

# LEADING YOUR TEAM



## Developing your Leadership Competencies

# Introductions

Please share your:

- Name
- Position
- Location



# Learning Objectives

By the end of this workshop, you will be able to:

- Explain the concept of Leadership
- Describe the *LEADS in a Caring Environment* leadership capabilities framework
- Onboard new employees to your team in a thoughtful and effective manner
- Access and use organizational tools and resources to lead your teams

# Why is Leadership Important?

*“People don’t quit their companies. They quit their managers.”*

*“It’s precisely the human connection between leaders and constituents that ensures more commitment.”*

(Kouzes & Posner)



# Management vs Leadership

What is the difference between management and leadership?

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# Management vs Leadership

## Manager's Tasks:

- Administer
- Maintain stability
- Schedule
- Focus on structure
- Short range view
- Ask how and when
- Eye on the bottom line
- Do things right

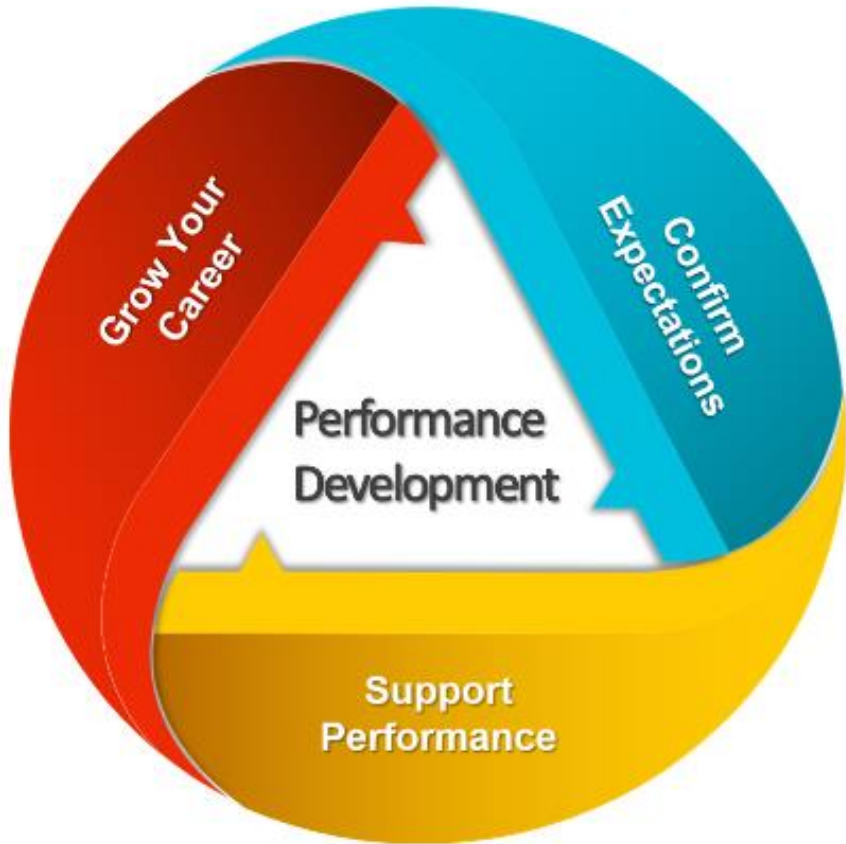
## Leader's Role:

- Innovate
- Develop
- Focus on systems
- Inspire trust in people
- Long-range perspective
- Ask what & why
- Eye on the horizon
- Do the right things

(Warren Bennis, 1989 classic *On Becoming a Leader*)



# Performance Development



**Performance development** is a strength-based and engagement-focused partnership that empowers staff to reach their full potential.

This is a three-fold relationship between the employee, the manager, and the organization.

