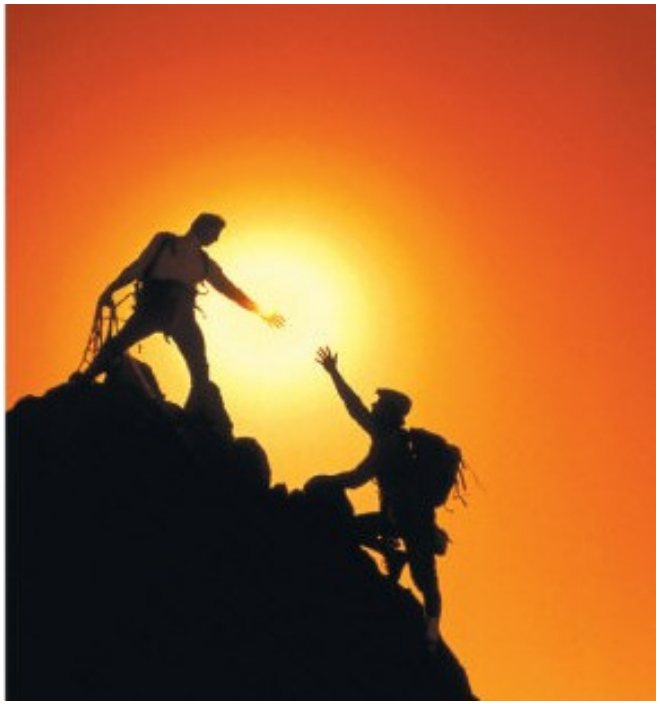
Servant Leadership



P3 Leadership
People, Purpose, Passion

www.P3ldrshp.com

Leadership is

An Awesome Responsibility

Leadership is

A Position of Trust

And

Stewardship

Leadership is

Taking the Blessing of Having People Entrusted to Your Care Very Seriously

It’s not

A Reward for a job well done

Servant Leadership is not a destination. It's the beginning of a life-long journey

And it isn't created by attending a two-day seminar

Now:

It's important to understand the difference between Management and Leadership

Leadership vs Management

Management is about the things we do (the what's):

- Planning
- Directing
- Organizing
- Staffing
- Controlling
- Budgeting
- Problem-solving
- Developing strategies

Leadership is who we are (the how's)

SIDEBAR

Servant Leadership isn't about "the whats", it's about "the how's".

SIDEBAR

Coincidently, almost every Baldrige question begins with "how," not "what"

SIDEBAR

Unfortunately we tend to answer "how" questions with "what" answers

Especially during a site visit

The Power style of management leads to

- Fear
- Low trust
- Head games
- Adversarial activities
- Cronyism
- Political games
- Generally speaking - unhealthy, relationship damaging behaviors

Servant Leadership creates

Engaged employees willing to give and do whatever it takes to achieve the Mission, Vision, and Values of the organization.

Servant Leadership is Getting people:

From the neck up

To contribute their:

- **hearts**
- **minds**
- **spirits**
- **creativity**
- **excellence**
- **passion**

To commit to the mission

To take the hill

To be all they can be

Servant Leadership isn't

- Weak
- Namby-pamby
- Warm and fuzzy
- Passive
- Sitting around the fire, holding hands and singing "Kumbaya"

Servant Leadership is

- Strong
- Respectful
- Focused
- Actively Engaged
- Results Oriented

Characteristics of a Great Leader

Group Activity

Think of the best boss you ever had.

What do you remember most about him/her?

Classic American view of "Leadership"

Be brutal, be tough, just go get 'em

Get the best people and don't trust them

It's all about the bottom-line

You're fired

-Donald Trump, Learning Annex Presentation

Servant Leadership defined

Development of the skills necessary to create and sustain an environment that engenders the trust and commitment of your employees

The best test is:

Do those served grow as persons?

Do they, while being served, become healthier, wiser, freer, motivated, more autonomous, inspired to become servants?

Does the organization exhibit role-model behaviors?

Robert K. Greenleaf, Jim Hunter and John Heer

Love is *patient*
Love is *kind*
It does not envy, it does not boast, it is not proud (*humility*)
It is not rude *(respectful)*, it is not self-seeking *(selfless)*, it is not easily angered, it keeps no record of wrongs *(forgiving)*.
Love does not delight in evil but rejoices with the truth *(honest)*.
It always protects, always trusts, always hopes, always perseveres *(Ego/committed)*.
Love never fails *(results oriented/no excuses)*

1 Corinthians 13:4-8 (NIV)

1 Corinthians 13:13

And now these three remain: faith, hope and love and the greatest of these is Love

What's Love Got To Do With It?

Love defined:

The act(s) of extending yourself for others by identifying and meeting their legitimate needs and seeking their greatest good

Servant Leadership is based on LOVE (agape - the verb)

Are we interested in helping people grow and become the best they can be?

Are we extending ourselves for others even when we may not feel like it?

Are we seeking the greatest good of those we lead?

