



LEADERSHIP

EAHP Foundation Seminar
Vilnius, April 17th. 2009

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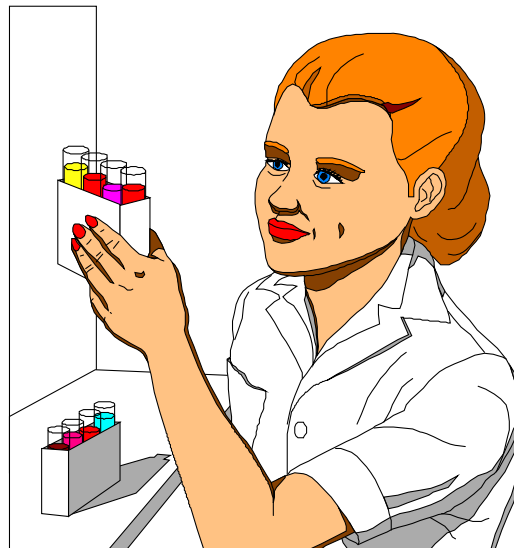


ACPE Programme 475-000-09-016-L04-P//contact hours:8.0 CEUs:0.80

Part 1

LEADERSHIP AND STRUCTURE

Personnel Management

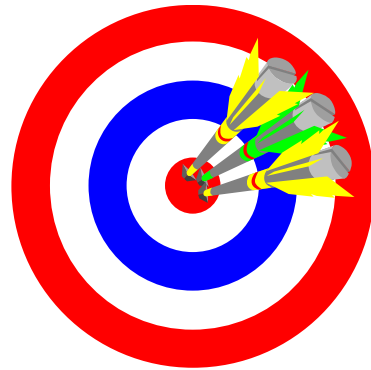


No Conflict of Interest

TOPICS

- Principles of effective leadership
- Motivation and delegation
- Leadership styles and maturity of employees
- Vision & mission, strategy and results
- Working with targets, staff appraisal
- Communication as a leadership tool
- Groups and high performance teams

Principles of Effective Leadership



MANAGEMENT TASKS

Managing Resources

- **Manpower (Human Capital)**
- **Material**
- **Money**
- **Marketing**

Leadership

The profession of achieving results (F. Malik)

Benchmark: **Effectiveness**
(fulfilling targets, performing)

MANAGEMENT IN A HOSPITAL PHARMACY

Professional Tasks



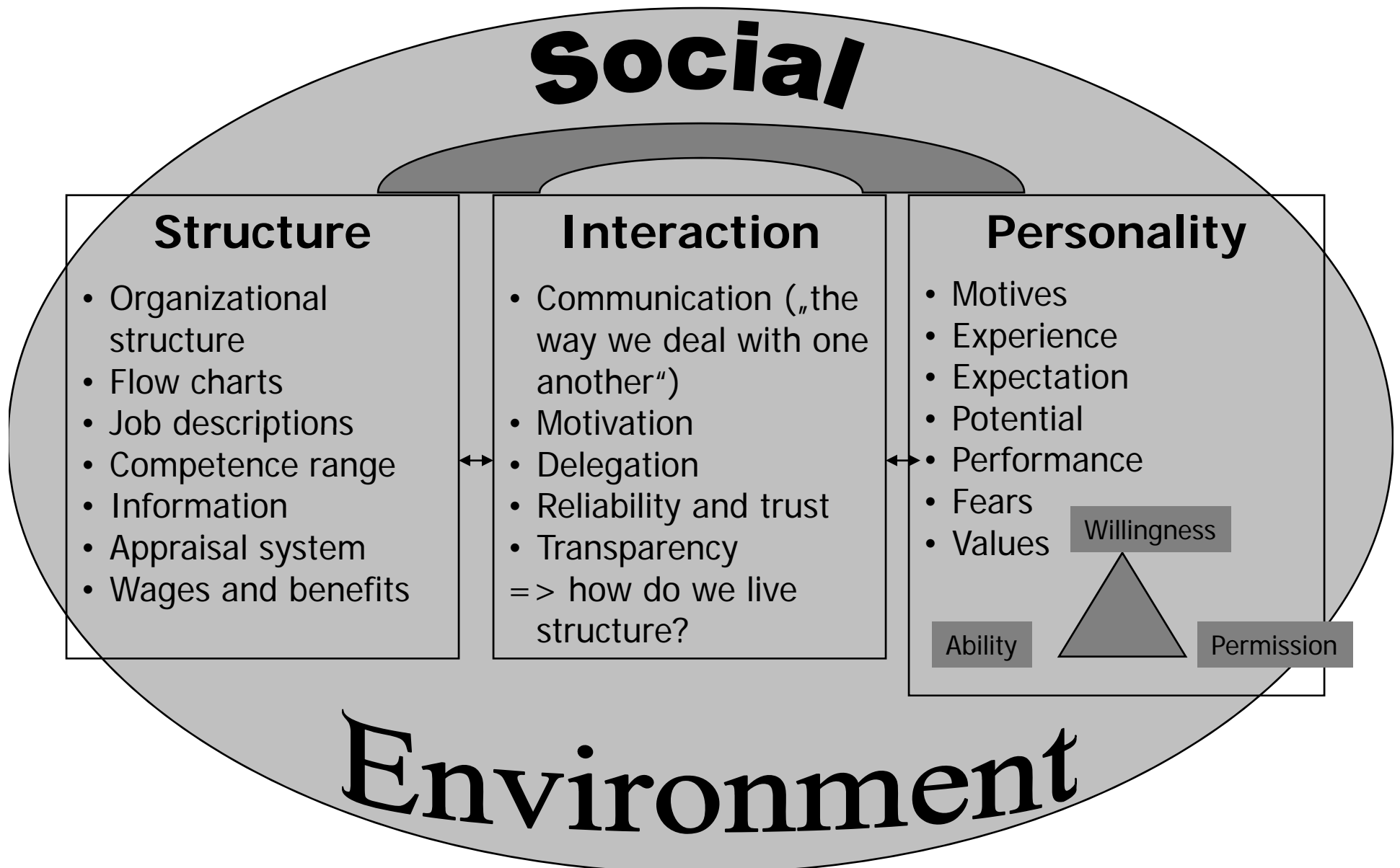
Leadership Tasks

- Setting goals
- Planning
- Decision making
- Review
- Supporting and developing people

(Source: F. Malik)

LEADERSHIP

as interaction of structure and personality in a social environment



PRINCIPLES OF EFFECTIVE LEADERSHIP

Result Orientation

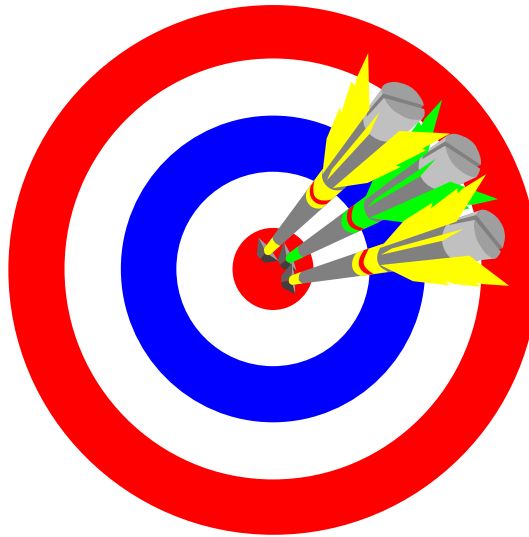
success, joy, responsibility

Focus on strength

engage people in fields of strength,
handling weaknesses

Contribution to overall success

not: position



Confidence, Trust

stability of
leadership situation

Positive thinking

seeing options
self motivation

Concentration on few things

self discipline, respect of other's time

LEADERSHIP GUIDELINES

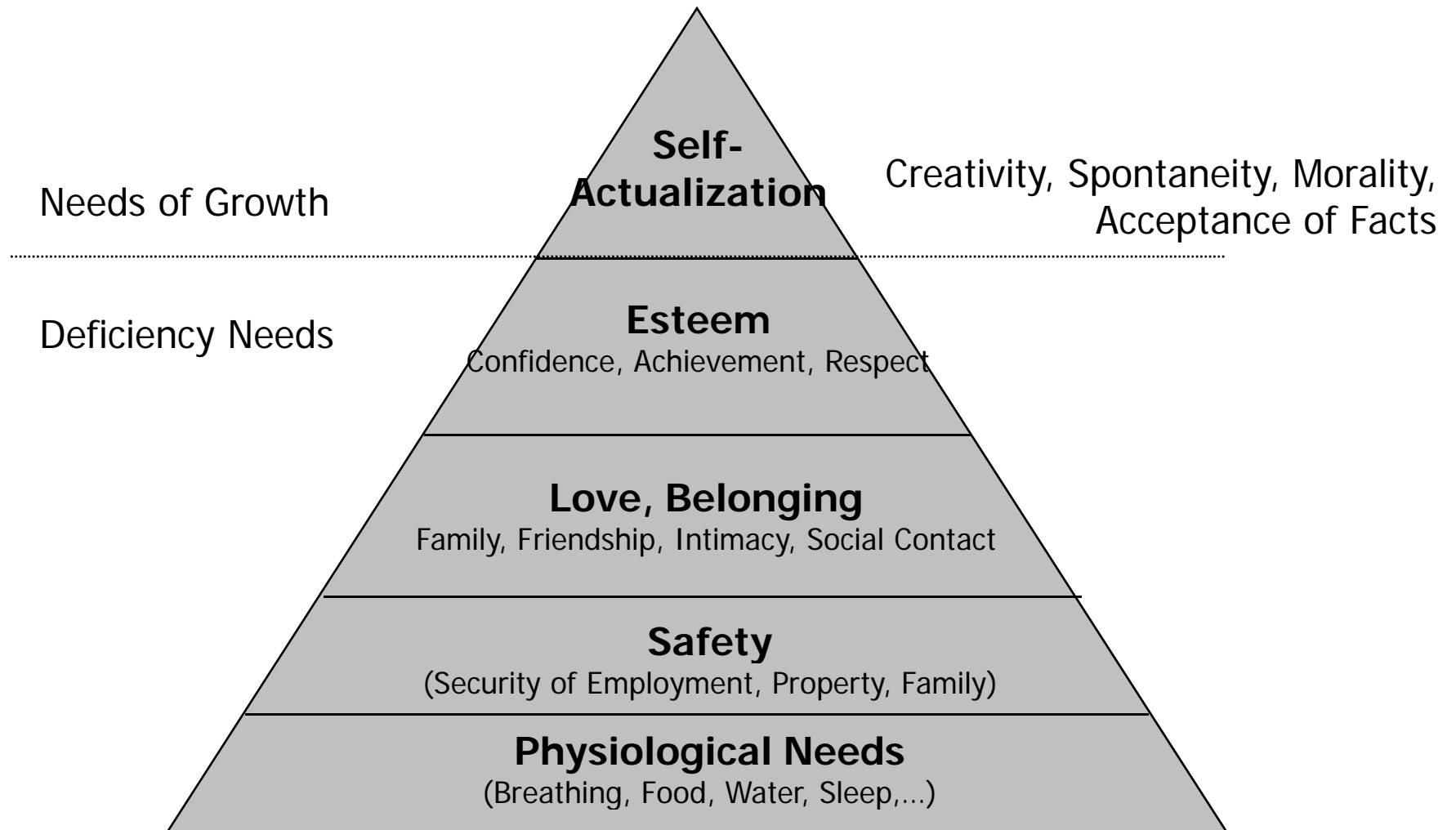
- My employees are mature people with strengths and weaknesses. I respect them.
- I assume, that my employees pursue ambitious goals and are motivated to perform
- We communicate on a respectful basis!
- The right person for the right job
- Our team supports individual performance
- My employees are entitled to review and feedback
- I criticize constructively. I sing out someone's praises, if he/she deserves it
- Handling conflict is part of my job. I address problems decisive und constructive, before they escalate (don't sit on things)
- Don't judge, before you have listened to both sides
- I constantly stay in touch with my employees!

