



Oncology Nursing Society
Leadership Development Institute

The Leadership Practice Inventory

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“At the core of becoming a leader is the need always to connect one’s voice to one’s touch.”



“There is, of course, a prior task — finding one’s voice in the first place.”

-Max De Pree, *Leadership Jazz*



Know Yourself

- Values work is “process of personal introspection”
(Badaracco, 1998)
- Periodic self-reflection
 - Review your vision statement
 - Examine failures/
disappointments for details, not
just self reproach
 - Monitor “attitude meter”
 - Examine balance in your life



How do I “know myself”?

- Explore meanings of family and cultural “norms” and how they influence your leadership traits
- Be proactive about finding mentors
 - Accept mentor who supports & challenges you
- Learn to be a good communicator
- Clarify your values in order to discover if/how your leadership passion has changed



“...regardless of your own perceptions of yourself, those around you in the workplace— colleagues and employees— can determine who you are only by observing what you do”

- James Autry, *The Servant Leader*



What are my leadership
strengths?



What are my leadership
weaknesses?



What *is* the Leadership Practice Inventory??



Objectives of the LPI

- To describe the 5 Practices of Exemplary Leadership and how they apply to your leadership role within your institution
- To identify your strengths and weaknesses as a leader and provide information about your leadership behaviors.
- To offer opportunity for feedback from multiple observers
- To help you choose action plans and behavioral changes you want to take to continually increase your leadership ability



Assumptions of the LPI

- Leadership is an observable, learnable set of practices.
- Leadership is a relationship
- Leadership development is self development
 - Honing skills & talents
 - Overcoming prejudices & shortcomings
 - Self confidence comes from building on strengths and overcoming weaknesses



How to Complete the LPI

- Use the scale on the first page to rate *how often* you engage the listed leadership behaviors on most days, on most projects, and with most people.
 - **The scale does *not* rate how successful you are at each behavior**, or how you believe you *should* behave
- If you feel something does not apply to you, assign a 3 or less
- Copy your score onto the corresponding number on the response sheet
 - *Important!* Note that numbers are listed from ***left to right***





“A leader stands out by the nature of their commitment, and the integrity of their character.”



The 5 Practices of Exemplary Leadership

-  1. Model the Way
-  2. Inspire a Shared Vision
-  3. Challenge the Process
-  4. Enable Others to Act
-  5. Encourage the Heart





Model the Way

- Find your voice by clarifying your personal values
 - The Values Identification Exercise
- Set the example by aligning your personal actions with shared values



Model the Way = Credibility!

DWYASYWD





Inspire a Shared Vision

- Envision the future by imagining exciting and empowering possibilities
- Enlist others by appealing to shared aspirations
 - ➔ make the team see how their own dreams can be realized through a common vision



The unique role of Leaders
is to take us to places
we've never been before

Kouzes & Posner





Challenge the Process

- Search for opportunities by seeking innovative ways to change, grow, and improve
- Experiment and take risks by constantly generating small wins and learning from mistakes



Courage =

- Don't wait for change silently
- Question
- Challenge
- Step out into the unknown
- Recognize good ideas
 - Good leaders are good learners!



“ I have an almost complete disregard of precedent, and a faith in the possibility of something better. It irritates me to be told how things have always been done.....I go for anything new that might improve the past.”

- Clara Barton





Enable Others to Act

- Foster collaboration by promoting cooperative goals and building trust
- Strengthen others by sharing power and providing choice
 - Each person on the team has a voice



“Servant leadership is leadership *the right way*– a better way of being a manager and part of organizational life. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved.”

- James Autry, *The Servant Leader*





Encourage the Heart

- Recognize contributions by showing appreciation for *individual* excellence
- Celebrate the values and victories by creating a spirit of *community*



Recognition

- Awards
- Appreciation for excellence
- Public Praise
- Note cards
- Personal thank you notes
- Smiles!



Recognition and Celebration

Link rewards with performance



Action Item

Recognize each of your team members at least once each week for something they've done to contribute to high performance.



"Success is a journey,
not a destination."

- **Ben Sweetland**



Leaders Who Exemplify these Practices:

- Are more effective in meeting job demands.
- Are more successful in representing their unit to upper management.
- Create higher-performing teams.
- Foster renewed loyalty and commitment.



Leaders Who Exemplify these Practices:

- Increase team motivational levels and willingness to work hard.
- Promote higher levels of involvement in their organizations
- Reduce absenteeism, turnover & drop out rates.
- Possess high degrees of personal credibility.



LPI Feedback

- Which practice is your highest rating?
- Which practice is your lowest?
- Where are your strengths?
- Where are your areas for improvement?
- Are you surprised by the results?



For an Oncology Nursing T-Shirt!

Based on your area(s) you will focus on improving, what is one action you will take or one behavioral change you are able to make immediately in your workplace?



Developing Your Instrument: You

- Receive feedback on your current use of the exemplary leadership behaviors.
- Observe positive models
- Set goals for yourself.
- Practice the behaviors.
 - Grow your strengths
 - Develop areas for improvement slowly
- Ask for and received updated performance feedback.



Perhaps none of us knows our
true strength until
challenged to bring it forth

Kouzes & Posner



References

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