



Leadership Strategies International

Shares "Directions Newsletter" by **integro**
leadership institute

U.S. Issue No.2



**Laura Hauser, Founder
Leadership Strategies
International**



**David Hauser, Partner
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Greetings!

This is the second issue of our newsletter designed to keep you informed on what other organizations are doing to get employees engaged and committed to helping their organization achieve its vision.

In this issue Keith Ayers, President of Integro Leadership Institute, will share some thoughts about why most leadership development initiatives do not achieve measureable results. Leadership transformation is a process not an event.

We are glad to share two case studies. The first story in this issue is about Rondo Building Services, an Australian company that started working with Integro just over 3 years ago, and over that time have **doubled sales** while **increasing staffing levels by just 29%**.

The second story is about AAA South Jersey who recognized two years ago that they needed to develop the leadership skills of their management team... and the **significant increases in customer satisfaction** they have experienced as a result.

We look forward to sharing more thoughts on creating a high performance culture with you in future issues.

Laura Hauser and David Hauser

- - Integro Insights - -

In this "Directions Newsletter" we have stories about two companies from opposite sides of the globe and in completely different industries. Both of these organizations were successful at the time they embarked on their transformation journey with Integro's processes, and had



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From "Primal Leadership"***

more if only their people were more engaged.

The leaders of both these organizations, the AAA Club in South Jersey and Rondo Building Services from Sydney, Australia, realized that turning managers into leaders would not happen as a result of a single training event. In fact both organizations have taken two to three years to get to where they are today, and have achieved some remarkable results in the process.

Organizational transformation, like leadership transformation, is a process not an event. In fact the extensive research conducted by Daniel Goleman, Richard Boyatzis and Annie McKee, authors of ***Primal Leadership***, shows that the two should be linked together. That is, it doesn't make sense to do leadership development in a vacuum... it should be linked to organizational transformation. Here is what they say:

"... although we've sometimes referred to leadership development "programs" in these pages, in fact what many organizations need aren't just one- time programs but a process built as a holistic system that permeates every layer of the organization. The best of these leadership development initiatives are based on an understanding that true change occurs through a multifaceted process that penetrates the three pivotal levels of the organization: the individuals in the organization, the teams in which they work, and the organization's culture. Based on the principles of adult learning and individual change, such processes take people on intellectual and emotional journeys- from facing the reality to implementing the ideal. We've found that the design of this kind of leadership development differs in fundamental ways from what one typically finds in most business schools or executive training centers."

The Integro Leadership Institute came to the same realizations during the design of our leadership development and culture transformation processes eight years ago. The authors go on to say:

"Strong leadership development processes are focused on emotional and intellectual learning, and they build on active, participatory work: action learning and coaching, where people use what they're learning to diagnose and solve real problems in their organizations. They rely on experiential learning and on team-based simulations, where people engage in structured activity that they can use to examine their own and others' behavior. Exemplary processes are multifaceted, using a bold mixture of learning

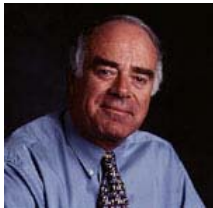
techniques; they are conducted over a period of time; and they take the culture head on."

The two clients we have featured in this issue understood that to transform organizational results, they had to start with their leaders. They chose Integro's leadership development process to give them the skills and the tools they needed to transform the culture... to create a work environment where all employees want to perform at their best.

Enjoy the read.
Keith Ayers

Leadership Transformation at Rondo Building Services

By John Wintraaken, General Manager Rondo Building Services Pty Limited



**John Wintraaken General
Manager Rondo Building
Services Pty Limited**

Rondo is a medium sized business with sales in excess of \$100m, manufacturing and distributing a range of rollformed metal products and systems, primarily for the construction industry in Australia, New Zealand and Asia. We have around one hundred and fifty employees as well as up to thirty contract people. While the business has been jointly owned by two shareholders, CSR Ltd and BORAL Ltd for forty years, we operate largely as an autonomous and highly focused business and enjoy clear leadership in their particular market segment.

