

# Leadership in EMS

**NYSVARA PULSE CHECK  
2010 ANNUAL CONFERENCE**

**EMS Leadership-  
Past, Present, and Future  
October 2, 2010**

10/5/2010

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# Leadership in EMS

## OBJECTIVES

- ◆ Leadership Theory- Practical Application to EMS
- ◆ Importance of Self-reflection and Assessment
- ◆ Developing a Personal Leadership Plan
- ◆ Wrap-Up and Questions

# Leadership in EMS

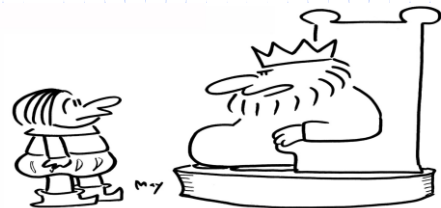
**Leadership or Management**



Which one do you practice??

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"You can tell the people I'll become more responsive to their needs when I'm damn good and ready!"

## Leadership in EMS

### Management defined...

- ◆ Management comprises planning, organizing, staffing, leading, directing and controlling a group of one or more people or entities or effort for the purpose of accomplishing a goal (Murphy, 2009).
- ◆ Examples include managing a schedule, budget, etc.

## Leadership in EMS

### Leadership defined....

Leadership is about influencing the activities of others in efforts toward goal achievement in a given situation (Hersey & Blanchard, 1981).

Leadership can be thought of as a blending or fusion of many different values, styles, attributes, and behaviors (Mineo, 2009).

Leadership is also about knowledge, and understanding that what works well for one individual or situation can have the opposite effect for another (Bennis, 2007; Yukl, 1989).

## Leadership in EMS

### Leadership defined (cont.)

In addition; at some point, leadership is about taking **RISKS!**

Can you identify a risk you recently have taken?

## Leadership in EMS

### Styles of leadership currently practiced in EMS

- ◆ **Transactional**-often referred to as the reward/punish style. (**PAST**)
- ◆ **Situational**-contingency theory is a model that seeks to better align the leaders to the situation. The term *contingency* is used to describe the style because the leader's effectiveness is contingent on the setting (Fiedler, 1964)-(**PRESENT**)

## Leadership in EMS

### Styles requiring more practice in EMS (*FUTURE*)

- ◆ **Transformational**-a style that encourages followers to perform above and beyond expectations, combining their own self-interests with those of the leader, the group, or the organization as a whole
- ◆ **Servant**-a theory in which the leader brings out the best in followers by trying to better understand their individual characteristics and interests. Servant leadership is not about the leader, but rather the relationship between leader and follower.
- ◆ **Authentic**-a people-oriented leadership style, which sees qualities such as honesty, integrity, and credibility as essential attributes of leadership.

## Leadership in EMS

### Why is effective leadership so important to the EMS profession at this point in time?

## Leadership in EMS

- ◆ Major disasters have pointed out the weaknesses in EMS response and opportunities for improvement. These have included events such as 9/11 and Hurricane Katrina.
- ◆ EMS as a profession and industry has yet to develop its own identity, resulting in a need to "borrow" from other emergency service professions that are not the same.
- ◆ EMS Sectors practice different leadership styles based on their organizational cultures and practices.

## Leadership in EMS

### Important Milestones in EMS

- ◆ Accidental Death (1966) The beginning
- ◆ EMS Education (2000)-Clinical focus
- ◆ EMS Research (2001)-Barriers
- ◆ EMS at the Crossroads (2006)
- ◆ EMS Workforce (2008) Changes
- ◆ EMS Leadership (2008)-Lack of consensus and uniformity
- ◆ EMS Today and the Future-Your presence here this morning!

## Leadership in EMS

### EMS Leadership Research (formal)

- Mineo (2009) Leadership Styles and Organizational Culture
- Pohl (2007) Competencies
- Margolis (2005) Education
- Sandbeck (2005) Leadership
- Donelon (2005) Leadership/Gender
- Miller (2001) Supervisory and Leader Roles
- Rapanos (1999) Frontline Leadership

## Leadership in EMS

### AN EXAMINATION OF THE RELATIONSHIP BETWEEN LEADERSHIP STYLES AND ORGANIZATIONAL SECTOR CULTURE FOR THE EMERGENCY MEDICAL SERVICES LEADER©

By  
Frank P. Mineo, Ph.D., FACHE, EMT-P

## Leadership in EMS

### Purpose-

- ◆ To better understand the leadership styles of EMS across the four main sectors of municipal fire, hospital, commercial and volunteer.
- ◆ Help the profession to develop a better process for **selecting** and **preparing (educating)** the EMS leader of today and tomorrow.

