



HAPPY NEW YEAR!

Leadership & Management from the Quality Perspective

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Leadership & Management

- Part 1 - Mining for Silver

- Personal Leadership & Management

- “Expert” definitions: leadership vs. management
 - Lessons learned from role models, examples
 - Individual Assessment

- Part 2 - Panning for Gold

- Organizational Leadership & Management

- MBNQA Criteria for Performance Excellence
 - Organizational Assessment
-

NISH

NISH, formerly the National Industries for the Severely Handicapped, is the national nonprofit agency designated by the Committee for Purchase From People Who Are Blind Or Severely Disabled to provide technical assistance to Community Rehabilitation Programs (CRPs) interested in obtaining federal contracts under the Javits-Wagner-O'Day (JWOD) Program.

NISH is an expert in providing contract management services to the government. By remaining responsive and sensitive to our customers' needs and concerns, we form strong, long-term business partnerships with individuals and organizations in every sector of the federal government.

NISH

Federal
Government



NISH



Community
Rehabilitation
Programs



Individuals with Severe Disabilities

NISH

- Employment for ~48,000 Individuals with Disabilities in 2004

SERVICES

Janitorial/ Custodial
Grounds Maintenance
Laundry Services
Cafeteria Services
Facility Management
Mailroom Operations
Dispatch Centers
Document Destruction
Data Entry
Printing/Distribution

CUSTOMERS

General Services Administration
US Army
US Navy
US Air Force
Social Security Administration
Internal Revenue Service
Federal Aviation Administration
FBI
Census Bureau
National Archives

NISH



Leadership & Management

■ Part 1 - Mining for Silver

□ Personal Leadership & Management

- “Expert” definitions: leadership vs. management
- Lessons learned from role models, examples
- Individual Assessment

<i>Leadership</i>	<i>Management</i>

Leadership & Management

- Management is doing things right -
Leadership is doing the right things.
 - Peter Drucker
- Managers do things right –
Leaders do the right things.
 - Warren Bennis & Burt Nanus
- Most organizations are overmanaged and underled.
Leaders work on systems and do the right things.
Managers work in systems and do things right.
 - Stephen Covey

Leadership & Management

- Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.
 - Stephen Covey
- A new leader has to be able to change an organization that is dreamless, soulless and visionless ... Someone's got to make a wake up call.
 - Warren Bennis
- Leaders take charge, make things happen, dream dreams, and translate them into reality.
 - Burt Nanus

Leadership & Management

- Leadership is about change. It's about taking people from where they are now to where they need to be.
 - Noel Tichy
- Leadership is about seeing over the horizon, imagining what it might look like at the final destination, and making something happen. It is about changing the way things are.
 - Jim Kouzes & Barry Posner
- The first responsibility of a leader is to define reality. The last is to say thank you.
 - Max DePree

Leadership & Management

- The task of the leader is to get them from where they are to where they have never been.
 - Henry Kissinger
 - I start with the premise that the function of leadership is to produce more leaders, not more followers.
 - Ralph Nader
-

Leadership & Management

- The quality of a leader is reflected in the standards they set for themselves.
 - Ray Kroc
 - Leadership is practiced not so much in words as in attitude and in actions.
 - Harold Geneen
 - No man will make a great leader who wants to do it all himself, or to get all the credit for doing it.
 - Andrew Carnegie
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Leadership & Management

- “Leaders should set directions and create a customer focus, clear and visible values and high expectations.”
 - U.S. Senate Productivity and Quality Award for Virginia
2005 Application Guidelines

Leadership & Management

- Management is nothing more than motivating other people.
 - Lee Iacocca
 - Good management consists in showing average people how to do the work of superior people.
 - John D. Rockefeller
 - A manager is an assistant to his men.
 - Thomas J. Watson
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Leadership & Management

- Good managers have a bias for action.
 - Thomas J. Peters
 - As a manager the important thing is not what happens when you are there, but what happens when you are not there.
 - Ken Blanchard
 - To manage a system effectively, you might focus on the interactions of the parts rather than their behavior taken separately.
 - Russell L. Ackoff
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Leadership & Management

