

CHAPTER 1

LEADERSHIP AND MANAGEMENT

“No person can be a great leader unless he takes genuine joy in the successes of those under him.” – W.A. Nance

”If I had to sum up in a word what makes a good manager, its decisiveness. You can use the fanciest computers to gather the numbers, but in the end you have to set a timetable and act.” --Lee Iacocca

When you complete this chapter you will know:

- The difference between leadership and management.
- The different kinds of leaders.
- Qualities and skills of good leaders.
- Qualities and skills of good managers.
- The management and leadership skills you already possess.
- The management and leadership skills you would like to learn.

Leadership and Management. These are two words we use on a daily basis, but may not be clear about what they really mean. How do we recognize good leaders? What qualities, attitudes, beliefs and behaviors do they exhibit? Also, what is a good manager? How is this person similar to and different from a leader? How does this apply to you?

What is a leader? A leader is a person who provides the vision for the future. S/he is aware of the possibilities and can see where the group is headed, and then inspires others to come along with him or her. The ability to lead is not connected to education, although most leaders are intelligent people. Leading is a ‘right-brain activity’, more about creating and following vision than about structure and organization. There are two types of leaders: Designated and Emergent:

Designated Leaders are people who are put in a position of leadership through their job duties, personal connections or title. These things give them status and authority. It may take time for them to develop the skills and abilities to grow into the role. The CEO, unit supervisor and Chairman of the Board are examples of people whose job title designates them as leaders.

Emergent Leaders are those who “rise to the top” in a group. We have all been in situations where something needed to be accomplished, nobody was designated to be in charge, and one person stepped up and began to problem-solve or organize. This is an emergent leader. There are often emergent leaders in work or group situations. These are the people others look up to and respect for their abilities, honesty and integrity. Sometimes there may be a designated leader who is ineffective in some way, and an emergent leader will arise.

If an emergent leader is more respected than the designated leader it can cause problems and confusion for team members about who to follow or who is in charge. In this kind of situation a smart designated leader will identify and align him/herself with the emergent leaders rather than engage in a power struggle. A power struggle will only force your team members to choose sides, and will cause divisiveness in the unit.

If you are a newly designated leader, it would be wise to align yourself with the emergent leader so the team will come to respect and follow you.

One way to do this is to show the group you respect the emergent leader by asking their opinion in front of team members. Then validate and value what they've said by saying something such as “I like your idea”. It's also important to then ask the rest of the group for their thoughts on the situation. By doing this the group will see that you are confident in your role as leader, and are not threatened by the emergent leader. The bottom line is to involve the emergent leader in the decision and solution process whenever possible. Be sure to look for ways to do this.

Whether designated or emergent, an effective leader is a person others will respect and follow. Leadership is about influencing those you lead, and there are several qualities and characteristics a leader must possess to do this.

GOOD LEADERS:

- **Have a clear vision of where the group is going.** As Steven Covey says in his book *The 7 Habits of Highly Effective People*, “the leader is the person who climbs the tallest tree, surveys the entire situation, and yells, “Wrong jungle!”
- **Are clear about the reality of whatever situation they are currently in, and also believe completely that they will eventually prevail.** This mindset is exemplified by the attitude of Admiral James Stockdale, who was the highest-ranking US military officer imprisoned in Viet Nam. He was a prisoner in the most horrible conditions for over eight years, and his description of those who survived and those who didn't illustrates this quality. He says that those who survived were not the optimists, who said “We'll be home by Christmas, or we'll be home by next Easter”. For when those dates came and went, these men became more and more

disheartened, and eventually died of a broken heart. Those who survived were the ones who “never lost faith in the end of the story. Those who never doubted not only that they would get out, but also that they would prevail in the end.” Stockdale says, “You must never confuse faith that you will prevail in the end – which you can never afford to lose—with the discipline to confront the most brutal facts of your current reality, whatever they might be.”

