Leading with*out* Authority

7/16/2024

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Before we begin...

This software is called Mentimeter. It is rated for category 1 data only, and due to that your responses are 100% *anonymous*, names will NOT be requested nor connected to your responses in anyway.

How do I "Menti"?

To interact in this activity:

1. Open any web browser from any item (Phone, computer, etc)

2. Go to www.menti.com

3. Type in the code at the top of your screen

4. Be ready! Your screen will change as we change the screen:)

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What about this model (in the video) would *NOT* work at your organization?

We are very risk averse

I think it would work

The requirement to have a clear understanding of where we are heading.

There isn't the trust at the executive level

Top down management

Lack of trust

leaders aren't always willing to hand off the decision-making power to the staff with subject matter expertise

not enough information for the intent

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What about this model (in the video) would *NOT* work at your organization?

Leadership is not confident enough in making a shift like this one.

Timing of authorization, meeting with leaders

WAC sets our laws

Lack of trust

non-hierarchical command structure

Leadership unable to relinquish control

People are very siloed

Lack of trust

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What about this model (in the video) would *NOT* work at your organization?

leadership needs to sign off

Working across siloed groups

trust

Our agency is very risk adverse and they are big on controls

Nothing

Leaders giving up control

There is a lot of team leaders and supervisors between the people and leadership...too many layers to work through

Difference of opinions.

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What about this model (in the video) would *NOT* work at your organization?

Need trust from management

We would want the business to decide when to deploy the software, not the software developers--at this point.

Currently very hierarchical

Leadership is not trained to have confidence in the decision making of others.

Hierarchy based

Bureaucratic Thinking

Leadership lacks trust

Leadership letting the control go

What about this model (in the video) would *NOT* work at your organization?

Thinking they know the best answer

management would never go for it

We don't have the culture

It isn't that it wouldn't work it is spending the time to change the culture and prepare for the resistance to change

We need multiple approvals before doing anything

lack of trust, different priorities

Trust

lack of trust from employees

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What about this model (in the video) would *NOT* work at your organization?

Risk averse agency

Leaders that use concept to avoid responsibility

This would not work in an environment which does not take risk

Our leadership is far from thinking this way and staff participation may be limited due to the Ivory Tower thinking they have

Leadership does not trust staff to make decisions.

Requirements by laws/regulations

Silo working

The leaders are scared, afraid. They are afraid to make any decisions themselves. They are afraid to learn and grow themselves.

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What about this model (in the video) would *NOT* work at your organization?

Silos

We don't have torpedos!

lots of managers

Leaders are afraid of displeasing their bosses.

Some people still want to be told what to do.

I'm not sure there is always enough trust to allow folks who are not the "experts" to make decisions.

Leadership bouncing around on what the priorities are

Very hierarchical.

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What about this model (in the video) would *NOT* work at your organization?

Regulatory associated matters

There is a lack of maturity to buy in

hierarchy very important

Lack of Legal Authority

Strong hierarchyhierarchy of controls

don't hire well

Some decisions can't be delegated because of law, agency leadership, decisions have been consolidated at a higher level, etc.

Legal authorizing environment

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What about this model (in the video) would *NOT* work at your organization?

The impression of being a leader

the whole thing will not work. it's very hierarchical and only ordained leaders are empowered to make change and do important things

So MANY policies

Union job alignment with job performance

Culture

We already really encourage this, the problem is that sometimes there's no leadership or lack of training due to a hands off approach.

Culture of management entitlement

Job classes

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What about this model (in the video) would *NOT* work at your organization?

Leadership doesn't belive in this model. They won't let go of control. They want to be in the weeds.

Control

Government needs lots of approvals

There are staff that would not be able to handle the critical thinking required.

Hierarchical Fear

Keeping up with changes, how are these communicated.

Unclear about what needs approval or not.

Staff doesn't trust themselves because of bad past experiences

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What about this model (in the video) would *NOT* work at your organization?

People want to be experts and there are those that hold tight to power

Leaders like to centralize everything

lack of accountability for leaders who lead from a power position

Leader ego

supervisor doesn't have time, super busy.

staff want orders - don' have confidence in "taking" initiative. When given this opportunity, they don't do it, wait for step by step...ugh

Too many heroes that like to do things and take credit

Fear of the unknown. Fear of not having the information. Fear of being held responsible for the decisions of others.

