NHA Leadership Institute – Building a Foundation of Leadership

Mike Freel, PhD
Program Director, Healthcare
March 7, 2020

INTRODUCTIONS

What is the #1 thing you want to accomplish during the **LEADERSHIP INSTITUTE** program?

BELLEVUE
UNIVERSITY

DO this.

BELLEVUE UNIVERSITY

What's **YOUR** definition of **LEADERSHIP**?

What's the difference between

MANAGEMENT

and

LEADERSHIP?

BELLEVUE UNIVERSITY

Management vs. Leadership

Managers	Leaders
Solve and decide.	Ask and develop.
Tell.	Get out of the way!
Focus on PROCESS more than WHAT they're supposed to focus on.	Focus on RESULTS!
Focus on TASKS.	Delegate responsibility and create ownership.
Uses power and authority to COMMAND and CONTROL for the benefit of the manager.	Focuses on any act that improves the life, situation or performance of another individual.

BELLEVUE
UNIVERSITY

MODEL the Way!

INSPIRE a **SHARED** Vision!

CHALLENGE the process!

Enable **OTHERS** to **ACT**!

Radiate **ENERGY** and **PASSION**!

Core Competencies

BELLEVUE
UNIVERSITY

SO WHAT !?!?

Why should I need to know anything about **LEADERSHIP THEORIES** and **RESEARCH**?

BELLEVUE
UNIVERSITY

Models of Leadership

Focus on TRAITS

Obama, Clinton, Trump, Gandhi, Winfrey, Frost

Focus on BEHAVIOR

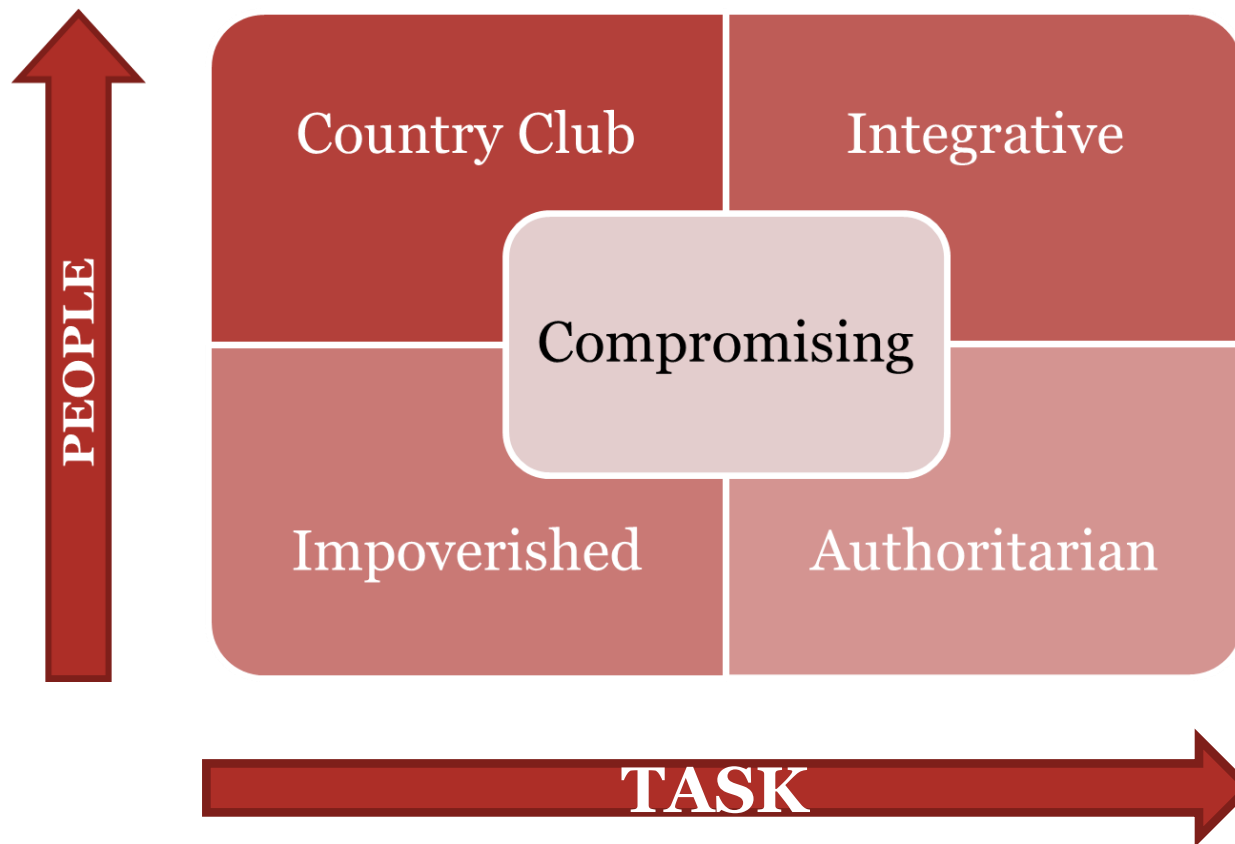- Blake and Mouton Managerial Grid
- Transactional and Transformational

