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**Managers' Continuum;
Manager's Conundrum**

**When Weebles
Don't Wobble**


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Managers' Continuum

Environmental Challenges

- **Scope & time conflicts**
 - Too much Scope and...
 - "Not enough Time"
- **Evaluation by "exceptions"**
 - Managers' "errors"
 - Who defines service errors for LTC managers?
- **Boundary permeation**
 - Where does "the job" end and "me" begin?

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Managers' Continuum

Environmental Challenges

- **Scope & time conflicts**
 - > scope and < time
 - At what point does "more" = "too much"?
 - Who decides?

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Managers' Continuum

Environmental Challenges

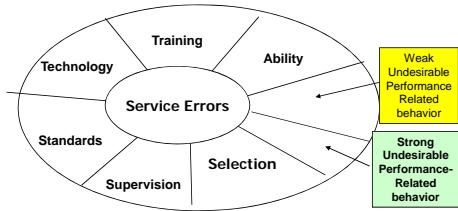
- **Evaluation by "exceptions"**
 - Managers' "errors"
 - A definition of "quality"
 - And a definition of service errors
 - Managing expectations
 - Clarifying "exceptions" ⇌ define quality

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System Problems vs. Behavior



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Managers' Continuum

Environmental Challenges

- **Systems Perspective v. Personal**
- **Boundary permeation**
 - Where does "the job" end and "me" begin?
 - Are the systems designed to support the people or vice-versa?

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Continuum or Conundrum?

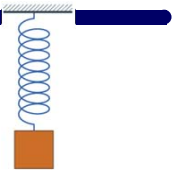
Failing to "contain the continuum"

- **Task Fatigue**
- **Professional defensiveness**
- **Functional (task) inefficiency**
- **Functional dis-integration**

An Application of Hooke's Law

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Change
&
Equilibrium

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When Weebles Don't Wobble

Managers ≡ "management"

- Weebles ≡ Wobbling

**When managers ≠ manage
And Weebles ≠ Wobble**

- Recognizing the "≠"

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Cheggerrun Want to send a greeting?


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Management Style?




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In Summary

- **Highly pressurized roles**
- **Vague “systems”**
 - Vague / variable output measures
- **Internal vs. external rewards**

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Borrowed Wisdom


We don't know what we don't know
We can't do what we don't know
We won't know until we measure
We don't measure what we don't value
We don't value what we don't measure

Source: Harry, M & Schroeder, R, Six Sigma

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The Challenge

➔ **Issue - Leadership**
We must define the criteria of success

- **Personal**
- **Professional**

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Leadership & Management

Leadership:
Articulate a vision that's compelling
Change Agency

Management:
Accomplish goals & objectives
Complexity

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Leadership & Motivation

Leadership:
Articulate a vision that's compelling
Change Agency

➤ **Motivation**

- 'Prompting' others so as to evoke specified behaviors'
- Can anyone 'cause', or 'make' anyone do anything?

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Leadership

- The pace of change has quickened
 - Regulatory changes
 - Inspections
 - Demographic changes –
 - Workforce & Consumers
 - Ethnicity & ageing
 - Macroeconomic changes
 - Outsourcing
 - Technology

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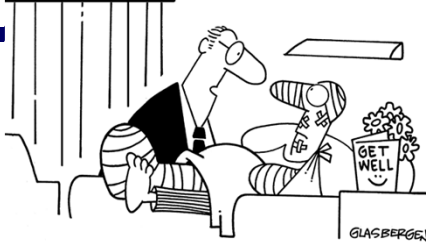
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**"Either lead, follow, or get out of the way.
But never try to do all three at the same time!"**

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Leadership


- Change has drawn us into new partnerships, testing old models
- Are we searching for ways to respond?

How will **you**?

Do we have a choice?


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Is this your search strategy?

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**"A pessimist would say the glass is half empty.
An optimist would say something naive and annoying."**

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Leadership & Motivation

Leadership – Some Principals*

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

Kouzes, J. and Posner, B. The Leadership Challenge. Josey Bass, San Francisco, 2002

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Leadership & Motivation

Leadership

- Model the way
 - Are you asking others to do what you wouldn't?
 - Are you talking about your values?
 - Do you have a compelling story?
- People *first* follow the person, then the plan

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Leadership Modeling - The Story


Share your story...

What you value;

What has been accomplished;

The difference this has made.

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Leadership & Motivation

Leadership

- Model the way
- Inspire a shared vision
 - Do you have a clear & exciting picture / image?
 - How *could* it be?
 - How big is your dream?

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Leadership Modeling - The Vision

What is your Vision?

