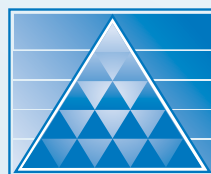




# **The Visionary Leader: Embrace the Art & Science of Inspiring Change**



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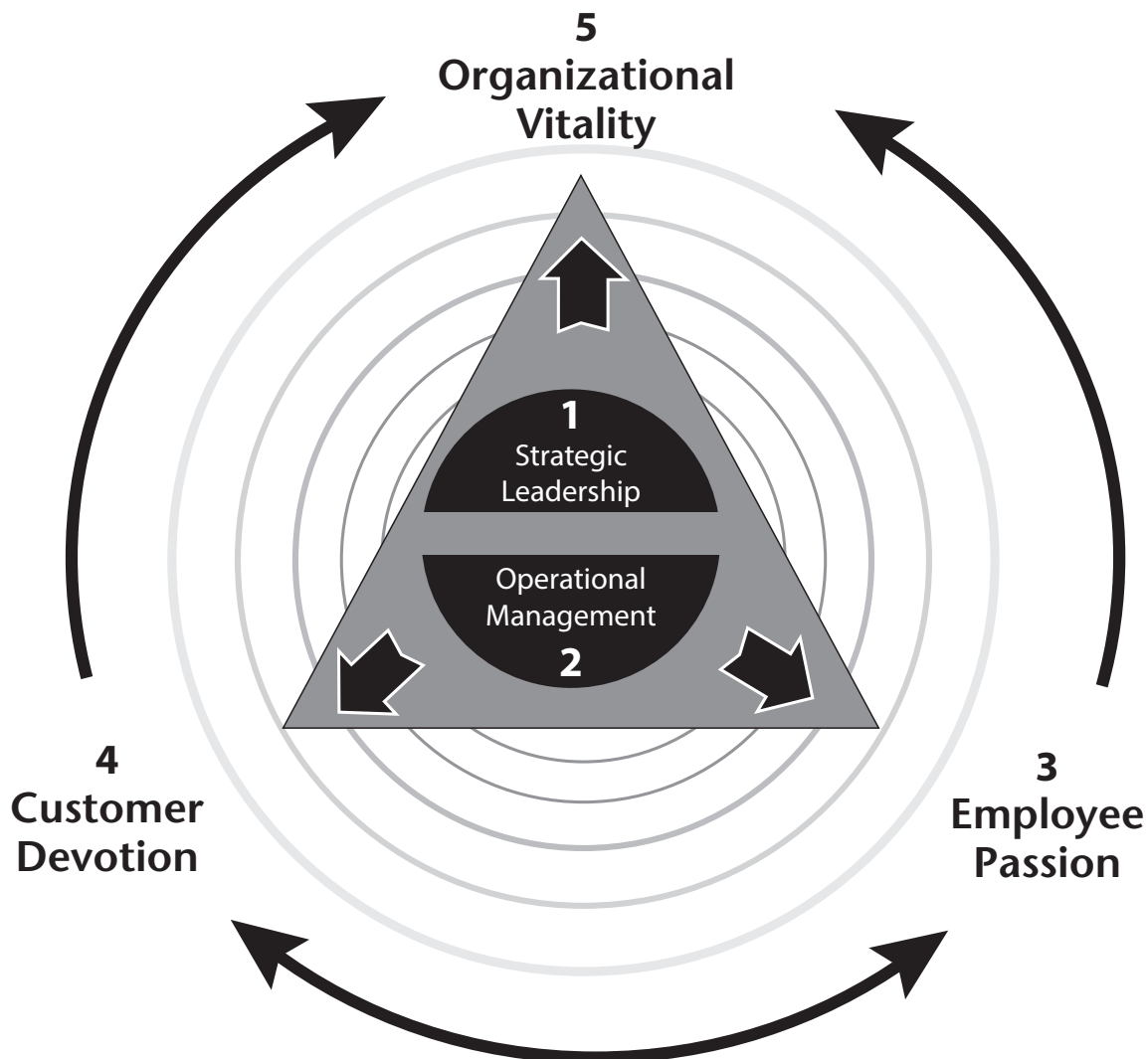
# Strategic Leadership vs. Operational Management

## *Strategic Leadership*

- Vision
- Culture
- Strategic Imperatives
- Philosophy

## *Operational Management*

- Policies and Procedures
- Leader Behaviors
- Fairness and Justice
- Annual Plan



*from Servant Leadership: A Journey Into the Nature of Legitimate Power by Robert K. Greenleaf*



## What is Your Organizational Culture?

The **VALUES** and **BEHAVIORS** that contribute to the unique social and psychological environment of an organization.

