

Leadership: Are You Setting Yourself Up to Succeed?

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"People and their managers are working so hard to be sure things are done right, that they hardly have time to decide if they are doing the right things." - Stephen Covey



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Strategies for leadership:

- Vision
- Customer Focus
- Organizational Values and Ethics
- High Expectations for Workforce



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Vision

A leader sets a vision of your organization's desired future state. The vision describes where your organization is headed, what you intend it to be, or how you wish it to be perceived.



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Customer-Focus

A leader makes certain customer-focused excellence has both current and future components: understanding today's customer desires and anticipating future customers' desires and marketplace potential.



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Organizational Values and Ethics

A leader is a role model in ethical behavior with values that guide an organization's activities and decisions.



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High Expectations for Workforce

A leader inspires and encourages the entire workforce to contribute, to develop and learn, to be innovative and to embrace meaningful change.



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A leader should be visionary.

- Do I create a focus on action which includes transformational change in the organizational structure and culture?
- Do I have a strong orientation to the future?
- Is my commitment to improvement, innovation and intelligent risk-taking?
- Do I have a focus on organizational sustainability?



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- Our workforce knows our organization's mission (what we are trying to accomplish).
- Our workforce knows our organization's vision (where it is trying to go in the future).
- Our leadership team creates a work environment that helps our employees do their jobs.
- Our leadership team shares information about the organization.
- Our leadership team asks employees what they think.



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Leaders make customer-focus a priority.

- Have I embedded in my workforce the beliefs and behaviors of high-performing organization?
- Do my customers impact strategic planning?
- Do I understand today's customers' desires and anticipate future customers and marketplace potential?
- Does my customer focus build trust, confidence and loyalty?



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If only the satisfied and loyal customers (those who continue to do business with us no matter what) are paid attention, the organization will be led astray. The most successful organizations keep an eye on customers who are not satisfied and work to understand their preferences and meet their demands.

- Mark Blazey, Insights to Performance Excellence



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- Our employees know who their most important customers are.
- Our employees regularly ask their customers what they need and want.
- Our employees ask if their customers are satisfied or dissatisfied with their work.
- Our employees are allowed to make decisions to satisfy their customers.



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Leaders should guide organizational values and ethics.

- Am I a role model of ethical behaviors who make their expectations very clear?
- Do I empower people to make effective decisions and set the boundaries for expected behavior?
- Am I the foundation for culture and values?
- Do I let values and ethics build trust in the organization and its leaders?



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- Our leadership team is ethical and demonstrates our organization's values.
- I know the parts of my organization's plans that will affect me and my work.
- I know how to tell if we are making progress on my work group's part of the plan.
- My organization is flexible and can make changes quickly when needed.



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Leaders should have high expectations for the workforce.

- Do I engage a workforce that benefits from meaningful work, clear organizational direction, the opportunity to learn and accountability for performance?
- Am I committed to their engagement, development and well-being?
- Do I demonstrate commitment to my workers' success?



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We think of a thriving workforce as one in which employees are not just satisfied and productive but also engaged in creating the future – the company's and their own.

*-Creating Sustainable Performance
Harvard Law Review*

GOVERNOR'S Quality Award 17

Organizational Learning

- Regular part of daily work
- Practiced at personal, work unit and organizational levels
- Results in problem solving
- Focused on building and sharing knowledge
- Drive to effect meaningful change

GOVERNOR'S Quality Award 18

- I know how to measure the quality of my work.
- I can use this information to make changes that will improve my work.
- I know how the measures I use in my work fit into the organization's overall measures of improvement.
- I get all the important information I need to do my work.
- I know how my organization is doing as a whole.

- "Are We Making Progress?" Baldrige Performance Excellence



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Senior Leadership's Role in Creating a Sustainable Organization

- Creates an environment for success
- Creates a workforce culture that delivers a consistently positive customer experience and fosters customer engagement
- Creates an environment for innovation and intelligent risk
- Succession planning and development of future organizational leaders



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