

LEADERSHIP WHAT DOES THAT REALLY MEAN?

Working Towards Being a Great Leader

Cathy R. Benfer, MS, NHA, PHR



5925 Stevenson Avenue • Suite G • Harrisburg, PA • 17112
1.800.320.5401 • www.LW-Consult.com

Your Presenter – Cathy Benfer, NHA, PHR, SHRM-CP

NHA – Pennsylvania – 25 years

Specialties – Turnaround Management

Developing Teams

Financial Acumen

OSHA

Life Safety

Prior positions as:

Regional Director for PC and AL

NHA – Multiple locations in Western PA

PCHA – Multiple Locations in Western PA

Director of Home Health/Home Care office

Master's of Human Resources – Villanova University – Villanova PA

Bachelor of Arts – Sociology – Seton Hill College – Greensburg, PA

PHR and SHRM-CP Certifications



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The Audience

- NHA's?
 - DON's?
 - Business Office Managers?
 - Social Workers?
 - Others?
- Introductions of participants
 - Name, work location, how long in the business
 - How long in a leadership position



A Short intro to Leadership



Leadership

- Leadership is the art of getting someone else to do something you want done because he/she wants to do it.– *Dwight D. Eisenhower*



Great “Leaders” of Our Time

- **Winston Churchill** - 2 time Prime Minister of the UK 1940-1955
- **Indira Gandhi** – The first woman Prime Minister of India
- **Queen Elizabeth II** – Longest reigning British Monarch
- **John F. Kennedy** – 35th US President, youngest man to hold the office and first Roman Catholic President
- **Margaret Thatcher** – The first female Prime Minister of the UK served from 1975-1990
- **Sandra Day O’Connor** – First woman to serve on the US Supreme Court 1981 - 2006



Leadership Theories Through History

- **Thomas Carlyle - 19th Century - Trait Theory**
 - lists of traits are compared to those of potential leaders to assess their likelihood of success or failure. These traits are innate.
 - Knowledge of the business, Initiative, Tenacity, Energy, Good cognitive skills and capable of using good judgement and decisions, Flexibility Creativity, Charisma, [Emotional intelligence](#), Drive and motivation to succeed, Confidence, Honesty and Integrity
- **Kurt Lewin's leadership Styles - 1939**
 - Those leadership styles included:
 - **Autocratic leadership** whereby the corporate leader made all decisions without consultation.
 - **Democratic leadership** whereby the leader-supervisors included members of the organization in the decision-making process.
 - **Laissez Faire leadership** whereby the leader played a minimal role in the decision-making process.



(Jack Welch, 2010-2016)

Leadership Theories Cont'd.

- **Contingency Theory – Fred Feidler - 1964**
 - Best leadership style was the one that best fit a given situation.
 - Utilizes the characteristics of the leader and the situation he/she is working within
- **Participative Leadership – 1967 and 1971**
 - **Autocratic** - makes all decisions alone without concern for or consultation with followers
 - **Consultation** - leader asks for opinions and ideas from subordinates but makes decisions alone.
 - **Joint Decision** - leader asks for ideas from subordinates and includes them in the making the decision.
 - **Delegation** - manager-supervisor gives a group or individual the authority to make decisions.



(Jack Welch, 2010-2016)

Leadership Theories Cont'd.

- **Situational Leadership – Paul Hersey/Ken Blanchard Mid 70's**
 - **Directing** is aimed at the least mature employee or member whereby the leader uses only directive words and no supportive behaviors to motivate the employees.
 - **Coaching** whereby leader-supervisors use both high directive and high supportive words and behaviors in their interaction with employees.
 - **Supporting** whereby leader-supervisors refrain from directive behaviors and concentrate on supportive behaviors only. These employees work well on their own but lack self confidence or may be overwhelmed with a new task.
 - **Delegating** whereby leader-supervisors no longer need to offer directives or supportive words and behaviors. These employees have matured to the place where they are competent and confident in the task and do not need anyone to look over their shoulders.



Leadership Theories Today

- **Transformational Leadership – 1980's – 2011**
 - Raising followers' level of consciousness about the importance of organizational values and goals
 - Getting followers to transcend their own self-interest for the sake of the team or organization
 - Moving followers to address higher-level needs
- **Authentic Leadership – First used by Harvard Business School Professor – Bill George - 2003**
 - Self-awareness
 - Relational transparency
 - Balanced processing
 - Internalized moral perspective



(George, 2003; Greenleaf, 1977)

Leadership Theories Cont'd.