Organizational culture includes an organization's **EXPECTATIONS, EXPERIENCES, PHILOSOPHY, and VALUES** that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations.

It is based on shared **ATTITUDES, BELIEFS, CUSTOMS,** and written and unwritten **RULES** that have been developed over time and are considered valid.



## Walt Disney's Simple Four Steps

1. Dream beyond the boundaries of today.
2. Believe in sound values.
3. Dare to make a difference.
4. And then just go out and do it!

How does the **DISNEY FOUR STEPS** get applied your practice?

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## Think of a Business ....


**... that you admire and/or frequent:**

What do you think are its core values/beliefs/expectations and why?

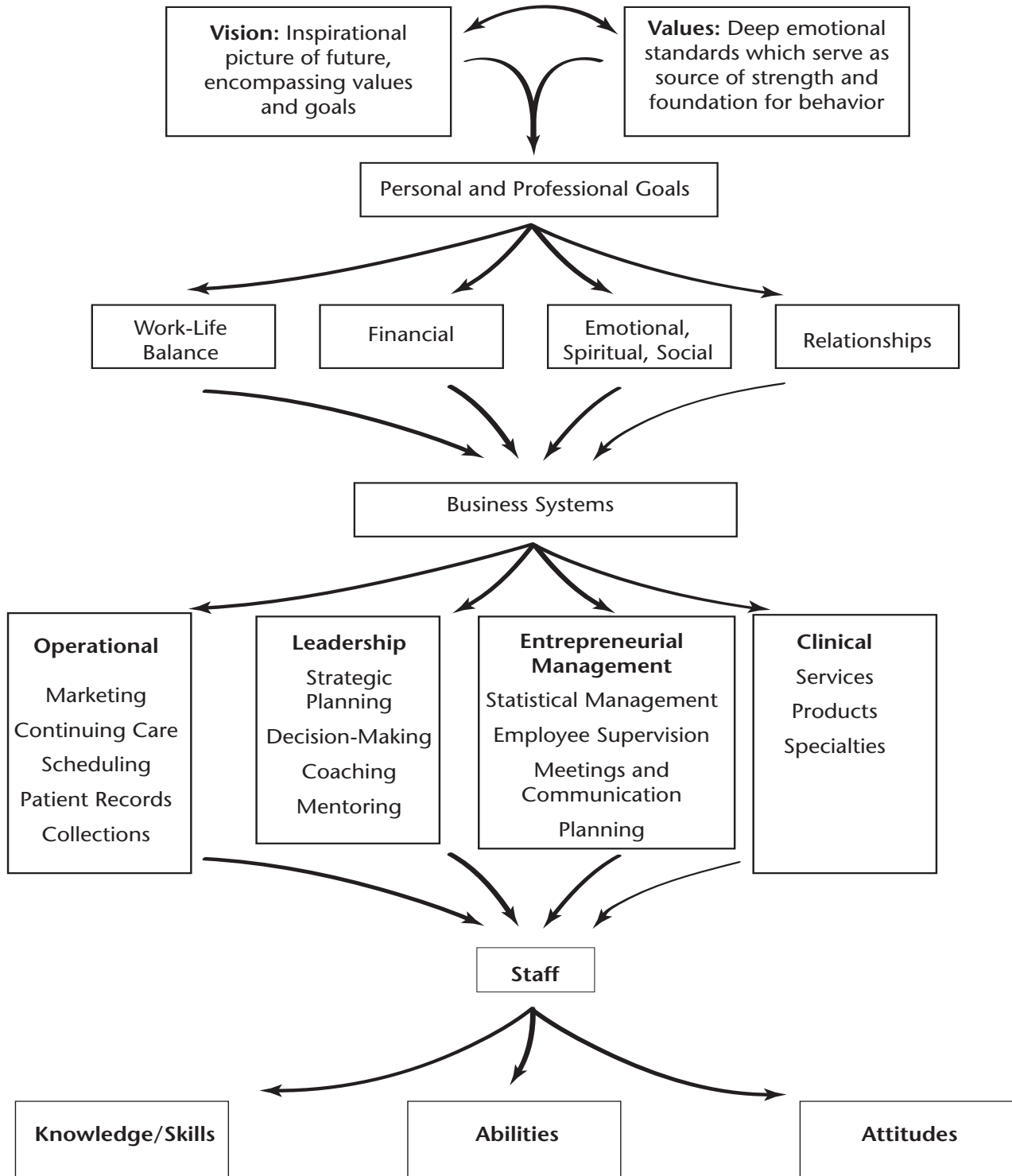


**... that you would never utilize:**

What do you think are its core values/beliefs/expectations and why?



