

# **Ohio State University**

## **Future Healthcare Executives**

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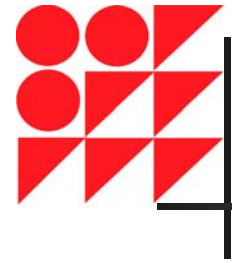
### **Leading In Times of Change**

**Presented by:**

**Gerald Nilsson-Weiskott, Ph.D.**

**The Leadership Development Group**

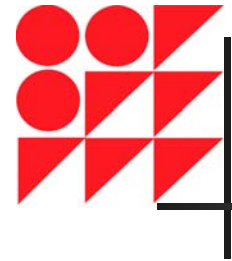
**April 29, 2008**



# OBJECTIVES

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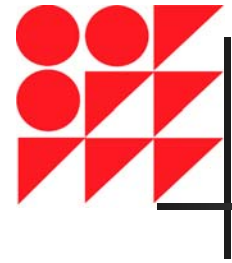
- ↕ Define the need to develop new leadership skills to succeed in a changing world
- ↕ Identify new trends in leadership theory, research and practices that are applicable to today's business environment
- ↕ Identify behaviors that currently characterize effective leaders



# LEARNING

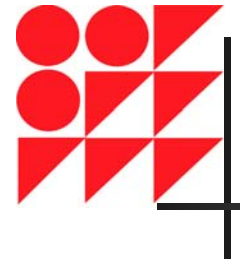
Learning is the essential fuel for the leader, the source of high octane energy that keeps the momentum by continually sparking new understanding, new ideas, and new challenges. It is absolutely indispensable under today's conditions of rapid change and complexity. Very simply, those who do not learn do not long survive as leaders

Warren Bennis and Burt Nanus, leaders



# THE NEW REALITIES

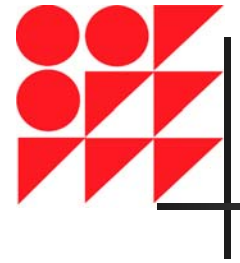
- The cynics are winning
- Power has shifted
- We're all connected
- Knowledge is the new currency
- Change is constant
- There's a new social contract
- There's a renewed search for meaning



# MANAGE

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- To handle or direct with a degree of skill
- To make or keep submissive
- To succeed in accomplishing
- To exercise executive, administrative and supervisory direction



# LEAD

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- To guide, conduct, escort or direct
- To influence
- To direct on a course or in a direction
- To guide someone or something along a way



# ACCORDING TO BENNIS

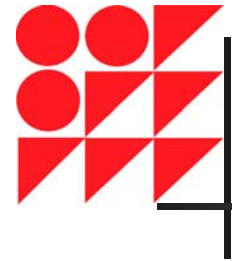
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## The Manager

- Administers
- Focuses on systems/structures
- Relies on control
- Has a short range view
- Seeks stability
- Is the classic good soldier
- Does things right

## The Leader

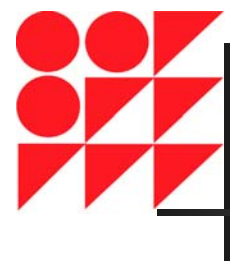
- Innovates
- Focuses on people
- Inspires trust
- Has long-range perspective
- Seeks change
- Is his/her own person
- Does the right thing



# ACCORDING TO EGAN

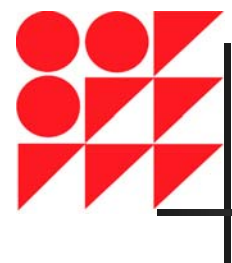
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**“Leaders are contributors who help the company, institution, community or group move beyond itself, that is, increase its productivity or improve its business-enhancing quality of work life. They do such things as provide new direction, help reconceptualize the management system’s mission, identify more effective products, services, or work programs, and discover new resources. Both business leaders and academics have suggested that the essence of leadership is “business-enhancing change.”**”



# THE CUMULATIVE CHALLENGE OF LEADERSHIP

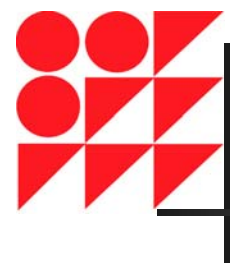
TIMELINE	EXPECTATIONS	COMPETENCIES
POST WORLD WAR II	LEADER AS EXPERT	PLAN, CONTROL, ORGANIZE
1970'S	LEADER INVOLVES PEOPLE	CREATE VISION SET DIRECTION EMPOWER
1990'S	LEADER AS LEARNER	MANAGE UNCERTAINTY FIND RESOURCES



# ACCORDING TO KOUZES AND POSNER:

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“Leadership appears to be the art of getting others to want to do something you are convinced needs to be done.”

