

A Leader? Who Me?

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 2014

Leadership

Finish this sentence:
Leadership is....



Leadership



lead·er·ship
 ▶ noun \lĕ-ˈdär-ship\
 : a position as a leader of a group, organization, etc.
 : the time when a person holds the position of leader
 : the power or ability to lead other people

Full Definition of **LEADERSHIP**
 1: the office or position of a leader
 2: capacity to lead
 3: the act or an instance of leading

<http://www.merriam-webster.com/dictionary/leadership>

Leader

Finish this sentence:

A leader is.....



Definition



lead·er

- noun ˈlɛ-dər
- Definition of LEADER**
- 1: something that leads as
 - e : a primary or terminal shoot of a plant
 - b : tendon, sinew
 - c plural : dots or hyphens (as in an index) used to lead the eye horizontally; ellipsis 2
 - d chiefly British : a newspaper editorial
 - e (1) : something for guiding fish into a trap (2) : a short length of material for attaching the end of a fishing line to a lure or hook
 - f : loss leader
 - g : something that ranks first
 - h : a blank section at the beginning or end of a reel of film or recorded tape
- 2: a person who leads: as
 - a : guide, conductor
 - b (1) : a person who directs a military force or unit (2) : a person who has commanding authority or influence
 - c (1) : the principal officer of a British political party (2) : a party member chosen to manage party activities in a legislative body (3) : such a party member presiding over the whole legislative body when the party constitutes a majority
 - d (1) : conductor c (2) : a first or principal performer of a group
- 3: a horse placed in advance of the other horses of a team

<http://www.merriam-webster.com/dictionary/leader>

the Leadership Institute 
at Harvard College

Defining Leadership

- LIHC defines leadership as *the skill of motivating, guiding, and empowering a team towards a socially responsible vision.*
- *The art of empowering and mobilizing others to want to accomplish a mutually agreed-upon goal while advancing the group's integrity and morale.*

November 18, 2011 <http://www.merriam-webster.com/dictionary/leadership>

Gallup Business Journal

- ▶ Leadership is best understood as a *set of roles* in an enterprise
 - ▶ These roles differ in tasks and responsibilities
 - ▶ Provide a complete picture of the leadership needs of a company
 - ▶ How those needs are met
- ▶ The best performers in leadership role possess:
 - ▶ Talent
 - ▶ Experience to meet the needs of the role
 - ▶ Extension, the needs of the enterprise

GALLUP

http://businessjournal.gallup.com/content/164576/leadership-suite.aspx

Gallup Business Journal

- ▶ Executive leaders
 - ▶ Navigate toward a desired future
 - ▶ Outline an ideal future state
 - ▶ Collaborate with other leaders
 - ▶ Constantly adjust enterprise activities
 - ▶ Communicate, direct, and align strategy, goals, and resources to make the vision a reality
- ▶ Senior leaders
 - ▶ Responsible for profit and loss
 - ▶ Work across functions to achieve business aims
 - ▶ Plan and execute at a macro level
 - ▶ Recognize external factors that affect the business
 - ▶ Position the company to capitalize on market trends
 - ▶ Serve as hubs of information, ensuring that all understand the vision set by the executive leadership team

GALLUP

http://businessjournal.gallup.com/content/164576/leadership-suite.aspx

Gallup Business Journal

- ▶ People performance leaders
 - ▶ Work through the managers they lead
 - ▶ They set the stage for effective performance management and engagement throughout the organization by ensuring that managers and employees have clear expectations and defined career paths
 - ▶ They guide others by coaching and mentoring and promote a strong working environment by creating bonds and promoting engagement among employees
- ▶ Operational performance leaders
 - ▶ Grow the business by improving efficiencies, maintaining discipline toward meeting business goals, troubleshooting, innovating, and monitoring key metrics

GALLUP

John C. Maxwell

Leadership is influence



Maxwell, J.C. (1993) Developing the leader within you. Thomas Nelson, Nashville, TN.

Leadership Portfolio

Ahern Murphy & Associates, 2010

- ▶ "If not us - WHO?"
- ▶ "If not now - WHEN"
- ▶ Leadership is a VERB!
- ▶ America is OVER-MANAGED and UNDER-LED!
- ▶ Leadership of others begins with leadership of SELF!
- ▶ Your past does NOT determine your FUTURE!
- ▶ If NEVER matters where we start the race. It matters where we FINISH!
- ▶ One person with courage is a MAJORITY!
- ▶ Knowledge alone is not power - only APPLIE knowledge is power!



