

Building a Foundation of Leadership



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Introductions



What is the #1 thing you want to accomplish during the

LEADERSHIP

INSTITUTE program?



Do
THIS.

A young woman with short, dark, curly hair is smiling broadly, showing her teeth. She is wearing a grey t-shirt and pointing both index fingers directly at the camera. The background is a grey, textured wall.

Go

DEVELOP

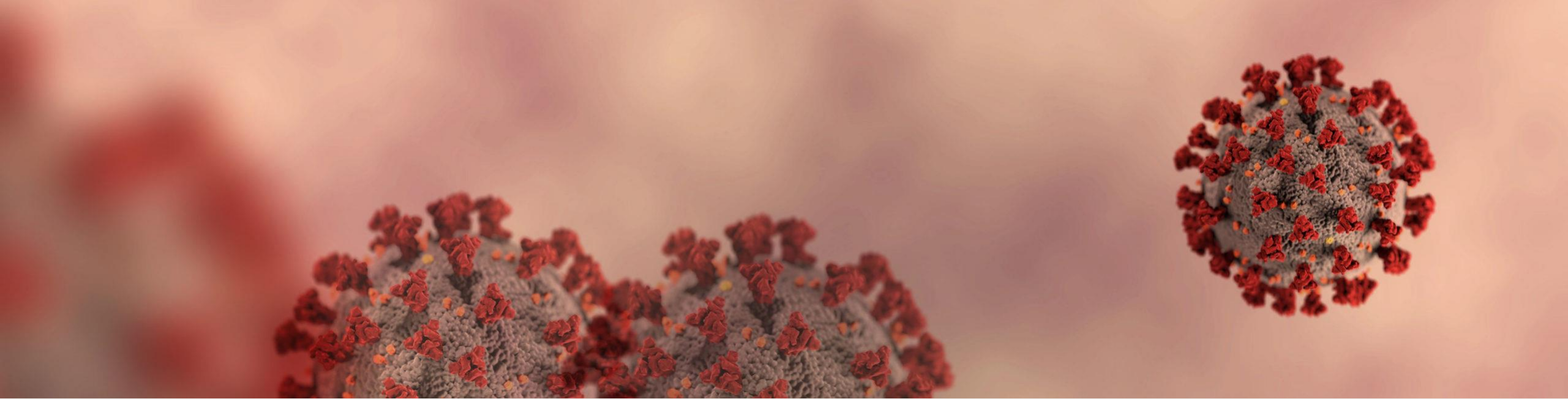
yourself!

per. 5 a ...
stem or main ...
House a member of the ... House ...
who arranges and announces the business ...
of the House.

leadership noun 1 being a leader. 2 ability to be a leader. 3 the leaders of a group.

leading¹ (leed-ing) see LEAD¹. □ **leading**

aircraftman one ranking above aircraftman in the RAF. **leading article** a leading article in a newspaper, giving editor's opinions. **leading lady** or **man** one taking the chief part in a play etc. **leading line** a prominent member of a group. **leading** a question that prompts a answer (not the



How has **LEADERSHIP** changed since **COVID**?

Management vs. Leadership

Planning and budgeting versus
setting **DIRECTION**.

Organizing and staffing versus
ALIGNING PEOPLE.

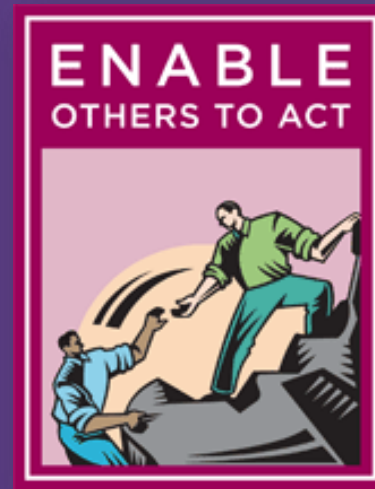
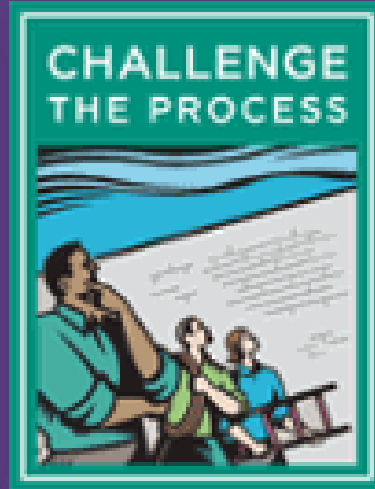
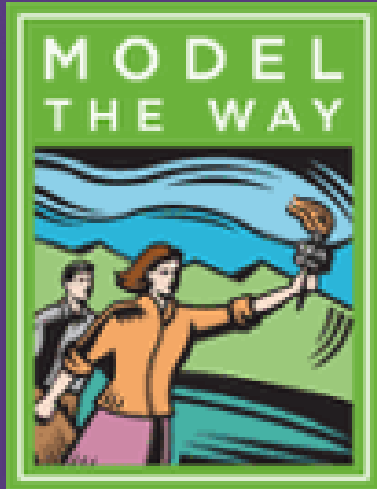


Controlling activities and solving
problems versus **MOTIVATING** and
INSPIRING.

