The Role of Leaders in Creating A Culture of Improvement

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Culture of Improvement – The Leader’s Role

Session Objectives:

• Learn behaviors that maximize employee engagement
• Learn about the most significant threats to authentic leadership
• Be able to develop a plan to reinforce a culture of Continuous Quality Improvement
Poor leaders
Authentic Leadership
Purity of Motive
Tax or Dividend?
Discretionary Effort

Noun: effort available for activity above and beyond the basic requirements

Minimum Effort

Minimum Expectation
Team Engagement
Team Engagement

30% Engaged
Loyal, committed, productive, more likely to stay

50% Not Engaged
May be productive, but not psychologically connected, more likely to miss workdays, more likely to leave

20% Actively disengaged
Physically present but psychologically absent, unhappy, complain to coworkers

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Gallup Questions on Employee Engagement

The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q12 – emerged from Gallup’s pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.
FORTY REFLECTIONS FOR CULTIVATING
A SPIRITUAL PRACTICE

The Sacred Art of Listening

Kay Lindahl
FOUNDER OF THE LISTENING CENTER

Illustrations by Amy Schnapper

listen
Top Ten on Listening

1. Stop Talking
2. Pause before speaking
3. Listen to yourself
4. Listen for understanding
5. Ask for clarification
6. Let the speaker know that you have heard them
7. Be patient and present
8. Listen with an open mind
9. Pay attention to the environment
10. Listen with empathy and compassion
Encourage
Recognize
Mission Driven
Magic of “AND”

Tyranny of “OR”
Trust Matrix

- Gullibility: Blind Trust
- Judgment: Smart Trust
- Indecision: No Trust
- Suspicion: Distrust

Propensity to Trust

Analysis
All have been endowed with faculties and talents.
caring
Mid-level Provider
Advanced Practice Clinician
What if We Could Change?
Supervisor to Supporter
Language of Humility
The most difficult subjects can be explained to the most slow-witted man if he has not formed any idea of them already;

But the simplest thing cannot be made clear to the most intelligent man if he is firmly persuaded that he knows already, without a shadow of doubt, what is laid before him.

- Leo Tolstoy, 1897
Humility
Appreciative Inquiry
Two Biggest Threats to Authentic Leadership:

1. Money
2. Greed
You Are Here
Honesty/Ethics in Professions

- Nurses: 82%
- Pharmacists: 70%
- Grade school teachers: 70%
- Medical doctors: 69%
- Military officers: 69%
- Police officers: 54%
- Clergy: 47%
- Day care providers: 46%
- Judges: 45%
- Nursing Home operators: 32%
- Auto Mechanics: 29%
- Bankers: 27%
- Local Officeholders: 23%
- Business Executives: 22%
- Newspaper reporters: 21%
- Lawyers: 20%
- TV reporters: 20%
- Advertising Practitioners: 14%
- State Office holders: 14%
- Car Salespeople: 9%
- Members of Congress: 8%
- Lobbyists: 6%

How do you want to be remembered?