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

Leadership Skills – Organizing and Executing for Success and Innovation

5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

- ***People***
  - People are Everything!

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  - Organization is No Better than its People

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  - Employees are More Important than Customers

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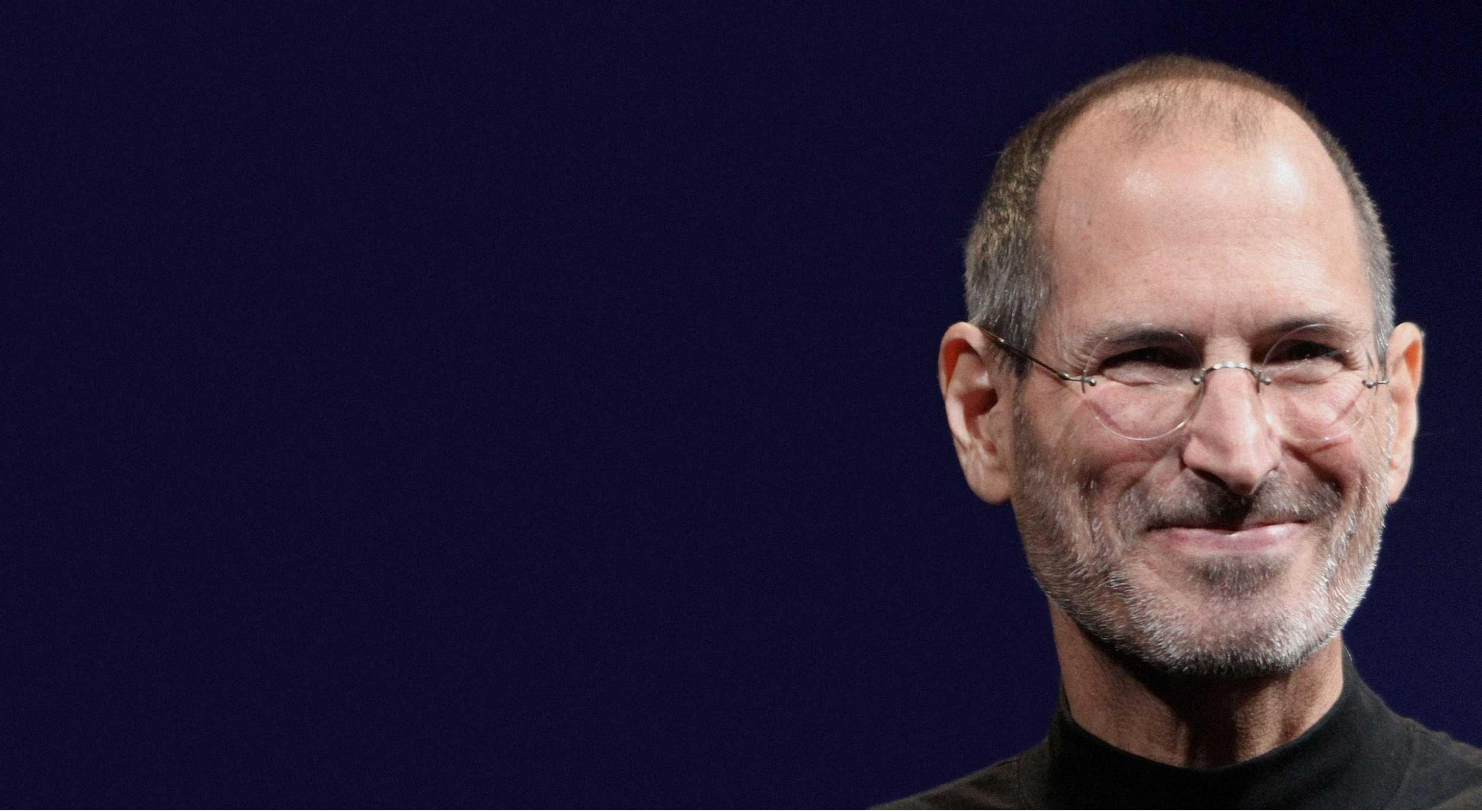
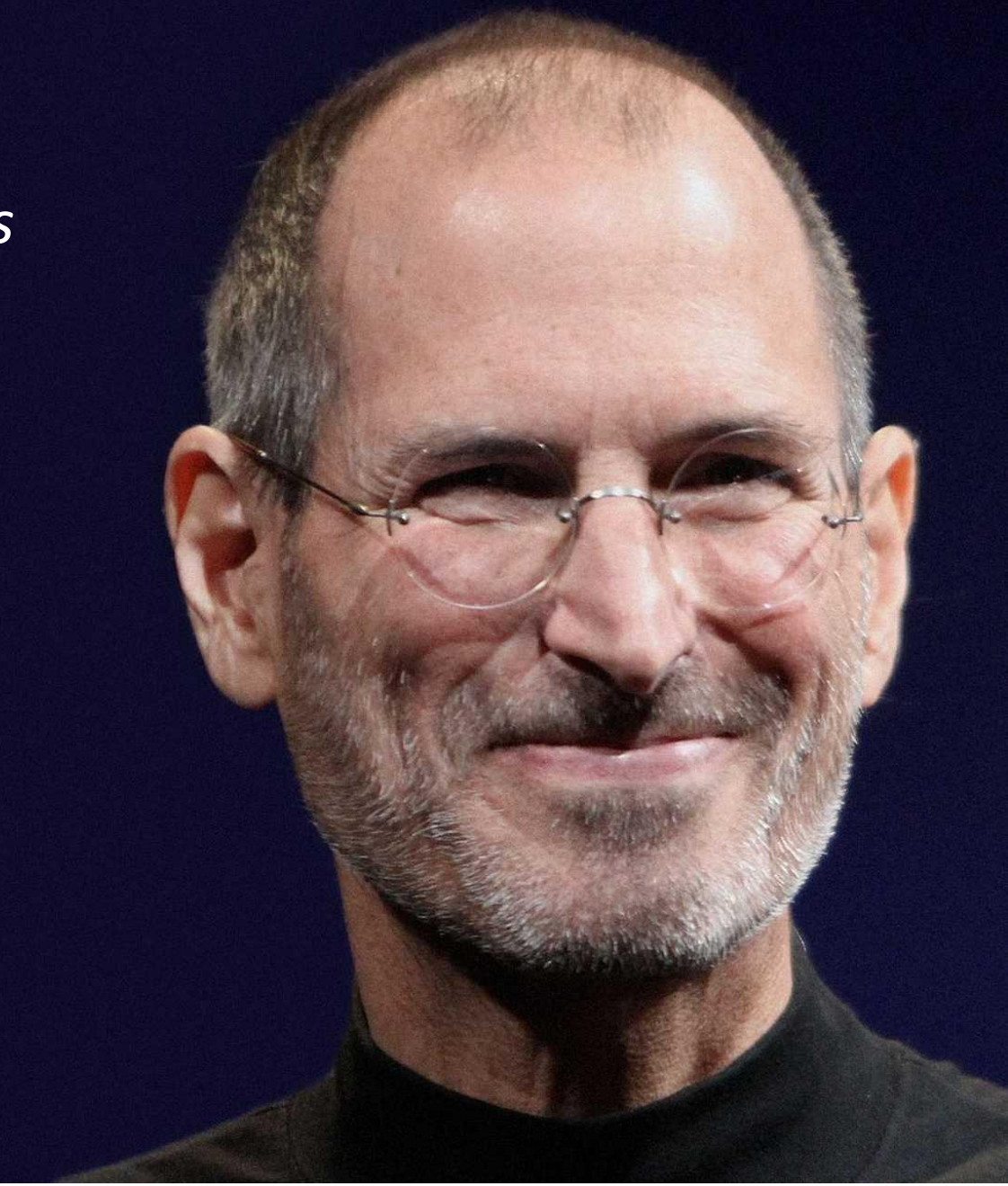
- ***People***
  - People are Everything!
  - Organization is No Better than its People
  - Employees are More Important than Customers
  - Hiring the Wrong Person – Costly (Good to Great by Jim Collins, 2001)
    - Wrong Seat on the Wrong Bus – Going to Wrong Place
    - Occupies the Seat – Belonging 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