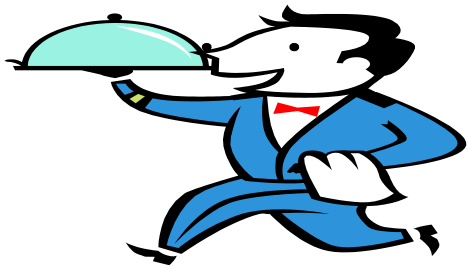
I don't necessarily have to like my associates, but as a man I must love them.

Winning isn't everything, it's the only thing

-Vince Lombardi

Servant Leadership Characteristics

- Humility
- Patience
- Kindness
- Respectfulness
- Selflessness
- Forgiveness
- Honesty
- Commitment
- Results oriented/“no excuses”
- Ego directed toward team accomplishments



But, I'm already a Servant Leader

Are You?

If you don't think you have any behavior problems that you can work on and improve, put arrogance at the top of your list.

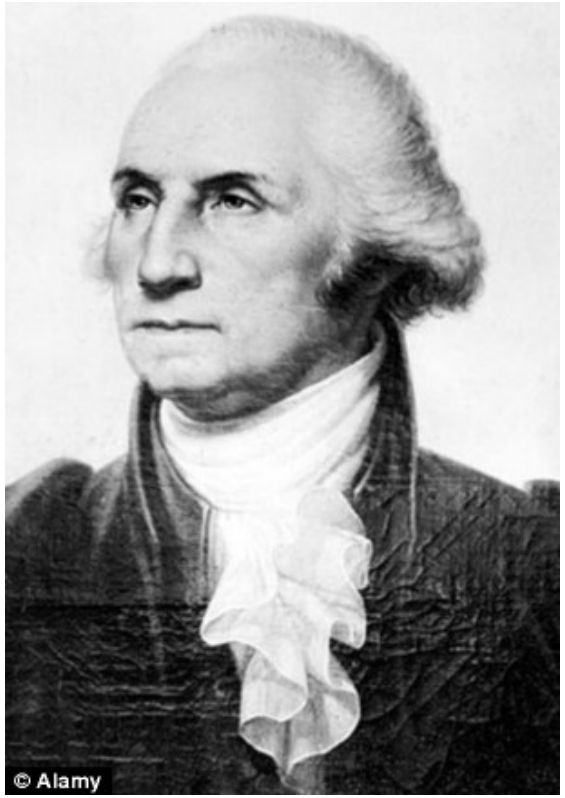
And if you still think you don't have issues to work on, stand up now and we'll have the people on your team point them out to you

- Jim Hunter

Humility

a modest view of one's own importance; humbleness.

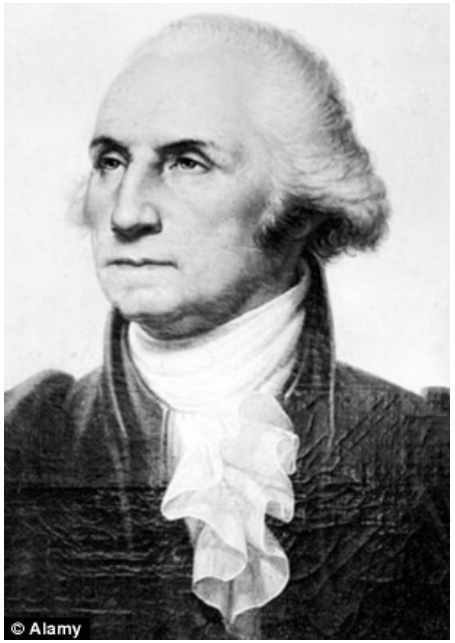
- Absence of pride, arrogance, pretense, or being “puffed up”
- Behaving authentically



Humility

isn't meek

- Bold as a lion when it comes to:
  - their sense of values
  - morality
  - doing the right thing
- Fierce as a pit bull when:
  - staying focused on mission, vision, values
  - hitting performance targets
  - holding people accountable



Humility (cont)

- Have stopped fooling themselves about who they really are.
- Have grown up.
- Don’t take themselves or events too seriously.

Humility (cont)

How far you go in life depends on your being tender with the young, compassionate with the aged, sympathetic with the striving and tolerant of the weak and the strong. Because someday in life you will have been all of these.

-George Washington Carver

Humility (cont)

- Willing to be open and vulnerable because they have their egos under control
- Display a willingness, even an eagerness, to listen to the opinions of others and are wide open to contrary opinion
- Don’t have to have all the answers

Humility (cont)

- Are secure in knowing they have strengths and limitations
- Often lay awake at night thinking about whether they are effectively meeting the needs of their people.
- Have high Emotional Intelligence

Emotional Intelligence:

SIDEBAR

Emotional Intelligence (EI) or Emotional Quotient (EQ) is the capacity of individuals to

- recognize their own, and other people's emotions
- discriminate between different feelings and label them appropriately
- use emotional information to guide thinking and behavior

-Wikipedia

Patience

To Show and Behave

With Self Control

Patience and self-control:

Are you a safe person?

Easy to be with?

Approachable?

Can you handle contrary opinion?

Criticism?

Kindness

the quality of being friendly, generous, and considerate

- Give attention
- Appreciate
- Encourage
- Be courteous

- Give credit and praise for efforts made
- Be the first one to say “Good Morning” in the hallway

Respectfulness

courteous, polite, civil, deferential.