# Benefits of Performance Development

For **Employees**, the performance development approach leads to:

- Greater comfort and direction
- Control to steer one's own performance
- Increased confidence
- Stronger sense of purpose
- Increased ability to solve problems





# Benefits of Performance Development



For **Managers**, the performance development approach leads to:

- Positive team dynamics
- Attainment of team and department goals
- Build new knowledge, skills
- An inclusive team climate

# Benefits of Performance Development

For the **Organization**, the performance development approach leads to:

- Better results
- Higher quality care and health outcomes
- Accountability in action
- Increased employee engagement
- Informed planning



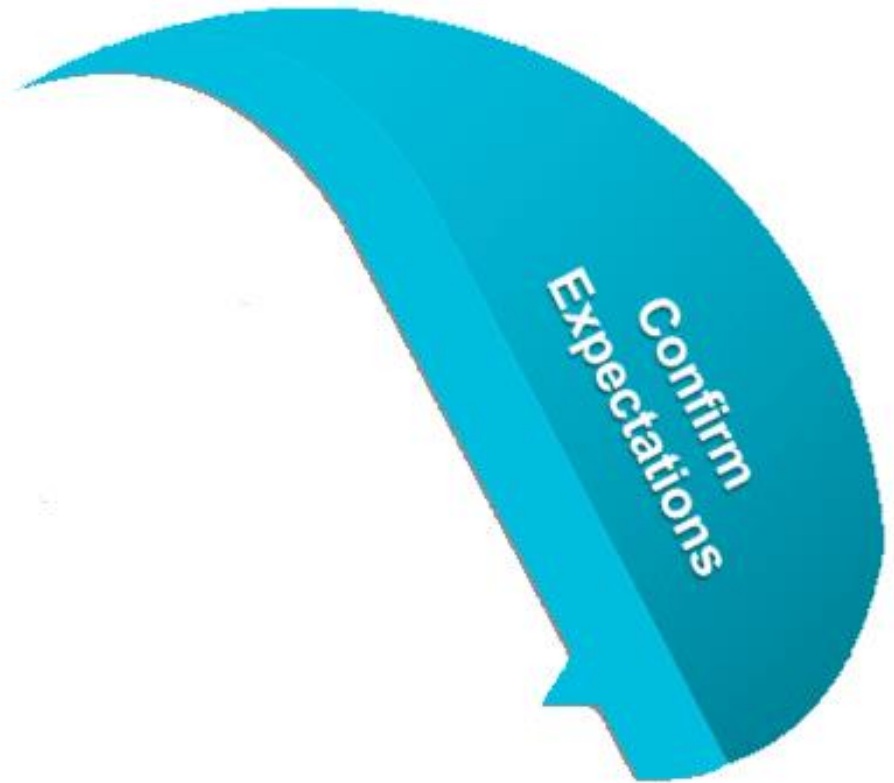
# Your Roles and Responsibilities

**Manager's roles and responsibilities** are to:

- Communicate job responsibilities, performance standards
- Communicate organizational goals and priorities
- Provide ongoing coaching and feedback
- Remove barriers to good performance
- Monitor, document, and ensure accountability
- Express appreciation for accomplishments
- Promote continuous improvement and ongoing learning
- Foster a positive climate of respect and inclusion

# Confirm Expectation

- Leading Your Team
- Fostering Cultural Safety
- Progressive Discipline
- Building a Culture of Safety
- ASAP
- Respectful Workplace
- Privacy



# Support Performance

- Fostering Cultural Safety
- Progressive Discipline
- Building a Culture of Safety
- ASAP
- Day in the Life Panel
- Tools for Engagement
- Financial Management
- Respectful Workplace
- Duty to Accommodate
- Privacy



# Grow Your Career



- Leading Your Team
- Day in the Life Panel
- Tools for Engagement
- Foundations of Leadership/  
Teach Back







## LEAD SELF

Self-motivated leaders...

Are self aware

Manage self

Develop self

Demonstrate character



## ENGAGE OTHERS

Engaging leaders...

Foster development of others

Contribute to the creation of healthy organizations

Communicate effectively

Build teams



## ACHIEVE RESULTS

Goal-oriented leaders...