The Challenge

We are successful by most measures, with quality products, processes, brands and financial outcomes. However, we recognized some years ago that to support the continuing growth and development of the business we needed to invest to a much greater extent in management leadership development and upskilling of all our people.

Being relatively small and without substantial internal human resources, we began to develop what has proven to be a very successful partnership with Integro dating back about four years.

It was clear that if we were to move along our desired

"Firstly, I have no doubt that without the changes we have made in our organizational learning and leadership capabilities we would have been unable to provide the excellence in customer service and relationships that we strive for, enabling us to double sales in our core business over the past three years while increasing staffing levels by just 29%."

John Wintraaken

and Trust underpinned the environment our people work in, we needed to start with our Senior Leadership Team of twelve.

The Process

It was for that reason we embarked on Integro's leadership development process over a two and a half year period as the starting point to help us firstly understand ourselves better in order to better understand the needs of all our people. Since completing the initial leadership development process we have continued to work with Integro on a range of personal development issues including revisiting aspects of the initial program to benchmark how we are progressing - to some extent you could say we have outsourced aspects of our HR needs because Integro provides a better service than we could internally.

The Results

So what are some of our key learnings?

Firstly, I have no doubt that without the changes we have made in our organizational learning and leadership capabilities we would have been unable to provide the excellence in customer service and relationships that we strive for, enabling us to **double sales** in our core business over the past three years while **increasing staffing levels by just 29%**.

Also critical is the fact that you need a combination of factors to make it work - a sound process supported by facilitators who effectively become a part of your business, and a senior leadership team committed to a clear vision of the type of workplace they are trying to create for the future.

A third interesting observation is that when your aspiration for the future becomes part of your culture it clearly also becomes bigger than the individuals that are part of it any point in time - this is critical for any organization where constant change is part of business and in our case four of the twelve senior team members are new to the team since we first started, yet the momentum has been maintained.

Finally, we have all realized that this process is simply part of a long term journey - no matter how much we learn and improve there is no end as you and your people continue to raise your expectations for your future workplace environment - which is just as it should be.

AAA South Jersey Increases Customer Satisfaction and Employee Accountability

The AAA Club in South Jersey serves members in Camden, Gloucester, Salem, and Cumberland counties with 130 employees through two Branch Offices and a main office in Voorhees NJ.

The Challenge

Over the next few months it was apparent that this approach was not working. Both middle managers and employees were focused on performing their daily activities without seeing any connection to the plan, and so were not committed to its implementation.

A management task team determined that the reason the managers were not getting employee buy-in for the changes was that they lacked the skills and the tools to effectively lead people. Many of the middle managers had been promoted into their positions because of longevity, or because they were good at their jobs. This exercise with the strategic plan helped them to realize that they needed education in leadership, and particularly in how to communicate with employees more effectively.

The Process

AAA South Jersey's President, Joel Vittori and Executive Vice President, Carol A. Scott made the decision to embark on Integro's leadership development process in late 2002. A key factor in that decision was that the process would be spread over a two year period, allowing time for managers to apply what they were learning from each stage before moving on to the next.

Another key reason for choosing the Integro process was that it provided the opportunity to get all employees involved and learning through the distributive learning process. The needs assessment done by the management task team had also identified that expectations were not clear. Employees were not clear on what management expected from them, and management was not clear on what employees' expectations were.



**Carol A Scott Executive
Vice President AAA South
Jersey**

"We are finding out that there are so many talented people in this company who are capable of accomplishing so much more if given the opportunity. We are now able to allow them to take

***so much more
responsibility than we
were able to before."***

Carol A. Scott

managers learned how to use Inscape Publishing's Work Expectations Profile with their team members to get expectations out in the open. Once all employees had taken the expectations profile, communication across the organization improved significantly.

