

Leadership Behavior: The Impact on Workplace Engagement

A Research Study

Why Leadership? Why now?

- Industry Challenges
- Changing Infrastructure & Processes
- Impact on Workforce



The Leadership Challenge



- Adopted in 2015
- Introduced to over 300 physician & administrative leaders
- Encourage the behaviors that address organizational gaps
- Evaluation
- The Dyad Leadership Development Program



Outline:

- The design of a year-long program focused on building leadership effectiveness
- The results of a research study designed to measure the impact of leadership behavior on workforce engagement
- Specific leadership behaviors that drive engagement



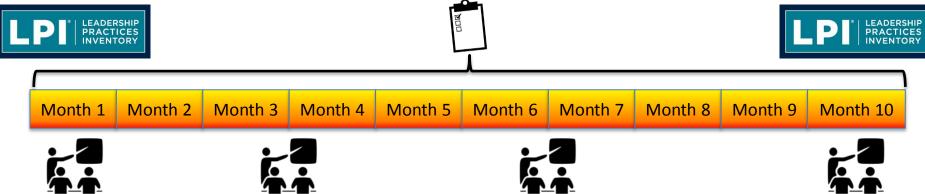
Dyad Leadership Development Program

Dyad Leadership Development Program

- 10 month program (13 Dyad partners)
- Assessments administered pre and post program
- Quarterly sessions focused on learning experiences
- Group projects to experiment and practice the learning









Pre and Post Assessments

LPI360 – Leadership Practices Inventory

Measures how often others perceive leaders engaging in the five practices of the Leadership Challenge Model

PWAS – Positive Workplace Attitude Scale

Measures how people feel about their workplace

THE 5 PRACTICES & 10 COMMITMENTS



MODEL THE WAY

- 1. Find your voice by clarifying your personal values.
- 2. Set the example by aligning actions with shared values.



INSPIRE A SHARED VISION

- 3. Envision the future by imagining exciting and ennobling possibilities.
- 4. Enlist others in common vision by appealing to shared aspirations.

CHALLENGE THE PROCESS

CHALLENGE THE PROCESS

- Search for opportunities by seeking innovative ways to change, grow, and improve.
- Experiment and take risks by constantly generating small wins and learning from mistakes.



ENABLE OTHERS TO ACT

- 7. Foster collaboration by promoting cooperative goals and building trust.
- 8. Strengthen others by sharing power and discretion



ENCOURAGE THE HEART

- Recognise contributions by showing appreciation for individual excellence.
 Celebrate the values and victories by creating a spirit of community.
 - WATCH & LEARN webcasts

Findings

On program evaluations, participants report a stronger relationship with their dyad partner and more collaboration in decision making, communication, and planning

The research findings support the assumption that leaders who engage more frequently in behaviors associated with exemplary leadership have higher levels of engaged staff and physicians



Data Analysis

R Value was used to demonstrate relationships

- .50+ Large
- .30+ Medium
- .10+ Small

Per: Cohen, J. (1988). Statistical power analysis for the behavioral sciences (2nd ed.). Hillsdale, NJ: Erlbaum.

PWAS Questions

I feel that my organization values my work.
I feel like I am making a difference in this organization.
I am proud to tell others that I work for this organization.
I would work harder and for longer hours if the job demanded it.
I am highly productive in my job.
I am clear about what is expected of me in my job.
Around my workplace, people seem to trust management.
I am effective in meeting the demands of my job.
I am committed to this organization's success.
My work group has a strong sense of team spirit.