Set directions

Strategically align decisions with vision, values and evidence

Take action to implement decisions

Assess and evaluate



## DEVELOP COALITIONS

Collaborative leaders...

Build partnerships and networks to create results

Demonstrate a commitment to customers and service

Mobilize knowledge

Navigate socio-political environments



## SYSTEMS TRANSFORMATION

Successful leaders...

Demonstrate systems/critical thinking

Encourage and support innovation

Orient self strategically to the future

Champion and orchestrate change

# What is Leadership?

Leadership is:

“...the capacity of an individual or group to influence people to work together to achieve a constructive purpose.”

Dickson, Graham & Tholl, Bill. (2014) Bringing Leadership to Life in Health: LEADS in a Caring Environment - A New Perspective.

# Guiding Principles of



LEADS is founded on the principles that Leadership:

- is a learnable skill
- is distributed
- happens at the individual and organizational levels
- needs to adapt and perform in dynamic organizations and unfamiliar circumstances



For leaders, the first task in management has nothing to do with leading others, step one poses the challenge of knowing and managing oneself.

## Daniel Goleman



# LEAD SELF

Self-motivated leaders...

## **Are self aware**

They are aware of their own assumptions, values, principles, strengths and limitations

## **Manage themselves**

They take responsibility for their own performance and health

## **Develop themselves**

They actively seek opportunities and challenges for personal learning, character building and growth

## **Demonstrate character**

They model qualities such as honesty, integrity, resilience, and confidence





# ENGAGE OTHERS

Engaging leaders...

## **Foster development of others**

They support and challenge others to achieve professional and personal goals

## **Contribute to the creation of healthy organizations**

They create engaging environments where others have meaningful opportunities to contribute and ensure that resources are available to fulfill their expected responsibilities

## **Communicate effectively**

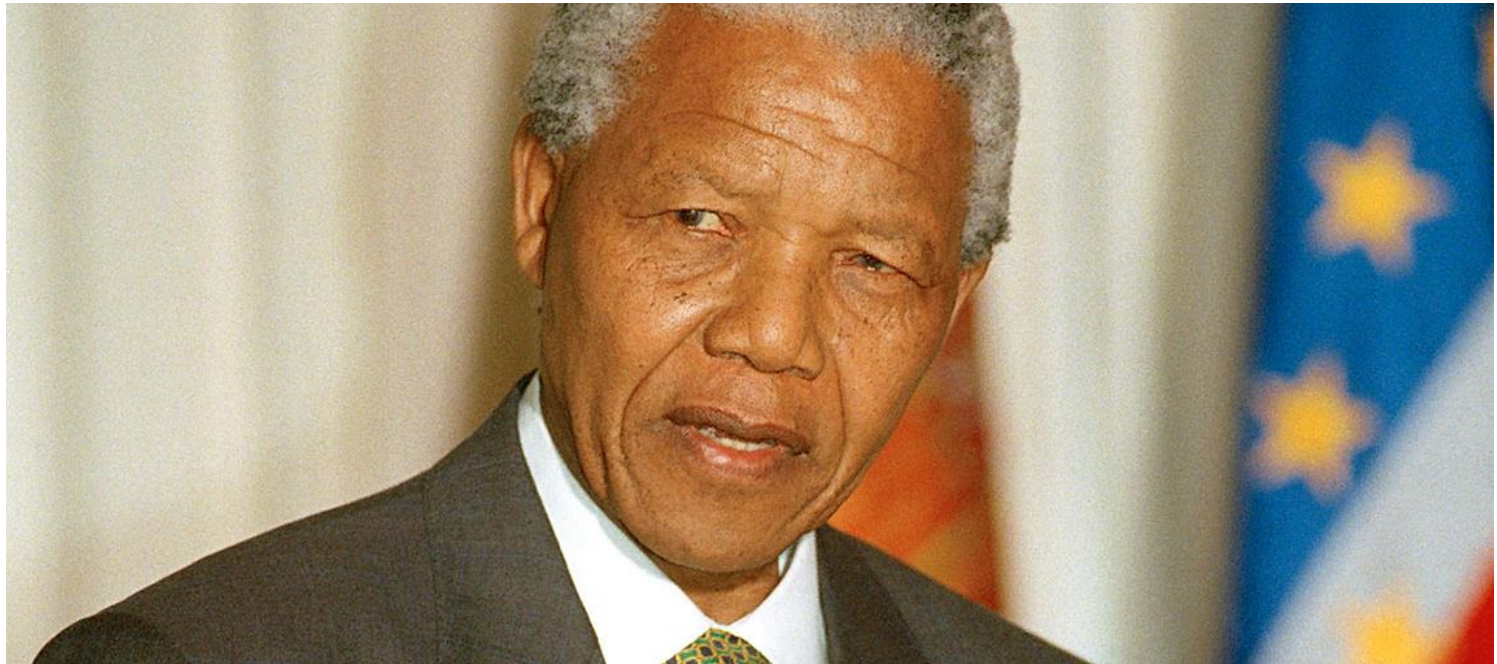
They listen well and encourage open exchange of information and ideas using appropriate communication media