As Carol Scott put it:

"This exercise has really made me feel more comfortable with each of my direct reports. I feel like I tapped into a wealth of information that will allow all of us to perform better personally as well as professionally. I personally

Thank you for your interest in creating a work environment based on *trust* and *personal responsibility*.

Sincerely,

Laura Hauser and David Hauser
Leadership Strategies International

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This message contains confidential and/or legally privileged information and is intended for use by the indicated addressee.

U.S. Issue No.3



**Laura Hauser, Founder
Leadership Strategies
International**

Greetings!

In this issue of Integro Directions we are focusing on the impact the leaders in an organization have on employee engagement and organizational results.

Although our focus is going to be primarily on the front line leaders in the organization and the skills they need to get the best performance out of every employee, these same skills are just as important in the executive suite.

Look for the article *What Kind of Leadership do You Need?*

But first in this issue we visit with Unity Health Center in Shawnee Oklahoma, an 800 employee hospital operating from two facilities whose core purpose is **Positively impacting human life through exceptional healthcare.**

The healthcare industry has for some time been dealing with a critical shortage of nursing staff... one estimate indicating a nationwide shortage of 126,000 nurses in hospitals alone.

According to this same source the average age of nurses today is 46, and 30% of nurses under age 30 say they plan to quit within the next year.

Are we addressing the right issues? People join organizations or professions, but they leave managers. Yes the crisis in healthcare is a complex issue, much of which may be out of the control of the hospital administrators. But the leadership that nursing staff receive is totally within



**David Hauser, Partner
Leadership Strategies
International**



**Chuck Skillings
CEO, Unity Health Center**

the control of the organization.

Unity Health Center was experiencing their own crisis in 2002 with close to 50 positions they could not fill and along with that, declining patient satisfaction. Three years later after focusing on providing the leadership that their employees needed, the situation is much healthier, both in terms of vacancies and patient satisfaction.

Read on to get the full story of how the leadership team succeeded in turning things around. And thank you for joining us again this month.

**Laura Hauser
Dave Hauser**

Leadership is the Key to Reduced Staff Turnover at Unity Health Center

The Symptoms

Like many hospitals across the country, Unity Health Center in Shawnee Oklahoma was experiencing a high level of turnover, and great difficulty in filling the jobs that had been vacated. During 2002 there were on average 6 to 8 vacancies in each of the six operating divisions of the hospital that could not be filled. So at any one time, the hospital was short staffed by between 40 and 50 people... most of these being nursing and support staff.

Just months earlier Unity Health had been created through the merger of two competing hospitals in Shawnee with the primary goal of convincing local residents that they did not need to travel to Oklahoma City to get quality health care.

Still operating from two separate facilities, the merger required the integration of two senior management teams and as CEO Chuck Skillings said:

"...we needed to cease being competitors and become collaborators - united in our mission and vision. The name Unity Health Center is a reflection of the spirit of unification that happens every day in a hospital when groups of individuals, such as doctors and nurses, combine talents, abilities and training to help others. We are committed to bringing technology and compassion

health of those we serve."

The Diagnosis

The first priority in creating a culture that would support the new mission and vision was to get the new senior team functioning as a team. Linda Brown, VP of Clinical and Support Services contacted a Tulsa based consultant, part of the Integro Leadership Institute group to work with the new senior team. The primary objectives were to help the senior staff from both hospitals to build trust with each other, and to gain buy in from the group to the organization's Core Purpose and Values.

The two day session that followed included a number of experiential activities that required members to operate as a team. A few months later we were asked to return for another session... this time it was partly celebration, partly to integrate new team members, and partly to go deeper into the DiSC Behavioral Model which team members had found really valuable.

Later in 2002, the hospital completed internal and external surveys to measure both employee and patient satisfaction. These surveys identified a number of areas that were of great concern to the management team. Direction, leadership, patient satisfaction and communication with employees were perceived to be poor; and there was a lack of understanding of purpose and values, despite a significant effort to instill these into the culture.