Leadership Portfolio

Ahern Murphy & Associates, 2010

10 Keys to success

1. Establish your dreams
2. Turn your dreams into written goals
3. Become an ACE with attitude, character and enthusiasm
4. Accept 100% responsibility for your own personal success
5. Always operate with faith, integrity, respect and belief in yourself
6. Develop a desire and passion to continually improve
7. Learn how to do what you need to do
8. Do what you need to do to tap into your hidden potential
9. What doesn't kill you makes you stronger
10. Never, never, never, never quit!



Characteristics of a leader

- ▶ Attitude
- ▶ Vision
- ▶ Influence
- ▶ Integrity
- ▶ Self-discipline
- ▶ Creating positive change
- ▶ People



Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Attitude

Finish this sentence:

Attitude is.....

Attitude

- ▶ Write the name of a friend you greatly admire:

- ▶ Write one thing that you admire most about that friend:

**ATTITUDE
IS A DECISION**

Attitude

Attitude
Skills
Looks

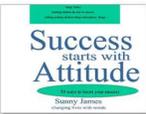
Our attitudes determine what we see and how we handle our feelings. These two factors greatly determine our success
J.C. Maxwell, 1991

Attitude

Life is 10% what happens to me and 90% how I react to it.
Author, Unknown

Attitude of a champion - Most important asset

- ▶ Responsibility
- ▶ Important is not what happens to me but in me
- ▶ A leader's attitude determines the attitude of follower's
- ▶ Changing your attitude
 - ▶ Identify problem feelings
 - ▶ Identify problem behavior
 - ▶ Identify problem thinking
 - ▶ Make public commitment to right thinking
 - ▶ Develop a plan for right thinking



Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Attitude

A leader's attitude caught by his or her followers more quickly than his or her actions.
Author, Unknown.

Attitude

- ▶ Single greatest reason for firing an employee:
 - ▶ Incompetence 30%
 - ▶ Inability to get along with others 17%
 - ▶ Dishonesty 12%
 - ▶ Negative attitude 10%
 - ▶ Lack of motivation 7%
 - ▶ Failure or refusal to follow instructions 7%
 - ▶ All other reasons 8%

Robert Half International <http://www.roberthalf.com/>, 2014

Attitude

Attitude

The Carnegie Institute looked at 10,000 records and determined 15% of success is a result technical training and 85% of success is a result of personality. The primary attribute was ATTITUDE!

It is improbable that person with a bad attitude can continuously be a success.
Author, Norman Vincent Peale

http://www.futurevisions.org/cor_rddg_attitude.htm

Attitude

Attitude

- ▶ Your attitude: your most important asset
 - ▶ The bad attitude
 - ▶ Negative attitude and thinking
 - ▶ Self sabotage
 - ▶ A leader's attitude
 - ▶ Ambition
 - ▶ Towards policy
 - ▶ Towards colleagues
 - ▶ Supervisory skills
 - ▶ Excessive demands on time and energy

We cannot continue to function in a manner that we do not truly believe in ourselves. Author, Unknown

