



DYNAMIC LEADERSHIP NEWS

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Asking questions?

Thought for today:

Nelson Mandela said:

*To be free is not merely
to cast of one's chains,
but to live in a way
that respects and
enhances the freedom
of others*

We hope that you enjoy this edition. Please feel free to contact us at consultant@dynamicleadership.co.nz if you have a subject you would like us to cover in our newsletter or if we can be of any assistance to you. If you would prefer not to receive any further publications, please let us know.

Action research; First Line Managers in the Health Sector (Sailors Don't Become Sailors in Calm Seas)

This action based research by Dynamic Leadership Limited examines first line managers in the health sector. The full research paper is available to download from our website (click on hyperlink):

<http://www.dynamicleadership.co.nz/pdfs/Action%20Research%20Practical%20Skills%20for%20Managers.pdf>

Introduction

Clinicians are highly skilled in many of the attributes required in management and leadership and benefit significantly from the opportunity to learn and practice transferring their clinical skills, knowledge and frameworks into a new paradigm, that of management and leadership. When this transition is supported through training and education at commencement of the clinician's new role confidence builds quickly and creates a solid foundation where further development can occur. Transitioning well integrated clinical skills, knowledge and frameworks results in building confidence for new first line managers.

With the significant and welcome move towards implementing lean thinking in our health services building the practical skills of first line health managers and leaders at time of recruitment (or when succession planning) will result in their ability to support the models associated with lean thinking. New leadership and management skills can quickly be developed as they are built on a very solid foundation, the vast knowledge and years of experience the clinician brings to the role now transitioned to management and leadership. Successfully transitioning clinicians to management is a critical success factor for retention of first line managers and implementing lean thinking as it creates the platform for front line managers to springboard from.

Mastering relationship management requires an understanding of human behaviour in organisations as well as working within whole systems theory, developing high levels of self awareness and awareness of others (Emotional Intelligence competencies). High functioning relationships are critical to lean thinking. Understanding the value of concepts related to quality, efficiency and effectiveness and developing the ability to

Quote for this month:

Remember there is nothing stable about human affairs; therefore avoid undue elation in prosperity, or undue depression in adversity

Socrates

coach and develop others are infinitely possible for the new line manager providing they are standing on solid ground.

We hope you enjoy reading this research, all of which has been bottom up: from the clinicians in first line management roles. There are a number of associated free resources and links on our website (click on hyperlinks below) which you are welcome to access;

Emotional Competency Framework

http://www.eiconsortium.org/pdf/emotional_competence_framework.pdf

Quality resources

[SkyMark's Free Quality Management Resource Center.](#)

2009 Training; Practical skills for Managers

Day one and two June 30 & July 1; Day three and four 20 and 21 July
Palmerston North

We still have some places available for the four day training program based on the action research outlined above. For further information click on the following hyperlink;
<http://www.dynamicleadership.co.nz/pdfs/Practical%20skills%20for%20Managers.pdf>

What participants say about the course:

- Absolutely invaluable skills learnt and think that all managers should attend (compulsory)
- All the information learnt was so valuable that I will take it with me in any job/work environment
- Very worthwhile. Good to be able to practice skills learnt
- Diana covered an enormous amount of information. The delivery was very easy to understand and very practical so you could go away and implement it in your everyday work

What they say about the facilitator:

- Excellent! Great communicator. Such valuable knowledge and experience. You have so much to share and we need your expertise
- Very empowering. Explained the models and concepts clearly. Allowed discussion but great at re-directing too. Felt very genuine
- I found Diana extremely approachable. She is a good listener and I learnt heaps from her. She made everything sound so logical. Thanks Diana
- Has energy, knowledge and great expertise. Easy to understand

Core Skills for Managers & Leaders; Active Listening

Understanding how to listen can make a profound difference to those around you. It is easy to get people to talk but as a Manager and Leader listening is one of those critical success factors to making a difference! Poor listening is recognised as the weakest link in oral communication (*David Pinner 1986*).

Recommended reading: Transforming Communication; Leading-edge professional and personal skills, second edition by Richard Bolstad; Published by Pearson Education New Zealand.

This recently released self directed learning resource covers a vast array of communication concepts and theories and is excellent. In relation to listening this book states; *listening requires a commitment* and states *that you may sometimes hear things you don't like or don't agree with and listening only works fully when you have a willingness to find out what it's really like for the other person*. In other words, in order to listen well you must have the ability to embrace empathy and understand what it is like from others points of view. This is of course essential when leading and managing change, something that is intrinsic in lean thinking.

The framework for Emotional Intelligence (EI) has a section called 'Social Awareness' with the first sub-group being Empathy. The EI Competencies outline empathy as follows;

Empathy: Sensing others feelings and perspective, and taking an active interest in their concerns. People with this competence:

- Are attentive to emotional cues and listen well
- Show sensitivity and understand others perspectives
- Help out based on understanding other people's needs and feelings

You can't have empathy without listening! So up-skill on understanding the barriers to effective listening, practice and increase your listening skills. It will make a profound Difference to your effectiveness as a Manager and Leader.

Hot Tip

Ask more questions that you give answers: that way you learn something new!



Visit our website: www.dynamicleadership.co.nz

Some of our readers have placed articles from Dynamic Leadership Limited newsletter into their own newsletters. Fantastic! Please feel free to do so!

We also do appreciate that you have acknowledged the source in your newsletter