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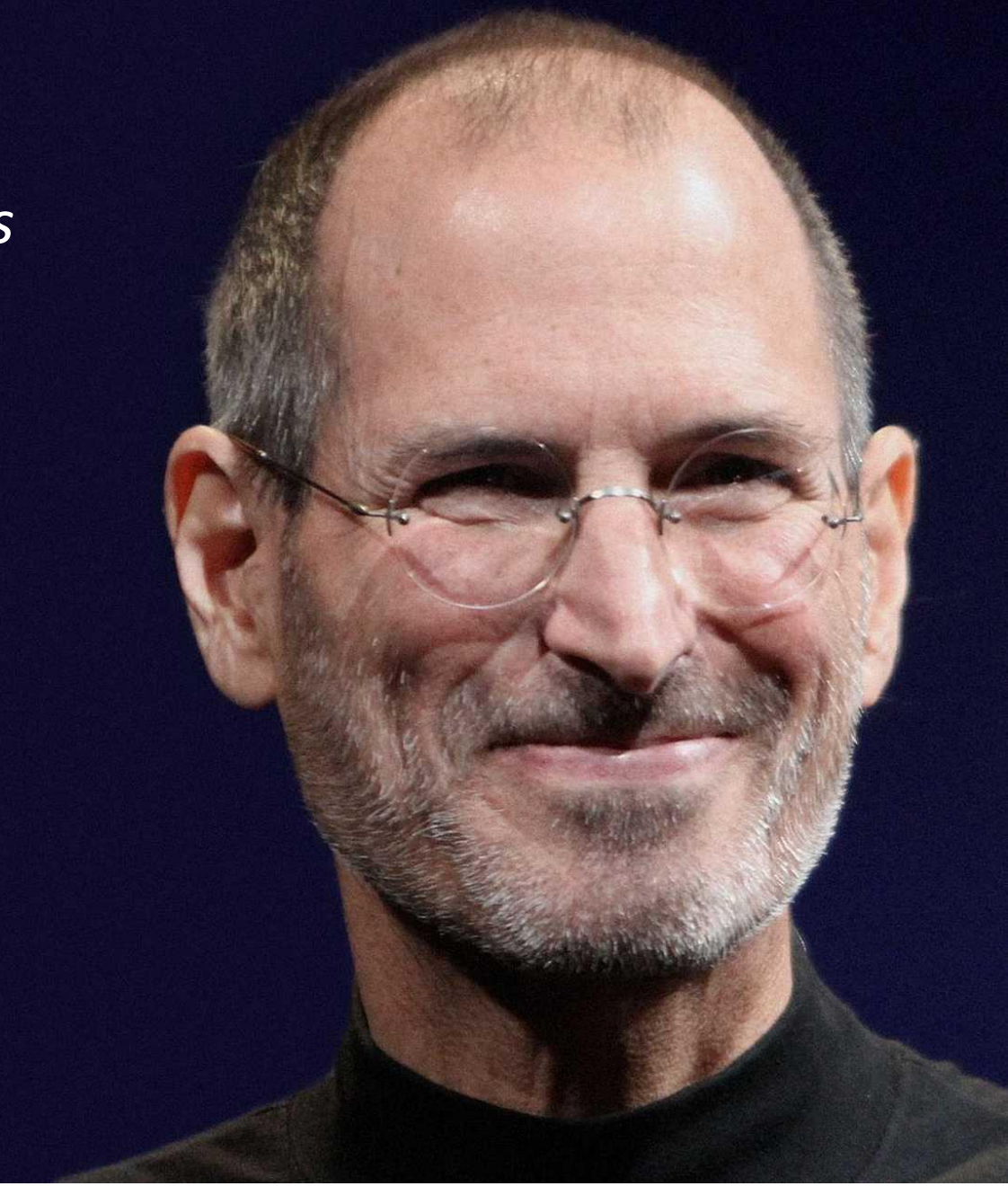
It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do. - Steve Jobs



Winning the Triple Crown!

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- Search the World Over – Best

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- Pay Whatever $ It Takes:
  - In Your Stable
  - Out of Your Competitors' Stable

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- Whisper in Their Ear – How Fabulous They are!

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- On Race Day…

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  - Get Out of Their Way
  - Go Get 'Em!

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They Do What They Were Born and Bred to Do!

Leadership Skills – Organizing and Executing for Success and Innovation

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- People
- ***Incentives***

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5 ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

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  - What are the Incentives and How do they Work?

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  - What are the Incentives and How do they Work?
  - How are People Motivated?

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  - 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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    - Example – Benefits Plan
  - Does Anybody Know, or Care?

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  - 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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  - How is Culture Nurtured and Maintained?

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  - Myths, Stories

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  - Myths, Stories
  - Example – Sue's Tragic Story

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- ***Routines***

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  - Habits or Traditions

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  - Formal or Informal

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  - Processes, Systems & Procedures

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  - CEOs believe Culture is the Most Important Element of Success

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  - Processes, Systems & Procedures
  - 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?
  - How do things Get Done?

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  - Who is Responsible?

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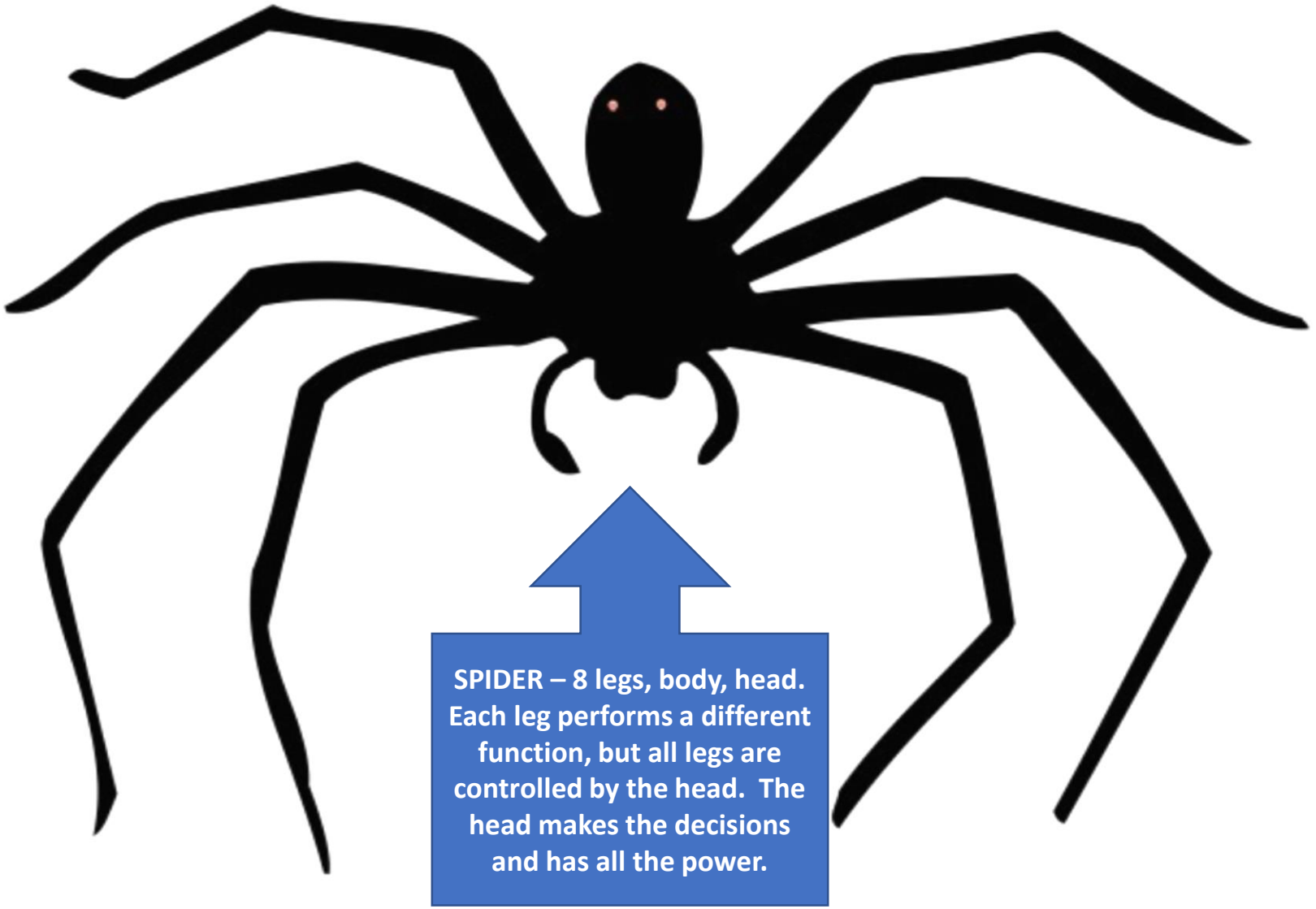
ELEMENTS OF SUCCESSFUL ORGANIZATIONS:

- ***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

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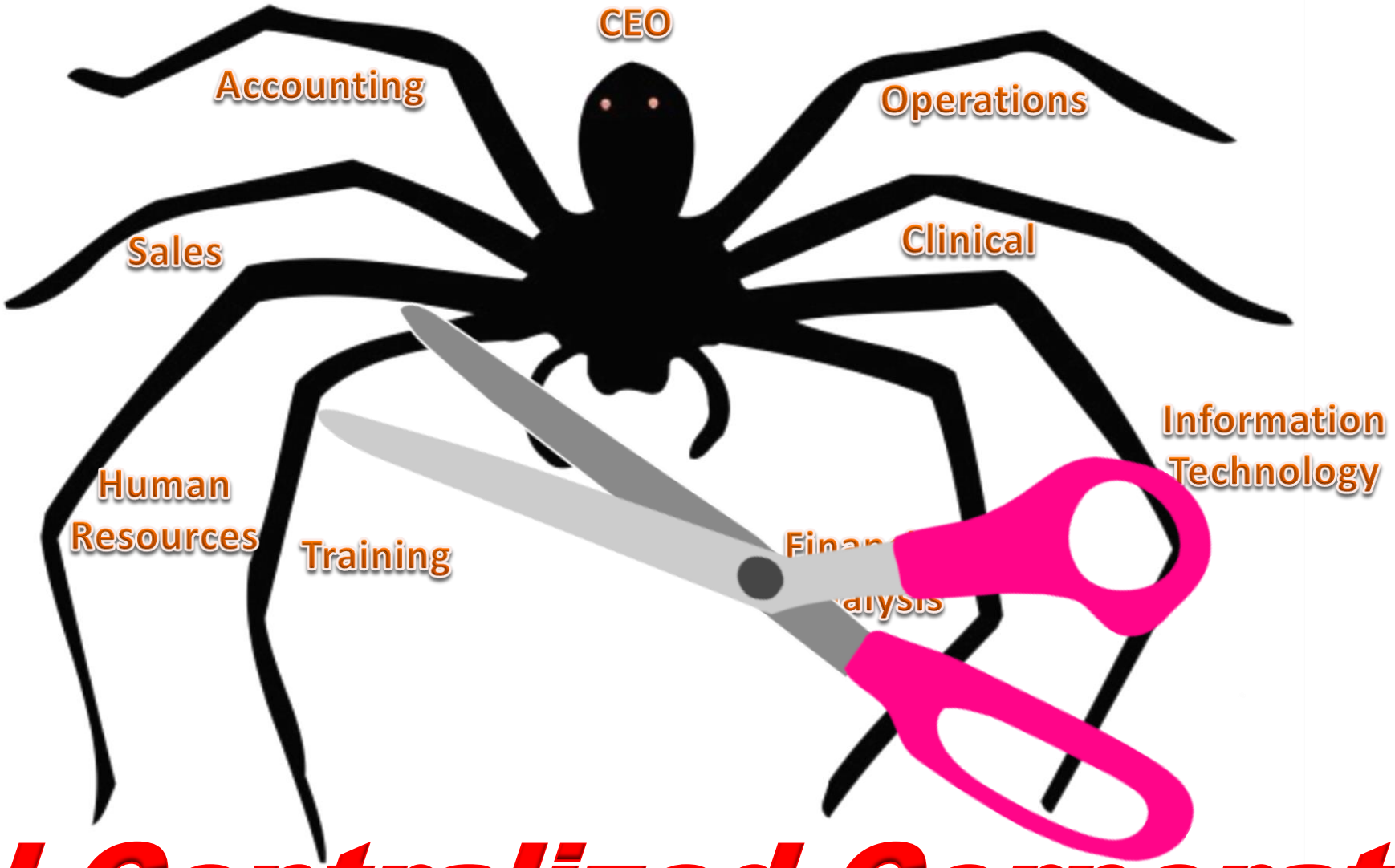

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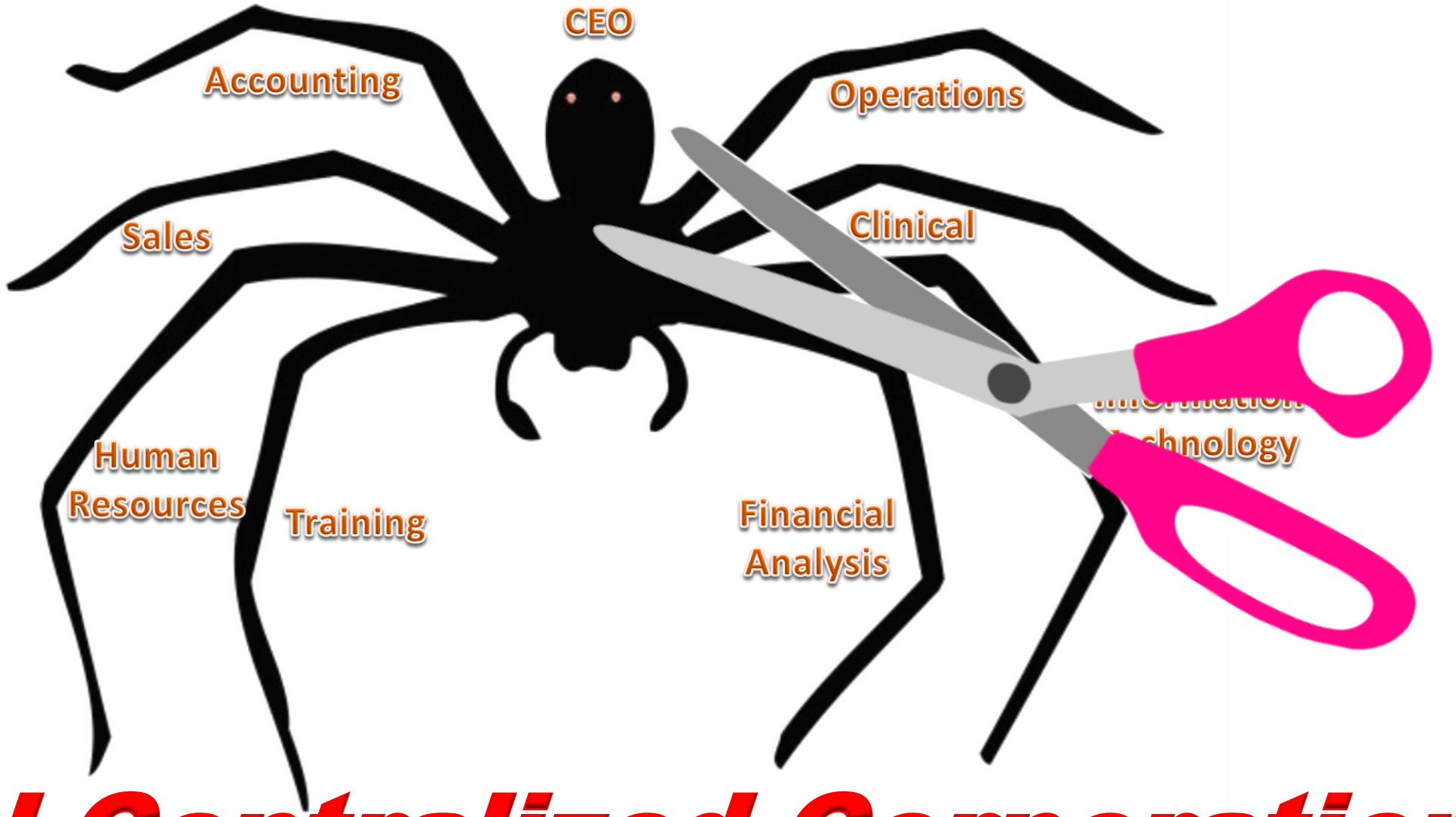

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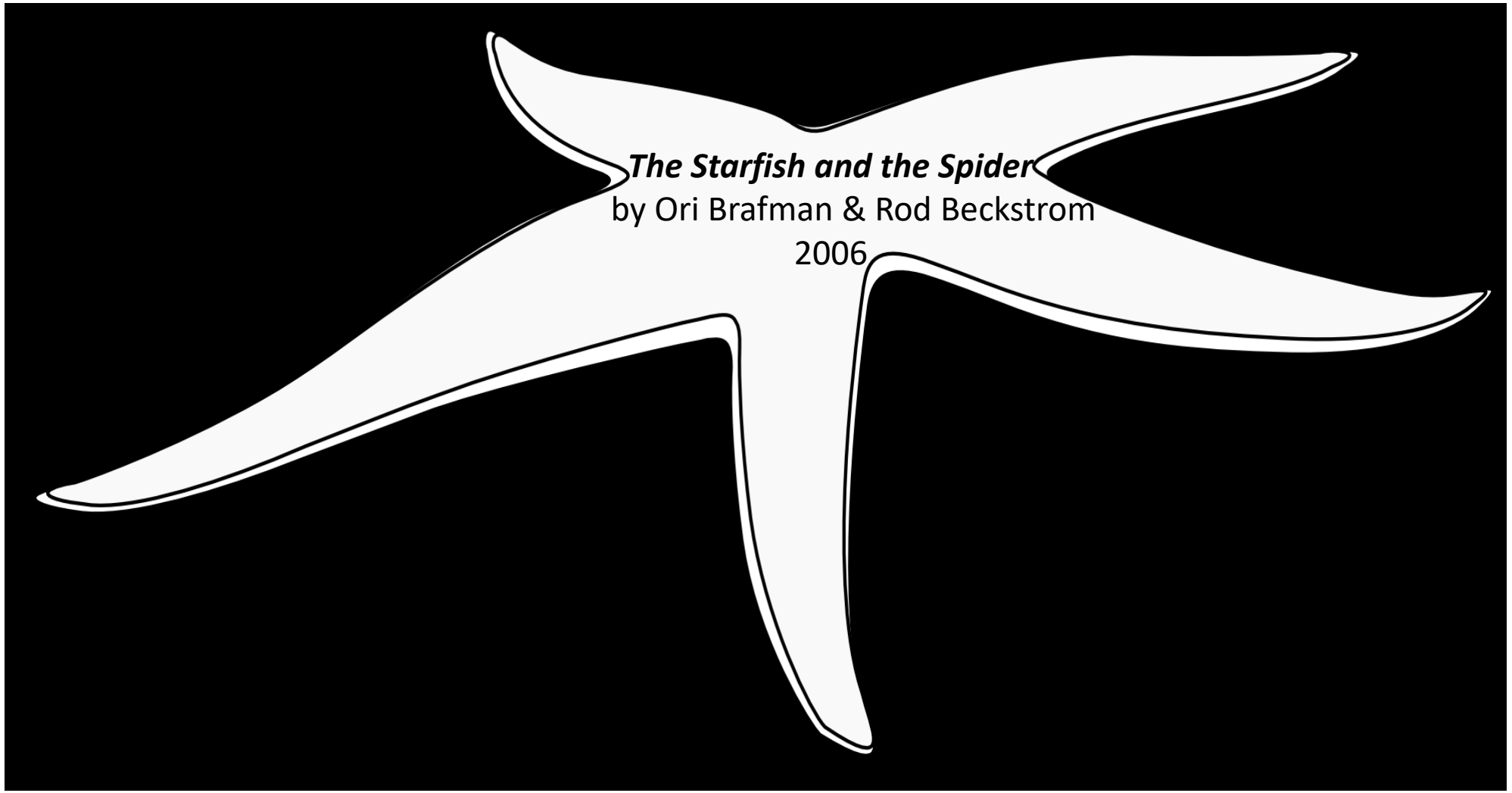

