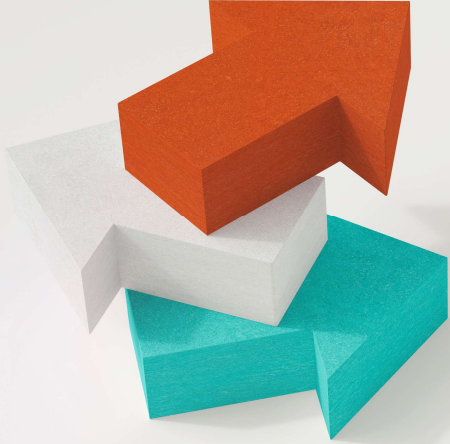




1



2



## WHAT IS LEADERSHIP?

- Helping the team accomplish goals
- Providing tools and opportunities for staff
- Recognizing talent and passions in the group
- Creating an environment of belonging

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3

## Leadership is...

*If this list of eight statements had to be reduced to three, **which is most important, relevant?***

It is **VIEWING** each person you lead as vital to your organization.

RELATING  
LOOKING  
ALLOWING  
TREATING  
SEEING  
EMPOWERING  
MIRRORING

4

## Leadership is...

If this list of eight statements had to be reduced to three, **which is most important, relevant?**

The diagram shows a central teal box with the text: "It is **RELATING** to those we lead an essential element in the success of your organization". To the left of this box is a red vertical bar labeled "VIEWING". To the right are six greyed-out vertical bars labeled "LOOKING", "ALLOWING", "TREATING", "SEEING", "EMPOWERING", and "MIRRORING".

5

## Leadership is...

If this list of eight statements had to be reduced to three, **which is most important, relevant?**

The diagram shows two selected boxes on the left: a red vertical bar labeled "VIEWING" and a teal vertical bar labeled "RELATING". To their right is a large olive-green box with the text: "It is **LOOKING** at everyone in the face and appreciate their value to your team". To the right of this box are five greyed-out vertical bars labeled "ALLOWING", "TREATING", "SEEING", "EMPOWERING", and "MIRRORING".

6

## Leadership is...

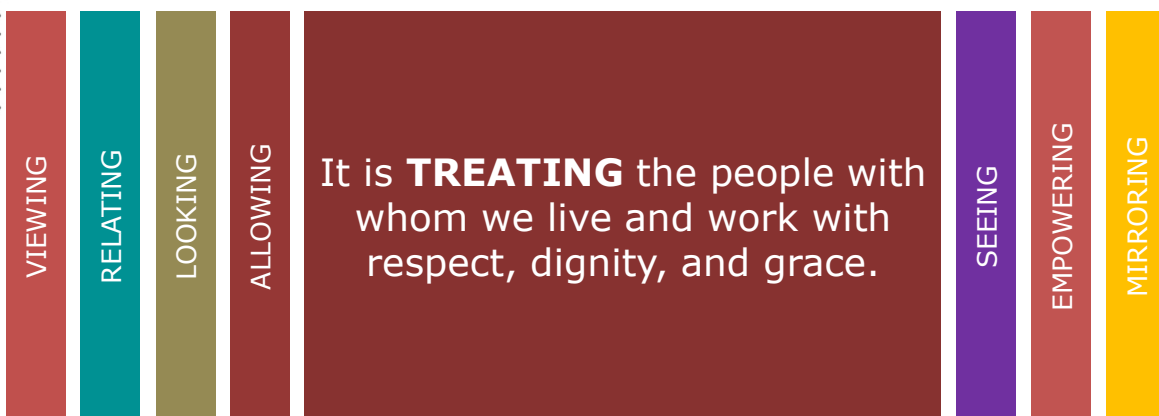
If this list of eight statements had to be reduced to three, **which is most important, relevant?**