- Developing the skills of your team
- Delegating responsibilities is a wonderful way to demonstrate trust
- Attitude: Respect isn't *earned* when you are the leader – respect is *given* when you are the leader
- Absence of profanity
- Empathetic listening
- "No one is better than anyone else" (every job is important)

Great Examples of Lack of Respect

"We know that communication is a problem, but the company is not going to discuss it with employees"

-From a Supervisor at a Fortune 500 Company

"I'm not going to go out there and talk to THOSE people"

-From a Health System CEO

Selflessness

To meet the legitimate needs of others

- Putting other people first.
- The will to serve and sacrifice for others.
- The willingness to set aside our wants and needs for others.

Forgiveness

To give up resentment when wronged.

- One of, if not the hardest SL Characteristic
- People are going to make mistakes – a lot of them.
- People will let you down. People will hurt you, sometimes deeply.
- While you're carrying a grudge, they're out dancing.

Forgiveness

To give up resentment when wronged.

- We don’t have the power to change other people, so….
- Don’t try to.
- Learn how to “self talk”.
- Work on changing and improving yourself.

What happens when you don't forgive

As long as you hate your enemy, a jail door is closed and a prisoner is taken. But when you try to understand and release your foe from your hatred, then the prisoner is released and that prisoner is you.

What happens when you don’t forgive

Perhaps you don't like that idea. Perhaps the thought of forgiveness is unrealistic. Perhaps the idea of trying to understand the Judases in our world is simply too gracious.

What happens when you don't forgive

My response to you then is a question. What do you suggest? Will harboring the anger solve the problem? Will getting even remove the hurt? Does hatred do any good?

What happens when you don't forgive

Again, I'm not minimizing your hurt or justifying their action. But I am saying that justice won't come this side of eternity. And demanding that your enemy get his or her share of pain will, in the process, be most painful to you.

What happens when you don't forgive

May I gently but firmly remind you of something you know but may have forgotten? Life is not fair. That's not pessimism; it's fact.

-Max Lucado, pastor and author

Not forgiving causes

Physiological and psychological problems:

- Anger
- Stress
- Anxiety
- Preoccupation
- Lack of focus
- Stomach ache

Forgiveness (cont)

Gandhi: The weak can never forgive.

Forgiveness is an attribute of the strong.

- Separate the sin from the sinner (i.e., focus on behavior, not the person)
- Forgiveness is not a command it is a gift.
- Forgiveness is the trait most strongly linked to happiness and long life

Forgiveness (cont)

Question asked to those over 70:

"If you could go back to your 51-year old self, what would you differently?"

Answer: "Forgive quicker."

Forgiveness (cont)

Question asked to centenarians:

"What one trait do you attribute to your long life?"

Answer: "Forgiveness."

About People

(but also a great way to forgive)

Dr. Barry Howard

- Pray for them
- Believe the best
- Be patient
- Show respect
- Never give up

Matthew 6:15

But if you do not forgive others their sins, your Father will not forgive your sins.

Honesty

More than:

Not telling lies

Avoiding the truth

And doesn't include:

Deceptive behavior

Honesty

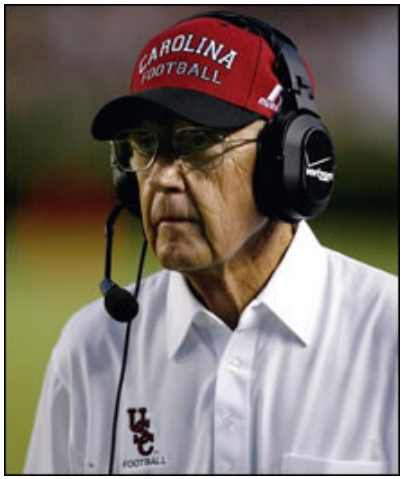
The quality of being fair and truthful; integrity

Honesty is the absence of:

- Sarcasm
- The silent treatment
- Not speaking up
- Mind games
- Political games
- Secret Agendas
- The “meeting after the meeting”
- Pairing

What are the three things inherent to any relationship, including leader/ employee?

- Do you care about me?
- Can I trust you?
- Are you committed?



-Lou Holtz, renowned football coach

Honesty leads to Trust:

Trust is the foundation of relationships

Do you believe this?

If not, ask yourself this question:

Do you have good relationships with people you don't trust?