Motivation and Leadership Styles



MOTIVATION THEORIES

A. Maslow's hierarchy of needs



MOTIVATION

What moves people to be effective in organizations?

motivation = reason to move
desire => action => result



Achieve

- Love
- Fun, passion
- Contentment
- Esteem
- Success



Avoid

- Disregard
- Anger
- Disappointment
- Punishment
- Layoff

Creating the Working Atmosphere



- **Transparency**
- Fairness
- Outspokenness
- Open access to information
- Predictability
- Fair handling of mistakes
- Review => correction, support



- Poorly defined expectations
- Injustice
- Destructive communication
- Disinformation
- Volatility
- Mobbing, pressurizing
- Review => punishment

AN ATMOSPHERE OF BENEVOLENCE

- Rules and goals are obvious
- Everybody knows, what is expected from him/her
- Talent is welcomed, strengths are encouraged
- Knowledge, capability and skills are developed
- Consequences are predictable
- Review is understood as a mechanism of adjustment



LEADERSHIP STYLES

Authoritarian
„Pressure“



Cooperative
„Working together“



Laissez-faire
„Inactivity“



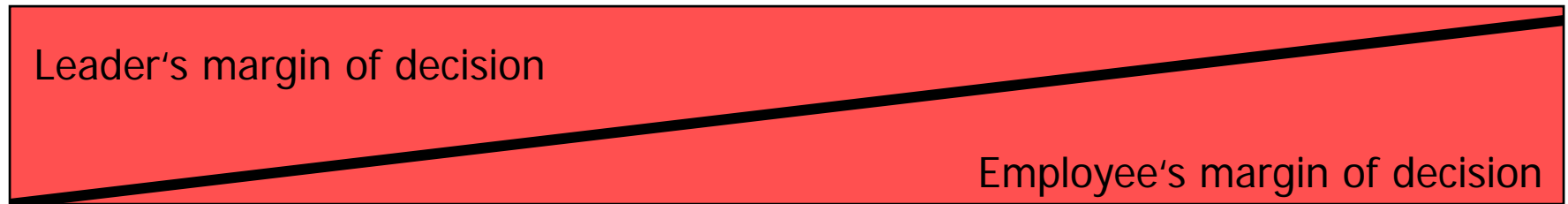
Self responsible
„Co-Entrepreneur“



CONTINUUM OF LEADERSHIP STYLES

Authoritarian Leadership Style

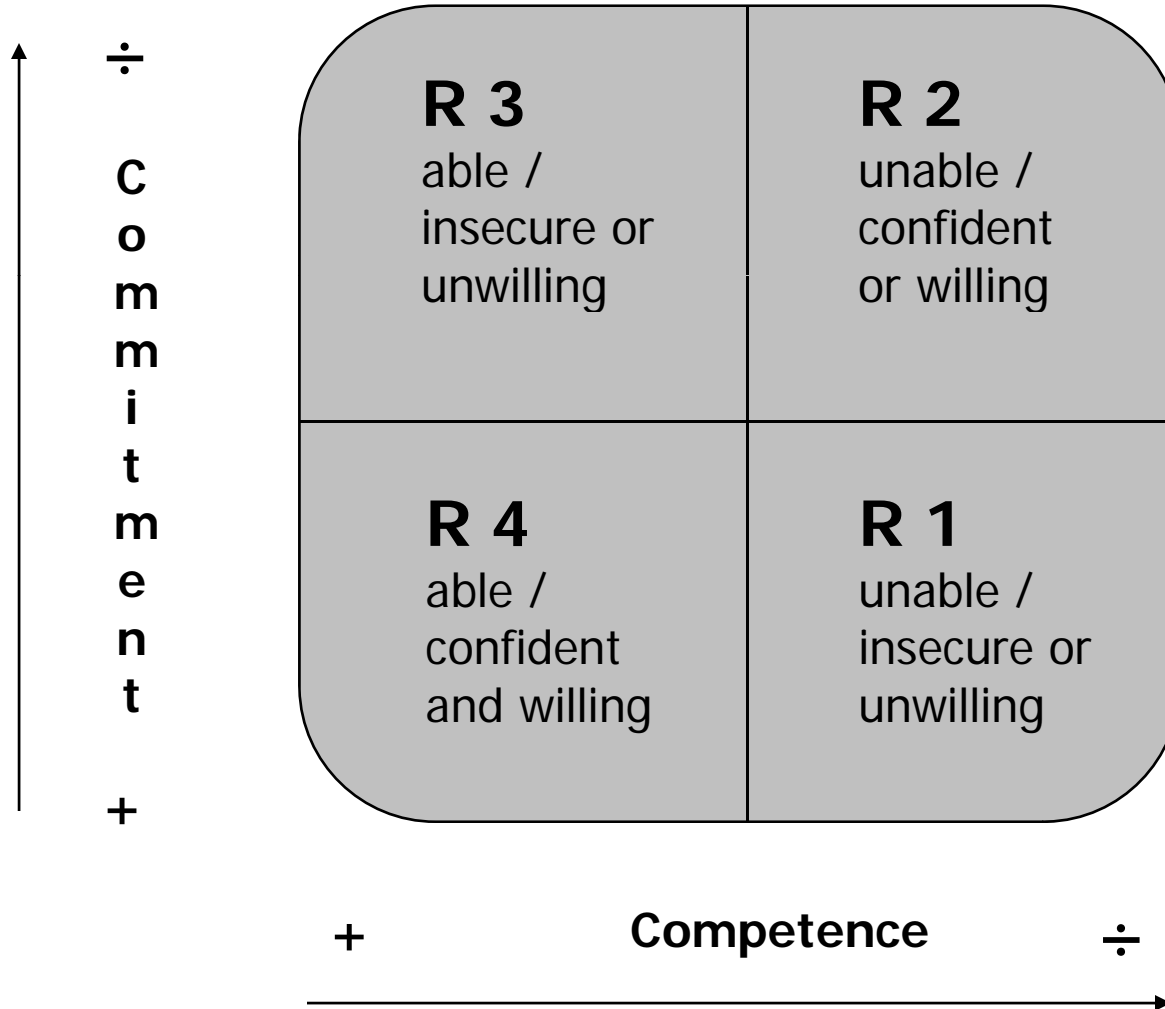
Cooperative Leadership Style



Boss	Boss	Boss	Boss	Boss	Boss	Boss
decides alone	decides alone	decides alone	decides in agreement	chooses his preferred option	indicates tasks and problems	Coordination in group and outside
gives directions	tries to convince	encourages questions	asks employee's opinion	among the suggestions of the group	defines margin of decision	
		tries to convince	takes up ideas			
					Group decides	Group decides

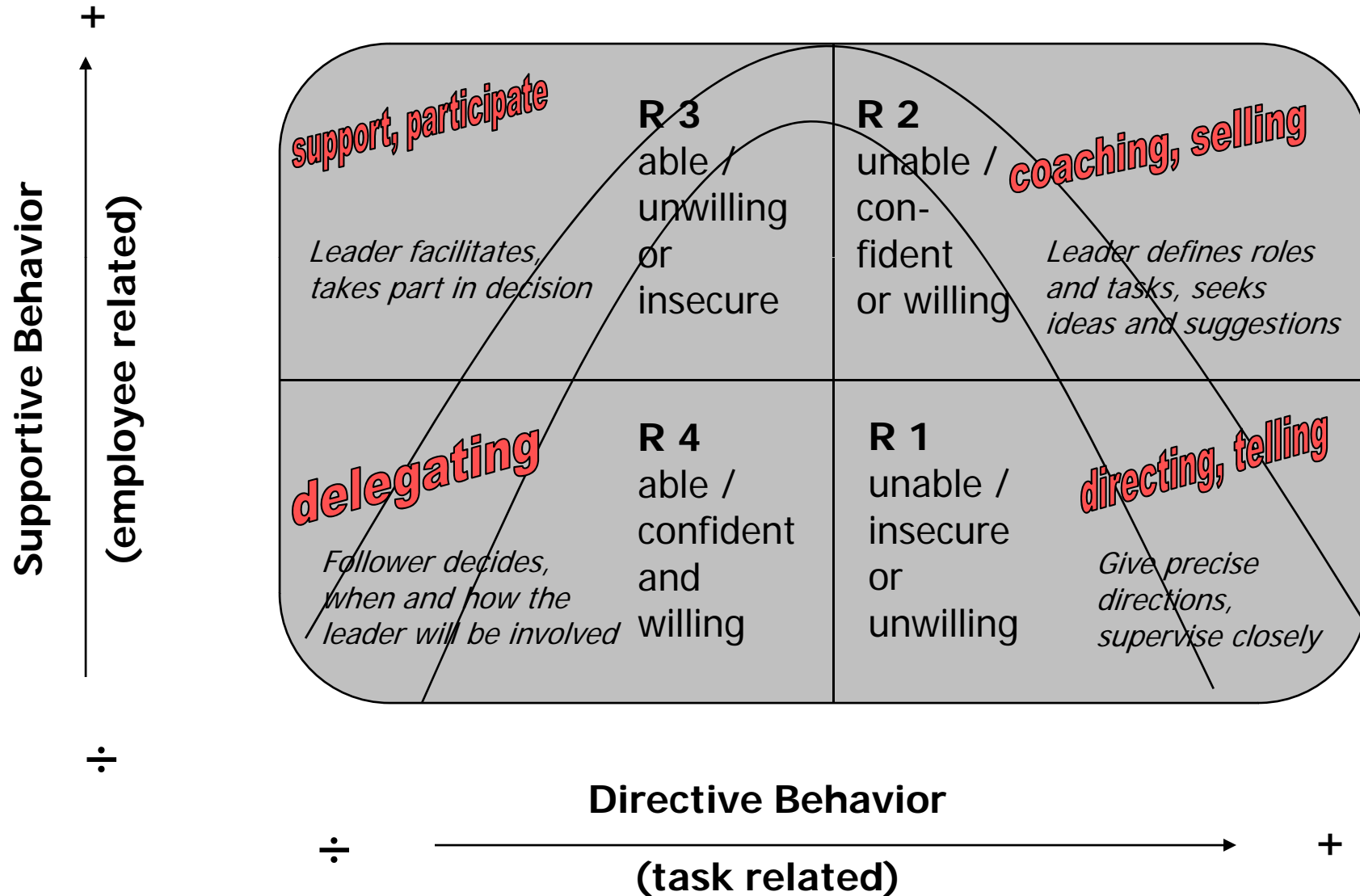
Performance Readiness Level

Hersey/Blanchard, Situational Theory



Leadership and Development Matching

Hersey/Blanchard, Situational Theory

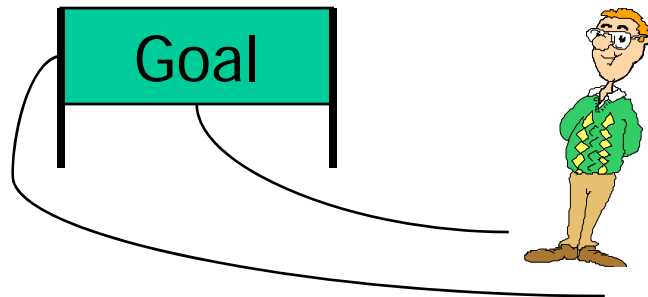


DELEGATION

agreed handover of complex tasks

Why ?

- Making work easier for the leader
- Gaining time for other tasks/leadership
- Motivation of employee
- Development of skills
- Job satisfaction

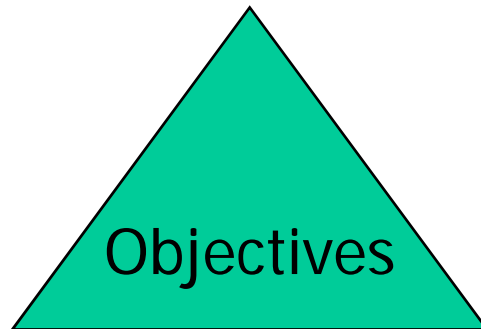


Follower may chose the route

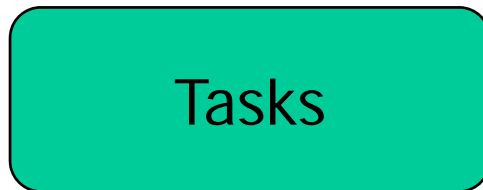
Delegation does not mean:

- getting rid of unattractive duties
- giving plain orders

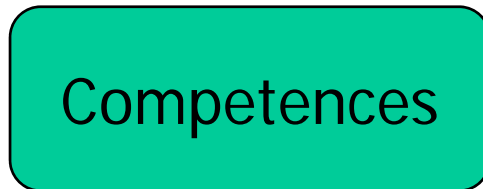
DELEGATION



Goal and criteria for measurement of success are established through mutual agreement



What needs to be done ?