7

## Leadership is...

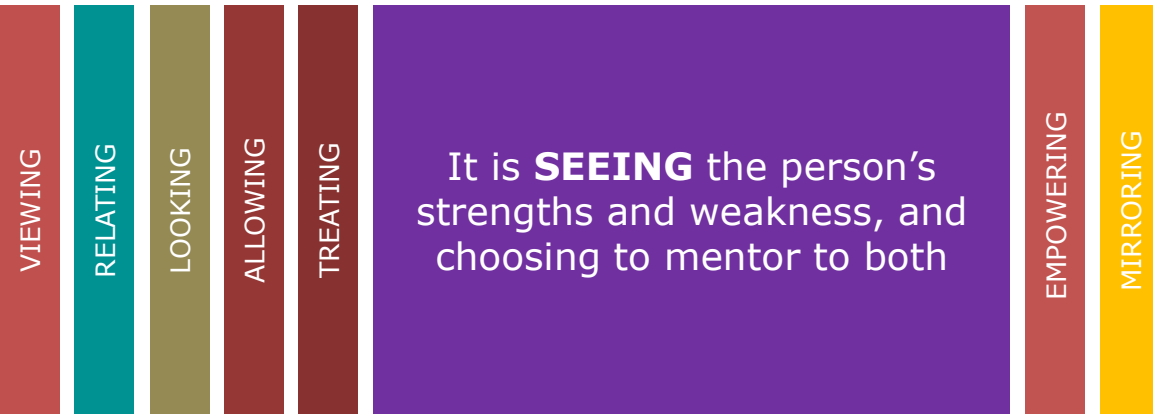
If this list of eight statements had to be reduced to three, **which is most important, relevant?**



8

## Leadership is...

If this list of eight statements had to be reduced to three, **which is most important, relevant?**



9

## Leadership is...

If this list of eight statements had to be reduced to three, **which is most important, relevant?**



10

## Leadership is...

If this list of eight statements had to be reduced to three, **which is most important, relevant?**



11

## Leadership is...

If this list of eight statements had to be reduced to three, **which is most important, relevant?**



12



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## TYPES OF LEADERS

- **Teddy Bear**
  - **Pros**
    - Creates a place to belong
    - Friendly/approachable
    - Works alongside
  - **Cons**
    - Pushover
    - Doesn't handle conflict
    - Can limit productivity


  
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## TYPES OF LEADERS

### • Fidget Spinner

- Pros
  - New ideas
  - Promotes change
  - Exiting environment
- Cons
  - Struggles with follow-through
  - Lack of consistency
  - Can be overwhelming



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## TYPES OF LEADERS

### • Hover Board

- Pros
  - Accountability
  - Firm expectations
  - Assists with tasks
- Cons
  - Struggles with delegation
  - No room for error
  - Micro-manager



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## TYPES OF LEADERS

- Whistle
  - Pros
    - Keeps everyone on task
    - Sends reminders
    - Follow-through
  - Cons
    - Limited flexibility
    - Can be condescending
    - Lacks understanding and compassion



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## TYPES OF LEADERS

- Puzzle
  - Pros
    - Every day is new
    - Everyone has a role
    - Measurable goals
  - Cons
    - Can cause confusion
    - Limited room for advancement
    - Judged on performance instead of overall contribution to the team



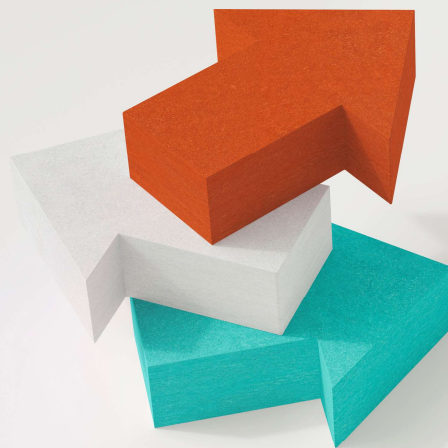
18

## THE SIX LEADERSHIP STYLES (GOLEMAN)

|                                                | Commanding                                                         | Visionary                                                              | Affiliative                                                                  | Democratic                                                            | Pacesetting                                                     | Coaching                                                               |
|------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------|
| The leader's modus operandi                    | Demands immediate compliance                                       | Mobilizes people toward a vision                                       | Creates harmony and builds emotional bonds                                   | Forges consensus through participation                                | Sets high standards for performance                             | Develops people for the future                                         |
| The style in a phrase                          | "Do what I tell you"                                               | "Come with me"                                                         | "People come first"                                                          | "What do you think?"                                                  | "Do as I do, now"                                               | "Try this"                                                             |
| Underlying emotional intelligence competencies | Drive to achieve, initiative, self-control                         | Self-confidence, empathy, change catalyst                              | Empathy, building relationships, communication                               | Collaboration, team leadership, communication                         | Conscientiousness, drive to achieve, initiative                 | Developing others, empathy, self-awareness                             |
| When the style works best                      | In a crisis, to kick start a turnaround, or with problem employees | When changes require a new vision, or when a clear direction is needed | To heal rifts in a team or to motivate people during stressful circumstances | To build buy-in or consensus, or to get input from valuable employees | To get quick results from a highly motivated and competent team | To help an employee improve performance or develop long-term strengths |
| Overall impact on climate                      | Negative                                                           | Most strongly positive                                                 | Positive                                                                     | Positive                                                              | Negative                                                        | Positive                                                               |

