

Being the Leader People Want to Follow

An EMS Leadership
IMPLEMENTATION GUIDE

to Increase Engagement, Motivation & Morale

"There is a ripple effect, your shift in mindset changes your behavior and that changes the behavior of others."

Written by the
EMS LEADERSHIP ACADEMY

Engagement, Motivation and Morale

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Introduction:

Welcome to the **Implementation Plan to Increase Engagement, Motivation and Morale!** You have taken the first step on the path to transforming your culture and we want to congratulate you! One of the most effective ways of increasing engagement, motivation and morale is to transform the culture of the organization and the first step to doing that is to shift from the traditional leadership style to leading with a coaching mindset. The intention of this implementation plan is to provide a framework to support you in making this shift.

Part I of this plan will help you to gather your thoughts and ideas in one place as you embark on this path.

Part II will help you to identify where you are currently, what's working well and what areas you want to focus on for maximum impact.

Part III is where you will reflect on your progress and evaluate what's working and not working so that you can adjust and adapt as necessary.

We recommend you first watch the ***Transforming A Culture: Taking the 1st Bite*** video. Second read the article with the same name on page 4 of this document and then complete the online ["Mini" Course – Breathing New Life Into Your Organization](#). Then relax and enjoy the process.

This really is a process; it's a time of discovery and learning which shouldn't be rushed. Your organization did not get in its current state overnight and it will not completely change overnight either. However, if you use this guide and the coaching from the video you will start to notice positive changes pretty quickly. There is a ripple effect, your shift in mindset changes your behavior and that changes the behavior of others.

Transforming a Culture: The First Bite

By: Lisa Giruzzi & Robbie MacCue

You've likely heard the expression; how do you eat an elephant? One bite at a time. Consider that transforming your culture is like that too. Often taking the first bite is hardest because it can be difficult to know which "bite" is the *right* one since it looks like everything should be handled right now!

There is one action you can take as a leader that can impact many areas at once and begin to transform your culture immediately... shift to a coaching mindset. Having a coaching mindset means that see your number one job as a leader is to develop the people you lead. This mindset starts with a willingness to not know all the answers and be curious. The traditional approach to leadership and management places emphasis on knowing the right answer and getting others to do what you want/need them to do. This approach is not very effective long term especially if you want people to stay.

On the other hand, Coaching is about discovering and learning for all involved. The purpose of Coaching is to create a new opening for action vs. trying to get the other person to do something. The coaching conversation is intended to reveal or create a solution. It is a collaborative approach to change. By engaging the person in the process of creating a solution they are much more likely to adopt it.

Another essential element of the coaching mindset is to let go of your preconceived notions and judgements about your team and drop all the labels you have assigned to them. Those labels get in the way of truly seeing the totality of the person and limits your ability to effectively coach them. When you see the pure potential of your people they can rise to the occasion.

Lastly, a coaching mindset requires a whole new level of listening. You have to fight the urge to offer advice and tell people what to do. Instead, you have to listen without an agenda. You have to focus on what they are saying and not add anything to it. This takes a great deal of practice, but it is so worth it.

Every conversation you have from the coaching mindset has a ripple effect; people will feel safer, heard, acknowledged and appreciated and that is how you change a culture - one conversation at a time.

Part II Creating an Implementation Plan

- Embrace the philosophy that your #1 job as a leader is to develop and grow the people around you.
 - Where am I doing well in developing others? With whom?

 - Where do I need improvement? With whom?

 - What's the first step I can take to improve in this area?

- Get curious and adopt a "Learner's Mindset. Don't assume you know the answer or the reason. Look for the misunderstanding. "I wonder?"
 - Where am I doing well in being curious and having a learner's mindset? With whom?

 - Where do I need improvement? With whom?

 - What's the first step I can take to improve in this area?

- See your interactions with people as opportunities to collaborate together to create new openings for action.
 - Where am I doing well in collaborating and creating new openings for actions? With whom am I collaborating successfully?

 - Where do I need improvement? With whom?

 - What's the first step I can take to improve in this area?