- *Leadership* is the process of influencing others to accomplish the mission by providing purpose, direction, and motivation.
 - US Army Pamphlet 350-58 © 1994
Leader Development for America
- *Leadership* is “the ability of one individual to influence others in achieving goals. ...
- *Management* deals with establishing structures and systems to get the desired results.”
 - American Society of Quality © 2001
Foundations in Quality Learning Series

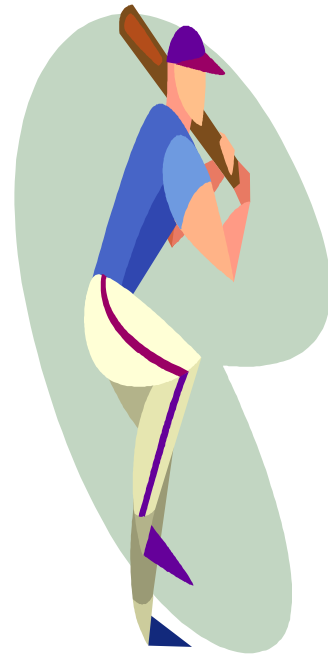
Leadership & Management

	Leadership	Management
Creating an agenda	Establishing direction: <ul style="list-style-type: none">■ Developing a vision of the future (often the distant future)■ Developing strategies for producing needed changes	Planning and budgeting: <ul style="list-style-type: none">■ Establishing detailed steps and timetables for achieving results■ Allocating resources to make it happen
Developing a network to achieve the agenda	Aligning people: <ul style="list-style-type: none">■ Communicating the vision to the organization■ Influencing the creation of teams and coalitions that accept the vision	Organizing and staffing: <ul style="list-style-type: none">■ Establishing and staffing a structure for the action plan■ Delegating responsibility and authority for carrying out the plan■ Providing policies and procedures to guide the people■ Creating methods or systems to monitor implementation
Implementing the agenda	Motivating and inspiring: <ul style="list-style-type: none">■ Energizing people to overcome barriers to change	Controlling and problem solving: <ul style="list-style-type: none">■ Monitoring results against plan■ Identifying the deviations■ Planning and organizing to solve problems

- John Kotter - *A Force for Change: How Leadership Differs from Management*

Leadership & Management

- No manager never won no ballgame.
 - Sparky Anderson



Leadership & Management

■ Attributes of effective Leaders & Managers

Football Coach	Defensive Coordinator	Middle Linebacker
Movie Director	Producer	Actor/Actress
Choreographer	Stage Manager	Dancer
Political candidate	Campaign Manager	Fund Raiser
Architect	Home Builder	Tradesperson

Leadership & Management

- “For a manager to be perceived as a positive manager, they need a four to one positive to negative contact ratio.”
 - Ken Blanchard

My Strengths	1
	2
	3
	4
Opportunity for Improvement	1

Leadership & Management

■ Leadership

- Providing vision and direction, values and purpose
- Inspiring and motivating people to work together with a common vision and purpose
 - Stephen Covey: *Principle-Centered Leadership*

■ “Sooner or later strategy and the big picture must degenerate to work.”

- Peter Drucker
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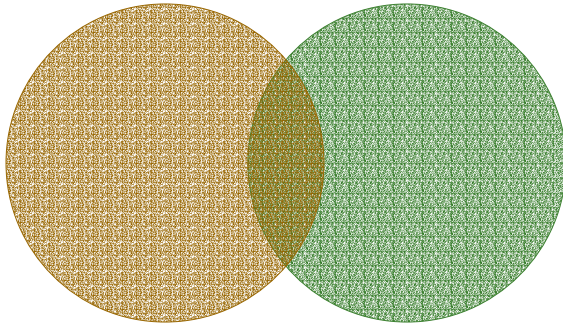
Leadership & Management