LPI – Leadership Practices Areas

Model the Way

Inspire a Shared Vision

Challenge the Process

Enable Others to Act

Encourage the Heart



Data Analysis

Question #	Leadership Practice	LPI Item					
1	Model the Way	Sets a personal example of what he/she expects of others					
6	Madal the Way	Spends time and energy making certain that the people he/she works with adhere to					
D	Model the Way	the principles and standards that we have agreed on					
11	Model the Way	Follows through on promises and commitments he/she makes					
16	Model the Way	Asks for feedback on how his/her actions affect other people's performance					
21	Model the Way	Builds consensus around a common set of values for running our organization					
26	Model the Way	Is clear about his/her philosophy of leadership					
2	Inspire a Shared Vision	Talks about future trends that will influence how our work gets done					
7	Inspire a Shared Vision	Describes a compelling image of what our future could be like					
12	Inspire a Shared Vision	Appeals to others to share an exciting dream of the future					
17	Inspire a Shared Vision	Shows others how their long-term interests can be realized by enlisting in a common vision					
22	Inspire a Shared Vision	Paints the "big picture" of what we aspire to accomplish					
27	Inspire a Shared Vision	Speaks with genuine conviction about the higher meaning and purpose of our work					
5	Encourage the Heart	Praises people for a job well done					
10	Encourage the Heart	Makes it a point to let people know about his/her confidence in their abilities					
15	Encourage the Heart	Makes sure that people are creatively rewarded for their contributions to the success of projects					
20	Encourage the Heart	Publicly recognizes people who exemplify commitment to shared values					
25	Encourage the Heart	Finds ways to celebrate accomplishments					
30	Encourage the Heart	Gives the members of the team lots of appreciation and support for their contributions					
4	Enable Others to Act	Develops cooperative relationships among the people he/she works with					
9	Enable Others to Act	Actively listens to diverse points of view					
14	Enable Others to Act	Treats others with dignity and respect					
19	Enable Others to Act	Supports the decisions that people make on their own					
24	Enable Others to Act	Gives people a great deal of freedom and choice in deciding how to do their work					
29	Enable Others to Act	Ensures that people grow in their jobs by learning new skills and developing themselves					
3	Challenge the Process	Seeks out challenging opportunities that test his/her own skills and abilities					
8	Challenge the Process	Challenges people to try out new and innovative ways to do their work					
13	Challenge the Process	Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do					
18	Challenge the Process	Asks "What can we learn?" when things don't go as expected					
23	Challenge the Process	Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on					
28	Challenge the Process	Experiments and takes risks, even when there is a chance of failure					

Practice Area by Impact to PWAS

LPI – Leadership Practice	Avg. Impact to PWAS	Medium – Large Effects	Impact
		I feel like I am making a difference in this organization.	0.5
	004	I feel that my organization values my work.	0.5
Model the Way	.361	I am proud to tell others that I work for this organization.	0.48
		Around my workplace, people seem to trust management.	0.48
Inspire a Shared Vision	.133	None	N/A
Challenge the Process	.215	I feel like I am making a difference in this organization.	0.42
chanoligo ano i rococo	1210	I feel that my organization values my work.	0.4
		I am highly productive in my job.	0.5
		I feel that my organization values my work.	0.49
Enable Others to Act	.332	I am clear about what is expected of me in my job.	0.47
		I feel like I am making a difference in this organization.	0.45
		I am effective in meeting the demands of my job.	0.43
Encourage the Heart	.207	None	N/A
ų.		WATCH	