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What about this model (in the video) would *NOT* work at your organization?

work done in silo not everyone working for the WHOLE groups good

Confusion about roles

Ego

Need trust + training for success

zero trust between leadership and staff vice versa

LAck of training for leaders

Frontline workers not confident enough

staff say they want input then dont want to come up with solutions in some cases. or solutions are tough

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What about this model (in the video) would *NOT* work at your organization?

Micromanagers

This model would ALL work, if leadership embraced it

Shared purpose

A lot of new people, a chance to get new ways of doing business

Teams can work on things within their control

Both, but it's important for informal leaders to realize their power. AND, I have seen cases where influence has been more powerful than formal authority.

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What about the model WOULD work at your organization?

better communication between everyone	Embrace possible mistakes.	using lean projects to create change	Leaders often don't have all the information
Well trained professional staff	Influence	Right-sized decision making at the right level.	Frontline workers are the experts so know what's best for our customers

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What about the model WOULD work at your organization?

YOU can be a servant leader. Model it!

Lots of really talented staff!

Control given to the people that have the information.

We hire REALLY smart people. Who know alot and have worked in many public and private spaces. The chose to work here because they care. They have the INFORMATION

Communication and expectation between team members

My agency is growing with Lean immensely

Empowering employees to take action.

Lean into learning from mistakes

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What about the model WOULD work at your organization?

Retention is an issue. This model will undoubtedly empower staff and lower turnover

Requires a top down decision and leaders inspiring people

Using empowerment as a leadership development tool.

Model it!

Shared purpose

Empowering people to ask the question "who can/should make the decision?"

It could start at the Team level

Modeling

52

What about the model WOULD work at your organization?

Communicate

For small projects or efforts

maybe if middle management started Leadership would follow

give grace and communicate along the way

An organization which values communication and risk assessment would be perfect for this model

I apply it in lean projects and they see it at work

It makes the work interesting because you're thinking like the leader. People would be excited to work.

Delegate

52

What about the model WOULD work at your organization?

Supervisor is kind and likes to empower staff.	Allowing staff to do what they're capable of doing	Clear results	Empowering people
Could even show this video!	Ask to be included at the decision-making table	Lean Practices and open collaboration	Use visual tools to engage people

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What about the model WOULD work at your organization?

With my interactions

Empowers collaboration and ownership/buy in for changes that need to happen

Modeling from the top

The model would work in all aspects, so long as leadership embraces it.

Teach it to Leadership to change their approach to this model.

Leading by example; it takes one person to trust and be willing to move forward.

Pride of ownership culture

Shared purpose

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What about the model WOULD work at your organization?

Train folks how to think critically and then provide the necessary support as they are learning so they feel empowered to make decisions.

Incorporate subject matter experts from the field in decision making and empower them to speak up

delegate

The information is available to do this!

Set clear goals and show results within what is safe to do.

Ask questions

Starts with training new hires and providing knowledge for staff to be great.

Create a safe space for mistakes

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What about the model WOULD work at your organization?

Executive support

Respect the people who do the work

The standard of saying "what i intend to do is". Keeps communication flowing but transfers authority.

Celebrate failures and learnings when things don't go well

Extensive leadership training and mentoring at the very top levels.

Create clear roles and responsibilities. Check in often on any updates or changes.

Genuine culture

Good training programsClear expectations

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What about the model WOULD work at your organization?

Control given to employees where it should be	respect staff and trust them	Person-centered approach	giving credit to achievements
Start small and safe	Trusting themselves.	More dialogue less top down informaiton flow.	Bottom up

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What about the model WOULD work at your organization?

Culture of the organization celebrates and rewards individual heroics.

Both but behaviors will either promote or undermine culture. If this is adopted in culture behaviors have to fall in line for true adoption.

52

Do you believe this model is driven by the culture of an organization, or the behavior of informal leaders (like yourselves), and why?

Both	Both
Culture dictates environment	A mix of both?
Culture	both
Both.	A little of both

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Do you believe this model is driven by the culture of an organization, or the behavior of informal leaders (like yourselves), and why?

both

culture

Behaviors over time set the culture. Reinforced by behavior of those informal leaders.

Behaviour for sure. Modeling is key

more culture but both are important

Organization culture. Culture is very hard to change and update in most places.

Behavior informs culture.

Behavior of informal leaders because you have the ability to make change in how you lead and then others can see it and learn from it. Buy in helps.

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Do you believe this model is driven by the culture of an organization, or the behavior of informal leaders (like yourselves), and why?

Both.

Behavior of informal leaders. One person can make an impact.

A combination of both. Leaders will always look to stamp their authority and ways of work within their organization.