- **Servant Leadership – First used by Robert Greenleaf – 1970's – Essay “The Servant Leader”**
 - Listening
 - Empathy
 - Healing
 - Awareness
 - Persuasion
 - Conceptualization
 - Foresight
 - Stewardship
 - Commitment to the growth of the people
 - Building community



(George, 2003; Greenleaf, 1977)

Definition of Servant Leadership

- **Servant leadership** - is a **leadership** philosophy. Traditional **leadership** generally involves the exercise of power by one at the “top of the pyramid.” By comparison, the **servant-leader** shares power, puts the needs of others first and helps people develop and perform as highly as possible.



(Wikipedia, 2018)

Some Well Known Servant Leaders

- **Martin Luther King, Jr.**.....Leader of the Civil Rights movement 1954-1968
- **Nelson Mandela.** ... A South African anti-apartheid revolutionary, political leader, and philanthropist, who served as President of South Africa from 1994 to 1999.
- **Mahatma Gandhi.** ... An Indian activist who was the leader of the Indian independence movement against British rule.
- **Mother Teresa.** ... Catholic nun and missionary dedicated to helping the poor in Calcutta, won the Nobel peace prize 1979, canonized a Roman Catholic Saint 2016
- **Albert Schweitzer**.... a French-German theologian, organist, writer, humanitarian, philosopher, and physician won the Nobel peace prize in 1952



Team Event

- Divide into groups of 3-4
- Think about a leader in your career that made a positive influence on you
- List some of the most significant attributes that person possesses
- Nominate a spokesperson from your group
- Share your lists with the group



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Share Your Group's Thoughts



Leaders who refuse to listen will eventually be surrounded by people who have nothing helpful to say.

- Andy Stanley

Group Results

What Makes a Leader Great

- They show Empathy
- They strive to educate others
- They allow you to fail
- They are good listeners
- They generously reward
- They are flexible
- They seek input
- They are humble

Not so Great Leaders - ?

- They are not interested in you
- Education is reserved for a few
- Failure is not a learning event
- Listening is a secondary trait
- Rewards are few or non-existent
- Flexibility is not part of the plan
- No Input from the team
- Take credit for all accomplishments



What is Your Leadership Style?

- Scribe Required



TAKE AWAY POINTS

- **What NOT to do as a leader**
 - Micro manage
 - Be a helicopter boss
 - Keep people down
 - Restrict education to a “few”
 - Work in a silo
 - Pit employees against each other
 - Withhold work information
 - Set people up to fail
 - Spy
 - Insist on being CC’d on every email



Are you a Manager or a Leader ?

- Is there a difference between Manager and Leader?
 - What do you think?



A Manager vs. A Leader

| Management <i>(structure)</i> | | Leadership <i>(flexibility)</i> |
|----------------------------------|---|------------------------------------|
| A function | ↔ | A relationship |
| Planning | ↔ | Selecting talent |
| Budgeting | ↔ | Motivating |
| Evaluating | ↔ | Coaching |
| Facilitating | ↔ | Building trust |



**The First Thing You
Need to do When
Looking at
Leadership in Your
Organization
is.....
Look at Yourself**



Looking into Yourself

- **Be who you are**
 - You bring your experiences with you
 - Use what you've gained to formulate your aim to the future
- **Authenticity**
 - Write Connect your values to your actions
 - Know what is important to you
 - Let other's know that your values can not be compromised
 - Write down the top 10 things that make you "tick"
 - Lay the list aside
 - Come back to it and modify if necessary

Unwavering Values

- **What are your Top 3 - Non Negotiable - Values**
 - Do you convey these values to others?
 - Do you model these values to your team?
 - Which of these do you struggle with?
 - Is there a gap between my values and my actions?
 - What can I do to close the gap?



