Leadership or Management

Which one do you practice??

"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 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

**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

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.

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.

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 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

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

New Philosophy/Style

- Blend of transactional, transformational, servant, and authentic.
- More listening, less talking, more cooperation.
New Philosophy of Leadership (Mineo, 2009)

Blend of four styles = new philosophy

Leadership in EMS

Practical Use-

- Philosophy/theory without practicality is not very useful.

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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

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!

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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.

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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.
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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

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)

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Encourage the Heart
- Recognizing contributions of others
- Sharing successes and celebrating victories
- Not individual—but Team

(Kouzes & Posner, 2003)
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Your Personal Leadership Plan

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

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).

SMART GOALS

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

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!

Or....?
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)

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

Leadership in EMS

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
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!

Leadership in EMS

The Bottom Line for the Future...

Leadership is about be willing to accept change!

Leadership in EMS

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!!
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Questions?

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Thank you and good luck!