Behavior creates culture

Both! Informal leaders are the grassroots. Org culture is contagious.

Both.

Behavior of informal leaders. Staff learning the process will follow the process in place

It would involve culture change at the ELT level

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Do you believe this model is driven by the culture of an organization, or the behavior of informal leaders (like yourselves), and why?

Both. But I have to work within my culture to keep my job, which I have to do to survive/

Culture, because leaders have to accept ideas and work of informal leaders

Small shifts are possible based on the informal leaders' behavior , but big ones are only possible with supportive culture

leadership can build or destroy culture

Yes, and there is a lot of new people so a good time to change

leadership reflects attitude

I think both. The organization and its culture needs to support this type of environment and informal leaders need to practice this model.

Both. Both must be willing and capable.

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Do you believe this model is driven by the culture of an organization, or the behavior of informal leaders (like yourselves), and why?

Behavior of the primary leadership.

Behavior of Leadership and the culture and folklore of staff.

Culture can change!!! I set the culture that I want to work in by my behaviors each day. It does create some conflict thought.

Culture can impact how comfortable informal leaders are with making decisions.

culture is more of an influence, but we have to start with ourselves in making the culture shift

Both! Culture encourages the hiring of leaders that reflect the culture and leaders in the organization can push towards and maintain culture.

both - changes in either can cause changes in the other

Individuals can change the culture of an organization, but it can be very hard to do

44

Do you believe this model is driven by the culture of an organization, or the behavior of informal leaders (like yourselves), and why?

Culture has to allow for informal leaders to feel comfortable enough to lead

Both - individual can act but if the culture is immovable it will push out the individual. Similar the other way, if the culture allows it but the individual can't get it after a while they may shift.

Behavior - even if the culture is good, if you have individuals not following that culture it would have a big impact

Both but leaning towards culture being the most important. It needs to be reinforced by formal leaders to stick.

individuals can lead to change

.

No matter how much you try, if the org culture is not ready, you won't move forward

Competence = quality training and support

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What comes to mind when thinking about how this model is instituted?

Give Control

Standard work documentation.	Clarity = alignment of values, mission, goals
Process standardization	Specific goals and then being able to execute.

Clear communication on what is actually expected of the mission.	perform and give results
Clear expectations translate to increased competence	Standard Processes

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What comes to mind when thinking about how this model is instituted?

Give Control

Clear expectations	Buy in from upper management	There has to be clarity and competence for the leader to be comfortable giving control	Knowledge check-ins
Need to do the work while being mentored/supervised to provide the confidence that it can be done while unsupervised.	360 Communication	Goals and the supports to reach them.	Use ADKAR!

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What comes to mind when thinking about how this model is instituted?

Give Control

Take the time to compose succinct messaging.

Active listening

trust

Use a mix of communication styles to accomodate everyones preferebce, ages, etc.

Clear understanding about the goal, objectives, and scope. Values, values, values.

Create documentation for steps to brief your leaders - here is what we can do, how we can do it, why this works.

common and clear language

Incorporate Change Management concepts - obtain sponsor coalitions, address "what's in it for me"

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What comes to mind when thinking about how this model is instituted?

Give Control

Knowing how you got where you are, to get where you are going.

meetings that outline the vision rather than just tasks. time to discuss those prior to giving control.

Result Based Accountability

Competence = training (both access to the training, encouragement to take it, etc.)

Training is important to competence. If someone doesn't have the knowledge, they can always learn it!

Ability to seek support and share knowledge

Support AND space from management to experiment

Clarity--- what is in it for me.. how will it help all be successful. DEFINE success for them so they don't make it up themselves

Clarity

37

What comes to mind when thinking about how this model is instituted?

Give Control

Senior leaders need to either create and communicate a clear vision or be receptive to teams who do the work articulating vision.

WIIFM

SOP's that are reflective of how people actually do work, not long drawn out layered decision making that kills any responsiveness.

Practice accountability, modeling and rewarding the behaviors you want to see

Clarity, in communication and a willingness to adapt communication to make sure that expectations towards goals doesn't create ambiguity and anxiety and follow-up to recognize achievements

This aligns closely with capabilities and intent - the foundations of trust. Trust among leadership and staff is a must.

Psychological Safety

Ask others questions

Clarity

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What comes to mind when thinking about how this model is instituted?

strength in person & team

Understanding the roles in the agencies, having clarity of those, and then training = competencies. understanding how everyone is here to meet the Mission, Vision and carry out the Values.

