

# HRD\*

A LEADERSHIP DEVELOPMENT COMPANY

## ASC Leadership Pathways: EXCEL – Model the Way & Inspire a Shared Vision

December 11, 2024



**American Senior  
Communities®**

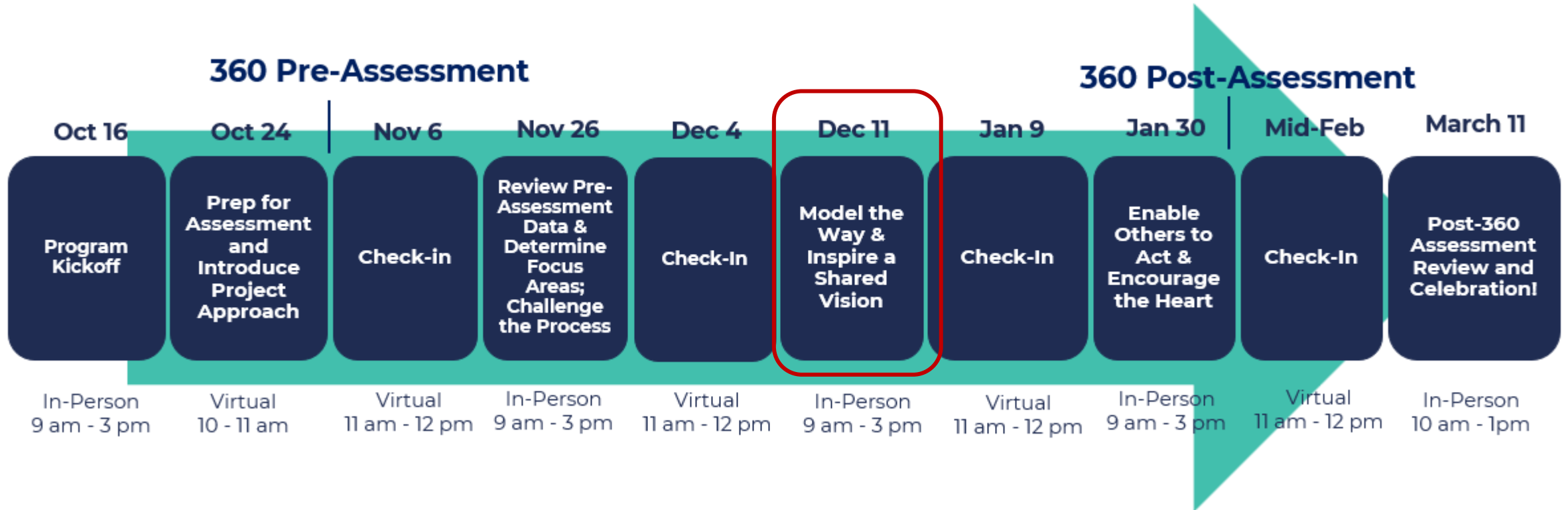


# Our Roadmap for Today!



- **Check-In:** Review our development process, your focus areas and the leadership of your project, and pre-work for today's workshop
- **Model the Way:** What WAY are YOU modeling?
  - Values clarification and YOUR leadership philosophy
  - Connection to the CARE values
- **Inspire a Shared Vision:**
  - Vision exercise
  - What is YOUR vision for your community?
- **Prepare for next steps**

# Our Development Process



**Between Sessions: application exercises, project group accountability, follow-up and reminders**



## The Five Practices of Exemplary Leadership<sup>®</sup>

# Review Focus Behaviors

# Project Check-In



**HOW are you demonstrating your focus behaviors in your leadership of your project?**

# Pre-work for Today's Workshop:

- **Project Work:** Follow through on the small win opportunities you identified (you'll provide an update during the check-in session on Dec 4 ).
- **Model the Way:** Based on the "I Believe" statements you created today, how would you describe your leadership philosophy? Be prepared to share on Dec 11.
- **Inspire a Shared Vision:** Answer the questions in your workbook on pages 84-86 (Ideal, Unique, Image of the Future for the Common Good).
- **Book Reading:** Read in your book, *The Leadership Challenge* – pages 29 – 136 (the chapters on Model the Way and Inspire a Shared Vision).

“Hi,  
I’m your new leader.”



