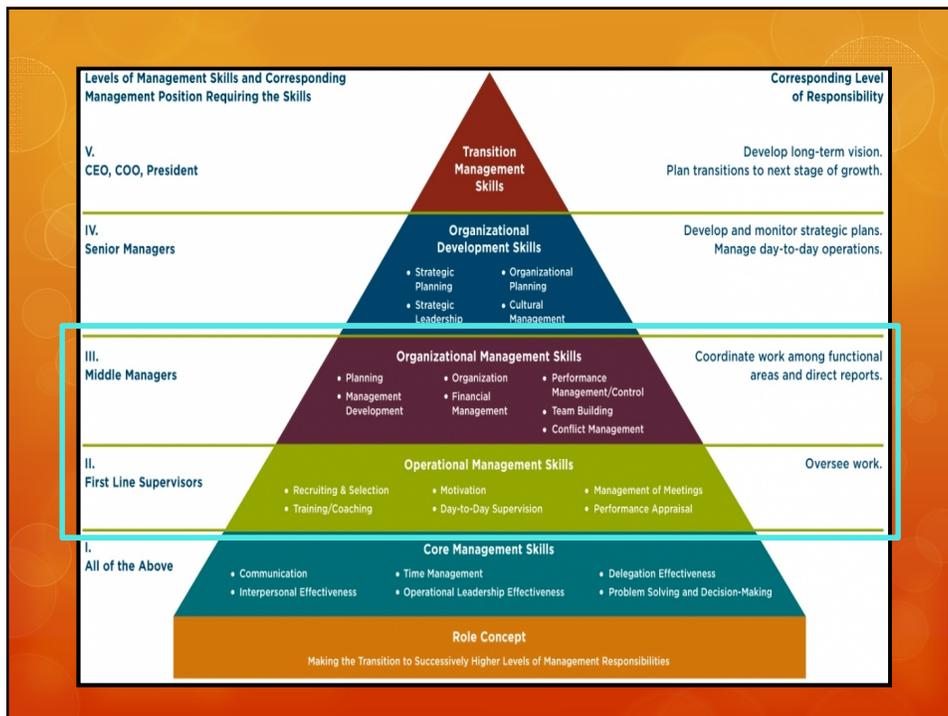


Ahead of the Pack: Developing Middle Management from an Inside Perspective

Mary Lecy, Hospital Administrator,
BluePearl Veterinary Partners



MANAGER

- Plans and budgets
- Allocates Resources
- Solves problems
- Coordinates
- Delegates

LEADER

- Motivates and Inspires
- Influences
- Shows direction
- Proactive
- Takes responsibility

You typically manage things and you lead people

**Hire/
Promote
Right!**



Characteristics of Leaders

- **Aspire to lead.**
- **Propensity to lead. Take responsibility even when it has not been clearly assigned.**
- **Bring out the best in others.**
- **Authenticity. They have integrity, willingness to admit mistakes and do not let their ego get in their way.**
- **Receptive to feedback, seek out and welcome feedback.**
- **Learning agility.**

- **Navigates ambiguity. This trait enables people to simplify complex issues and make decisions without having all the facts.**
- **Conceptual thinking. The best leaders always have the big picture in mind. Their ability to think two, three, or more moves ahead is what separates them from competitors.**
- **Cultural fit.**
- **Passion for results.**
- **Adaptability. Adaptability reflects a person's skill at juggling competing demands and adjusting to new situations and people. A key here is maintaining a positive attitude during times of change.**



Transitioning into a new Leadership Role

Internal Support needed for transition from the whole team

- **Mentoring/Coaching/Training**
- **Trial by Fire (thrown into a position)**
- **Onboarding Transition Success**



Maximizing Success

- **Compliance:** Providing information related to policies, procedures, protocols, and regulations.
- **Clarification:** Ensuring understanding of roles, responsibilities and expectations. Lack of role clarity is frequently cited as a reason a new leader fails. Job descriptions and discussing reporting relationships, responsibilities, and mutual expectations related to performance and success.
- **Culture:** Providing a sense of organizational practices and norms. Unwritten rules of behavior.



- **Connection: When employees believe they are valued for who they are and what they bring to the organization, they are more likely to embrace the goals of the team and practice.**



Your role in Leadership Development

- **Model the way...Do you walk the talk.**
- **Inspire a Shared Vision... do you dream big and share the vision with the team.**
- **Challenge the Process... try new processes and not do things just because they have always been done that way.**
- **Enable others to act... do you invite your team to be part of the process.**
- **Encourage the heart...do you regularly recognize your team members when they do a good job.**

No matter how conscientious or skilled we are, our progress will always be impeded if we fail to care.