Servant Leadership

You cannot be an effective leader without Relationships

You can't have Relationships without Character

You cannot have Character without Trust

Trust comes from Honesty and Integrity

Honesty

To be free from deceptive behavior

- A major aspect of honesty and being free from deception is in how we hold people accountable for their actions.
- Not holding people accountable is deceptive behavior because failure to do so creates an illusion that everything is okay when everything is *not* okay.
- Hugging and Spanking (or “time out”)

Commitment

To stick to the choice(s) you have made

- Having the moral courage to do the right thing regardless of friendships, alliances or cost….
- Don’t jump from program to program
- Stay focused on MVV & CSF
- Be able to say “no”

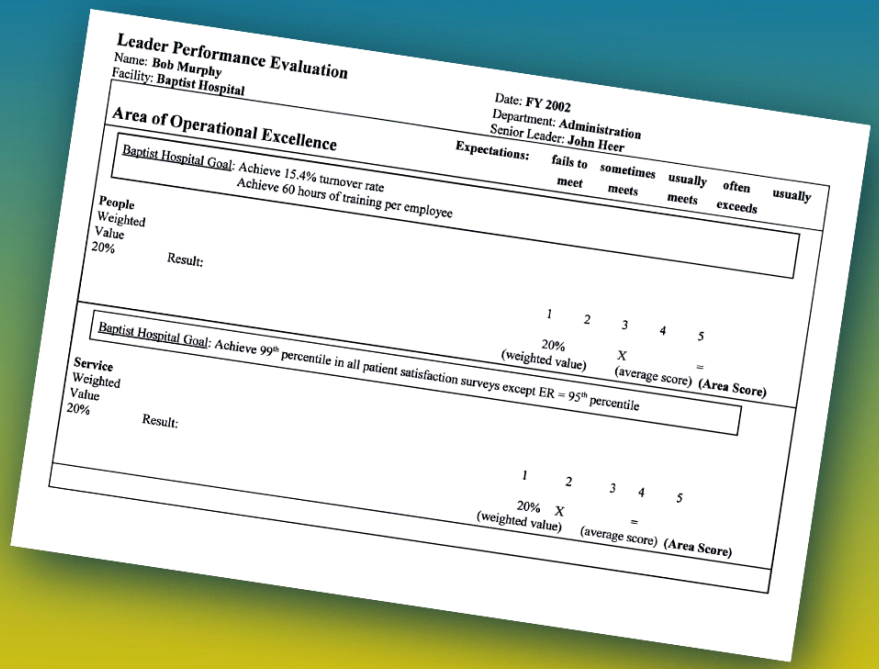
Results Oriented
"No Excuses"

- Set and communicate expectations
- Track, trend, and communicate progress
- Compliment when goals are met
- Develop action plans when goals aren't met
- Underperformers must be removed from leadership positions, either through moving to a non-leadership position or out of the organization

"No Excuses" Accountability

- Hold people accountable for results and behaviors
- Don't allow them to blame someone else
- Coach them to desired performance
- Establish action plans to get back on track

Leader Performance Evaluation



Leader Performance Evaluation
Name: **Bob Murphy**
Facility: **Baptist Hospital**
Date: **FY 2002**
Department: **Administration**
Senior Leader: **John Heer**

Area of Operational Excellence

Expectations: **fails to meet** | **sometimes meets** | **usually meets** | **often exceeds** | **usually exceeds**

Baptist Hospital Goal: Achieve 15.4% turnover rate
Achieve 60 hours of training per employee

People
Weighted Value
20%
Result:

