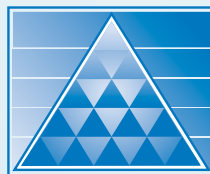




# **The Visionary Leader:** Embrace the Art & Science of Inspiring Change



**Greater Kansas City**  
DENTAL SOCIETY



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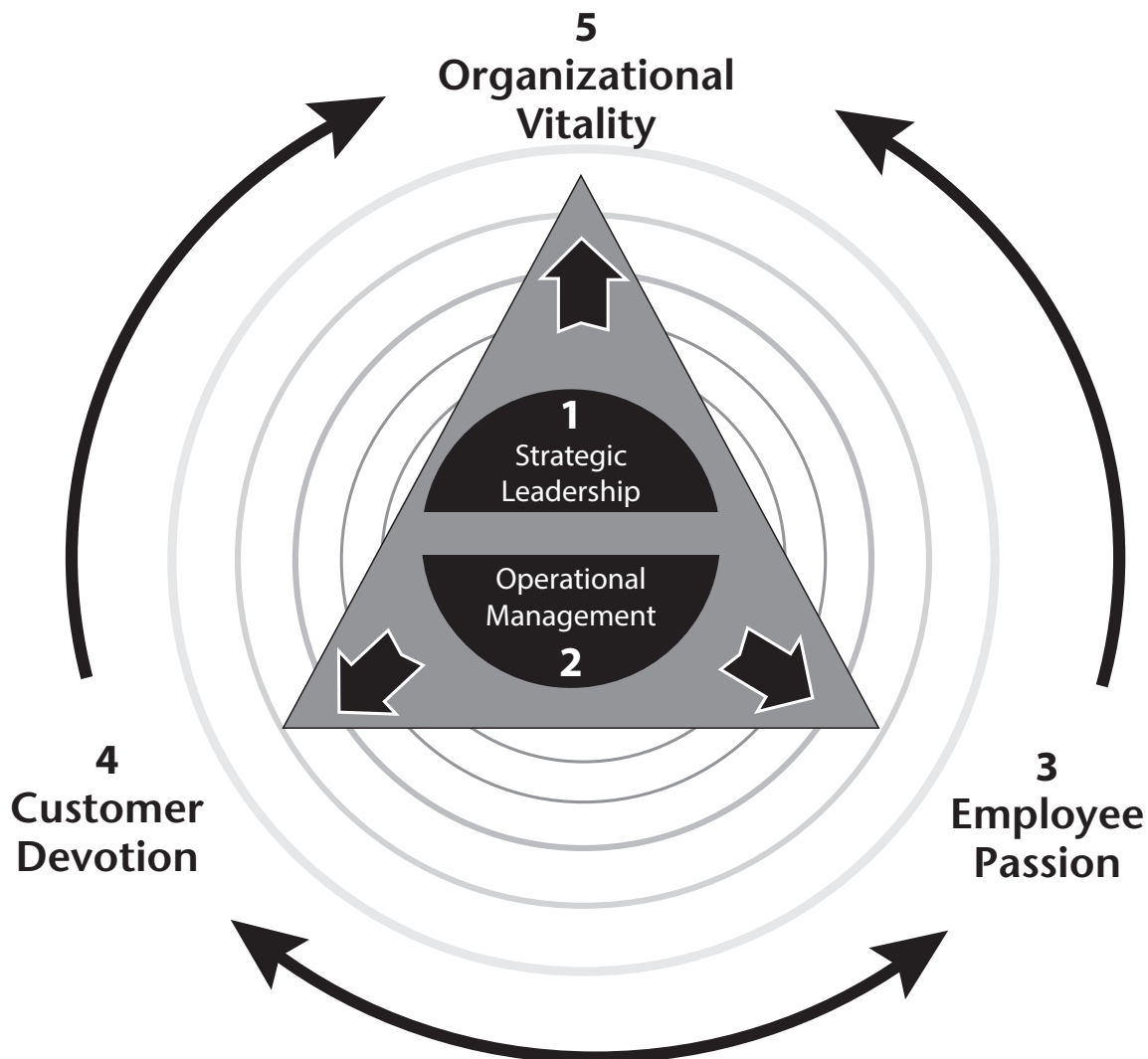
# Strategic Leadership vs. Operational Management

## *Strategic Leadership*

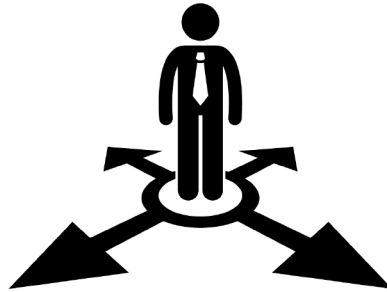
- Vision
- Culture
- Strategic Imperatives
- Philosophy

## *Operational Management*

- Policies and Procedures
- Leader Behaviors
- Fairness and Justice
- Annual Plan



*from Servant Leadership: A Journey Into the Nature of Legitimate Power by Robert K. Greenleaf*



## What is Your Organizational Culture?

The **VALUES** and **BEHAVIORS** that contribute to the unique social and psychological environment of an organization.