# The Flow of VISION and VALUES through the Practice



## What is a VISION STATEMENT?

**A VISION STATEMENT** defines the optimal desired future state — the mental picture — of what a practice wants/hopes to achieve over time.

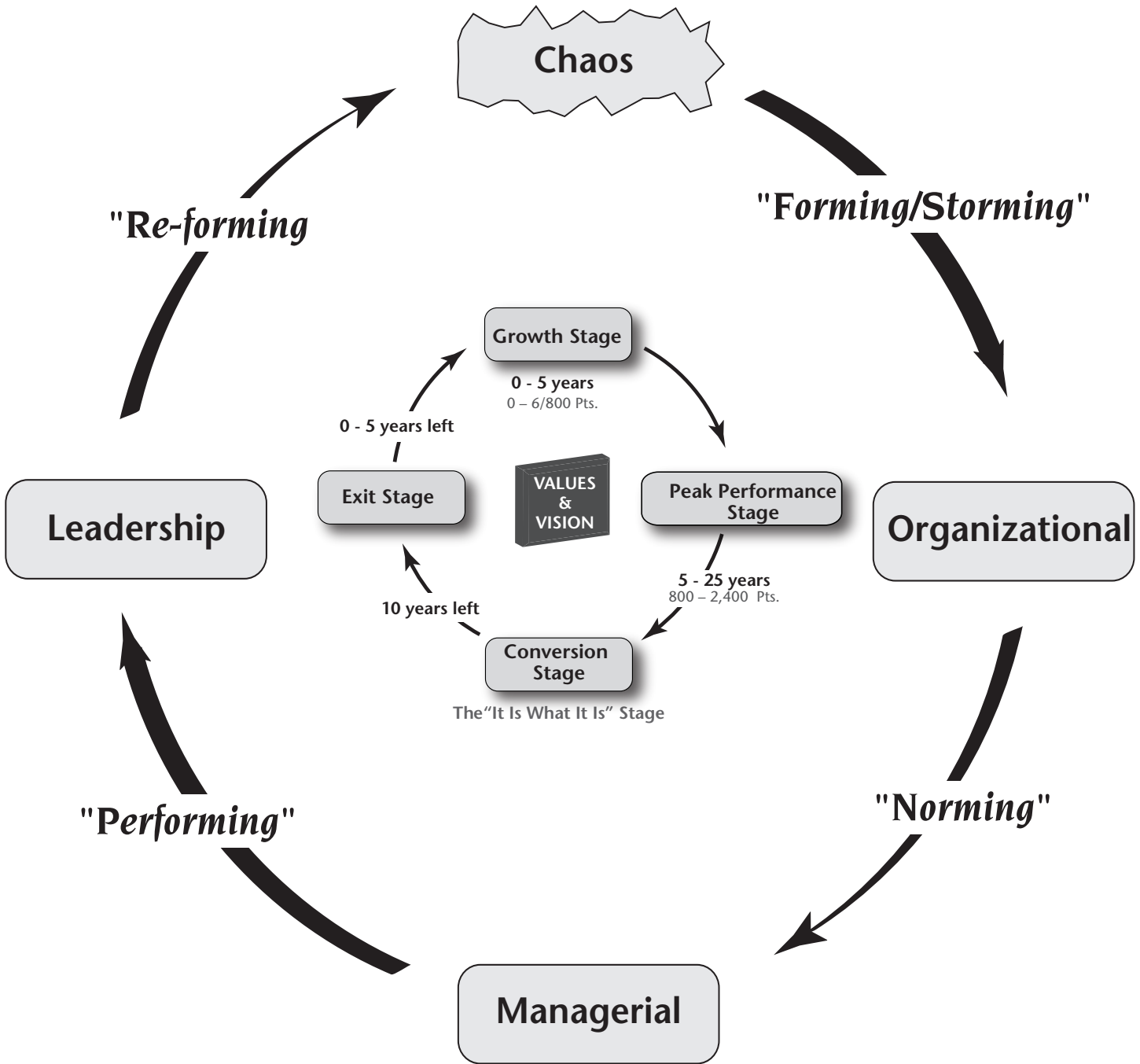
**A VISION STATEMENT** provides guidance and inspiration as to what a practice is focused on achieving.

**A VISION STATEMENT** functions as the "north star." It is what all employees understand, that their work every day ultimately contributes to accomplishing a goal over the long-term.

