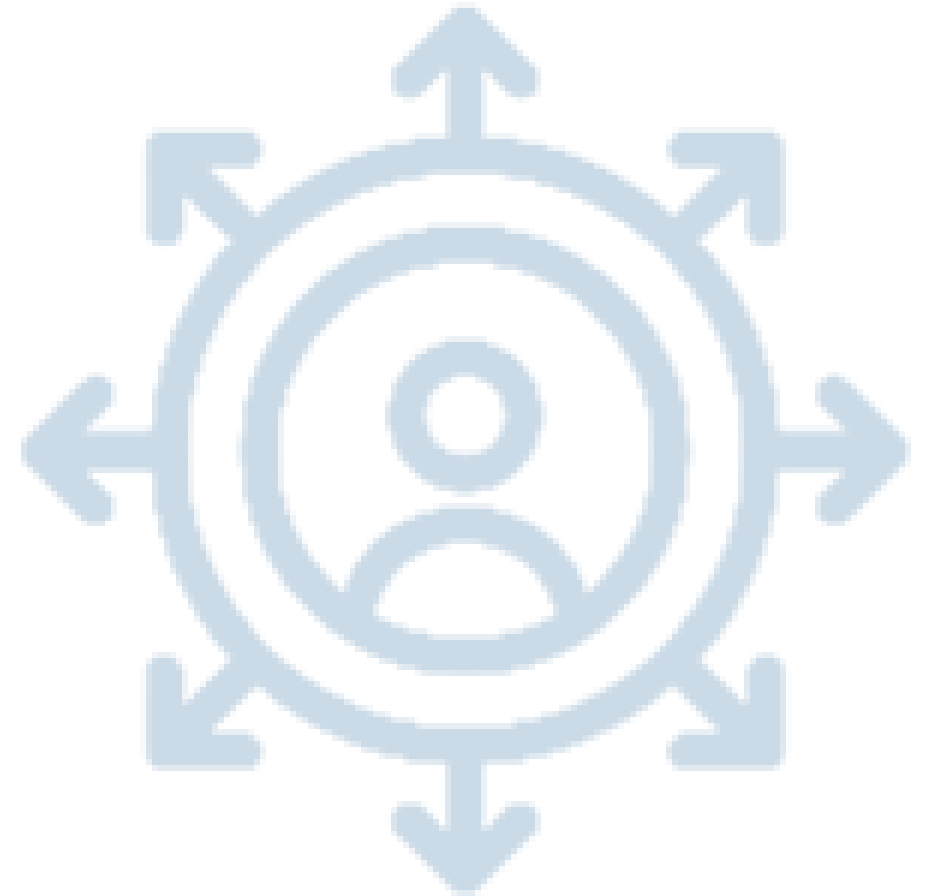


# Long Term Care **RISE**

 Penn Medicine |  TEMPLE HEALTH

## Expand your Leadership Impact:

*What kind of boss are you?*



04.23



# Leadership IQ



## ▶ Written by Mark Murphy

- Based on research of more than 300,000 leaders
- Leadership dividing into 4 components of leadership style
  - Feeling
  - Challenge
  - Structure
  - Directiveness

# 4 Components of Leadership Style



## FEELING

- Asks about motivators / demotivators
- Cares about employees' personal needs
- Concerned about employees finding work personal fulfilling



## CHALLENGE

- Pushes employees to develop weaknesses rather than focusing on strengths
- Encourages maximum, 200% effort



## DIRECTIVENESS

- Tells employees exactly how they would like tasks performed
- Works harder than anyone else
- Makes consequences about poor work very clear



## STRUCTURE

- Emphasizes formal procedures and rules
- Values stability and predictability

# Research Relies on “Leadership Universals”

- ▶ “Price of admission”: Leader demonstrates foundational mental, emotional and intellectual competence
  
