



HEALTHCARE FINANCIAL MANAGEMENT  
ASSOCIATION:  
Washington-Alaska Chapter

*Conscious Leadership*

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## UNCOMMON LEADERSHIP

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This intensive training session gives you the chance to assess your leadership, managerial, professional and motivational style and orientation using four assessment inventories.

If you're not yet a leader, manager or supervisor, you'll find much of benefit that will give you a solid grounding for working with others, particularly if you hope to transition into a leadership position.

You'll gain information on your own style and orientation and will also learn insights and strategies for better managing and working with others.

### Ground Truth

1. When employees take ownership, the company beats the competitors
2. People follow the leader's example...if you fail to implement a policy; they have a green light to do the same If they see you not telling the truth, they feel free to lie as well
3. It's funny how often the problem is you ...did you enforce expectations, articulate the goal
4. Leaders need to realize that they totally affect their employees and set the tone and spirit
5. If an employee goes into a supervisor's office and comes out feeling smaller, it's not great
6. Great leaders get to know their employees and steadily send the signal how important they are to you, in fact, nothing is more important.

**Task:** Take any 2 and explain how come they're true

## LEADERS: OTHERS FOLLOW

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### ◆ Vision

- ✚ Shape the organization in a way that inspires
- ✚ Inspire others to align with the vision
- ✚ Leaders set goals and/or see that goals are set

### ◆ Connect with people and mobilize employee power

- ✚ Inspire employees to put forth major effort toward a common goal (John Kennedy, "Ask not what your country can do for you; ask what you can do for your country")
- ✚ Direct emotional connection with associates that goes beyond the normal managerial/employee relationship
- ✚ Communicate well and persuasively and create team spirit

### ◆ Role model

- ✚ Show employees the qualities they want employees to show them: character (integrity, "walk the talk") is a major issue
- ✚ Deal with issues
- ✚ Make expectations clearly known

### ◆ Positive and open to change

- ✚ Example, Martin Luther King, "I have a dream."

*Note: you can't lead effectively if you don't hire well (poor employees force you into managing more and "leading" less)*

## VALUES FOR WORKING

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### TO ME, COMPANY LOYALTY MEANS -

- Supporting the goals of the company as long as they don't go against one's principles.
- Sticking with the company through good years and bad and making sacrifices when necessary to keep the company strong.
- Giving up my freedom and being an apple-polisher.
- Being on the job as much as I can and doing what I'm told.
- Commitment to a company that is concerned with the needs of its employees.
- Supporting the organization that lets me succeed.

	D
	C
	B
	E
	A
	F

Total 12

### THE KIND OF BOSS I LIKE IS ONE WHO-

- Tells me exactly what to do and how to do it, and encourages me by doing it with me.
- Is tough but allows me to be tough too.
- Calls the shots and isn't always changing his/her mind, and sees to it that everyone follow the rules.
- Doesn't ask questions as long as I get the job done.
- Gets us working together in close harmony by being more a friendly person than a boss.
- Gives me access to the information I need and lets me do my job in my own way.

	E
	B
	C
	F
	A
	D

Total 12

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**MONEY IS IMPORTANT TO ME BECAUSE:**

- It enables me to enjoy many friendships and to support worthwhile causes.
- It provides freedom and the opportunity to be myself; having money is not as important as what I do with it.
- It allows me to buy things I need such as a sharp car and clothes and makes me feel like somebody.
- It allows me to save for a rainy day, to aid the less fortunate, and to have a decent standard of living.
- It pays for groceries, the rent, and other things I need to keep going.
- It is a measure of my career success in my company and community.

	A
	D
	B
	C
	E
	F

Total 12

**IN MY OPINION, THE PROFIT A COMPANY MAKES:**

- Is its primary reason for existing and is the most important measure of success.
- Goes to the people who already have a lot of money.
- Keeps the company strong so the employees can continue to have good jobs.
- Is important but there isn't much I can do about it.
- Is not as important as its products and services and the way it treats its people.
- Will be greater in the long run when the needs of the employees and the company are both considered.