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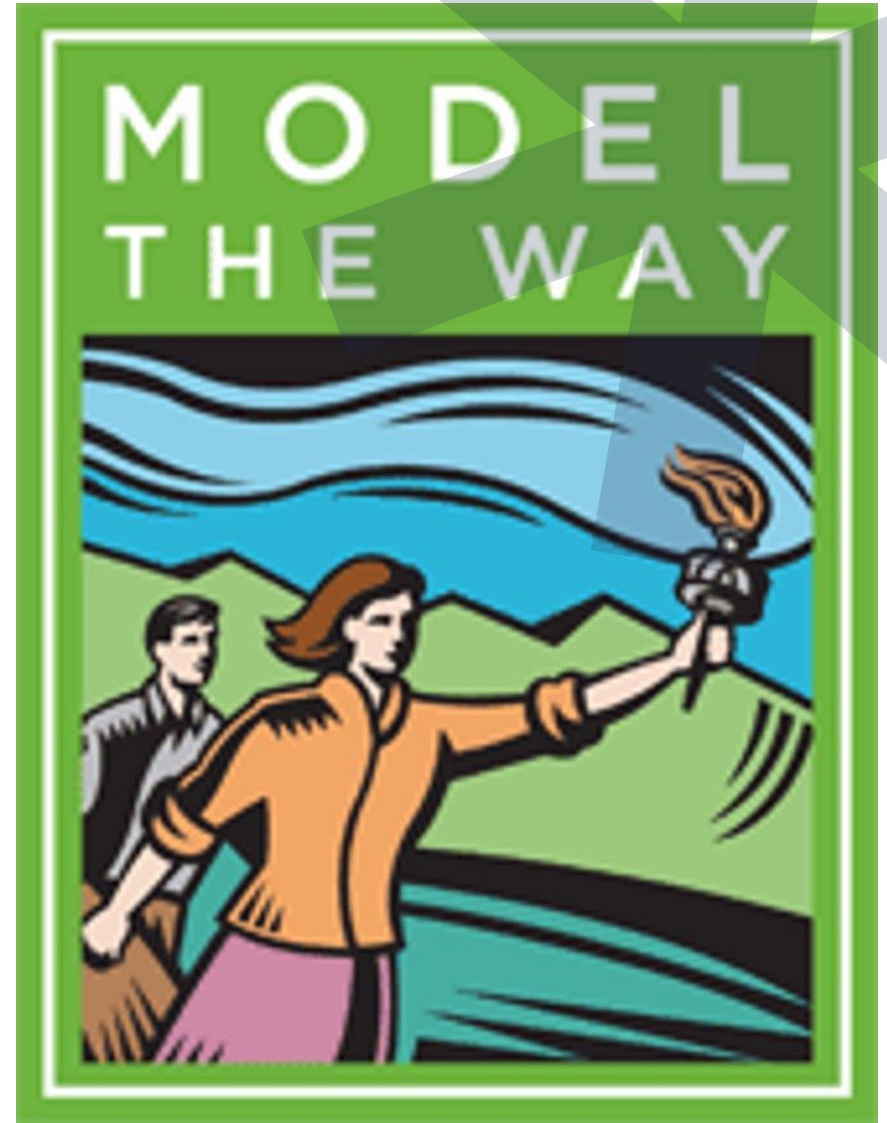


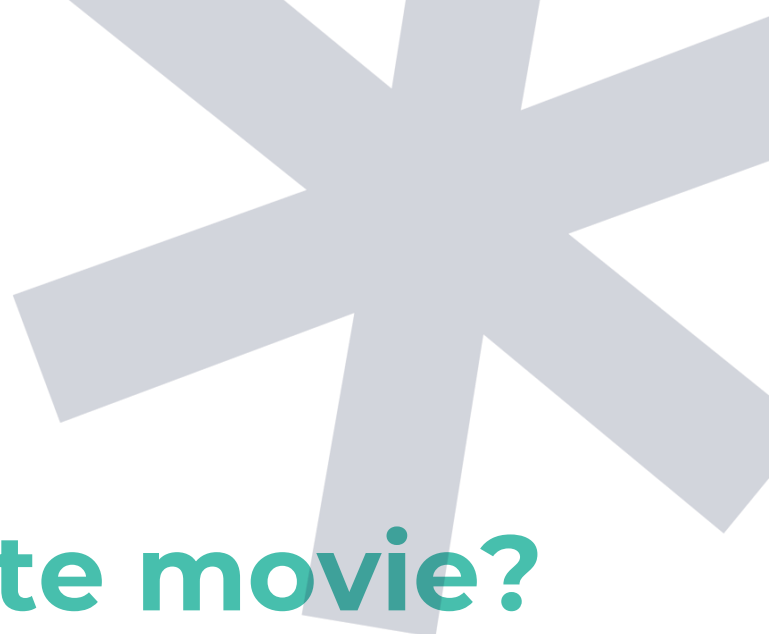
# Leader FAQs

- **Who are you?**
- **Where are we headed?**
- **What are you going to do?**



We lead from the essence  
of who we are as a person.





**Exercise: What is your favorite movie?**



**What “way” are you modeling?**

**Does your message match your life?**



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# Model the Way: Two Commitments