UNIVERSAL Approach

CONTINGENCY Theories

- Theory X and Theory Y
- Leader-Member Exchange (LMX)
- Situational Leadership

BELLEVUE UNIVERSITY

Who's the **LEADER** at your table?

BELLEVUE
UNIVERSITY

Blake and Mouton Managerial Grid

TRANSACTIONAL and TRANSFORMATIONAL Models

- What does it mean to be TRANSACTIONAL?
- What does it mean to be TRANSFORMATIONAL?

The 4 I's of TRANSFORMATIONAL Leadership
- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

Are You a Developmental Leader? Take the quiz!

BELLEVUE
UNIVERSITY

VALUES and LEADING

Role of the ETHICAL LEADER

- Support organizational values – ADVOCATE for the organization and employees

- REINFORCE shared goals and purpose (strategy)

- Facilitate open, candid debate on values and ethics

- Establish a system of MERITOCRACY

- Foster a sense of HIGH ethical standards

Value CONGRUENCE

- GROUPS – The link between values and leadership

BELLEVUE UNIVERSITY

UNIVERSAL Approach

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

BELLEVUE UNIVERSITY

CONTINGENCY *Models*

LEADERSHIP style is contingent upon (fill in the blank).

BELLEVUE UNIVERSITY

Theory X and Theory Y (Douglas McGregor)

Theory X

The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.

Theory Y

The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.

BELLEVUE UNIVERSITY

CONTINGENCY Model
Leader-Member Exchange (LMX)

In-Group	Out-Group
More attention	Less attention
More socialization	Redundant or menial tasks
Challenging tasks	Formal reporting
More responsibility	Reliance on formal job structures
More communication	Need to know – and you don't need to know!
More satisfaction	More resistance

BELLEVUE UNIVERSITY

CONTINGENCY Model
SITUATIONAL Leadership

Unwilling and Able	Unwilling and Unable	Willing and Unable	Willing and Able
Decisions are made by the leader and announced, so communication is largely one-way.	Decisions remain the leader's prerogative, but communication is much more two-way.	The leader facilitates the follower's participation in decisions, but control remains with the leader.	The leader is still involved in decisions and problem-solving, but control is with the follower.
Telling	Coaching	Participating	Delegating
Authoritative		Participative	

BELLEVUE UNIVERSITY

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.

BELLEVUE UNIVERSITY

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!

BELLEVUE UNIVERSITY

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.

What's NEXT?

BREWSTER SESSION
Round and Round: Using 360°
ASSESSMENTS FOR IMPROVED LEADERSHIP

Dr. Mike Freel
April 8, 2020
9:00 a.m. – 4:00 p.m.
York General Hospital
York, Nebraska

A private, non-profit institution founded in 1966, Bellevue University is accredited by the Higher Learning Commission through the U.S. Department of Education. For general information, please call 800.756.7920.

Email: Mike.Freel@bellevue.edu

bellevue.edu