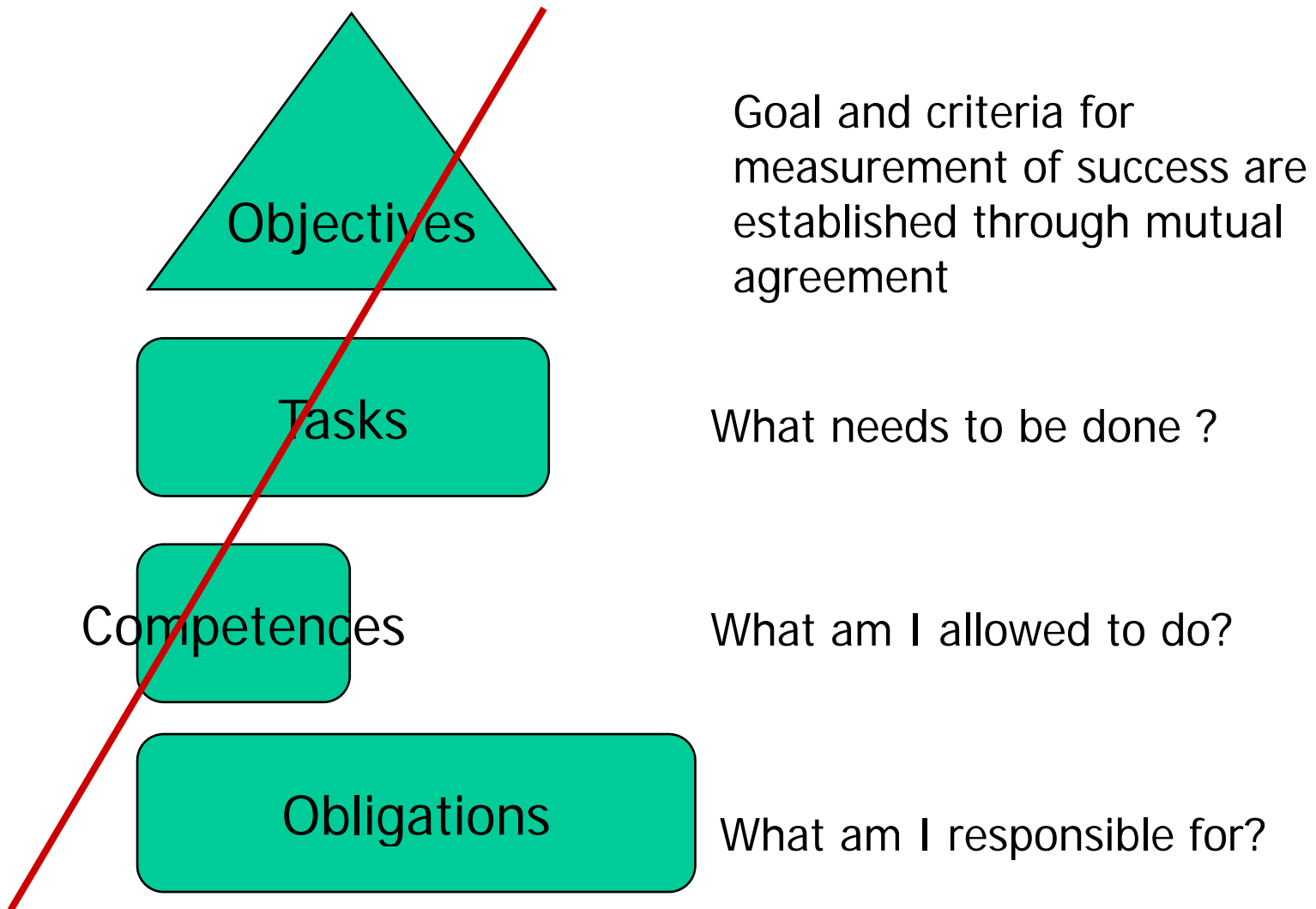


What am I allowed to do?

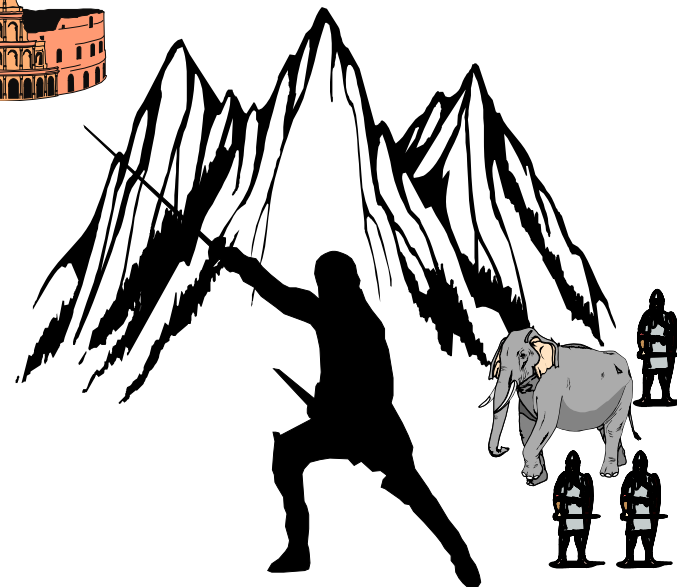
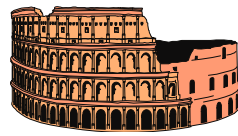


What am I responsible for?

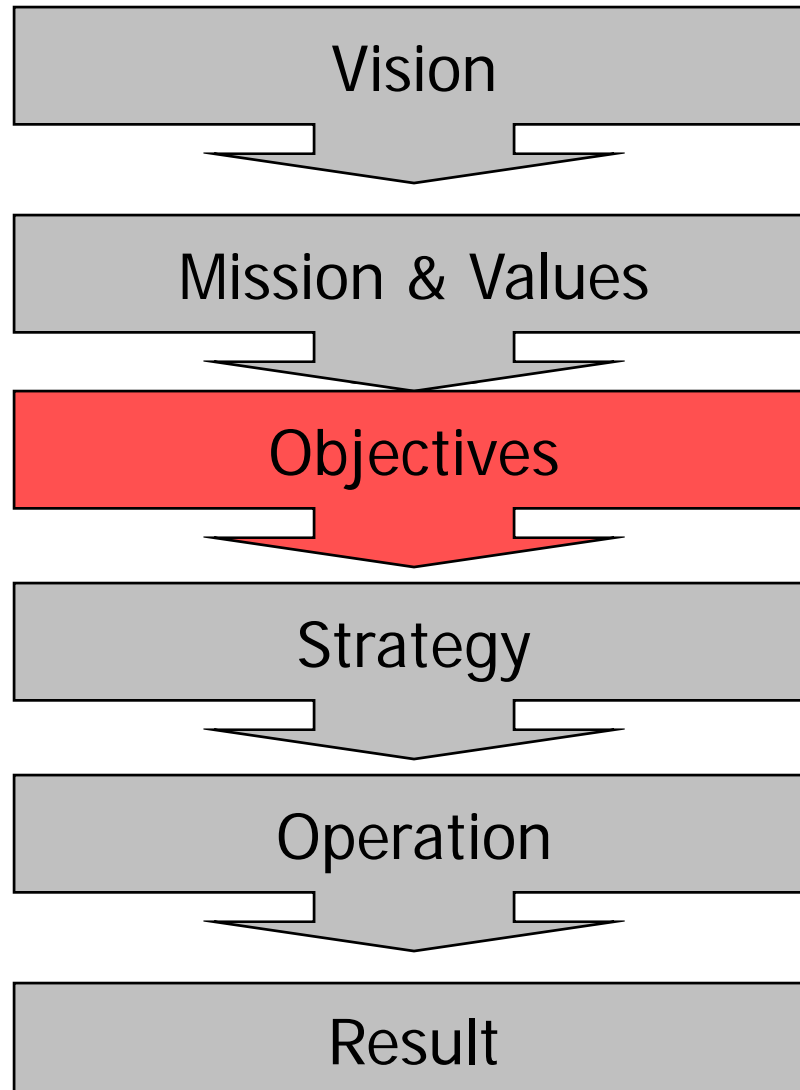
DELEGATION



Vision & Mission, Strategy and Results



STRATEGIC CONCEPTS



MANAGEMENT BY OBJECTIVES

An objective is the description of a specific, palpable condition, that should occur at a certain point of time

(Meier)



Goals are a necessary requirement for independent decision making.

They make sure, that 100 every day operational decisions made by each individual employee move the pharmacy into **one** direction.

TARGETS HAVE TO BE...

S

Specific

M

Measurable

A

Achievable, agreed

R

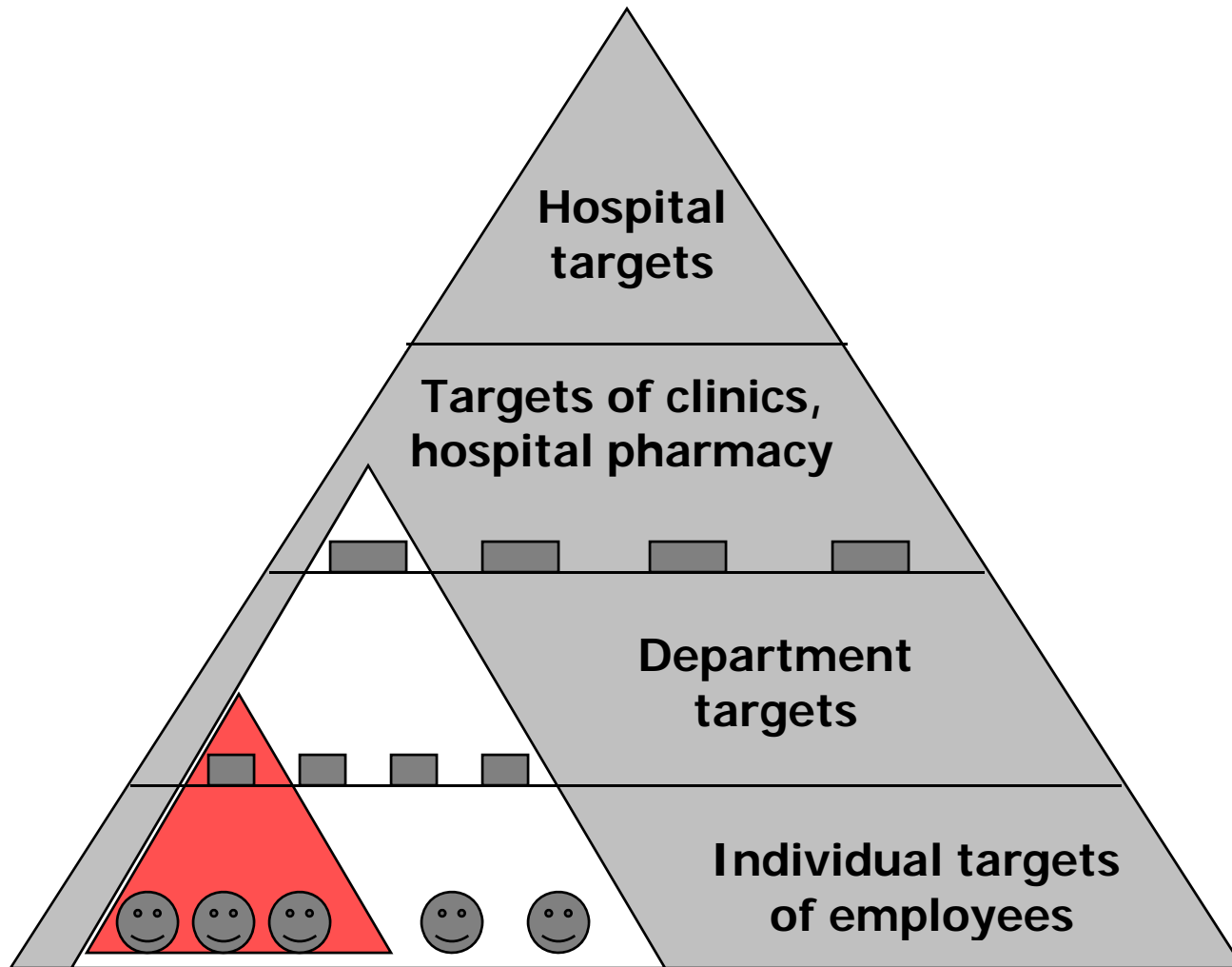
Relevant

T

Time related

TARGET HIERARCHY

in a Hospital

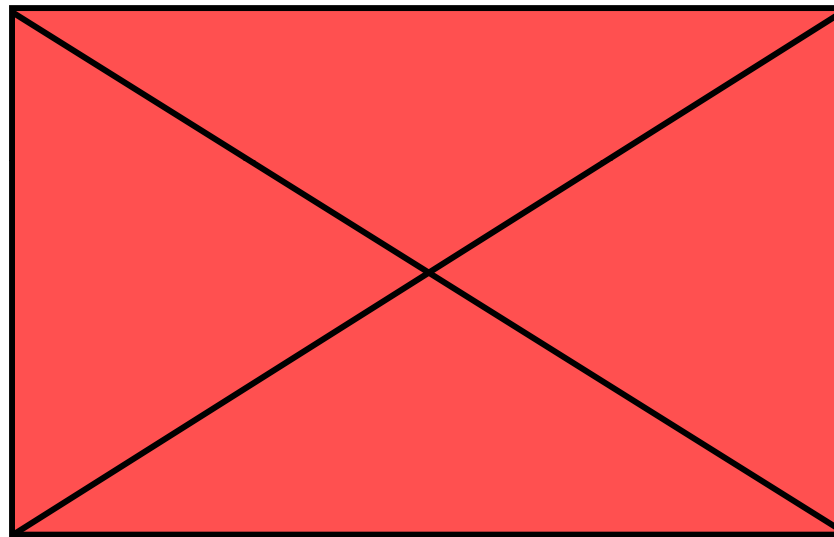


PERFORMANCE MANAGEMENT

The Four Perspectives Of The Balanced Score Card

Financial perspective
tangible outcome
in traditional financial terms

Internal process perspective
activities and key
processes required



Customer perspective
(value proposition,
customer satisfaction,
market share)

