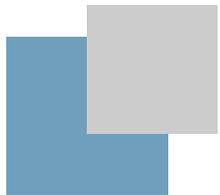


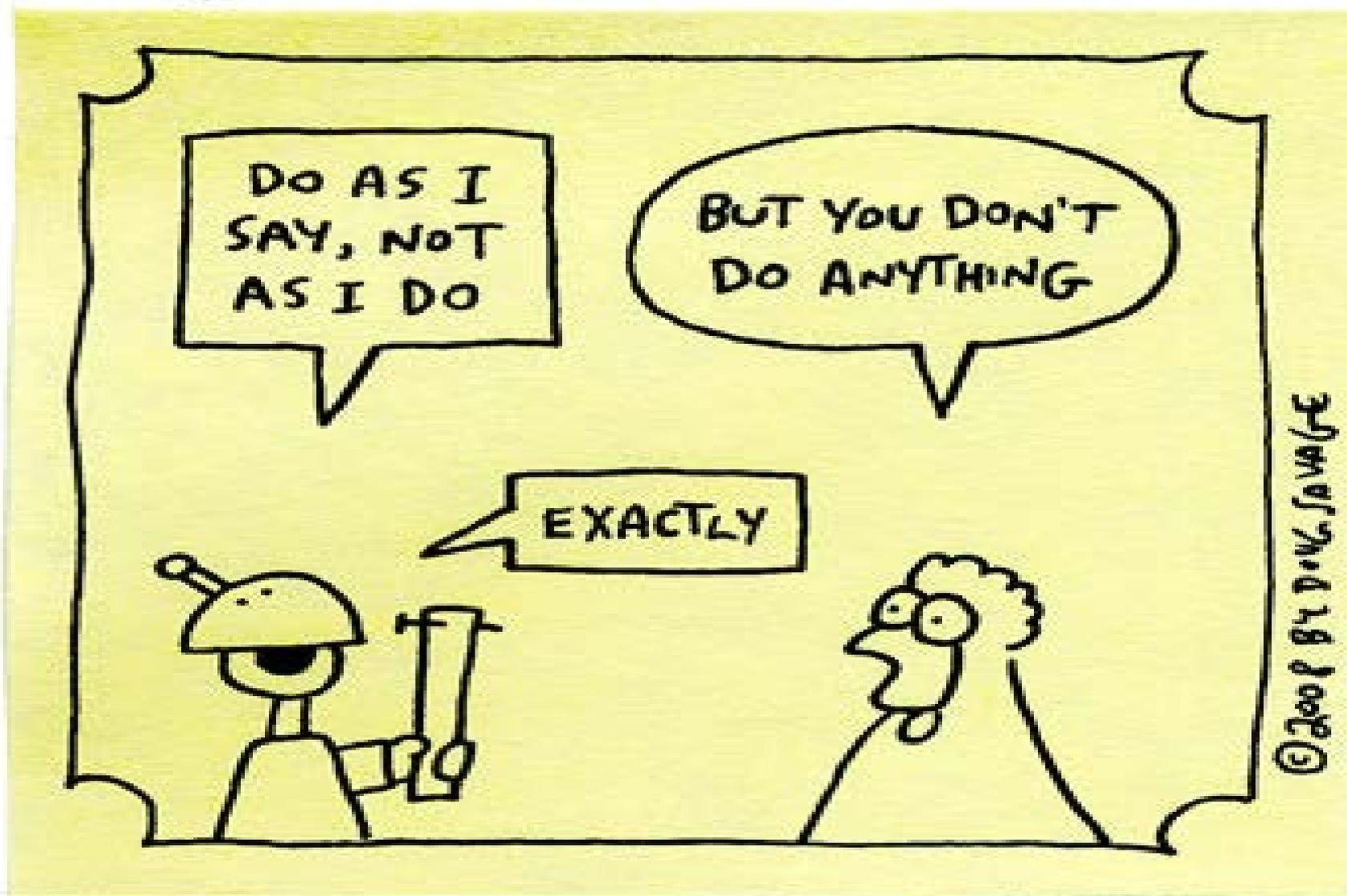
LEADERSHIP ...  
A DIVERSE ENVIRONMENT  
REQUIRES A DIVERSE SKILL SET



COLLECTIVE EXPERIENCE . COLLABORATIVE CULTURE . CREATIVE SOLUTIONS

# Savage Chickens

by Doug Savage



# INTERNAL AND EXTERNAL

You must develop skills that will be utilized internally....to your particular organization.