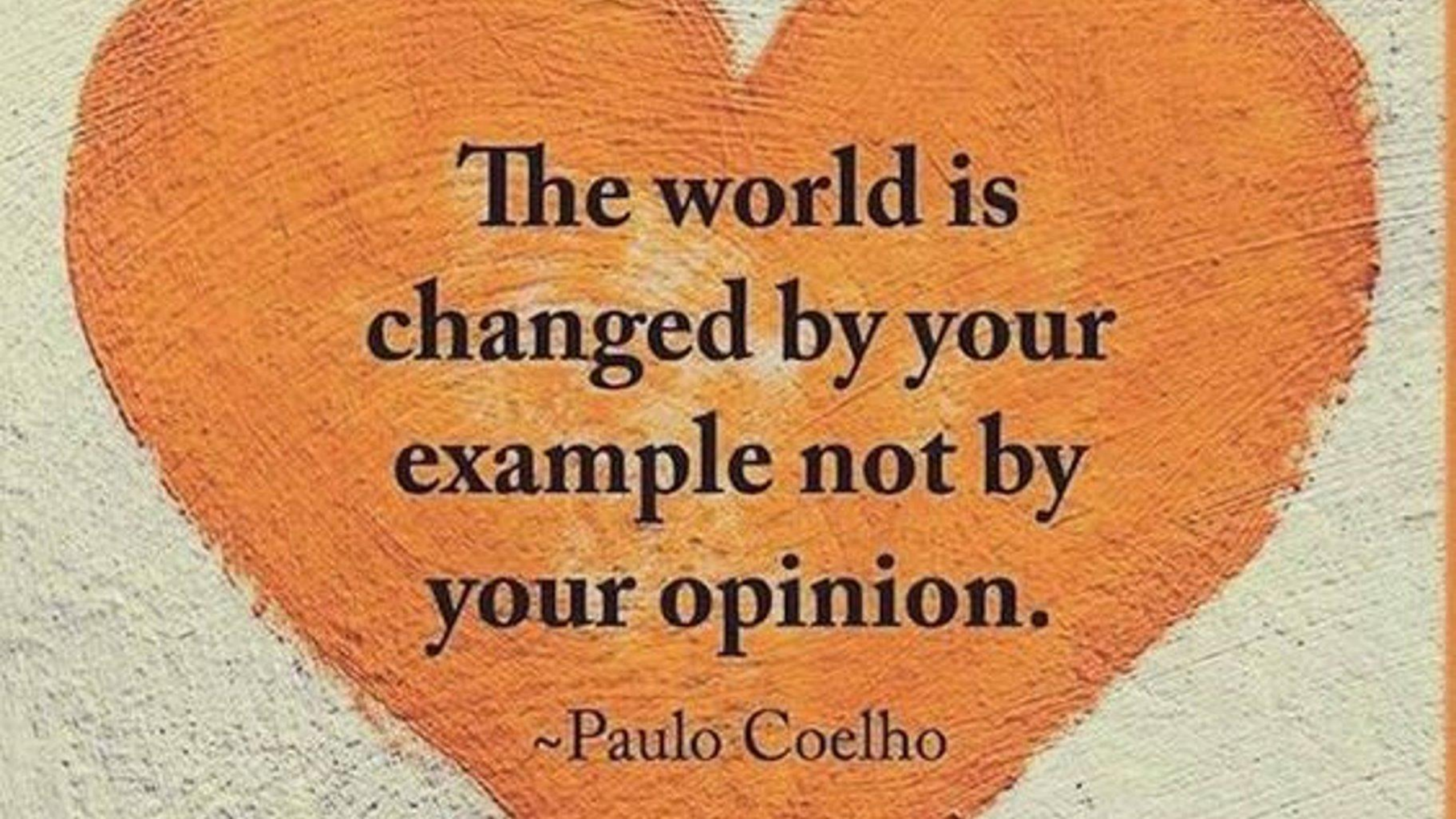
Clarify values by finding your voice and affirming shared ideals.

Set the example by aligning actions with shared values.

# Model The Way: Six Behaviors



1. Sets a personal example of what he/she expects.
6. Makes certain that people adhere to the principles and standards that have been agreed to.
11. Follows through on promises and commitments that he/she makes.
16. Asks for feedback on how his/her actions affect other people's performance.
21. Builds consensus around a common set of values for running our organization.
26. Is clear about his/her philosophy of leadership.



**The world is  
changed by your  
example not by  
your opinion.**

~Paulo Coelho

# Small Group Conversation: Model The Way Behaviors



- How often are YOU demonstrating the model the way behaviors?
- What is the message in the LPI data for you?
- Are you clear on your leadership philosophy?



VALUES



Your leadership philosophy is what people can expect from you  
• Steve Brown quote - Who we are is how we lead.  
• Great exercise to support the development of a leadership philosophy - "I Believe Statements" - ask leaders create 5 "I believe statements" - what do you believe about your leadership?