**A VISION STATEMENT** is written succinctly in an inspirational manner.



**Your vision statement is both aspirational and perspirational**



## Organizational/Team Development



*Congratulations, You Are Storming!*

# Top 10 Team **BUSTERS**

		<i>Total Not True</i>					
							<i>That's us!</i>
<b>1.</b>	Doctor &/or team feels out of control .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>2.</b>	Doctor &/or team feels unacknowledged.....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>3.</b>	Doctor &/or team feels "it's never enough" .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>4.</b>	There is no "big picture" .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>5.</b>	The "West Side Story" phenomena .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>6.</b>	The only management style is management- by-the-gut or "yeah, but...management".....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>7.</b>	No clearly defined standards.....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>8.</b>	"Why-don't-you-take-the-airplane-up?" training.....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>9.</b>	In case of conflict, run! .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>10.</b>	There is no celebration/no feeling of success .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	

**#1 Challenge is:** \_\_\_\_\_  
\_\_\_\_\_

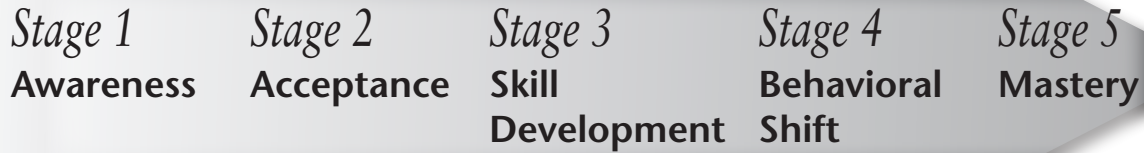
# The Four **FATAL** Assumptions

*“The biggest problem with leadership communication is the illusion that it has occurred.”*



- 1** Your team **UNDERSTANDS** what was communicated.
- 2** Your team **AGREES** with what was communicated.
- 3** Your team **CARES** about what was communicated.
- 4** Your team will take **APPROPRIATE** action.

## How Can Coaching Affect Performance?



**1** **AWARENESS** comes from feedback on your behavior.

*Unconscious incompetence*

**2** **ACCEPTANCE** is reached when you agree that action needs to be taken on the feedback you have received.

*Conscious incompetence*

**3** **SKILL DEVELOPMENT** is acquired through experience, training and/or education.

*Improving*

**4** **BEHAVIORAL SHIFT** happens when you create a new approach or way of thinking about a situation to break patterns that no longer serve you or others.

*Conscious competence*

**5** **MASTERY** occurs when the new behavior feels natural.

*Unconscious competence*

# Coaching Overview

## 1. Check in

- Acknowledge your personal agenda or biases
- Acknowledge your interest in their success
- Determine if timing is right
- Visualize the experience you want to create

## 2. Focus the questions

- Ask questions that facilitate self-discovery
- Move from broad to specific questions
- Clarify information that is provided
- Encourage trying of new behaviors

## 3. Active listening

- Stay focused
- Listen for openings
- Observe, interpret and analyze nonverbal cues
- Summarize what you heard

## 4. Plan new approaches

- Agree on the behavior gaps
- Be imaginative with options
- Establish a plan with realistic goals

## 5. Provide feedback

- Ask permission to offer feedback
- Act when behavior is observed
- Have the courage to tell the truth
- Focus on the behavior, not the person
- Check that feedback was understood

## 6. Move forward

- Monitor the progress
- Maintain a sense of urgency
- Use backsliding as a coachable moment
- Praise progress
- Keep the momentum moving forward



## Good? How?

Think of a team member who recently did something very right.

Name: \_\_\_\_\_

What did you see?

How did it support your vision?

How did it make you feel?

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## The Leader as Counselor: *When Coaching Isn't Enough*

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### Courageous Conversations with Team Members

Counseling is the ability to hold people accountable through constructive dialogue. It includes the communication skills you use in coaching and also involves giving feedback. Counseling is a more directive conversation you have when performance has not changed. Through counseling and progressive discipline you enlist the employee in recognizing there are consequences correlated to performance choices.

## The Road to ASSERTIVE LEADERSHIP

### The Passive Leader

*“You are doing just fine.”*

### The Passive-Aggressive Leader

*“You are doing just fine. But you are never going to get a salary increase... ever.”*

### The Aggressive Leader

*“Are you stupid? Nothing you do is right.”*

### The Assertive Leader

*“As we all are interested in continuous improvement, let me tell you what I see as the challenges where I would like to see growth demonstrated.”*