Clarity = clear expectations

Ability to discuss challenges with others for collaborative problem-solving

Communicate Desired Results, Set clear indicators, Collaborate and engageMonitor Performance,Study the results, Learn together

Give Control

Clarity

Compete

Leading without Authority

Another term often used is "Informal Leader".

As Lean-leaders, facilitators, subject matter experts, among other roles, we are informal leaders.

We'll start with a short video, then we'll share with you some of what HCA shares with our new Green Belt graduates. We teach that there are 12 ways to influence without authority.
Today, we'll cover 3, with the rest shares as resources following today's presentation.
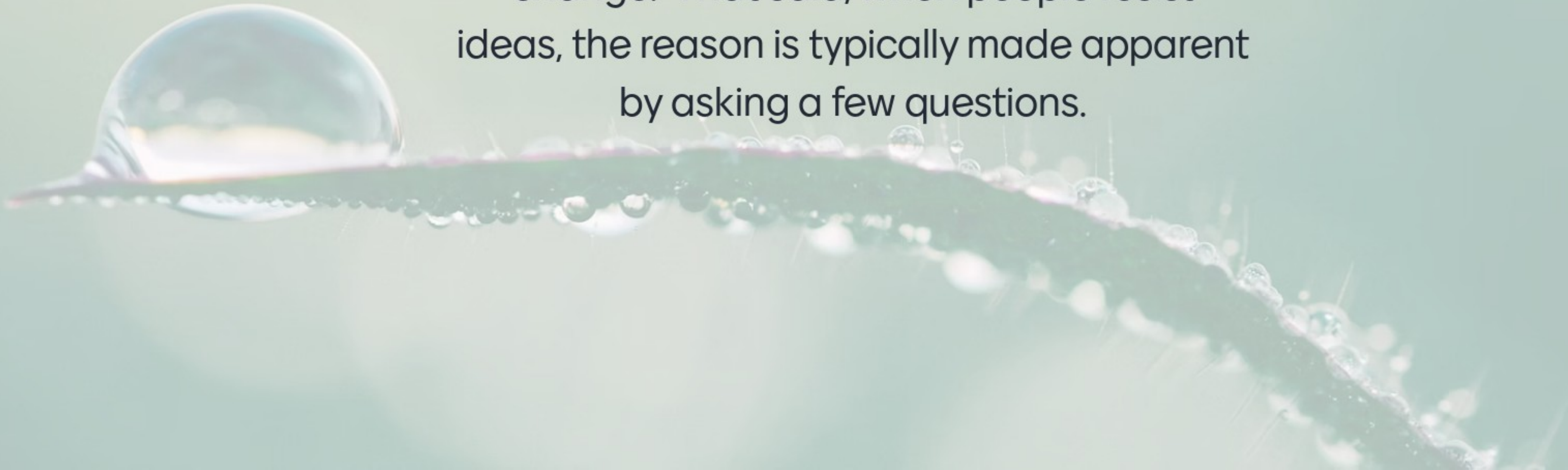
Jeremy Hunter, PhD
Professor, Peter F. Drucker
School of Management

1. Understand resistance to change

Everyone has a different tolerance for
change. That said, when people resist
ideas, the reason is typically made apparent
by asking a few questions.

[Select all that apply] Which thought-provoking questions do you resonate with the most?

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Is the problem that you are trying to solve clear to the other party—along with the full implications of inaction?

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Have you been clear about what you want and the specific benefits of doing things the way you are suggesting?

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How much sacrifice or risk taking are you expecting from the other party and what can you do to minimize it or alleviate their concerns?

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When attempting to influence, consider what you might do in each of these three areas

1 👍

53 👤

2. Synthesize, synthesize, synthesize

While it is a greater challenge to present a complex idea in a simple fashion it is always worth the effort. Taking the time to synthesize your bigger picture is what it takes to get others to listen. We have all sat down to a meeting where a senior executive began with something along the lines of, "I have one hour, and 60 slides so let's get started." Two hours later...had your attention waned?

3

What lean-tools or other tools might be useful when working to simplify messages?

bottom line up front	Use visuals!	Plain talk	A3 model
Brain mapping- visual	I love Snagit	Process maps	RACI

1

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What lean-tools or other tools might be useful when working to simplify messages?

WIFM	plain talk	Affinity - Find Themes to Synthesize	Listening sessions
Plain Talk process and resources	Miro!	Visuals and bullet points	PICK chart

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What lean-tools or other tools might be useful when working to simplify messages?

