

Leading *without* Authority

7/16/2024

Missy Sterling, Organizational Development Practitioner (MA5) | Health Care Authority

LSSBB, PM, CM, CDE

Missy.Sterling@hca.wa.gov



GREATNESS

by
David Marquet

 mindspring

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:)



Assessment

Let's discuss the video.

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

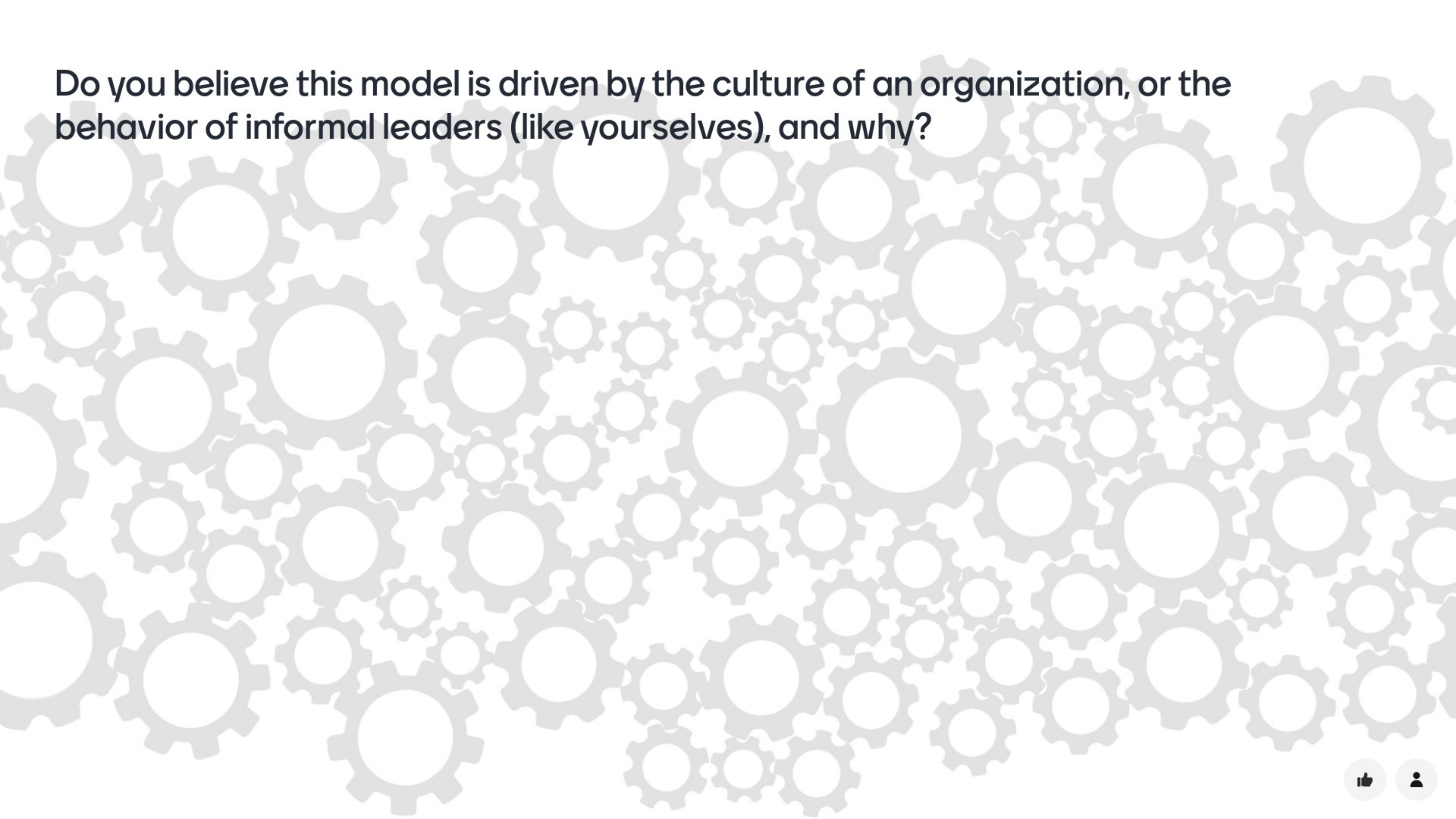


What about the model *WOULD* work at your organization?

ENTRANCE



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



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

Give Control







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

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

0

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

0

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

0

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?

0

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



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?



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



A fluffy white dog, possibly a West Highland White Terrier, is running happily in a grassy field. The dog's mouth is open, showing its teeth, and its ears are flapping. The background is a soft, out-of-focus green field.

3. Let your enthusiasm for the work be contagious

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



How do you bring enthusiasm to your work?



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



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)

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.

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