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Attitude

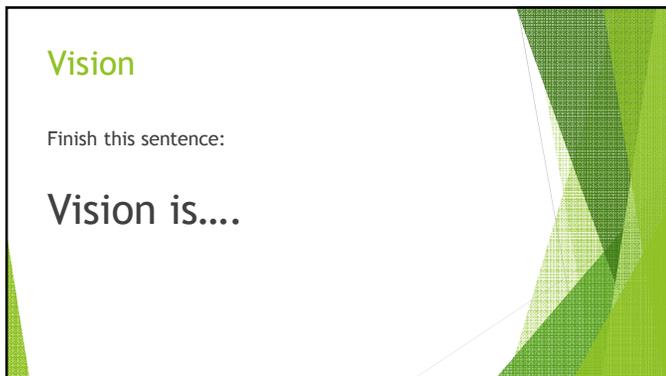
Attitude

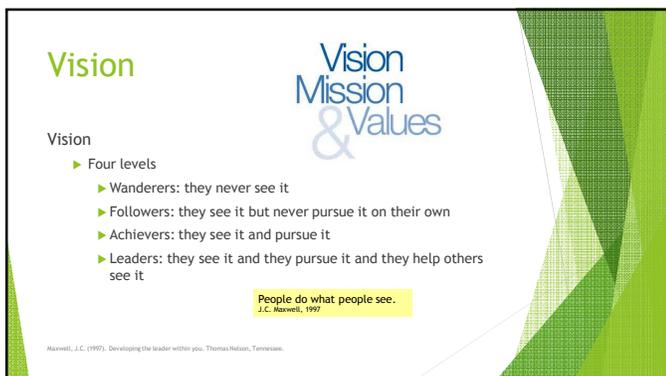
- ▶ How to change your attitude
 - ▶ Identify problem feelings
 - ▶ Identify problem behavior
 - ▶ Identify problem thinking
 - ▶ Identify right thinking
 - ▶ Make public commitment to right thinking

ATTITUDE is a little thing that makes a big difference.
— Winston Churchill —

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.







Vision

All great leaders possess tow things: one, they know where they are going and two, they are able to persuade others to follow.
Author, Unknown

Vision

- ▶ You see what you are prepared to see
- ▶ What you see is what you get
- ▶ Personal ownership of a vision
- ▶ Look within you: what do you feel?
- ▶ Look behind you: what have you learned?
- ▶ Look around you: what is happening to others?
- ▶ Look ahead of you: what is the bigger picture?
- ▶ Look above you: what does God expect of you?
- ▶ Look beside you: what resources are available to you?

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Vision

God's gift to me is potential. My gift back to God is what I do with that potential.
Author, Unknown

Vision

- ▶ Having a vision
 - ▶ What do others see?
 - ▶ Why do they see it that way?
 - ▶ How can I change their perception?
- ▶ Finding your vision
 - ▶ Comes from within
 - ▶ Clear picture
- ▶ Perception of a vision
 - ▶ We see a vision as we are
- ▶ Probability of a vision
 - ▶ Seeing what will be with the eyes of discernment
 - ▶ Painting a clear picture for others in order for them to choose to follow
- ▶ Possibility of a vision
 - ▶ Finding others willing to make the vision happen

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Influence

Finish this sentence:

Influence is.....

INFLUENCE

Influence

Influence

- ▶ The key to success is the ability to lead others successfully
- ▶ Leaders can be taught
- ▶ There are few leadership books - mostly management
- ▶ Everyone influences someone
- ▶ We never know who or how much we influence
- ▶ The best investment in the future is proper influence today
- ▶ Influence is a skill that can be developed

My Influence
 My life shall touch a dozen lives
 Before this days done.
 Leave countless marks of good or ill,
 E'er sets the evening sun.

This, the wish I always wish,
 The prayer I always pray;
 Lord, may my life help others' lives
 It touches by the way.
 J.C. Maxwell, 1989

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Integrity

Finish this sentence:

Integrity is.....



Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Integrity

Integrity is “the state of being complete, unified.”

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Integrity

Integrity

- ▶ Has influence level
- ▶ Facilitates high standards
- ▶ Results in a solid reputation, not just image
- ▶ Means living it myself before leading others
- ▶ Is a hard-one achievement

Integrity is not what we do as much as who we are. *Author, Unknown*

Image is what people think we are. Integrity is what we really are. *Author, Unknown*

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Integrity

Integrity

- ▶ Integrity builds trust
- ▶ People do what people say
- ▶ What we really are
- ▶ Credibility: the goal
- ▶ The good fight

"INTEGRITY, THE CHOICE BETWEEN WHAT'S CONVENIENT AND WHAT'S RIGHT."
-Tony Dungy, Uncommon

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Self-discipline

Self-discipline

- ▶ Starts with yourself
 - ▶ Are you the obstacle?
- ▶ Start early
 - ▶ The ability to make yourself to do what has to be done, when it has to be done and whether you like it or not
- ▶ Start small
 - ▶ Make one small change today that will impact in a big way tomorrow
- ▶ Start now
 - ▶ Don't wait

When we were foolish, we want to conquer the world. When we are wise, we want to conquer ourselves. *Author, Unknown*

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Self-discipline

Self-discipline

Organize your life

- ▶ Set priorities
- ▶ Put priorities on calendar
- ▶ Expect the unexpected
- ▶ One project at a time
- ▶ Organize your workspace
- ▶ Work according to your temperament
- ▶ Welcome responsibility
 - ▶ Be responsible for who you are, what you can do, what you have received and who you lead

We are blind until we see
That in the human plan
Nothing is worth the making
If it does not make the man.