Impact to PWAS Questions By LPI Items

PWAS Questions	Top 3 Drivers	R
I feel that my organization values my	Develops cooperative relationships among the people he/she works with	0.7
work.	Builds consensus around a common set of values for running our organization	0.58
WOIK.	Challenges people to try out new and innovative ways to do their work	0.51
	Develops cooperative relationships among the people he/she works with	0.55
I feel like I am making a difference in this organization.	Challenges people to try out new and innovative ways to do their work	0.52
this organization.	Gives people a great deal of freedom and choice in deciding how to do their work	0.51
I am proud to tall others that I work	Sets a personal example of what he/she expects of others	0.55
I am proud to tell others that I work for this organization.	Talks about future trends that will influence how our work gets done	0.44
for this organization.	Asks for feedback on how his/her actions affect other people's performance	0.34
I would would be also and for longer	Challenges people to try out new and innovative ways to do their work	0.52
I would work harder and for longer hours if the job demanded it.	Describes a compelling image of what our future could be like	0.41
nours if the job demanded it.	Gives the members of the team lots of appreciation and support for their contributions	0.4
	Supports the decisions that people make on their own	0.5
I am highly productive in my job.	Gives people a great deal of freedom and choice in deciding how to do their work	0.46
0,1,1,2,7	Is clear about his/her philosophy of leadership	0.43
	Supports the decisions that people make on their own	0.49
I am clear about what is expected of	Is clear about his/her philosophy of leadership	0.45
me in my job.	Gives people a great deal of freedom and choice in deciding how to do their work	0.4
	Supports the decisions that people make on their own	0.46
Around my workplace, people seem	Sets a personal example of what he/she expects of others	0.41
to trust management.	Is clear about his/her philosophy of leadership	0.38
I am effective in meeting the	Gives people a great deal of freedom and choice in deciding how to do their work	0.45
demands of my job.	Experiments and takes risks, even when there is a chance of failure	0.37
demands of my job.	Supports the decisions that people make on their own	0.37
	Ensures that people grow in their jobs by learning new skills and developing	
I am committed to this organization's	themselves	0.42
SUCCESS.	Challenges people to try out new and innovative ways to do their work	0.42
	Describes a compelling image of what our future could be like	0.37
My work group has a strong sense	Ensures that people grow in their jobs by learning new skills and developing themselves	0.42
of team spirit.	Sets a personal example of what he/she expects of others	0.42
	Challenges people to try out new and innovative ways to do their work	0.42
		0.42



	ST FREQUENT	PRACTICE	_	AVG +/-	M +/
14.	Treats others with dignity and respect	Enable	9.3	9.2	9.3
4.	Develops cooperative relationships among the people he/she works with	Enable	8.9	8.8	8.9
11.	Follows through on promises and commitments he/she makes	Model	8.9	8.8	9.0
1.	Sets a personal example of what he/she expects of others	Model	8.8	8.7	9.0
9.	Actively listens to diverse points of view	Enable	8.2	8.4	8.3
6.	Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	Model	8.0	8.4	8.5
23.	Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on	Challenge	8.0	8.4	8.5
27.	Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	8.2	8.3	8.2
24.	Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8.1	8.3	7.8
21.	Builds consensus around a common set of values for running our organization	Model	7.9	8.3	8.3
5.	Praises people for a job well done	Encourage	7.8	8.3	8.1
19.	Supports the decisions that people make on their own	Enable	8.1	8.2	8.1
3.	Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	7.9	8.2	8.0
22.	Paints the "big picture" of what we aspire to accomplish	Inspire	7.8	8.2	8.0
18.	Asks "What can we learn?" when things don't go as expected	Challenge	7.9	8.1	8.3
2.	Talks about future trends that will influence how our work gets done	Inspire	7.8	8.1	7.9
26.	Is clear about his/her philosophy of leadership	Model	8.2	8.0	8.0
10.	Makes it a point to let people know about his/her confidence in their abilities	Encourage	7.8	8.0	7.8
20.	Publicly recognizes people who exemplify commitment to shared values	Encourage	7.2	8.0	7.8
30.	Gives the members of the team lots of appreciation and support for their contributions	Encourage	7.2	8.0	8.0
8.	Challenges people to try out new and innovative ways to do their work	Challenge	7.7	7.9	7.6
29.	Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	7.7	7.9	7.9
13.	Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	Challenge	7.1	7.8	7.8
7.	Describes a compelling image of what our future could be like	Inspire	7.3	7.7	7.7
12.	Appeals to others to share an exciting dream of the future	Inspire	7.3	7.7	7.8
25.	Finds ways to celebrate accomplishments	Encourage	6.8	7.7	7.9
15.	Makes sure that people are creatively rewarded for their contributions to the success of projects	Encourage	6.7	7.6	7.6
17.	Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	6.8	7.5	7.5
28.	Experiments and takes risks, even when there is a chance of failure	Challenge	7.1	7.3	7.2
16.	Asks for feedback on how his/her actions affect other people's performance	Model	6.7	6.9	7.3

