

# Leadership in a Time of Change

Taken From The Jeff  
Havens Company

# Leadership Fundamentals

- ▶ **Your org chart is a measure of position not importance.**
  - ▶ Everyone you work with is important.
- ▶ **Get to know your employees as people, not just as workers.**
  - ▶ You might just find out you like them and that they have useful skills you would have never know about if you had not asked.
- ▶ **Trust the people who work for you.**
  - ▶ If you can't trust them, they shouldn't work for you. If your people can manage to dress themselves, take care of their children, pay bills, it is possible they can do other important things too.

# Leadership Fundamentals

- ▶ **Listen to everyone, and let them know that you're listening.**
  - ▶ According to the U.S. Department of Labor, 46% of people who quit their jobs did so because they felt they were not being listened to.
- ▶ **Realize that mistakes happen and are a necessary part of becoming better.**
  - ▶ Everyone makes mistakes unless you somehow magically managed not to fall the first time you tried to ride a bicycle.
- ▶ **Beware of the Compliment Sandwich**
  - ▶ A 5-to-1 ratio of positive-to-negative communication has been shown to be ideal in fostering healthy, productive relationships. You do not always have to say 5 nice things whenever you say something critical it simply means over the course of time strive for 5 times as many positive statements as negative.

# What is a Compliment Sandwich?

- ▶ You did a great job on the last project!
- ▶ How could you make such a stupid mistake???!?!
- ▶ Keep up the good work!

# Leadership Fundamentals

- ▶ **Remember that change is not something you need to fear.**
  - ▶ You have been changing your entire life, which is why you are way more interesting than you were when you were four. If it is anything you are an expert at, it's managing change.
  
- ▶ **Take your share of the blame, and give away your share of the credit.**
  - ▶ The credit will come back to you, with interest, as long as you're strong enough to give it away.

# Leadership Fundamentals

- ▶ **Remember that rules that govern your personal relationships are the same rules that need to govern your professional relationships.**
  - ▶ The rules that build, strengthen and sustain relationships - mutual respect, active listening, consideration for other people's feelings, etc... those rules are the same for both personal and professional relationships.
  
- ▶ **When possible, avoid engaging in massive accounting fraud.**
  - ▶ You should also probably avoid outright theft. And embezzlement, perjury, insider trading. Be honest and stick with your beliefs.

# Leadership Statistics

**60%** of companies face leadership shortages which impede performance.

In one study **77%** of executives who received leadership coaching reported improved relationships with their direct reports

And **61%** reported improved job satisfaction.

Leadership accounts for **70%** of corporate atmosphere.

# Leadership Guiding Principles

99% of what every leadership book, seminar, speaker or training course will ever teach you about leadership boils down into two key ideas:

1. Do you have a vision for yourself, your department, your marriage or anything else you'd like to be excellent in?
2. How well are you communicating that vision to the people involved in that enterprise with you, and how freely are you allowing them to communicate with you?



# Leadership Strategies

- ▶ Make yourself accessible.
- ▶ Ask your employees what they want from their job and career over and above salary and benefits.
- ▶ Call an all-hands meeting during the next crisis so you can invite everyone to offer solutions.
- ▶ Make a point to tell everyone of your direct reports some specific way in which their contribution to your organization is essential, invaluable or otherwise important.
- ▶ When preparing for an upcoming change, point out the positive outcomes of a previous change.

# Summary

- ▶ You are important.
- ▶ You are compassionate, patient, detail-oriented, calm in an emergency, with excellent communication skills.
- ▶ You help those people who have trouble breathing.

# Summary

- ▶ No one is more invested in helping people breathe than you.
- ▶ Your profession is expected to grow by 19% through 2022.
- ▶ You are vital to hospitals, so stress your importance.

# Summary

- ▶ You save lives everyday!
- ▶ Some of you have expanded your duties to remain on the job.
- ▶ I would not want to work in a hospital without respiratory therapists.

# John Quincy Adams

**If your actions inspire others to dream more, learn more, do more and become more, you are a leader.**

JOHN QUINCY ADAMS, attributed, *The Paradox of Power*

# Summary

Thank you for being such a dedicated group of people!!