

# 5 Key Points



for Developing  
Your Leadership Strategy

# Meet Our Panel of Speakers

**Paul Smith**

Director Technical Services – FMCNA

**Bob Gold**

Director of Technical Services – ARA

**Mark Gray**

VP of Biomedical Services – RAI

**Heather Paradis**

Director Technical Services - Liberty Dialysis

**Ted Kasparek**

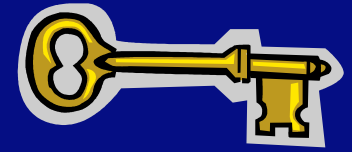
Senior Director Biomed Operations – DaVita

# Critical Thinking



1. Take ownership of a problem
2. Analyze the problem carefully & deliberately
  - Consider it from different perspectives/viewpoints
3. Review possible solutions in detail
  - Keep in mind: patient & co-worker impact, company goals, training, QA, historical approach, resources
4. Select what you believe is the best solution(s)
5. Propose solution for input from others (high level)
  - Implement solution and report on it (low level)

# 5 Key Points



*Motivate Yourself and Your Team*

– Paul Smith

*Set Goals and Objectives*

– Bob Gold

*Present Solutions When You Present a Problem*

– Mark Gray

*Maintain a “Can Do” Attitude*

– Heather Paradis

*Manage Change Effectively*

– Ted Kasperek

# 5 Key Points



## for Developing Your Leadership Strategy

*Speakers:*

P. Smith, B. Gold, M. Gray, H. Paradis, T. Kasparek

# Leadership

Motivate Yourself and Your Team



What is leadership?

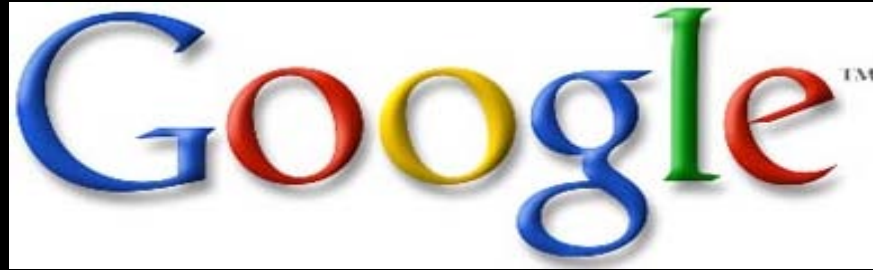


58,841 books

# What is Leadership?

- Build a strong team with the skills that are needed.
- Set clear expectations
- Hone your teams skills to achieve expectations.
- Hone your own skills
- Motivate yourself and your team





What about Motivation?



14,880 books

# Motivation

- Can you motivate someone?

No!

- Each person must motivate themselves.
- As a leader you have to change their perception from “I have to do.....” to “I want to do...”

# Motivation

“I have a dream”



Martin Luther King, Jr.  
January 15, 1929 – April 4, 1968

# Motivation

↳ motivate others?



More than a 250,000 people attended the march on Washington on August 28, 1963.

# Motivation

- How can you create a culture of “I want to...”?
  - Lead with vision
  - Communication
  - Explain why
  - Generate momentum
  - Include your team in finding solutions to problems.

Where do you fit in the game?

# References

Maxwell, J. (1995). Developing the leaders around you, how to help others reach their full potential. Nashville, TN. Nelson Business.

Maxwell, J. (2003). The 17 indisputable saws of teamwork workbook, embrace them and empower your team. Nashville, TN. Nelson Business.

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# SETTING GOALS AND OBJECTIVES

Keys for good management



# Goals vs. Objectives

Often used interchangeably but there are differences

## Goals:

- General
- Intangible
- Broad
- Abstract
- Strategic-long-range direction, set by upper management

## Objectives:

- Specific
- Measurable
- Narrow
- Concrete
- Tactical-short-range, set by managers to accomplish goals

TEAMWORK



# Planning

- “Failing to plan is planning to fail”
- Your goals and objectives can not succeed without proper planning.

