

Leadership Behavior: The Impact on Workplace Engagement

A Research Study

Why Leadership? Why now?

- Industry Challenges
- Changing Infrastructure & Processes
- Impact on Workforce

The Leadership Challenge



- Adopted in 2015
- Introduced to over 300 physician & administrative leaders
- Encourage the behaviors that address organizational gaps
- Evaluation
- The Dyad Leadership Development Program

Outline:

- The design of a year-long program focused on building leadership effectiveness
- The results of a research study designed to measure the impact of leadership behavior on workforce engagement
- Specific leadership behaviors that drive engagement

Dyad Leadership Development Program

Dyad Leadership Development Program

- 10 month program (13 Dyad partners)
- Assessments administered pre and post program
- Quarterly sessions focused on learning experiences
- Group projects to experiment and practice the learning



Pre and Post Assessments

- **LPI360 – Leadership Practices Inventory**

Measures how often others perceive leaders engaging in the five practices of the Leadership Challenge Model

- **PWAS – Positive Workplace Attitude Scale**

Measures how people feel about their workplace

THE 5 PRACTICES & 10 COMMITMENTS



MODEL THE WAY

1. Find your voice by clarifying your personal values.
2. Set the example by aligning actions with shared values.



INSPIRE A SHARED VISION

3. Envision the future by imagining exciting and ennobling possibilities.
4. Enlist others in common vision by appealing to shared aspirations.



CHALLENGE THE PROCESS

5. Search for opportunities by seeking innovative ways to change, grow, and improve.
6. Experiment and take risks by constantly generating small wins and learning from mistakes.



ENABLE OTHERS TO ACT

7. Foster collaboration by promoting cooperative goals and building trust.
8. Strengthen others by sharing power and discretion



ENCOURAGE THE HEART

9. Recognise contributions by showing appreciation for individual excellence.
10. Celebrate the values and victories by creating a spirit of community.

Findings

On program evaluations, participants report a stronger relationship with their dyad partner and more collaboration in decision making, communication, and planning

The research findings support the assumption that leaders who engage more frequently in behaviors associated with exemplary leadership have higher levels of engaged staff and physicians

Data Analysis

R Value was used to demonstrate relationships

- .50+ Large
- .30+ Medium
- .10+ Small

Per: Cohen, J. (1988). Statistical power analysis for the behavioral sciences (2nd ed.). Hillsdale, NJ: Erlbaum.

PWAS Questions

- I feel that my organization values my work.
- I feel like I am making a difference in this organization.
- I am proud to tell others that I work for this organization.
- I would work harder and for longer hours if the job demanded it.
- I am highly productive in my job.
- I am clear about what is expected of me in my job.
- Around my workplace, people seem to trust management.
- I am effective in meeting the demands of my job.
- I am committed to this organization's success.
- My work group has a strong sense of team spirit.

LPI – Leadership Practices Areas

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

Data Analysis

Question #	Leadership Practice	LPI Item
1	Model the Way	Sets a personal example of what he/she expects of others
6	Model the Way	Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on
11	Model the Way	Follows through on promises and commitments he/she makes
16	Model the Way	Asks for feedback on how his/her actions affect other people's performance
21	Model the Way	Builds consensus around a common set of values for running our organization
26	Model the Way	Is clear about his/her philosophy of leadership
2	Inspire a Shared Vision	Talks about future trends that will influence how our work gets done
7	Inspire a Shared Vision	Describes a compelling image of what our future could be like
12	Inspire a Shared Vision	Appeals to others to share an exciting dream of the future
17	Inspire a Shared Vision	Shows others how their long-term interests can be realized by enlisting in a common vision
22	Inspire a Shared Vision	Paints the "big picture" of what we aspire to accomplish
27	Inspire a Shared Vision	Speaks with genuine conviction about the higher meaning and purpose of our work
5	Encourage the Heart	Praises people for a job well done
10	Encourage the Heart	Makes it a point to let people know about his/her confidence in their abilities
15	Encourage the Heart	Makes sure that people are creatively rewarded for their contributions to the success of projects
20	Encourage the Heart	Publicly recognizes people who exemplify commitment to shared values
25	Encourage the Heart	Finds ways to celebrate accomplishments
30	Encourage the Heart	Gives the members of the team lots of appreciation and support for their contributions
4	Enable Others to Act	Develops cooperative relationships among the people he/she works with
9	Enable Others to Act	Actively listens to diverse points of view
14	Enable Others to Act	Treats others with dignity and respect
19	Enable Others to Act	Supports the decisions that people make on their own
24	Enable Others to Act	Gives people a great deal of freedom and choice in deciding how to do their work
29	Enable Others to Act	Ensures that people grow in their jobs by learning new skills and developing themselves
3	Challenge the Process	Seeks out challenging opportunities that test his/her own skills and abilities
8	Challenge the Process	Challenges people to try out new and innovative ways to do their work
13	Challenge the Process	Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do
18	Challenge the Process	Asks "What can we learn?" when things don't go as expected
23	Challenge the Process	Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on
28	Challenge the Process	Experiments and takes risks, even when there is a chance of failure

