

Leading Through Tough Times



CALIPER

The Presenters

Moderator



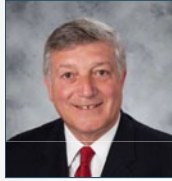
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Discussion Points



- How top leaders are engaging their top performers
- How leadership teams effectively work together
- How leaders are using the tough economy to their advantage
- How executives are doing more with less

Leading Through Tough Times

- Leaders are looking to keep their best people.
- Employee and Leadership Development are at the forefront of company concerns.
- Leaders have to start looking at what their people *can* do, instead of what they *are* doing.



The Challenge

- ✓ People
- ✓ Time
- ✓ Money



Do things differently!



- Doing the same things with limited resources does not work.
- Looking at the resources that you *do* have can help your team work effectively.
- Spend time finding ways to maximize potential.



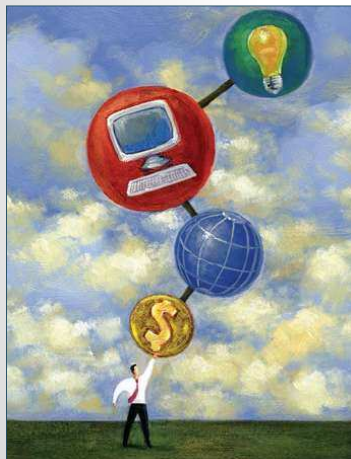
Teams only use about 30 – 35 percent of their total potential.

Robert Wood Johnson

- First New Jersey hospital to receive Malcolm Baldrige National Quality Award.
- Doing more with less is paramount for all hospital administrators.
- Feedback pulled from entire organization.
- People are the closest resource to the work, so they can help discover efficiencies.



Cross-Functional Leadership



- Leadership is not based in a specific industry.
- Varied leadership experience gives a fresh perspective on new roles.
- Cross-functional leadership experience allows leaders to shape, lead, guide and direct their teams.



Identifying Talent

- Create a formal process that enables leaders to identify high-potential people.
- Understand your people's strengths and limitations through the use of an assessment.
- Analyze the strengths and developmental areas of your team so that they work more effectively.



Delegation



- Leaders stepping into their new roles tend to have trouble letting go and delegating at first.
- Your people bring value to your company, so appropriately delegating tasks will allow them to work to their strengths.
- Leadership is about learning and collaboration.



Leadership Development

- Leadership programs help create a more cohesive team.
- Development activities allow the team to understand each other's strengths and limitations.
- Teams are able to work more efficiently and effectively.

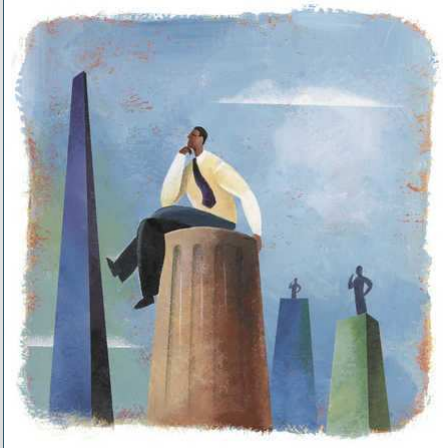


Leaders...

- ...take initiative
- ...stay accountable
- ...accept risk
- ...move forward
- ...create a collaborative environment
- ...set the tone for the team



Reflection



- Reflection is becoming more and more important for leaders.
- Leaders find themselves having less time to reflect when decisions must be made quickly.
- Effective leaders make time to ask themselves important questions.

What makes an effective leader?

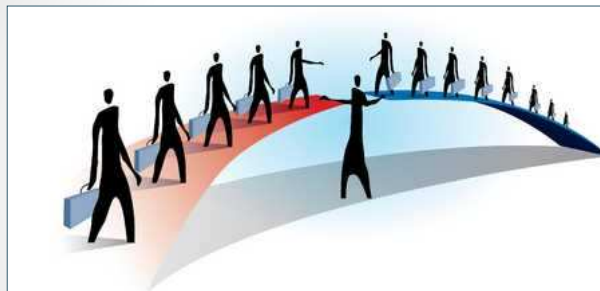
- Effective leaders trust their people.
- Top leaders take the time to understand their teams and the strengths that they offer.
- Leaders should allow their people to grow in their own way.



Know your team!



- Knowing your people means trusting them.
- Challenging your top performers will keep them engaged.
- Effective leaders focus on their team's strengths rather than their weaknesses.
- Doing more with less means maximizing your team's potential.



Building an effective team means understanding your people's potential, rather than focusing on their functional role within your company.

Central Maine Medical Center

- Constantly looking for ways to improve productivity and reduce expenses.
- Having a talented work force enables the creation of efficiencies.



The Importance of Quality



- When looking to be more efficient, leaders have to ensure that they do not compromise quality.
- Quality should be at the forefront when streamlining work processes.
- Leaders should surround themselves with people who strive to uphold quality, the company's mission and overall values.