LEAST FREQUENT

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MC	ST FREQUENT	PRACTICE	SELF	AVG +/-	M +/-
14.	Treats others with dignity and respect	Enable	9.3	9.2	9.3
4.	Develops cooperative relationships among the people he/she works with	Enable	8.9	8.8	8.9
11.	Follows through on promises and commitments he/she makes	Model	8.9	8.8	9.0
1.	Sets a personal example of what he/she expects of others	Model	8.8	8.7	9.0
9.	Actively listens to diverse points of view	Enable	8.2	8.4	8.3
6.	Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	Model	8.0	8.4	8.5
23.	Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on	Challenge	8.0	8.4	8.5
27.	Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	8.2	8.3	8.2
24.	Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8.1	8.3	7.8
21.	Builds consensus around a common set of values for running our organization	Model	7.9	8.3	8.3
5.	Praises people for a job well done	Encourage	7.8	8.3	8.1
19.	Supports the decisions that people make on their own	Enable	8.1	8.2	8.1
3.	Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	7.9	8.2	8.0
22.	Paints the "bit	1.1.1	7.0	0.0	0.0

8. Challenges people to try out new and innovative ways to do their work

29. Ensures that people grow in their jobs by learning new es the me skills and developing themselves

13. Searches out improve what 28. Experiments and takes risks, even when there is a 7. Describes chance of failure 12. Appeals

16. Asks for feedback on how his/her actions affect other people's performance

LEAST FREQUENT

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LPI GROUP REPORT



Overall Top 10 Most Powerful LPI Items to PWAS

#	Item Description	Power
1	Supports the decisions that people make on their own (Enable Other to Act)	3.45
2	Sets a personal example of what he/she expects of others (Model the Way)	3.17
3	Develops cooperative relationships among the people he/she works with (Enable Others to Act)	2.88
4	Is clear about his/her philosophy of leadership (Model the Way)	2.86
5	Gives people a great deal of freedom and choice in deciding how to do their work (Enable Others to Act)	2.84
6**	Asks for feedback on how his/her actions affect other people's performance (Model the Way)	2.7
7*	Experiments and takes risks, even when there is a chance of failure (Challenge the Process)	2.65
8	Praises people for a job well done (Encourage the Heart)	2.45
9*	Ensures that people grow in their jobs by learning new skills and developing themselves (Enable Others to Act)	2.33
10*	Challenges people to try out new and innovative ways to do their work (Challenge the Process)	2.32

LEADERS						Januar	ry 3, 2017		
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 21. Juil 5. Plai 19. Sup 3. See 22. Pair 	23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for								
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2. Talk 26. Is cl 10. Mak 20. Pub 30. Give con 8. Cha 39. Ens ther 13. Sea imp 7. Des 12. App 25. Finc 15. Mak of p 17. Shoo visit	s about future i lear the 27 licly r licly r es the 27 allenges people ures that people ures that people ures that people cribes a competence cribes a competence crib	rends that will influence how our work gets C. Speaks with eaning and put to try out new and innovative ways to do t e grow in their jobs by learning new skills a ne formal boundaries of his/her organizatio o Illing image of what our future could be like to share an exciting dream of the future orate accomplishments ople are creatively rewarded for their contr	s done	Inspire CONV OUI W Challenge Enable Challenge Inspire Inspire Encourage	7.8 icti or 7.7 7.7 7.7 7.1 7.3 6.8 6.7	8.1 ON K 7.9 7.9 7.8 7.7 7.7 7.7 7.6	7.9 abo 7.6 7.9 7.8 7.7 7.8 7.9 7.6		
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LPI GROUP REPORT

Overall 10 Least Powerful LPI Items to PWAS

#	Item Description	Power
1	Appeals to others to share an exciting dream of the future (Inspire a Shared Vision)	0.78
2*	Speaks with genuine conviction about the higher meaning and purpose of our work (Inspire a Shared Vision)	1.13
3	Asks "What can we learn?" when things don't go as expected (Challenge the Process)	1.17
4	Makes sure that people are creatively rewarded for their contributions to the success of projects (Encourage the Heart)	1.45
5	Actively listens to diverse points of view (Enable Others to Act)	1.57
6*	Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on (Model the Way)	1.59
7*	Follows through on promises and commitments he/she makes (Model the Way)	1.69
8	Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do (Challenge the Process)	1.74
9*	Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on (Challenge the Process)	1.77
10	Gives the members of the team lots of appreciation and support for their contributions (Encourage the Heart)	1.79