	F
	B
	C
	E
	A
	D

Total 12

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**MY WORK:**

- I prefer work of my own choosing that offers continuing challenge and requires imagination and initiative, even if the pay isn't high.
- I don't like any kind of work that ties me down, but I'll do it if I have to in order to get some money, then I'll quit and do what I want until I have to get another job.
- The kind of work I usually do is o.k. as long as it's a steady job and I have a good boss.
- I have worked hard for what I have, and think I deserve some good breaks. I believe others should realize it is their duty to be loyal to the organization if they want to get ahead.
- I am responsible for my own success, and I am always on the lookout for new opportunities which will lead to a more responsible position and greater financial reward.
- I believe that doing what I like to do, such as working with people toward a common goal, is more important.

	D
	B
	E
	C
	F
	A

Total 12

**JOB FREEDOM, FOR ME MEANS:**

- The opportunity to work where I want and have a steady job.
- The opportunity to do interesting and challenging work, to be able to express myself openly, and the freedom to change jobs if I want to.
- Having enough independence so I won't be pushed around by higher-ups in the company.
- The opportunity to be friends with anyone without worrying about where they fit into the company.
- Not having to worry about my job, sickness, paying bills, and other problems.
- The opportunity to stand on my own two feet and to pursue success without too much interference from supervision or anything else.

	C
	D
	B
	A
	E
	F

Total 12

**I BELIEVE THAT BIG COMPANIES**

- And their employees should be dedicated to the goal of maximizing profits because both “win” when this goal is achieved.
- Are doing their duty when they provide steady jobs and pay enough to allow employees to maintain a decent standard of living.
- Make fat profits at the expense of most workers.
- Are probably necessary in our world, but they must be more concerned with better balance between organizational and individual needs.
- Should take good care of employees by giving the good pay, hours, and working conditions.
- Should support the cause of social and economic justice, provide a pleasant work climate, share profits with employees, and become selective in choosing their products and customers.

	F
	C
	B
	D
	E
	A

Total 12

**IN MY OPINION, COMPANY RULES ARE:**

- Useful only if they promote social and economic justice.
- Necessary to keep employees from doing the wrong things and protect us from people who want to break the rules.
- Best when they are few and effective if they succeed in putting the burden of responsibility on the employees.
- Made by the top management for the top management and many rules don’t give the employee a chance.
- Necessary as guidelines, but sometimes it seems necessary to look for loopholes in order to get the job done.
- Necessary to preserve order in the company, and employees who violate the rules should be told how important it is to follow the rules.

	A
	E
	D
	B
	F
	C

Total 12

TOTAL ALL  
POINTS  
ASSIGNED TO  
EACH  
LETTER

A	B	C	D	E	F

**=96**

## WHERE DO YOU THINK YOU FALL?

<b>Conscious</b>	I like a job where learning, goals and growth are more important than money, prestige or how things must be done.	The opportunity to acquire and use my knowledge is important to me.	Having the right skills makes the job more enjoyable.	Both the company and I benefit by my staying healthy.	I like them as well as the next person, but the work I do is more important.
<b>Compassionate</b>	I like a job which allows me to develop friendly relationships with my supervisors and others in my group.	I'd like to know how my job serves society.	Having good job skills helps gain acceptance and friendship with your co-workers.	I feel more like coming to work when I'm working with people I like.	Benefits are a company's obligation and should be conducive to good human relations.
<b>Competitive</b>	I like a job that allows wheeling and dealing and pays off as long as I get good results.	I believe that knowing all the answers and knowing the right people is important to my job.	Having a good bag of tricks is a key to job success.	I try not to let sickness slow me down because I miss too many opportunities when I'm home sick.	They help the company image and offer tax advantages for the employees.
<b>Conventional</b>	I like a job where the rules are followed and no favoritism is shown.	I should know my job well and also set a good example for others.	It is my responsibility to be knowledgeable about everything in my job description.	The company pays me to be on the job. So it's my duty to stay healthy.	We shouldn't take these things for granted – we have to earn them.
<b>Clannish</b>	I like a steady job with fair pay and, above all, a good boss.	I want a stable job that I can understand.	If I can do my job well, I can be more sure of a steady job.	I don't like to get sick and miss work, because I let my boss down.	I appreciate anything the company can do for me.
<b>Cynical</b>	I want a job that pays well and keeps people off my back.	It doesn't matter what you know, they tell you what they want you to do anyway.	No matter how expert you are, they still find fault with you.	I don't like to get sick, but at least it gives me a chance to say away from work.	The company can't do enough for me.
	<b>Work Itself</b>	<b>Knowledge</b>	<b>Skills</b>	<b>Health</b>	<b>Company Benefits</b>