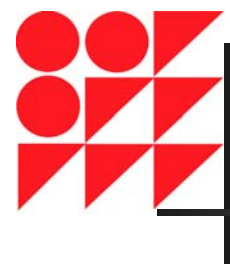


# WHAT PEOPLE EXPECT OF LEADERS

## Characteristics

## Percentage of People Selecting

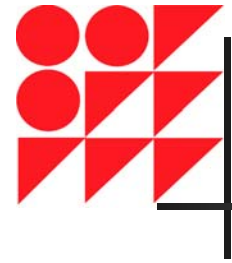
- |                   |      |
|-------------------|------|
| ■ Honest          | ■ 88 |
| ■ Forward-looking | ■ 75 |
| ■ Inspiring       | ■ 68 |
| ■ Competent       | ■ 63 |



# CHARACTERISTICS OF TRANSFORMATIONAL LEADERS

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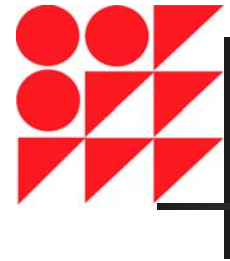
- They identify themselves as change agents
- They are courageous individuals
- They believe in people
- They are value-driven
- They are lifelong learners
- They have the ability to deal with complexity, ambiguity and uncertainty
- They are visionaries



# THE STUDY

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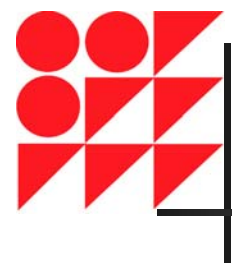
- Sample: Over 1,300 middle and senior level managers
- “Personal Best” survey and in-depth interviews
- 80% of leadership behaviors and strategies accounted for by 5 practices



# THE CONCLUSIONS

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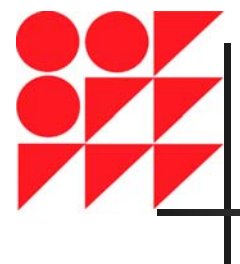
- Leadership is an observable, learnable set of practices
- Exemplary leadership is a 3-phase strategy: vision - involvement - persistence
- When they're at their best, leaders use these 5 discernible practices
- "In essence, leadership appears to be the art of getting others to want to do something you are convinced should be done"



# PRACTICES OF EXEMPLARY LEADERS

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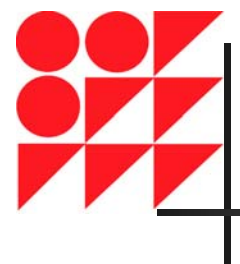
- Challenging the process
- Inspiring a shared vision
- Enabling others to act
- Modeling the way
- Encouraging the heart



# **PRACTICE I: CHALLENGING THE PROCESS**

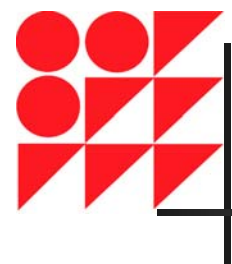
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- Leaders are pioneers
- Leaders search for opportunities: they confront and change the status quo
- Leaders experiment and take risks



# **PRACTICE II: ENABLING OTHERS TO ACT**

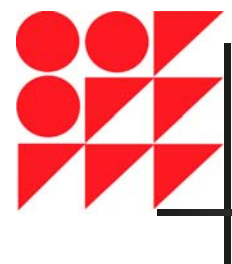
- Leaders strengthen others by sharing power and information
- Leaders are team players
- Leaders foster collaboration by promoting cooperative goals and building trust



# PRACTICE III: MODELING THE WAY

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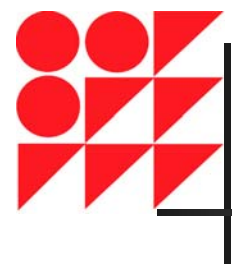
- Leaders practice what they preach
- Leaders set the example for others by behaving consistently with their values
- Leaders plan small wins, building commitment to action



# **PRACTICE IV: INSPIRING A SHARED VISION**

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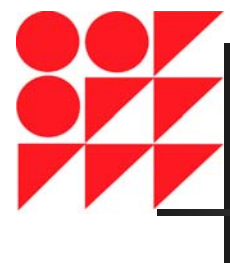
- Leaders are visionaries
- Leaders envision an uplifting and ennobling future
- Leaders enroll others, attracting them to common purposes



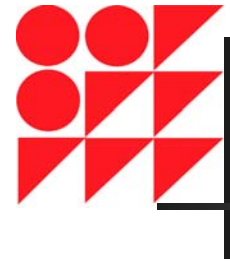
# PRACTICE V: ENCOURAGING THE HEART

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- Leaders are coaches and cheerleaders
- Leaders recognize individual contributions to the success of every project
- Leaders celebrate team accomplishments



**Control is not leadership; management is not leadership; leadership is leadership. If you seek to lead, invest at least 50% of your time leading yourself- your own purpose, ethics, principles, motivation, conduct. Invest at least 20% leading those with authority over you and 15% leading your peers. If you don't understand that you work for your mislabeled 'subordinates,' then you know nothing of leadership. You know only tyranny.**



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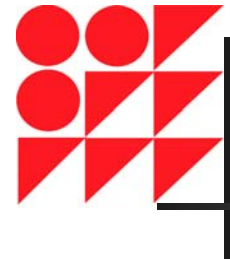
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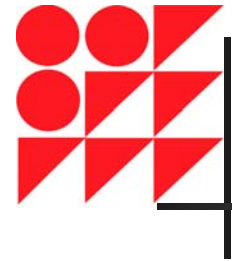
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