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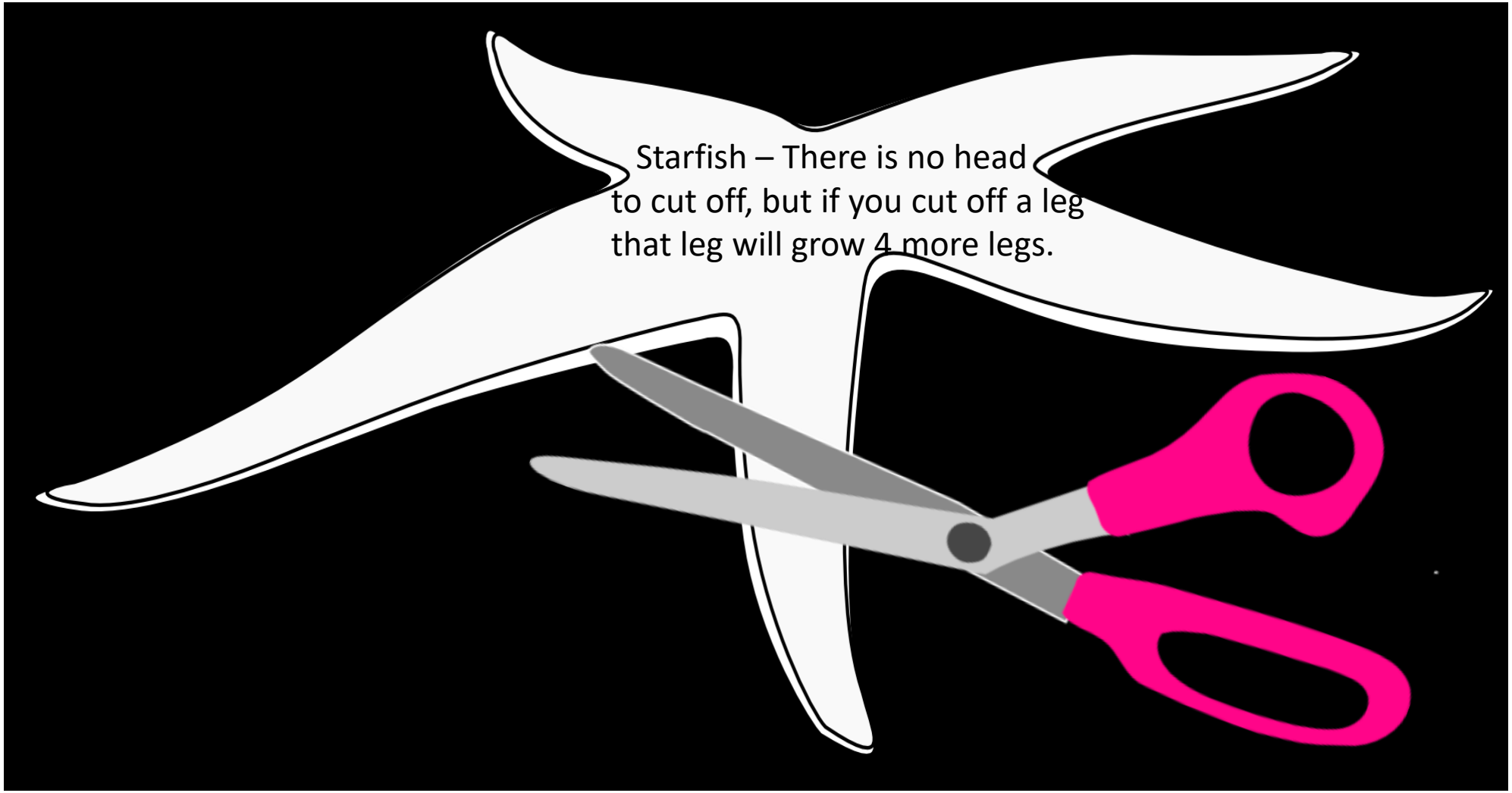

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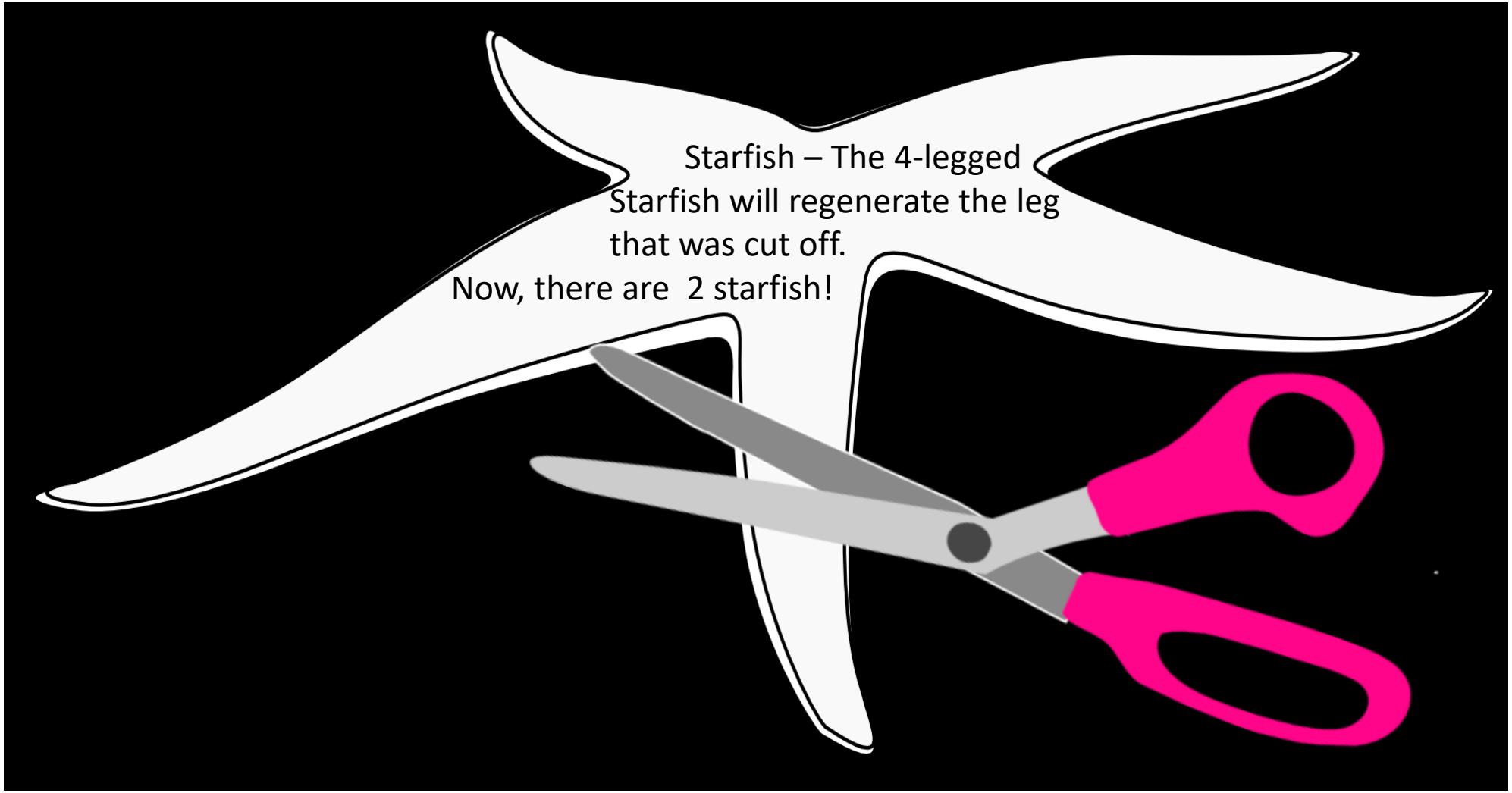

