Leadership Skills

Organizing and Executing for Success and Innovation

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Leadership Skills – Organizing and Executing for Success and Innovation

COURSE DESCRIPTION:

Organizing and operating consistently to succeed is a challenge in any organization when the day to day crises of the moment demand leaders’ time and focus.

• How can a leader have confidence their organization has the capability of staying on track and not just fighting fires?
• This section will challenge the participants reviewing a framework for organizations in design and execution through interactive learning.
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COURSE OBJECTIVES:

• Review the Elements of Successful Organizations
• Discuss Real Life Examples of What Works and What Doesn’t
• Learn to Organize and Lead Innovation
Leadership Skills – Organizing and Executing for Success and Innovation

5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:
Leadership Skills – Organizing and Executing for Success and Innovation

5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• People
• Incentives
• Culture
• Routines
• Structure
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• **People**
  • People are Everything!
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• **People**
  • People are Everything!
  • Organization is No Better than its People
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

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  • Organization is No Better than its People
  • Employees are More Important than Customers
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• **People**
  • People are Everything!
  • Organization is No Better than its People
  • Employees are More Important than Customers
  • Hiring the Wrong Person – Costly (Good to Great by Jim Collins, 2001)
    • Wrong Seat on the Wrong Bus – Going to Wrong Place
    • Occupies the Seat – Belonging to Right Person
Technology is nothing. What’s important is that you have a faith in people, that they’re basically good and smart, and if you give them tools, they’ll do wonderful things with them. – Steve Jobs
Technology is nothing. What’s important is that you have a faith in people, that they’re basically good and smart, and if you give them tools, they’ll do wonderful things with them. – Steve Jobs

It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do. - Steve Jobs
Winning the Triple Crown!
Winning the Triple Crown!

• Search the World Over – Best
Winning the Triple Crown!

- Search the World Over – Best
- Pay Whatever $ It Takes:
  - In Your Stable
  - Out of Your Competitors’ Stable
Winning the Triple Crown!

- Search the World Over – Best
- Pay Whatever $ It Takes:
  - In Your Stable
  - Out of Your Competitors’ Stable
- Build Them Beautiful Stable
Winning the Triple Crown!

• Search the World Over – Best
• Pay Whatever $ It Takes:
  • In Your Stable
  • Out of Your Competitors’ Stable
• Build Them Beautiful Stable
• Feed Them Fabulous Food
Winning the Triple Crown!

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• Comb Them & Brush Them
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- Whisper in Their Ear – How Fabulous They are!
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- Whisper in Their Ear – How Fabulous They are!
- On Race Day…
Winning the Triple Crown!

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• Feed Them Fabulous Food
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• Whisper in Their Ear – How Fabulous They are!
• On Race Day…
  • Get Out of Their Way
  • Go Get ‘Em!
Winning the Triple Crown!

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They Do What They Were Born and Bred to Do!
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• Incentives
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• *Incentives*
  • What are the Incentives and How do they Work?
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• **Incentives**
  • What are the Incentives and How do they Work?
  • How are People Motivated?
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• **Incentives**
  • What are the Incentives and How do they Work?
  • How are People Motivated?
  • Are the Incentives Aligned with the Company’s Goals?
  • Example – Benefits Plan
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CURRENT

Traditional Vacation/Holiday/Sick

- Vacation
  - 3 Weeks – Upon Hire
  - 4 Weeks – 5+ Years Employment
  - 5 Weeks – 10+ Years Employment

- Holidays – 8 Days

- Sick Time – 3 Weeks (<5 Years), 6 Weeks (>5 Years)

- Can Roll Over 240/280/320 Hours Vacation, based on Years of Service

- Unused Vacation Paid at Termination

- **INCENTIVE** – $$$ Leave Employment

PROPOSED

Unlimited Paid Time Off (PTO)

- PTO – As Desired
  - Must Have Prior Approval
  - Must Arrange Coverage of Duties
  - Must Submit Time Off to Payroll Dept