- ▶ Other Leadership Universals:
  - Gives employees constructive feedback
    - Face to face or over the phone
    - As close to the event as possible
  - Shares information
    - How they arrived at decisions
    - Good *and* bad news
    - Communicates own mistakes
  - Encourages employee involvement
    - Requests that employees share opinions
    - Encourages questioning, disagreement
    - Asks employees’ advice on how to fix problems
    - Considers employees suggestions
  - Doesn’t avoid conflict or difficult conversations

# Quiz Time!



# What are your reactions?



Agree



Neutral



Surprised



Disagree



Angry



"This is nonsense"



Confused



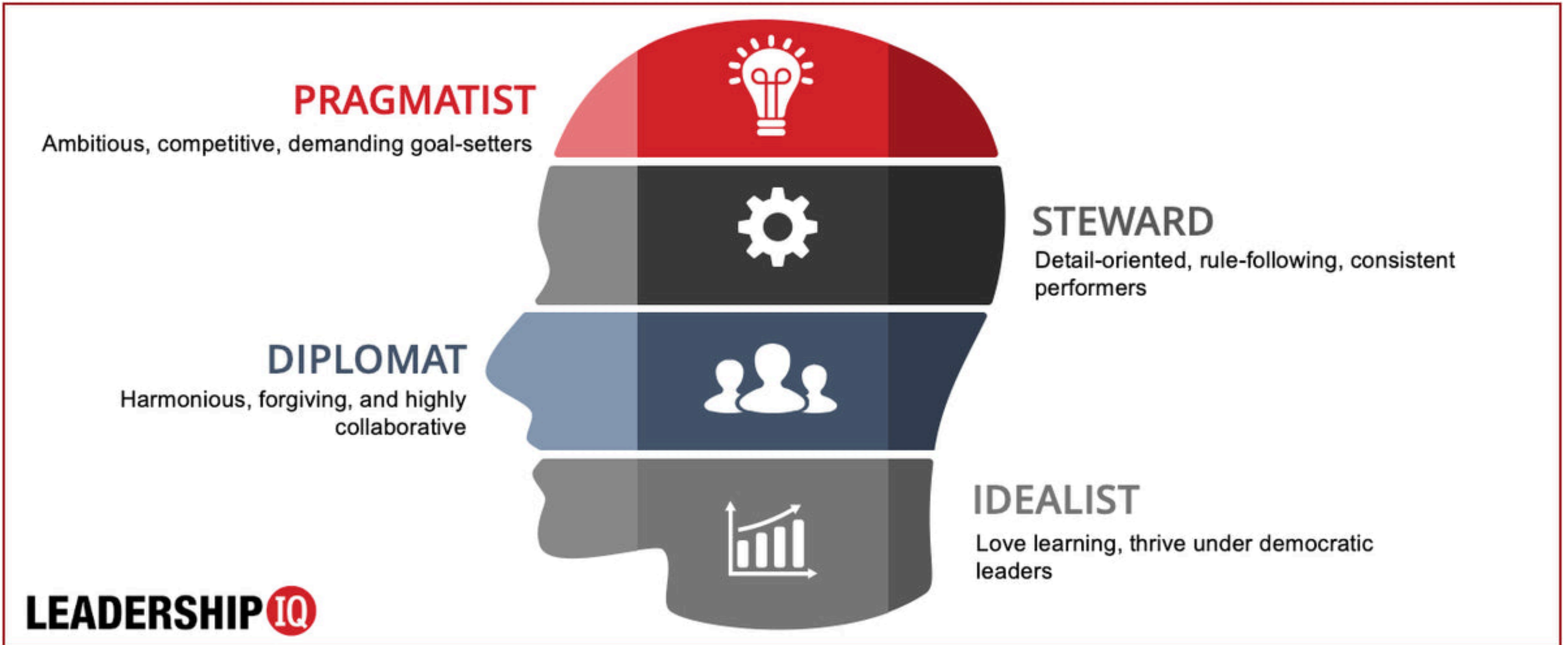
Sad



Happy

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# Four Main Leadership Types