## **Build teams**

They facilitate environments of collaboration and cooperation to achieve results

“Vision without action is merely a dream. Action without vision just passes the time. But with vision and action you can change the world.”

Nelson Mandela





# ACHIEVE RESULTS

Goal-oriented leaders...

## **Set direction**

They inspire vision by identifying, establishing and communicating clear and meaningful expectations and outcomes

## **Strategically align decisions with vision, values, and evidence**

They integrate organizational missions and values with reliable, valid evidence to make decisions

## **Take action to implement decisions**

They act in a manner consistent with the organizational values to yield effective, efficient public-centred service

## **Assess and evaluate**

They measure and evaluate outcomes, compare the results against established benchmarks, and correct the course as appropriate



# DEVELOP COALITIONS

Collaborative leaders...

## **Purposefully build partnerships and networks to create results**

They create connections, trust and shared meaning with individuals and groups

## **Demonstrate a commitment to customers and service**

They facilitate collaboration, cooperation and coalitions among diverse groups and perspectives aimed at learning to improve service

## **Mobilize knowledge**

They employ methods to gather intelligence, encourage open exchange of information, and use quality evidence to influence action across the system

## **Navigate socio-political environments**

They are politically astute, and can negotiate through conflict and mobilize support



# SYSTEMS TRANSFORMATION

Successful leaders...

## **Demonstrate systems / critical thinking**

They think analytically and conceptually, questioning and challenging the status quo, to identify issues, solve problems and design, and implement effective processes across systems and stakeholders

## **Encourage and support innovation**

They create a climate of continuous improvement and creativity aimed at systemic change

## **Orient themselves strategically to the future**

They scan the environment for ideas, best practices, and emerging trends that will shape the system

## **Champion and orchestrate change**

They actively contribute to change processes that improve health service delivery

# Your Leadership Vision

Imagine that you are ready to retire. A colleague is delivering a speech to celebrate your career as a leader.

**What do you want them to say about you?**





# New Employee Orientation

## Why Onboarding?

*2 out of 3 stay 3+ years!*

Providing a warm welcome to new staff is critically important; studies show unmistakably that onboarding done well increases employee engagement and positively affects retention.

Onboarding makes new employees feel that they have made the right decision to join our organization, fosters their engagement and commitment, and allows them to be productive faster.

Lets take a look at the pillars that make up the program.

## NEO21 – New Onboarding Program for WRHA

# New Employee Orientation



## Welcome Page

Easily accessible info:

- Onboarding & HR
- Required training
- First day supports
- Employee support
- Staff perks & discounts



## Course Bundles

- Foundational Bundle for all new staff
- Role-based bundles

Accessed through the LMS. Course completion reports are available through SAP.