Why build these cities glorious
If man unbuilded goes?
In vain we build the world
Unless the builder also grows.

Edwin Markham

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Self-discipline

Self-discipline

Top 10 for personal organization

1. Set your priorities
2. Place priorities in your calendar
3. Do projects one at a time
4. Organize your workspace
5. Work according to your temperament
6. Use your driving time for light work and growth
7. Allow a little time for the unexpected
8. Develop systems that work for you
9. Always have a plan for those minutes between meetings
10. Focus on results, not activity



Hard work is the accumulation of
easy things you didn't do when
you should have.

Author, Unknown

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Self-discipline

Self-discipline

- ▶ Be responsible
 - ▶ For who you are
 - ▶ What you can do
 - ▶ What you have received
 - ▶ To those you lead
- ▶ Pay now, play later
- ▶ Become character driven instead of emotion driven



"With self-discipline most anything is possible."

Theodore Roosevelt

Success depends not merely on how well you do the things you enjoy, but how conscientiously you perform those duties you don't.

Author, Unknown

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Pareto Principle



How the 80/20 Rule Helps Us be More Effective

- ▶ In the very early 1900's, an Italian economist by the name of Vilfredo Pareto created a mathematical formula describing the unequal distribution of wealth he observed and measured in his country: Pareto observed that roughly twenty percent of the people controlled or owned eighty percent of the wealth.
- ▶ Stay focused on investing 80 percent of our time and energy on the 20 percent of work that's really important

http://www.gonicle.com/Articles/Pareto_Principle/pareto_principle.html

Pareto Principle

- Describes the time, energy, money and personnel on the most important priorities
- Fourfold return in productivity
- The key point is that most things in life (effort, reward, output) are not distributed evenly some contribute more than others
- It can mean all of the following things:
 - ▶ 20% of the input creates 80% of the result
 - ▶ 20% of the workers produce 80% of the result
 - ▶ 20% of the customers create 80% of the revenue
 - ▶ 20% of the bugs cause 80% of the crashes
 - ▶ 20% of the features cause 80% of the usage



http://www.gonicle.com/Articles/Pareto_Principle/pareto_principle.html

Pareto Principle



How to implement:

- ▶ Make a list of tasks you are a part of
- ▶ What is the most important task?
- ▶ Are you spending at least 80% of your time on it?
- ▶ Delegate less important tasks, especially those that take up > 20% of your time

Creating Positive Change

- ▶ The leader as a change agent
- ▶ Why people resist change
- ▶ The evolution of change
- ▶ Creating a climate for change
- ▶ Change will happen

Growth equals change.
Author: Unknown

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Creating Positive Change

- 12 trouble spots for a leader
1. Has poor understanding of people
 2. Lacks imagination
 3. Has personal problems
 4. Passes the buck
 5. Feels secure and satisfied
 6. Is not organized
 7. Flies into rages
 8. Will not take risks
 9. Is insecure or defensive
 10. Stays inflexible
 11. Has no team spirit
 12. Fights change



Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Creating Positive Change

- Why people resist
1. The change isn't self-initiated
 2. Routine is disrupted
 3. Change creates fear of the unknown
 4. The purpose of change is unclear
 5. Change creates fear of failure
 6. The rewards for change don't match the effort change requires
 7. People are too satisfied with the way things are
 8. Change won't happen when people engage in negative thinking
 9. The followers lack respect for the leader
 10. The leader is susceptible to feelings of personal criticism
 11. Change may mean personal loss
 12. Change requires additional commitment
 13. Narrow-mindedness thwarts acceptance of new ideas
 14. Tradition resists change

People don't resist change.
They resist being changed.
Peter M. Senge

Maxwell, J.C. (1997). Developing the leader within you. Thomas Nelson, Tennessee.