## Leadership in EMS

### Problems-

- ◆ Lack of **uniform EMS leadership** preparation
- ◆ What currently exists is borrowed from other professions such as fire, law and healthcare
- ◆ Aging and changing EMS workforce demands effective EMS leadership (multi-generational workforce)
- ◆ Leadership may differ based on organizational sector
- ◆ Inadequate EMS leadership preparation opportunities-focus is on tasks, and not people!

## Leadership in EMS-Styles

### Questions Asked??

- ◆ What type of leadership style works best for EMS?
- ◆ Do styles differ based on operational sector/culture?
- ◆ Are styles different than what is seen in law enforcement, fire, or healthcare?

## Leadership in EMS

### Role of Culture

- ◆ Culture-leadership connection
- ◆ Culture is the hidden force that drives the life of the organization
- ◆ EMS organizational culture is different than other emergency services and/or healthcare
- ◆ EMS organizational culture may be different depending on the operational sector (hospital, volunteer, fire, etc.)

## Leadership in EMS

### So...what do you think??

- **Is the culture of EMS Volunteers different than other EMS sectors?**

## Leadership in EMS

### Conclusions-

- ◆ What type of leadership style works best for EMS?
  - **Transformational**
- ◆ Do styles differ based on operational sector/culture?
  - **No significant difference**
- ◆ Do factors such as years of experience, previous training, etc. make a difference in preferred leadership style?
  - **Yes, depending on specific factor**

## Leadership in EMS

### What do these conclusions mean??

- ◆ There is growing recognition and acceptance that the paramilitary style of leadership (transactional) **may** not be appropriate for EMS systems, with the more people-oriented styles now taking the lead.

## Leadership in EMS

### And...

- ◆ The results demonstrate a need for EMS leaders to adopt a philosophy/style that seeks to leave the older task-oriented only practices behind; and instead achieve the practical application of the leader-follower, **people-oriented** frame of mind.

## Leadership in EMS

### Leadership is about *People, not Tasks*

- ◆ Much of the leadership education and preparation we do in EMS is focused on patient care
- ◆ We need to do more in terms of guiding/educating leaders to better understand the people-oriented requirements of the role.

## Leadership in EMS

### Leadership is Not About Giving Advice-

- Can be viewed as judgmental
- Can be seen as telling someone what to do
- Can be thought of as take it or leave it
- Narcissism (showing off)
- Unsolicited

## Leadership in EMS

### And...Leadership is NOT about:

- Rank
- Roles
- Seniority

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"Is it just me, or does it seem like I've taken my leadership skills to the next level?"

## Leadership in EMS

### **Old Philosophy/Style**

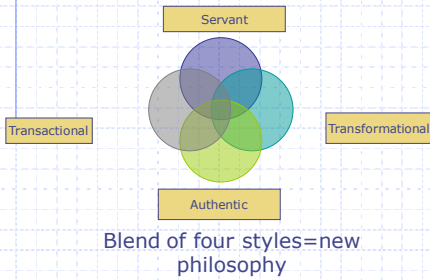
- ◆ Was authoritative; orders were given and expected to be followed or else (transactional).
- ◆ Was based on a paramilitary organizational structure and culture.
- ◆ Unequal power base
- ◆ Zero use of critical reflection

## Leadership in EMS

### **New Philosophy/Style**

- ◆ Blend of transactional, transformational, servant, and authentic.
- ◆ More listening, less talking, more cooperation.

## New Philosophy of Leadership (Mineo, 2009)



## Leadership in EMS

### Practical Use-

- ◆ Philosophy/theory without practicality is not very useful.

## Leadership in EMS

### It's About Relationships

#### Leadership is a Relationship

- Leadership is everyone's business
- Success in leading requires the building of relationships
- Leadership is not a place or position; rather it is a process
- If we are to help others develop, we must first develop ourselves

#### Leadership Development is Self-Development

- Commit to self-improvement
- Not afraid to challenge him or herself
- A journey without end

## Leadership in EMS

### It's About Relationships (B. Griffiths, 2009)

#### Successful leaders:

- Understand that positive leader-staff relationships are key
- Learn to interact with people both personally and professionally
- Value and respect the concerns of others
- Demonstrate integrity
- Are agreeable to change
- Listen first, then listen again
- Engage, accept and support
- Mentor



## Leadership in EMS

### Practical Application

*It is the individual leader who him or herself determines what style is most effective for accomplishing their goals!*

## Leadership in EMS

### The first of a couple bottom lines!!

*To be effective, leaders must understand their personal practices, as well as adopt the distinctiveness followers admire most in leaders!*

## Leadership in EMS

### Assessment Strategy Questions?

- ◆ Ask yourself- What am I doing, how am I doing it, and what does it result in??
- ◆ Do I practice **real** communication and collaboration-not just me, but we!
- ◆ Question-where do I get my power from: people respecting me, **OR** respecting my rank? One gets you compliance (rank), while the other gets you commitment-person (Griffiths, 2009).
- ◆ Finally, how do I know that the assessment techniques I use are effective? What personal processes do I use to verify? Do I assess myself or has a partnership with others been established.