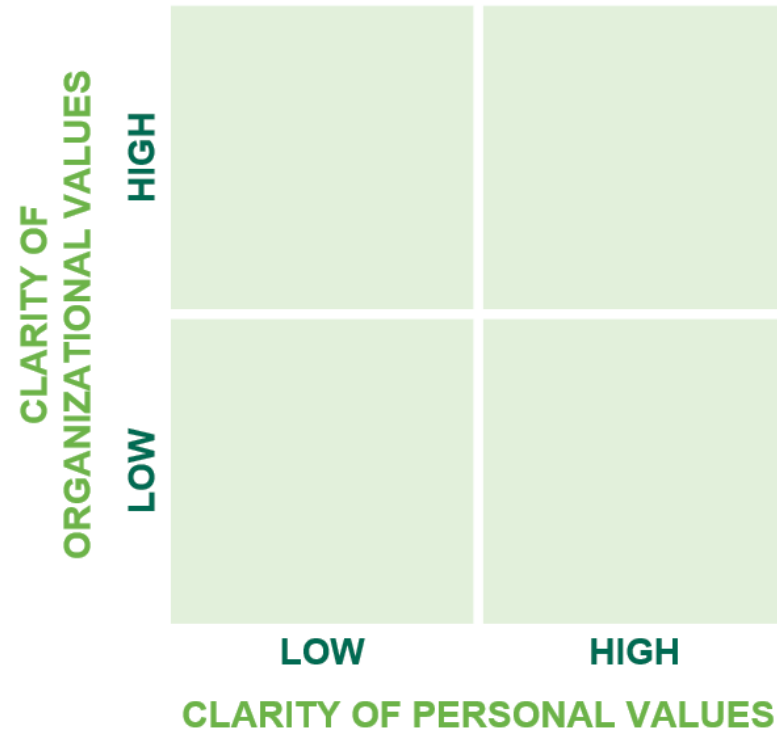


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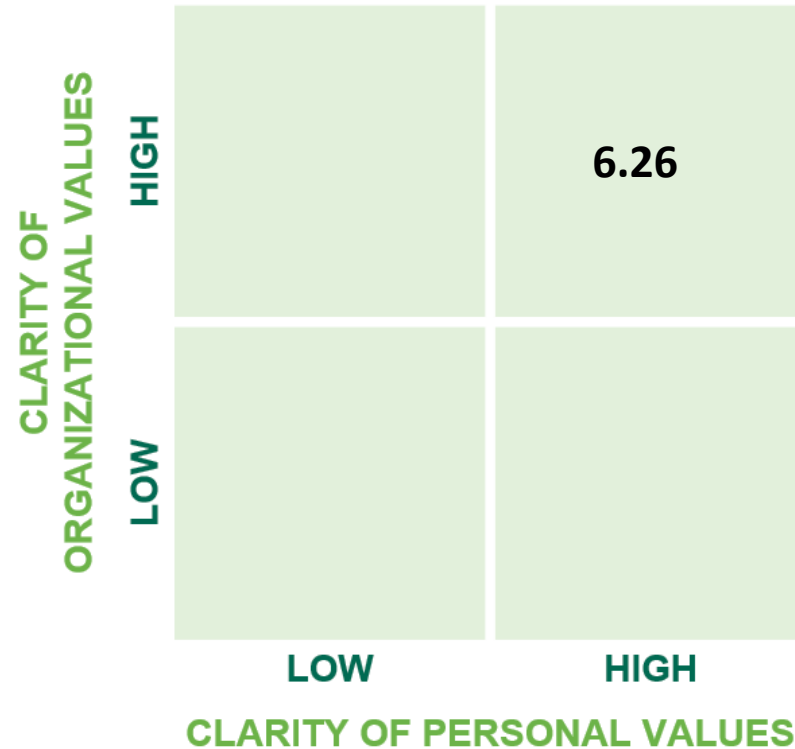
- positivity  
- integrity  
- service  
- connection

Wherever you go, there you are.

# Impact of Values Clarity on Commitment



# Impact of Values Clarity on Commitment



# Impact of Values Clarity on Commitment

|                                  |      |                            |      |
|----------------------------------|------|----------------------------|------|
| CLARITY OF ORGANIZATIONAL VALUES | HIGH |                            | 6.26 |
|                                  | LOW  |                            | 6.12 |
|                                  |      | LOW                        | HIGH |
|                                  |      | CLARITY OF PERSONAL VALUES |      |

# Impact of Values Clarity on Commitment

|                                  |      |                            |      |
|----------------------------------|------|----------------------------|------|
| CLARITY OF ORGANIZATIONAL VALUES | HIGH | 4.87                       | 6.26 |
|                                  | LOW  | 4.90                       | 6.12 |
|                                  |      | LOW                        | HIGH |
|                                  |      | CLARITY OF PERSONAL VALUES |      |

