

DESTINATION LEADERSHIP: IT'S ALL IN THE JOURNEY AND THE FUN YOU HAVE ALONG THE WAY!

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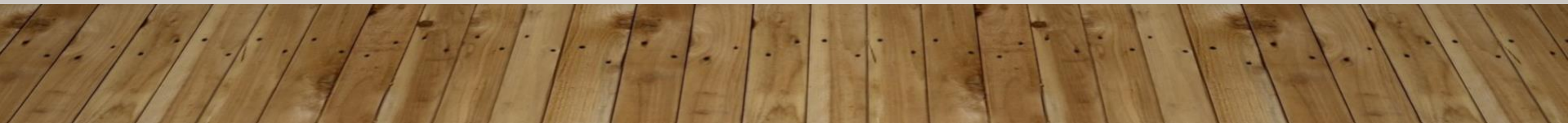
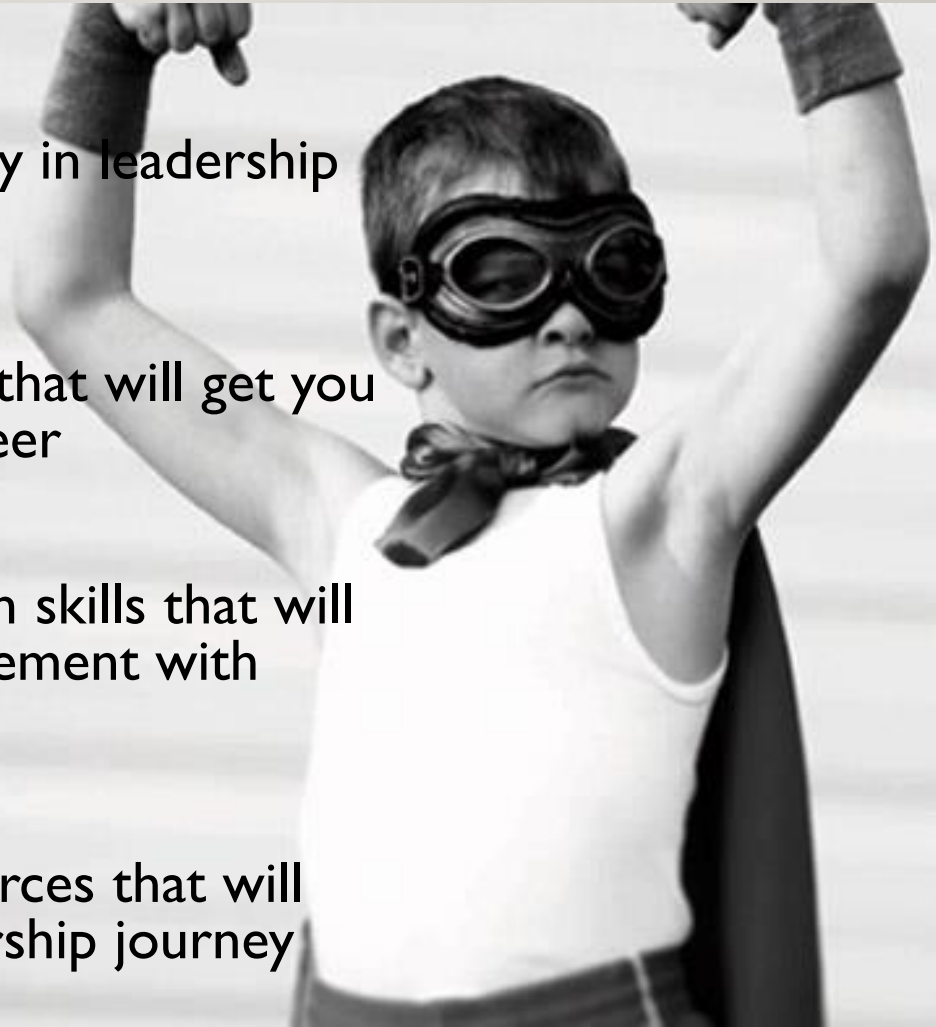
Certified Professional Coach: The Lab Leader Coach

Past President, Clinical Laboratory Management Association (CLMA)



OBJECTIVES

- Recognize current competency in leadership skills
- Describe the leadership skills that will get you noticed and advance your career
- Summarize the communication skills that will build trust and increase engagement with your team
- Walk away with a list of resources that will ensure success on your leadership journey



Get Noticed: Develop Leadership Skills

Leaders are grown not born:

“Before you are a leader, success is all about growing yourself.

When you become a leader, success is all about growing others”

~Jack Welch



Leaders Remain Optimistic

The 12 Characteristics of Tough-Minded Optimists

1. Are seldom surprised by trouble
2. Look for partial solutions
3. Believe they have control over their future
4. Allow for regular renewal
5. Interrupt their negative trains of thought
6. Heighten their powers of appreciation

The Power of Optimism, Alan Loy McGinnis, 1993

Leaders Remain Optimistic

The 12 Characteristics of Tough-Minded Optimists

7. Use their imaginations to rehearse success
8. Are cheerful even when they can't be happy
9. Believe they have an almost unlimited capacity for stretching
10. Build lots of love into their lives
11. Like to swap good news
12. Accept what cannot be changed

The Power of Optimism, Alan Loy McGinnis, 1993



Skills of a Leader

Connect and create relationships

Socially minded leaders focus on relationships

Encourage the heart = genuine acts of caring

Set healthy boundaries and model this for your team

Earn and keep trust

Talk the walk, walk the talk = DWYSYWD

Integrity and credibility = Develop personal values

A leader's behavior IS the culture = Align action to values

Have courage and persistence

Never be satisfied with the status quo

Take risks, learn from mistakes – makes it safe for others

Be open to new ideas



What Exactly is Trust?

Trust is the function of two things: Character and Competence

Character: Is a constant. It is necessary for trust in any circumstance.

Your integrity

Your motive

Your intent with people

Competence: Is situational. It depends upon what the circumstances require.

Your capabilities

Your skills

Your results

Your track record

“The difficult things that we go through with the important people in our lives can become fertile ground for the growth of enduring trust – trust that is actually stronger because it’s been tested and proved through challenge.”

~ Stephen MR Covey *The Speed of Trust: The One Thing That Changes Everything*, 2006