Innovation and
learning perspective
(intangible assets:
human capital,
information, climate)

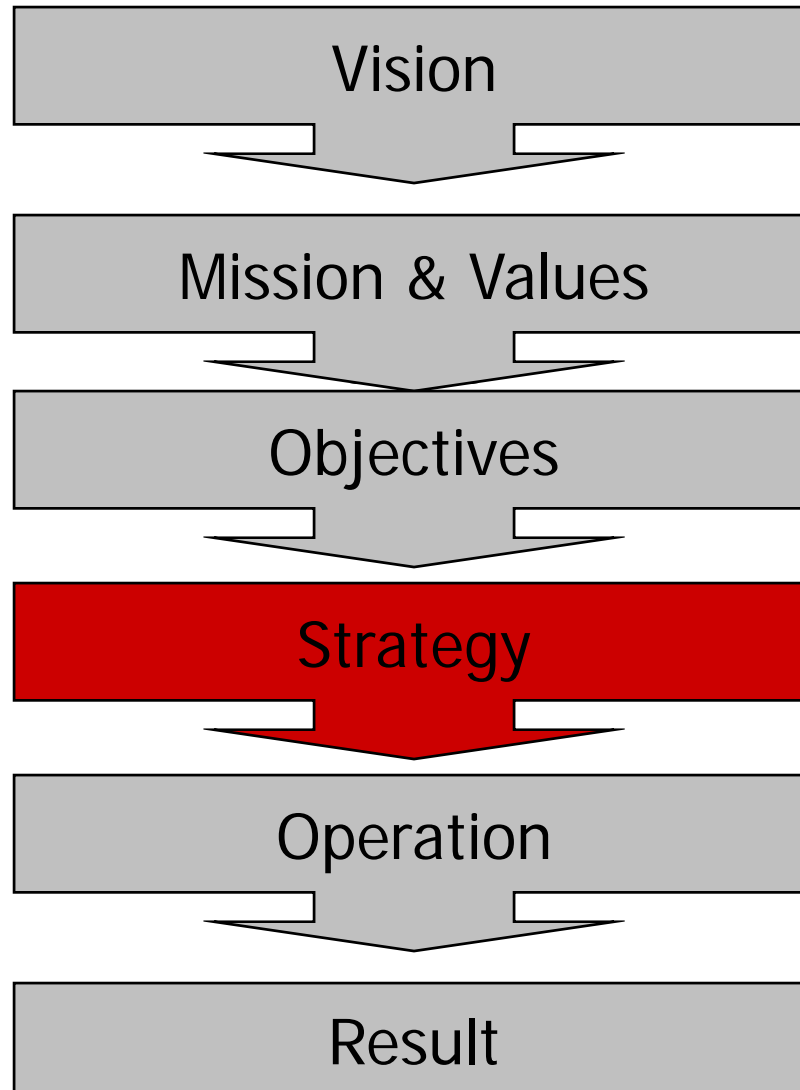
Source: Kaplan und Norton

PERFORMANCE MANAGEMENT TOOL BALANCED SCORE CARD

From individual targets to an interlinked target system

- Translate the vision into operational goals
- Communicate the vision
- Link it to individual performance
- Business planning, index setting
- Feedback and learning
- Adjust the strategy accordingly

STRATEGIC CONCEPTS

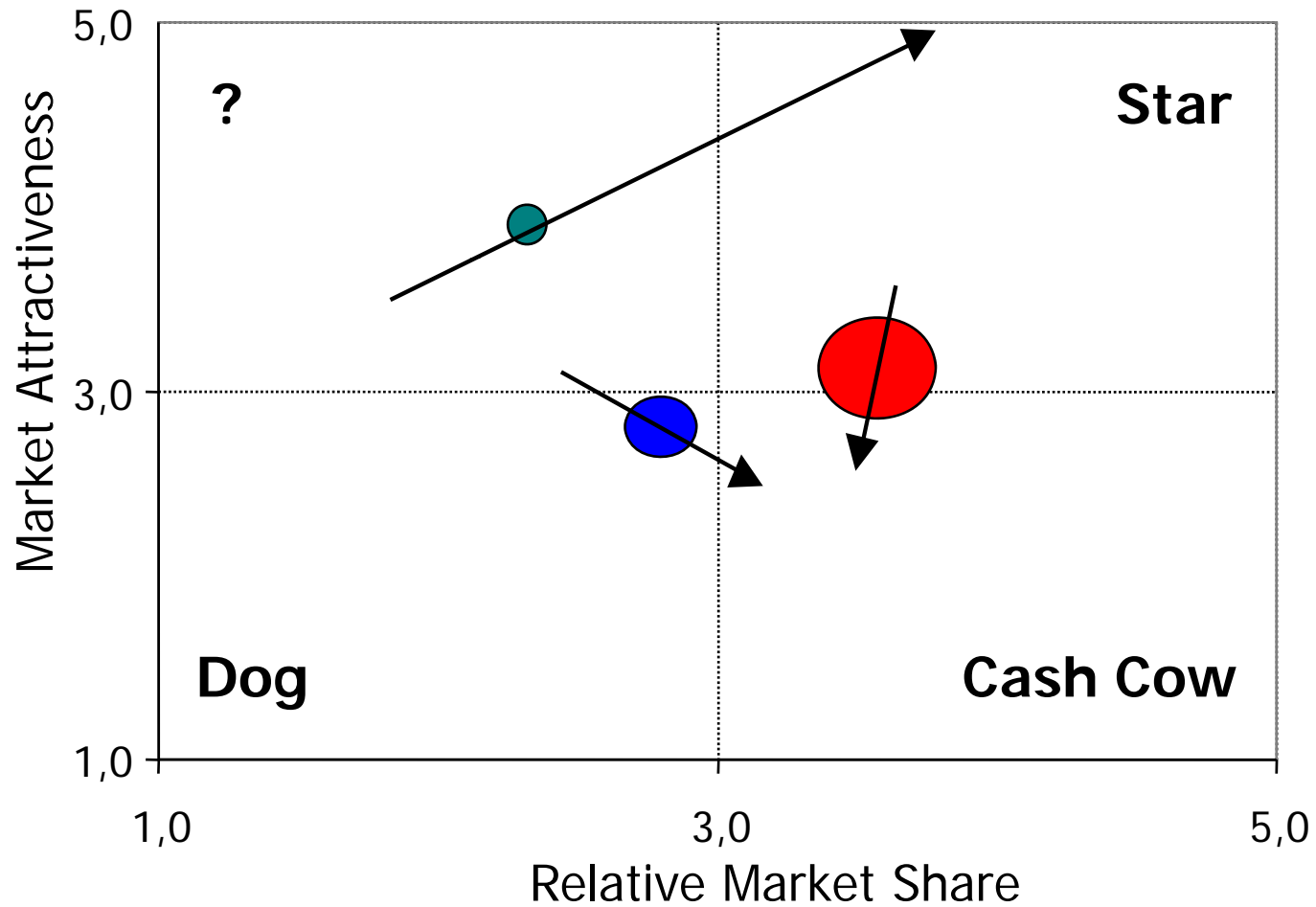


SWOT - MATRIX

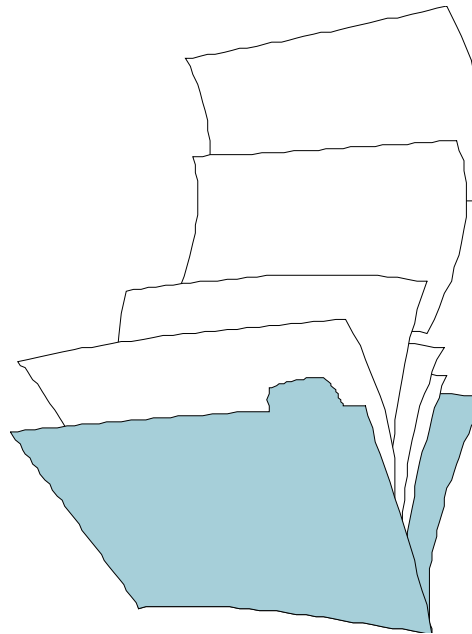
	Options	Threats
Strengths	Increase of individual therapies Know how, high qualification	Cost cut in health care Low cost of production
Weaknesses	New operation fields for hospital pharmacy Staff shortage, low motivation	High GMP requirements Production units old, no money for invest.