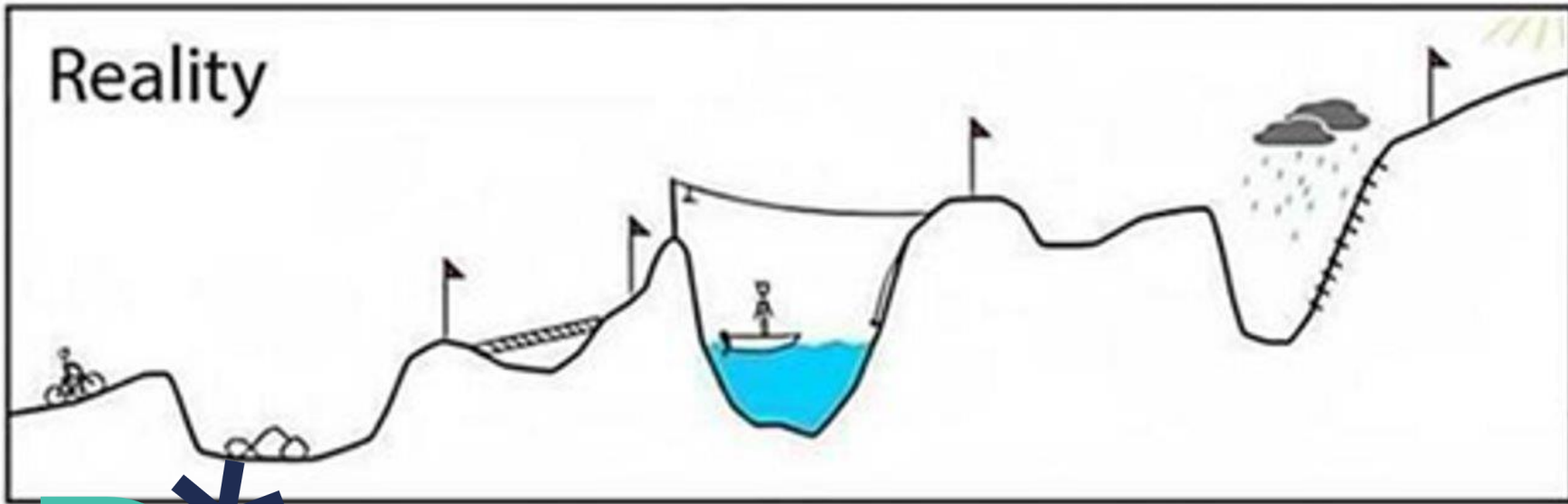
ARE YOU

*Anchored?*

Your plan



Reality





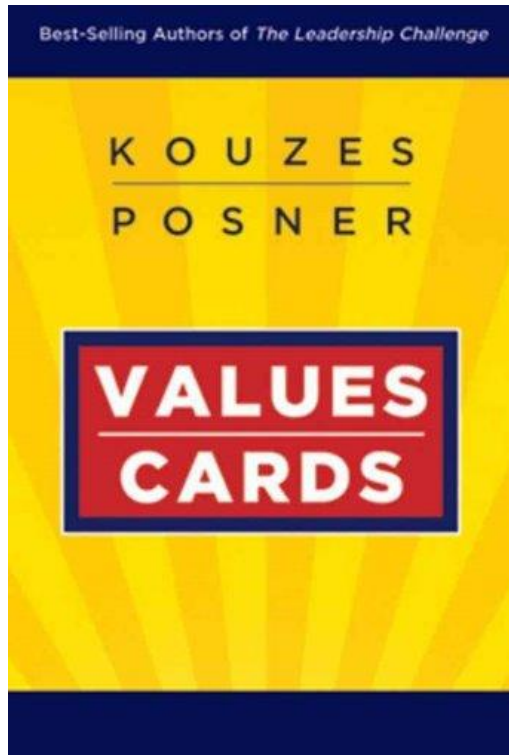
# Defining Your Values



Core values are the moral judgments, responses to others and commitments that:

- **Govern your relationships.**
- **Clarify your leadership philosophy.**
- **Articulate what you stand for.**
- **Help you determine what to do and what not to do.**
- **Influence every aspect of your life.**
- **Require no external justification.**

# Defining Your Core Values



1. Sort the deck into 3 piles: Most important, kind of important, not important at all
2. Discard the kind of important and not important piles and do the exercise again prioritizing those that are most important
3. Consider what the word mean to you and combine/connect those words that mean the same thing to you
4. Continue to synthesize until you have identified FIVE CORE VALUES. Note them on page 51 in your workbook.

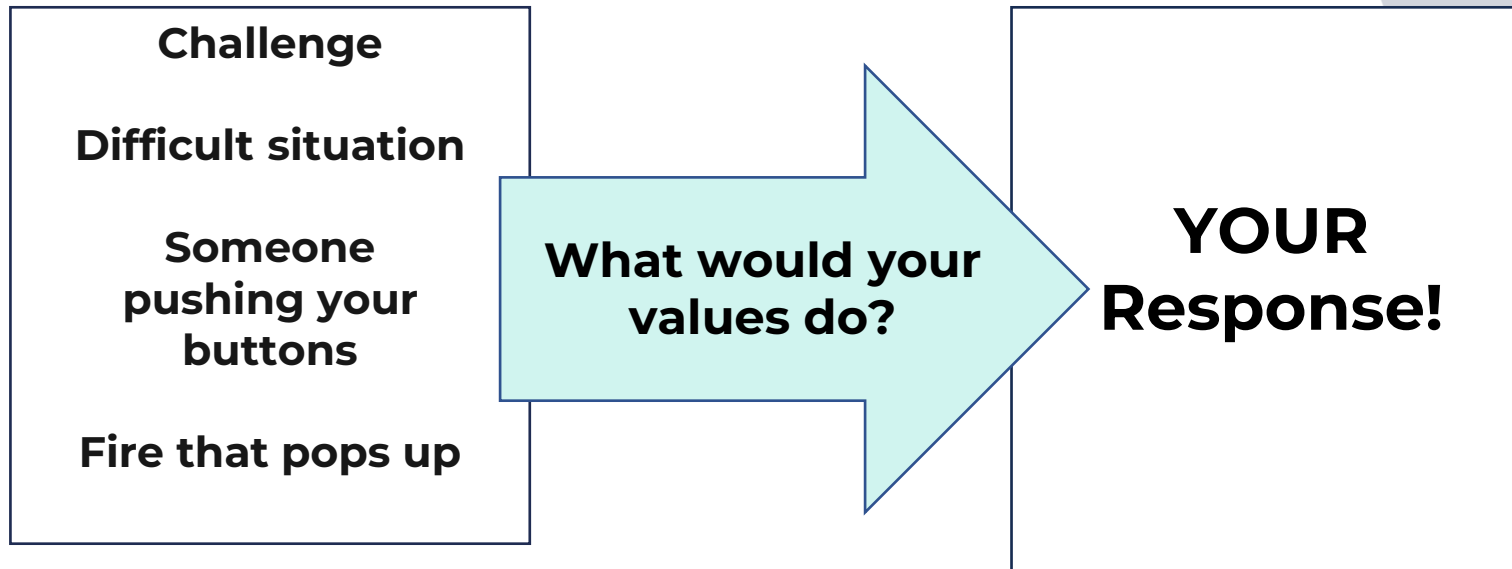
# The Importance of Authenticity

**Effective leaders are authentic: They deploy individual strengths to engage followers' hearts, minds, and souls.**

***They are skillful at consistently being themselves, even as they alter their behaviors to respond effectively in changing contexts.***

—Rob Goffe, from *Why Should Anyone be Led by You*

# Leading From Your Values



**“It's not hard to make decisions when you know what your values are.”**

**—Roy Disney**

# Small Group Conversation: Your Core Values



- What are YOUR core values?
- How are they aligned with the “I Believe” statements and your leadership philosophy?
- What values do you share? What is the impact of shared values?