TEAMWORK



# WORK SMART

## SMART OBJECTIVES:

**S** Specific

**M** Measurable

**A** Achievable

**R** Realistic

**T** Time Oriented

TEAMWORK



# Specific Objectives

- Specific objectives are:
  - Concrete
  - Detailed
  - Focused
  - Well defined
  - Straight forward
  - Action oriented

TEAMWORK



# Points to Consider When Establishing Objectives

- What do I want to accomplish?
- Why is it important to do this?
- Who should be involved?
- When does this need to be completed?
- How am I going to do this?

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# Measurable Objectives

- Measurements for objectives help you know when you have accomplished them.
- If you have set an objective that is measurable, when you complete it you have tangible evidence of completion.

When setting objectives that are measurable ask:

- How will I know when this objective has been achieved?
- What measurements can I use?



# Achievable Objectives

- Achievable objectives are those that you can actually accomplish and not an aspiration or vision.
- Achievable objectives need to challenge you but not so much as to be unattainable or to cause frustration in being unable to complete.

TEAMWORK





# Realistic Objectives

- Realistic objectives are those that you have the resources to accomplish including:
  - Skills
  - Funding
  - Equipment
  - Staff

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# Realistic Objectives

- When setting objectives that are realistic ask:
  - Do I have the resources to accomplish?
  - Do I need to rearrange priorities to accomplish?
  - Is it possible to complete this objective?

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# Time Oriented Objectives

- Time oriented objectives are those which have deadlines for completion. The time frames create sufficient urgency and lead to action.
- The deadlines, just as with overall objectives, must be achievable and realistic.
- For a complex objective, break into small components with a date for the completion of each.

TEAMWORK

# Time Oriented Objectives



- When setting objectives that are time oriented ask:
  - What is the earliest achievable and realistic date for this objective to be completed?
  - Have I included this date in the statement of the objective?

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# Accountability

- Staff should be held accountable for assignments
- Acknowledge accomplishments
- Review time lines and be open to extensions if justified (change in priorities etc.)

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# Stay In Touch

- Maintain open communication
- Follow up on progress
  - Encourage feedback
  - Give feedback

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# Summary

- Although the terms “goals” and “objectives” are often used interchangeably there are significant differences:
  - Goals are general, intangible, broad, abstract, and long range directions set by upper management.
  - Objectives are specific, measurable, narrow, concrete, and are short range plans generally set by managers to accomplish goals.
  - Setting goals and objectives is important because it is the first and most critical step in the planning process.



# When All Else Fails

## UNDERSTANDING TECHNICAL PEOPLE

TECHNICAL PEOPLE  
RESPOND TO QUESTIONS  
IN THREE WAYS.

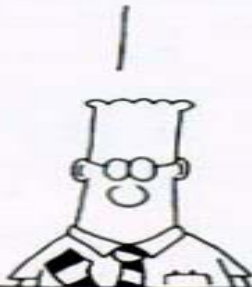


IT IS TECHNICALLY  
IMPOSSIBLE.



MEANING: I DON'T FEEL LIKE  
DOING IT.

IT DEPENDS . . .



MEANING: ABANDON ALL HOPE OF  
A USEFUL ANSWER.

THE DATA BITS ARE FLEXED  
THROUGH A COLLECTIMIZER  
WHICH STRIPS THE FLOW-  
GATE ARRAYS INTO VIRTUAL  
MESSAGE ELEMENTS . . .



MEANING: I DON'T KNOW.



# References



- The Carrot Principle

Adrian Gostick and Chester Elton

- Society for Human Resource Management

([www.shrm.org](http://www.shrm.org))

- [www.hr.com](http://www.hr.com)

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# Solution Oriented

- REALLY!

# Being Solution Oriented

"But I am, everyone is always telling me about problems in the clinic-and I fix them."

