

2015 HESNI ANNUAL CONFERENCE

May 8, 2015

*"Pathway to Success: A Business Survival
Guide for the Healthcare Facility Manager"*

***Good Leaders are
MADE not Born!***

Presented by:

Julie M. Kowalski

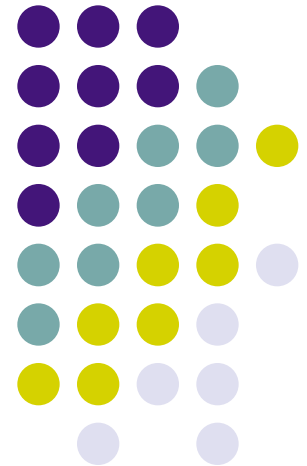
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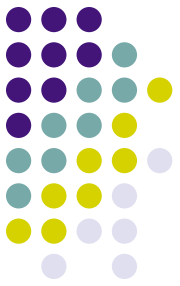
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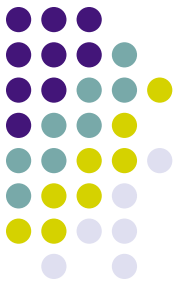
Good leaders are MADE not born!



“Leaders aren't born they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal.” Vince Lombardi

“The key to successful leadership today is influence, not authority.” Ken Blanchard

Differences between a Leader and a Manager



Leader

- ✓ Recognizes increase in responsibility and loss of some “rights” & freedoms of the past
- ✓ Focuses on fixing the problem
- ✓ Knows the “main thing” and eliminates confusion

- ✓ Puts the “right” people in the “right” positions
- ✓ Always reaches for improvement
- ✓ Develops him/herself and others
- ✓ Confronts and handles problems

- ✓ Embraces, creates, and makes change positive
- ✓ Flexible
- ✓ Collaborator

- ✓ Quits only when the job is done
- ✓ Sees the purpose of life and as an opportunity to grow & share
- ✓ Never settles for mediocrity

Manager

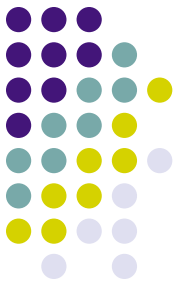
- ✓ Recognizes increase in responsibility

- ✓ Focuses on who or what to blame
- ✓ Isn't always able to eliminate confusion and often adds to the confusion
- ✓ Fills positions
- ✓ Can become complacent
- ✓ Develops him/herself
- ✓ Can avoid and disregard problems – hoping it will go away
- ✓ Likes the status quo
- ✓ Rigid
- ✓ Can be more of a dictator or democratic ruler

- ✓ Quits when tired
- ✓ Sees the purpose of life as a race to win

- ✓ Often settles for mediocrity

Top soft skills required for leadership success



- Listens intently and removes personal “filters”
- Communicates effectively – not mindlessly
- Communicates **consistently** and in a timely manner
- Trusts others to get the job done
- Flexible and understanding
- Has an even temperament
- Shares credit

Top soft skills required for leadership success



- Makes time to **Plan**
- Sees things from **different perspectives**
- Wants to **“serve” / help others**
- Committed to ongoing **training** and **education**
- **Takes an initiative** – **doesn’t wait** for the “perfect” moment /solution/to be acted upon
- **Uses time wisely**
- Spends time developing **solutions**, rather than complaining
- **Asks for help!**

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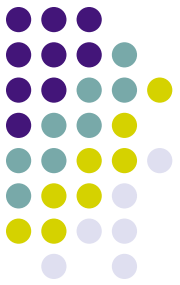
Soft skills

What are soft skills?

- ✓ Personal qualities
- ✓ Habits
- ✓ Attitudes
- ✓ Social graces

Which make someone a good employee, manager, leader, compatible
co-worker! (“What are soft skills”, Kate Lorenz, CareerBuilder.com)

Communication

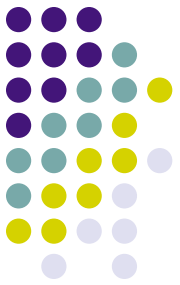


What makes up a message?

Words _____
Tone _____
Non-verbal's _____
100%

When words and non-verbal's conflict, which do we believe?

Communication

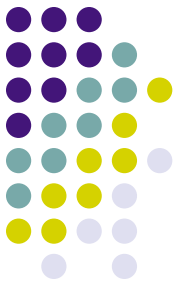


What makes up a message?

Words	7%
Tone	_____
Non-verbal's	_____
	100%

When words and non-verbal's conflict, which do we believe?

Communication

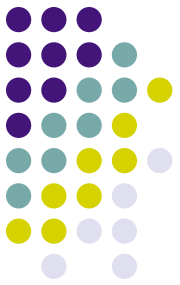


What makes up a message?