# What are the CARE Values?

**Values:** *Compassion, Accountability, Relationships and Excellence are the core values for American Senior Communities. These words not only form the acronym CARE, they are our guiding principles and create the framework for all of our relationships with customers, team members, families and the community at large.*

### **Compassion**

*We treat individuals with kindness, empathy and respect.*

### **Accountability**

*We take ownership for our actions and results.*

### **Relationships**

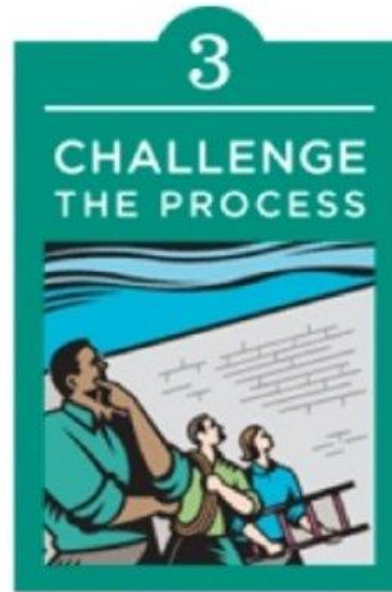
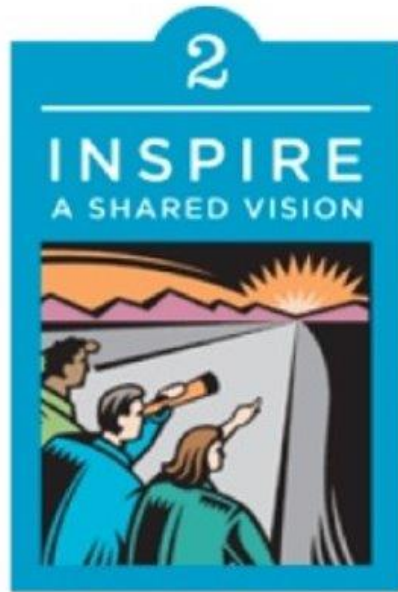
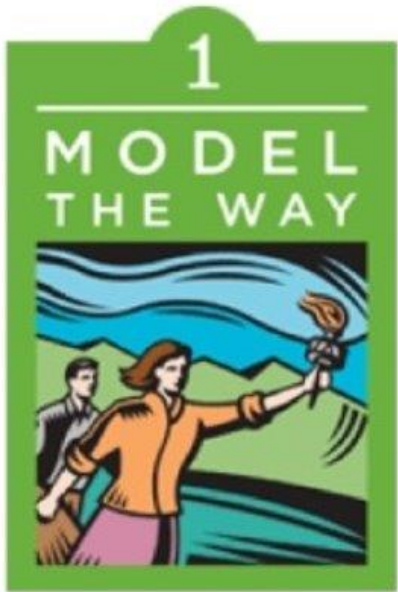
*We build and maintain positive relationships through common purpose and open communication.*

### **Excellence**

*We provide the best service and outcomes possible by going above and beyond to exceed our customers' expectations.*

# The Leadership Challenge<sup>®</sup>

A Wiley Brand



Who you are . . . Where you're going . . .



# Quick Exercise:

**What is YOUR vacation of choice?**

**Beach, mountains, safari, or forest/wilderness vacation?**



“Call it what you will—vision, purpose, mission, legacy, dream, aspiration, calling, or personal agenda—the intent is the same.

**If you are going to be an exemplary leader, you have to be able to imagine a positive future.”**

– Kouzes and Posner





**American Senior  
Communities®**

**Vision:** *To be a world-class health organization in your local community that does the right thing, at the right time, the right way and for the right reason. An honorable and trusted employer that celebrates excellent quality outcomes through innovative, customer-focused services.*

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# Inspire a Shared Vision: Two Commitments



Envision the future by imaging the exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.

# Inspire a Shared Vision: Six Behaviors








- 2. I talk about future trends that will influence how our work gets done.
- 7. I describe a compelling image of what our future could be like.
- 12. I appeal to others to share an exciting dream of the future.
- 17. I show others how their long-term interests can be realized by enlisting in a common vision.
- 22. I paint the “big picture” of what we aspire to accomplish.
- 27. I speak with genuine conviction about the higher meaning and purpose of our work.