The Prescription

The senior team realized that if these results were to change, it had to start with the leaders in the organization. So in April 2003 Unity Health embarked on Integro's leadership development process with two groups of 16 Managers, including the CEO, all Vice-Presidents and Directors of all departments in the hospital participating.

One of the key aspects of the Integro process that was important for this situation was that participating managers were required to apply what they have learned by taking their team members or direct reports through a series of application exercises or discussions. This meant that all 800 hospital employees were impacted by the process so they could gain an understanding of how what they do impacts on the organization's ability to operate by



Linda Brown

**Vice President of
Clinical and Support
Services
Unity Health Center**

its purpose and values.

"Test" Results

The CEO and entire Executive Team are delighted with the results they are achieving. Staff vacancies have dropped dramatically from a consistent 40 to 50 three years ago to just two! Recent results from a follow up to the original benchmark survey conducted in late 2002 showed significant improvement. Patient Satisfaction increased and in the internal staff survey, it was very positive to note that 10 of 18 attributes measured are significantly higher than their respective database averages for other healthcare organizations. More importantly ALL 18 attributes scored significantly higher than the 2002 benchmark study. Considering Leadership and Direction were two areas which scored poorly in 2002, it was a major turnaround to find among the greatest strengths reported by the study were the following items:

- My manager shares all the information my co-workers and I need in order to feel part of the health center team.
- I feel completely free to express my views to my manager.
- My manager holds everyone in our department accountable for their work.
- My manager gives me measurable goals to achieve.
- My manager does a good job of recognizing employee contributions.
- My manager is fair to all employees.

Members of the Executive Team are noticing differences in the way people are interacting in the hospitals. To quote Linda Brown, VP of Clinical and Support Services:

"We are using the language we learn in the sessions. It's great to hear people talking about what we are learning back in the hospital. I am hearing this is the best education we have ever provided."

We have also received a number of unsolicited emails from members of the Senior Team passing on feedback from themselves and others. Here are some of their comments:

From the VP Finance: *"Several Directors have spoken to me and state that this is the best education we have ever provided for them."*

From the VP Nursing: *"Just knowing and understanding*

what makes me and others "tick" is helping us work together better and respond to each other differently."

Director of Diagnostic Imaging: *"The Leadership Development Process has truly changed the way I perform and communicate with my team. It has left a positive imprint on my personal life, as well as with the staff I interact with on a daily basis. Each session is jam-packed full of priceless lessons to take back and instill in my day to day team interactions. I no longer light a fire under my staff... I light a fire in them... and it truly has made all the difference in the world!"*

The importance of the role of the leaders at all levels in "lighting that fire within people" is not well understood. The leader makes all the difference in how people feel about coming to work, how well they perform while they're there and whether they stay or leave.

Fortunately the leadership team at Unity Health Center understood this and are now reaping the rewards of their investment.

[Leadership Strategies International Website...](#)

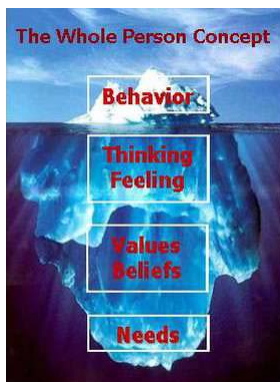
What Kind of Leaders Do You Need?

So much has been written on the subject of leadership. In fact a search on Amazon.com resulted in over 16,000 books with the word leadership in the title... so by now we should know everything there is to know on the subject, and everyone in leadership role is doing a fantastic job, right?

If that was true, Gallup research would be showing a lot more than 29% of the US workforce as engaged, because isn't that what great leaders do... they get people to be excited about and committed to their organization's vision. And one thing we need to understand about the role of the leader in employee engagement... your leaders are either increasing engagement, or they are decreasing it. There is no middle ground. Everything a leader does that impacts on employees either increases or diminishes engagement.

The Truly Engaged Employee

Rather than start by looking at what kind of leaders you



need, I suggest we should get really clear on what it means to be a truly engaged employee... then we can better understand the kind of leadership we need to provide.