STRATEGIC MATRIX

For Products, Divisions, Customer Groups

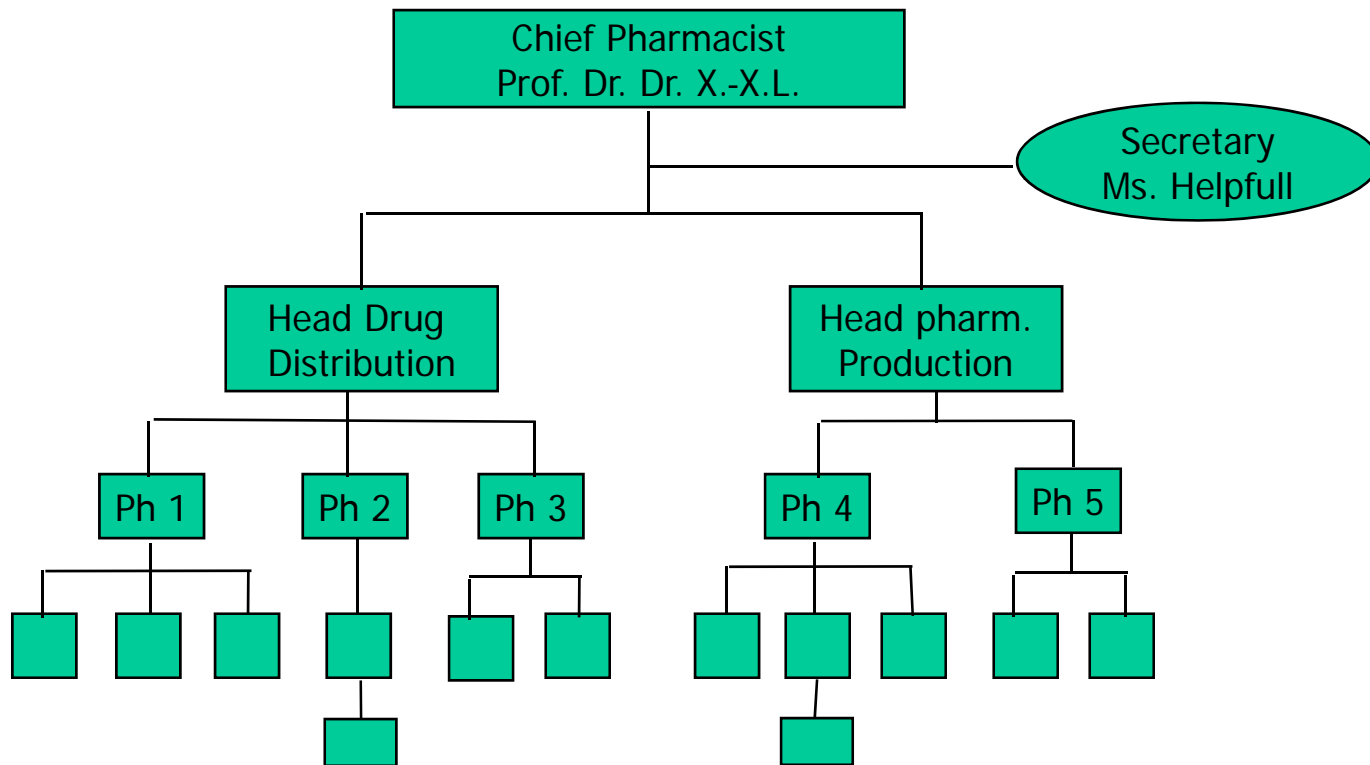


Organisational Structure



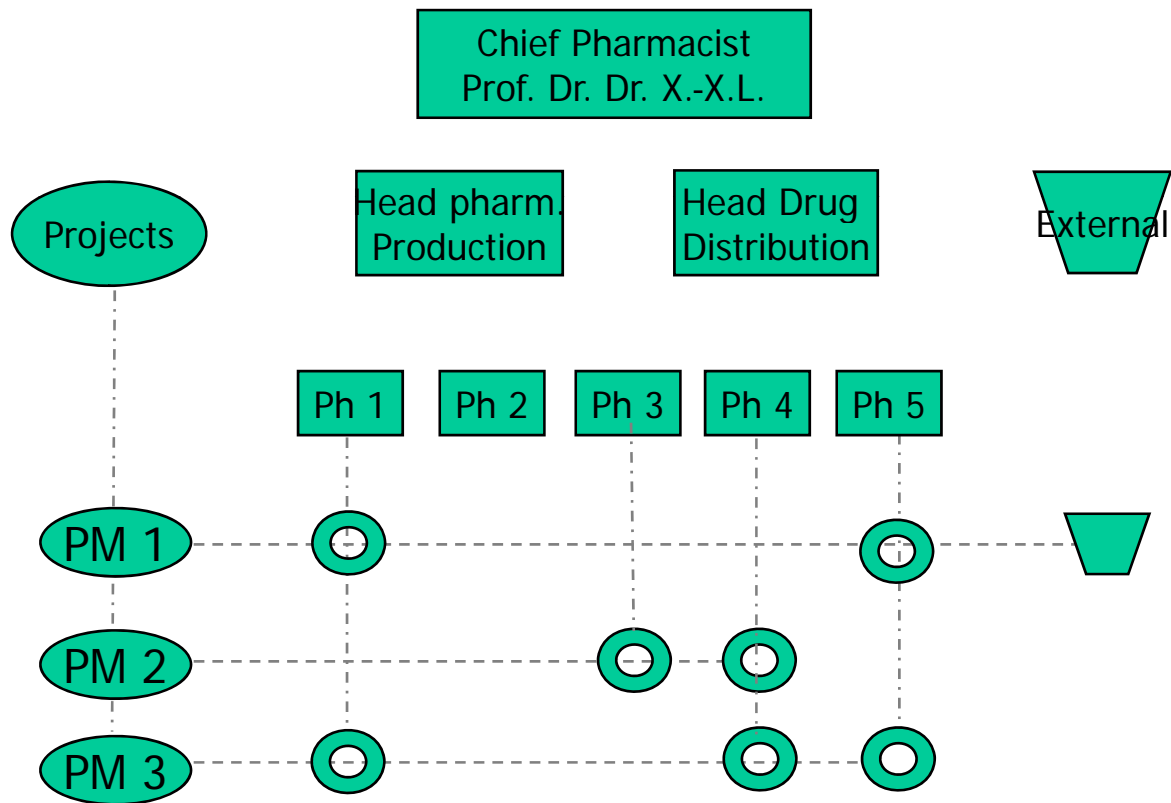
ORGANIZATIONAL STRUCTURE

Hierarchic Structure

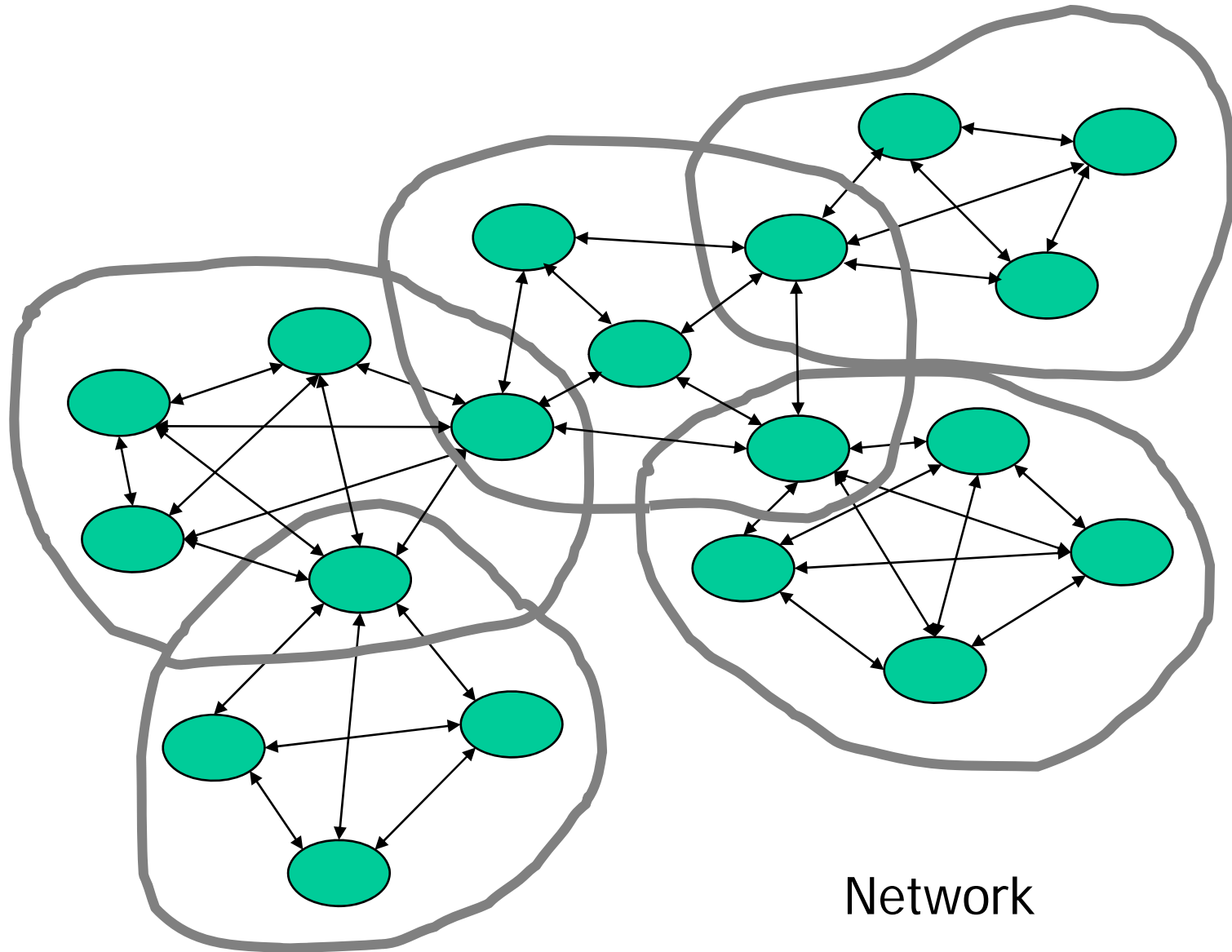


ORGANIZATIONAL STRUCTURE

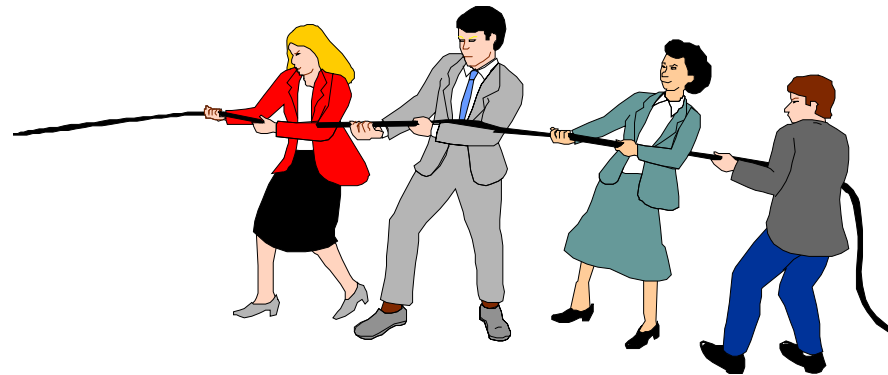
Matrix-Organization
(Multi - Project - Structure)



