

LEADERSHIP IN THE RHC

ROBIN VELTKAMP

HEALTH SERVICES ASSOCIATES



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.
- 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
 - Good judgment
 - Leadership by example
 - Decision making
 - Trust
 - Justice/Fairness
 - Humility
 - 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.



CULTURE & SYMBOLS

- Culture refers to norms of behavior and shared values among a group, anchoring distributed decision making, and allowing the firm to direct behaviors toward a common vision.
- Symbolic messages are used by individuals to understand their environment and create a social reality.



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”
- A prerequisite to transformational leadership
- Leadership by example may be defined as the collective actions, decisions, and general departments 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.
- From a modern leadership perspective, justice has been linked to work commitment, job satisfaction, and organizational citizenship behaviors.
- Two forms of justice—distributive and procedural
 - Distributive-fairness of an outcome
 - Procedural-focuses on the processes used to make decisions.



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.
- 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.
- 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”
- 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



LEARNING TO LEAD

- The role of leadership is to lead the necessary change that creates new problems, reintegrate the organization to solve those problems, and prepare it to be changed again, and have new problems.

LEARNING TO LEAD

- Change is both an event and a process, both adaptive and technical; change includes natural developmental change, cultural shifts, addressing conflict, tending systems, and challenging paradigms, to name a few.

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.
- 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
- 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
- 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

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





- Robin VeltKamp, RHC Quality Assurance and Education Email: rveltkamp@hsagroup.net
- Health Services Associates, Inc. 2 East Main Street Fremont, MI 49412
- PH: 231.924.0244 FX: 231.924.4882
- www.hsagroup.net