1 2 3 4 5
20% (weighted value) X (average score) = **(Area Score)**

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- Set as beginning of the year
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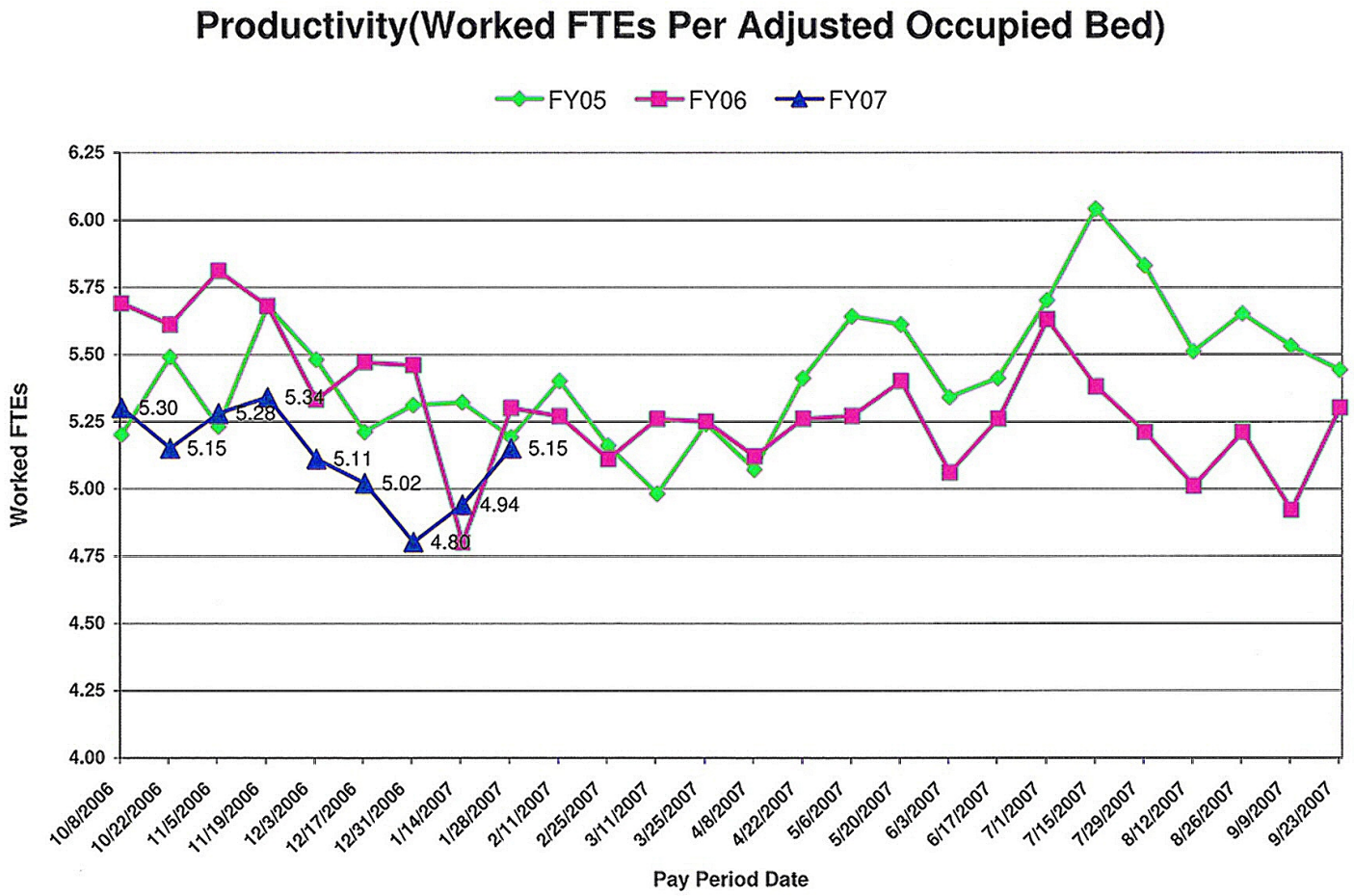
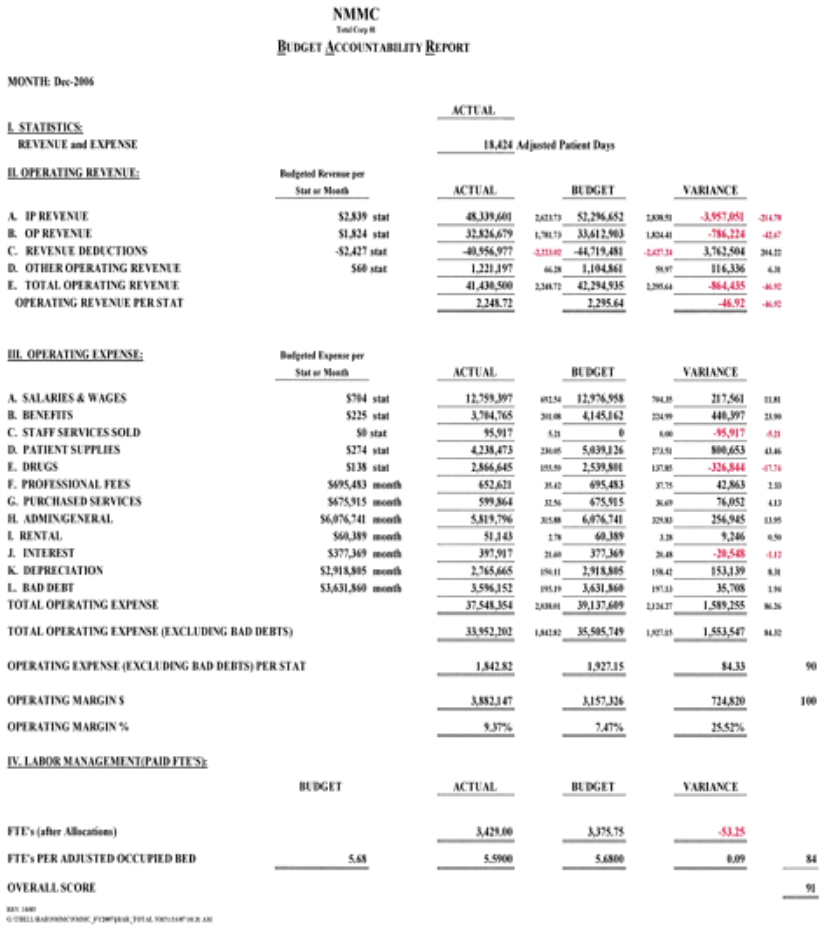
- Serves as basis for 90-day action plans
- Scored by department leaders at the end of the year on a 1-5 scale

