

Ready or Not; You're an EMS Leader...Now What?!

NYSVARA PULSE CHECK 2012 ANNUAL CONFERENCE

October 13, 2012

Ready or Not; You're an EMS Leader...Now What?!

Objectives

1. Defining management and leadership; what style of leader are you;
2. The difference between, and importance of education, experience, and skills;
3. Understanding people (culture/diversity), relationships, and power!

Leadership in EMS

Exercise

Take a minute and write down what your **PRIMARY** expectation is regarding the outcome of today's session. Answer the following:

1. Why am I here?
2. Why is this important to me/my organization?
3. What do I hope to learn?

Leadership in EMS

Management defined...

Management consists of planning, organizing, staffing, leading, directing and controlling a group of one or more people or entities or effort for the purpose of accomplishing a goal (Murphy, 2009).

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Basic Management Skills include tasks such as:

Schedules

Budgets

Performance Evaluations

Equipment Management

Time Management

Problem Solving

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Leadership is defined as....

Leadership is about influencing the activities of others in efforts toward goal achievement in a given situation (Hersey & Blanchard, 1981).

Leadership can be thought of as a blending or fusion of different values, styles, attributes, and behaviors (Mineo, 2009).

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Successful leaders recognize:

- Its all about the relationship
 - Productive relationships drive success
 - Interacting with people is a good thing
 - Time and energy is required
 - Value and respect for the concerns of others is a must

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Its also about Balance

- Leaders and followers must develop a give and take that comes from communication and trust
 - Communication in that each willingly listens
 - Trust in what they are hearing and seeing!

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Communication is leadership and leadership is communication (Fitch, 2009)

- Not so much what is being said, rather how it is being said.
- Three C's-communicate, compassion, candor.

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Clearly; good communication opens doors; where the opposite tends to close them!

Successful communication includes knowing what your listener needs to hear; and then delivering that message.

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Successful communication involves **responding**; as opposed to **reacting**!

When communicating successfully; the listener gets to see the **person**; not just the message!

People like being seen as people

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It has been said that a person is **revealed**; not **defined** by challenges.

It is stepping outside one's "**comfort zone**;" allowing them to better understand the impact of what is being communicated.

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At some point, leadership is about taking **RISKS!**

Can you identify a risk you recently took?

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So...Why is effective leadership so important to EMS at this point in time??

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- A Marist poll (April 2010) found that fewer than 11% of leaders demonstrate consistency in what they say and what they do.
- Even more alarming; fewer than seven (7%) of employees trust that leadership has their best interests in mind.
- However...the same study revealed that nearly 63% of staff who have trust in their leaders are committed to the organization's success!

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*It is results such as these that cry out for
changes in the way leader's lead!*

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Its About Relationships ((B. Griffiths, 2009)

Leadership Development is Self-Development

- Commit to self-improvement
- Not afraid to challenge him or herself
- A journey without end

Leadership is a Relationship

- Leadership is everyone's business
- Success in leading requires the building of relationships
- Leadership is not a place or position; rather it is a process
- If we are to help others develop, we must first develop ourselves

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Styles of leadership currently practiced in EMS

- **Situational**-contingency theory is a model that seeks to better align the leaders to the situation. The term *contingency* is used to describe the style because the leader's effectiveness is contingent on the setting (Fiedler, 1964)
- **Transactional**-often referred to as the reward/punish style.

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Styles practiced in EMS (cont.)

- **Transformational**-a style that encourages followers to perform above and beyond expectations, combining their own self-interests with those of the leader, the group, or the organization as a whole
- **Servant**-a theory is one in which the leader brings out the best in followers by trying to better understand their individual characteristics and interests. Servant leadership is not about the leader, but rather the relationship between leader and follower.
- **Authentic**-a people-oriented leadership style, which sees qualities such as honesty, integrity, and credibility blended as one.