Telling versus **GET OUT OF THE WAY**.

About **LEADERSHIP**:

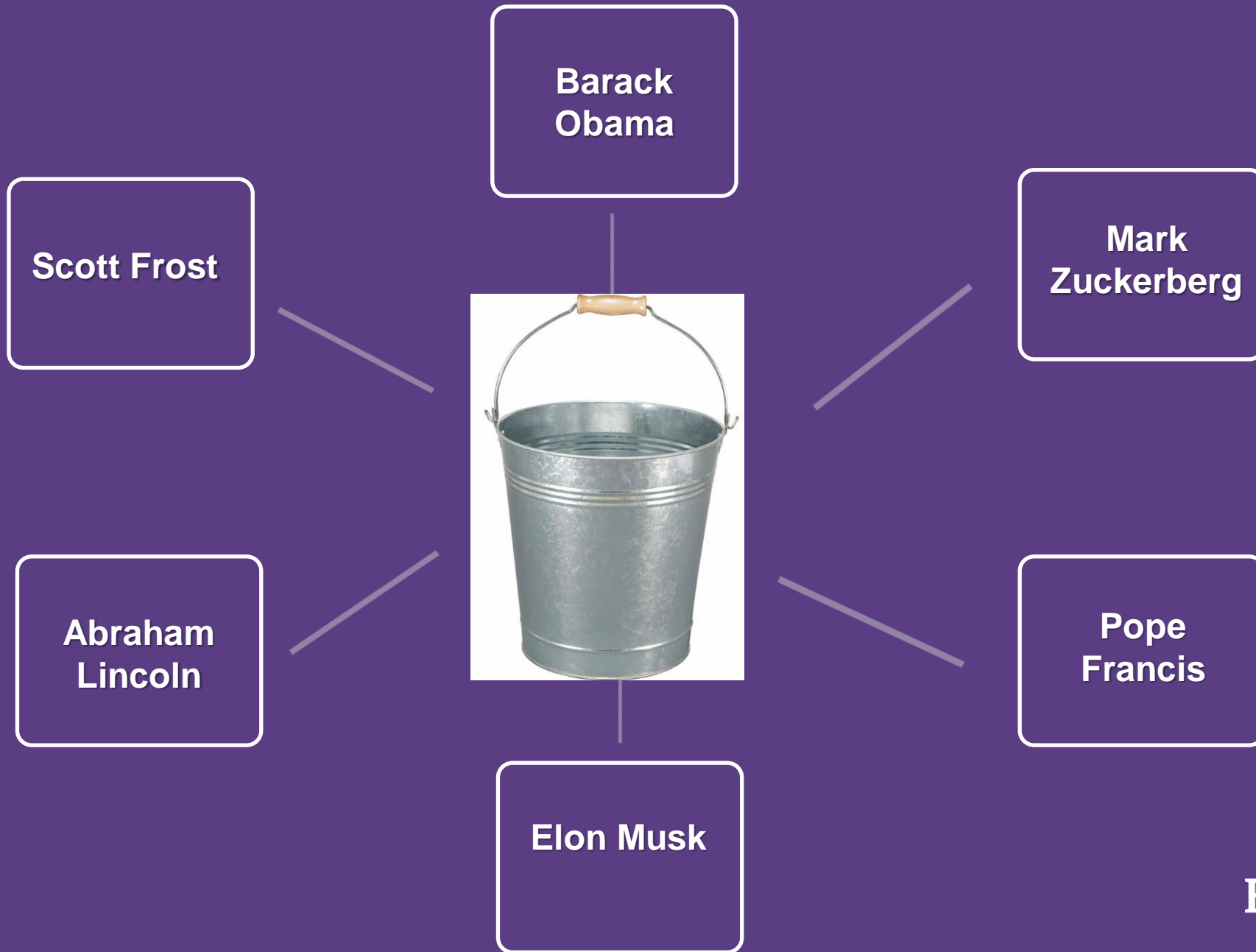
The leadership **profile inventory**.