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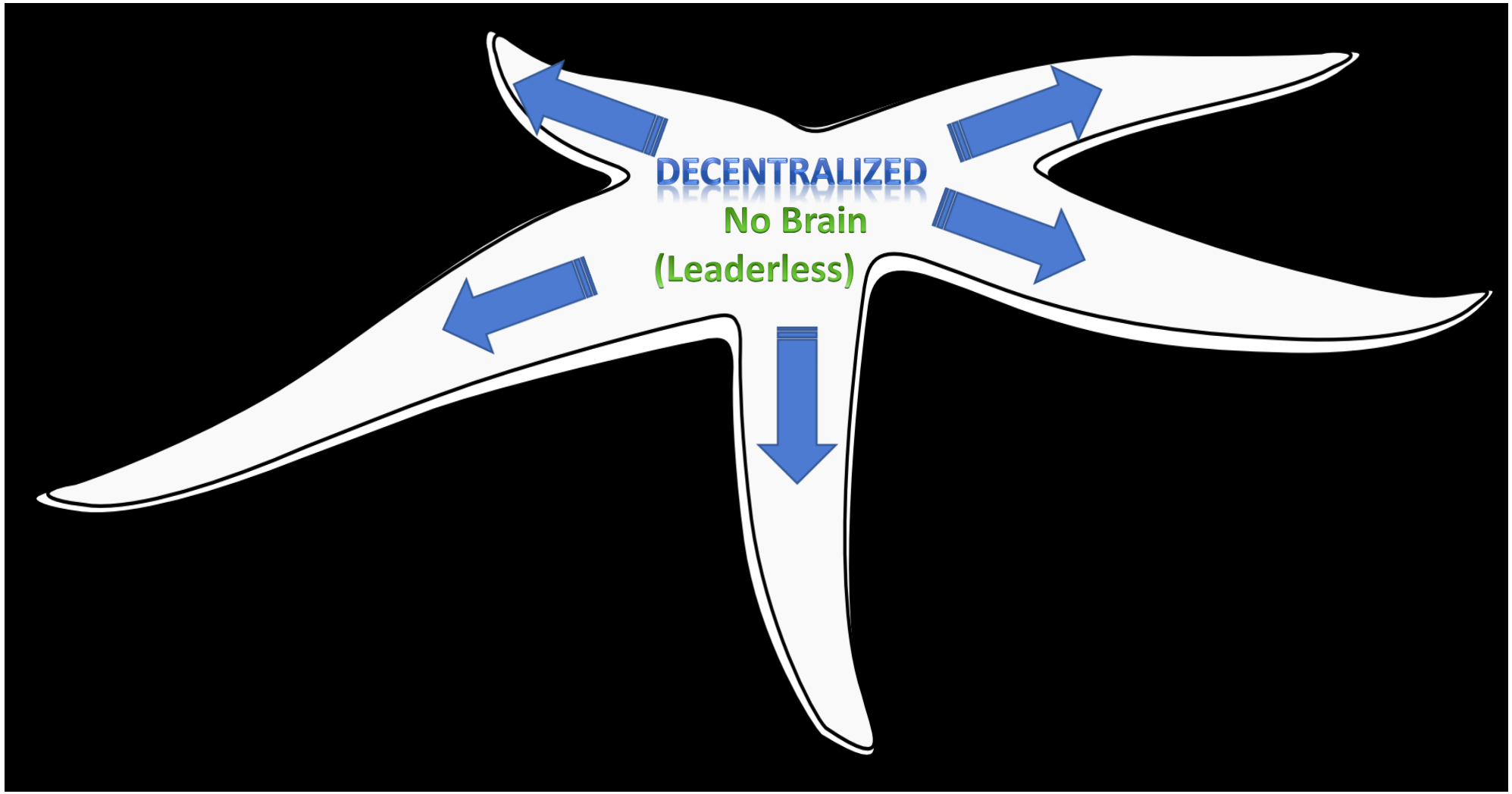

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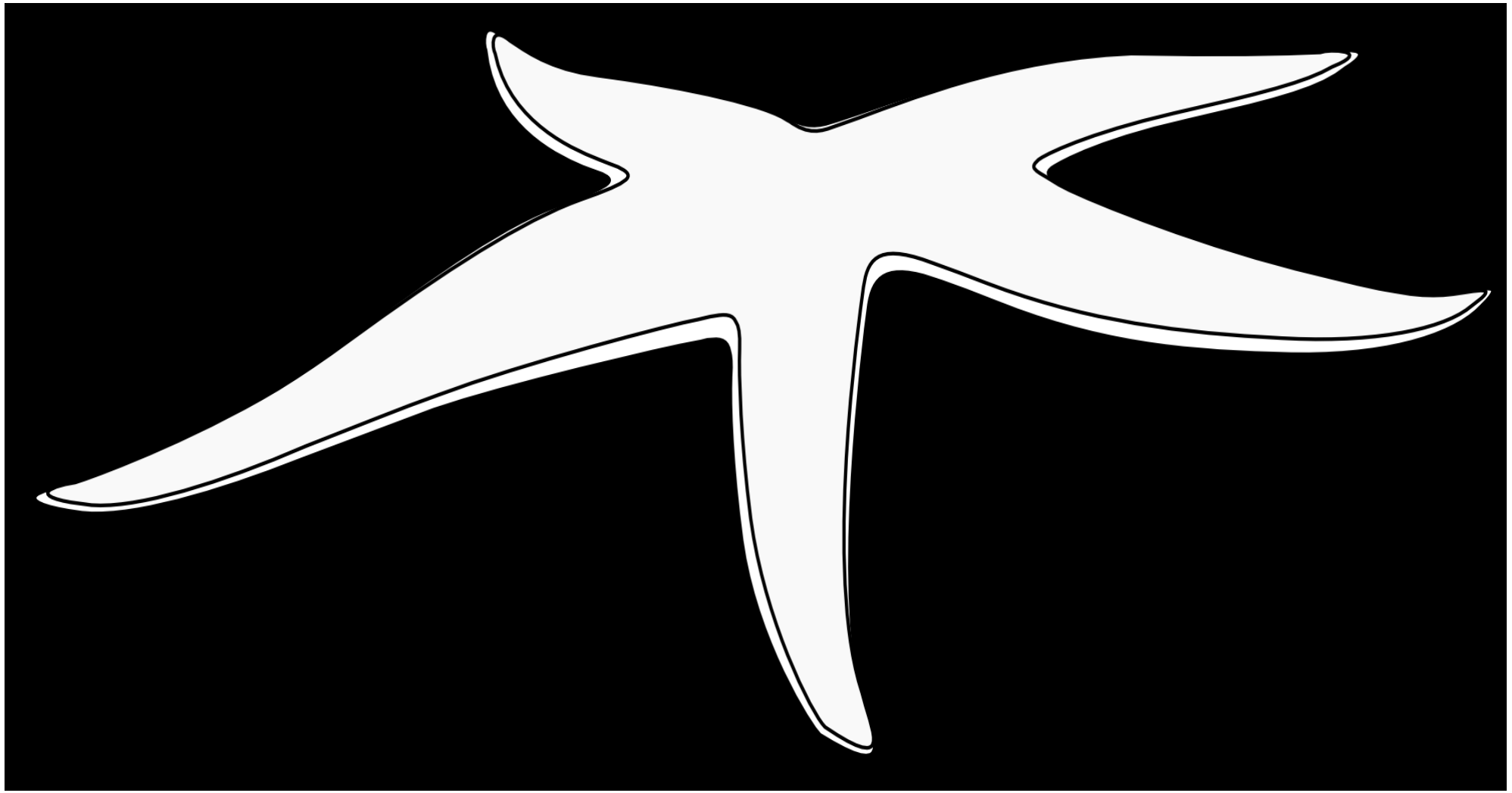

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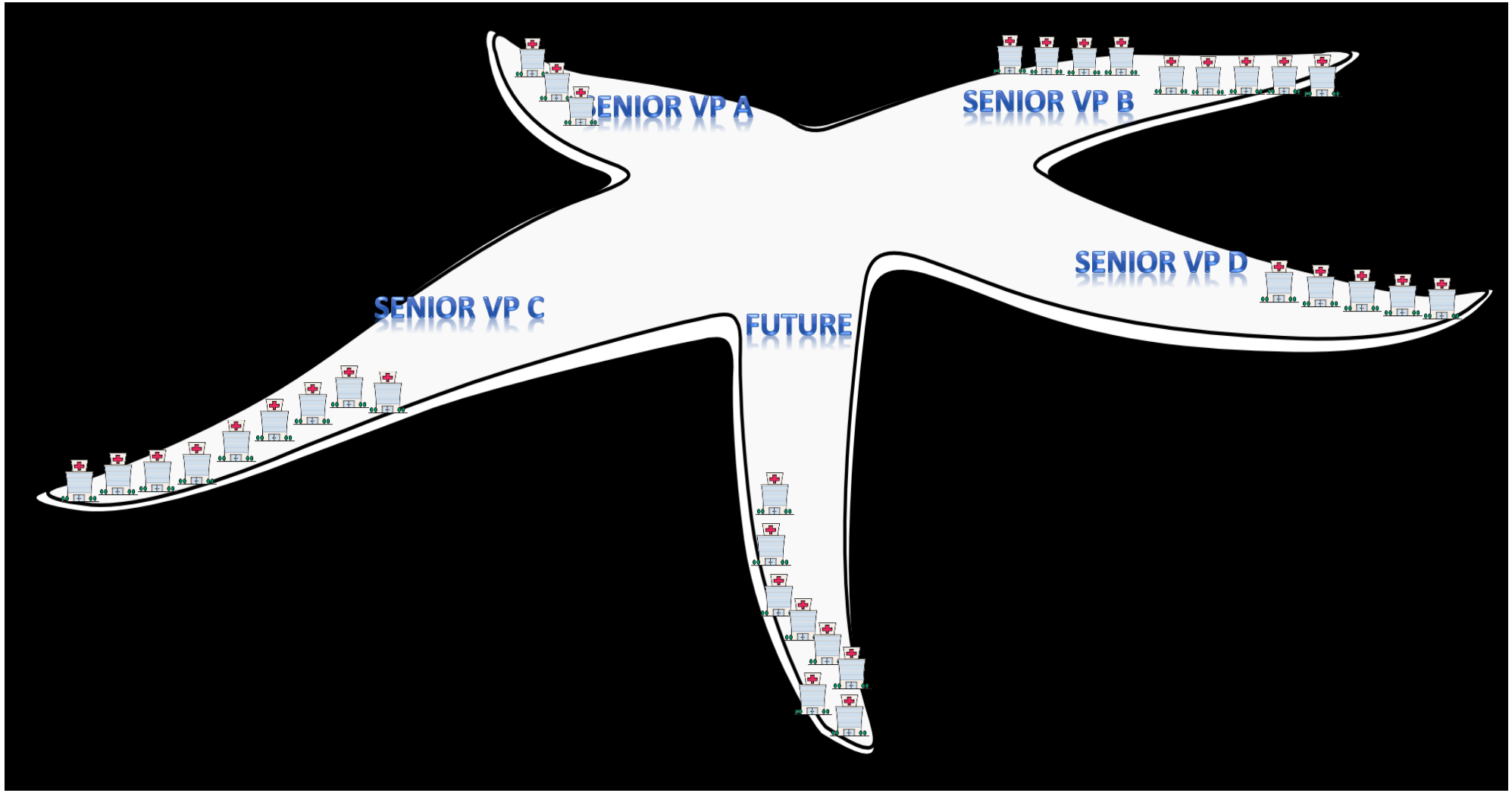