## Leadership in EMS

### Reflection Exercise

Think quietly for a minute or two about **your** leadership style!

- ◆ Write down **three key words** that best describe how **you** see yourself as a leader.

## Leadership in EMS

### The Leadership Practices Inventory Survey (LPI®)

Taken by over 400,000 leaders since 1985. Comprised of 30 behavior related questions divided into the following five practices:

- ◆ Model the Way
- ◆ Shared Vision
- ◆ Challenge the Process
- ◆ Enable Others to Act
- ◆ Encourage the Heart

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## Leadership in EMS

### Model the Way

- ◆ All about credibility, yours and the organizations.
- ◆ Setting an example by what you say and do.

(Kouzes & Posner, 2003)

## Leadership in EMS

### Inspire a Shared Vision

- ◆ What is the vision-yours and the organizations?
- ◆ How can you get there-what will it take?
- ◆ Enlist others by appealing to shared aspirations.

(Kouzes & Posner, 2003)

## Leadership in EMS

### Challenge the Process

- ◆ All about Change and are you willing to try something different!
- ◆ 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

(Kouzes & Posner, 2003)



## Leadership in EMS

### Enable Others to Act

- ◆ Plain and simple-You will not succeed on your own!
- ◆ Need to foster collaboration
- ◆ Create an environment of trust

(Kouzes & Posner, 2003)

## Leadership in EMS

### Encourage the Heart

- ◆ Recognizing contributions of others
- ◆ Sharing successes and celebrating victories
- ◆ Not individual-but Team

(Kouzes & Posner, 2003)

## Leadership in EMS

**So...How Do We Get There??**

## Leadership in EMS

### **Your Personal Leadership Plan**

- Date
- Goals (Smart or Hard)-*Improvement Opportunities*
- Action Steps
- Timeframe
- Follow-Up

## Leadership in EMS

*The Power of Goals (Karvelas, 1998)*

- ◆ Setting the goal is not the main thing-rather it is about deciding how you will achieve it; and once there, how you will stay there (Tom Landry)
- ◆ Keep true, never be ashamed of doing right; decide on what you think is right and stick to it (George Eliot)
- ◆ There is no happiness except in the realization that we have accomplished something (Henry Ford).

## Leadership in EMS

### **SMART GOALS**

**S-specific**  
**M-measurable**  
**A-achievable**  
**R-realistic**  
**T-time-bound**

Or....?

## Leadership in EMS

### **HARD Goals**

**H-heartfelt-will enrich me and others**  
**A-animated-see how I will feel**  
**R-required-necessary for success**  
**D-difficult-requires leaving my comfort zone!**

## Leadership in EMS

### Learn to Lead through...

- ◆ Experience: trial and error
- ◆ Example: observing others
- ◆ Education: formal and informal training

*Remember, Leaders are Lifetime Learners*

(Kouzes & Posner, 2003)

## Leadership in EMS

### Ten tips for Learning How to Lead

1. Become more aware
2. Manage your emotions
3. Seek feedback
4. Take the initiative
5. Engage a coach
6. Set goals and make a plan
7. Practice, practice, practice
8. Measure your progress
9. Reward yourself
10. Be honest with yourself- and humble with others

(Kouzes & Posner, 2003)

## Leadership in EMS

### *Seven Lessons from the TV Show "Undercover Boss"*

1. Leadership Requires Passion
2. Leadership Requires Presence
3. Leadership Requires a Voice
4. Leadership Requires Action

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### *Seven Lessons (cont.)*

5. Leadership Requires Service
6. Leadership Requires Change
7. Leadership Requires Demonstration

*Each of these reflects one or more of the five principles*

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## Leadership in EMS

### The Bottom Line for today...

***Leadership CAN be Learned!!!!!!!!!!!!!!***

It just takes knowing what is needed, and just like with our clinical skills: practice-practice-practice!

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### The Bottom Line for the Future...

***Leadership is about be willing to accept change!***

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### Final Thoughts

*Winning with Teamwork (Karvelas, 1998)*

- ◆ The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime (Babe Ruth)
- ◆ No man (or woman) can become rich without him/herself enriching others (Andrew Carnegie)

## Leadership in EMS

### Challenge Yourself-

Can I **do** it?  
Will it **work**?  
Is it **worth** the effort?

**Absolutely!!**

# Leadership in EMS

Questions?

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*Thank you and good luck!*