Words	7%
Tone	38%
Non-verbal's	<hr/> 100%

When words and non-verbal's conflict, which do we believe?

Communication



What makes up a message?

Words	7%
Tone	38%
Non-verbal's	<u>55%</u>
	100%

When words and non-verbal's conflict, which do we believe?



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Leaders Provide Feedback

There is a huge difference between praise/criticism and feedback!

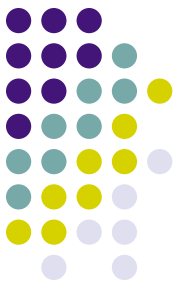
Ways to Provide Feedback

- ✓ Always be specific when providing feedback
- ✓ Never say “You did a great job”
- ✓ Include specific examples of what made it great / poor
- ✓ Never say “You really let me down”
- ✓ Include specific examples of what they didn’ t do / include
- ✓ Always focus on the behavior not the person

Feedback versus Praise / Criticism



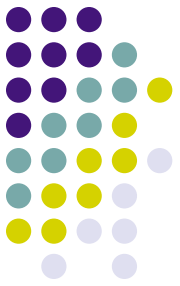
Praise / Criticism	Constructive Feedback
<p>You did a great job. Good work!</p>	<p>The contributions you made on this project, were a big help. I noticed that the work you produced was thorough and accurate. In addition, whenever I needed help in coordinating the team and managing the project schedule, you stepped in and covered for me, or gave me your assistance, which kept the team and project on schedule. Thank you so much for your contributions to helping make this project a success.</p>
<p>You were not much help on this project. I hope this is not the best that you can do.</p>	<p>Tom, I have some concerns regarding your role on the sales presentation project. As I explained at the beginning of the project, your role was to manage the project in terms of keeping people focused on their assignments and ensure that all of the actions were completed on time. I did not see that occur. For example, many of the team members came to me with questions about schedules, after they contacted you, and you did not respond. Patty came to me asking when she needed to complete the testing of the program and I asked if she talked to you and she said she left you two voicemails and emailed you. Finally as you know actions 4, 5, and 6 did not get completed on time and the whole team had to work late last week and come in on Saturday to finish the presentation. Tom, what specific actions do we need to take to ensure that this will not occur again?</p>



Leaders turn complaints into requests

Complaint: A statement of displeasure, annoyance, pain, etc. that tends to produce defensiveness or confrontation in the other person.

Request: A statement of a desired result that is specific, actionable, behavioral, observable and concrete.



Leaders turn complaints into requests

Behind every complaint, there is a request!

Whenever you catch yourself making a complaint to another person, stop and ask yourself, “what is the request behind my complaint?”

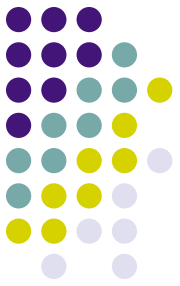
What is it that you would like to be different about the situation?



Examples of complaints and requests

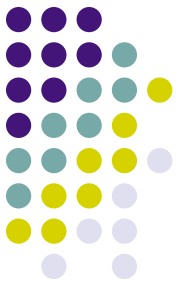
COMPLAINT	REQUEST
You are always late for meetings.	I would appreciate it if you can be on time for meetings.
I can't trust you.	I've heard a couple of times that you have spoken to others about me. My request is that you come to me first if you are upset about something.
You're driving too fast	I would really appreciate it if you would slow down to 50 mph, because I am uncomfortable with how fast you are driving
You always copy everyone on all of your emails.	

Leaders communicate in a supportive manner



The way in which we **consistently** communicate over time creates “the climate” of our workplace!

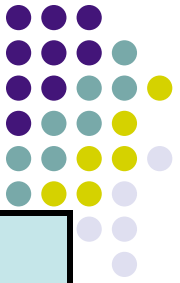
Leaders communicate in a supportive manner



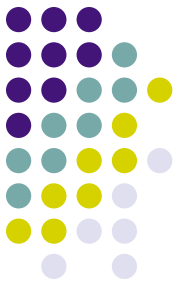
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Are you building a supportive or defensive climate?

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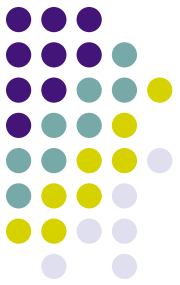
Supportive	Defensive
Descriptive <i>"It's been a very hectic day, we had to ship over 300 packages today!"</i>	Evaluative <i>"I hate it when people are so demanding."</i>
Collaborative <i>"We can work on it together, or you can give it a first shot and then we can finalize it together. Which works best for you?"</i>	Controlling <i>"I don't know, you will have to figure it out."</i>
Empathetic <i>"I really appreciate you taking the extra time to think of multiple solutions. Most people wouldn't have done that. I think either one will work. Which do you think we should do?"</i>	Neutral <i>"Either way will work."</i>
Equal <i>"Pat, how would you like to handle this?"</i>	Superior <i>"I've been here a lot longer than you, and we have to"</i>
Flexible <i>"I can either wait for you to locate the document or you can email it to me as soon as you find it. What do you prefer?"</i>	Rigid <i>"I will stand here and wait until you find it."</i>



Good leaders are MADE not born!