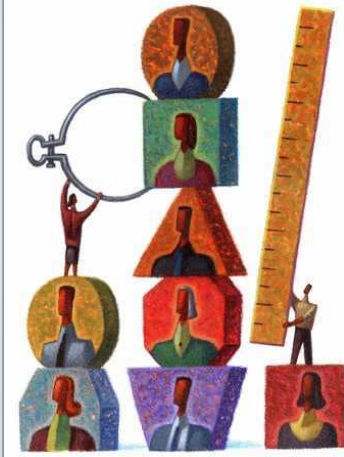
Learning Through Leadership

- Being a leader means learning along the way.
- Effective leaders trust the teams around them.
- The tough economy is providing leaders with an opportunity to find new leadership talent.
- Leaders need to identify those people who can measure up to expectations and tackle challenges head on.



Surround yourself with the right people!

Development Programs



- Development programs can help identify talented managers and leaders.
- Implementing a development program can help a company put an effective succession plan in place.
- Seasoned leaders can help up-and-coming leaders through a mentorship program.

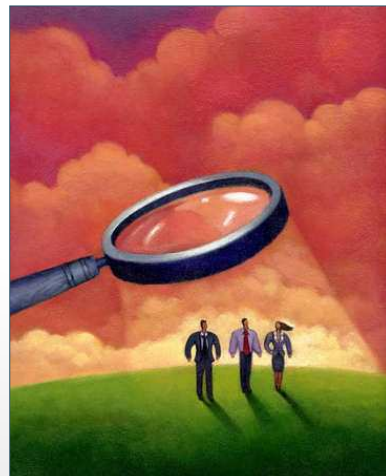
One of the biggest challenges for new leaders is letting go of their prior responsibilities.





Recognizing Potential

- Leaders need to create an atmosphere of trust and confidence.
- Delegation enables learning.
- A leader who knows their people and trusts them gains respect and loyalty.
- Leadership coaching helps leaders develop effective techniques in dealing with their people.
- Having an external coach enables leaders to understand their own strengths and limitations, thus helping them become more collaborative and effective.



Mentorship



- Mentorship programs allow leaders to prepare high-potential individuals for future leadership.
- Identifying potential, over functional responsibilities, can allow new leaders to emerge.
- Mentorship can, ultimately, build better teams.



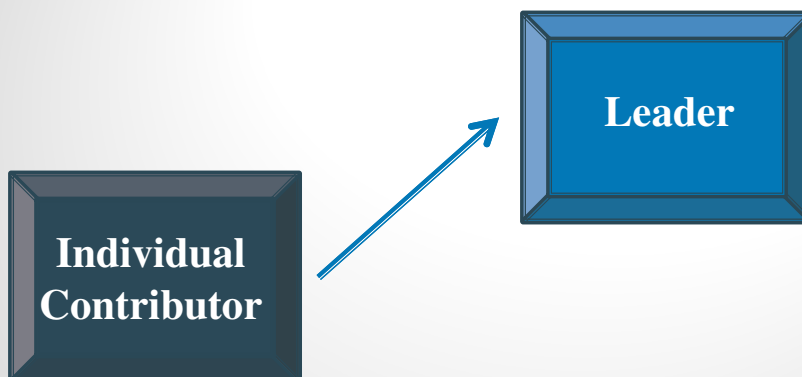
Top employees believe in their company's principles and tend to work for organizations that share their common values.

Coaching

- External coaches bring added value to a company.
- Coaches challenge leaders and help them develop.
- Having a coach does not mean that there is something “wrong.”
- Coaches provide the expertise to help leaders utilize their strengths in a changing business climate.
- Maximizing resources is a number one concern, and external coaches can help uncover potential within a team.