LEADERSHIP

Mission/Vision/Values/Beliefs

Direction/Focus/Long Term Goals

Performance Environment



MANAGEMENT

Planning/Organizing/Monitoring

Resourcing/Staffing/Motivating

Problem Solving/Decision Making

COMMON

Communication/Influence

Subject Matter Expertise

Enthusiasm/Energy/Passion

Leadership & Management

- Part 2 - Panning for Gold
 - Organizational Leadership & Management
 - MBNQA Criteria for Performance Excellence
 - Organizational Assessment

Leadership & Management

- ❑ Covey: 7 Habits of Highly Effective People
 - Be proactive
 - Begin with the end in mind
 - Put first things first
 - Think win-win
 - Seek first to understand, then to be understood
 - Synergize
 - Sharpen the saw

 - ❑ Organizational Leadership & Management
 - Malcolm Baldrige National Quality Award
 - 7 Criteria for Performance Excellence
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Leadership & Management

□ Baldrige Criteria for Performance Excellence

	Leadership	Management
Leadership	Primary	Support
Strategic Planning	Development	Deployment
Customer & Market Focus	Shared	Shared
Measurement, Analysis, and Knowledge Management	Shared	Shared
Human Resource Focus	Shared	Shared
Process Management	Support	Primary
Business Results	Shared	Shared

Leadership & Management

- ❑ **Baldrige Criteria for Performance Excellence**
 - To help improve organizational performance practices, capabilities, and results
 - To facilitate communication and sharing of best practices information among US organizations of all types
 - To serve as a working tool for understanding and managing performance and for guiding organizational planning and opportunities for learning
 - To help organizations deliver ever-improving value to customers
 - To help organizations improve overall organizational effectiveness and capabilities.
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Leadership & Management

- ❑ “The Magnificent Seven” – 2003 Baldrige Winners
 - Medrad, Inc.
 - Stoner, Inc.
 - Boeing Aerospace Support
 - Caterpillar Financial Services Corporation US
 - Baptist Hospital, Inc.
 - Saint Luke’s Hospital of Kansas City
 - Community Consolidated School District 15

 - ❑ Organizational Leadership
 - What is leadership?
 - Where do you find it?
 - Who is a leader?
-

Boeing Aerospace Support Mission, Vision, and Values

Mission

Provide world-class sustainment solutions to our aerospace customers

Vision

People working together as the world's number one provider of innovative sustainment solutions

10 Year Objective

We will be a recognized world-class, global business, providing sustainment solutions aligned with our customers' evolving needs