Study Review with Leaders

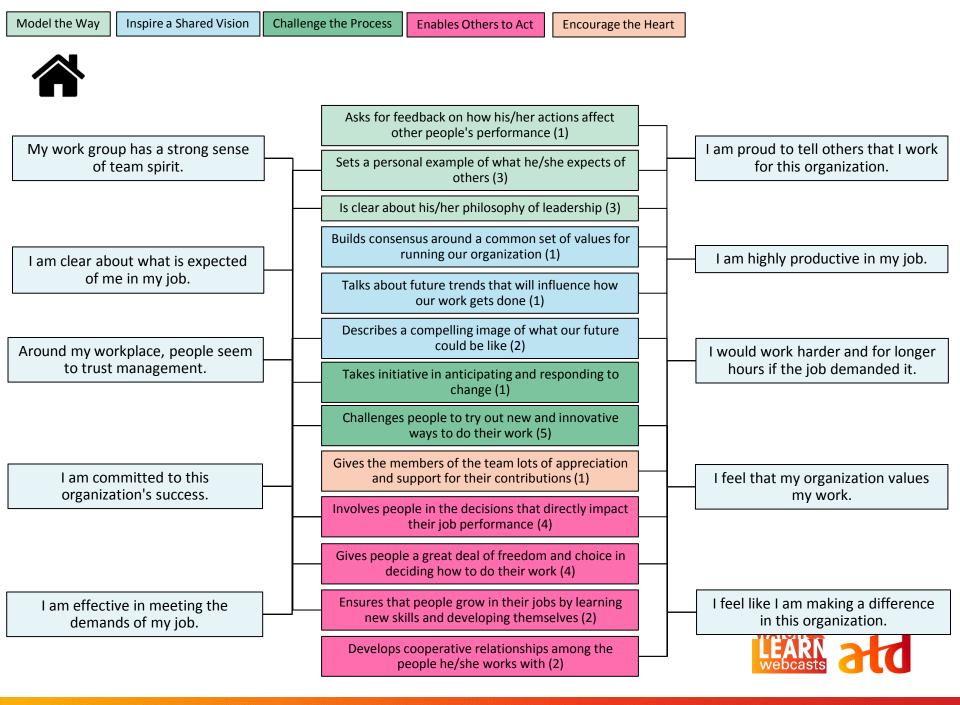
- LPI 360 Review
- Compared to PWAS Data
- Identify behavior to better drive engagement