The Tree of Trust

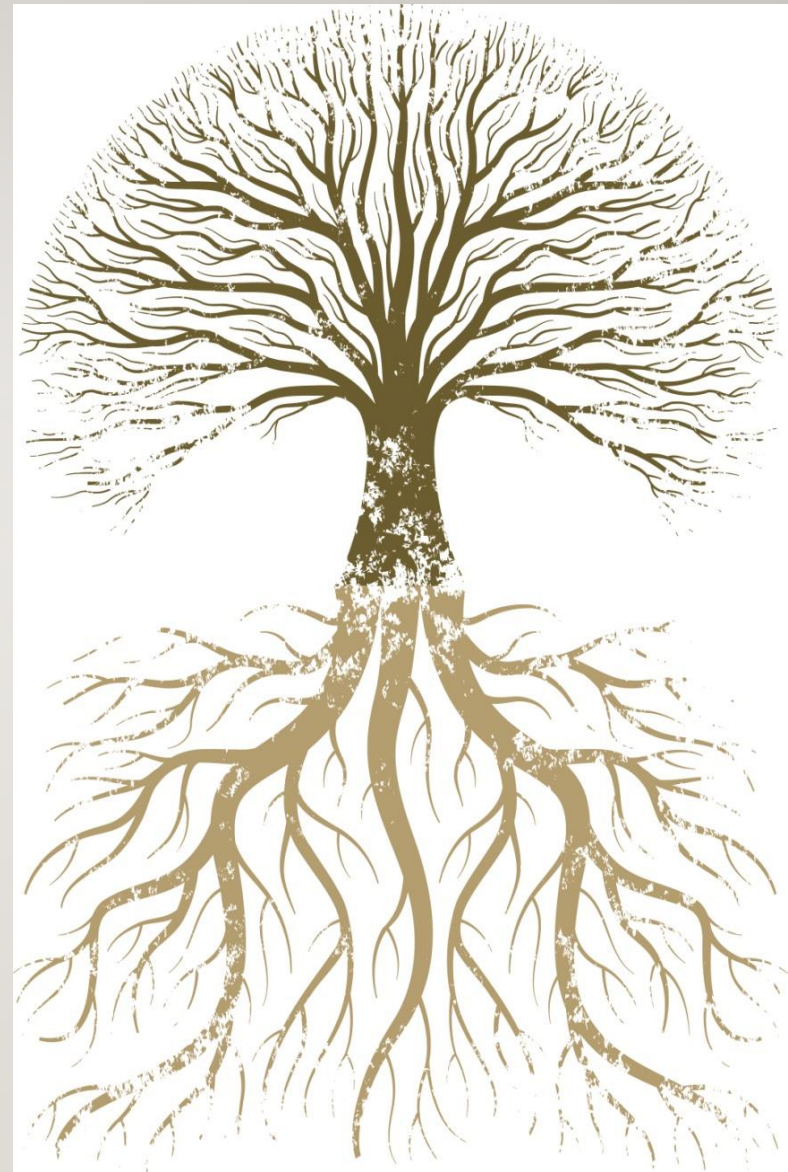
Competence = Branches

- Results
- Capabilities

Intent = trunk

Character = Roots

- Integrity
- Motive

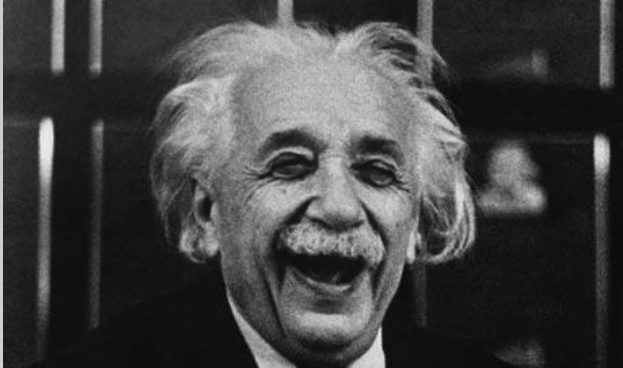


The Speed of Trust. The One Thing That Changes Everything, Stephen M.R. Covey, 2006

“Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, vision cleared, ambition inspired, and success achieved.”
~Helen Keller



How Do You Build Character?



“Try not to become men of success.

Rather, become men of value.”

~ Albert Einstein

Identify your core values. Values are like:

- **Anchors** – They hold you steady during rough times
- **Friends** – They stay with you and assure you
- **The North Star** – They are always dependable to guide you
- **A Fresh Wind** – They give you refreshing encouragement

Integrity Scan

- Integrity requires alignment of our values.
- If you behave differently than your core value, you are - **by your own definition** - out of integrity.
- If your behavior contradicts your values – your body knows!
- You can pay the price on a cellular level.
 - **Our bodies manifest the pictures our minds send to them**

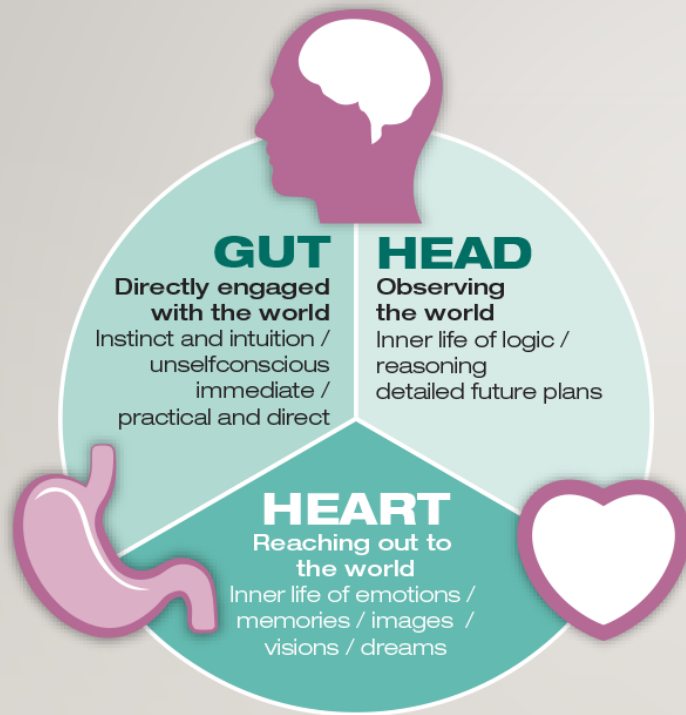


*Fierce Conversations: Achieving Success at Work & in Live, One Conversation at a time, Susan Scott, 2004
Berkley Book, New York, NY*

13 Behaviors That Build Trust

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

Leaders Trust Their Instincts



- There are things our gut knows long before our intellect catches on.
- There are more neurons in the intestinal tract than in the entire spinal column – 100 million of them
- The Heart is comprised of more than 400,000 nerve cells called baroreceptors that when combined with a chemical such as atrial peptide, is the primary driver of motivational behavior.
- **If we don't feel our values and goals, we can't live them.**

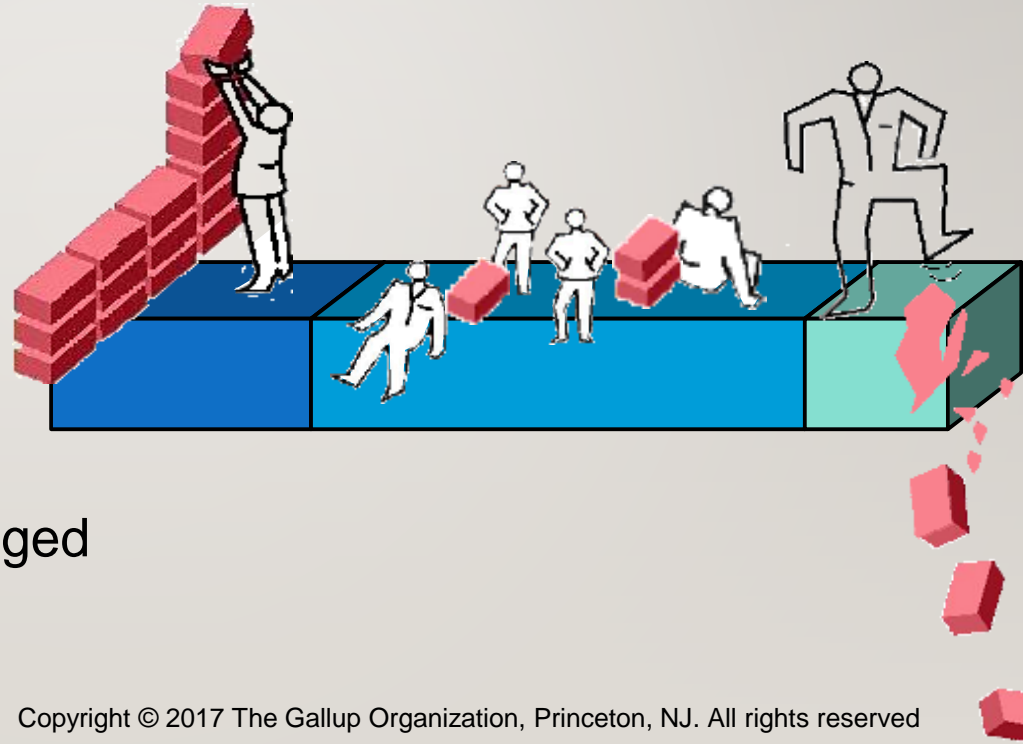
Get Noticed: Show Engagement

Engaged employees are highly energetic (vigor), feel great pride and enthusiasm (dedication), and are willing to completely focus on the task at hand (absorption)