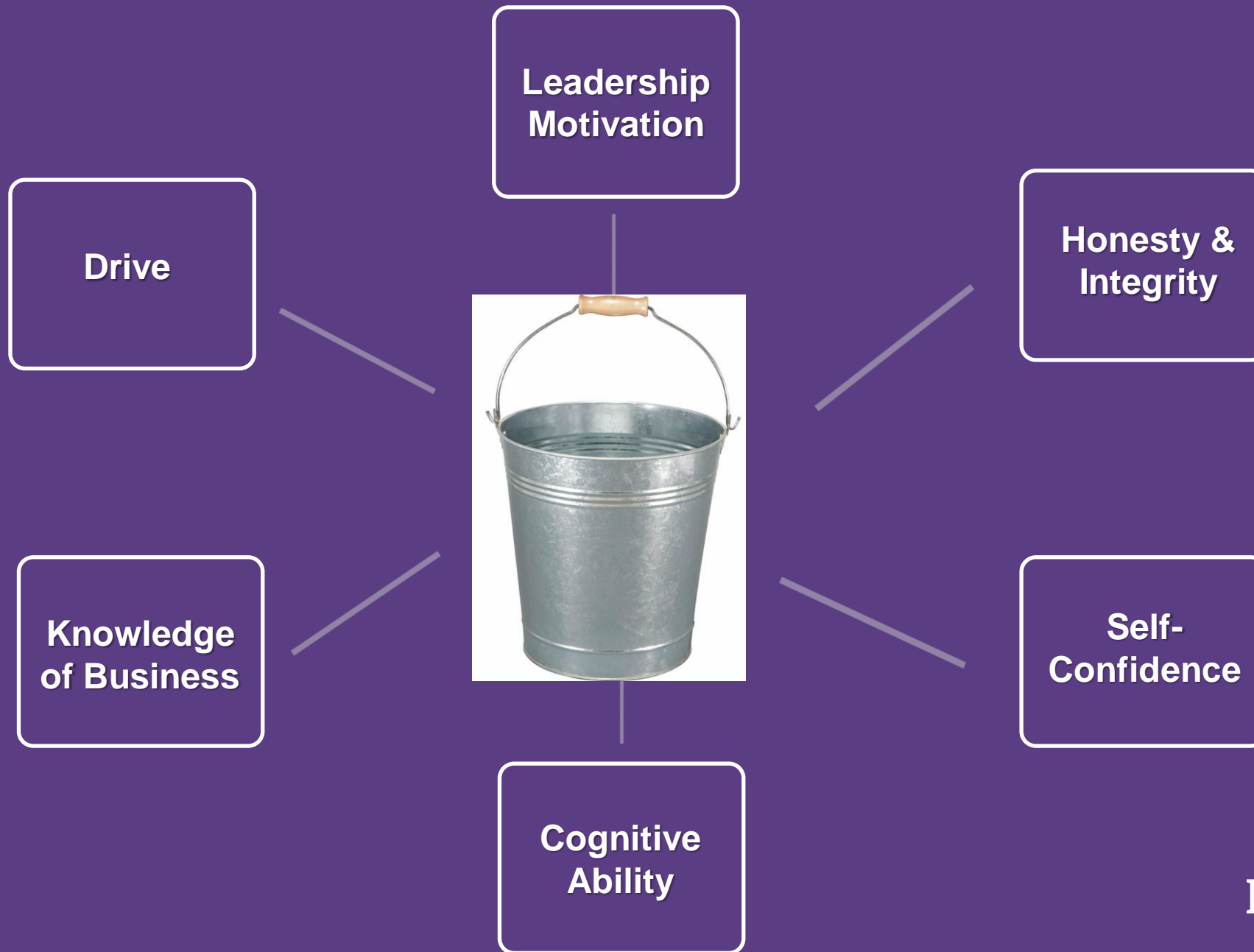


Leadership Theories

Effective LEADERSHIP



TRAITS

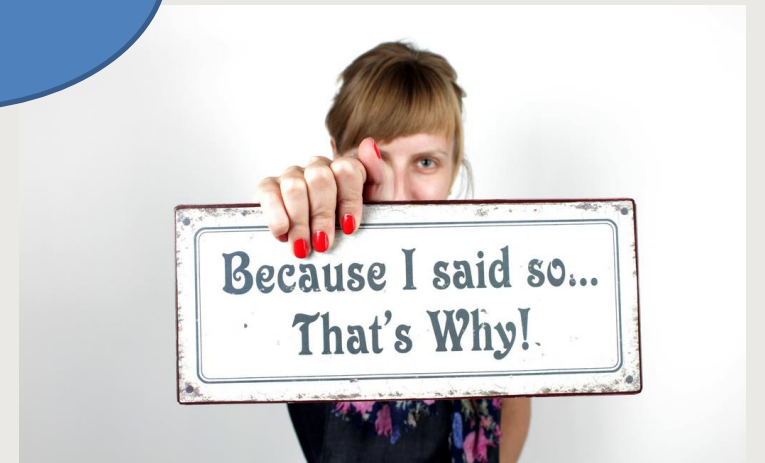


Blake and Mouton Managerial Grid

Behaviors
People
Vs.
Task



Compromising





BEHAVIORAL MODELS

What does it mean to be transactional?

What does it mean to be transformational?

The 4 I's

- 1. Idealized Influence**
- 2. Inspirational Motivation**
- 3. Intellectual Stimulation**
- 4. Individualized Consideration**



Charisma
Social
Vision
Transactional
Delegation
Execution

Values and Leading

ADVOCATE for the organization and each other

REINFORCE shared goals

MERITOCRACY

Foster **HIGH** ethical standards

Values and **LEADERSHIP**

Value **CONGRUENCE**

GROUPS – The link between values and leadership



UNIVERSAL Approach

Given the choice, what is the
SINGLE MOST IMPORTANT TRAIT
to possess as an effective leader?



CONTINGENCY Models

Fill in the blank.

LEADERSHIP

is contingent upon

BLANK



The servant leader is servant first. It begins with the natural feeling that one wants to serve.

Robert K. Greenleaf

A photograph showing the silhouettes of two people on a rocky mountain peak. One person is standing on the peak, leaning forward and reaching out to help another person who is climbing up. The background is a clear blue sky with a hint of sunset or sunrise colors near the horizon.

SERVANT Leadership

- Listens first
- Care about well-being
- Walk in their shoes
- Awareness
- Persuasion, not coercion
- Visionary – big picture person
- Advocate – follower and the organization
- Foresight – eye on the horizon
- Developmental toward the follower
- Developmental toward the community



SERVANT Leadership

Can a **SERVANT** leader exist within an **ORGANIZATION**?

In-Group

More attention

More socialization

Challenging tasks

More responsibility

More communication

More satisfaction



LMX

Leader-Member Exchange

Out-Group



Less attention

Redundant tasks

Formal reporting and job structures

Need-to-know

More resistance

READINESS

SITUATIONAL Leadership

UNWILLING and UNABLE

- Decisions are made by the leader and announced, so communication is largely one-way.

TELLING

UNWILLING and ABLE

- Decisions remain the leader's prerogative, but communication is much more 2-way.

COACHING

WILLING and UNABLE