# Pragmatist

Very High

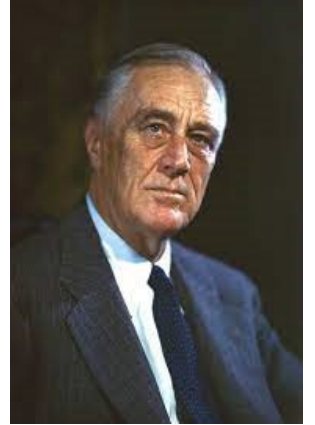
**CHALLENGE**

**DIRECTIVENESS  
STRUCTURE**

Very Low

**FEELING**

- ▶ **Characteristics**
  - Very high standards
  - Bold, visionary
- ▶ **As a boss**
  - Difficult but rewarding
  - Many opportunities to learn / many opportunities to fail
- ▶ **Prevalence**
  - Overall: 8 – 12%
  - Higher percentage among top executives
- ▶ **Approach**
  - Willing to pay the price of short-term “suffering” in pursuit of the goal
  - Unafraid of trying a new approach
  - Prefers formal power
- ▶ **Strengths**
  - Achieving almost unattainable goals
  - Leading risk-takers



Franklin D. Roosevelt  
32<sup>nd</sup> President



Jeff Bezos  
Founder, Amazon



# Steward

Very High

**STRUCTURE**

**DIRECTIVENESS**

**CHALLENGE**

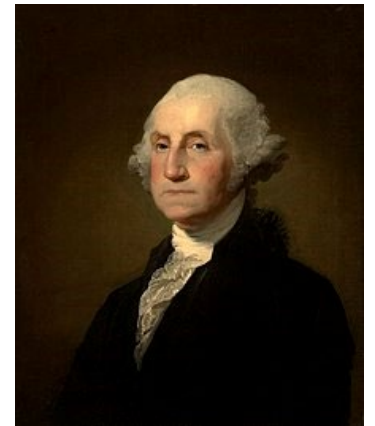
**FEELING**

Very Low

- ▶ Characteristics
  - Stable, predictable, hard-worker
  - Clear, purposeful communicator
- ▶ As a boss
  - Provides “adult supervision”
  - Retains final decision-making authority
- ▶ Prevalence
  - 15 – 20% of leaders
  - Similar percentage among top executives
- ▶ Approach
  - Carefully manages change
  - Decisions are linear and logical and follow a chain of command
- ▶ Strengths
  - Leading a team of “idea people”
  - Creating rigor and process



Warren Buffett  
CEO Berkshire  
Hathaway



George Washington  
1<sup>st</sup> President

# Diplomat

Very High

**FEELING**

**STRUCTURE**

**DIRECTIVENESS**

**CHALLENGE**

Very Low

- ▶ **Characteristics**
  - Regularly asks about motivators
  - Caring, social
- ▶ **As a boss**
  - Emphasize interpersonal harmony
  - Talented mediator
- ▶ **Prevalence**
  - Most common; 50 – 60% of leaders
  - Lower percentage among top executives
- ▶ **Approach**
  - Wants work to be fun and social
  - “Take care of your employees and they will take care of your customers”
- ▶ **Strengths**
  - High employee satisfaction and engagement
  - Strong character, people follow willingly



Sheryl Sandberg  
Former COO, Facebook  
Author, Philanthropist



Mohandas Gandhi  
Lawyer, Political Ethicist

# Idealist

Very High

**CHALLENGE FEELING**

**DIRECTIVENESS**

**STRUCTURE**

Very Low

- ▶ **Characteristics**
  - High energy, charismatic, open-minded
  - Committed to learning and growth
- ▶ **As a boss**
  - Believes in employees' potential
  - Encourages creativity among team
- ▶ **Prevalence**
  - 15 – 20% of leaders
  - Similar percentage among top executives
- ▶ **Approach**
  - Values learning by doing
  - Employees have a voice in the process
- ▶ **Strengths**
  - Harnessing the power of a junior workforce, managing innovation
  - Providing candid feedback



Bill Gates  
Co-Founder Microsoft  
Philanthropist



Meg Whitman  
US Ambassador to Kenya  
Former CEO eBay, HP

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SO **WHY** DOES ANY OF  
THIS **MATTER?!**