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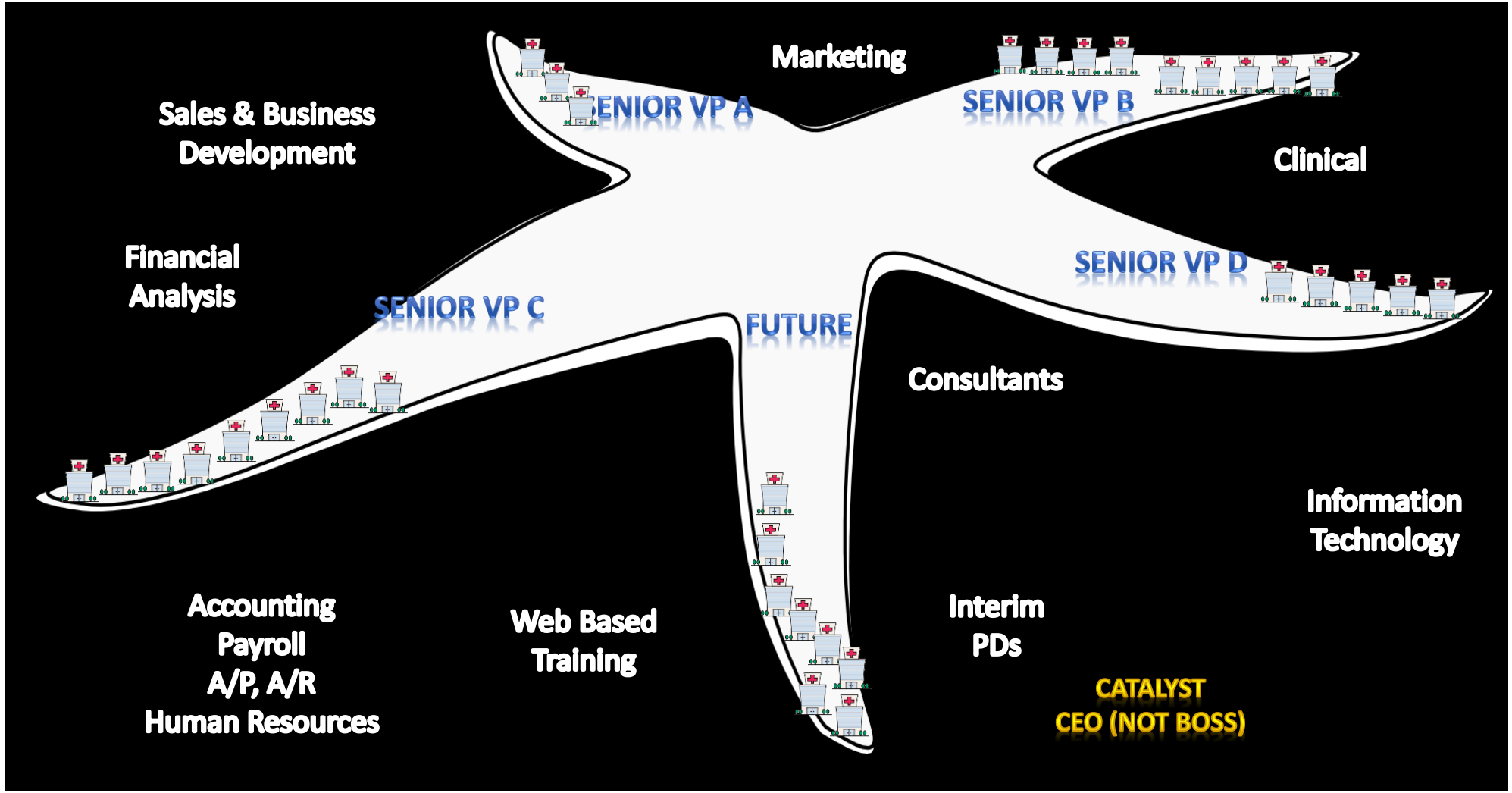

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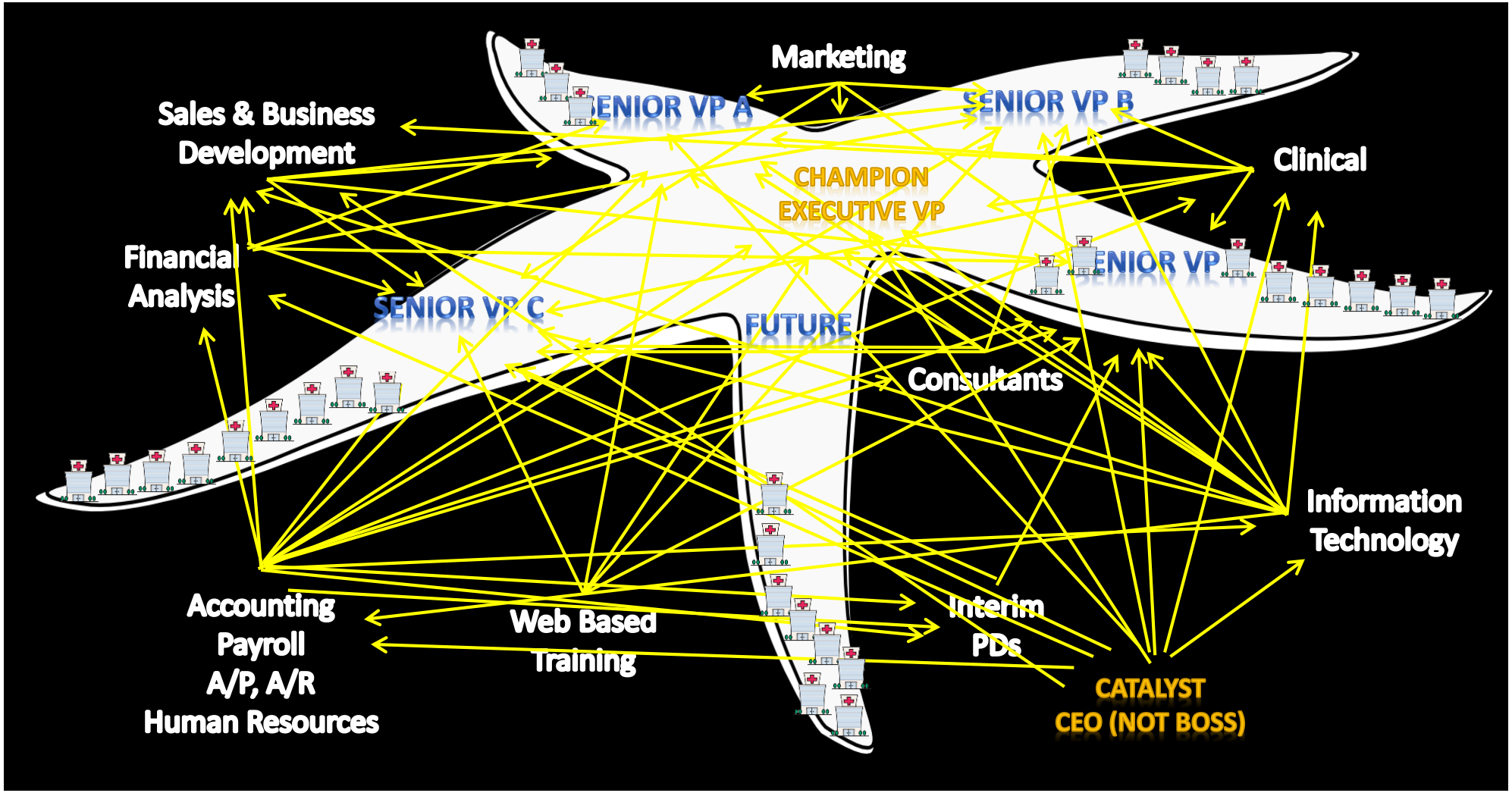