- The leader facilitates the follower's participation in decisions but control remains with the leader.

PARTICIPATING

WILLING and ABLE

- The leader is still involved in decisions and problem solving, but control is with the follower.

DELEGATING

SITUATIONAL Leadership

The **SITUATION**

You were just hired to head up the IT implementation team for a new system to be introduced at Nebraska City Healthcare. You have successfully completed several leadership development courses at Bellevue University (shameless plug) and you have a pretty good idea of what it means to be an effective leader. Review the following scenarios and describe how your leadership skills would best address the site's performance.

SITUATIONAL Leadership

SITUATION 1

Your NCH management team is made up of people who have been with the department for several years. The entire site has enjoyed exceptional success throughout the last 4 quarters. Each department is well-staffed and morale is high. As you meet with each manager, you discover that in the past, they have taken an active role in the development of their teams and each has moved up through the ranks within the department. One of the managers tells you that he would like to grow the department even faster, but there just isn't enough space for additional growth. Things are good!

SITUATIONAL Leadership

SITUATION 2

You arrive at NCH to a team of relatively new managers. Due to recent structural changes, the existing management team was relocated or quit. Now, you have a group of managers with very little experience working in an IT systems environment. However, each manager is highly motivated to attain departmental goals. These are intelligent managers who have a good sense of leadership, good general knowledge of departmental goals and performance measures, but lack the experience in leading a team.

SITUATIONAL Leadership

SITUATION 3

You arrive to your new job as director of NCH's IT implementation team. Almost immediately, you find out that 50% of the IT employees and 50% of your management team are currently on a developmental plan for poor performance. Morale is low, turnover is high, and performance standards are nowhere to be found.

QUESTIONS?

Building a Foundation of Leadership?



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