(Sostrin, 2017)

Inclusive Leadership

- **Being an inclusive leader means:**
 - Having Belief – Truly believing that everyone is created equal
 - Being Aware – Having awareness of conscious and unconscious bias you have towards others
 - Being Bold – Knowing your own shortfalls and misconceptions
 - Purposeful Actions – acting in a way that shows your behaviors are aligned with your belief in equality
 - Being committed – Are you holding yourself accountable to a culture of inclusion



(Jenkins, 2018)

Some Insight from John Maxwell

■ Author

- The Complete 101 Collection
- The 21 Irrefutable Laws of Leadership
- Developing the Leader Within You
- 5 Levels of Leadership
- The 21 Most Important Minutes in a Leaders Day

■ Lecturer

- The Five Levels of Leadership
 - <https://www.youtube.com/watch?v=aPwXeg8ThWI>
- The Laws of Leadership
 - <https://www.youtube.com/watch?v=70skQqbGtPs>



■ Leadership Guru



Maxwell's Important Points

As a leader you need to ask yourself several questions?

Do others follow because they “have” to?

This is described by Maxwell as being “positional” leadership....i.e. I follow because he/she is my boss.

Do others follow because they “want” to?

This type of leadership is identified by Maxwell as “permission”.....it’s relational

Do others follow because they know what someone has done for the organization?

Leadership in this category is known as “production” I’ll follow this person because of what they’ve done

Do others follow because of what someone has done for others?

This style known as “people development” brings good people along with a leader in building a team

Do others follow because of who I am and what I represent?

Pinnacle positioning – full development of others into leaders



(Maxwell, 2010)

John Maxwell's Insights

- **The Lens Principle**
 - “What people see is influenced by who they are”
 - “The way people see others is a reflection of themselves”
- **The Mirror Principle**
 - You must first examine yourself before examining others – self awareness
 - If you need to change.....do it
 - What causes you harm
 - Should you critique your practices
 - Where do you need to grow
- **The Pain Principle**
 - When people are hurt, they often hurt others
 - Move beyond the surface “hurt” and get to the current underneath



(Maxwell, 2004)

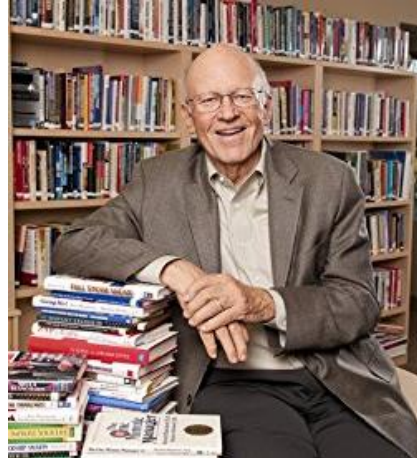
John Maxwell's Principle's cont'd

- **The Hammer Principle**
 - Don't use a hammer when a fly swatter will do
 - Trade in your hammer for a velvet glove
 - Is your reaction to a situation part of the problem
- **The Elevator Principle - We can lift others up or take others down**
 - Those people that add to life, we enjoy
 - Those people that subtract to life, we tolerate
 - Those people in life that multiply, , we value
 - Those people in life that divide, we avoid



Ken Blanchard

- **Author**
 - Leading at a Higher Level
 - The One Minute Manager
 - Who Moved my Cheese
 - Know Can Do
- **Speaker**
- **Business Consultant**



According to Ken Blanchard Leaders Are.....

- **Visionaries – True leaders create a vision that works**
 - Significant Purpose
 - A picture of the future
 - Clear values
- **Serve the Customer at a Higher Level – Create exceptional customer service**
 - Ideal service
 - Culture of service
 - Attentiveness
 - Responsiveness
 - Empowerment



(Blanchard, 2010)

Ken Blanchard – Contd.

- **Empower others to Lead - Allow others to bring their brains to work and use their knowledge**
 - Share information with everyone
 - Create autonomy through responsibility
 - Replace the old hierarchy with self directed individuals

- **Are Situational Leaders –**
 - Match leadership style to development level
 - Meet people at their development level
 - Being able to diagnose, be flexible and partner for performance



(Blanchard, 2010)

5 Elements of a Smart Leader

- **Smart Leaders chose how they “show up”**
 - Don’t be socially toxic
 - Bring your brand with you
- **Smart Leaders are mindful of their questions**
 - Asking questions is great, but be a participant in the answers and conversation
- **Smart Leaders have sense**
 - Emotional Intelligence – self awareness, self management, social awareness, relationship management
- **Smart Leaders wait to speak**
 - Listen first to understand, not to formulate a response before the question is finished
- **Smart Leaders favor questions over statements**
 - No leader has all the answers, they look to those closest to the situation to educate and collaborate



(Boss, 2018)

Leadership and Workplace Structure

- **Involves a team of some kind**
 - Department
 - Unit
 - Neighborhood
- **Usually has many smaller groups making up a larger group**
 - Units make up a “floor”
 - Neighborhoods make up a community
- **Varied levels of education, experience and skills**
 - Housekeeping / Maintenance
 - Nursing / Care givers
- **Sometimes work together????**
 - Is there a sense of cooperation and working together?
 - Why or why not?