# Solution Oriented

- Problem oriented
  - Fixing Problems
  - Short term fix

# Solution Oriented

- Avoiding/preventing the problem
  - Critical thinking
  - Gather all the facts/variables
  - System/process focused

# Solution Oriented

- Critical Thinking
  - Understand the environment
  - Understand the personnel
  - Understand the constraints
    - Time
    - Money
    - Resources

# Solution Oriented

- Gathering all the facts
  - Thoroughly listen
  - Ask open end questions
  - Get different perspectives



# Solution Oriented

- System/Process focused
  - Find the Root Cause
  - Improvement in workflow
  - Reduce single point failures

# Solution Oriented

- Successful implementation of solution
  - Positive attitude
  - Good communication of plan
  - Training
  - Solicit feedback

# Solution Oriented

- Be a Leader
- Continuous Improvement
- Don't settle for the Status Quo

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# Developing a '*Can Do*' Attitude

Presented by Heather Paradis

Director of Technical Services

Liberty Dialysis-LLC

# Key to Success?

- We have all joked that Directors are where they are because their favorite word is “NO”
- I am going to suggest that having a ‘Can Do’ attitude , or just say “YES” is the real key to success!



# How do you Define a **Can Do Attitude**?

- Having a **Can Do Attitude** is key in developing your leadership style
- The following presentation will talk about some characteristics a person must possess to develop and maintain a **Can Do Attitude**.



# Having the Right Attitude!

**C**ommunication

**A**mbition

**N**ever

**D**etermination

**O**ppportunity



# C- Communicate

- Communication can be perceived as a two-way process in which there is an exchange and progression of thoughts, feelings or ideas (energy) towards a mutually accepted goal or direction (information)
- “Communication is the real work of leadership” - Nitin Nohria



# A- Ambition

- Means strong desire for advancement
- “Ambition is the path to success. Persistence is the vehicle you arrive in” – Bill Bradley



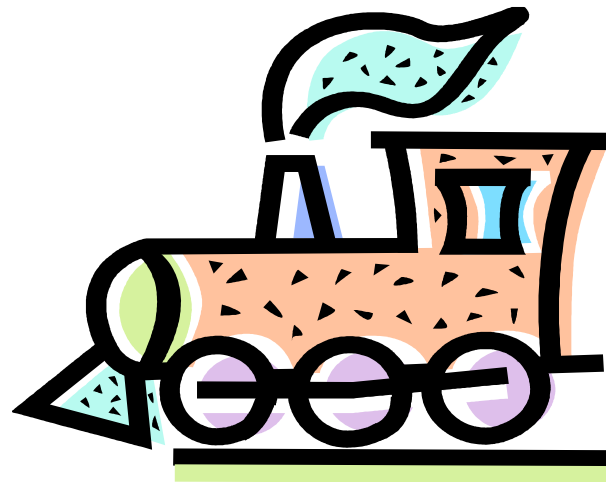
# N- Never

- ‘Never say Never!’
- “Never say never, for if you live long enough, chances are you will not be able to abide by its restrictions. Never is a long, undependable time, and life is too full of rich possibilities to have restrictions placed upon it.” - *Gloria Swanson*



# D- Determination

- Firm or fixed intention to achieve a desired goal
- “You’ve got to get up every morning with **d**etermination if you’re going to go to bed with satisfaction” - *George Lorimer*
- “Failure will never overtake me if my **d**etermination to succeed is strong enough” – *Og Mandino*



# O- Opportunity

- A good chance for advancement or progress
- It is the responsibility of leadership to provide opportunity, and the responsibility of individuals to contribute - *William Pollard*



# Leadership

- A leader can be defined as someone with **Ambition** and **Determination**, someone who **Never says never** to any **Opportunity** and can **Communicate** their **Can Do Attitude** to those they lead.



# A Final Thought

- *"If you believe you can, you probably can. If you believe you won't, you most assuredly won't. Belief is the ignition switch that gets you off the launching pad."*

-Denis Waitley



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# MANAGING CHANGE EFFECTIVELY

Ted Kasperek

*Davita.*



# TYPES OF CHANGE

- **That is Done to Us!**
- **That we do to Ourselves**
- **That we do to Others**



# MANAGING CHANGE

## The “Simple” Approach

- This is what you do
- This is when to do it
- This is how to do it
- Get over it!



# MANAGING CHANGE

## The Strategic Approach

- **Clarity of What, Why & How**
- **Consistent Leadership**
- **Constant Communications**
- **Provide Resources**

**There is nothing wrong with change, if it's in the right direction!**

**W Churchill**

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