Describe the future you would like to invent!
How does this relate to the Vision / Dreams of your colleagues?

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Leadership & Motivation

Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
 - Do we really have to do it this way?
 - FACT: ~15% of errors are due to undesirable behavior
 - 85% of errors are the result of "SYSTEMS"

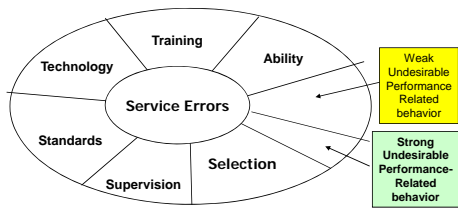
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Differentiate Between System Problems and Behavior



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Leadership – The System

- What part of the “system” are you going to challenge?
 - How and when?
 - Who will you recruit?
 - How will you hold yourself to it?


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Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
 - How often do you say, “We...”
 - Are you trusted?.. Do you trust?
 - Do you have the information you need?
 - Do others have the information they need and the authority to act?

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Leadership


- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act

- Encourage the heart
 - Faint heart never won the long sought prize
 - How do you uplift yourself?
 - How do you emotionally support your colleagues?
 - Most of us live up to the standards created by those with whom we have the most contact / deepest emotional ties, so...
 - Who's in your network?
 - Who would you like to have in your network?

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"You spent four days rubbing elbows with the top people in our field and all you brought back are bruised elbows?"


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Leadership – The Support System

- List one person who is not in your network, and whom you will recruit
 - What will you say / do?
 - What's in it for you/
 - What's in it for them?

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Leadership

Leadership

- Model the way
- Inspire a shared vision
- Challenge the process
- Enable others to act
- Encourage the heart

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Leadership & Motivation

Motivation – A Definition:


“...to furnish with a motive or motives”*

“Motivation” resides *within* each person;

Our job is to connect with *our* motives, and
“discover” motivations...

* Webster’s New Twentieth Century Dictionary. Unabridged.

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Leadership & Motivation

Pay Attention

- Be present with each person, at each encounter.


Personalize Recognition

- Theirs and your own!

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Leadership & Motivation

Goal Setting

- The value and importance of Goals
- Whatever they're doing, *communicate and remind* why its important, and the end its serving

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Leadership & Motivation

Then, people need to know how they and the organization are doing against the GOALS

Feedback

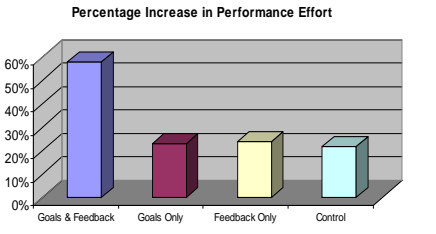
- Measures
- What gets measured gets done

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Goals + Feedback = Bonanza!

Percentage Increase in Performance Effort




Category	Percentage Increase
Goals & Feedback	~60%
Goals Only	~30%
Feedback Only	~30%
Control	~25%

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Leadership & Motivation

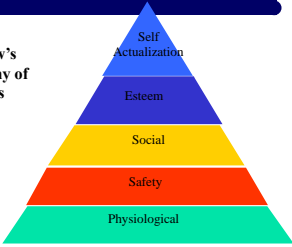
- What the behavioral research says about motivation
 - **Productivity (i.e., motivation) linked to key variables**
 - **Retention / Productivity closely linked**

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Psychological & Organizational Construct

Maslow's Hierarchy of Needs

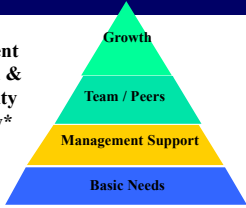


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Motivation & Productivity

Employment Motivation & Productivity Hierarchy*



* From *First Break All The Rules*, Marcus Buckingham & Curt Coffman


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Motivation & Productivity


Basic Needs

- Do I have the materials needed?
- Do I know where / how to find / access them?
- Do I know what is expected of me?
- Are there clear standards for my job?



Basic Needs


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Motivation & Productivity

Management Support


- Someone encourages my development
- Someone at work cares about me
- Receive recognition or praise
- Opportunity to do what I do best



Management Support

Basic Needs


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Motivation & Productivity

Teamwork / Peers

- Have a best friend at work
- Fellow employees are committed to quality
- Mission / purpose of the organization
- My opinions seem to count




Team / Peers

Management Support

Basic Needs


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Motivation & Productivity

Growth

- Opportunity to learn & grow
- Review progress at work with my supervisor



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Leadership & Motivation

Our Objectives

- S**pecific
- M**easurable
- A**ctionable
- R**elevant
- T**ime-based


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