

Advanced Management Tools: Critical Conversations For Leadership Development

Yours & Your Team's



Princeton Area
COMMUNITY FOUNDATION

Robert Wood Johnson
Foundation





Leaders for a Culture of Health

Leaders who stand for a nation where everyone has the opportunity for health and wellbeing.

Leadership for Better Health

The Robert Wood Johnson Foundation's leadership programs are designed to extend the influence and impact of leaders working to build a Culture of Health.

**HEALTH POLICY
RESEARCH SCHOLARS**

**CULTURE OF HEALTH
LEADERS**

**CLINICAL
SCHOLARS**

**INTERDISCIPLINARY
RESEARCH LEADERS**

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Outline for Today

- Introduction
- Strategies for Developing Leaders
- The Story of the Bee & the Flower – Part 1
- The Story of the Bee & the Flower – Part 2
- Leadership – what it is & what it is not?
- Leadership Development
- Qs & As
- Wrap Up

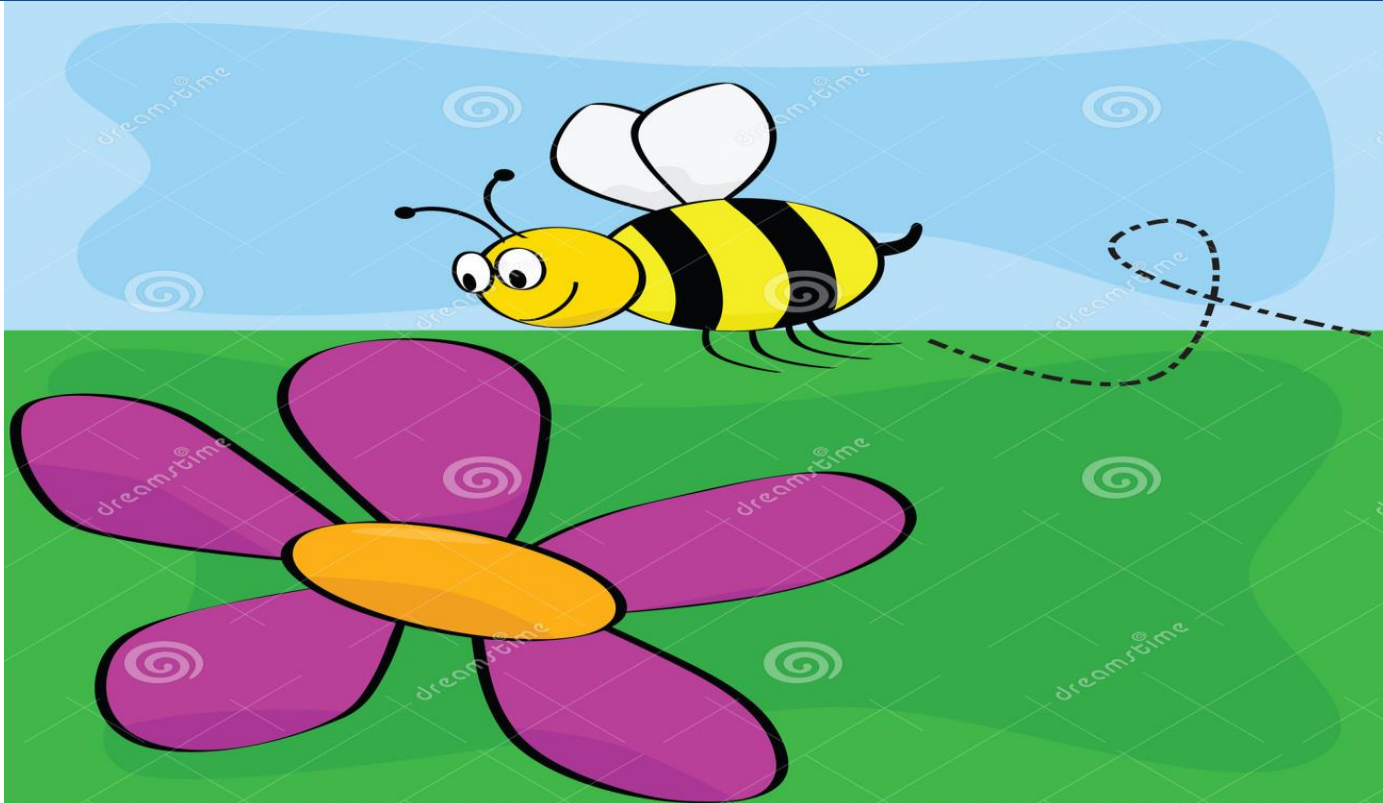


Strategies for Developing Leaders in Your Organization

- 1. Know Your Care & Their Care**
- 2. Listen for Commitment – your and theirs**
- 3. Support them in their execution, learning, and development**
- 4. Know the 3 non-discretionary roles of leadership**
 - Boss
 - Customer
 - Coach



The Bee & the Flower – Part 1



Exercise

Answer the following Questions

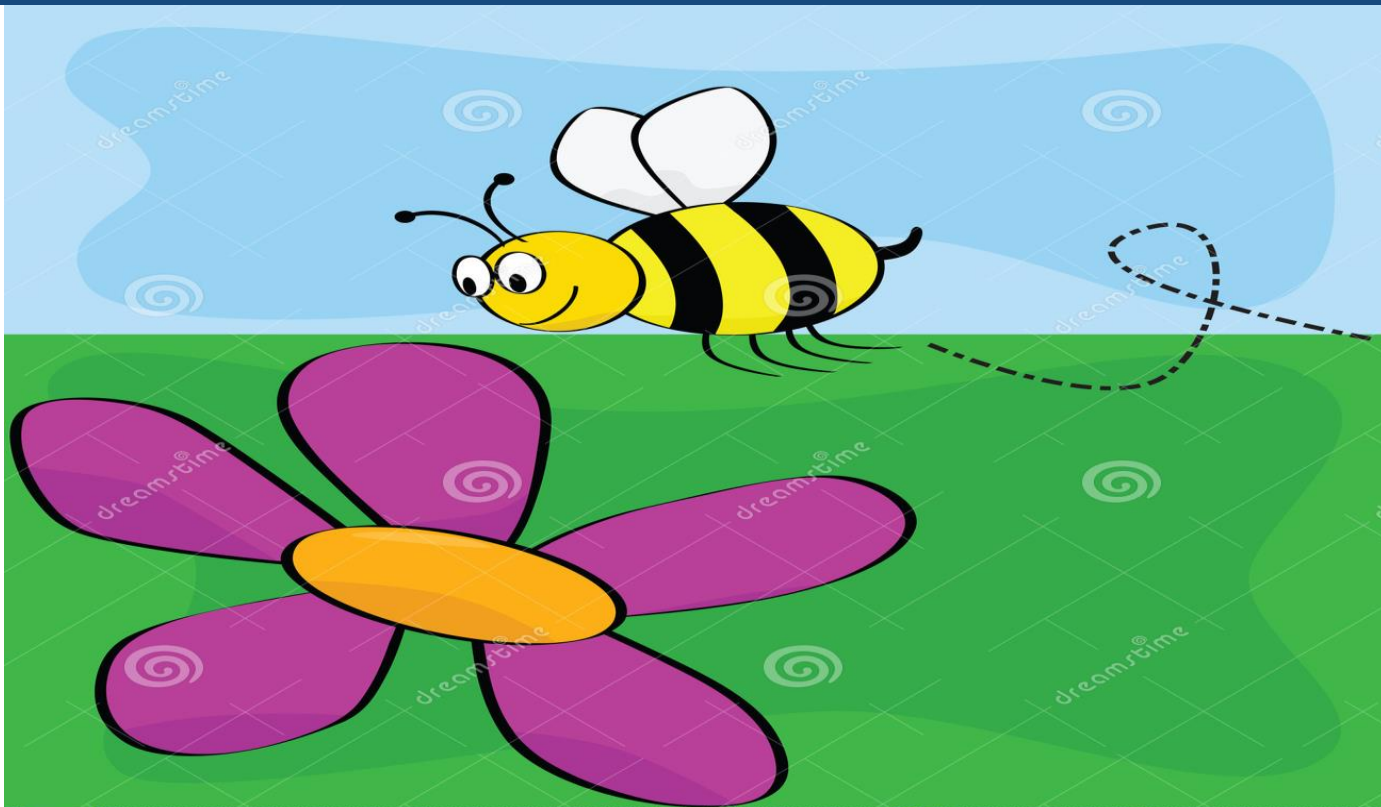
1. Are you the Bee, the Flower or Both?
2. How much time do you spend as the Bee, as the Flower?
3. What evidence supports your assessment?