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Old Philosophy/Style

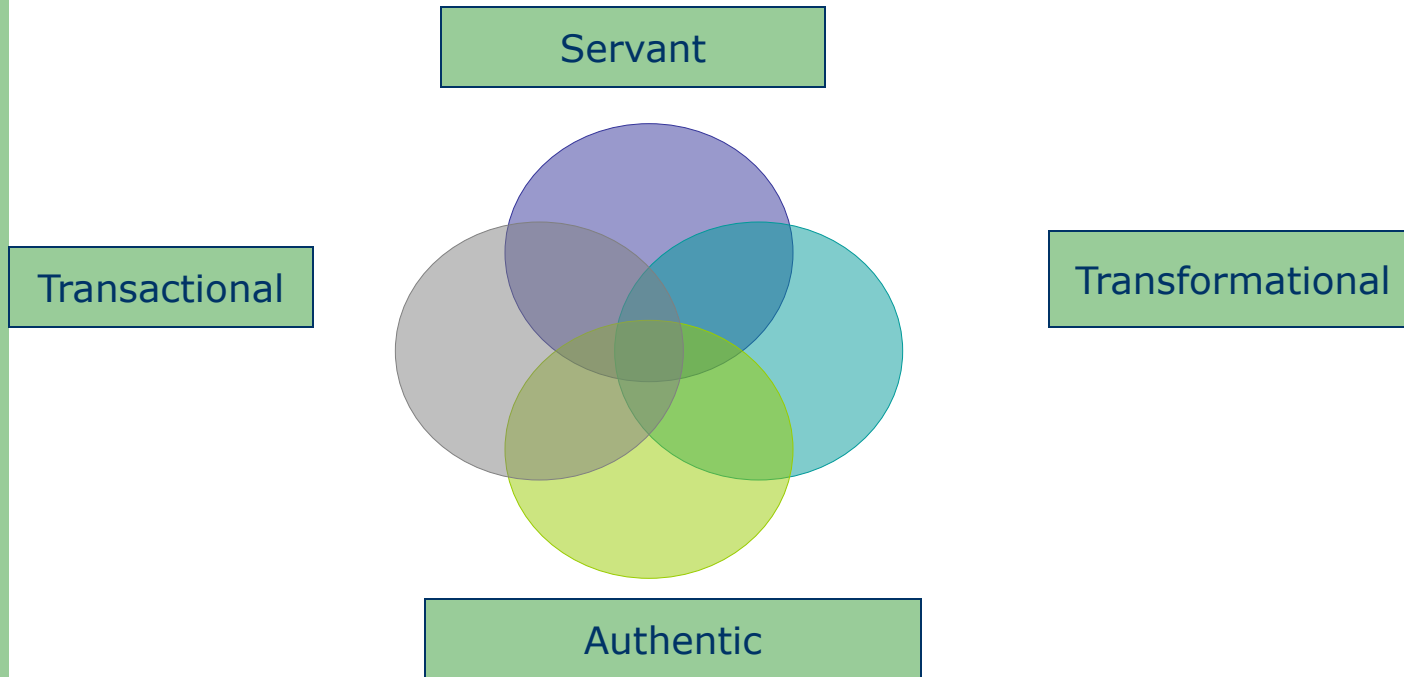
- Was authoritative; orders were given and expected to be followed or else (transactional).
- Was based on a paramilitary organizational structure and culture.
- Unequal power base
- Zero use of critical reflection

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New Philosophy/Style

- Blend of transactional, transformational, servant, and authentic.
- More listening, less talking, more cooperation.

Philosophy of Leadership (new style-Mineo, 2009)



Blend of four styles=new
philosophy

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Successful leaders:

- Understand that positive relationships are key
- Learn to interact with people personally and professionally
- Value and respect the concerns of others
- Demonstrate integrity
- Are agreeable to change
- Listen first, then listen again
- Engage, accept and support (mentor and/or coach)
- Resolve Conflict
- Use Power Wisely

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Conflict and Power

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Conflict in EMS

- Lack of trust
- Us versus them mentality
- Plain rudeness
- Generational differences-authority, autonomy, and overall work/play expectations
- Inadequate preparation of front-line leaders (most critical leadership position)

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Conflict Resolution (Williams, 2007)

- What are each parties expectations?
- Leaders spend 18-25% of their time dealing with conflict
- When faced with conflict; people go one of two ways: assertive or cooperative
- Assertive means to address one's own needs
- Cooperative is concerned with the other person's needs

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In the end, conflict resolution requires the leader to:

- Diagnosis the cause
- Defuse the conflict
- Find common ground
- Be a coach mentor, not an advice-giver!

