



Management and Leadership

Forum B

August 30th 2011



Underlying Assumption

- that we wish to be performance based-performance driven in all aspects of our business – focused and purposeful effort towards the achievement of a defined result.



Management and Leadership in Performance Centres

Leadership

- Key role as Director
- Vision/Mission/Values
- Strategic imperatives
- Relationships
- Solution seeker
- Communication

Management

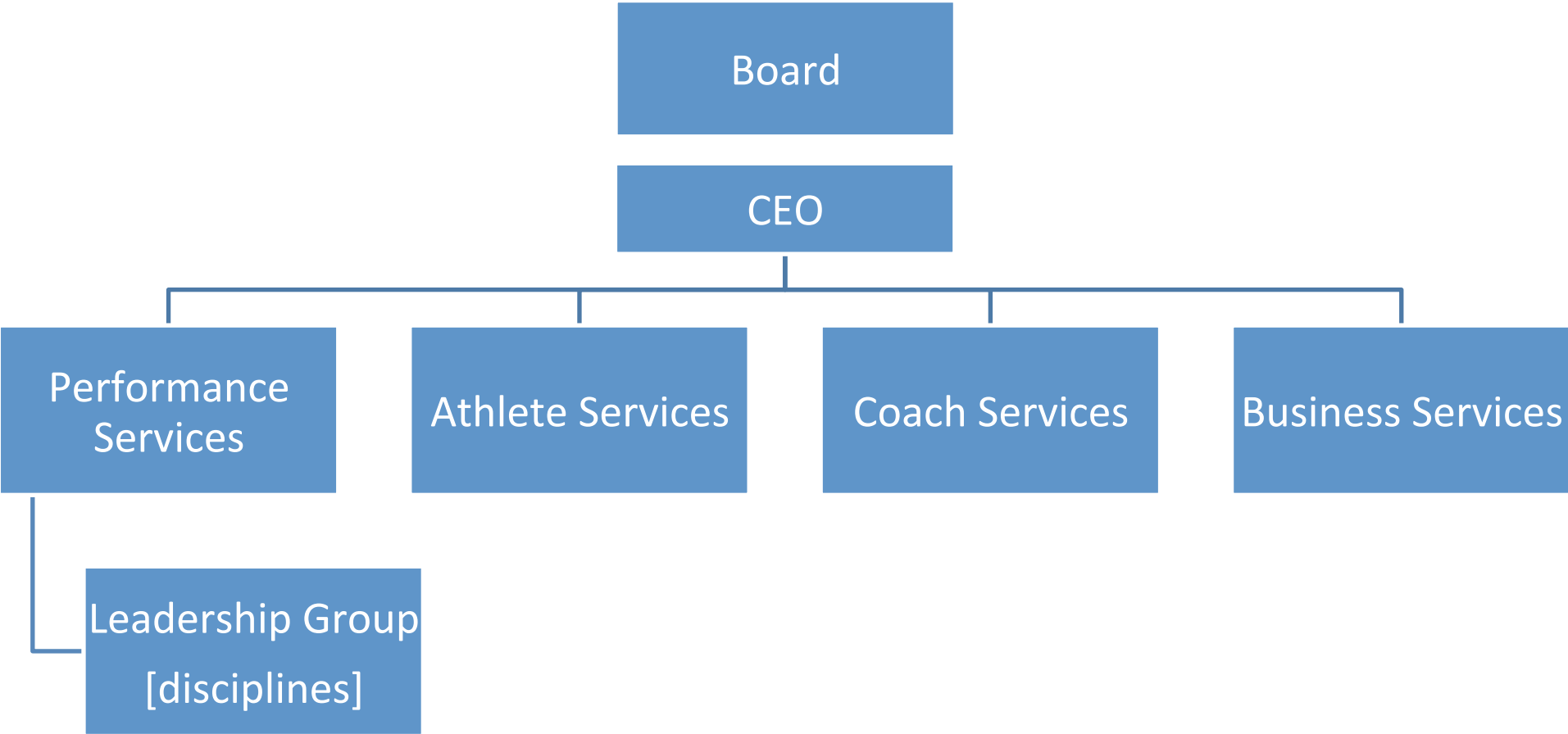
- Staff - day to day delivery/execution
- Organizing – once how why and what to do
- People that will complete you/not compete with you



Leadership

- 10% given; 90% taken
- Lead where you are at
- Influence – trust relationships (competence and character)





Leadership

- World leading/world class/the best
- Strategies to get there
- Sustainability – performance results and financial
- Aware of issues and trends - PESTO
- Leadership team
 - Deep domain expertise
 - Long term perspective/patience
- Board/Governance



Leadership

- Long term thinking – operational leadership rules the day (show short term numbers and immediate success) versus strategic leadership:
 - broad view
 - enterprise view – understanding your organization and the environment you work in; connections, patterns, trends
 - the few but critical determinants of long term success
- People – stability and continuity of knowledge
 - Ensure others sparkle/ensure everyone has what they need to achieve the mission
 - Take away obstacles /create conditions for people to do their best work
 - Empowered and encouraged to make decisions



Leadership

- Need to demonstrate impact – value add – performance, progress; repeated success
- Show funders their reason for investing are achieved and sustained
- Leadership responsibilities – overall direction, key strategies to achieve



Management

- Strategy is executed through people
 - ◇ Leadership Team
 - ◇ IST – Integrated Support Teams
 - To improve performance in a multi disciplinary environment
- Key characteristics:
 - Scope of practice
 - Discipline expertise
 - Communication – frequently and in a variety of methods
 - Individualized/customized
 - Meet/exceed needs



Integrated Support Team

- Clear purpose/goals
- Leadership
- Clear role definition and understanding
- Communication—rapid, comprehensive
- Philosophy – no stone unturned
- Service/support



Feedback

- Performance tracking – 1 of many partners
- Welcome feedback to improve
 - ◇ A theory that is not testable cannot be improved upon
 - Matrix
 - Evaluation – feedback to improve
 - What is the benchmark?
 - What are the best demonstrated practices?



Professional Development

- Honed skills and in-depth knowledge
- Character
- Competence is fluid, not static
- The knowledge base in most fields is ever expanding; update our professional competence
- Need to stay current in your field or skills will rust



Professional Development

- to reach our potential (centre) it must be well lead
- take responsibility for your own development
- how:
 - read
 - listen to others/observe
 - go where leadership is taught
 - involved in community



Relationships

- Leadership is about people
- Power/influence not from rank - from relationships (getting along with people)
- The conduit to get business done
- Results is less a function of what you are selling than how you sell it.



Leadership

- an example, motivator, action oriented, change agent, problem solver
- probe the organization
- promote a clash of ideas- candor/argue – then make a decision
- encourage a “noisy system” – argue, challenge, listen, think
- plans do not accomplish work – only people accomplish work



Change

- Change continues to sweep the world:
 - Economic/financial chaos
 - Political changes and challenges
 - Sport – expansion/higher performance standards/new builds/greater competition
- The world changes and we change with it – we also can lead the change.



Questions Comments Reactions

Thank You