(Wildermuth & Pauken, 2008)

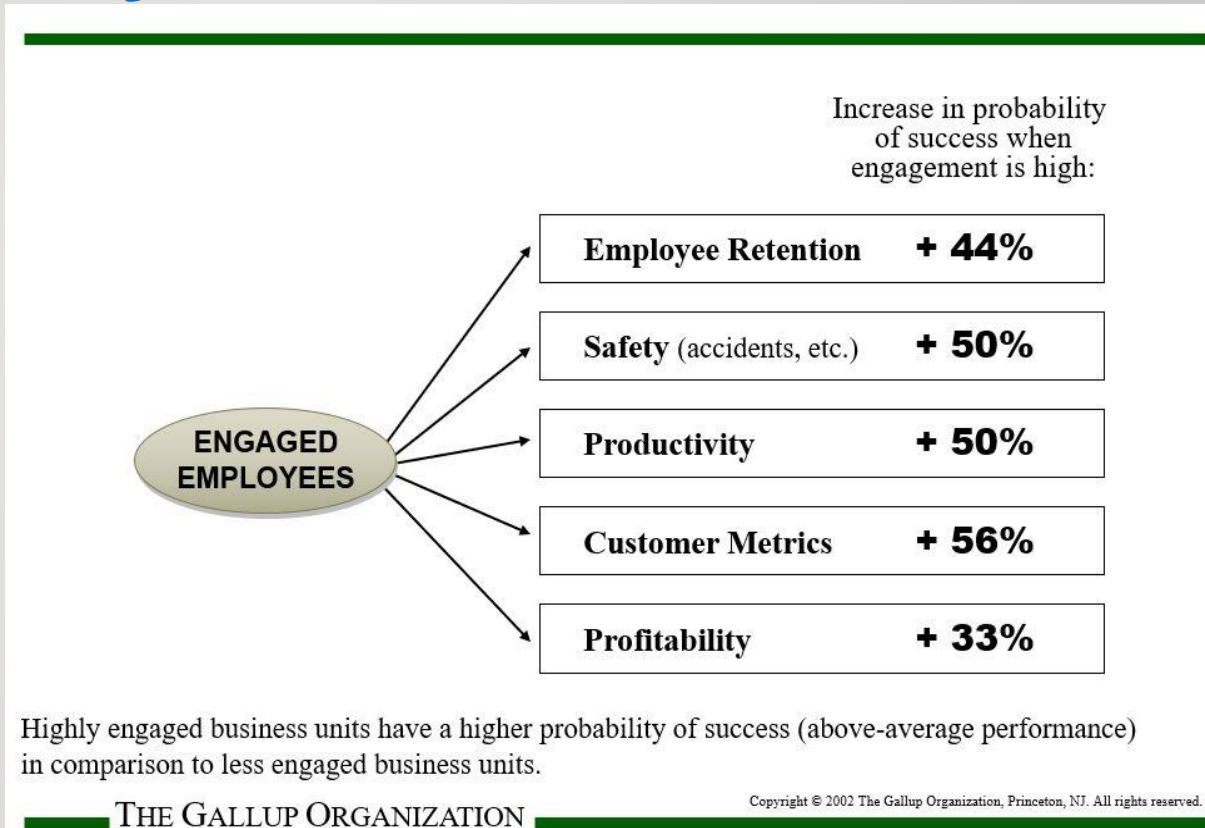
According to Gallup:

- 33% Engaged
- 51% Not engaged
- 16% Actively disengaged



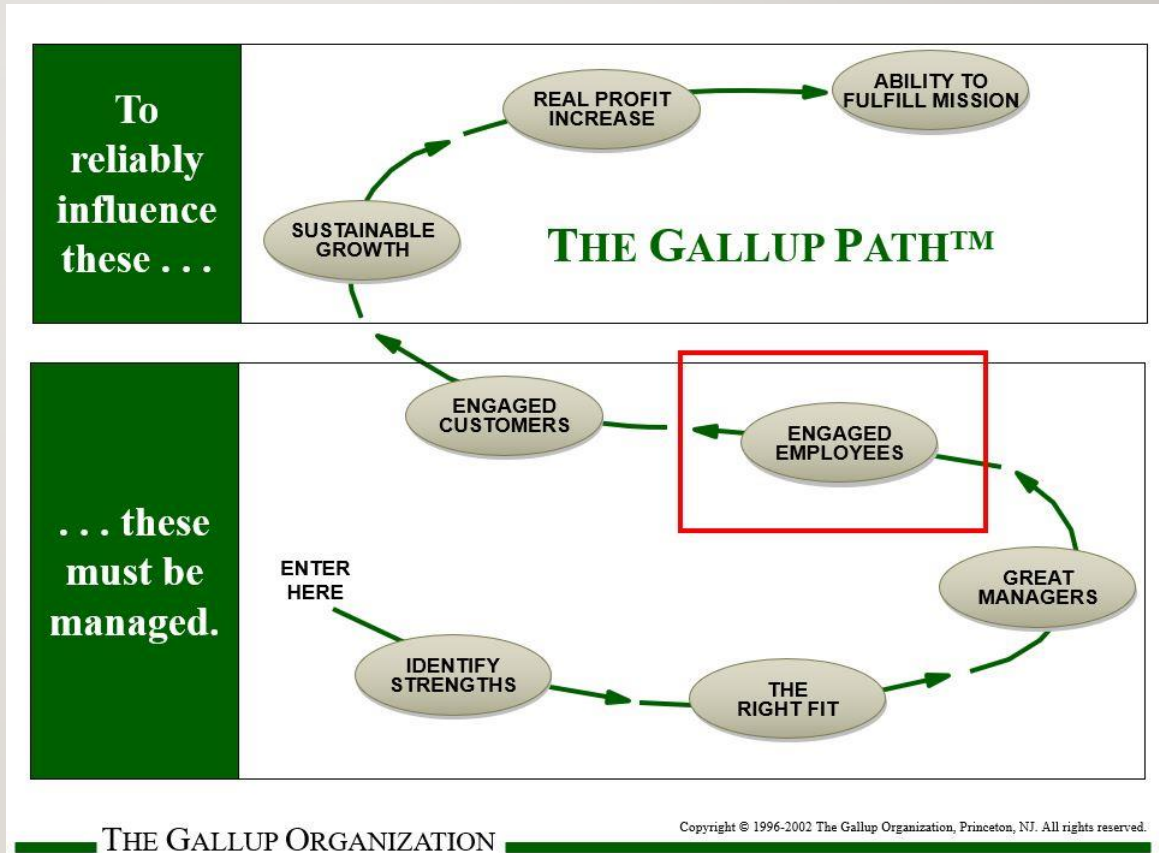
Why Is It Important To Have Engage Employees?