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Why giving advice does not work (Murphy, 2010)

- Advice raises defenses; where the other invites information
- Advice is judgmental, directive and inflexible-none of which promotes effective communication
- Advice can be seen as narcissism-what is the real reason behind the advice
- Advice is more often than not- unsolicited

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Instead of Advice....Try coaching!

- Coaching is about helping others grow, improve and perform better ((Touchstone, 2009)
- Similarity between leadership styles and coaching (supporting, delegating, mentoring and challenging)

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What do you think the following means?

“Mentoring provides individuals with a chance to succeed; both the mentor and the mentee!”

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Mentoring-Principles that affect leadership and change (JEMS, 2010):

- Advocate total communication... and then do it!
- Spend time with your staff (rounding) to build strong relationships
- Be a role model (mentor)
- Encourage/empower others to challenge the status quo and offer new ways of doing things

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And then there is.....

POWER!!!

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- Whether liked or not, leaders are in a position of power.
- Power comes in different ways-how it is used is entirely up to the leader.
- To start, let's go back to the beginning...your beginning that is!

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Think back to some of your first experiences where power played a role: yours or someone else's.

- What worked?
- What made you absolutely nuts?



"Is it just me, or does it seem like I've taken my leadership skills to the next level?"

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When you think of it; power is not about rank, role, or seniority...

rather it is about the influence one has (or believes they have) over issues they are seen as having control of.

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- Power means nothing if people do not respond as asked/directed.
- Worse yet; power is meaningless without **trust** and **respect!**

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At its worse, power lends itself to hypocrisy!

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Skillful use of power (Griffiths, 2009)

- Do the people you lead do what you ask out of respect for you; or for the position you hold.
- This is not about rank or the chain of command (they come with the profession and have a place)
- Power continuum-one end is reward/punishment, and the other comes from a personal power base (you the person).

Ask yourself.....where are you on this continuum?-Where do you want to be??

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What to do-

- Lead by example.
- Do for others as you would do for yourself!
- Use power positively: to help, not punish.
- Remember that those who think themselves above all others, **usually think this alone!**

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One way to become a better leader!

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The Leadership Practices-A self-awareness model of leadership (Kouzes & Posner)

Comprised of 30 behavior related questions divided into the following five practices:

- Model the Way
- Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

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Model the Way

- All about credibility, yours and the organizations.
- Setting an example by what you say and do, aligning actions with values.

(Kouzes & Posner, 2003)

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Inspire a Shared Vision

- What is the vision-yours and the organizations? Envision the future by imagining exciting a new opportunities.
- How can you get there-what will it take? Enlist others by appealing to shared aspirations.

(Kouzes & Posner, 2003)

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Challenge the Process

- All about Change, and are you willing to try something different!
- Change can be small or large-you decide!
- 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!

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Enable Others to Act

- Plain and simple-You will not succeed on your own!
- Need to foster collaboration
- Create an environment of trust

(Kouzes & Posner, 2003)

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Encourage the Heart

- Recognizing contributions of others
- Sharing successes and celebrating victories
- Not individual-but Team

(Kouzes & Posner, 2003)

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Seven Lessons from the TV Show “Undercover Boss”

1. Leadership Requires Passion
2. Leadership Requires Presence
3. Leadership Requires a Voice
4. Leadership Requires Action

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Seven Lessons (cont.)

5. Leadership Requires Service
6. Leadership Requires Change
7. Leadership Requires Demonstration

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Learn How To Lead Through...

- Experience: trial and error
- Example: observing others
- Education: formal and informal training

Remember, Leaders are Lifetime Learners

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Learning to Lead Requires...

1. Becoming more aware (self-awareness)
2. Managing your emotions (emotional intelligence)
3. Seeking feedback
4. Taking the initiative
5. Set goals and make a plan
6. Measure your progress
7. Reward yourself
8. Practice, practice, practice

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Last but not least....Be Transparent

Be truthful

Ask for feedback

Keep your promises

Take ownership of your mistakes

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Concluding Thoughts

Winning with Teamwork (Karvelas, 1998)

- The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime (Babe Ruth)
- No man (or woman) can become rich without him/herself enriching others (Andrew Carnegie)

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“A true leader does not set out to be a leader; but rather becomes one by virtue of their actions and the integrity of their intent” (author unknown).

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A final word about “**Friendship**”

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Ladies and Gentlemen-

“You are the future of EMS!”

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