BUBBLES ORGANIZATION



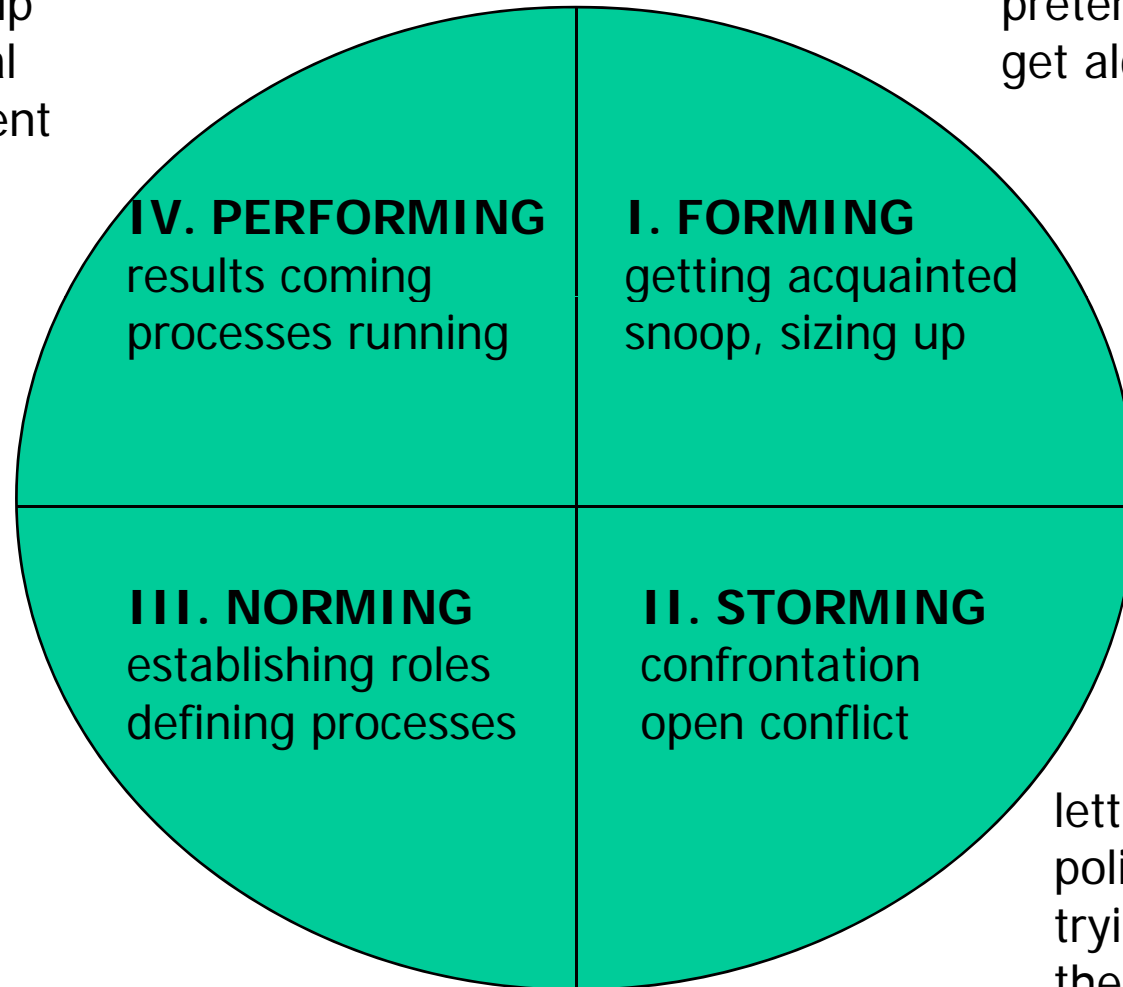
Groups and High Performance Teams



PHASES OF TEAM DEVELOPMENT

Tuckman's Stages

working in a group
to a common goal
on a highly efficient
and cooperative
basis

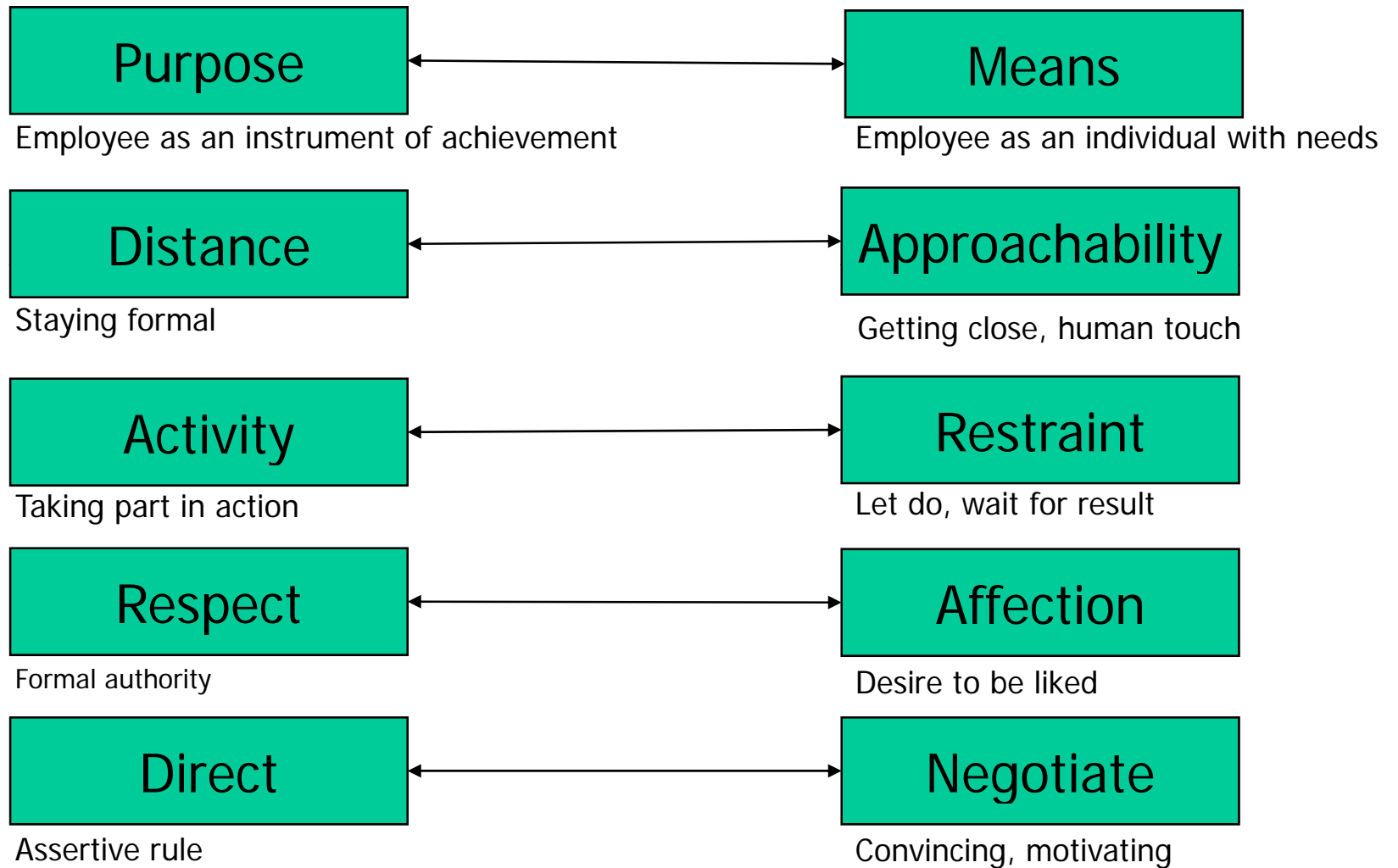


pretending to get on or
get along with others

getting used to
each other and
developing trust
and productivity

letting down the
politeness barrier and
trying to get down to
the issues even if
tempers flare up

DILEMATA OF LEADERSHIP



TEAM – THE IDEA

Team work: fit for purpose!

- The strengths of the individual are activated, the weaknesses compensated
- Direct and flexible co-operation => quick reaction to environmental change
- More innovations, better handling of complex tasks
- Enhances individual learning
- Educational effect
- Corresponds with the values of the younger generation (ambition, motivation)
- Team leads itself => saving leadership capacity and overheads

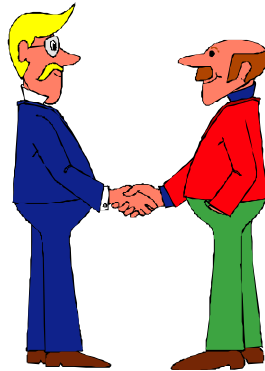
TEAM – THE REALITY

Not everything that glitters is gold!

- Team - inflation
- Meetings as time-consuming social events
- Collision with the established hierarchy
- Commanding team spirit, but rewarding of individual performance
- High communicative demand of group processes
- Harmony demands operating on lowest common denominator
- Egalitarianism, submission of talent
- Time-consuming coordination of resources
- Undefined limits – ill-defined responsibilities

Source: Reinhard Sprenger

Communication as a Leadership Tool



COMMUNICATION

As an Instrument of Leadership

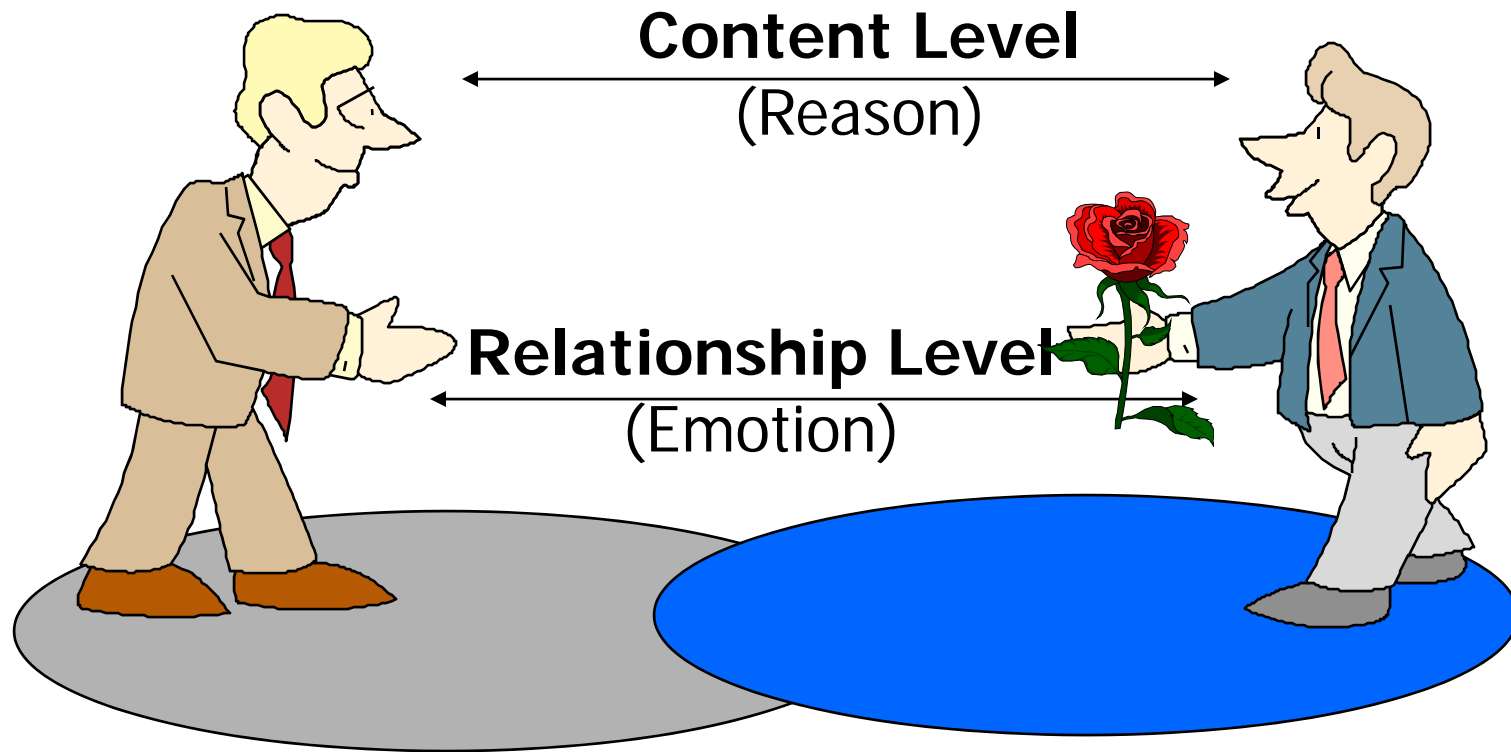
- Dialogue with employee (feedback, appraisal, criticism, layoff, delegation, instruction, motivation, agreement on objectives,...)
- Workshops and meetings (moderation, visualization, presentation)
- Directing processes (managing change, problem solving, strategy)
- Encouraging creativity (brainstorming,...)
- Personnel development (coaching, training, role model)
- Negotiations
- Handling conflict



STRUCTURE OF STAFF APPRAISAL

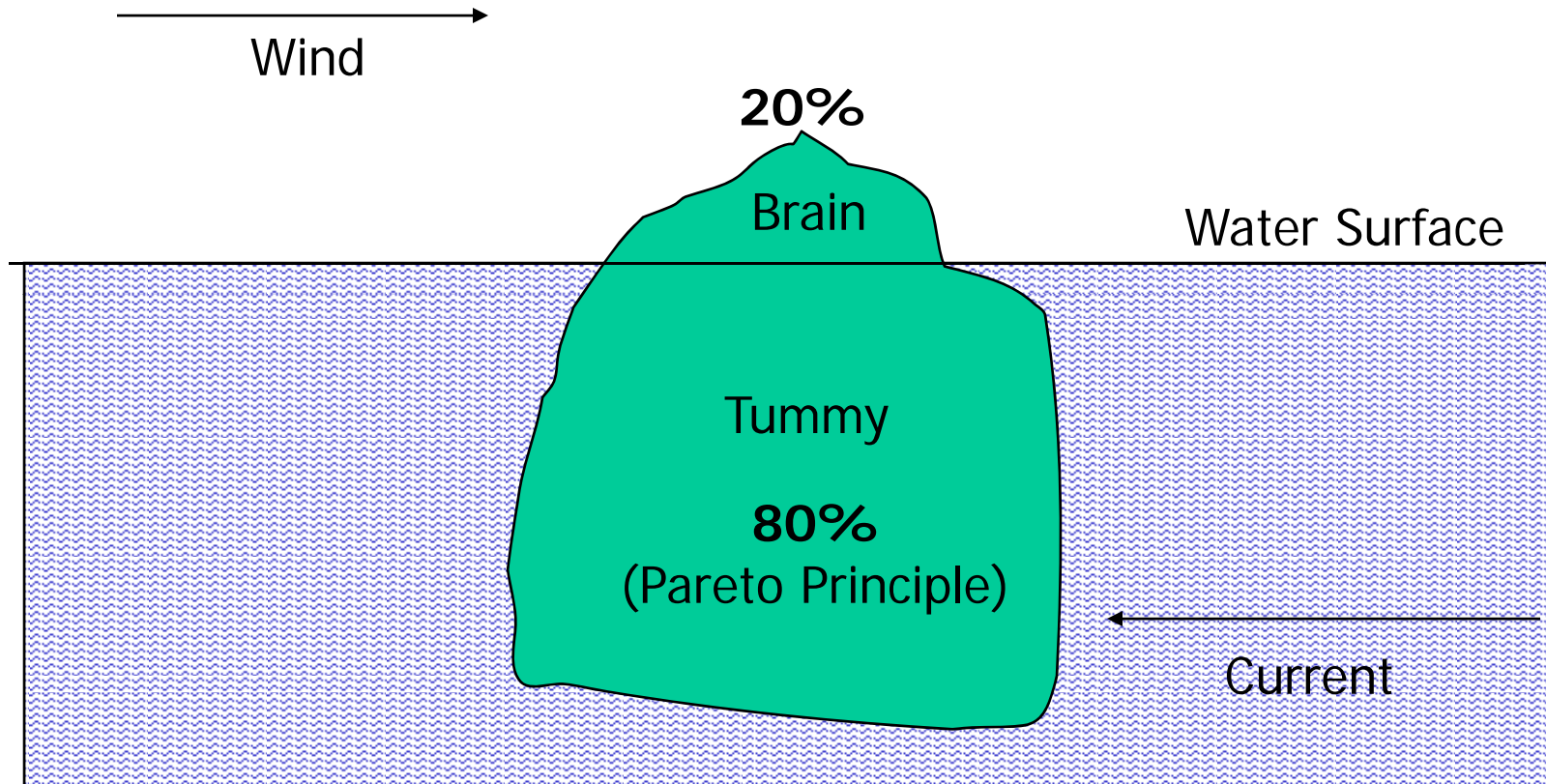
Preparation	Go through notes, prepare fact sheets Visualize desired result Mind chess (predict reactions) Invitation: time, location, topic, goal
Realisation: a) Introduction b) Principal Part c) Conclusion	Introduction: Contact, atmosphere Principal Part: Describe reason why (topic) Self-appraisal of employee Appraisal of boss, suggestions Agreement on objectives and measurements Conclusion: Summarize results Fix next steps
Follow-up	Review progress and achievement Plan next steps

