

Working in Teams, Unit 7



Leadership: All Members as Leaders – Leaderful Teams

Unit Objectives

At the end of this unit, learners will be able to:

1. Develop and implement standards for shared leadership roles in complex, stressful, and often hierarchical health-related environments,
2. Differentiate progression from self-awareness to self-leadership to team leadership,
3. Demonstrate collective, concurrent, collaborative, and compassionate activity.

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Leaders

Leaders do not command excellence, they build excellence.

Excellence is “being all you can be” within the bounds of doing what is right for your organization.

To reach excellence you must first be a leader of good character.

You must do everything you are supposed to do.

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Leaders

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

George S. Patton



"The best executive is the one who has sense enough to pick good [people] to do what he wants done, and self-restraint to keep from meddling with them while they do it."

Theodore Roosevelt

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Leadership Trait Activity

Activity: As you think about leadership from the outset, what are traits you associate with a leader?

Work in small groups to develop a list of 8-10 leadership traits then we will discuss.

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Leadership Traits

- Honest
- Competent
- Forward-looking
- Inspiring
- Intelligent
- Fair-minded
- Broad-minded
- Courageous
- Straight-forward
- Imaginative



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Examples of Leaders

Examples of leaders that come to mind immediately are those in our military. Here is a list of the military's leadership principles:

1. Be tactically and technically proficient.
2. Know yourself and seek self-improvement.
3. Know your soldiers and look out for their welfare.
4. Keep your soldiers informed.
5. Set the example.
6. Ensure the task is understood, supervised and accomplished.
7. Train your soldiers as a team.
8. Make sound and timely decisions.
9. Develop a sense of responsibility in your subordinates.
10. Employ your unit in accordance with its capabilities.
11. Seek responsibility and take responsibility for your actions.



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Types of Leaders

Activity:

- 1) Describe your leadership characteristics using three key adjectives;
- 2) From the leadership types described next, what type do you fit best and why?
- 3) In your most recent team/organization meeting, what type of leadership was displayed? Provide an example of such.

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Leadership Types

1. The transformational leader

2. The enforcer

3. The deal maker

4. The administrator

5. The visionary

6. The serial entrepreneur

7. The spin doctor

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Leadership Behaviors

- Most people know intuitively what effective leadership looks like.
- Leadership is about action and results.
- Good leadership needs to be practiced daily.



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Leadership Behaviors

There are five leadership behaviors to consider:

1. Impose context.
2. Make risks and take risks.
3. Have conviction.
4. Challenge and change.
5. Generate critical mass.

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Leaderful Concept

A different brand of leadership for teams is needed for the 21st century.

Knowledge-based organizations require everyone to share the experience of serving as a leader.

Leaders will serve at the same time and all together.

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Leaderful Activity

Activity: Have you been on a team that worked well together as a single unit?

1. Describe what you saw the team doing to work so well.
2. Discuss the leadership within the team – what did this look like?
3. Differentiate between leaderless and leaderful teaming.

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How to Become More Leaderful?

**The 4 C's -
Leadership is:**



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Leadership is Concurrent

- In any organization, there can be more than one leader operating at the same time.
- Leaders willingly will share power with others.
- Power can be increased by everyone working together.

Think, Pair, and Share:

Can you think of any example where leaders have shared power?

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