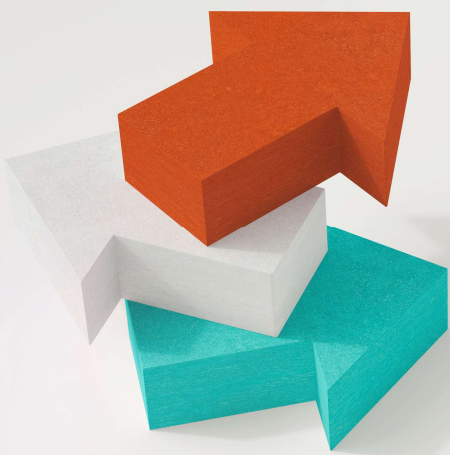
Goleman, Daniel, "Leadership that Gets Results" *Harvard Business Review*. March-April 2000 p. 82-83.

19



# HOW DO WE LEAD?

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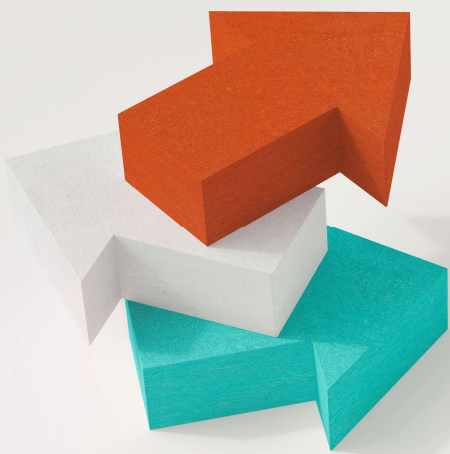


## REACHING OUR GOALS

- Delegation
  - You don't have to do it all
  - Know your team
  - Know what can be delegated
  - Define expectations
  - Allow for mistakes
  - Validate a job well done
  - Provide a channel of communication

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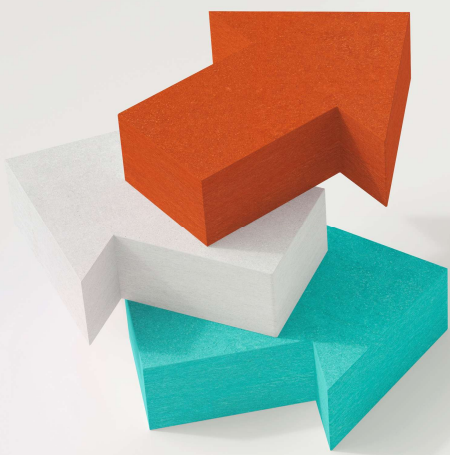


## REACHING OUR GOALS

- Accountability
  - Set clear expectations
  - Monitor
  - Address areas of concern immediately and respectfully
  - Performance evaluations

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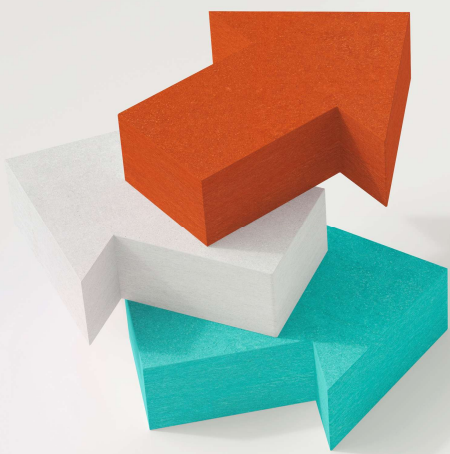


## REACHING OUR GOALS

- Education
  - Increase employee morale and job satisfaction
  - Reduce employee turnover/quiet quitting
  - Keep up with changes
  - Increased understanding
  - BUY IN!

