



NATIONAL CENTER FOR
INNOVATION IN HIV CARE

Organizational Leadership & Growth

Roma Hanson

Vice President - Organizational Development

AIDS Resource Center of Wisconsin (ARCW)

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Learning Objectives

1. Identify the essential elements to cultivate a culture of excellence through good leadership
2. Understand core leadership qualities and traits that lead to positive results
3. Learn what distinguishes successful leaders from the rest
4. Identify key practices for building influence and persuasion among team members, customers, and stakeholders
5. Develop a process map to help identify one's own personal style, challenges and obstacles

What is Leadership?

- Accepting the responsibility for the trust placed in one by the organization
- Adopting a position to which one is committed
- Promoting that position with competency & integrity
- Achieving a goal through the efforts of others committed to the vision
- Leadership is NOT about personal ambition

“Management is efficiency in climbing the ladder of success;
Leadership determines whether the ladder is leaning
against the right wall.”

- Stephen Covey



“Many people spend their lives climbing a ladder –
only to get to the top of the wrong wall.

- Joseph Campbell

What Organizations Need

- Good leaders at all levels
 - Those who understand what needs to be accomplished
 - Those who are able to create positive change
 - Those who can successfully get the job done by influencing others

Role of Leadership in ASOs

Past concerns:

- Focus on HIV as an emerging health crisis
- Few medical care options
- Advocacy for funding
- Passion a draw for service providers

ASOs [cont'd]

Today's challenges:

- More people living longer with HIV
- Changing health care landscape
- A variable funding environment
- Experienced HIV providers retiring
- Patient care becoming more complex
- Increasing focus on quality of care
- Need for improving the 'Patient Experience'



ASOs need strong leaders to effectively maneuver through the ever-changing landscape and address the current and future challenges

Management vs. Leadership

MANAGING

- Efficiency
- How? When?
- Systems, procedures, policies
- Maintaining the status quo
- Focus on bottom line
- Does things right

LEADING

- Effectiveness
- What? Why?
- Trust
- Innovation & adaptability
- Focus on Vision
- Does the right things

Management vs. Leadership cont'd

MANAGERS

- Accomplish
- Short-range objectives
- Administer
- Imitate
- Technically competent
- Rely on control & compliance

LEADERS

- Influence
- Long-range objectives
- Innovate
- Originate
- Diagnostic & conceptual strength
- Inspire trust & commitment

Values that Drive Leadership

- Ethical Practice
- Clear Communication
- Diversity
- Recognition
- Empowerment

Qualities Essential to Good Leadership

- Knowing yourself through reflection
- Having clear values and goals
- Being willing to be a life-long learner & growing competence
- Being open to change & taking risks
- Viewing mistakes as necessary to creativity & problem solving
- Communicating a vision with meaning that can inspire others
- Building trust through empathy, consistency and integrity
- Moving intention into reality through action

[Source: Learning to Lead, W. Bennis & J. Goldsmith, 1994]

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Essential Skills

- Technical: the expertise needed for a specific type of work
- Human: the ability to work effectively with people, understand human nature
- Conceptual: the ability to work with ideas, develop & articulate a vision, think strategically, innovate

[Source: Essential Skills for Managers, Paul Knudstrup, 2010]

Getting to Know ME

- Introspection
- Interaction with others: get feedback
- Be open to learning
- Be sure your voice personifies your inner self, i.e., what you say and do must connect with what you believe

Don't compromise yourself – you are all you've got
- Janis Joplin

True success as an organization depends on how clearly you know yourself, and how clearly your values are defined, ordered and lived by your leaders

- Ken Blanchard

Growing Yourself

- Build your innate talents → leverage them to become strengths
- Recognize your weaknesses → seek & practice ways to improve
- Understand where the gaps are between your current abilities and the needs of your organization
- Create an action plan for your development
- Know your Focus Goals Objectives Next steps Put it in Writing!

Learning Leadership

- Leadership requires the ability and willingness to learn how to learn
 - Pursue something that you believe you could never do
 - What is the greatest risk to you if you pursued this?
 - What assumptions about yourself do you have?
 - Who/What supports your learning? Who/What blocks you?
 - What behaviors, ideas & insecurities of your own block your learning?
 - What is the payoff for you to take the risk(s)?

Building Trust

Trust is built when leaders project these characteristics:

- VISION: purposeful, clear, attainable
- EMPATHY: understanding and acceptance of different perspectives
- CONSISTENCY: position is connected to reality; understandable
- INTEGRITY: leaders act in accordance with and uphold a standard of behavior; call themselves & others to account for deviations

Translating Vision into Action

- I. Before taking action, build commitment and desire
- II. Think strategically:
 - I. Where are you now, and where do you want to end up?
 - II. What are the roads that will get you there? Which is the best?
 - III. Identify your resources & collaborators
 - IV. Review your plan with objectivity
- III. Do it

POWER, and how to use it

- Coercion
- “I want what you have”
- Expertise
- Persuasion
- Empowerment & service
- What examples of power are most common in your organization?

EMPOWERMENT / SERVICE

- Good leaders value learning & competence
- With empowering leadership, even people who do not like each other can work together towards a common goal
- Leaders who empower pull people, not push them
“Pulling” attracts people who find work energizing and helps them engage in an attainable vision
- Empowerment feeds a sense of ownership, i.e., “I helped create this”
- People feel significant, they are engaged, their work has meaning

Nurturing Potential

- Empowerment cannot be applied equally and without thought- know which persons are ready to be empowered
- Challenge employees who are ready for new assignment.
- Use assessment tools to help identify skill sets and potential future leaders
- Develop skills and provide opportunity for growth through service on projects, problem-solving task forces, or improvement committees

Fail to honor people,
They fail to honor you;
But of a good leader, who talks little,
When his work is done, his aim fulfilled,
They all will say, "We did this ourselves."

- Lao Tzu

The first responsibility of a leader is to define reality.

The last is to say, “Thank you.”

In between, the leader is a servant.

- Max Depree