## “In-Person” Orientation

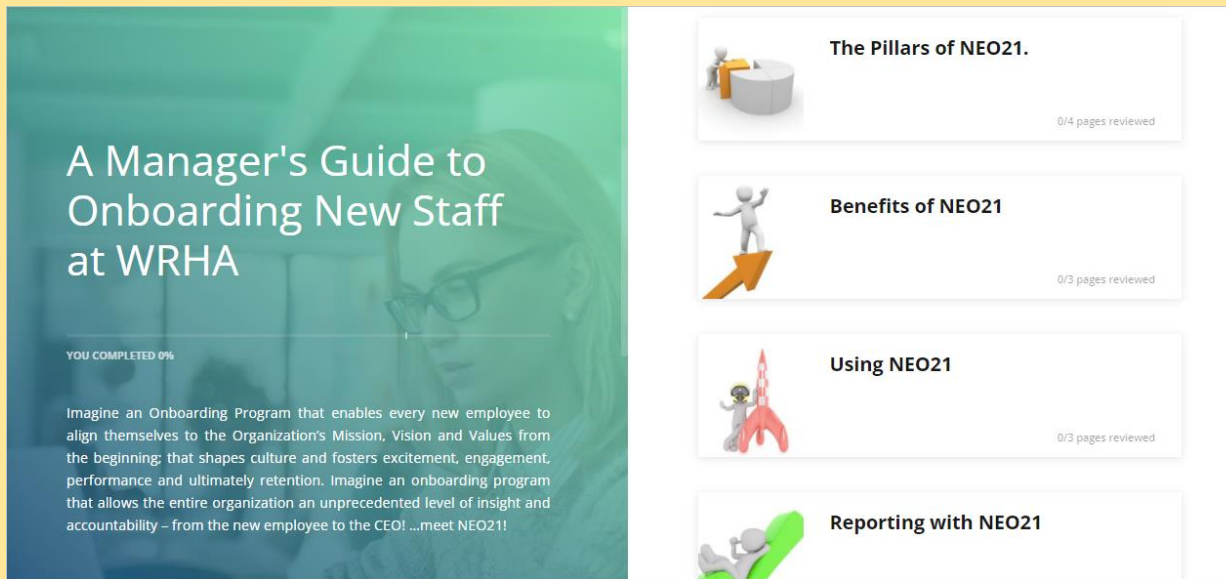
(virtual until further notice)

- Introduces the Mission, Vision and Values,
- Allows staff to explore fit and contributions to the organization, and
- Welcomes new staff.

**NEO21 – New Onboarding Program for WRHA**

# New Employee Orientation

## A Manager's Guide to Onboarding New Staff (LMS course)



The screenshot displays a course interface. On the left is a large green-tinted image of a person's face with the title "A Manager's Guide to Onboarding New Staff at WRHA". Below the image, it states "YOU COMPLETED 0%" and provides a description: "Imagine an Onboarding Program that enables every new employee to align themselves to the Organization's Mission, Vision and Values from the beginning; that shapes culture and fosters excitement, engagement, performance and ultimately retention. Imagine an onboarding program that allows the entire organization an unprecedented level of insight and accountability – from the new employee to the CEO! ...meet NEO21!". On the right, there is a list of four course modules, each with an icon and a progress indicator:

- The Pillars of NEO21.** (Icon: 3D figures around a table) 0/4 pages reviewed
- Benefits of NEO21** (Icon: 3D figure on an arrow) 0/3 pages reviewed
- Using NEO21** (Icon: 3D figure with a rocket) 0/3 pages reviewed
- Reporting with NEO21** (Icon: 3D figures with a bar chart) 0/3 pages reviewed

## NEO21 – New Onboarding Program for WRHA

# Online Resources

- Engagement Toolkit
  - <https://extranet.manitoba-ehealth.ca/sites/OSD/et/SitePages/Home.aspx>
- Leadership Development Resource Guide
  - <https://extranet.manitoba-ehealth.ca/sites/OSD/ldrg/SitePages/Home.aspx>
- The HUB
  - <https://professionals.wrha.mb.ca/old/education/LeadershipLandingPage.php>

# What questions do you have?



# Contact Us

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