response to constant change...

Build into organizations the capacity to fully ENGAGE people …
Impact of Engagement

Activity!

What would be the impact on your workplace if people…

1. Worked with passion and deep connection?

2. “Checked out” – put in time but not energy?

3. Actively worked to undermine everything?
Gallup Research*

- Engaged: 25%
- Not engaged: 55%
- Destructively disengaged: 20%

*332 companies annually since 2001; 4.5 M surveys/interviews
ACTIVITY! (In Tables Groups)

• Describe an experience when you personally were fully engaged (head + heart).
• What made that possible?

Prepare to report:
• What lessons / principles can we learn from our own stories that we might apply to our work together?
People are most engaged when...

...They have the skills, resources and authority to make a decision or take an action,

...They are accountable for the results of what they decide or do.
The optimum involvement of people throughout the organization in:

- goal-setting,
- planning,
- problem-solving
- decision-making;

to get the best possible results for patients, employees and the organization.
“The Point”
To get the right work done better (safer, easier, with less hassle, better quality, lower cost, etc.) by involving the experts— those closest to the work.
• Engagement requires a different role for Union and Management leaders from the traditional.

• The best leadership role—whatever title we give it—is **support**, not **control**.
Theory X
People are…
• Lazy
• Not very bright
• Irresponsible
• Untrustworthy

Theory Y
People are…
• Motivated
• Intelligent & creative
• Responsible
• Trustworthy

* What are the implications for leaders?
Understanding what people’s needs are!
Large Group Activity

- Think of some recent examples (in just the last month) of people in the workplace behaving in ways that caught your attention

- What could be the need(s) behind the behavior?
5 Basic Human Needs

1) PHYSICAL/SURVIVAL NEEDS
2) MEANING
3) RECOGNITION
4) RELATIONSHIP
5) AGENCY
Survival Needs

• Need for physical and mental rest

• Need for a physical environment that is comfortable

• Need for a physical environment that is aesthetically pleasing
Meaning Needs

• To make a contribution or connect to something outside the Self, something bigger than the Self
• Spiritual feelings
• Altruistic longings
• Having a relationship with future generations, e.g. children, a “legacy,” etc.
Recognition Needs

- To be deeply understood as special, unique

- To be valued and appreciated for who you really are
Relationship Needs

- To be in safe, mutual, and reciprocal relationships
- To be part of a community
- To be securely attached
Agency Needs

- To be autonomous and have an influence over the important aspects of your life
- To feel competent and master challenges
- To learn
- To exercise your creativity
DUH!

• We work harder at places where we feel recognized and valued for our unique contributions.

• Valued and engaged employees bring great value and results to their organizations.
If I considered this need to be really important, what might I do differently with people I lead?
Emotional Intelligence
The most powerful instrument we have in guiding and leading change efforts is *ourselves*, through…

- Self Awareness
- Self Regulation
- Social Empathy
- Motivation
- Social Interaction
Reflect on your leadership style…

On a scale of 1 to 5, rank yourself in the five domains of Emotional Intelligence using the worksheet provided.
Go to [http://www.ihhp.com/testsite.htm](http://www.ihhp.com/testsite.htm)

Institute for Health and Human Potential

**Emotional Intelligence Test** – Free. Total time about 10 to 15 minutes.
The Emerging Role of the Progressive Leader
# Manager/Leader Roles

## Traditional vs. Progressive

<table>
<thead>
<tr>
<th></th>
<th>Traditional</th>
<th>Progressive</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Description</strong></td>
<td>• Task-oriented</td>
<td>• Process and relationship-oriented</td>
</tr>
<tr>
<td><strong>Focus</strong></td>
<td>• Control people and work</td>
<td>• Team development</td>
</tr>
<tr>
<td><strong>Skills</strong></td>
<td>• Directing</td>
<td>• Motivate/Coach</td>
</tr>
<tr>
<td></td>
<td>• Follow-through on responsibility</td>
<td>• Support employee responsibility</td>
</tr>
<tr>
<td></td>
<td>• Individual problem-solver</td>
<td>• Facilitate team problem-solving</td>
</tr>
</tbody>
</table>
Where Does it Begin?
Looking ahead...

Where do I go from here?

- Long term
- Short term

- What can I offer?
- How do I make it happen?

Where do I want to be?
The most significant takeaway for me today is:
Help Us, Help You!

Please don’t forget to complete your evaluations!!!

Thank you!