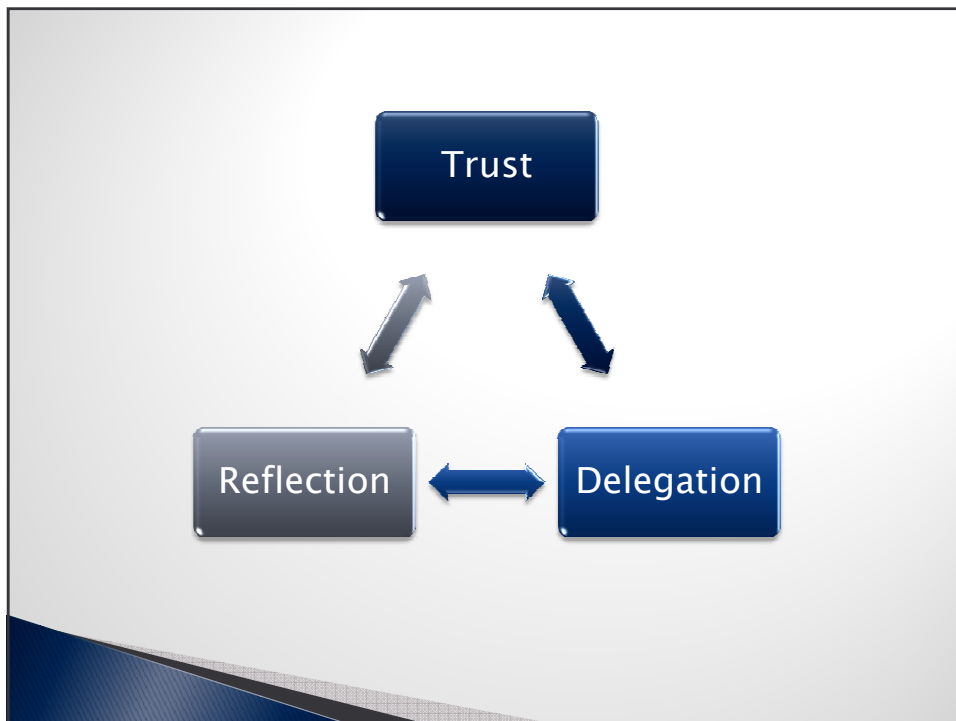
The Transition



Start with Strengths



- Coaches start with strengths.
- Strengths as an individual contributor may inhibit a leader in their new role.
- Strengths can become a roadblock as leaders become tasked with doing more with less.
- Leaders and coaches can work together to utilize strengths in a new context.



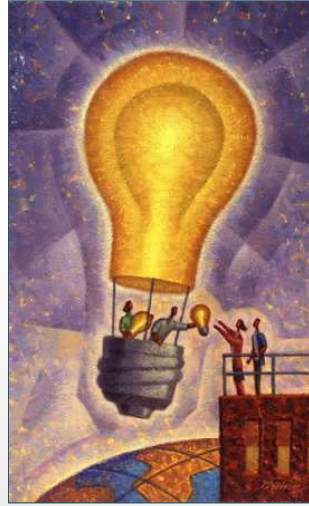
Behavior

- Leadership strengths and motivations come from an individual's "hard wiring."
- Strengths, in and of themselves, are neutral.
- Strengths and limitations are translated into behaviors, which can be either positive or negative.



Leadership strengths can manifest themselves into inappropriate behaviors without coaching.



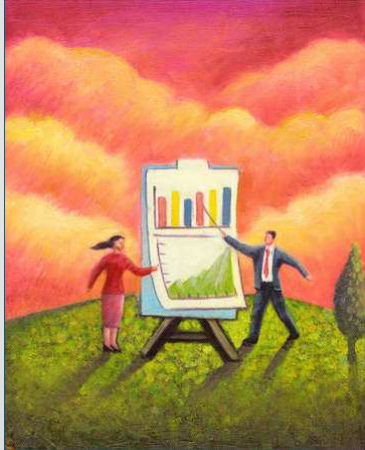


Although an individual's personality hard-wiring is set, behaviors can be changed.



Sports and business processes are often compared, however business is less prescribed and ever-changing.

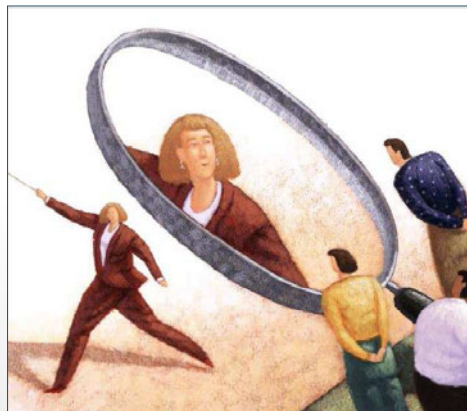
TCIM Services



- Customer-service based solutions for Fortune 50 companies.
- Hiring in call centers.
- Building strategy by ensuring that the right people come on board.
- Leadership development put in place to increase efficiency and effectiveness.

Evaluating Leaders

1. Take a good look at the people you have and the leaders on your team.
2. Focus on development at every level, including succession planning.
3. Identify primary strengths and tap into them.
4. Recognize who has the ability to energize and inspire their team.
5. Identify top performers who can effectively lead their people and communicate expectations.



A Learning Process



- Learning happens gradually.
- Not only do leaders learn more about their people during development programs, but they also learn about themselves.
- Learning to let go takes time for leaders.
- Effective delegating allows for a more cohesive team atmosphere.
- Delegation also enables leaders to identify top talent and future leadership potential.

Don't rely on the past to move forward. Use it as a learning experience to become more effective.



Who should leaders spend time with?



- Leaders are measured by the results they achieve.
- New challenges will differ from challenges faced in the past.
- Leaders should spend time with their top performers and enthusiastic employees.
- Those who add value to the organization require motivation and time from their leaders.

Top Performers

- A common misnomer:
Top performers just need leaders to point them in the right direction, and they will do the rest.
- Most top performers look for recognition, attention and motivation from their leaders.
- Top performers help drive an organization, so leaders should ensure that they feel engaged and valued.



Let your business evolve!



- The tough economy is changing the business climate, so let your company change with it.
- Old strategies and ideas may not apply in today's business world.
- Understanding the talent that your company has will enable your organization to move effectively into the future.
- Coaching and development programs allow leaders and employees to learn from each other and maximize their strengths.

The Next Step

Ask yourself...

- What does our business need?*
- What changes do we need to see in our team?*
- How will success be measured?*
- What types of development programs will help us reach our goal?*
- How will the program benefit our business?*



The single, most important, quality that
all leaders should possess is...

OPTIMISM!

Thank you for joining us!

For more information on
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