Coach and Mentor YOUR Core Values

- **Communication:** Clearly relate your vision and expectations to the team, keep everything and everyone working towards the same goal.
- **Honesty:** Be honest and transparent is vital to building trust.
- **Confidence:** Remaining calm and confident will help your team feel the same.

- **Commitment:** Do what you say and stick to your word to build trust.
- **Positive Attitude:** Keeping yourself and your team upbeat is key to maintaining morale.
- **Inspiring:** Help your team feel a part of the hospital's vision.
- **Fairness:** Remain objective and unbiased when dealing with others.
- **Humility:** Be humble and serving your team, they will want to follow you.

High-Performance Workplaces

- **Opportunity for training and continuous learning.**
- **Sharing of Information**
- **Employee Participation**
- **Flat organization Structures**
- **Cross-level employee partnership**
- **Compensation linked to performance**
- **Layoffs avoided at all costs**
- **Supportive work environment**
- **Integration of all these practices into the organizations long-term strategy**

4 E's Of Leadership

Envision

Leadership starts with having a vision, then developing a plan to achieve it. It is based both on data assessment and intuition.

Enable

Leaders must decide what methods or tools will be used to Enable the objectives, and to encourage the right kind of action.

- **Ensure you have the right tools and technologies.**
- **Ensure you have the right staff and skill set.**

Empowerment

- **Team members need to be given the right training to do their job with rewards and challenges for improvement.**
- **Both Leaders and Followers need to be able to measure progress against the goals, in a transparent way, which also encourages dialog and continuous improvement.**
- **Overall goal of empowerment is to build TRUST.**

Energize

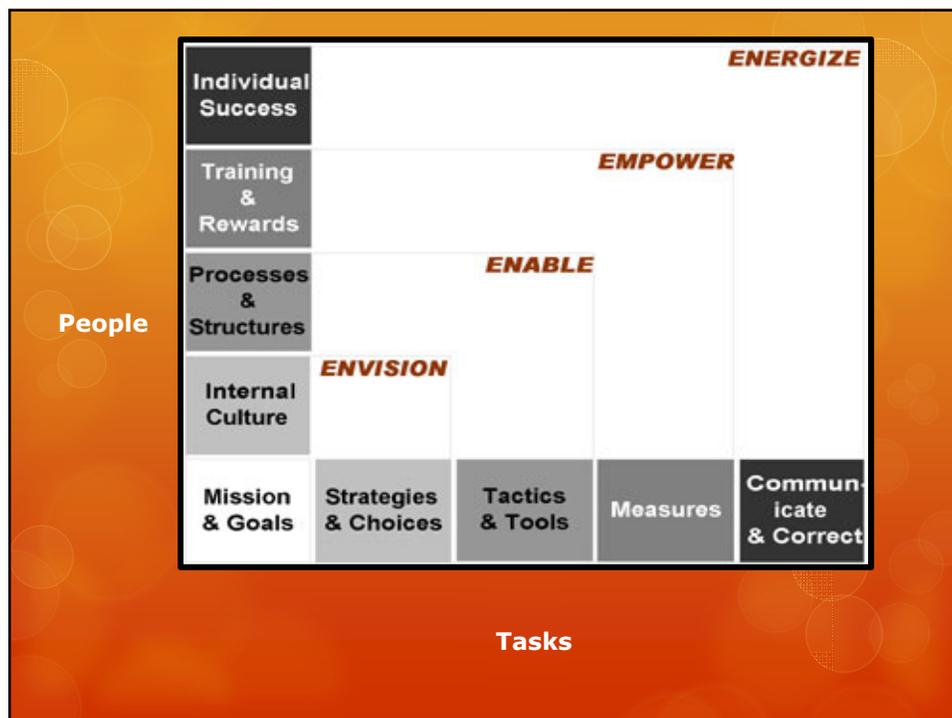
- **Learning the basic strategic and communication skills and how to use them.**
- **Exhibiting Leadership behaviors in a day to day context: “walk the talk”, consistency, continuous communication with the team, personal persuasiveness and clarity.**
- **Emotional intelligence: self-awareness and impulse control, persistence, zeal and self-motivation, empathy, and social deftness.**
- **Getting comfortable with the Leadership role (motor for the team).**

Execute

This is not a step, but a “surrounding” concept for the other 4 E’s. Outstanding execution and follow through applies at every stage of the Leadership process.

Leadership Fundamentals

- Leaders always create (and need) change.
- Leaders always create (and need) followers.
- Have a rock-solid value system, which is congruent with their followers.



WISDOM...

- **Leadership is not about you:** Leadership is giving others what they need to be at their best. Guide them, coach them, talk to them, listen to them, encourage them, and expect the best from them.
- **You don't have to be a hero:** We do not have to have special powers to lead. Sometimes all it takes is to believe and care in something enough to be willing to do and participate.





THANK YOU!