Creating Positive Change

Creating climate for change

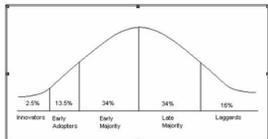
1. The leader must develop a trust with people
2. The leader must make personal changes before asking others to change
3. Good leaders understand the history of the organization
4. Place influencers in leadership positions
5. Check the "change in your pocket"
6. Good leaders solicit the support of influencers "before" the change is made public
7. Develop a meeting agenda that will assist change
8. Encourage the influencers to influence others informally
9. Show the people how the change will benefit them
10. Give the people ownership of the change

Maxwell, J.C. (1997). *Developing the leader within you*. Thomas Nelson, Tennessee.

People

Everett Rogers, 1962. *Diffusion of Innovations*

- ▶ Innovators are the dreamers
- ▶ Early adopters are those who know a good idea when they see it
- ▶ Early adopters are the majority
- ▶ Late adopters are the last group to endorse an idea
- ▶ Laggards are always against change



Adopter categorization on the basis of innovativeness

<http://collinsbenforson300gwk.blogspot.com/2012/09/diffusion-of-innovations-model-as-presented-by.html>

People

Three levels

- Level 1
 - ▶ Followers
 - ▶ The person who works better with people
- Level 2
 - ▶ Managers
 - ▶ The person who helps people work better
- Level 3
 - ▶ Leaders
 - ▶ The person who develops better people to work



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People

Character - Driven People

- ▶ Do right, then feel good
- ▶ Are commitment driven
- ▶ Make principle-based decisions
- ▶ Allow action to control attitude
- ▶ Believe it, then see it
- ▶ Create momentum
- ▶ Ask: "what are my responsibilities?"
- ▶ Continue when problems arise
- ▶ Are steady
- ▶ Are leaders

Emotional - Driven People

- ▶ Feel good, then do right
- ▶ Are convenience driven
- ▶ A popularity based decisions
- ▶ Allow attitude to control action
- ▶ See it, then believe it
- ▶ Wait for momentum
- ▶ Ask: "What are my rights?"
- ▶ Quit when problems arise
- ▶ Are moody
- ▶ Are followers

People

People Development

- ▶ Value of people
 - ▶ Attitude
- ▶ Commitment to people
 - ▶ Time
- ▶ Integrity of people
 - ▶ Character
- ▶ Standard for people
 - ▶ Vision
- ▶ Influence over people
 - ▶ Leadership



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People



Making the right assumptions of people

- ▶ Everyone wants to feel worthwhile
- ▶ Everyone needs to respond to encouragement
- ▶ People "buy into" the leader before they "buy into" their leadership
- ▶ Most people do not know how to be successful
- ▶ Most people are naturally motivated

Problem Solving and Leaders

Always take the high road.
Author, Unknown

1. They sense it before they see it (intuition)
2. They begin looking for it and ask questions (curiosity)
3. They gather data (processing)
4. They share their feelings and findings with a few trusted colleagues (communicating)
5. They define the problem (writing)
6. They check their resources (evaluating)
7. They make a decision (leading)

People need to change their perspective, not their problems.
Author, unknown

Confrontation

1. Do it privately
2. Do it as soon as possible. That is more natural than waiting a long time
3. Speak to one issue at a time. Don't overload the person with a long list of issues
4. Once you've make a point, don't keep repeating it
5. Deal with only the actions the person can change
6. Avoid sarcasm
7. Avoid words like always and never
8. Present criticisms as suggestions or questions
9. Don't apologize for the confrontational meeting
10. Don't forget the compliments



Listening

How good of a listener are you?

Every good conversation starts with good listening.
© 2007 Dale Carnegie

Listening Quiz

1. Do I allow the speaker to finish without interrupting?
2. Do I listen between the lines?
3. When writing a message, do I listen for and write down the key facts and phrases?
4. Do I repeat what the person just said to clarify the meaning?
5. Do I avoid getting hostile or agitated when I disagree with a speaker?
6. Do I tune out distractions when listening?
7. Do I make an effort to seem interested in what the other person is saying?

- ▶ 4 points - Always
- ▶ 3 points - Usually
- ▶ 2 points - Rarely
- ▶ 1 point - Never

Listening

Scoring:

- ▶ ≥26: You are an excellent listener
- ▶ 22-25: Better than average
- ▶ 18-21: Room for improvement
- ▶ ≤17: Start practicing your listening skills

Success



Finish this sentence:

Success is.....