# Group Data

**Lowest scored practice area for this group.**

**Highest scored practice area for this group.**

|  | AVG           | STD DEV |      |
|--|---------------|---------|------|
|  <b>Model the Way</b>           | Self          | 45.7    | 5.5  |
|  | Manager       | 45.9    | 6.4  |
|  | Direct Report | 50.0    | 9.5  |
|  | Co-Worker     | 48.3    | 9.8  |
|  | Other         | 50.8    | 7.2  |
|  | All Observers | 49.6    | 9.1  |
|  <b>Inspire a Shared Vision</b> | Self          | 43.8    | 7.1  |
|  | Manager       | 44.9    | 7.7  |
|  | Direct Report | 49.4    | 10.1 |
|  | Co-Worker     | 48.0    | 10.1 |
|  | Other         | 48.7    | 9.3  |
|  | All Observers | 48.9    | 9.8  |
|  <b>Challenge the Process</b>   | Self          | 43.5    | 5.7  |
|  | Manager       | 43.2    | 9.0  |
|  | Direct Report | 48.4    | 10.9 |
|  | Co-Worker     | 46.2    | 11.2 |
|  | Other         | 48.4    | 8.7  |
|  | All Observers | 47.8    | 10.6 |
|  <b>Enable Others to Act</b>    | Self          | 51.3    | 4.8  |
|  | Manager       | 48.3    | 4.8  |
|  | Direct Report | 52.0    | 8.7  |
|  | Co-Worker     | 50.8    | 8.1  |
|  | Other         | 52.9    | 4.8  |
|  | All Observers | 51.7    | 8.0  |
|  <b>Encourage the Heart</b>   | Self          | 44.6    | 8.7  |
|  | Manager       | 47.6    | 6.5  |
|  | Direct Report | 50.7    | 9.6  |
|  | Co-Worker     | 51.1    | 9.4  |
|  | Other         | 52.3    | 6.5  |
|  | All Observers | 50.8    | 9.1  |

**ALL OBSERVERS SURVEYS TALLIED: 177**

Self Surveys Talled: 19  
Manager Surveys Talled: 11

Direct Report Surveys Talled: 121  
Co-Worker Surveys Talled: 23  
Other Surveys Talled: 22

# Group Data

Behaviors you are demonstrating MOST often

Behaviors you are demonstrating LEAST often

## MOST FREQUENT

|  | PRACTICE  | SELF | AVG +/- | M +/- |
|--|-----------|------|---------|-------|
| 14. Treats people with dignity and respect   | Enable    | 9.8  | 9.4     | 9.2   |
| 4. Develops cooperative relationships among the people he/she works with                       | Enable    | 9.1  | 8.7     | 8.4   |
| 5. Praises people for a job well done  | Encourage | 8.1  | 8.7     | 8.0   |
| 24. Gives people a great deal of freedom and choice in deciding how to do their work           | Enable    | 8.7  | 8.6     | 8.1   |
| 1. Sets a personal example of what he/she expects of others                                    | Model     | 8.5  | 8.6     | 8.0   |
| 9. Actively listens to diverse points of view  | Enable    | 8.4  | 8.6     | 7.8   |
| 21. Builds consensus around a common set of values for running our organization                | Model     | 7.7  | 8.6     | 7.9   |
| 27. Speaks with genuine conviction about the higher meaning and purpose of our work            | Inspire   | 8.1  | 8.5     | 7.3   |
| 10. Makes it a point to let people know about his/her confidence in their abilities            | Encourage | 7.7  | 8.5     | 7.7   |
| 20. Publicly recognizes people who exemplify commitment to shared values                       | Encourage | 7.7  | 8.5     | 8.2   |
| 7. Describes a compelling image of what our future could be like                               | Inspire   | 7.4  | 8.1     | 7.6   |
| 2. Talks about future trends that will influence how our work gets done                        | Inspire   | 7.2  | 8.1     | 7.6   |
| 29. Ensures that people grow in their jobs by learning new skills and developing themselves    | Enable    | 7.2  | 8.1     | 7.7   |
| 12. Appeals to others to share an exciting dream of the future                                 | Inspire   | 7.8  | 8.0     | 7.4   |
| 23. Identifies measurable milestones that keep projects moving forward                         | Challenge | 6.9  | 8.0     | 7.5   |
| 3. Seeks out challenging opportunities that test his/her own skills and abilities              | Challenge | 7.5  | 7.9     | 7.3   |
| 18. Asks "What can we learn?" when things don't go as expected                                 | Challenge | 6.9  | 7.8     | 6.5   |
| 17. Shows others how their long-term interests can be realized by enlisting in a common vision | Inspire   | 5.8  | 7.8 +   | 7.2   |
| 8. Challenges people to try out new and innovative ways to do their work                       | Challenge | 6.8  | 7.7     | 7.1   |
| 16. Asks for feedback on how his/her actions affect other people's performance                 | Model     | 5.5  | 7.5 +   | 6.5   |

## LEAST FREQUENT





**What keeps you from demonstrating  
these behaviors?**

**What opportunities are there for you to  
demonstrate them more often?**



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THE BEST WAY  
TO PREDICT THE  
FUTURE  
IS TO CREATE IT

# Imagine...

Answer the questions on pages 78 and 79 in your workbook.



A VISION IS AN **ideal** AND **unique**  
**image** OF THE **future** FOR  
THE **common good**.

# Vision Questions

|                    |  |
|--------------------|--|
| <b>Ideal</b>       | What possibilities exist for your team and the work that you do?         |
| <b>Unique</b>      | What is unique about the work that your team does?                       |
| <b>Image</b>       | What images comes to mind when you think about the work your team does?  |
| <b>Future</b>      | What does the future look like for your team five to ten years from now? |
| <b>Common Good</b> | How do your team's shared values support your future vision?             |