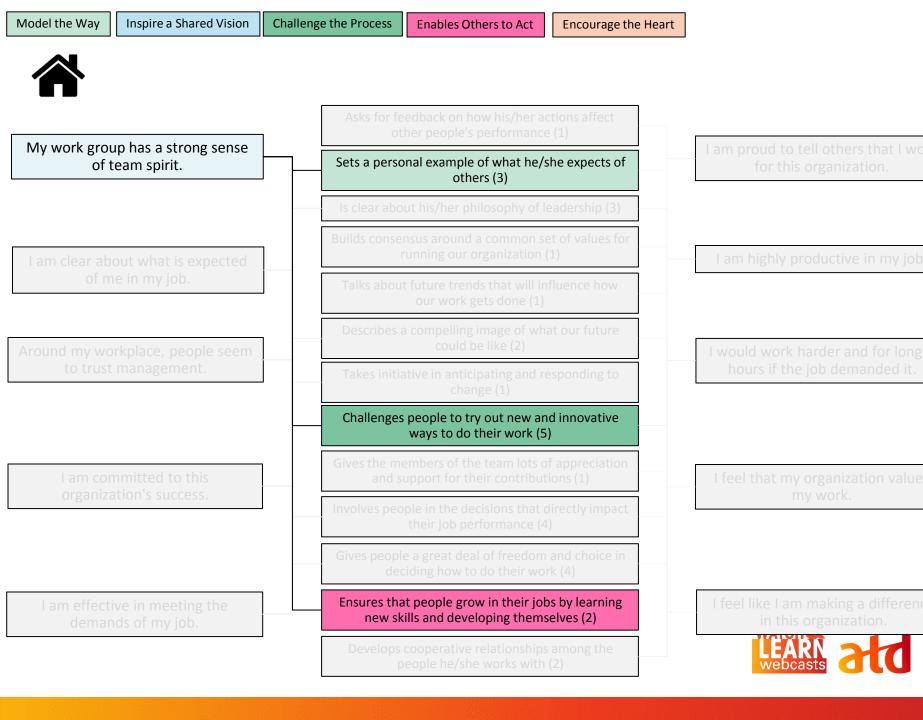


Medical Director Participant

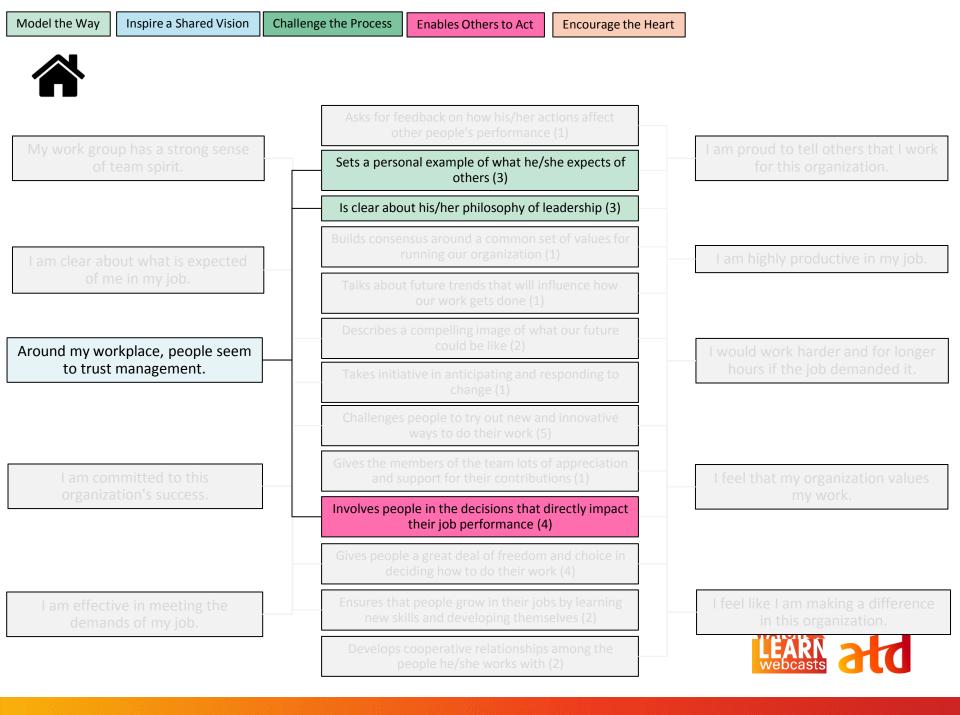
- Pre-program Challenges
 - Well liked by her staff
 - Frustrated with Administrators
 - Low engagement scores
 - Perceived as "difficult" among Administration
- Post-program Observations
 - "Greater appreciation for the complexities of hospital systems and the challenge in managing and optimizing them"
 - "More acknowledgement of others efforts and contributions"
 - "She has become a role model for her colleagues in how to provide thoughtful feedback"
 - "She asks insightful questions of the Administrative team to promote shared goals"