TWO LEVEL COMMUNICATION



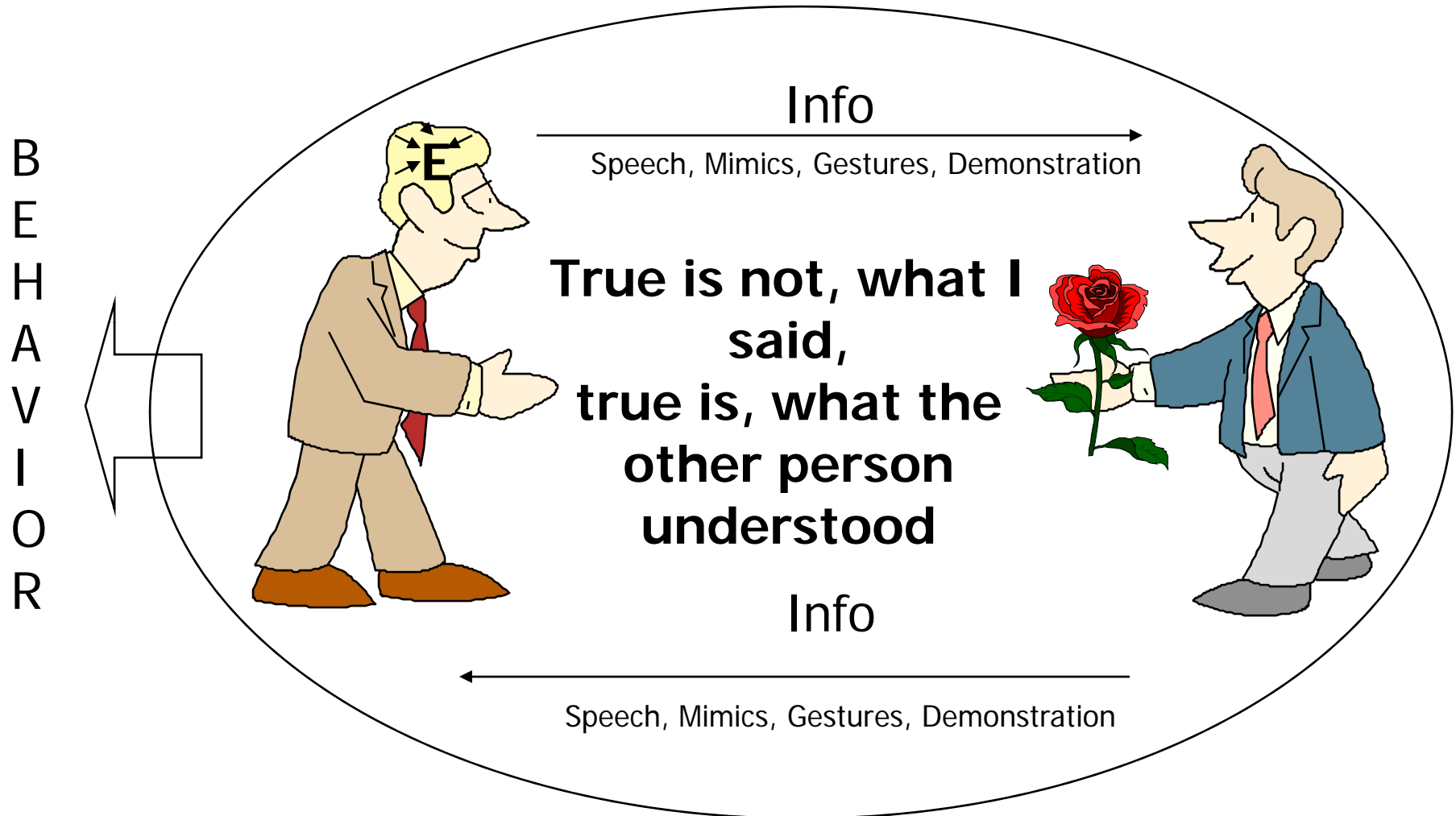
THE ICEBERG MODEL

(Paul Watzlawick)

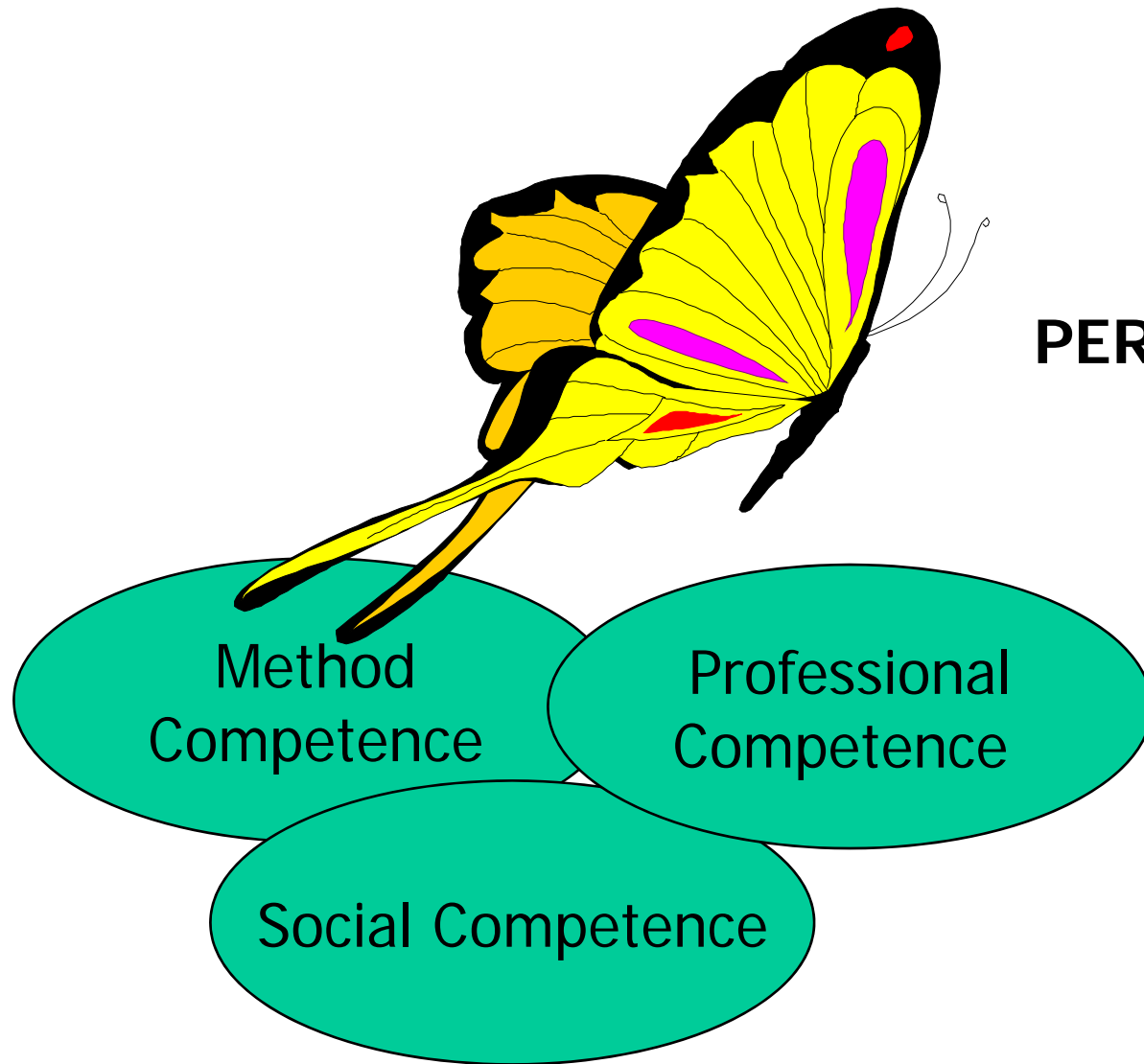


The relationship level is more important, it influences the content level. There is no point in negotiating content, unless a tension free atmosphere between the disputants is established.

COMMUNICATION LOOP



DEVELOP YOURSELF !



PERSONALITY

LITERATURE

Grundlagenliteratur:

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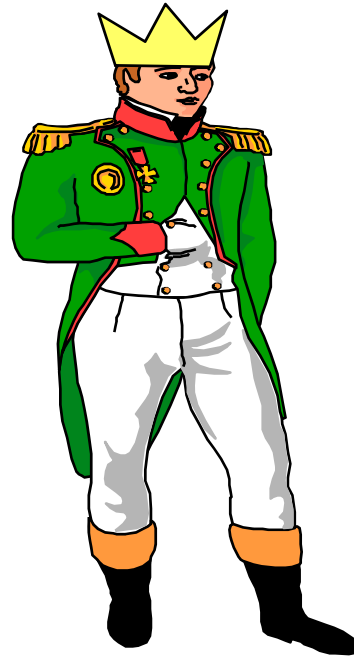
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Part 2

Leadership and Personality

The Energy Aspect



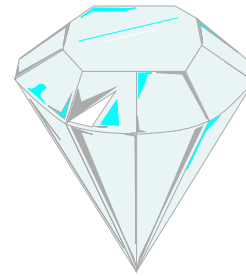
TOPICS

- Archetypal Leadership Concept
- Understanding different archetypes and their typical mind set as leaders or group members
- Typical tension fields and group conflicts
- Self development as an inevitable task for every leader

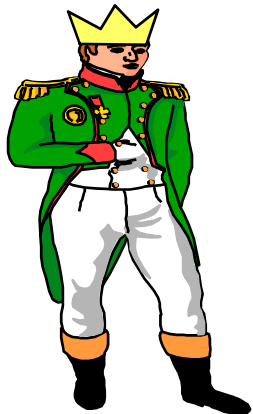
7 PRINCIPLES FORM OUR REALITY



PRINCIPLE POWER/DOMINATION/LEADERSHIP



What do these Things Have in Common ?



ARCHETYPAL PRINCIPLES

1. Support, Healing, Serving
2. Idea, Creativity, Shaping
3. Implementation, Drive, Activity
4. Science, Structure, Teaching
5. Counsel, Communication
6. Comfort, Hope, Consolation
7. Power, Responsibility, Leadership

WHY WORK WITH ARCHETYPES ?

Commonly understood

Archetypes are ancient pictures shared by mankind regardless of race, colour, social status or upbringing. They have always been alive through the ages and cultures and find their expression in religion, myth and fairytales.