Definition of A Team

According to the business dictionary.com.....a team is

A group of people with a full set of complementary skills required to complete a task, job, or project.





Identifying Working Style of the Team

- 3 Types of Working Styles
 - **Independent** – Those who do well working independently, they don't like to be closely supervised and don't like team projects
 - **Cooperative** – The “joiners” of the workforce, they want to most always work as part of a group and want to share responsibility with others
 - **Proximity** – These are those who will work in a group, but want sole responsibility for a task

Team Leadership

- **In order to lead a team you must first**
 - Identify the team members
 - “Know” your team members
 - Establish ground rules for the team
 - Have a clear goal for the team
 - Follow an “equality” quotation
 - Have effective meetings – don’t waste time
 - Be involved



Think About Your Team

- **Identify each team member’s working style**
 - Possible group activity at a staff meeting
- **Share with the group**
 - Let those on your team know each other’s style
 - Have your managers do the same with their team
- **Identify project work appropriately**
 - Know when to “mix and/or match”
- **Know the strengths and opportunities to grow for each member of your team**
 - Learn and use rewards that are specific to each person



Many Organizations offer Team Personality Identification

| | |
|----------------------------|---|
| DISC | Identifies 4 personality traits: <ul style="list-style-type: none"> Dominance Inducement Submission Compliance |
| Myers Briggs | Extrovert or Introvert – how they interact with others Sensing or Intuition – how they access information Thinking or Feeling – how they make decisions Judging or Perceiving – how they deal with the world |
| The Caliper Profile | Empathy Assertiveness Thoroughness |
| The Gallup Profile | Identifies areas of strengths |

Coordination of Talent, Abilities and Work

- **Think through work projects**
 - What components make up the project
 - How long will the project last
 - What outcome is anticipated
- **Utilize each team member's strength**
 - Think about the outcome needs
 - Combine talents for the ultimate outcome
 - Set ground rules
- **Establish clear goals of the project**
 - Communicate clearly the timeline
 - Identify implications of outside resources
- **Allow teams to "figure it out"**
 - Mistakes will happen
 - Look at recovery of mistakes
- **Support, mentor and promote positivity**
 - Be open and available
 - Hold back from interfering or doing the work
 - Give kudos when necessary

Audience Poll

- **How many of you recruit staff for your location?**
 - Senior level positions?
 - Mid Level Manager positions?
 - Front Line Staff?
 - Administrative / Business office staff?
 - Part time / per diem staff?



Recruitment – Adding to the Team

- **Know your organization**
 - Be able to share relevant information about the job duties
 - Where does the position fit in the company structure
 - Can you share benefit information easily
 - What other “benefits” does the position hold; PTO, Overtime, flexible scheduling, work from home option
- **Interview for “fit”**
 - Does this person possess the attitude to uphold company values
 - How well has he/she worked with a group in the past
 - Utilize other members of the team to interview
- **Does the candidate “fit” your culture**
 - Will they work and connect well with others
 - Are they open and honest about past performance
- **Know the team members he/she will work with**
 - Will this person make a positive impact on the team
 - Are they someone who could make a good leader





What Does Teamwork Look Like?



Leading a Team Takes.....

- **Insight**
 - What is the ultimate goal of the team or project
 - Is this an ongoing team/project or time limited
- **Collaboration**
 - Get people opening up to work together
 - Solicit work ideas from all
- **Openness**
 - Everyone starts at ground zero and works up
- **Listening**
 - Listen to others for understanding not response
- **Ability to let others contribute**
 - Everyone contributes no matter how large or small



Points to Remember

- **Leadership is NOT about you**
 - Leaders afford others the opportunity to grow and learn
 - A true leader grooms his/her replacement(s)
 - Good Leadership is not about advancing yourself, it's about advancing the team (J Maxwell)
 - Leaders always practice the 3 R's
 - Respect for self
 - Respect for others
 - Responsibility for their actions



(Maxwell, 2004)



- "I hire smart people and get out of their way". Lee Iacocca.