- **Are aware of what an asset people are and insure that they have the right ones in the right positions.** They then give these people the freedom to make decisions, take actions, and be responsible and accountable for them.
- **Listen well and lead with questions, not answers.** Leaders are much more interested in listening and learning than telling and directing. An old Chinese parable says “Seek to understand: only then to be understood” and this is how good leaders approach communication. Listen, listen, listen!
- **Respect people at all levels and always want to hear what they have to say.** Good leaders realize that everyone in their organization is equally valuable and important to the overall success of the business. All jobs are built on each other, and what the janitor does is just as important as what the CEO does.
- **Have strong values and beliefs and live them in every area of their life.** Your team is aware of who you are and how you live, and will respect you if what you say is what you do. It’s important to be congruent in all.
- **Possess positive self-esteem and are self-confident without being arrogant.** Self-esteem is how you feel about yourself and the person you are. People with positive self-esteem accept themselves 100% even though they are not perfect. It comes from within. This is often a work-in-progress. Self-confidence is how you feel about your ability to function in a given situation, and comes from responses or feedback from others.
- **Have the courage and strength to make difficult decisions.** Decision- making requires that you evaluate the entire situation and move in the direction where the outcome will benefit the most people and your organization. This involves evaluating the pros and cons of possible outcomes, and being willing to take a stand that may be unpopular if you feel it’s the best way to go. Good

leaders are also diplomatic about the way they do this, so people don't feel stepped on.

- **Are passionate about everything they do.** Leaders give their full attention and enthusiasm to whatever they are involved in.
- **Inspire greatness in others.** Effective leaders bring out the best in their team members. They know each one personally, understand their strengths, needs, goals and areas for development, and provide opportunities for individual growth. They let their people know how they are doing and offer praise often. If correction is needed, they give it privately and with respect, and focus on the positive and their belief in their team member's ability to improve
- **Give credit to others for successes, and accept personal responsibility for failures.** Good leaders believe that if there is a failure, it's his/her responsibility, if things are fine it's our doing, and if there is a success it's because of the team or an individual member.

Some words and phrases that describe great leaders are: visionary, motivational, inspirational, accepting ultimate responsibility, courageous, realistic, focused on people and living a life of integrity.

What is a manager? A manager/supervisor is usually a person in a designated position. Managers have a job position or title that lets others know they are in charge. They are the people who make things happen and get things done. They take the leader's vision and organize whatever needs to be done to make the vision a reality. The ability to manage well is more a 'left-brain activity', involving structure and organization. As Peter Drucker says, "Management is doing things right; leadership is doing the right things." There are many qualities and skills managers must possess in order to do their job well.

GOOD MANAGERS:

- **Are available** to their staff. They maintain an openness that encourages communication, and they know how to listen well and respond to what's being said.
- **Are organized.** Managers are able to prioritize, delegate and direct their team. They create schedules to insure that all patients or residents are given quality care around the clock. This includes but is not limited to scheduling work shifts, in-service education, and team meetings.

- **Focus on systems and how people fit into them.** Good managers understand and create systems and know which ones will work best to enable their team to be most effective and efficient.
- **Focus on daily, weekly and monthly schedules designed to accomplish specific goals.** Effective managers look at the time and motion of how employees function, and determine ways to make them most effective.
- **Engage in dialogue and debate, not coercion.** Managers seek input from employees in order to best discuss issues and determine outcomes. Ask their opinions and validate their participation. They learn what their team's needs are by asking questions, listening, and considering ideas before making decisions.
- **Give credit** at every opportunity for successes and a job that is well done. Pass on compliments.
- **Accept responsibility** for things that go wrong. Ultimately it's your responsibility to insure that you have the right staff members in the right positions, and that they are well trained. If something goes wrong it's because this hasn't happened.
- **Let people know how they are doing.** Offer praise often. Verbally appreciate people in private and in front of others. If correction is needed, give it privately and with respect, and focus on the positive and your belief in their ability to improve.
- **Set goals** which reflect the mission statement of the organization, the needs of the residents/patients and their families, and the needs of staff.
- **Delegate tasks.** Effective managers direct staff to complete tasks in the most time and financially efficient ways possible. This requires knowledge of each individual team member's abilities, preferences, and learning needs. They give clear, complete instructions designed to communicate to each employee based on their experience and ability. A good manager is able to speak the language of their team members and to meet them at their level.
- **Solve problems without blame.** Good managers face situations realistically and deal with them immediately. They deal with issues, not emotion, and focus on what was learned from a situation and how it can be done differently next time. This helps to move their staff members forward rather than keeping them stuck in mistakes.