Values

Leadership

Integrity

Quality

Customer satisfaction

People working together

A diverse & involved team

Good corporate citizenship

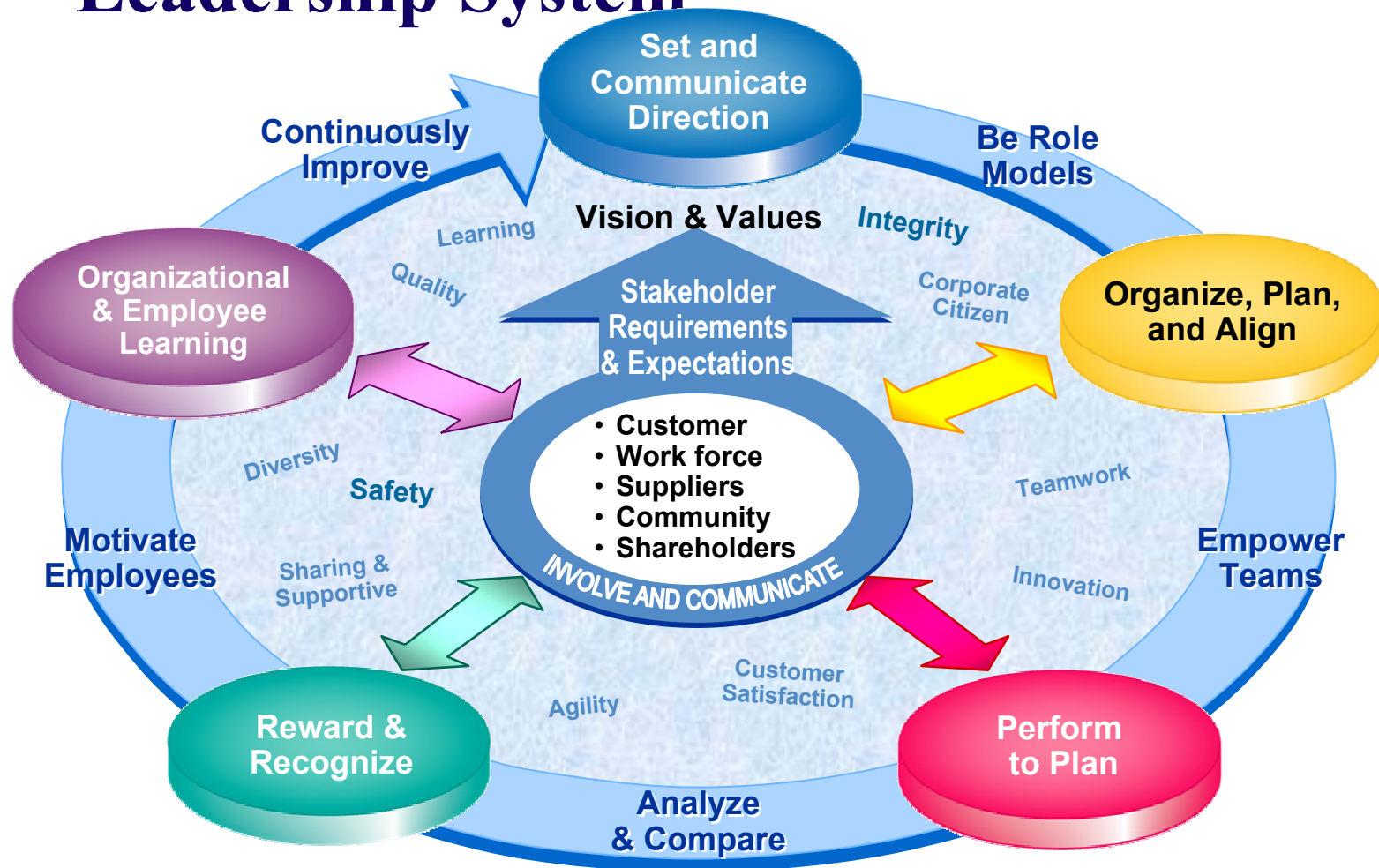
Enhancing shareholder value

Boeing Aerospace Support Operating Principles

- We insist on integrity, first and foremost
- We tell it like it is
- We communicate openly and candidly in all our dealings
- We respect, honor, and trust one another
- We work toward consensus
- Disagreement is healthy and encouraged, but once a decision is made, we proactively support it
- We have one conversation at a time
- Our silence is consent
- We focus on issues and ideas rather than titles or personalities
- We actively listen and question to understand
- We do not attack the messenger
- We identify clear objectives and expectations for our meetings
- We start on time, observe time limits, and end on time
- We praise in public, we coach in private
- We have a bias for velocity