- Companies with highly engaged employees outperform their competitors by 147%
- Companies that invest in employee experience are 4x more profitable than those that don't
- Companies with a highly engaged workforce experience a 19.2% growth in operating income over a 12-month period



Gallup Path From Employee Engagement to Customer Engagement

1. Identify employee strengths
2. Ensure the right employee is in the right job
3. Train and support managers
4. Engaged employees influence engaged customers
5. Loyalty drives business success
6. Financial success allows the hospital to fulfill their mission



Get Noticed: Take Responsibility

- Align with the organization's vision and strategic goals
- **Seek ways to be involved and participate**
- Identify opportunities and lead projects
- **Write business plans**
- Collaborate and present ideas
- **Publish**
- Volunteer
- **Make a name for yourself**



Get Noticed: Be Accountable

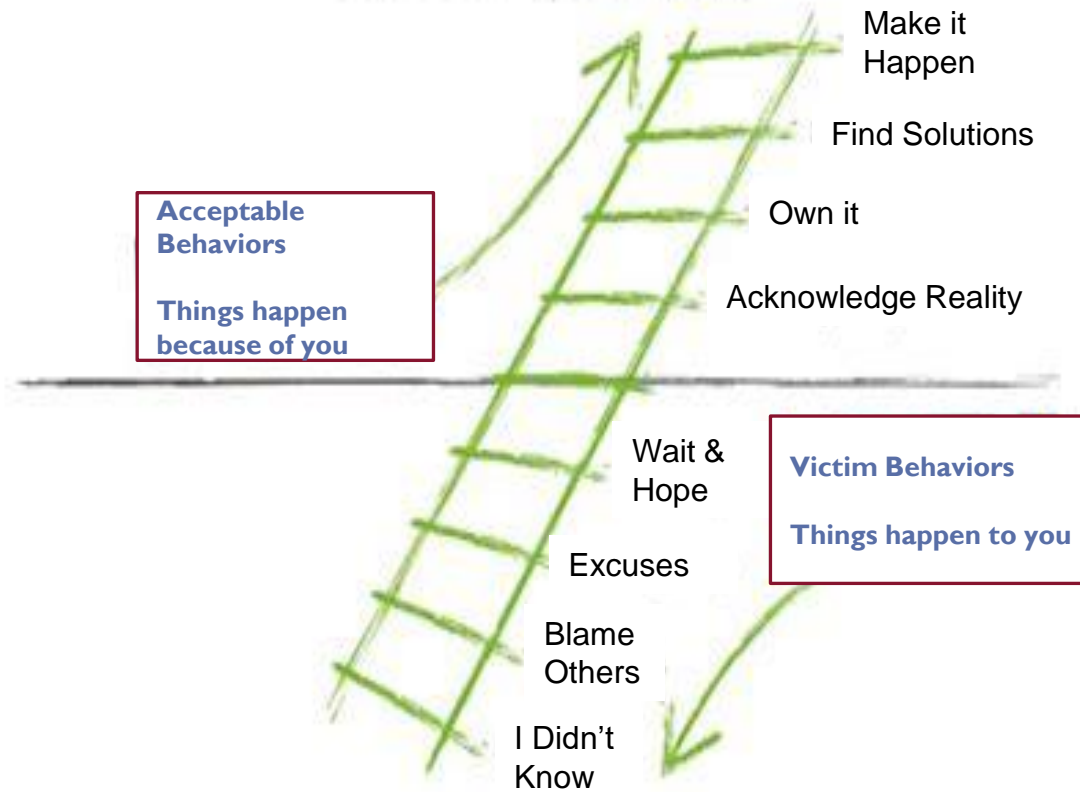
Accountability: An attitude of continually asking “What else can I do to rise above my circumstances and achieve the results I desire?” A level of ownership that requires making, keeping, and proactively answering for commitments.

- Invite candid feedback
- Don't hide the truth
- Acknowledge reality
- Spend time on what you can influence/control
- 100% commitment
- You own your circumstances

The Oz Principle: Getting Results Through Individual and Organizational Accountability. Connors, Smith, Hickman, 1994

Accountability Ladder

Where do you stand?



Personal Accountability



Bullet Proof Talent. Presentation by Cy Wakeman. Madonna Rehabilitation Hospital, 2012

Get Noticed: Communicate Well and Often

Transparency: Shine a light on fear

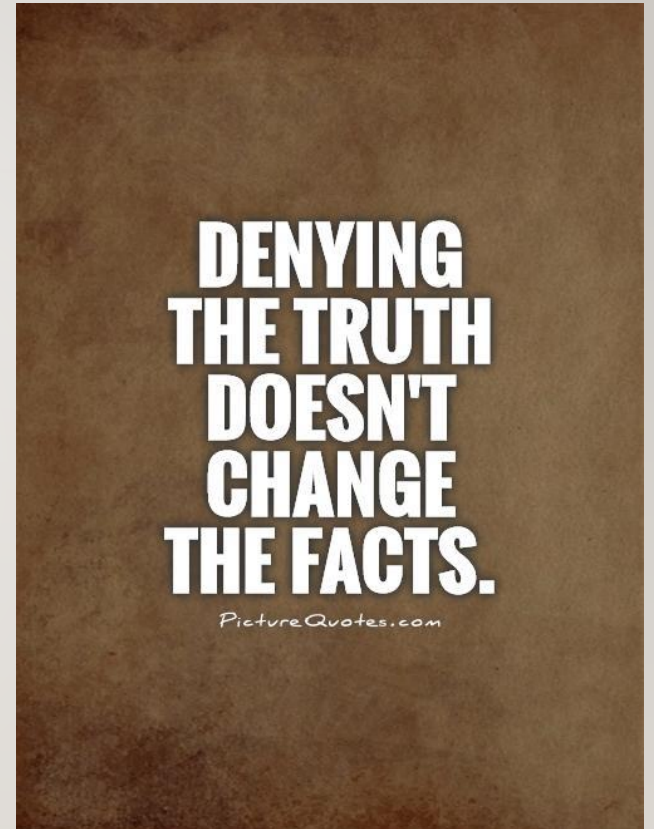
Relationship: Connect and engage

Understanding: Talk openly about needs and aspirations. Be inclusive!

Shared Success: Reduce your attachment to being right. Shift to being curious.