- **Listen, ask questions and respect answers.** Good managers are effective communicators. They are approachable and believe that each person has a right to an opinion, something to offer the team, and has a right to be heard.
- **Respect the abilities of their staff** as licensed personnel to make decisions and be responsible for their behavior. When a manager assigns a task to a team member s/he demonstrates faith and respect in the ability of that member to do the job to the best of their ability.
- **Are aware of the specific personalities and learning needs of each of their employees.** An effective manager meets with each team member to discuss job satisfaction and goals for personal and professional growth. Together the manager and employee create action plans to move the team member toward the goals.
- **Have the ability to multitask and keep track of a lot of things at once.** Effective managers keep detailed daily notes about all that happens on the unit. With the help of these notes they are able to make decisions, delegate, create schedules, and monitor work climate. A good manager is in touch with all that is happening in the unit on a 24-hour basis.
- **Carry out the mission of the institution.** Everything a good manager does is with the overall mission of the institution in mind.
- **Be flexible and able to move quickly from one role to another.** A good manager wears many hats, and may be required to switch from counseling to educating to delegating within a short period of time.

You may have noticed that many of the qualities required of a good manager are also those possessed by good leaders. Although people in leadership roles don't have to possess management skills to be effective, it's necessary for a good manager to also have many skills associated with being a good leader.

Take a few minutes and reflect on leaders and managers you have worked with or known, and then fill in the following exercise.

Exercise: Leaders I Have Known:

How were they effective?

How were they ineffective?

What qualities did they have that I see in myself?

What qualities did they have that I would like to develop in myself?

What I will do to develop these skills and qualities.

Managers I Have Known:

How were they effective?

How were they ineffective?

How were they similar to, and different from, the leaders?

What qualities did they have that I also see in myself?

What qualities did they have that I'd like to develop in myself?

What I will do to develop these qualities.

Exercise: Rate Your Leadership Skills:

Always	Seldom	Occasionally	Often
1) I am aware of what I'm feeling.			
2) I know my strengths and weaknesses.			
3) I deal calmly with stress.			
4) I believe the future will be better than the past.			
5) I deal with changes easily.			
6) I set measurable goals when I have a project.			
7) Others say I understand and am sensitive to them.			
8) Others say I resolve conflicts.			
9) Others say I build and maintain relationships.			
10) Others say I inspire them.			
11) Others say I am a team player.			
12) Others say I helped to develop their abilities.			
13) I create win/win situations and do not blame.			
14) I know my values and live them.			
15) I have the courage of my convictions and am willing to take a stand, and respect the right of others to do the same.			
1) I have vision for the future and can see how to get there.			
17) I listen well and am open to the thoughts and opinions of others.			
1) I am approachable and do not judge.			

How many of these did you answer Often or Always? Are you surprised at how many leadership skills you already possess? In what areas would you like to enhance your skills?

Now that you've completed this chapter you know:

- ✓ That there are designated and emergent leaders.
- ✓ A good leader is one with vision, who is able to use a variety of skills to get others to buy in and follow that vision.
- ✓ A good manager focuses on systems and is the person who takes the leader's vision and organizes people and things to turn it into a reality.
- ✓ Leaders don't have to possess management skills, but good managers possess leadership skills
- ✓ Your role as caregiver has already given you many of the skills necessary to be a good leader and manager.