BOOK REVIEW

All In: How the Best Managers Create a Culture of Belief and Drive Big Results

Adrian Gostick and Chester Elton
(Free Press, a Division of Simon & Schuster, Inc., 2012)

Authors Gostick and Elton contend that in order to drive success as a manager, you must do as the title suggests and get employees "all in". Using data from a 300,000 person study, they imply that the defining difference between high and low performing work groups is that successful groups are led by managers who create what is referred to as a "culture of belief". Engaging employees is not enough; successful teams and organizations are those whose employees are engaged, enabled and energized; or what the authors refer to as the 3 E's. Together, they argue, these factors drive bottom line results.

In subsequent sections of the book the authors present a simple seven-step road map for creating this environment and providing practical tools for managers to use. Gostik and Elton balance research and real-work examples to provide practical, actionable advice for gaining buy in, inspiring commitment, and driving results in organizations. Ultimately, this book is a good resource for managers of all levels across a variety of industries who are interested in using their leadership to create a positive culture and impact the bottom line. Eye-opening stories of exceptional leaders depict how these powerful methods can be implemented by any manager.

In the healthcare example, physician leaders may be a key group, in another organization it may be leaders who directly influence profitable growth or cost efficiency metrics. In yet another, developing the capacity of leaders to engage staff in customer service is a strategic focus. However, measuring too much dilutes the power of the dashboard and the clear "story" that keeps leadership development in the forefront. Measurement takes a lot of effort which should be spent wisely.

What gets measured drives action, so taking stock of what the company measures is a great strategy alignment activity for talent management professionals.

WHAT'S NEW?

The President's Council Foundation welcomes Dr. Miklos to the Board

Suzanne has been elected to serve on the Board for Cleveland's President's Council Foundation.

Founded in 1996, The Presidents' Council is comprised of a group of chief executive officers from some of the largest African American owned-and-operated businesses in Ohio. The organization was established to support entrepreneurial and economic development within the African American community, and to foster strategic alliances with CEOs of other major corporations.

The PCF was founded in 2000, by The Presidents' Council, LLC, an organization consisting of African-American business owners who provide leadership, innovative ideas, and resources to advance African-American owned and operated businesses; contributing to the overall growth and economic development in Northeast Ohio. The PCF's intent is to receive income from a wide variety of public and private sources to act as the catalyst for change and improvement in Northeast Ohio's economy through its support of entrepreneurial training, economic and educational research and other charitable causes.

Congratulations Suzanne!

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LEADING FOR RESULTS

FROM THE PRESIDENT'S DESK
Suzanne M. Miklos, Ph.D.

Measuring the quality of leadership development is a challenge for most organizations. Studies that compare organizations that have strong talent practices to those that have weak practices routinely find differences in productivity, turnover and diversity. There have also been studies correlating leadership effectiveness and company earnings. The literature clearly shows that effective leadership behaviors are linked to more engaged employees. However, within a single, particularly mid size organization, it is often difficult to gather detailed data or to identify a control group. Despite all of the data we collect, there remain unbelievers who see leadership as the soft stuff and not as impactful as engineering or math. Physicians have a similar challenge trying to convince patients that their health will improve with better practices even though the statistics clearly demonstrate the profound impact of health habits and wellness.

Some organizations rely on counting to demonstrate the effectiveness of practices; for example, how many more people are available for promotions based on a manager assigned readiness score? How many leaders assessed or trained with a particular process are still with the company? These are good starting places. Other organizations examine the year over year changes on overall leadership effectiveness scores as measured from a survey based process.

As you look at your key metrics for 2014, consider that the real goal of leadership development is to build capacity for the organization to succeed. Identifying the most critical capacities that your company needs to execute its strategic plan is the starting point for impactful measurement. For healthcare, implementing change, integrating delivery channels and growing volume are high demand capacities. Ensuring that leadership talent practices are aligned to critical capacities is a powerful way to focus the organization on the connection between leadership and performance. For example, several clients are tracking specific skill sets needed to execute their strategic plan. This does not discount the value of monitoring open slots on the succession planning chart. In addition to thinking about the leaders, consider capacity as the development of critical mass of key skill sets that can be measured from a performance, or an assessment standpoint. Not just how many leaders, but how much capacity. Assessments designed to build a bench strength analysis are one measurement tool for establishing the current strengths and needs, as well as capturing progress.

A key concept is that not all leaders have to be included in a particular measurement strategy. Key positions that are required to drive organizational capacities are most important for this type of inquiry. All roles are valuable but some roles disproportionally enable the organization's current strategic plan.

FEATURED SERVICE:
EXECUTIVE COACHING FOR TODAY'S HEALTHCARE LEADERS

The healthcare sector will continue to experience significant and rapid change. To prepare for this new era, today's healthcare organizations and executives must be prepared with new competencies and technical expertise to meet the population's healthcare needs. Further, they must be readily able to develop the leadership capacity needed to adapt and succeed in the future.

Why Executive Coaching? Coaching is a relationship in which learning occurs through self-awareness and discovery. It is foundationally important that there is genuine rapport between the coach and coachee. The greatest benefit to coaching is the direct feedback and challenging questions that allow the leader to become a powerful observer of themselves and their organizations. O.E. Strategies' coaches are focused on transforming healthcare and collaborating with leaders in healthcare organizations to explore critical leadership competencies that result in a clear vision and strategy.