Organizational culture includes an organization's **EXPECTATIONS, EXPERIENCES, PHILOSOPHY, and VALUES** that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations.

It is based on shared **ATTITUDES, BELIEFS, CUSTOMS,** and written and unwritten **RULES** that have been developed over time and are considered valid.



## Walt Disney's Simple Four Steps

1. Dream beyond the boundaries of today.
2. Believe in sound values.
3. Dare to make a difference.
4. And then just go out and do it!

How does the **DISNEY FOUR STEPS** get applied your practice?

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## Think of a Business ....

**... that you admire and/or frequent:**

What do you think are its core values/beliefs/expectations and why?

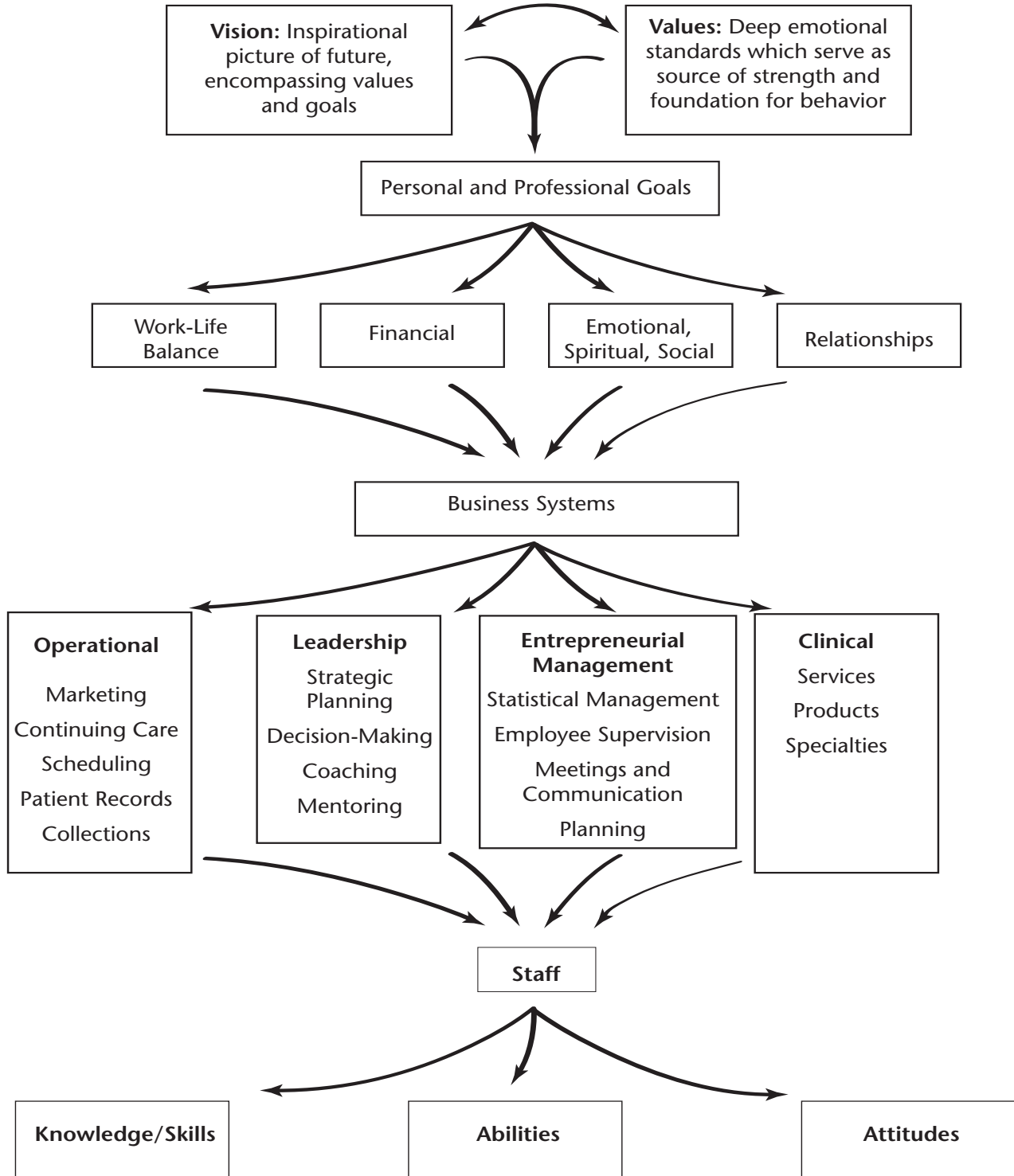


**... that you would never utilize:**

What do you think are its core values/beliefs/expectations and why?