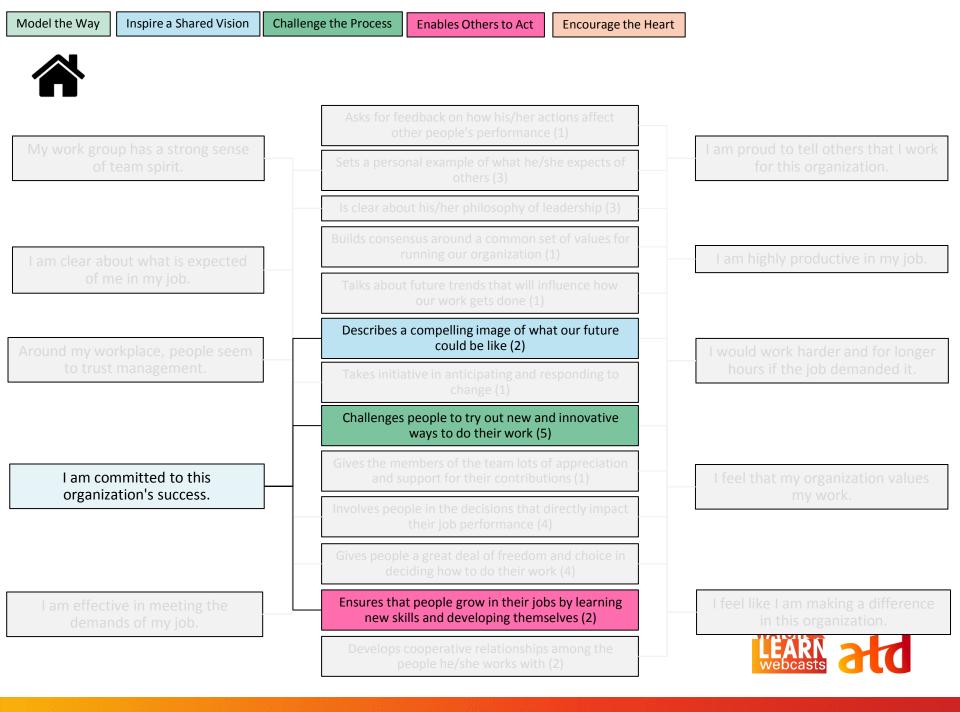


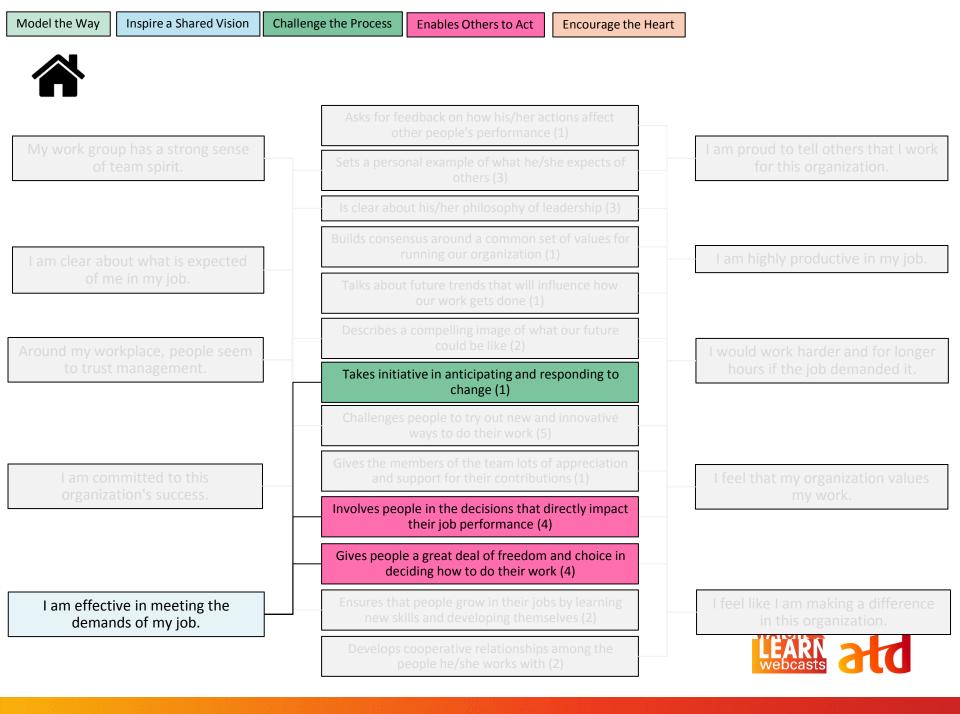




Model the Way	Inspire a Shared Vision	Challenge the Process	Enables Others to Act	Encourage the Heart	
		A she four fo			
			edback on how his/her a her people's performance		
	up has a strong sense ceam spirit.	Sets a perso	onal example of what he/s others (3)	she expects of	I am proud to tell others that I work for this organization.
		Is clear abo	ut his/her philosophy of l	eadership (3)	
I am clear abo	out what is expected		nsus around a common so running our organization		I am highly productive in my job.
of m	e in my job.	Talks about	t future trends that will in our work gets done (1)	fluence how	
0		Describes a	a compelling image of wh could be like (2)	at our future	
	rkplace, people seem management.	Takes initia	ative in anticipating and ro change (1)	esponding to	I would work harder and for longer hours if the job demanded it.
		Challenges	people to try out new an ways to do their work (5		
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	ive in meeting the ids of my job.		t people grow in their job ills and developing thems		I feel like I am making a difference in this organization.
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Model the Way	Inspire a Shared Vision	Challenge the Process	Enables Others to Act	Encourage the Heart	
			edback on how his/her ac her people's performance		
	p has a strong sense eam spirit.	Sets a perso	onal example of what he/s others (3)	he expects of	I am proud to tell others that I work for this organization.
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Model the Way	Inspire a Shared Vision	Challenge the Process	Enables Others to Act	Encourage the Heart]
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Model the Way	Inspire a Shared Vision	Challenge the Process	Enables Others to Act	Encourage the Heart]
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			cooperative relationships people he/she works with		LEARN webcasts

Model the Way	Inspire a Shared Vision	Challenge the Process	Enables Others to Act	Encourage the Heart]	
My work group has a strong sense of team spirit.			eedback on how his/her a ther people's performanc			
		Sets a perso	onal example of what he/ others (3)	she expects of	I am proud to tell others that I work for this organization.	
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I am clear about what is expected of me in my job.			ensus around a common s running our organization		I am highly productive in my job.	