Share

1. Pair or triple up and share your answers
2. Group share



The Bee & the Flower – Part 2



Leadership is NOT

- Position or title held**
- Decision-making**
- Power**
- Authority**



Leadership is

- ❑ **Envisioning & Declaring a Future (a positive one!)**
- ❑ **Enrolling others into that Future**
- ❑ **Supporting & Coordinating others to Realize that Future**



Leadership

- Leadership is always present; it can be effective or not
- Positive leadership is where those involved & wider community benefits
- Leadership is about the gap between the present & future; it can be positive or negative
- Leadership is a performance art; we show up as leaders and people respond to our leadership



Care is the Soul of Leadership

- Without caring people, organizations and movements lose steam and become empty
- Because leadership is about the future, care is central and fundamental
- We care about some future and we don't care about others
- Care is the deepest level of motivation that human beings can access



Care is the Soul of Leadership - 2

- Satisfaction, meaning, and value are based on care**
- Care is the source of energy, power and empowerment**
- When we care it shows!**
- When we care we take action!**
- When we care we are committed**



Conversations of Care are Absent at Work

- Most employees are disconnected from care**
 - Employee engagement statistics
- Care is either missing or misaligned**
 - Paycheck, benefits, security
- There is a gap between what people care about and how they spend their time**
- Look for care in your employees and those you hire and cultivate it! That's how you empower your staff!!!**
 - Care may be more important than technical skills



Tools to Help You and Your Staff Identify Care

1. **What are you dissatisfied with?**
2. **What needs to be improved?**
3. **What's important to you...REALLY important?**
4. **What do you believe?**
5. **What would you sacrifice your life and leisure for?**
6. **What would you do for free?**



Tools to Help You and Your Staff Identify Care - 2

- 1. What bugs you?**
- 2. What excites and thrills you?**
- 3. How will the community be better off because of you?**
- 4. Who will benefit because of you?**
- 5. What legacy do you want to leave?**
- 6. What regrets you want to avoid at the end of your life?**



Questions and Answers



Exercise

Jot down your response to the following questions:

- What do you care about?**
- How are you taking care of your care?**
- Share what one of your direct report cares about?**

Share your answers

Group Share



What's Next

- Who else cares about your care?**
 - Donors, employees, clients, allies, wellwishers?
- How do you find out what people care about?**
 - Listen!!!
- Where do you listen**
 - In conversations (networking events)
 - Social Media
 - Newspapers
 - Research – surveys, focus groups etc.



Strategies for Developing Leaders in Your Organization

- 1. Know Your Care & Their Care**
- 2. Listen for Commitment – your and theirs**
- 3. Support them in their execution, learning, and development**
- 4. Know the 3 non-discretionary roles of leadership**
 - Boss – hire & fire
 - Customer – have to be satisfied
 - Coach – help them win



Wrap Up

- ❑ To build a powerful organization, start with care: what you care about and what others care about**
- ❑ To empower you staff, ask them what they care about and listen to them; and share with them what you care about**
- ❑ Listening may be the most important skill of a leader**
- ❑ Listening for care is essential for producing satisfaction, meaning, and value for employees, clients and donors**



Thank You for Your Attention

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