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## VALUES AT WORK

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### REACTIVE

- Values are absent
- Immediate satisfaction of needs (hunger, warmth, sleep) is important

### CYNICAL

- Values challenge, ruggedness, individualism, independence above all
- Tends to be aggressive, to like others to stay off his/her back
- Likes to be tough, and respects toughness in others
- Can be very determined, and tends to be versus authority
- Likes power, challenge and a good fight

### CLANNISH

- Values safety, security, and strong leadership
- Likes a friendly work group, and work that has some structure, rhythm and routine
- Values a good supervisor or leader above many other job considerations
- Likes a leader or supervisor who explains clearly what to do, how to do it, and who does a similar job alongside
- Wants immediate supervision, clear and specific standards, fair play, a sense or a work “group”

### CONVENTIONAL

- Values stability, structure, security, fair play, loyalty
- Likes a stable organization
- Believes in “shoulds,” discipline, sacrifice, the work ethic
- Has worked hard for what s/he has and believes others should keep the same standards
- Likes a supervisor or leader who calls the shots, isn’t always changing his or her mind, and who sees to it that everyone follows the rules
- Likes established norms and ways of doing things

### COMPETITIVE

- Achievement-oriented
- Values gamesmanship, competition, efficiency, and takes calculated risks
- Likes variety, free wheeling and dealing, and pay and bonus that is based on the results
- Looks out for new opportunities
- Likes leaders who understand the politics of getting thing done
- Likes others to know how to bargain and negotiate, and be firm but fair

## **COMPASSIONATE**

- Believes in getting along more than in getting ahead
- Believes in cooperation over competition and in good will over a sole concentration on profits
- Believes in interpersonal relationships and in the “group”
- Values sensitivity, acceptance, personal harmony
- Values participative management, group decision-making
- Tends to deal poorly with conflict
- Likes a leader who gets people working together in harmony

## **CONSCIOUS**

- Values cooperation, flexibility, and interdependence
- Values continuing to develop, rather than striving to become this or that
- Believes “doing” is more important than status
- Tends to be a problem-solver and focused on long-term effects
- Believes in reasons rather than rules
- Likes work of his/her own choosing, values goals, imagination, initiative

## RELATING TO EMPLOYEE VALUES

Employee Value System	Job Design	Growth Opportunities	Leadership Style	Performance Reviews
<b>Cynical</b>	DO keep employees busy and under control.	DO make promotion contingent on good performance.	DO be assertive. DON'T be soft or indecisive.	DO define specifically the individual advantages of daily performance.
<b>Clannish</b>	DO put energy into supervision.	DO give guidance for advancement. DON'T require or expect long-range career planning.	DO be a friendly decision-maker. DON'T be iffy, intellectual, or use strange terms.	DO closely tie in the review with day-to-day performance.
<b>Conventional</b>	DO write detailed job descriptions and duties.	DO provide step-by-step, normal career paths.	DO be straight, businesslike, respectful, and well organized. DON'T be slick, profane or disrespectful of tradition.	DO show logical connection of review procedure to company policy. DON'T be casual, loose, or unclear about expected performance.
<b>Competitive</b>	DO turn work into a management-by-objectives game. DON'T fail to specify constraints and limits and audit occasionally.	DO leave room for advancement. DON'T plan employee's career goals for him/her.	DO stress rewards and status and relate to employee's career goals.	DO stress personal career advancement opportunities.
<b>Compassionate</b>	DO humanize work and promote group interaction. DON'T let participation overshadow productivity.	DO provide "helping" opportunities and exposure to more people. DON'T create competition.	DO be human, equal, and gain personal acceptance. DON'T use power, politics, or manipulation.	DO illustrate how the review process helps employees develop.
<b>Conscious</b>	DO provide guidelines and involve employees in problem solving. DON'T expect blind obedience.	DO provide movement in many directions. DON'T be surprised if employees refuse a financial promotion to "do his/her own thing".	DO give employees access to information and let him/her make the decisions. DON'T tell employees what to do or shut off questions.	DO act as a resource and let employees participate in the system design.