O.E. Strategies specializes in executive coaching and leadership development for CEOs, CMOs, administrative leaders and HIT leaders, developing strong leadership and fostering a culture of collaboration in healthcare organizations.

SUPERVISOR'S CORNER
CREATING A CUSTOMER CENTRIC CULTURE

Diane Govern

According to the Society for Industrial and Organizational Psychology, one of the top 10 predicted workplace trends for 2014 includes dealing with Big Data. The challenge is not collecting or mining the data, but rather how employees can make meaningful inferences based on the data that have practical implications for organizational performance. Big Data and the related technologies allow us to have a greater understanding regarding customer behavior. There are a myriad of metrics available on customer loyalty, perceptions and opinions. How can you, a leader, harness all this information to develop a customer centric culture?

One lens to apply to your management techniques comes from the idea of creating employee ambassadors. These are employees who both understand their role as customer or patient experience stakeholders and live their role as value delivery agents. It is hard to deny that employees are key stakeholders in value delivery and brand success, and they frequently represent the difference between positive or negative experiences and customer retention. Every industry has an intersection of employee and customer/patient. The customer or patient contact with the employee is a critical touch point to form a lasting impression about the organization. Every employee who provides direct support to a customer/patient has the opportunity to either strengthen the company's brand or cause it to lose some of its luster.

Employee ambassadorship has become a major focus of many organizations. Traditional employee research has been conducted as a means of identifying levels of staff satisfaction and performance, perceived values and engagement

with company missions and cultures. Over the last 10 years there has been recognition of the need to link employee perceptions, beliefs and behaviors to business outcome based missions and strategies. Studies have shown that beyond understanding employee satisfaction and what employees value and desire in the job, it is important for leaders to connect staff performance and engagement directly to customer/patient behavior so that they can hire, train, recognize and reward employees for how they contribute to customer value.

For leaders, instead of focusing on creating raving fans out of your customers, the focus may shift to the process of creating raving fans of your employees. Here are some ideas to get you started to create employee ambassadors:

- Encourage strong bonds between your employees and their customers/patients.
- Measure the valence of the customer experience, then reward employees who get positive ratings.
- Identify where employee indifference and negativism exist, why they exist and how they can be mitigated or eliminated.
- Educate your employees that even though some of your customers or patients WILL complain, it is the responsiveness and perception of how people are treated after registering their complaint that determines loyalty.
- Consider including one group of your staff in your customer/patient loyalty surveys. Ask them the same questions that you ask your patients or customers and then map the differences to determine where gaps exist.

RESEARCH ARTICLE
INFLUENCING RESULTS THROUGH AUTHENTIC LEADERSHIP

Kelsey Herb

Authentic leadership is linked to a wide range of desirable outcomes for individuals, teams and organizations. Authentic leadership refers to a leadership style in which managers and supervisors build authenticity into interactions with direct reports and associates. The underpinning of this style is that authentic leaders behave in a way that is congruent with their personal beliefs and values, thereby empowering others to trust and follow. This first requires a high sense of emotional intelligence and a deep understanding of one's true self. Combining these elements in the conscious pursuit of discovering and maintaining one's authentic self is the first step to becoming authentic. Authentic leadership emerges when leaders are able to maintain authenticity in all settings. In other words, being who you are wherever you are is the foundation on which authentic leadership is built.

Avolio and Gardner (2005) describe a multiple component model of authentic leadership development. The components of this model provide an indication of the tendencies and characteristics that differentiate an authentic leader from an inauthentic leader. Here we will discuss a number of these components which managers can develop and leverage in order to harness the power of authentic leadership in driving business results. Each of the following characteristics can be learned and developed in order to facilitate influential leadership.

Positive Psychological Capacities

Positive psychological capacities include confidence, optimism, hope and resilience (Avolio & Gardner 2005) and are important resources available to the authentic leader. Leaders who develop

these capacities have greater ability to guide the success of others and persevere through obstacles.

Positive Moral Perspective

There is a component of authentic leadership that is based on an inherent ethical and/or moral commitment. While moral decisions can be controversial, it is generally agreed that ethical behavior within an organization encompasses transparent decision making, as well as the courage and capacity to address ethical issues. Thus, leaders should strive for transparency and consistent application of ethical and/or moral standards. Often, this is tied to a values-based approach and should be linked to organizational mission and values whenever possible.

Leader Self-Awareness

Authentic leadership requires managers to be self-aware. In order to be authentic, it is vital that leaders understand their own strengths, weakness, values, meaning in life and work, beliefs, etc. This entails an ongoing process of self-questioning and self-exploration, through which heightened self-awareness grows. Many leaders seek out coaching and mentoring relationships to guide the process of building self-awareness. However it is accomplished, understanding one's own values, assumptions and unique talents underlies the extent to which authentic behavior can occur.

Research shows that authentic leadership gets results. Positive relational outcomes of authentic leadership include employees identifying with their supervisors and increased trust in leadership (Gardner, Cogliser, Davis, & Dickens, 2011). Additionally, supervisor authentic leadership facilitates productivity. For example, it has been linked to employee engagement in work (Giallonardo, Wong, & Iwasiw, 2010) as well as performance metrics.

References

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