Developing a Leader Takes Work!

- **Points you need to think about when developing others**
 - Ask how you can help
 - Look for others input
 - Let people know their work matters
 - Trust in the team you've developed and their work
 - Appreciate others' commitment
 - Say thank you for hard work done and achievements
 - Admit when you're wrong and say I'm sorry
 - Let your team and others know their career is important to you
 - Ask your team, "Do you have the tools necessary to do your job?"





What Can You do to Develop as a Leader

Develop your Leadership Point of View

- Who were the influencers in your life
- What events in your life have had an impact on how you lead others?
- What is your purpose?
- What are your core values...what guides you?
- What can your team expect from you?
- What do you expect from your team?
- How will you set the example for your team?

Write your Leadership Point of View

■ Start your leadership journal

- My Background
- My purpose
- My beliefs about leading and motivating others
- What can others expect from you
- What do you expect from others
- How will you set an example for others



(Blanchard, 2010)

A Manager vs. A Leader

| Management <i>(structure)</i> | | Leadership <i>(flexibility)</i> |
|----------------------------------|---|------------------------------------|
| A function | ↔ | A relationship |
| Planning | ↔ | Selecting talent |
| Budgeting | ↔ | Motivating |
| Evaluating | ↔ | Coaching |
| Facilitating | ↔ | Building trust |



What Will Leadership Look Like in the Future?

- Where is leadership headed in the next 5,10,50 years?
- What will need to occur in order for businesses and governments to be successful?
- What changes are needed?



What is Happening Today?

- **Ethical Leadership – Leading by example**
 - Some leaders today don't embrace this concept
 - No moral compass
 - Competencies and technology are more important
 - Less emphasis on relational and ethical leadership
 - Trust in leaders is low



Examples of Failed Leadership

- **The financial crisis of 2007-2008**
- **Inaccurate financial reporting – Enron, Bernie Madoff and WorldCom**
- **Cheating to pass regulatory requirements – Volkswagen’s alteration of emissions tests**
- **Creation of fictitious accounts – Well Fargo**
- **Quick to market catastrophe – Samsung (Galaxy Note 7)**



(Loftus, 2016)

What Went Wrong?

- **Terrible Risk Management**
 - Failure to mitigate risk cost Samsung, Volkswagen and Wells Fargo more than money
 - Were there warnings?
- **Poor Corporate Culture**
 - Top down responsibility
 - CEO’s must start, shape and carry through with corporate culture
- **Failure to take responsibility**
 - Top executives need to be responsible
 - This shapes corporate brands



(Loftus, 2016)

Future C-Level Leaders, What will it take?

- **Knowledge**
 - Functional, industry, company and global challenges
- **Performance Measurement**
 - Accurate focus on out puts (what gets done) and inputs (where and when it gets done)
- **People Management and Skill Improvement**
 - Building skills to manage diverse values, identities and workstyles
 - Understanding employee behavior and career progression
- **EQ Capability**
 - Accountable and manageable reaction to conflict
 - The ability to turn conflict into opportunities



(Whitler, 2016)

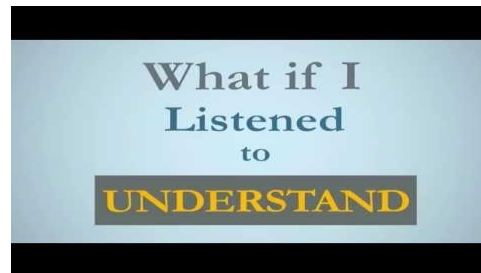
Leaders on Top

- **Mary Barra** – CEO General Motors
- **Mark Benioff** – Founder, Chairman and CEO of Salesforce
- **Jeff Bezos** – Founder Chairman and CEO of Amazon
- **Warren Buffet** – Chairman and CEO of Berkshire/Hathaway
- **Ursula Burns** – Chairman and CEO of Xerox
- **Brian Chesky** – Co-founder and CEO of Airbnb
- **Tim Cook** – CEO of Apple
- **Mark Cuban** – Owner of the Dallas Mavericks



(Boudinet, 2016)

Some Final Thoughts on Leadership



Open Discussion

Questions and Answers

Contact: cbenfer@lw-consult.com

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