Bi-weekly Productivity



Budget Accountability Report



NMMC

Total Corp 01

BUDGET ACCOUNTABILITY REPORT

MONTH: Dec-2006

		ACTUAL		BUDGET		VARIANCE	
I. STATISTICS:							
REVENUE and EXPENSE		18,424 Adjusted Patient Days					
II. OPERATING REVENUE:	Budgeted Revenue per Stat or Month	ACTUAL		BUDGET		VARIANCE	
A. IP REVENUE	$2,839 stat	48,339,601	2,623.73	52,296,652	2,838.91	-3,957,051	-214.78
B. OP REVENUE	$1,824 stat	32,826,679	1,781.73	33,612,903	1,824.41	-786,224	-42.67
C. REVENUE DEDUCTIONS	-$2,427 stat	-40,956,977	-2,223.02	-44,719,481	-2,427.24	3,762,504	204.22
D. OTHER OPERATING REVENUE	$60 stat	1,221,197	66.28	1,104,861	59.97	116,336	6.31
E. TOTAL OPERATING REVENUE		41,430,500	2,248.72	42,294,935	2,295.64	-864,435	-46.92
OPERATING REVENUE PER STAT		2,248.72		2,295.64		-46.92	-46.92
III. OPERATING EXPENSE:	Budgeted Expense per Stat or Month	ACTUAL		BUDGET		VARIANCE	
A. SALARIES & WAGES	$704 stat	12,759,397	692.54	12,976,958	704.35	217,561	11.81
B. BENEFITS	$225 stat	3,704,765	201.08	4,145,162	224.99	440,397	23.90
C. STAFF SERVICES SOLD	$0 stat	95,917	5.21	0	0.00	-95,917	-5.21
D. PATIENT SUPPLIES	$274 stat	4,238,473	230.05	5,039,126	273.51	800,653	43.46
E. DRUGS	$138 stat	2,866,645	155.59	2,539,801	137.85	-326,844	-17.74
F. PROFESSIONAL FEES	$695,483 month	652,621	35.42	695,483	37.75	42,863	2.33
G. PURCHASED SERVICES	$675,915 month	599,864	32.56	675,915	36.69	76,052	4.13
H. ADMIN/GENERAL	$6,076,741 month	5,819,796	315.88	6,076,741	329.83	256,945	13.95
I. RENTAL	$60,389 month	51,143	2.78	60,389	3.28	9,246	0.50
J. INTEREST	$377,369 month	397,917	21.60	377,369	20.48	-20,548	-1.12
K. DEPRECIATION	$2,918,805 month	2,765,665	150.11	2,918,805	158.42	153,139	8.31
L. BAD DEBT	$3,631,860 month	3,596,152	195.19	3,631,860	197.13	35,708	1.94
TOTAL OPERATING EXPENSE		37,548,354	2,038.01	39,137,609	2,124.27	1,589,255	86.26
TOTAL OPERATING EXPENSE (EXCLUDING BAD DEBTS)		33,952,202	1,842.82	35,505,749	1,927.15	1,553,547	84.32
OPERATING EXPENSE (EXCLUDING BAD DEBTS) PER STAT		1,842.82		1,927.15		84.33	90
OPERATING MARGIN $		3,882,147		3,157,326		724,820	100
OPERATING MARGIN %		9.37%		7.47%		25.52%	
IV. LABOR MANAGEMENT/PAID FTE'S:	BUDGET	ACTUAL		BUDGET		VARIANCE	
FTE's (after Allocations)		3,429.00		3,375.75		-53.25	
FTE's PER ADJUSTED OCCUPIED BED	5.68	5.5900		5.6800		0.09	84
OVERALL SCORE							91

Designed for non-financial leaders

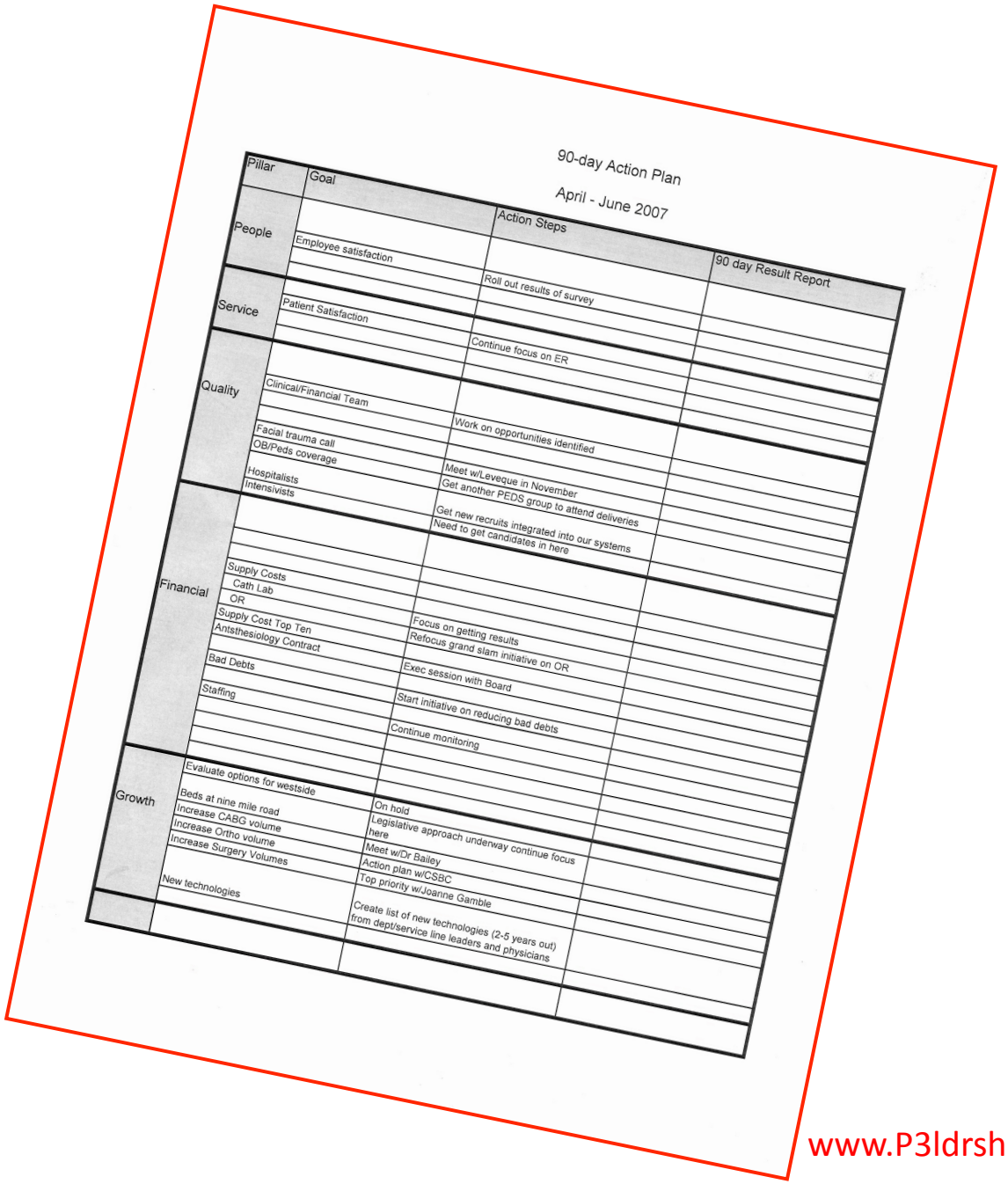
59-100 score for:

- Expense per statistic
- Profitability per statistic
- Productivity

Overall score for each department

Aggregate by service line, VP, entire organization

90-day Action Plan

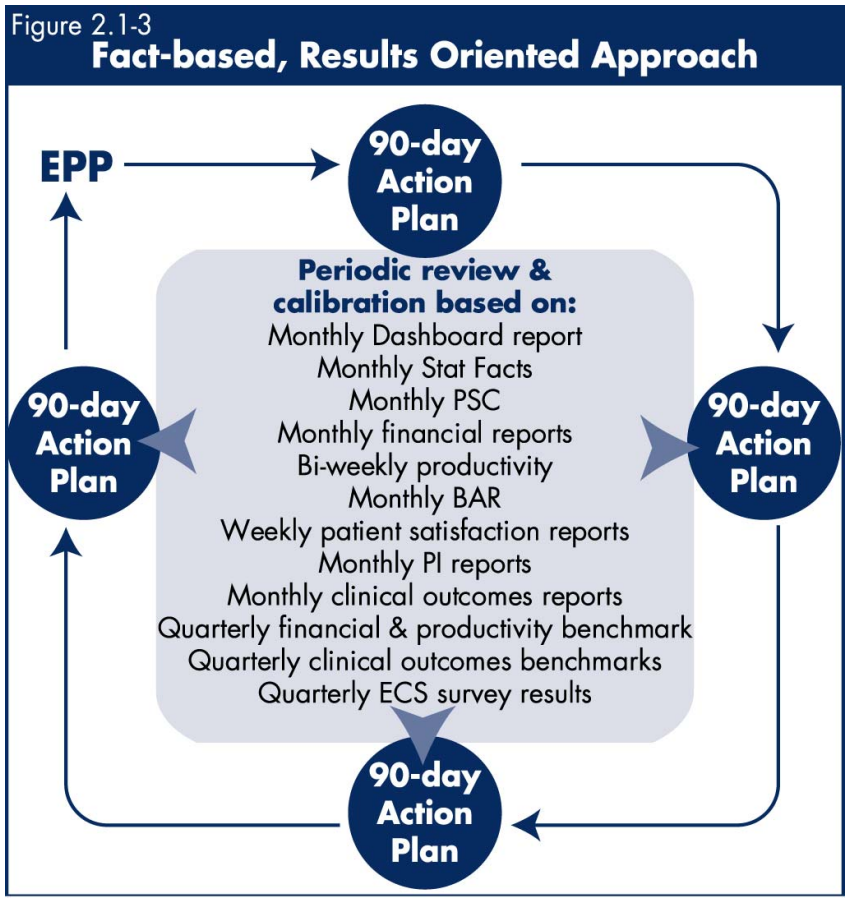


90-day Action Plan

April - June 2007

Pillar	Goal	Action Steps	90 day Result Report
People	Employee satisfaction	Roll out results of survey	
Service	Patient Satisfaction	Continue focus on ER	
Quality	Clinical/Financial Team	Work on opportunities identified	
	Facial trauma call	Meet w/Leveque in November	
	OB/Peds coverage	Get another PEDS group to attend deliveries	
	Hospitalists	Get new recruits integrated into our systems	
	Intensivists	Need to get candidates in here	
Financial	Supply Costs	Focus on getting results	
	Cath Lab	Refocus grand slam initiative on OR	
	OR	Exec session with Board	
	Supply Cost Top Ten	Start initiative on reducing bad debts	
	Antsthesiology Contract	Continue monitoring	
	Bad Debts		
	Staffing		
Growth	Evaluate options for westside	On hold	
	Beds at nine mile road	Legislative approach underway continue focus here	
	Increase CABG volume	Meet w/Dr Bailey	
	Increase Ortho volume	Action plan w/CSBC	
	Increase Surgery Volumes	Top priority w/Joanne Gamble	
	New technologies	Create list of new technologies (2-5 years out) from dept/service line leaders and physicians	