Success

John C. Maxwell, 1993

“The progressive realization of a predetermined goal.”

- ▶ Discipline
- ▶ Prioritize
- ▶ Ability to work towards a goal

Goal Setting

?????



S.M.A.R.T Goals

- ▶ S - Specific and clear
- ▶ M - Measurable
- ▶ A - Attainable
- ▶ R - Realistic
- ▶ T - Timely

Create S.M.A.R.T. Goals



S.M.A.R.T Goals



Specific:

- Example: I would like to have 24/7 in house midwifery coverage by year five of a new midwifery business model

Measurable:

- Example: The midwifery practice will need to grow to 500 deliveries annually by year five

Attainable

- Example: 8-10 deliveries per month per midwife

Relevant

- Example: I will hire a new midwife when each midwife is doing 8-10 deliveries per month

Timely

- Example: Over a five year period, the midwifery practice will grow to do 500 deliveries annually, requiring 24/7 in house coverage

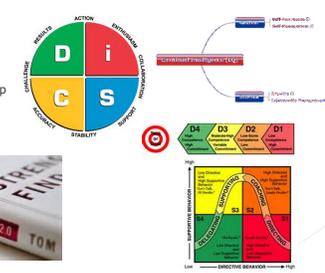
SMART Goal Template

PLEASE USE THE FOLLOWING GUIDE TO PREPARE YOUR SMART GOALS.

	S	M	A	R	T
	SPECIFIC IDENTIFY A SINGLE, CLEAR GOAL, FOCUSED ON THE CHANGE YOU WANT TO IMPLEMENT BY YOURSELF	MEASURABLE EXPLAIN HOW YOU WILL KNOW IT'S DONE. IS IT A NUMBER? IS THERE AN INDICATOR OF PROGRESS? IS IT SPECIFIED IN THE GOAL?	ATTAINABLE IS YOUR GOAL TO BE DONE THE WAY YOU WANT IT TO BE? IS IT POSSIBLE TO REACH?	RELEVANT RESEARCH-BASED: EVIDENCED-BY RESEARCH. WILL YOUR GOAL BE MET?	TIME-BASED ARE YOU SETTING A DEADLINE? WILL YOU FULLY ACHIEVE THE GOAL?
Strength-Based Goal (Competency)					
Strength-Based Goal					
Deficit-Based Goal (Competency)					
Deficit-Based Goal					

Personal Assessments

- EQ mapping
- DISC Assessment
- Situational Leadership
- Strengths Finder 2.0




IQ vs EQ



- ▶ IQ
 - ▶ A score derived from one of several standardized tests designed to assess human intelligence.
- ▶ EQ (Mind Mapping)
 - ▶ The ability to sense, understand and effectively apply the power and acumen of emotions as a source of human energy, information and influence.
 - ▶ [EQ Assessment](#)

Emotional Intelligence

Emotional Intelligence (EQ) Stats [Learn More About EQ](#)



90%
of top performers
have high EQ

EQ is responsible for
58%
of your job
performance





\$29,000
People with high EQ
make 20,000 more
annually than their
low EQ counterparts

DiSC Assessment



- ▶ Behavior can be grouped into four main categories:
 - ▶ D - Drive
 - ▶ I - Influencing
 - ▶ S - Steadiness
 - ▶ C - Compliance
- ▶ Knowing your style can help you become a better communicator, prevent conflicts, appreciate differences and gain credibility and positively influence others
- ▶ [DiSC Leadership](#)

Situational Leadership



Ken Blanchard

- ▶ Teaches leaders to diagnose the needs of an individual or a team and then use the appropriate leadership style to respond to the needs of the person and the situation. For individuals, teams, and whole organizations, the Situational suite of programs equips people at all levels of your organization to lead at a higher level.
- ▶ [Sit Lead](#)

Conclusion

- ▶ Characteristics of a leader
 - ▶ Attitude
 - ▶ Vision
 - ▶ Influence
 - ▶ Integrity
 - ▶ Self-discipline
 - ▶ Creating positive change
 - ▶ People
- ▶ SMART Goals
- ▶ Self assessments



The leader begins with
you!
Thank you!