Tell The Truth: Test perceptions and release judgment

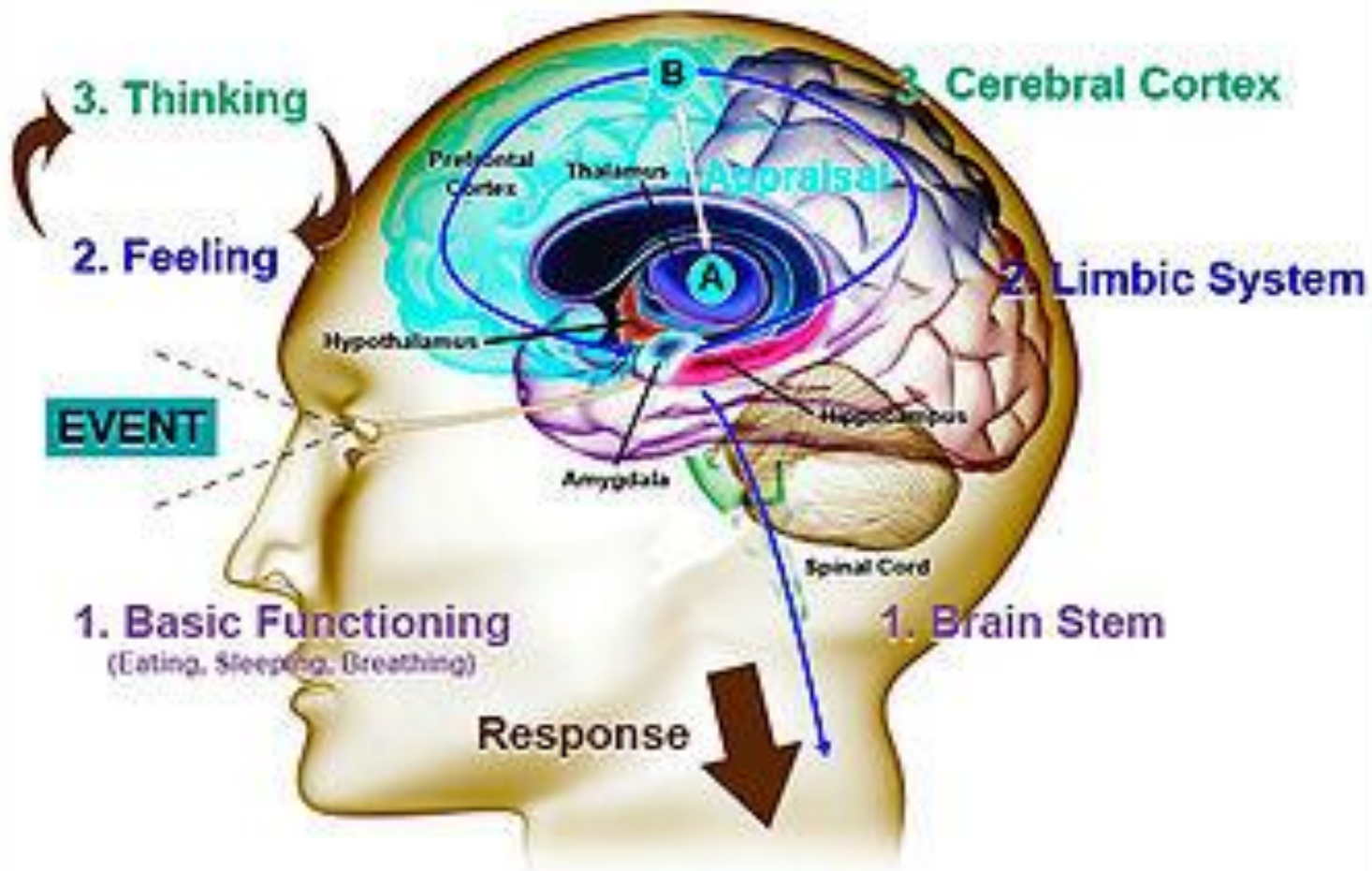
Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results, Judith E. Glaser, 2014 Bibliomotion, Inc



What Do We Know About Conversations?

- The Moment we make eye contact with other people, biochemical reactions are triggered at every level in our bodies.
 - Within 10 feet of a person, we read their energy
- Conversations take place at the chemical level first and fastest.
 - Judgements are made within 0.7 seconds
 - Cortisol or oxytocin may go up
 - Our heart rates change
- It can take up to 2 seconds for a thought to reach the Executive brain for words to form = **GAP**

Emotional Brain



Brain Hormones

TRUST

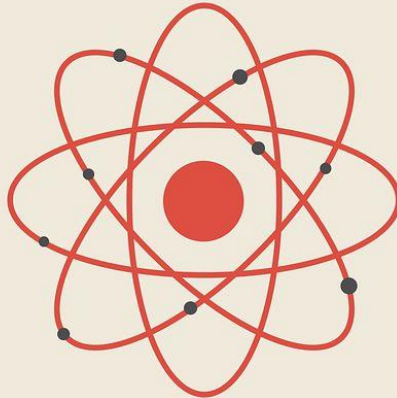
Feel good chemicals:

Oxytocin

Dopamine

Serotonin

Endorphines



DISTRUST

Amygdala Hijacking:

Cortisol

Catecholamine

Norepinephrine

Testosterone

What Happens in the GAP?



It's the stories in our heads that create the emotions that we feel that impact our actions

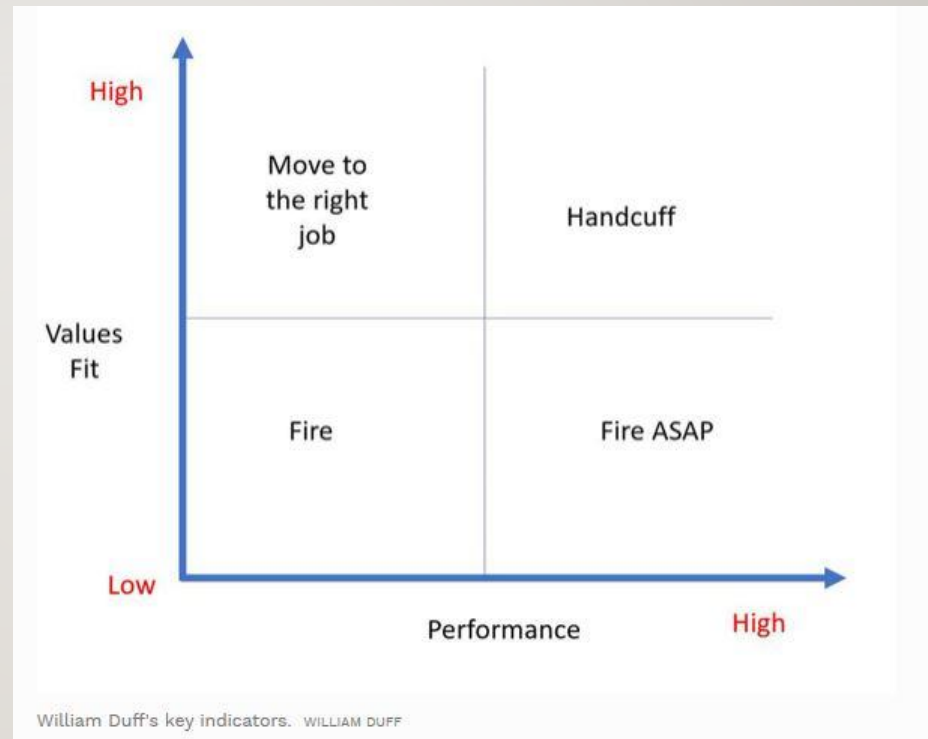
**Get a Handle on
your stories!**

What Else Is Going On?

- **Negative emotions outnumber positive emotions 14:1** (Schaufeli & Bakker, 2004)
 - Negative emotions are more noticeable because negative events are often more important to our survival than positive events.
 - A delayed response to a positive event only means that you celebrate later
 - A delayed response to a negative event could be life threatening
 - Humans tend to fixate on negative emotions and worse-case scenarios as a survival technique.
 - Any number of bad things can happen but only a few good things
- **Truth:** Events are neutral, it is the emotions we attach to the events that provide meaning.
 - We add our own judgements to neutral events which make them good or bad

You Get What You Tolerate

- **Incremental Degradation** – If we compromise at work, or at home; if we lower the standards about how often we talk, what we talk about, and most important, what degree of authenticity we bring to our conversations – it is a slow and deadly slide.
- **Undiscussables** – What are you pretending not to see?
- **Fear** – The stories in our heads.



Fierce Conversations: Achieving Success at Work & in Live, One Conversation at a time, Susan Scott, 2004 Berkley Book, New York, NY

GET NOTICED: BUILD A COHESIVE TEAM

- **The 10 rules for teamwork:**
 - Put the team first
 - Communicate openly and candidly
 - Be part of the solution
 - Respect Diversity
 - Ask and encourage the right questions
 - Use a rational problem solving process
 - Build trust with integrity and example
 - Commit to excellence
 - Promote interdependent thinking
 - Pull the weeds



Managerial Needs For The Different Generations



- **Traditionalists:** Need to know their experience and the building blocks they provided are respected.
- **Baby Boomers:** Need to know their experience is valuable and appreciated. They need you to know they are eager to change.
- **Generation X:** Needs to discuss things with you informally. Gen Xers Need to know their resourcefulness and self-reliance are valued.
- **Millennials:** Need you to acknowledge them. Millennials need to know how they're doing and want to know what comes next.
- **Gen 2020 (Z):** Needs your time to listen to them and your time to mentor them.

