

Essential Roles of Leaders

March 19, 2023

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LOMA LINDA UNIVERSITY
HEALTH

**Many Strengths.
One Mission.**

Essential Roles of Leaders



Establish Trust and Respect



Communicate Vision & Strategy



Grow Other Leaders

ESTABLISH TRUST & RESPECT

Ways to Establish Trust & Respect

1. Be Credible/Trustworthy-Competence and Character
2. Trust & Inspire vs. Command & Control Leadership
3. Cultivate Inclusion and Respect

Be Credible and Trustworthy

Competence

Character

RESULTS 4

CAPABILITIES 3

The 4 Cores
of Credibility

INTENT 2

INTEGRITY 1

COMMAND & CONTROL VS. TRUST & INSPIRE

Manage People and Things	➡	Manage Things, Lead People
Compliance	➡	Commitment
Fixed Mindset	➡	Growth Mindset
Transactional	➡	Transformational
Efficiency	➡	Effectiveness
Positional Authority	➡	Influence
Cooperation	➡	Collaboration
Control	➡	Unleash
Motivation	➡	Inspiration

Cultivate Inclusion and Respect

- Confront toxic behavior
- Create safety- listen and respond
- Be curious and ask questions with respect
- Give the team responsibility for each other

COMMUNICATE VISION & STRATEGY



“**Write** the vision; make it **plain** on tablets, so he may **run** who reads it. For still the vision awaits its appointed time;...If it seems slow, wait for it; it will surely come; it will not delay”

Habakkuk 2: 2-3

Create Vision and Strategy

1. Agreement with Organizational Mission, Vision, Values
2. Consider Climate and Resources
3. Communicate Clear and Concise Goals

Vision: Organizational Focus

MISSION

Why we exist?

VISION

Where are we going?

STRATEGY

How do we get there?

Vision: Team Agreement

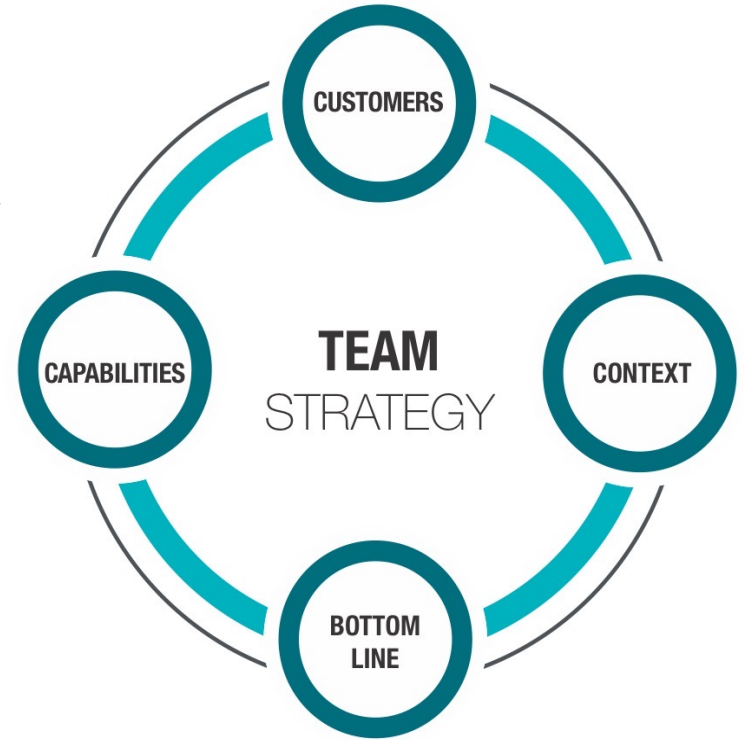


An Inspiring Team Vision

- Is aspirational
- Requires us to think BIG and stretch
- Can be measured
- Connects to the organizational vision

Strategy: Climate and Resources

- Customer and Stakeholder Impact
- Internal and External Context
- Bottom Line-Finances
- Capabilities of team/organization



Communicate Clear/Concise Goals



1. Clear
2. Concise
3. Compelling
4. Confident

Can your team articulate the strategic goals of the organization or department?

GROW LEADERS

Growing Leaders is a Process ...



Planning: Succession Promotion Pathways

- Examine the organizational roles
- Communicate next steps to advancement
- Explain positional promotion and positions of influence
- Clear the path of barriers to advancement

Planting: See Greatness and Unleash Potential

- Look for potential in everyone
- Communicate what you observe
- Offer opportunities for growth and skill building
- Create the conditions for growth
- Protect the passion and inspiration

Nurturing: Offer Feedback and Coaching

FEEDBACK	COACHING
Addresses past and current behavior.	Addresses future behavior.
Focuses on values and expectations.	Focuses on options and possibilities.
Provided frequently and quickly; in the moment.	Provided over time; ongoing conversations.

Nurturing: Disciple and Discipline

- Behaviors: Clarify Expectations; Talk Straight; Demonstrate Respect
- Hold regular 1:1 meetings- “What’s of concern now & future”
- Uphold professional behaviors and boundaries “Walk the Talk”
- Have honest conversations that address the problem, not attack the person.
- Document poor performance and efforts to resolve them

CASE STUDY

A trusted colleague approached you about a leader on your team. They stated in the past month, the leader has not been showing up to project meetings; has not met deadlines on submitting reports; and has not completed critical documents required to keep the project moving forward. It is costing a time, money, and delaying other's progress. Your leader is said to passionately argue in meetings with other team members; dismisses their ideas saying, "That won't work here!" They are asking that you talk to your leader about delivery on commitments, teamwork, and respecting others.

Harvesting: Extend Trust and Opportunities

- Right Time, Right Conditions
- Delegate authority and responsibility
- Reward efforts, celebrate success

Summary of Essential Roles



Establish Trust and
Respect



Communicate Vision &
Strategy



Grow Other Leaders



“Let’s not become discouraged in doing good, for in due time we will reap, if we do not become weary.” Galatians 6:9