- **INCENTIVE** – Stay Employed
  - Best Employees Take Time as Needed
  - Those Who Leave Get Nothing
  - Employees already take virtually all the time off they can manage
  - Always have abusers – We know who they are, they don’t last long, anyway.
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  • Are the Incentives Aligned with the Company’s Goals?
    • Example – Benefits Plan
  • Does Anybody Know, or Care?
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  • What are the Incentives and How do they Work?
  • How are People Motivated?
  • Are the Incentives Aligned with the Company’s Goals?
    • Example – Benefits Plan
  • Does Anybody Know, or Care?
  • Are What We Call Incentives, really...
    • Motivators - Please’s, or?
    • Rewards - Thank You’s?
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

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  - Core Values
  - Core Beliefs
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

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  • How is Culture Communicated?
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  • How is Culture Communicated?
  • How is Culture Nurtured and Maintained?
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  • How is Culture Nurtured and Maintained?
  • Myths, Stories
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  • How is Culture Communicated?
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  • Myths, Stories
  • Example – Sue’s Tragic Story
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• Routines
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• **Routines**
  • Habits or Traditions
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• **Routines**
  • Habits or Traditions
  • Formal or Informal
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

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  • Formal or Informal
  • Processes, Systems & Procedures
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  • CEOs believe Culture is the Most Important Element of Success
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• **Routines**
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  • CEOs believe Culture is the Most Important Element of Success
  • Employees believe Routines are the Most Important
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  • How is a Company Organized?
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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• **Structure**
  • How is a Company Organized?
  • How do things Get Done?
5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

- **Structure**
  - How is a Company Organized?
  - How do things Get Done?
  - Who is Responsible?
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ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

• **Structure**
  • How is a Company Organized?
  • How do things Get Done?
  • Who is Responsible?
  • Case Study – Real Life Example
SPIDER – 8 legs, body, head. Each leg performs a different function, but all legs are controlled by the head. The head makes the decisions and has all the power.
Typical Centralized Corporation
Typical Centralized Corporation
Typical Centralized Corporation
Typical Centralized Corporation
Decentralized Corporation

The Starfish and the Spider
by Ori Brafman & Rod Beckstrom
2006
Decentralized Corporation

Starfish – There is no head to cut off, but if you cut off a leg, that leg will grow 4 more legs.
Decentralized Corporation

Starfish – The 4-legged Starfish will regenerate the leg that was cut off. Now, there are 2 starfish!
Decentralized Corporation

No Brain
(Leaderless)
Signet Health Corporation

CATALYST/NOT BOSS
- Envision the Organization
- Inspire the Members
- Empower those who Know
- Give up Power & Control
- Move out of the way
Signet Health Corporation

CATALYST/NOT BOSS
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CHAMPION
- Implement ideas
- Engage New Members
- Drive Execution
- Key to gaining Critical Mass

CHAMPION
EXECUTIVE VP

CEO (NOT BOOS)

Consultants

Financial Analysis

Sales & Business Development

Marketing

Clinical

Information Technology

Interim

Accounting Payroll A/P, A/R Human Resources
The Bureaucracy only grows with power and decisions removed further from the employees, clients, and patients whose needs are our purpose for existence.
Starfish Organization

• Starfish adapt and change. They morph and thrive with change.
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• Although the Organization is adapting for growth, the Company’s Culture will not change.
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• Keys to our success are:
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  1. Quality of the People. People are everything!
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  2. The Culture of the Company
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  2. The Culture of the Company
      • Trusts the Employees who in turn, act in Trustworthy ways.
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     • Trusts the Employees who in turn, act in Trustworthy ways.
     • Empowers those closest to the clients, employees, and the patients to make the decisions that are best for their context.
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- Keys to our success are:
  1. Quality of the People. People are everything!
  2. The Culture of the Company
     - Trusts the Employees who in turn, act in Trustworthy ways.
     - Empowers those closest to the clients, employees, and the patients to make the decisions that are best for their context.
     - Creates an environment where Employees are supported, allowed and expected to make judgments to do the right thing.