Be Ready For Crucial Conversations



When the stakes are high.
Planned vs Unplanned

Watch for content and conditions

- Difference in opinion
- Emotions run high
- Changes in yourself – Know thyself!
 - Physical
 - Emotional
 - Behavioral

Pool of Shared Meaning: When Safety is Lost

- Learn to look for the conditions of the conversation – In yourself and others
 - **Silence**
 - **Violence**
- This is evidence that the others are feeling unsafe. Do what it takes to restore safety

Skills to Restore Safety	Clear Problem	Misunderstanding
Lack of Mutual Respect	Apologize	Contrast
Lack of Mutual Purpose	Create Mutual Purpose	Contrast

Patterson, K., Grenny, J., McMillan, R., Switzler, A. (2012) *Crucial Conversations: Tools for talking when stakes are high*, 2nd ED. McGraw-Hill, New York, NY

Every Conversation Starts With A Conversation With Yourself

Crucial Conversations: Start with the heart

What is it I truly want for myself, the other person, the relationship, the organization?

Fierce Conversations: The conversation IS the relationship.

It's all about understanding who you are, what you need, and getting out from behind yourself into the conversation and make it real.

Say What You Mean: Lead with presence.

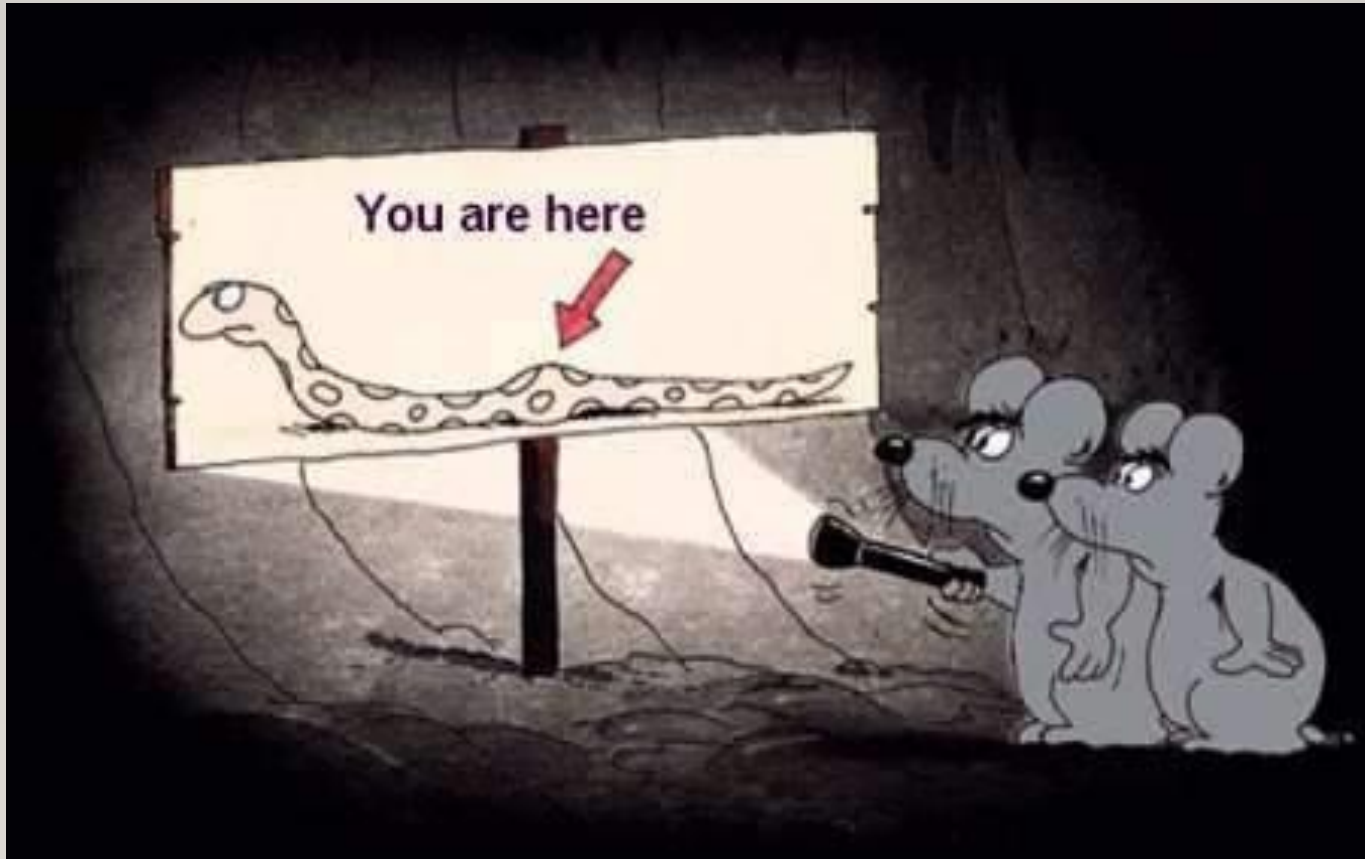
Begin conversations with awareness, strive to maintain this awareness, and be honest with yourself about what you need and what the other person needs.

Crucial Conversations: Tools for talking when stakes are high, 2nd ED. Patterson, K., Grenny, J., McMillan, R., Switzler, A., 2012 McGraw-Hill, New York, NY

Fierce Conversations: Achieving Success at Work & in Live, One Conversation at a time, Susan Scott, 2004 Berkley Book, New York, NY

Say What You Mean: A Mindful approach to nonviolent communication, Oren Jay Sofer, 2018, Shabala Publications, Inc

ONE OF THOSE DAYS....



Humility is the cornerstone of all relationships

“Arrogance repels, but a humble spirit is like a magnet, drawing our team to us.”

John Miller: *Be Outstanding through Personal Accountability*, March 26, 2013

“I now see how owning our story and loving ourselves through that process is the bravest thing that we will ever do.”

Brené Brown



Even More Skills Needed

- Tenacity in the face of change
 - Try, try, and try again
- Adaptability – learn from your mistakes
- Courageous Communication
 - Optimism and enthusiasm
 - Passion and belief
 - Find your words
- Emotional Intelligence
- Fake it until you make it
 - Self-fulfilling prophecy



Get Noticed: Interact Professionally

Emotional Intelligence (EQ)

- Everything we do involves emotions: every action, every interaction, and every decision
- Emotionally intelligent people know this and use their thinking to manage their emotions so that their emotions do not manage them