Pictures of the unconscious

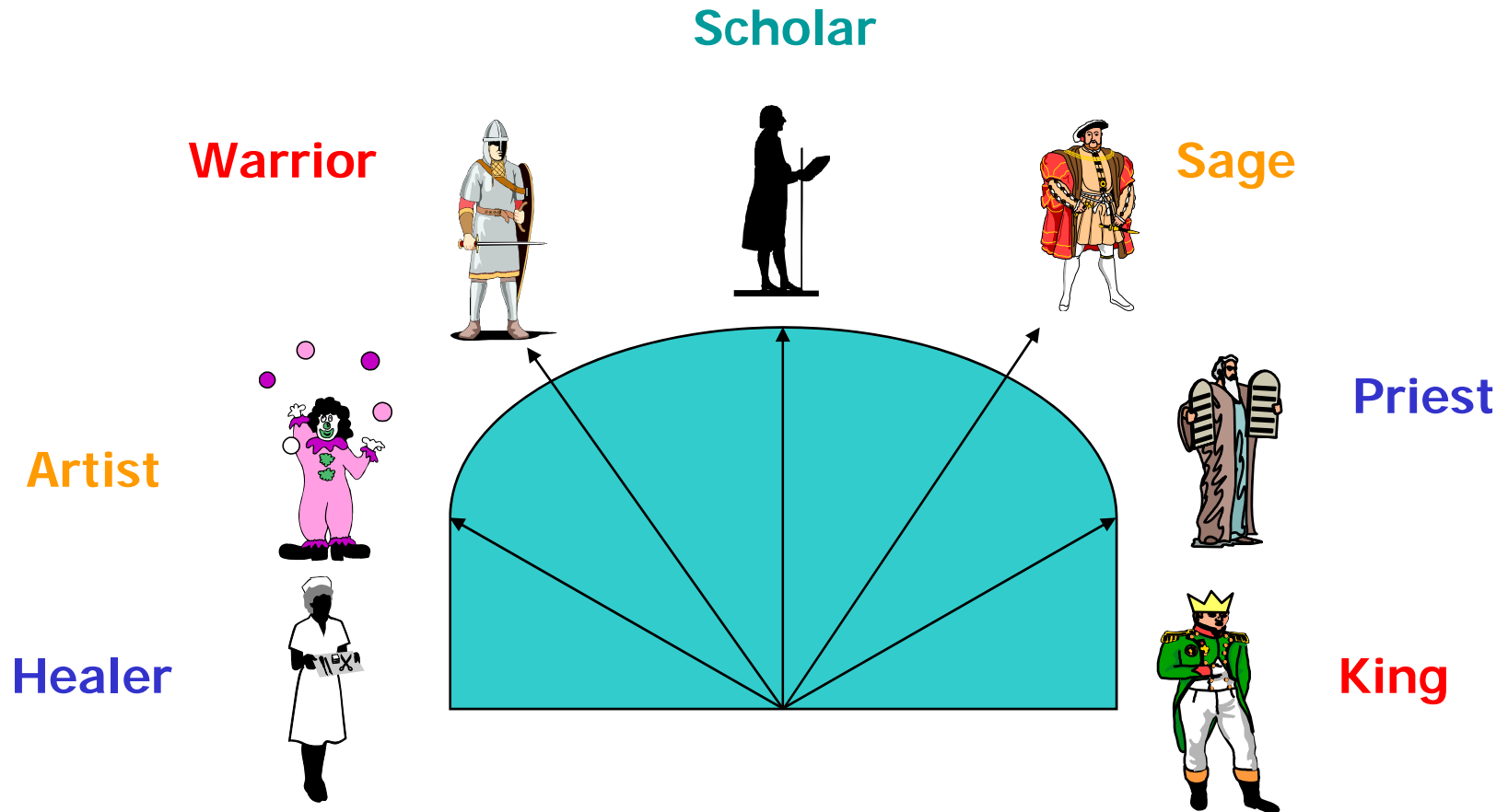
Archetypes are the content of the „collective unconscious“ as described by C.G. Jung. In the language of the unconscious, which is a language of pictures, the archetypes appear as personifications or symbols.

Benefit for understanding modern life

As Archetypes are commonly understood they can be used to explain many processes (marketing & sales, time management, leadership, team building..) and highlight communication dissonances of modern life.

ARCHETYPES

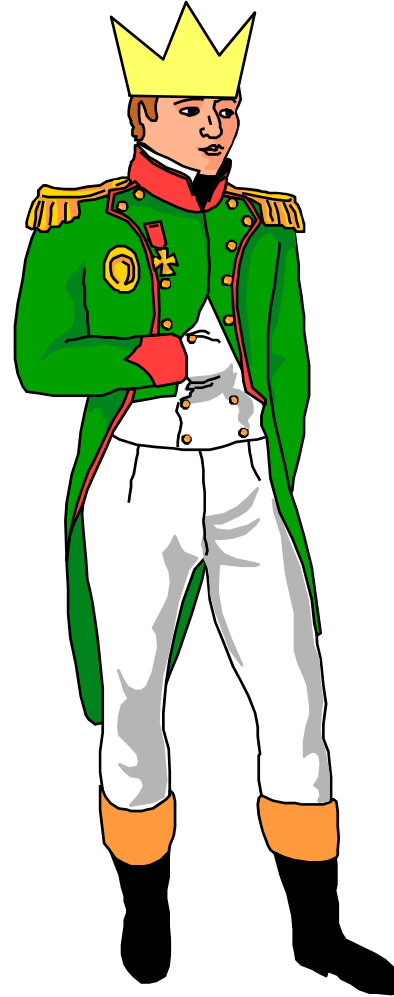
At the Medieval Court



THE ARCHETYPAL KING

Leadership and direction

- Tells others not only what to do but knows where to lead them
- Desires expansion, wealth and prosperity for his domain
- Carries the flame, rides at the head of his army
- Masters the art of delegation
- Gathers counsel to get a realistic picture
- Keeps ultimate responsibility is in his hands
- His relentless move towards the realisation of his will draws people towards him



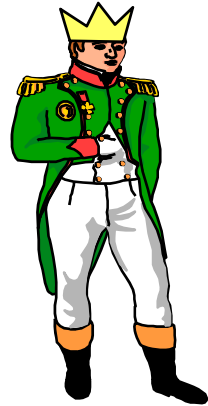
What is leadership about?

- Pursuing goals and visions
- Bear responsibility
- Give directions
- Determination, drive
- Assertion
- Standing alone

The essence of leadership

- Originator, start-up
- transformation
- Pursuing mastery, primarily through delegation

THE ARCHETYPAL KING



Fear of Omission

Coping with finality of things:

- Will his span on earth allow him to complete his mission?
- What if he is forced to omit important parts?
- Will he be able to come to a satisfactory closure?

=> Symptom of **impatience**

Shadow

Fearful Tyrant

- heartless and intolerant
- impatient, aggressive
- subjugates or eliminates anyone who stands in his way.

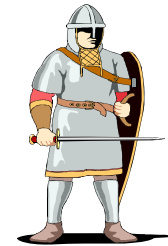


BEING A KING WITH SPARKS OF OTHER ENERGIES



Scholar - King

Warrior - King



Healer - King

Artist - King



THE FOUR DIMENSIONS OF AWARENESS



Assimilation



Scholar

Action



Warrior, King

Inspiration



Healer, Priest



Expression

Artist, Sage



ESSENTIAL PERSONALITY THEORY

Assimilation - theorising

Structure:
+ knowledgeable



Implement:
+ convincing
- overwhelming



Lead:
+ responsible
- tyrannical

Action

Inspiration

Nurture:
+ supportive
- submissive



Create:
+ original
- artificial

Console:
+ compassionate
- zealous



Counsel:
+ communicative
- verbose

Expression

TYPICAL STRENGTHS AND WEAKNESSES

Assimilation

Plus:

precise, attentive, accurate, structured

Minus:

detail happy, indecisive, long-winded, pedantic, repetitive

Plus:

mediating, supporting, empathic integrative, adjusting

Minus:

conflict avoidant, over-compromising, easily discouraged, overattentive

Inspiration

Action

Plus:

decides easily, calculable convincing, target oriented

Minus:

impatient, rough, inaccessible impulsive, overrides others

Plus:

visionary, innovative, creative, enthusiastic, persuasive

Minus:

loses interest easily, superficial, jumpy, self-centred, inconsistent

Expression

LEADERSHIP SPIKES

Assimilation

Leads through knowledge

Good judgement, objectivity, neutral, integrative

Action

Leads through drive and action

sets priorities, pushes forward, focused, decides easily

Leads through passion and mission

understanding people, stays in touch, feels needs, intuitive,

Leads through creative impact

Visionary, cognitive, thinks the unthinkable, convincing

Inspiration

Expression

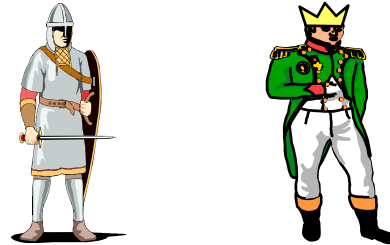
TYPICAL MISUNDERSTANDINGS

Assimilation



Never comes to the point
Always wants more details,
"Paralyses through analysis"

Action



Cold, reckless, no empathy,
does not mind a good kill
„Overwhelmed by NIKE ad"

Inspiration



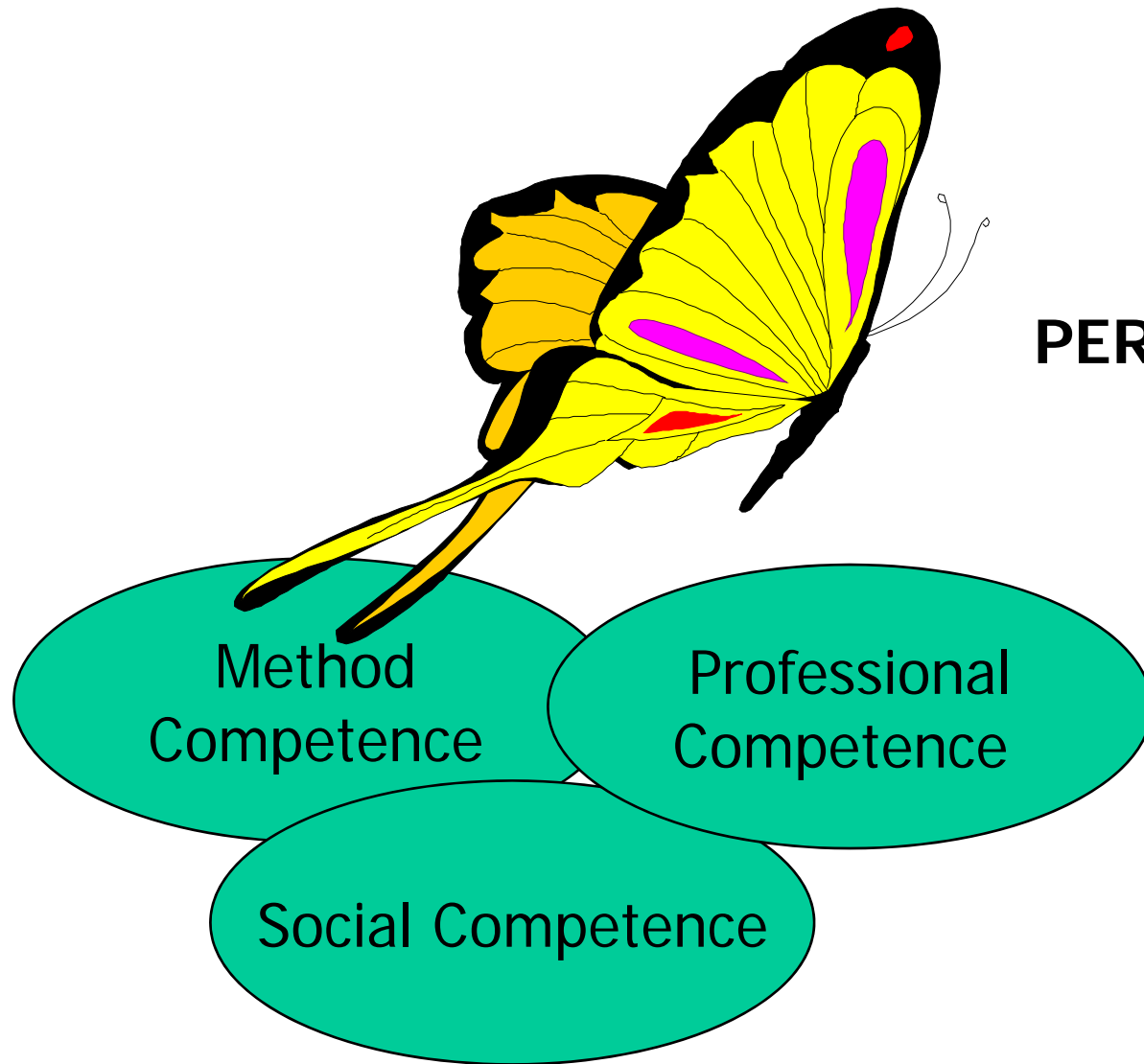
Goes in circles just to please
everyone, harmony-minded,
"Lives in the clouds"

Expression



Superficial, too many ideas,
Never finishes anything
"All talk no action"

DEVELOP YOURSELF !



PERSONALITY