

# Leadership Toolkit



## Management and Leadership Tools for Nursing Home Managers

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# Goals for this morning:



- Best Practices: Review the “Great 8” Traits of Effective Leaders
- Self Discovery: Present the Myers-Briggs Type Indicator (MBTI)
- Development Opportunities: Consider Implications of the “Great 8” for Your MBTI Type

# Some Logistics:



- Group Work
- Break
- Resources “to go”
- Other Follow Up Opportunities

# Introduction to the Great 8



- Research has demonstrated that the most effective leaders excel in these competencies.
- Leaders are made, not born. If you put your mind to it, you can improve on any or all of these skills.

# Trust, Integrity and Ethics



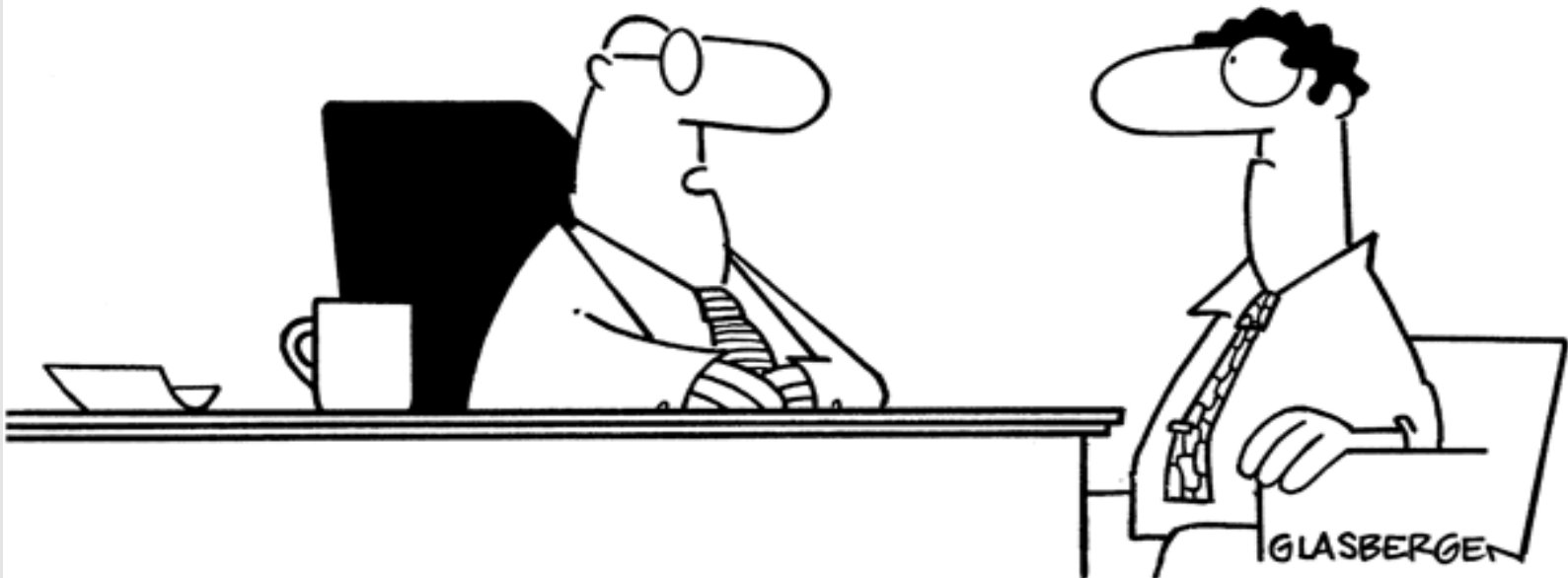
- You are widely seen as a direct and truthful individual
- You keep confidences and admit mistakes
- You are able to present the truth in an appropriate and helpful manner
- You stick to an appropriate and effective set of core values and beliefs during good times and bad

# Trust, Integrity and Ethics (continued)



- You practice what you preach
- You do the right thing even when it is not popular
- You reward the right values and disapprove of others

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**“To get where I am today, I had to make a lot of sacrifices.  
I sacrificed Jerry’s health, Susan’s marriage, Henry’s dignity...”**