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			le a great deal of freedom ciding how to do their wo			
	ve in meeting the ds of my job.		at people grow in their jo kills and developing them		I feel like I am making a difference in this organization.	
			cooperative relationship people he/she works with		webcasts	

Model the Way	Inspire a Shared Vision	Challenge the Process	Enables Others to Act	Encourage the Heart		
		Asks for feedback on how his/her actions affect other people's performance (1)				
My work group has a strong sense of team spirit.		Sets a perso	Sets a personal example of what he/she expects of others (3)		I am proud to tell others that I work for this organization.	
		Is clear abo	out his/her philosophy of l			
I am clear about what is expected of me in my job.			Builds consensus around a common set of values for running our organization (1)		I am highly productive in my job.	
		Talks abou	ut future trends that will in our work gets done (1)			
Around my workplace, people seen		Describes a compelling image of what our future could be like (2)		I would work harder and for longer		
to trust	management.	Takes initi	iative in anticipating and re change (1)	esponding to	hours if the job demanded it.	
		Challenge	es people to try out new ar ways to do their work (5			
	mmitted to this ation's success.		nembers of the team lots of support for their contribut		I feel that my organization values	
UIBAIIIZA		Involves pe	ople in the decisions that (their job performance (4		my work.	
			Gives people a great deal of freedom and choice in deciding how to do their work (4)			
I am effective in meeting the demands of my job.			hat people grow in their job kills and developing thems		I feel like I am making a difference in this organization.	
			s cooperative relationships people he/she works with		LEARN and webcasts	

For More Information





A subject matter expert in organizational effectiveness, leadership consulting, change management, performance management, and training/development, Ellen is recognized as a talented adviser and coach. She assists leaders in evaluating current processes and initiating changes that both spark and support longterm effectiveness.

She can be reached at: ellenkay67@gmail.com 708.307.3007 (Cell) Michael Easton's passion is providing consulting services to help people achieve their business and professional goals. Reach out to see if his unique background in academia, aerospace, manufacturing, and healthcare can help you!

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