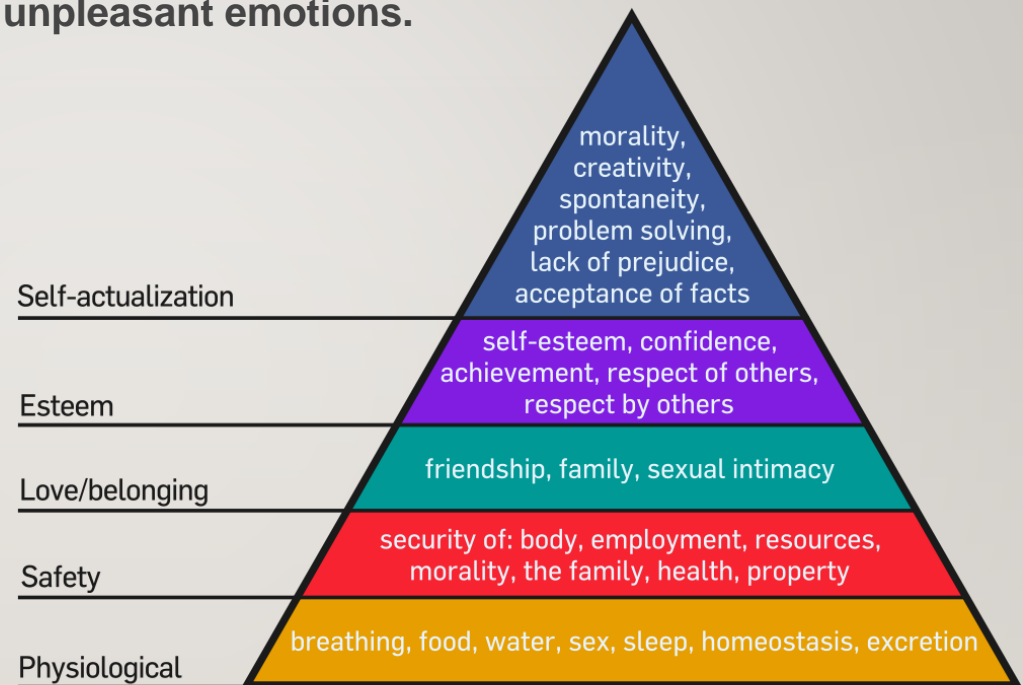


Feelings Are a Function of Needs

- When needs are met – we feel pleasant emotions.
- When our needs are not met – we feel unpleasant emotions.

Conflict generally occurs at the level of our strategies – what we want. The more deeply we are able to identify our needs – why we want what we want – the less conflict.

In conversation, stating needs in a positive manner can make it easier to establish connection and hear one another.



"A Theory of Human Motivation", Abraham Maslow, Psychological Review. 1943

Say What You Mean: A Mindful approach to nonviolent communication, Oren Jay Sofer, 2018, Shabala Publications, Inc

Emotional Triggers

A small provocation that can send our emotions spiraling in a direction that we didn't anticipate

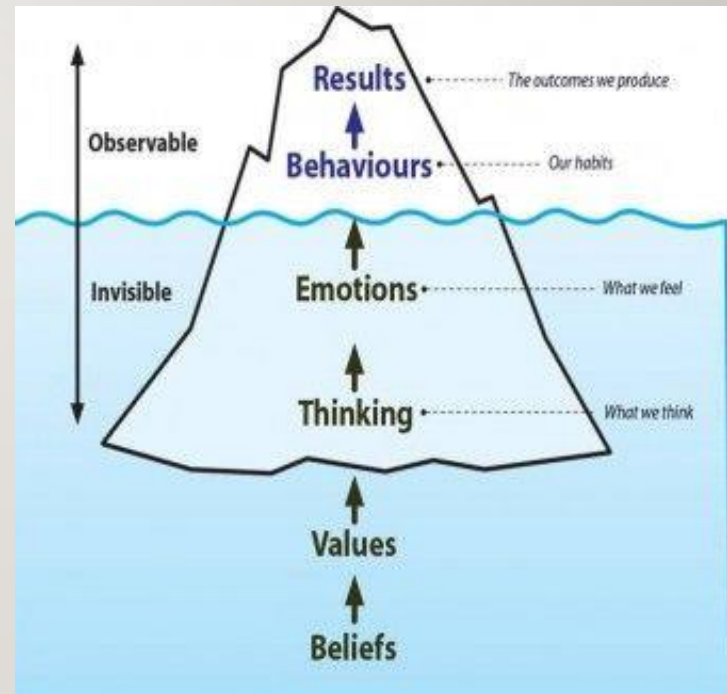
Our beliefs come from external conditioning from the moment of birth

- Generations of family beliefs and traditions
- Societal norms and expectations
- Employer expectations
- Government laws and regulations
- Teachers, religious leaders, friends, and peers

These beliefs turn into values

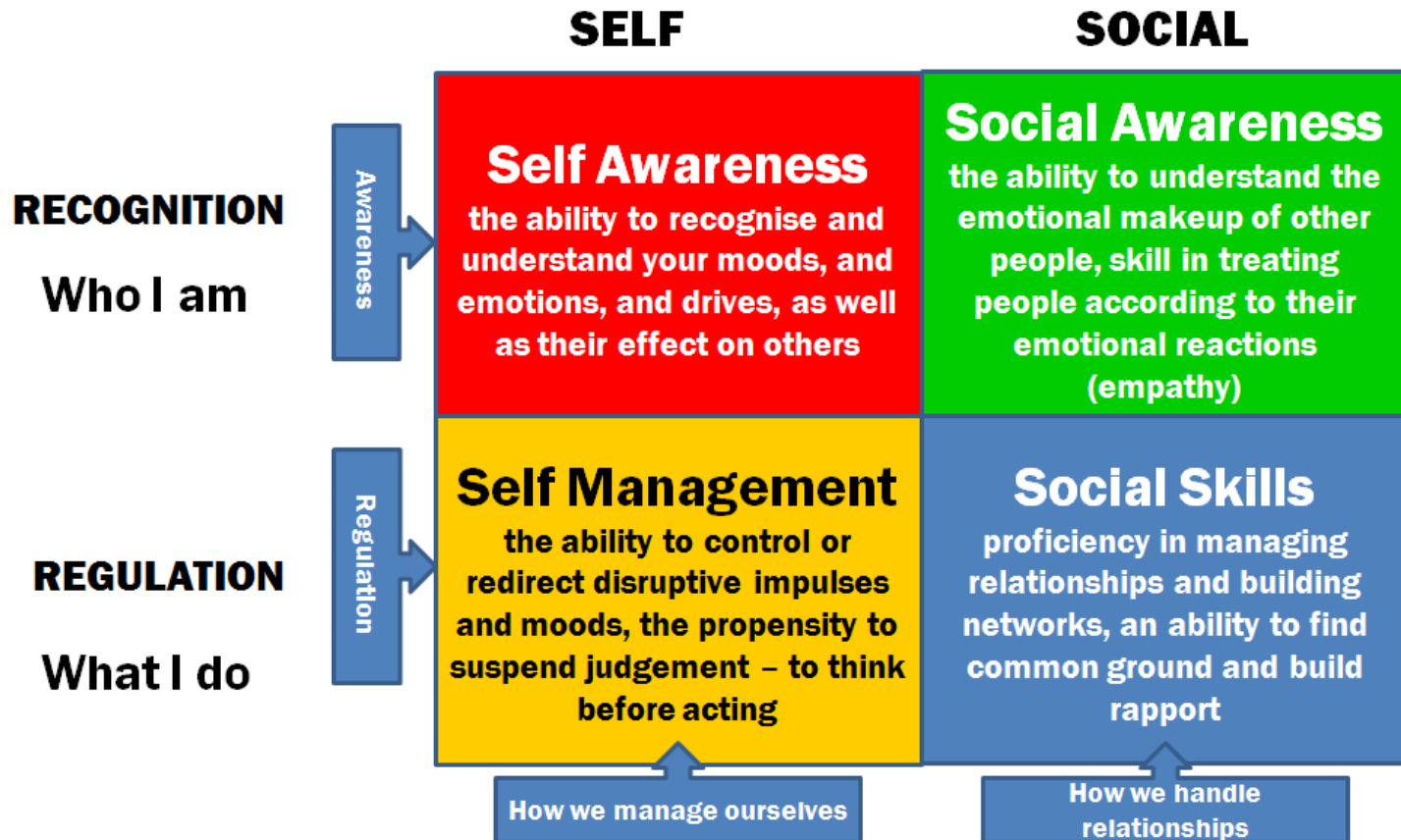
Values define the way we think with causes our emotions

A triggered emotion can result in behaviors we may regret



EQ: Four Abilities

Emotional Intelligence



Emotional Intelligence

SELF

RECOGNITION

Who I am

Awareness

Self Awareness

the ability to recognise and understand your moods, and emotions, and drives, as well as their effect on others

REGULATION

What I do

Regulation

Self Management

the ability to control or redirect disruptive impulses and moods, the propensity to suspend judgement – to think before acting

How we manage ourselves

Our ability to Self Manage emotions is directly related to our ability to recognize our emotions.