You must develop skills that will be utilized externally...to the organizations that are external to you... that provide various services across the continuum.

You must train your staff to have the same skills. You will not go to every meeting.

You will not work there forever. But your legacy...the care you deliver to your patients...will outlast you.



"Well, I would have exhibited more leadership qualities if someone would have told me to."

# YOU NEED A THEORY

Theory X (scientific mgmt.)	Theory Y
Lazy	Like working
Avoid responsibility	Accept/seek responsibility
Need control/coercion	Need space to develop imagination/ingenuity
Rational economic man	Self-actualizing man

# HERZBERG FACTORS

Important motivators (satisfiers)	Important Hygiene (dis-satisfiers)
Achievement	Company policy and recognition
Recognition	Supervision – technical aspects
Work itself	Salary
Responsibility	Interpersonal relations – supervision
Advancement	Working conditions

# LIKERT

1. **Exploitative – authoritative** where power and direction come from the top downwards; threats and punishment are employed. Communication is poor and teamwork is non-existent. Productivity is generally mediocre.
2. **Benevolent – authoritative** is similar to the above but allows some upward opportunities for consultation and some delegation. Rewards may be available as well as threats. Productivity is typically fair to good but at cost considerable absenteeism and turnover.

# LIKERT CONTINUED

3. Consultative – where goals are set or orders issued after discussion with subordinates, communication is upwards and downwards and where teamwork is encouraged, at least partially. Some involvement of employees as a motivator.

4. Participative – group is reckoned by many to be the ideal system. Under this system, the keynote is participation, leading to commitment to the organization's goals in a fully cooperative way. Communication is both upwards, downwards, and lateral. Motivation is obtained by a variety of means. Productivity is excellent and absenteeism and turnover are low.

# THE MATRIX

Issue	Response		
<b>Serious ?</b>	> Directive Management <		
	Directive	Consultative	Democratic
New Culture	I decide		
Established culture, new problem		We decide	
Established culture, old problem		We decide, or....	You decide.
Old problem			You decide
Old problem, new culture		We decide	
New serious problem	I decide or	We decide	

S.Q.I.F.

Service

Quality

Innovation

Fun !

# PRINCIPLES

For external use ....

Consider the following tools:

# DIAGNOSTICS

Many people see, but they do not observe. You must observe.

Go there. Don't go alone. Meet them. See everything. Ask questions.

Understand as much as possible about what they do, what problems they have in general, what problems they (may or may not) have with you. What do they need? What do they want?

When you leave, check your perceptions with the other people who accompanied you. Follow up with a contact. Be prepared for another work meeting.

# MARRIAGES

Or at least dating.

What can we do together?

What do you need?

What do I need?

If we have no common ground, what can we do together with our regulatory or funding sources, or the public?

# SPOTLIGHTS

Personally, I feel uncomfortable in the spotlight. Figure out how to put the other party in the spotlight. Stand off the center of the stage...behind the curtain if need be.

You advance their cause. They will not forget you.

Your fame will find you.

# ZEROS

Frankly, sometimes in certain situations, the best thing to do is to do nothing.

Either the bigger wheels need to turn, and you realize it is out of your control, or .....remember:

Idiots do tend to self-destruct.

Give them room. The heat can be intense.

# ENERGY

For those who may attack you...think judo. Use their forward energy against them. Western power battles often look like boxing. Seduce the opponent, and use their energy against them.

# CROSS REFERENCE

Get out of your box. Look to other industries for good ideas. They have them.

think:

Southwest Airlines. Xerox. Progressive. Hilton. VW. Lexus.

# PARADOX

Do the unexpected. (e.g., violate expectations). For example...

Don't take all the money.....