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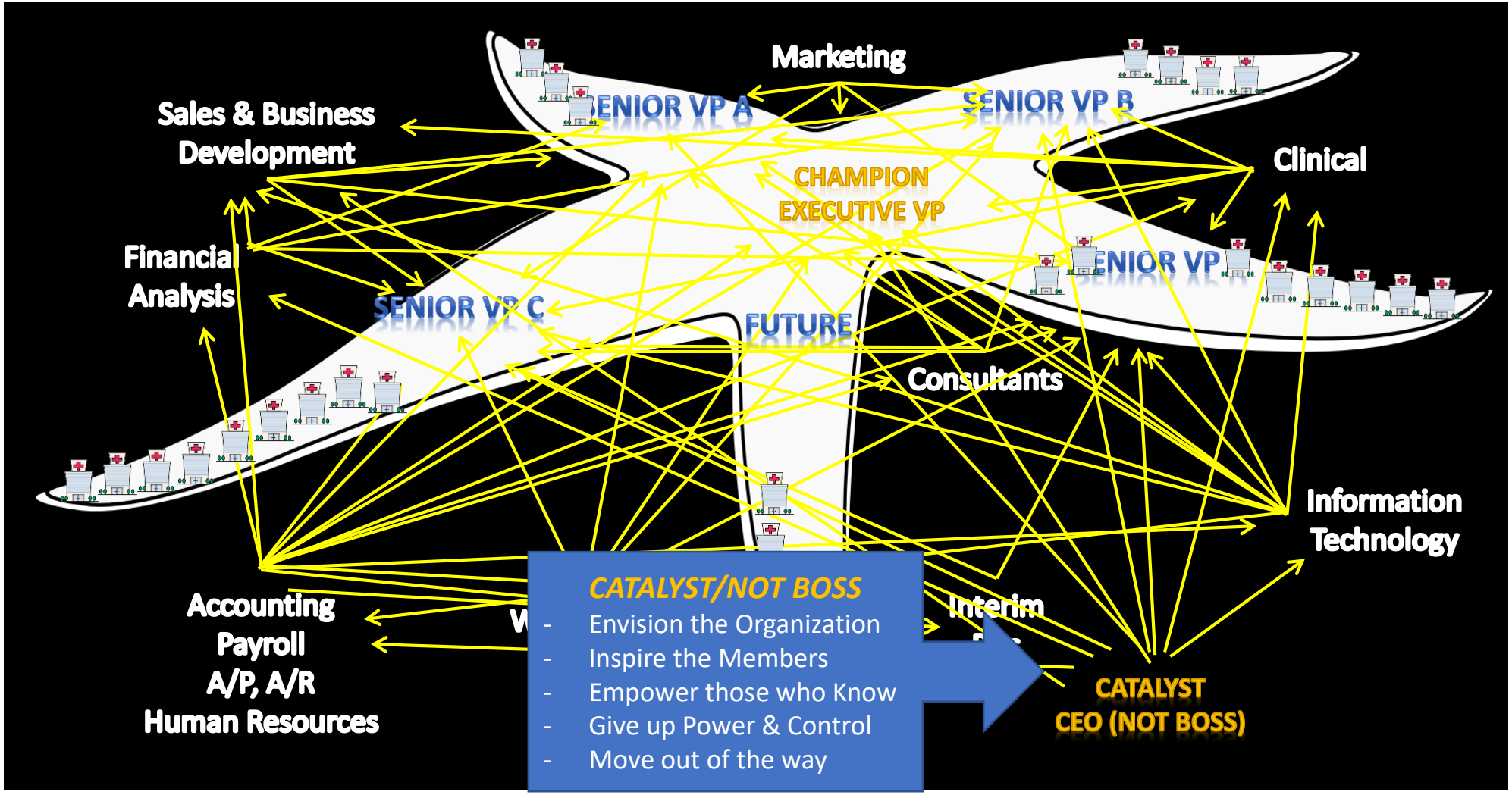

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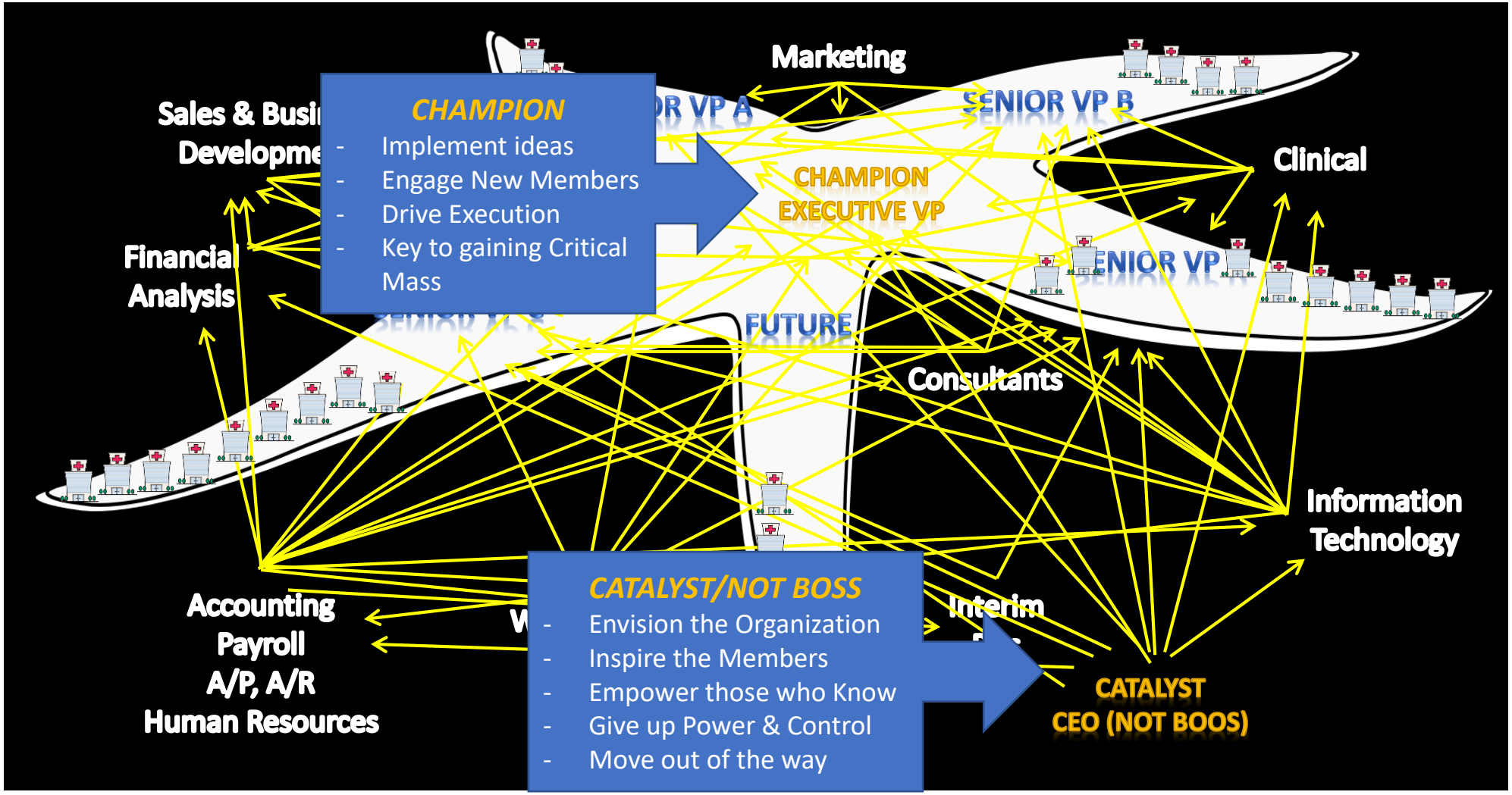