10 most common mistakes that take away from leadership!

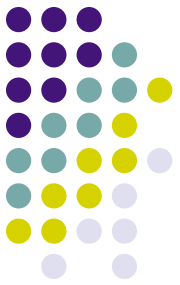
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9. Using title to make unilateral decisions



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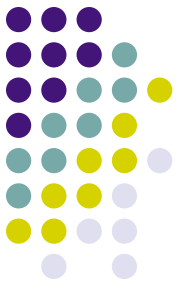
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8. Lacking an understanding of what their role is and is not



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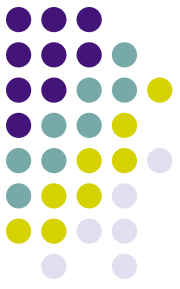
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7. Not being aware of the impact their actions have on others



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5. Failing to acknowledge excellent behavior



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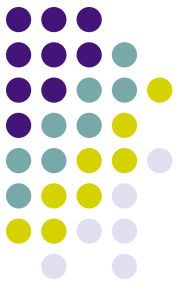
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5. Failing to acknowledge excellent behavior
4. Lacking empathy



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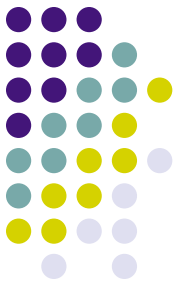
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3. Intimidating others



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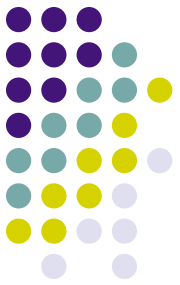
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2. Using “roadblocks” as excuses



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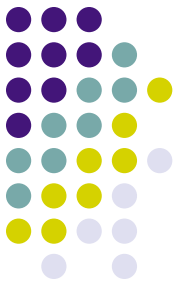
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5. Failing to acknowledge excellent behavior
4. Lacking empathy
3. Intimidating others
2. Using “roadblocks” as excuses
3. Not communicating appropriately!



Leaders give up past “RIGHTS”

Leaders give up the right to:

- Join employee “pity parties”
- Blame someone or something
- Focus on the past
- NOT have a solid, positive working relationship with their boss – NO MATTER WHAT
- Let circumstances dictate actions
- NOT guard their integrity
- Hire easy and manage tough
- Be like “Bill Murray” – Ground Hog Day
- NOT fail



Leaders give up past “RIGHTS” . . . Continued

- Right to lower the minimum acceptable performance by allowing people who are “falling” stars to stay on the team

20%	Super Stars
50%	Middle Stars
30%	Falling Stars



Leaders handle conflict

View conflict as an opportunity to solve a problem / learn rather than the common ways to deal with conflict which are:

Avoidance
Accommodating
Forcing
Compromise

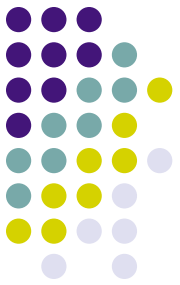
Seek to understand / Gather knowledge ask questions

Ask for help

Let go of the need to be right

Come up with more than one solution

Actually talk about the problem and communicate clearly



Leaders handle Conflict

Constructive Versus Destructive Conflict

When people who don't trust each other engage in debate, they are trying to win an argument. They aren't usually listening to the other person's ideas and then reconsidering their point of view. They're figuring out how to manipulate the conversation and get what they want!

The Conflict Pendulum



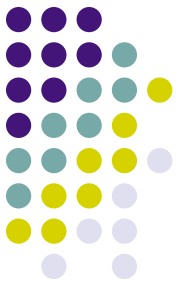
Artificial Harmony

Healthy/ ideal Conflict

Destructive



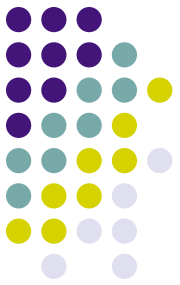
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THANK YOU



Thank YOU for allowing me the privilege of spending this time with you.

It has certainly been my pleasure!

Please do not hesitate to call me if I can be of assistance to you, your company or any other professional association to which you belong.

I would be honored to talk to you. I am always willing to brainstorm, learn, and share with others.



Spizzerinctum Group LLC

Energy Enthusiasm Success

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