# Visioning and Strategy



- You communicate a compelling and inspired vision and core sense of purpose
- You talk beyond today
- You talk about possibilities
- You have broad knowledge and perspectives
- You anticipate future consequences and trends accurately
- Help others to understand the big picture

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**“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”**

# Focus on Results



- You steadfastly push yourself and others for results
- You can be counted on to exceed goals
- You are bottom-line oriented
- Continuously look for new and better ways to do work
- Make sure that things do not fall between the cracks

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**“The bad news is, our customers hate us. The good news is, we have a lot fewer customers than we used to!”**

# Demonstrate Sound Judgment



- You make good decisions using analysis, wisdom and experience
- Others seek your advice and solutions
- You are seen as reasonable and rational
- Use rigorous logic and methods to solve problems
- You identify hidden problems

# Passion and Optimism



- You inspire others with your vision of the future
- Encourage others to learn about best practices
- Create an environment where everyone feels their efforts matter
- You are future-oriented
- Maintain a positive outlook

# Build the Team



- You share wins and successes
- You create strong morale and spirit on the team
- Create a feeling of belonging on the team
- You foster open dialogue
- You define success in terms of the whole team

# Sidebar



- Gallup's 12 Questions to Measure Employee Engagement
- Higher levels of engagement are related to higher levels of performance.

# Care for and Develop Others



- You genuinely care about people
- You are aware of each person's career goals
- You are a people builder
- Provide challenging assignments
- You are aware of the work and non-work lives of your direct reports

# Care for and Develop Others (cont)



- You monitor workloads and appreciate extra effort
- You let people finish and be responsible for their work

# Sidebar



## SMART Goals:

- Specific
- Measurable
- Achievable
- Relevant
- Time-bound

# Establish Accountability



- You assign clear roles and responsibilities
- You set specific and clear objectives and measures
- You monitor process, progress and results
- You encourage others to take responsibility

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**“If at first you don’t succeed, shift the blame, change the rules, redirect the focus of your critics, spin the media, redefine success, and there won’t be any need to try, try again!”**



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**“Instead of jogging, can you just set my pacemaker to beat faster for 30 minutes a day while I watch TV?”**

# Sidebar



Three levers for increasing accountability according to Lencioni:

- Relevance – They will be missed if they don't show up to work.
- Measurement – What data do you consider to demonstrate effectiveness?
- Anonymous? – They are known as a unique person.



Break  
Time!



# Your Myers-Briggs Profile

# The Power of the MBTI



- Psychological type is the key to effective interpersonal communications.
- Behavior differences result from one's type.
  - + Preferences emerge early in life.
  - + They determine our core likes / dislikes.
  - + Think of it like handed-ness.

# Benefits of understanding type



- Influence/coach others more effectively.
- Match individual potential to job requisites.
- Reduce stress by understanding self/others.
- Resolve & depersonalize conflict easily.
- Improve communication—get to real issues.
- Set more realistic goals.

# Structure of the MBTI



Four sets of preferences:

- + Extroversion / Introversion
- + Sensing / Intuitive
- + Thinking / Feeling
- + Judging / Perceiving

# Design of the Test



- Each dimension is a continuum; you are not one or the other.
- Having said that, preferences are rather stable over time.



FROM NOW ON,  
ALL TEAMS WILL BE  
FORMED ON THE  
BASIS OF MYERS-  
BRIGGS PERSONALITY  
TYPES.



IF YOU DO NOT  
HAVE A PERSON-  
ALITY, ONE WILL  
BE ASSIGNED TO  
YOU BY HUMAN  
RESOURCES.



WE NEED A QUIET  
DUMB GUY TO  
PAIR WITH AN  
EXTROVERTED  
THINKER.



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# Extraversion (E) / Introversion (I)



Answers the question – Where do you get your energy?

# Extraversion



- Energized by being with people, engaging in activities
- Think out loud, say what you're thinking
- Like variety and action
- Expand your environment by reaching out to others
- Find interruptions stimulating

# Introversion



- Energized by time alone for reflection
- Protect your environment by stepping back, withdrawing or avoiding others at times
- Focus on the inner world of ideas, possibilities
- Find interruptions distracting
- Others may perceive you as remote, hard to read

# Sensing (S) / Intuition (N)



Answers the question: What type of information do you tend to gather?