# The Flow of VISION and VALUES through the Practice



## What is a VISION STATEMENT?

**A VISION STATEMENT** defines the optimal desired future state — the mental picture — of what a practice wants/hopes to achieve over time.

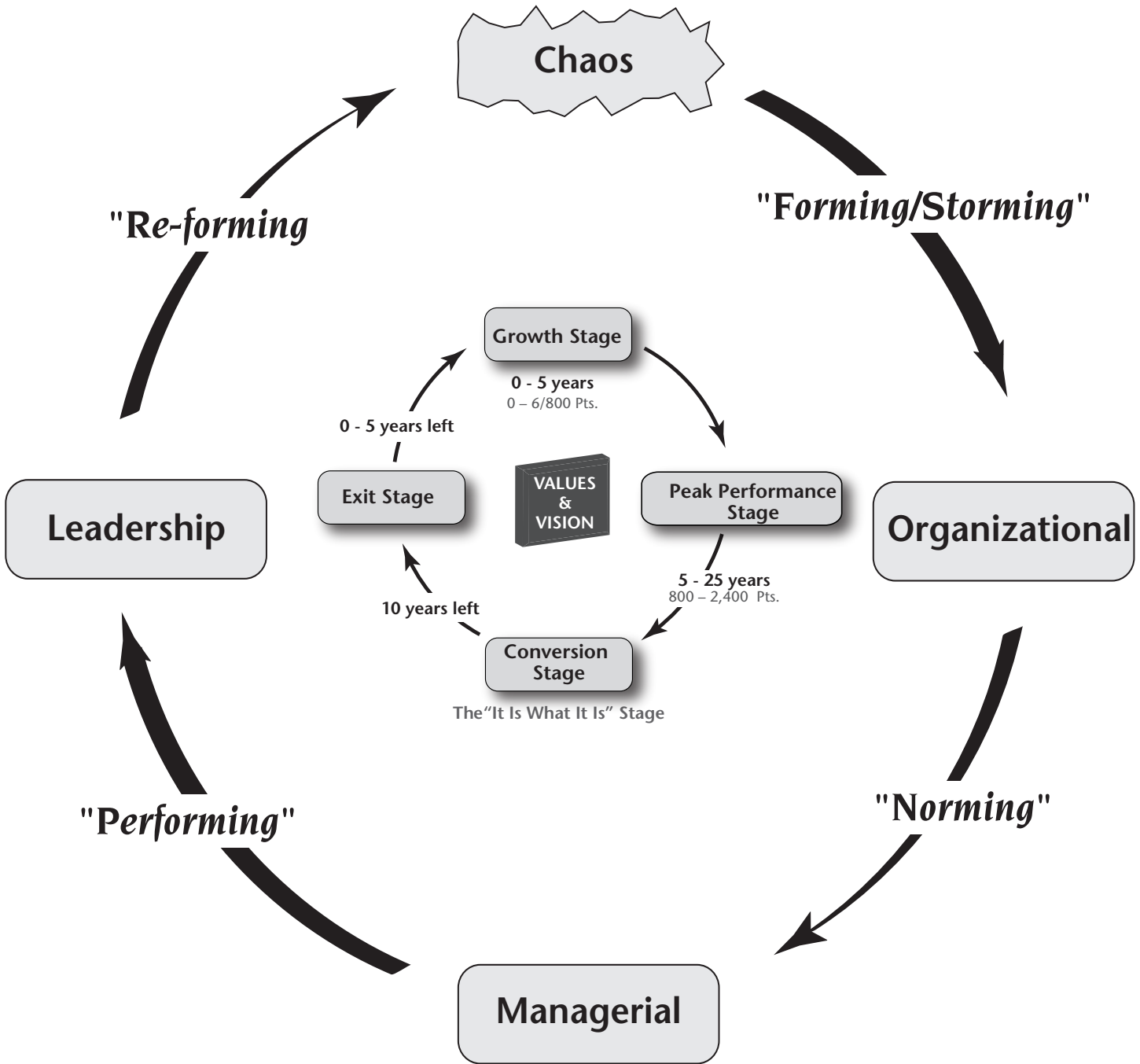
**A VISION STATEMENT** provides guidance and inspiration as to what a practice is focused on achieving.