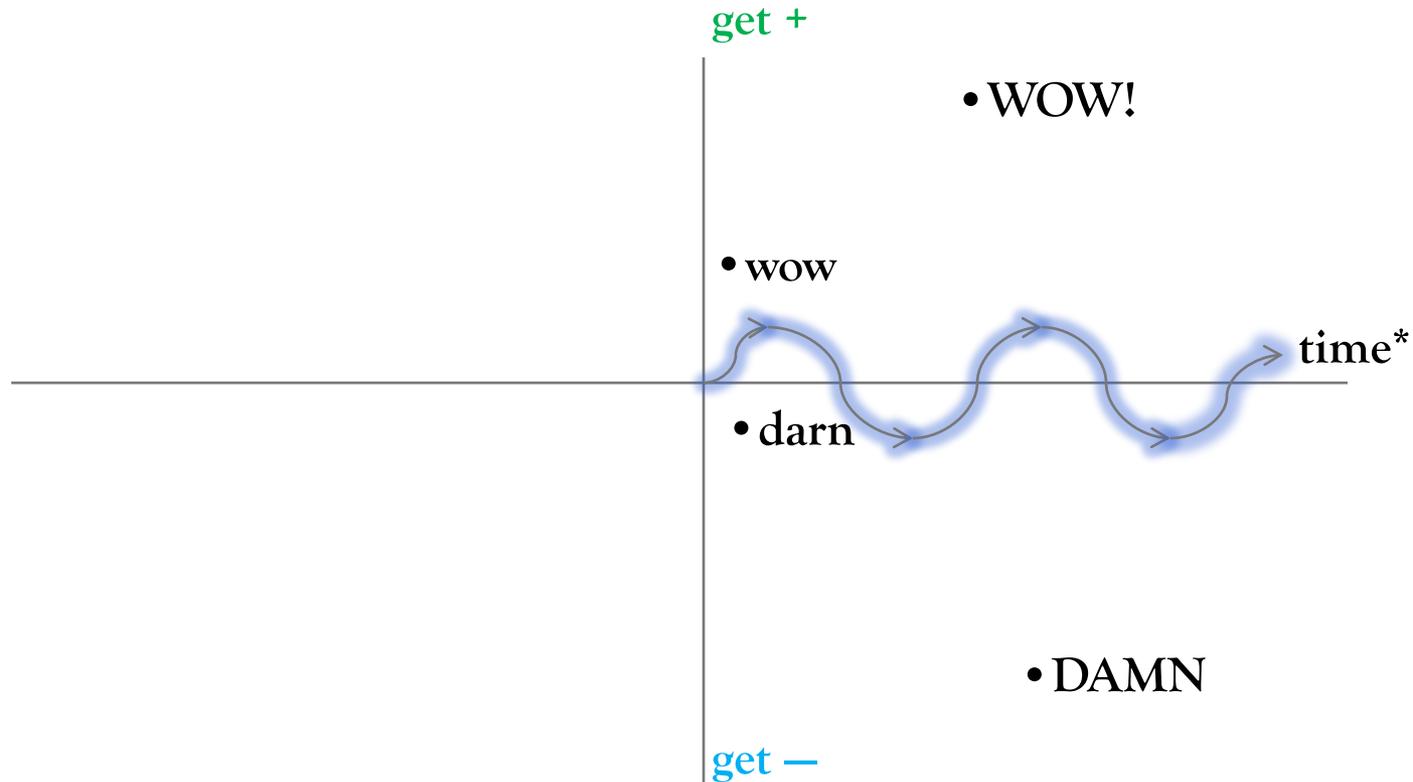
Save some for later.

Saving produces unexpected results.

# EXPECTATION THEORY IMPLEMENTING THE PARADOX



# EXPECTATION THEORY



\* The passage of time = experience. Experience teaches what to expect.

# DOES VALUE EXCEED EXPECTATIONS?

VALUE = QUALITY ÷ DOLLARS

(DID THE QUALITY OF WHAT I RECEIVED  
EXCEED THE MONEY I PAID FOR IT?)

# LINKS

Link other parties to one another. Based on what you learned from your diagnostic assessment, what have you learned about the other parties' needs and wants? Can you connect them with a third party that can assist them?

They will not forget you for arranging the marriage.

# OLIVES

Give more than you take.

Offer free stuff.

Think fat.

# REMEMBER...

Every organization is perfectly designed to obtain the results it is achieving.



BROUSE  
McDowell



**Thank you!**

David E. Schweighoefer

Brouse McDowell

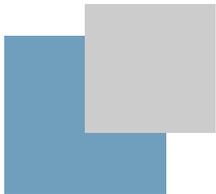
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