**“If you are working on something exciting you really care about, you don’t have to be pushed.**

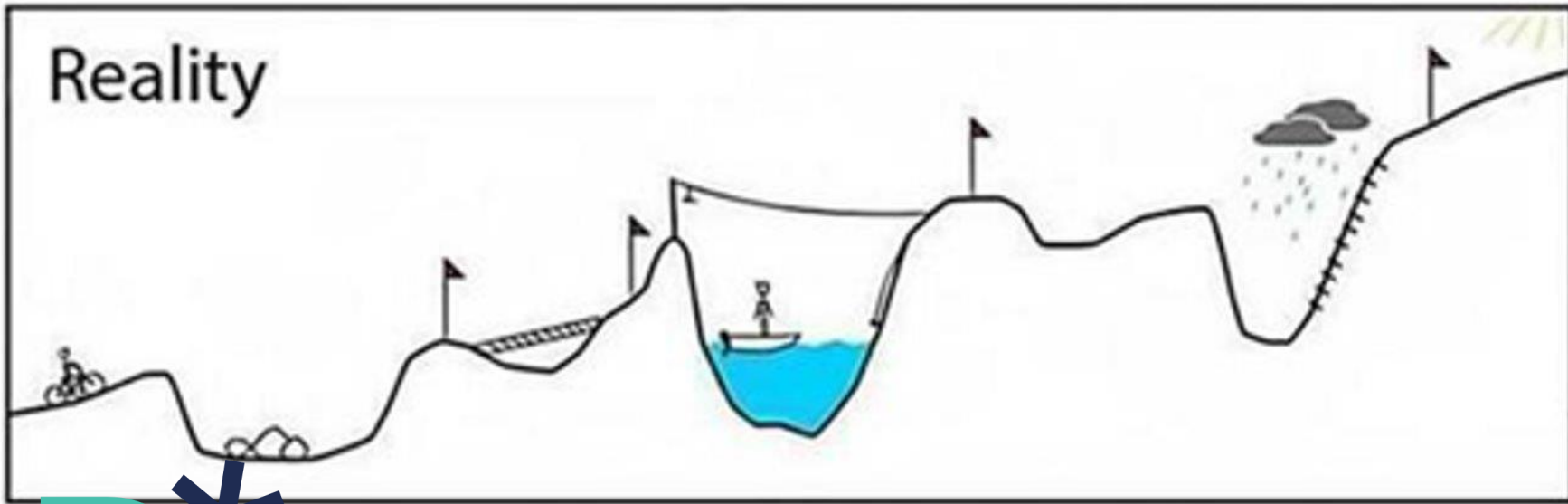
**The vision pulls you.”**

**-Steve Jobs**

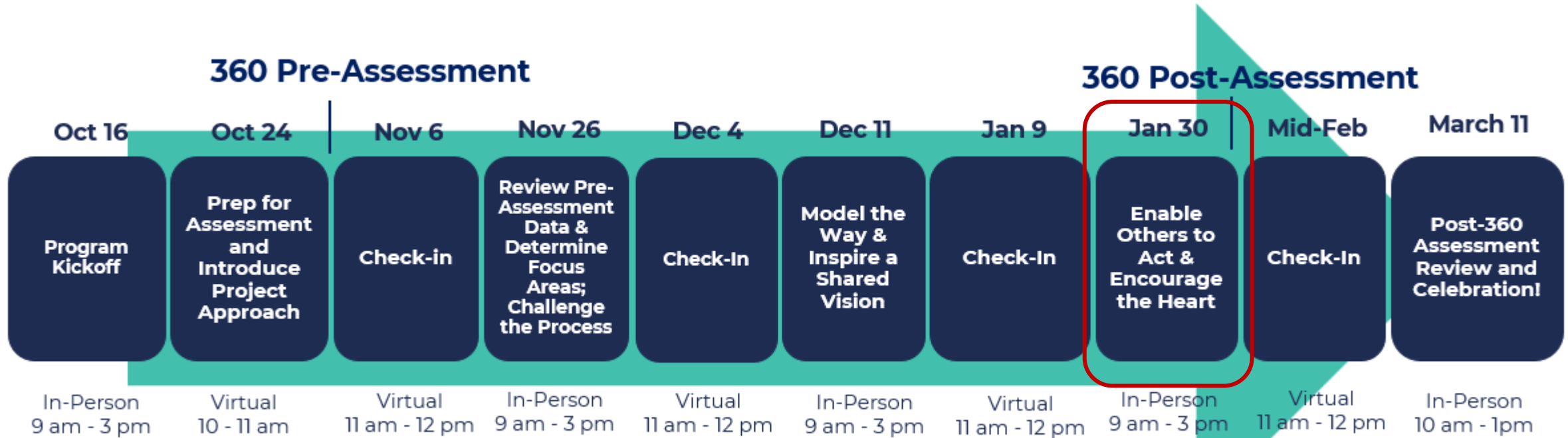
Your plan



Reality



# Our Development Process



**Between Sessions: application exercises, project group accountability, follow-up and reminders**

# Pre-work for January 30 Workshop:

- **Project Work:** Continue to make progress on the project you are leading within your community.
- **Model the Way:** Engage your direct reports in a conversation about values – what values do you share? How do their values align with the CARE values?
- **Inspire a Shared Vision:** Engage your team in the vision you've written (on page 90 in your workbook) to evolve it to ensure it's a SHARED vision—**get their feedback!** Be prepared to share your vision for your community at the beginning of our session on January 30.
- **Encourage the Heart:** Reflect on the most meaningful feedback you've received (on page 150 in your workbook). What made it so meaningful?
- **Book Reading:** Read in your book, *The Leadership Challenge* – the chapters on Enable Others to Act and Encourage the Heart.