**A VISION STATEMENT** functions as the "north star." It is what all employees understand, that their work every day ultimately contributes to accomplishing a goal over the long-term.

**A VISION STATEMENT** is written succinctly in an inspirational manner.



**Your vision statement is both aspirational and perspirational**



## Organizational/Team Development



*Congratulations, You Are Storming!*

# Top 10 Team **BUSTERS**

		<i>Total Not True</i>					
							<i>That's us!</i>
<b>1.</b>	Doctor &/or team feels out of control .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>2.</b>	Doctor &/or team feels unacknowledged.....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>3.</b>	Doctor &/or team feels “it’s never enough” .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>4.</b>	There is no “big picture” .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>5.</b>	The “West Side Story” phenomena .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>6.</b>	The only management style is management- by-the-gut or “yeah, but...management” .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>7.</b>	No clearly defined standards.....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>8.</b>	“Why-don’t-you-take-the-airplane-up?” training.....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>9.</b>	In case of conflict, run! .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
<b>10.</b>	There is no celebration/no feeling of success .....	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	

**#1 Challenge is:** \_\_\_\_\_  
\_\_\_\_\_

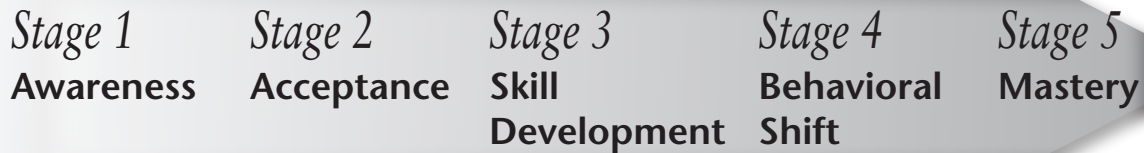
# The Four **FATAL** Assumptions

*“The biggest problem with leadership communication is the illusion that it has occurred.”*



- 1** Your team **UNDERSTANDS** what was communicated.
- 2** Your team **AGREES** with what was communicated.
- 3** Your team **CARES** about what was communicated.
- 4** Your team will take **APPROPRIATE** action.

## How Can Coaching Affect Performance?



**1** **AWARENESS** comes from feedback on your behavior.

*Unconscious incompetence*

**2** **ACCEPTANCE** is reached when you agree that action needs to be taken on the feedback you have received.

*Conscious incompetence*

**3** **SKILL DEVELOPMENT** is acquired through experience, training and/or education.

*Improving*

**4** **BEHAVIORAL SHIFT** happens when you create a new approach or way of thinking about a situation to break patterns that no longer serve you or others.

*Conscious competence*

**5** **MASTERY** occurs when the new behavior feels natural.

*Unconscious competence*

# Coaching Overview

## 1. Check in

- Acknowledge your personal agenda or biases
- Acknowledge your interest in their success
- Determine if timing is right
- Visualize the experience you want to create

## 2. Focus the questions

- Ask questions that facilitate self-discovery
- Move from broad to specific questions
- Clarify information that is provided
- Encourage trying of new behaviors

## 3. Active listening

- Stay focused
- Listen for openings
- Observe, interpret and analyze nonverbal cues
- Summarize what you heard

## 4. Plan new approaches

- Agree on the behavior gaps
- Be imaginative with options
- Establish a plan with realistic goals

## 5. Provide feedback

- Ask permission to offer feedback
- Act when behavior is observed
- Have the courage to tell the truth
- Focus on the behavior, not the person
- Check that feedback was understood

## 6. Move forward

- Monitor the progress
- Maintain a sense of urgency
- Use backsliding as a coachable moment
- Praise progress
- Keep the momentum moving forward



## Good? How?

Think of a team member who recently did something very right.

Name: \_\_\_\_\_

What did you see?

How did it support your vision?

How did it make you feel?

## **The Leader as Counselor:** *When Coaching Isn't Enough*

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### **Courageous Conversations with Team Members**

Counseling is the ability to hold people accountable through constructive dialogue. It includes the communication skills you use in coaching and also involves giving feedback. Counseling is a more directive conversation you have when performance has not changed. Through counseling and progressive discipline you enlist the employee in recognizing there are consequences correlated to performance choices.

## The Road to ASSERTIVE LEADERSHIP

### The Passive Leader

*“You are doing just fine.”*

### The Passive-Aggressive Leader

*“You are doing just fine. But you are never going to get a salary increase... ever.”*

### The Aggressive Leader

*“Are you stupid? Nothing you do is right.”*

### The Assertive Leader

*“As we all are interested in continuous improvement, let me tell you what I see as the challenges where I would like to see growth demonstrated.”*