When looking at human motivation, I think it is helpful to do it in the context of The *Whole Person Concept* or Iceberg Model that I described in a recent Leadership Update. The underlying principle in this model is that all motivation comes from within the person. More specifically, motivation comes from the Needs or Values levels of our model. In other words, people do what they do either to satisfy a need, or because they believe they should... it is consistent with their values. *Full Engagement* rarely comes from just satisfying employees needs. Receiving a pay rise or bonus, extra benefits or even a promotion can have a temporary impact on engagement, but it doesn't last long. The fully engaged employee is one whose needs and values are *aligned* with their work and their organization.

Five Leadership Skills that Increase Engagement

After almost 30 years of research I have determined that there are five essential skills that leaders must have if they are going to succeed in increasing employee engagement. They are:

1. **Building Trust.** Trust is an essential increasing engagement. The first thing leaders need to know about building trust is that it does not happen just because you are trustworthy. People do not know how trustworthy you are until you demonstrate it by using trust building behaviors, and the most important of these behaviors is to trust others. We build trust by trusting others. This requires a basic belief in people... a belief that people are essentially trustworthy. After all, if you have untrustworthy employees, why did you hire them and why are they still there?
2. **Mentoring.** The relationship between the employee and his or her immediate manager is a critical factor in how engaged the employee will be. We have to get away from the idea that Managers cannot mentor the people who report to them. The Gallup research is very clear on this point. Employees need feedback... they need to know how they are performing, not just once a year at review time, and be able to discuss their needs for growth and development with a Manager who cares

about them. This is a must have skill for effective leaders... to give and receive feedback, and to coach and counsel employees in a way that increases engagement and commitment.

3. **Inclusion.** Whether employees feel like an insider or an outsider also impacts on their level of engagement. Effective leaders know that everyone on their team has strengths the team needs to be successful, and they know how to get the best out of each person regardless of their ethnic background, gender, age or sexual orientation. They understand that people with different personal values can work together effectively when they commit to the same values about trustworthiness and standards of work performance.
4. **Alignment.** Engaged employees feel aligned with their organizations Purpose, Values and Vision. Their work is meaningful to them because their leader helps them see the connection between what they do and the success of the organization. The effective leader also understands that gaining their team's commitment to the organization's values increases the team's performance standards as well as their engagement.
5. **Team Development.** Effective leaders understand the potential for significant increases in performance through high performing teams. They make sure that all team members understand the strengths they and other team members bring to the team, and work at developing a process that capitalizes on all of these strengths. The leaders focus is on developing the leadership potential of each team member, and ultimately implementing a shared leadership approach to continuously improving performance that is owned by the team.

All of these skills are needed to fully engage employees... if any of them are missing, engagement will be diminished. The challenge in developing these skills is that they are dependent on each other. That is, you have to build trust before you can be effective at mentoring, and you will need your mentoring skills to be effective at inclusion and alignment. You won't have much success at getting all employees aligned unless they feel they are an insider, and to build a high performing team, the leader needs all of the above skills.

The reality is that these skills don't come naturally to

many managers, and yet they can be learned. But extensive research by Daniel Goleman (author of *Primal Leadership*) on leadership learning has established that they cannot be learned during a single training event. Developing these skills will for many managers require the unlearning of old habits, often habits of a lifetime, and the learning of new habits. It takes time, reinforcement and practice... and a serious commitment from both the organization and the managers involved.

With all the evidence we now have about the significant increases in organizational performance as employee engagement increases, can you afford not to make the effort?

Leadership Strategies International Website...

If you would like more information about how Integro's programs for increasing employee engagement and commitment could apply to your organization, please contact me using the phone number or email address below.

Sincerely,

Laura Hauser and David Hauser
Leadership Strategies International

email: laura@leadership-strategies.com

web: <http://www.leadership-strategies.com>

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[View Integro's Leadership Development Process](#)