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## MOTIVATING EMPLOYEES: THROUGH ALIGNING VALUES

Employee Value System	Communicating Objectives	Scheduling Reviews	Reviewer's Style	Meeting Time and Place
<b>Cynical</b>	DO define specifically the individual advantages of performance.  DON'T relate to "work group".	DO set a time and be insistent, persistent and assertive.	DO be firm and insistent or the review procedure.	DO tell employee where he is to meet you.
<b>Clannish</b>	DO closely tie in the review with day-to-day performance.	DO take the lead and tell the employee when you have time open.  DON'T ask him to drop by when it's convenient for him.	DO be a friendly decision-maker.  DON'T be "iffy" or intellectual or use unfamiliar words.	DO tell employee where he is to meet you.
<b>Conventional</b>	DO show the logical connection of performance review to company policy.  DON'T be casual or imprecise about expected performance.	DO set up regular, routine times and be on time.  DON'T be vague about time or place or forget to confirm in writing.	DO be well organized and follow the review outline.  DON'T disregard administrative details.	DO meet in your office at the scheduled time.  DON'T meet in an informal, social environment.
<b>Competitive</b>	DO stress personal career advancement opportunities.	DO ask how the time fits into his work schedule.	DON'T get involved in win-lose debates or games.	DON'T allow outside interruptions.
<b>Compassionate</b>	DO show how performance reviews help employees express themselves.  DON'T overstress individual performance and career development.	DO get mutual agreement on a time convenient for both of you.  DON'T let the clock control the meeting or work relationship.	DO be friendly.  DON'T use power or politics.	DO sit side by side
<b>Conscious</b>	DO act as a resource and let him participate in the design of the system.	DO let him set the time and be flexible to his suggestion.	DO be strictly factual and make review a problem-solving experience.  DON'T lecture to the employee or shut off questions.	DO meet any place or time, depending on situation.

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## A LEADERSHIP ‘POP’ QUIZ

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1. Did you show appreciation to an employee today? Yes or no? (If not, do so quickly.)
2. Do you have a vision of the future?
3. Did you positively impact your company’s success today? Yes or no?
4. Have you searched today for ways in which to improve or “grow” your organization or to move your company forward?
5. Did you listen today? Yes or no? If yes, write down what you learned.
6. What is the action you’re going to take today to help to your employees function better or be more productive? If not today, what will you do tomorrow?
7. Is each member of your team meeting expectations? Yes or no? If no, write down how you plan to motivate this employee.
8. Did you provide a blast of energy and excitement for yourself, an employee or an organizational stakeholder today? On a scale of 0 to 10, how high was your blast?
9. Have you fostered collaboration among your employees today by building trust with and among them and by promoting your team’s common goals? If not, what could you do?
10. Did your actions today set an example for others? Yes or no? If, not why not?
11. What have you learned or received from this “pop” quiz that you can use?

## EXPECTATIONS

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### *What I expect from you:*

- Treat every client as special and as important
- Stellar judgment
- Team
- Act in best interest of the growth company
- Tell me if you think I need to change my mind
- Work with enthusiasm and commitment
  - Full 40 hours
  - Results
  - Probably some education or advanced work on your own time as you're working to the next highest level
- Self-assess your own performance; be committed to your own professional growth and good performance and learning
- Integrity is essential
  - Client relations
  - Employer relations
  - Employee relations
- Professionalism is crucial
- Cost-control is important, including minor costs, includes payroll dollars (leverage time)

### *What can you expect from me?*

- Honesty
- Professionalism
- Communicate directly
- Keep confidences
- Positive and hard working
- Fair and listen
- Open to improvement
- Leadership
- Ask for feedback; committed to growth (company and personal)

## INTERVIEW FOR MOTIVATION

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1. If you were offered the choice of two jobs, what are the factors that would lead you to choose one job over the other?
2. If you had to rank order the top five things you're looking for in a good job or career, what would they be?
3. What types of job situations keep you most motivated? What types of job situations demotivate you?
4. How is your current job measuring up to your expectations?
5. Where do you want to be in one to two years (in your career)?
6. What professional development do you most hope for?
7. How could you improve your productivity? What could happen in your organization to improve your productivity?