- Understand that each person fundamentally wants to contribute and make a difference. Speak to that part of the person instead of trying to fix them.
 - Where am I doing well in seeing people for the contribution they want to make? With whom?

 - Where do I need improvement? With whom?

 - What's the first step I can take to improve in this area?

- Drop your judgments and labels of people. People are not objects with qualities. No one has a permanent personality trait. We objectify people with the labels we attach to them.
 - Where am I doing well in dropping my judgements and labels? With whom?

 - Where do I need improvement? With whom?

 - What's the first step I can take to improve in this area?

- Listen to understand the other person's point of view. Listen without an agenda. Reflect back what you heard to ensure you understood.
 - Where am I doing well in listening to understand (without an agenda)? With whom?

 - Where do I need improvement? With whom?

 - What's the first step I can take to improve in this area?

Part III Evaluation

For each of the areas in Part II, complete the following 30-60 days after starting the action.

Action I promised to take: _____

Where did I implement it? _____

Did it work? Yes No (circle one)

Evidence that it worked or didn't: _____

Looking at the situations in which I've implemented this, what did I do that worked well?

Looking at the situations in which I've implemented this, what did I do that didn't work well?

What can I do differently in the future? What can I add to or subtract from my efforts in order to tweak my approach?

This is the next step I promise to take in this area: _____

Resources

Leading from a Vision

By Lisa Giruzzi and Robbie MacCue, Co-Founders - EMS Leadership Academy

This time of year, most people have their attention on change of some sort. Whether you call them resolutions, goals, strategic plans or something else the point is to change how it is to how you'd like it to be. The sense of a clean slate at the beginning of the new year seems to inspire this desire for change. However, for most people it is quite challenging to stay the course. Research shows that approximately 80-85% of people abandon their New Year's Resolutions by January 15th!

We could chalk that up to lack of commitment or some other personality flaw but perhaps it's something more. Consider that most people set a goal or resolution in order to fix something that they believe is wrong rather than to create a future of what they truly want. There is a big difference between creating what you want and fixing what you don't want. For example, reducing employee turnover is different than creating a magnetic work environment. Each of these intentions calls forth different ideas and actions.

There is nothing wrong with fixing problems per se however it is not the most powerful approach to achieving what you want. In fact, it tends to bring up defensiveness and resistance which is usually the opposite of what you are hoping for.

In order to accomplish sustainable change, it is essential to create a vision of the future that you *truly* want and then take actions and build structures in line with that vision.

Let's face it; most of us are so incredibly busy we barely have enough time to breathe. We get caught up in the day-to-day chaos and craziness of our work. In response, everyone talks about having a vision of the future, but it's become commonplace for people to roll their eyes when someone says, "Let's create a vision for the future."

Typically, the reason for ignoring the future is "My gosh, it would be nice, but we don't have time!" What we don't realize is that most of the things that are filling up our to-do lists are a product of yesterday's thinking. What's on our plate today is a product of what we built in the past and so if you're spending the vast majority of your time focused on the demands of today, fundamentally you are living in the past.

You are solving yesterdays' problems hoping for a better future rather than creating and building the future you want to experience in reality.

Still, building a powerful future begins with having a vision. The primary role of a leader is to develop and engage their people, not only in their functions but to engage their minds and hearts as well. Having a clear vision of the future is essential to fulfilling on this role.

If you're experiencing a lot of stress, frustration and feeling like you're being pulled in a thousand different directions, chances are you don't have a powerful vision of the future. Creating a vision of the future is not some "new age-y" pointless exercise. Having a vision provides clarity and power. You're not just blowing in the wind responding to the needs of the day aimlessly. You're going somewhere!

“In the presence of greatness pettiness disappears. In the absence of a great dream, pettiness prevails.” - Robert Fritz, Author

Your vision of the future is what gives you your experience in this moment. To illustrate this point, imagine that tomorrow you were leaving on a two-week all-expense paid luxury vacation to your favorite destination. Now imagine that instead, for the next two weeks at work you will be short staffed and will have to cover several additional positions as well as complete an important report for your boss. Each of these scenarios creates a distinct experience in this moment despite the fact that neither is happening now, and neither is real.