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## REACHING OUR GOALS

- Creating buy in
  - Share the idea
  - Share the impact
  - Allow for questions
  - Specify roles
  - Acknowledge success
  - Foster advancement

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## Conflict Resolution

- Cup of coffee conversation
  - When issues first arise
  - Non-punitive
  - Empathetic
  - Starbucks LATTE



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## Conflict Resolution

- Cup of Coffee Conversation
  - LATTE
    - Listen
    - Acknowledge
    - Take action
    - Thankfulness
    - Explain



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## Conflict Resolution

- Cup of Coffee Conversation
  - LISTEN
    - Control emotions
    - Rational
    - Deal with assumptions
    - Safe environment
    - Creates space for others to express thoughts and opinions



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## Conflict Resolution

- Cup of Coffee Conversation
  - ACKNOWLEDGE
    - Connection
    - Forgiveness
    - Common lens



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## Conflict Resolution

- Cup of Coffee Conversation
  - TAKE ACTION
    - Accept
    - Let go of ego
    - Resolution
    - Embrace



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## Conflict Resolution

- Cup of Coffee Conversation
  - THANKFULNESS
    - Opportunity to deal with conflict
    - Reinforces relationship
    - Mutual respect



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## Conflict Resolution

- Cup of Coffee Conversation
  - EXPLAIN
    - What caused the problem
    - Learn from the problem



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## Conflict Resolution

- RND
  - Request
  - Negotiate
  - Do
- Sandwich technique
  - Strength
  - Area of improvement (critique)
  - Strength



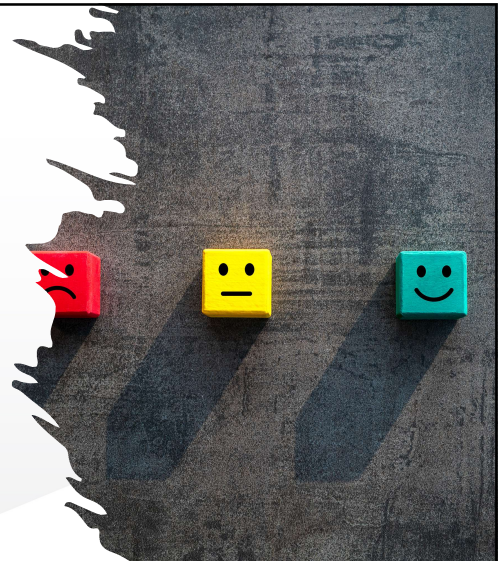
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**"Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude."**

**-William James**



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## LEADERSHIP TAKEAWAYS FOR EXECUTIVES

- Leadership style should flex based on situation, team maturity, and urgency
- Psychological safety drives engagement, accountability, and performance
- Strong leaders address conflict early—before it becomes cultural damage
- Your behavior sets the tone for trust, communication, and resilience



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## CONFLICT RESOLUTION: KEY TAKEAWAYS

- Unaddressed conflict is more costly than difficult conversations
- Assume positive intent but address observable behaviors
- Separate the person from the problem
- Resolution should strengthen—not weaken—relationships



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## CONFLICT RESOLUTION DECISION TREE

- Is this a performance issue or behavior issue?
- Is the issue isolated or repeated?
- Does it impact patient care, safety, or morale?
- Choose: Coffee Conversation → RND → Formal Action

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## PRACTICAL TOOLS FOR LEADERS

- LATTE framework for immediate conflict response
- Klob Sandwich for feedback delivery
- Weekly check-ins to identify early tension
- After-action reviews following conflict resolution
- Leadership self-assessment

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## LEADERSHIP QUESTIONS



**Practical questions for leaders who want to be PRESENT to family and co-workers:**

- 1.** Is my behavior predictable or erratic?
- 2.** Do I communicate clearly or carelessly?
- 3.** Do I treat people seriously or lightly?
- 4.** Am I forthright or dishonest?

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## LEADERSHIP QUESTIONS



**Five "Growth-producing" questions related to Leadership Presence**

- 1.** Do I do what I say I will do ... consistently?
- 2.** Am I honest with others and seek their best in conversations with them ... and about them?
- 3.** Do I speak directly to those who differ with me, and do I hold these conversations confidently?
- 4.** Do I have the ability to do what I say I can do, and do it well?
- 5.** Am I a leader whose presence others welcome or dread?

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# QUESTIONS

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Reporting

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