Quickly answer- Who, What, When, Why

daily Huddle- formatted every day starts on same page

Plain talk

Visual presentation bulleted slides, 3 lines. plain talk

Put the info in the subject line.

Listen to learn

Process mapping and visuals

Use common message formats to make it easier to skim and read.

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What lean-tools or other tools might be useful when working to simplify messages?

MURAL

Informal advice or review by coworkers with comm's and plain talk expertise

MIRO

Mentimeter

Visuals

SIPOC

Utilize your comms experts

Snagit is fabulous

1 👍   32 👤

What lean-tools or other tools might be useful when working to simplify messages?

Who, What, When, Why?	5 whys	WriteLaw	5 whys
Don't know where to go for Lean training in our agency.	Someone else's eyes...create a feedback loop	Fishbone	chat gpt

1 👍   32 👤

What lean-tools or other tools might be useful when working to simplify messages?

Storytelling!

icebreakers

Be humorous. Storytelling. Always celebrate wins.

stay loose

1

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3. Let your enthusiasm for the work be contagious

Every job, project, and activity has unique fundamentals that, when respected, naturally enhance the endeavor.

4

How do you bring enthusiasm to your work?

Energy

Use humor :)

Passionate

Positive attitude

Engaging/interactive presentations

Highlight positive feedback

Storytelling!

Memes, gifs, humor that reflect the people i'm engaging with.

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How do you bring enthusiasm to your work?

Start with staff kudos

Compliments, tell peoples managers when they do a good job

Show up with positivity

Color and font choices in messaging

I try to really listen to customers and talk about the wifi for the customer

Yes and... approach

solution focused

Kindness

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How do you bring enthusiasm to your work?

Bring a great attitude!

Thanking people

Dive in and get organized

Being confident

Positive reinforcement

Positivity but also dark humor when appropriate and fitting for the teammates

Be prepared

Humor, positivity, energy, humility, excitement

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How do you bring enthusiasm to your work?

Recognize people

give grace when things don't go well

Find ways to show I'm "on their side" on a personal level- we're in it together!

Recognize others early and often

Customer-centered focus and open to feedback

Bring outside use and applications - realLife examples

be present and contribute

Be humble

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How do you bring enthusiasm to your work?

Smile, be genuine and caring, empathy

humble

Be appreciative of others efforts

Empathy

I try to bring calm and build trust. I show that I care, but inquire about their needs and concerns. I don't want to overwhelm. I want to leave space to hear the things they are afraid to say.

Focus on strengths

Positivity

Loved your menti and audience engagement

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How do you bring enthusiasm to your work?

influence by taking the first step

28

What did you learn that you can implement now as an informal leader?

Using menti.com! :)

Enthusiasm matters!

going to search for tools to increase communication

shifting the intent!

Working on trusting myself and others

I can start the change.

I definitely intend to use the first video you shared

It is ok to be confident in your decisions.

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What did you learn that you can implement now as an informal leader?

importance of COPs	self evaluation is critical.	Trust myself more!	Keep loose
Focusing on intent and shared wins to grow enthusiasm	Ensure I have the clarity and competence I need to act.	use menti and apply the knowledge	Trust my fellow employees

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What did you learn that you can implement now as an informal leader?

It has been hard to get some messages across, we usually just use email. I think using one of the platforms people mentioned would be fun, going to look into it

Individual contributors have influence

Empower others

Waiting to make sure I know my own feelings about change and have processed it privately before talking about it or sharing a path forward so that I can be confident and not share my own anxieties

Power of Trust and work towards gaining it

Lead with intent

Don't stress about failure- it's part of growth

Connection matters and trust those you support.

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Thank you!

Additional Information and resources are after this slide.

Questions? Missy.Sterling@hca.wa.gov

HCA's Continuous Improvement Manager is Blake Ellison (Blake.Ellison@hca.wa.gov)

Washington State
Health Care Authority

Effective leaders are emotionally intelligent

→ Self awareness: Emotional self-awareness, accurate self-assessment, appropriate self confidence

→ Self management: self-control, trustworthiness, conscientious, adaptable, achievement orientation, initiative

→ Social awareness: empathy, organizational awareness, service orientation

→ Social skills: Visionary leadership, developing others, communication, change analyst, conflict management, etc.

Washington State
Health Care Author

The other 9 ways to influence

1. Adapt to social styles
2. Develop your personal power
3. Pass the microphone
4. Appeal to emotion
5. Stress benefits over features
6. Structure your points appropriately
7. Persist
8. Demonstrate excellence without being cocky or solicitous of approval
9. Don't overinvest in outcomes