**To become more emotionally aware:
Keep an Emotional Journal**

**The better you can acutely describe your emotion,
the more successful you will become in
understanding your emotions.**

Abandoned Afraid Aggravated Aggressive Amazed Angry Annoyed Anxious
Appreciation Apprehensive Ashamed Astonished Arrogance Betrayed Bitter
Calm Cheerful Certain Comfortable Confused Confident Content Curious
Defensive Delighted Depressed Determined Disappointed Disdain Disgust
Displeased Dissatisfied Distracted Distressed Disturbed Eager Ecstatic
Embarrassed Energetic Enthusiastic Envious Excited Fascinated Fearful
Foolish Frustrated Furious Grateful Great Grief Guilty Happy Hopeful
Hungry Hurt Inadequate Insecure Inspired Interested Irritated Jealous Joyful
Lonely Lost Loving Lustful Miserable Motivated Negative Nervous
Offended Optimistic Overwhelmed Patient Peaceful Proud Regretful Relaxed
Relieved Resentful Sad Satisfied Scared Self-conscious Self-pity Shame
Shocked Sick Silly Stressed Stupid Surprised Suspicious Tenacious Tense
Terrified Trapped Troubled Trust Uncomfortable Unconcerned Unhappy
Unsettled Upset Victimized Vital Vulnerable Worried Worthless

The Importance Of Fun And Laughter

“Angels can fly because they take themselves lightly.” ~ G.K. Chesterton

The Nine Benefits of Laughter:

1. Humor combats fear
2. Humor comforts
3. Humor relaxes
4. Humor reduces pain
5. Humor boosts the immune system
6. Humor reduces stress
7. Humor spreads happiness
8. Humor cultivates optimism
9. Humor helps communication



Therese Borchard, Beyond Blue, 2010

The Importance Of Fun And Laughter

“The human race has only one really effective weapon, and that is laughter. The moment it arises, all our hardnesses yield, all our irritations and resentments slip away and a sunny spirit takes their place ~ Mark Twain

The benefits of fun in the workplace:

1. Keeps employees happy = Increased productivity
2. When natural tensions arise, fun in the workplaces allows employees to work out their issues in a good, healthier way
3. Fosters improved teamwork = Increased productivity
4. Fun activities break down barriers for people who don't know each other well
5. Encouraging fun, social activities outside of work increases employee engagement inside work and increases company loyalty



Tools For Learning

- **Books/Audiobooks**

The Power of Optimism, Alan Loy McGinnis (no longer in print)
Happier, Tal Ben-Shahar
Emotional Intelligence 2.0, Travis Bradberry & Jean Greaves
The Heart Led Leader, Tommy Spaulding
Set Boundaries, Find Peace, Nedra Glover Tawwab
Crucial Conversations, Patterson, Grenny, McMillan, Switzler
The Science of Emotional Resilience, Peter Hollins
The Speed of Trust, Stephen MR Covey
The Leadership Handbook, John C. Maxwell
Daring Greatly and The Gifts of Imperfection, Brené Brown
The Leadership Challenge – Kouzes & Posner, 3rd Edition
Autobiographies of famous leaders – Imitate, copy, and learn

- **Leadership Organizations = Volunteer**

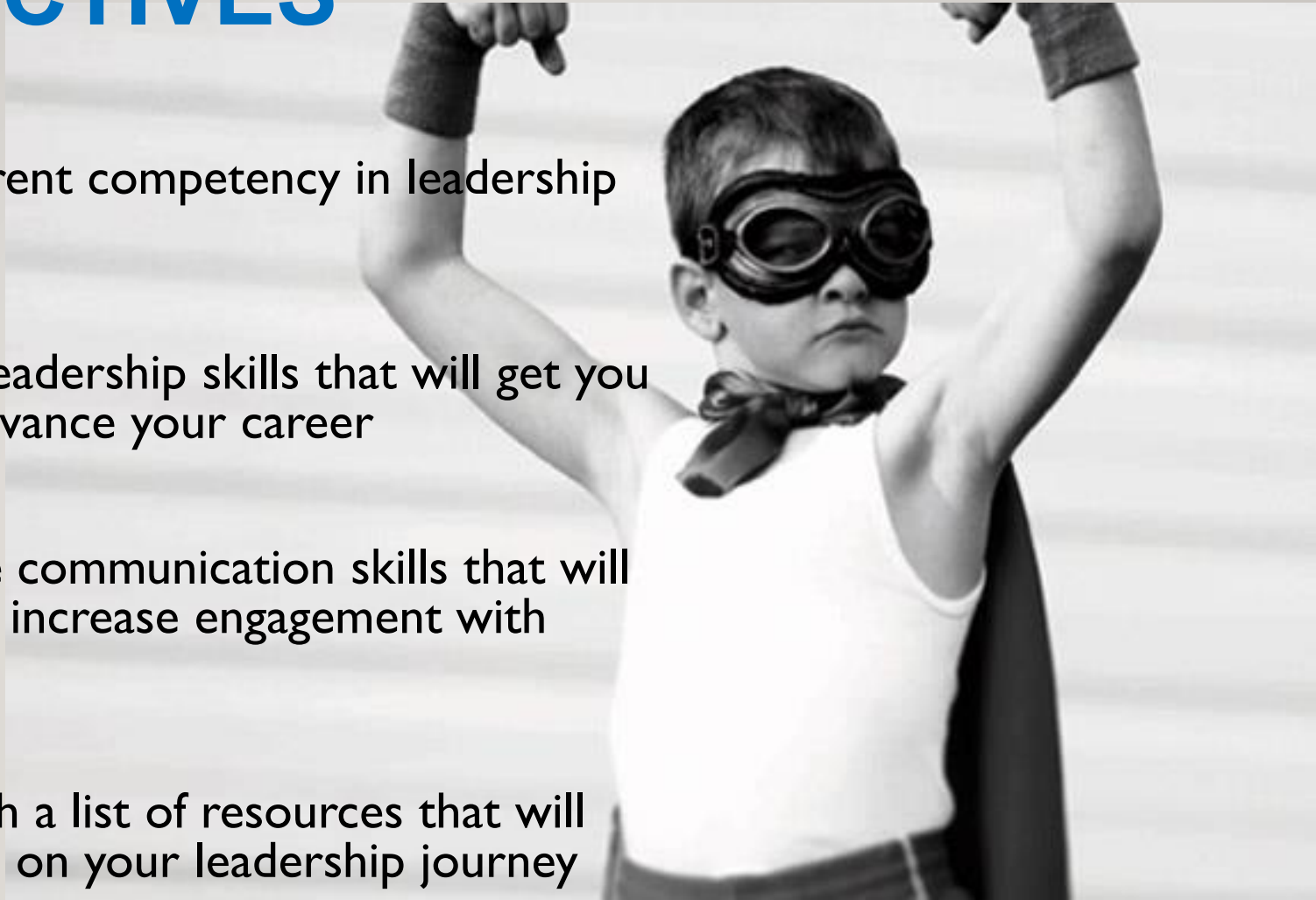
MGMA, ASCLS, ASCP, AMT, SAFMLS
Rotary Club, Church, Military

- **Mentor/Counseling**

- **Formal Education**

BS, BSA, MBA, MHA, PhD

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**“Success is never final. Failure is never fatal.
It’s courage that counts.”**

~ Winston Churchill



Thank you! patty@thelableadercoach.com