That is the power of a clear vision.

As a Leader, having a clear vision is just the first step in the process of actually building the future. Nevertheless, creating your vision is essential for your development and for the development of your people.

Here are the elements of a powerful vision of the future:

1. It creates a fire in your belly, i.e. you really, really want it.
2. You do not know how to make it happen.
3. You cannot do it alone.
4. You will know when you accomplish it, i.e. you have some measurement or standard.
5. There is little to no evidence that your vision is possible in the current reality.

How do you create a powerful vision?

First, recognize creating a future is not about fixing or improving what already exists. It is about inventing or building something brand new.

Second, imagine falling asleep tonight and waking up five years in the future and everything is exactly the way you most want it to be. What would it look like? Spend some time reflecting on what you really, truly want. Make a list.

Third, create a one or two-line description of it, stated in the present tense. Here are some examples:

- Cohesive team generating breakthrough results
- Highly engaged, elite team of professionals
- Award winning, world class organization

Make sure that whatever it is, the mere thought of it gets you psyched!

You have a vision, now what?

This is where the real fun (and work) begins. You start by creating a game to achieve it. Remember this is not about fixing or improving what you already have; this is about building something new. Are you going to be able to actually build it every moment of every day? Of course not, there are still the demands of today to fulfill. What you'll notice though when you've created a powerful vision of the future, it creates the context for everything you face. It will inform your decisions about everything including those things that are a product of the past. Your vision will help you discover what new actions or structures are necessary and what old actions and structures need to be eliminated.

If you commit to actually building your vision of the future, it will require you and your team to begin to operate at a whole new level of performance. The best part is that it is exciting and energizing and even fun to play this new game. So many of the things that looked important or crucial prior to creating the vision suddenly become insignificant and, in many cases, irrelevant. Encourage your team to participate in this process as much as possible. What ideas for achieving the vision do they have? Open up a dialogue to facilitate feedback on what's working and what's not.

Making the Future a Reality

“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete” - Buckminster Fuller

Imagine the vision you have created has come true, imagine you and your team living in that future, what would you be doing? What actions would you be taking? What would you have stopped doing? What would no longer be necessary? Answering these questions from time to time will help you to design your organization to fulfill on the vision you are creating. Designing structures and procedures in every area of your organization

that are consistent with the vision is the key to making it a reality. This happens over time not all at once. Each step you take towards your future puts a stake in the ground and reveals what's next to create.

When you stop playing the old game - focusing on surviving what was created yesterday while hoping for a better future - and start playing the new game – creating the future you really want and building the structures necessary to make it happen, a whole new rich world of possibility becomes available to you and your team.

For more valuable resources on leadership development and creating a thriving EMS organization, visit www.EMSLeadershipAcademy.com and sign up for our 911 Leadership Newsletter as well as our short but powerful “mini” Communication Program: Breathing New Life Into Your Organization. There are also numerous blogs and other resources to assist you with achieving your goals.

Also, feel free to contact us at Support@EMSLeadership.com or call 888-330-8288 with any questions or suggestions for content that would be useful to you or your organization. We are here to help!

About the authors-- Lisa & Robbie are the co-founders of the EMS Leadership Academy (EMSLeadershipAcademy.com) and hosts of the annual EMS Leadership Summit™ (EMSLeadershipSummit.com), a free virtual conference bringing together 30+ experts from around the globe.

Lisa Giruzzi is a best-selling author, a transformative coach and an award-winning trainer with more than twenty-five years' experience helping individuals and organizations to be more successful and achieve their goals. Robbie MacCue has served as a ground, flight, and tactical paramedic as well as more than 14 years as the President of an EMS organization. In addition, Robbie graduated from Case Western Reserve University's Executive MBA program with a focus on healthcare leadership from the Cleveland Clinic. Together Lisa & Robbie deliver online and in-person training designed to positively impact communication and leadership in organizations.

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