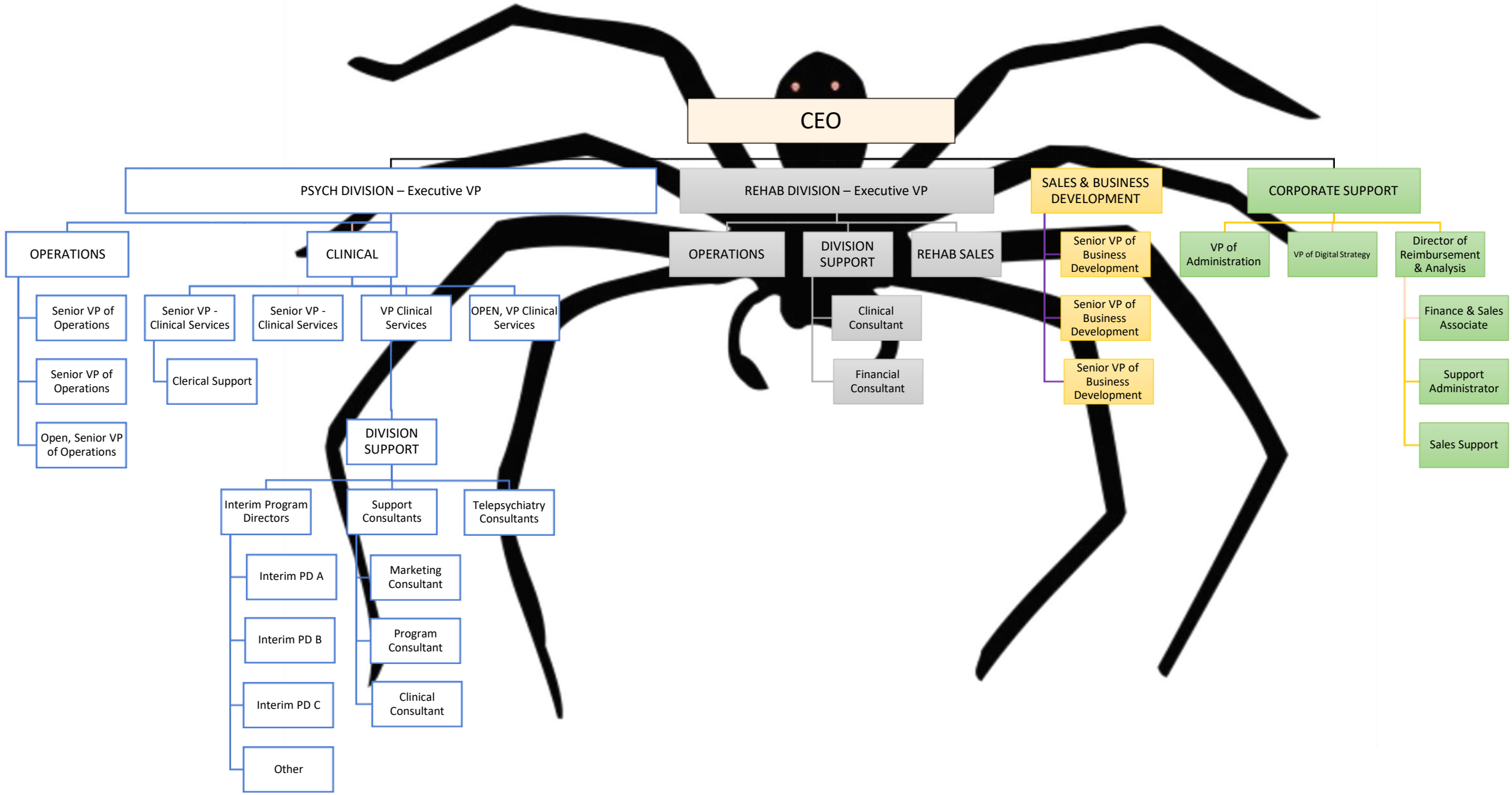
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VP of Administration
VP of Digital Strategy
Director of Reimbursement & Analysis
Senior VP of Operations
Senior VP - Clinical Services
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Sales Support
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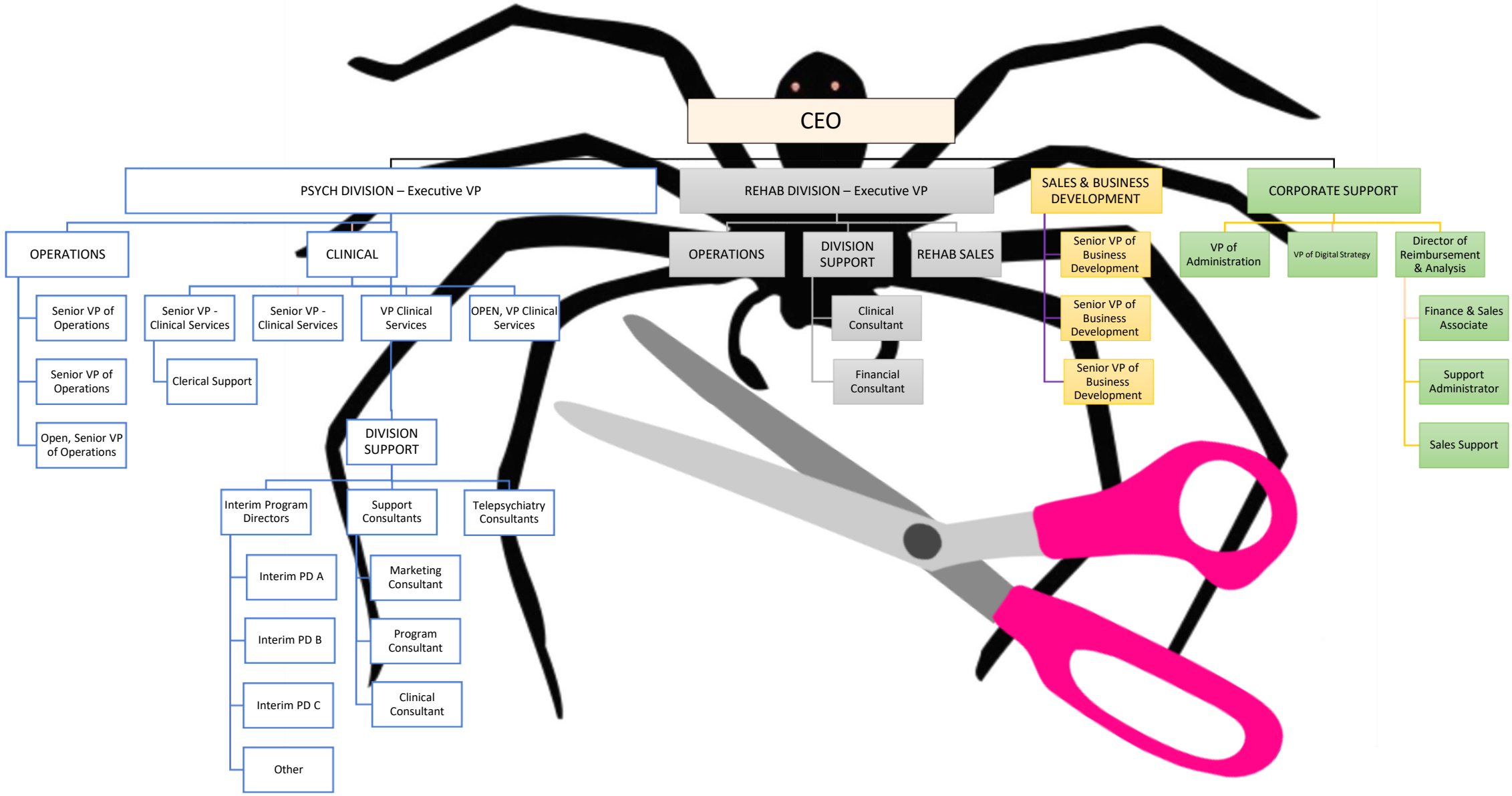
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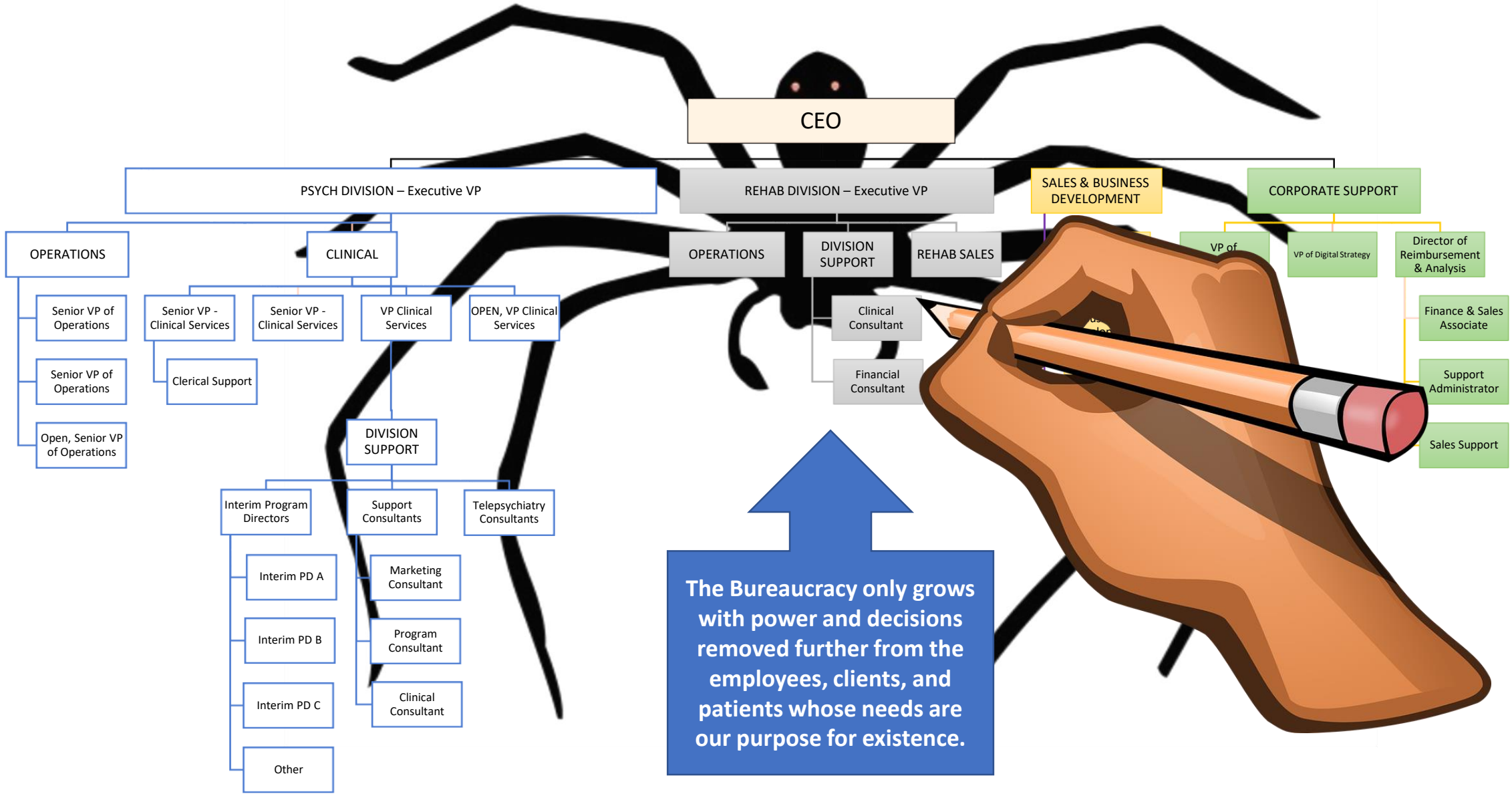
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The Bureaucracy only grows with power and decisions removed further from the employees, clients, and patients whose needs are our purpose for existence.

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        - Trusts the Employees who in turn, act in Trustworthy ways.

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        - Empowers those closest to the clients, employees, and the patients to make the decisions that are best for their context.

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        - 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.