Strategic Planning S8



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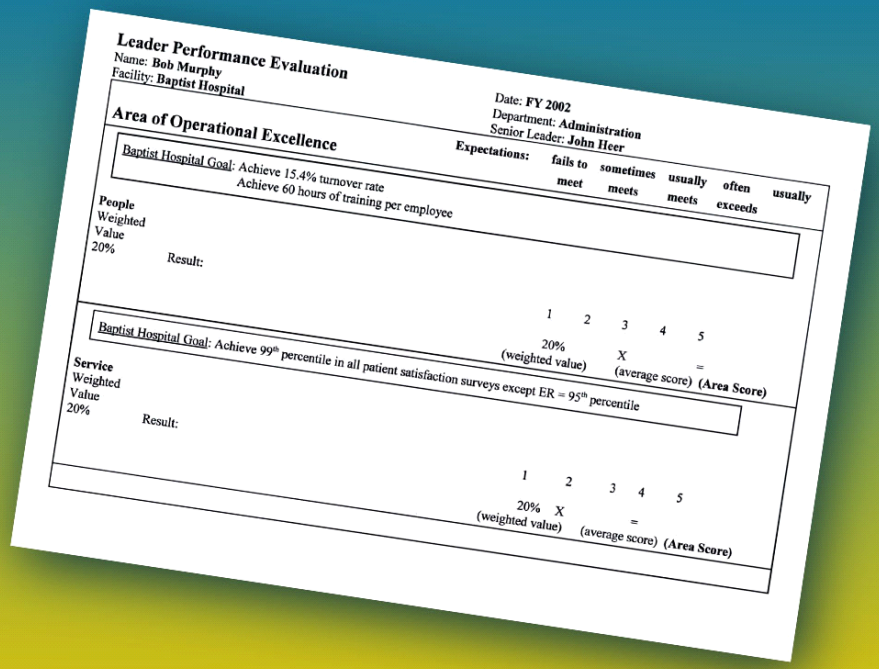

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Ego directed to team accomplishments

- Use “you” and “we” more than “I” and “me”
- Give credit to the team when goals are met
- Compliment team members in public
- Search for opportunities to praise others
- Include “praises” in weekly emails

Facts about becoming a Servant Leader

It's difficult work and comes with a price.

Requires a great deal of motivation, feedback and practice.

Not grasped intellectually like algebra.

- Jim Hunter

We become Servant Leaders by

Applying our learning, knowledge, feedback, and experience to our everyday lives.

Changing and growing.

Seeking and receive feedback to see oneself more clearly.

Searching deep within self to identify old scripts, habits, and behaviors.

Breaking old habits and learning new ones.

- Jim Hunter

How do you become a Servant Leader?

Leadership is a skill

How do you learn a skill?

- Foundation (learn and practice)
- Feedback (How am I doing?)
- Friction (Challenge to improve)
- Follow up (Am I improving?)

"WE ARE WHAT WE REPEATEDLY DO. EXCELLENCE, THEN, IS NOT AN ACT, BUT A HABIT."

- ARISTOTLE

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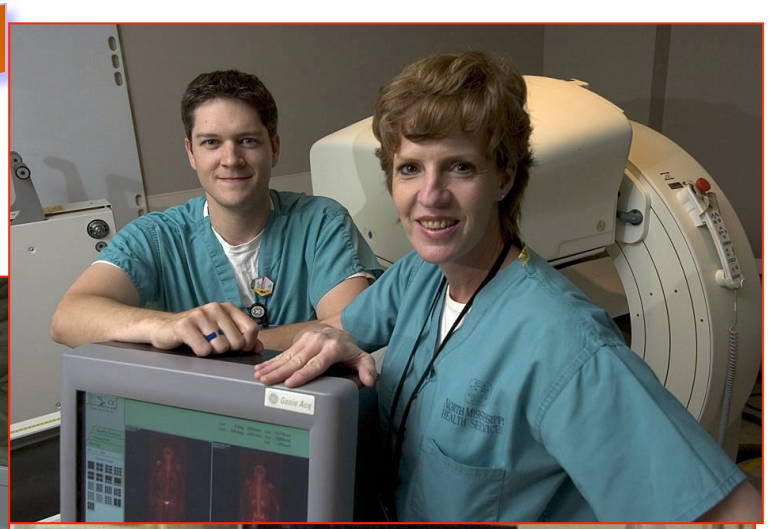
Questions?