Have Fun. . . Enjoy the journey and each other

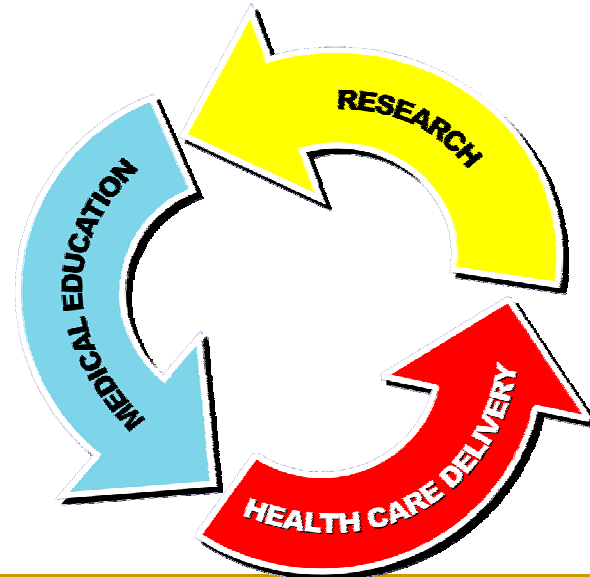
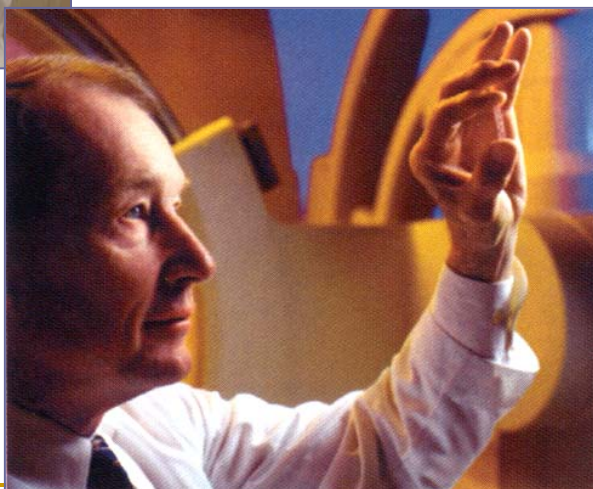
Boeing Aerospace Support Leadership System



Saint Luke's Hospital

Mission

Committed to the highest levels of excellence in providing health services to all patients in a caring environment...dedicated to medical research and education.



Saint Luke's Hospital

Vision

*The Best Place to Get Care,
The Best Place to Give Care*



Saint Luke's Hospital

What We Stand For...

Our Core Values

- **Quality/Excellence**
- **Customer Focus**
- **Resource Management**
- **Team Work**

122 Years
Serving Kansas City
and the Region

ORGANIZATIONAL EXCELLENCE

- Be the Best
- Identify/Analyze Problems
- High Quality
- Corporate Compliance
- Courtesy/Respect
- Customer Satisfaction
- Ethics/Confidentiality
- Celebrate Diversity
- Cost Effective
- Flexibility
- Cooperation
- Honest Communication
- Team Culture
- Recognize Achievement

Saint Luke's Hospital

Leadership Approach



Saint Luke's Hospital

Examples of Leadership Approach...

■ Collaboration

- Medical staff and administration co-leaders of Balanced Scorecard (BSC)

■ Empowerment

- Nursing shared governance

■ Information Sharing

- Focused retreats

■ Organizational Alignment

- Strategy, Balanced Scorecard, 90-day action plans, Performance Management Process (PMP)
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Leadership & Management

- ❑ Organizational Assessment

 - ❑ Are We Making Progress?
 - Complete the 40 question survey
 - Be prepared to share results with colleague/neighbor
 - ❑ 4 strengths (highest ratings)
 - ❑ 1 opportunity for improvement

 - ❑ 10 minutes to complete the survey
 - ❑ 5 minutes each to share your results
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Leadership & Management

- ❑ Organizational Assessment

- ❑ Are We Making Progress?
 - Post results on the board
 - ❑ Green dots Greatest strengths
 - ❑ Red dot Biggest opportunity for improvement

Leadership & Management

- ❑ Organizational Assessment
 - ❑ www.Baldrige.gov
 - ❑ Are We Making Progress?
 - Team Leaders
 - Team Members
-

Leadership & Management

- Organizational Assessment



- Organizational Improvement Project

- Identify 2 or 3 actions you should take to address your OFI (Opportunity for Improvement)

- Further assess the opportunity
- Plan for address the opportunity
- 5 minutes to develop plan
- 2 minutes to share with colleague/neighbor

Thank You!



**CREATING EMPLOYMENT OPPORTUNITIES FOR
INDIVIDUALS WITH DISABILITIES**