# Sensing



- You trust your five senses – tangible things
- Value accuracy and precision
- Tend to focus on the present
- Value a methodical, step-by-step approach
- Let experience be your guide

# Intuition



- Trust your hunches, intuitions, and connections you make across diverse information
- Value a creative, novel approach
- Anticipate the future
- Let imagination and inspiration be your guide
- Curious about innovations and new applications of old ideas

# Thinking (T) / Feeling (F)



Answers the question: What influences your decisions?

# Thinking



- Want to be logical
- Are firm but fair
- Decide with your head
- Weigh pros and cons
- Interested in data
- Tend toward skepticism, impartiality

# Feeling



- Concern yourself with the impact the decision may have on people
- Seek a harmonious outcome
- Decide with your heart
- Tend toward acceptance, tolerance, sympathy
- Are empathetic, make exceptions

# Judging (J) / Perceiving (P)



Answers the question: What is your general approach to life / work?

# Judging



- You avoid problems by planning ahead
- Schedule your time, set dates, make arrangements
- Believe that steady effort leads to accomplishment
- Focus on tasks, timetables and finishing what you start

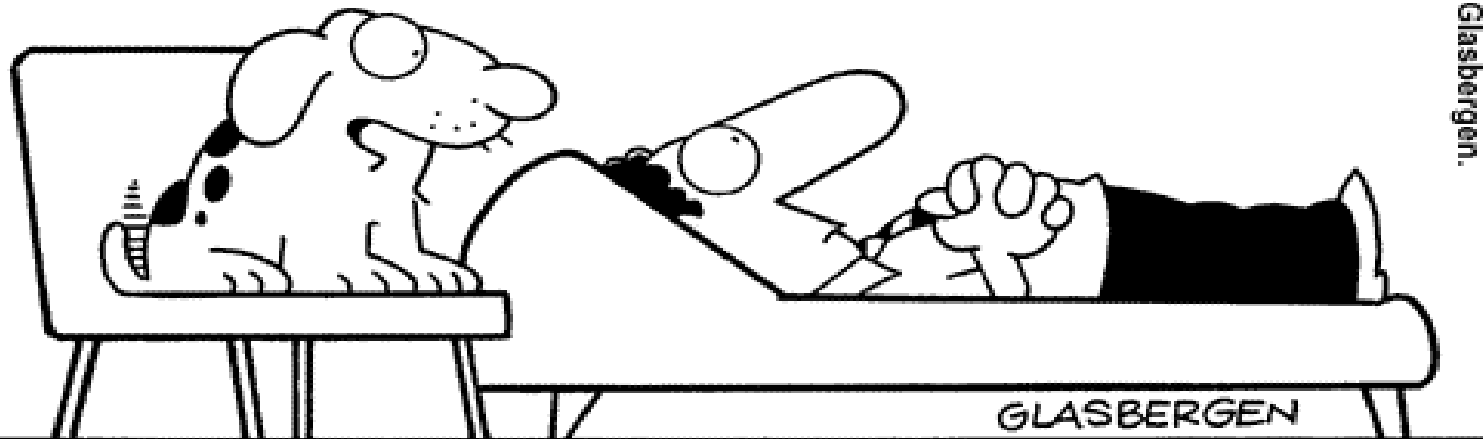
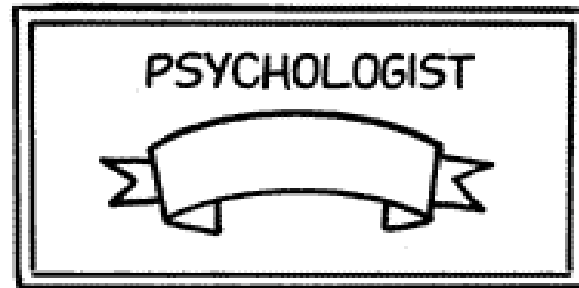
# Perceiving



- Spontaneous
- Solve problems if and when they arise
- Leave scheduling options open as long as possible
- Enjoy considering new information, put off final decision
- Believe you can accomplish much at the last minute

# Next Exercise





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**“My therapy is quite simple: I wag my tail and lick your face until you feel good about yourself again.”**