Practice Area by Impact to PWAS

LPI – Leadership Practice	Avg. Impact to PWAS	Medium – Large Effects	Impact
Model the Way	.361	I feel like I am making a difference in this organization.	0.5
		I feel that my organization values my work.	0.5
		I am proud to tell others that I work for this organization.	0.48
		Around my workplace, people seem to trust management.	0.48
Inspire a Shared Vision	.133	None	N/A
Challenge the Process	.215	I feel like I am making a difference in this organization.	0.42
		I feel that my organization values my work.	0.4
Enable Others to Act	.332	I am highly productive in my job.	0.5
		I feel that my organization values my work.	0.49
		I am clear about what is expected of me in my job.	0.47
		I feel like I am making a difference in this organization.	0.45
		I am effective in meeting the demands of my job.	0.43
Encourage the Heart	.207	None	N/A

Impact to PWAS Questions By LPI Items

PWAS Questions	Top 3 Drivers	R
I feel that my organization values my work.	Develops cooperative relationships among the people he/she works with	0.7
	Builds consensus around a common set of values for running our organization	0.58
	Challenges people to try out new and innovative ways to do their work	0.51
I feel like I am making a difference in this organization.	Develops cooperative relationships among the people he/she works with	0.55
	Challenges people to try out new and innovative ways to do their work	0.52
	Gives people a great deal of freedom and choice in deciding how to do their work	0.51
I am proud to tell others that I work for this organization.	Sets a personal example of what he/she expects of others	0.55
	Talks about future trends that will influence how our work gets done	0.44
	Asks for feedback on how his/her actions affect other people's performance	0.34
I would work harder and for longer hours if the job demanded it.	Challenges people to try out new and innovative ways to do their work	0.52
	Describes a compelling image of what our future could be like	0.41
	Gives the members of the team lots of appreciation and support for their contributions	0.4
I am highly productive in my job.	Supports the decisions that people make on their own	0.5
	Gives people a great deal of freedom and choice in deciding how to do their work	0.46
	Is clear about his/her philosophy of leadership	0.43
I am clear about what is expected of me in my job.	Supports the decisions that people make on their own	0.49
	Is clear about his/her philosophy of leadership	0.45
	Gives people a great deal of freedom and choice in deciding how to do their work	0.4
Around my workplace, people seem to trust management.	Supports the decisions that people make on their own	0.46
	Sets a personal example of what he/she expects of others	0.41
	Is clear about his/her philosophy of leadership	0.38
I am effective in meeting the demands of my job.	Gives people a great deal of freedom and choice in deciding how to do their work	0.45
	Experiments and takes risks, even when there is a chance of failure	0.37
	Supports the decisions that people make on their own	0.37
I am committed to this organization's success.	Ensures that people grow in their jobs by learning new skills and developing themselves	0.42
	Challenges people to try out new and innovative ways to do their work	0.42
	Describes a compelling image of what our future could be like	0.37
My work group has a strong sense of team spirit.	Ensures that people grow in their jobs by learning new skills and developing themselves	0.42
	Sets a personal example of what he/she expects of others	0.42
	Challenges people to try out new and innovative ways to do their work	0.42

MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	9.3	9.2	9.3
4. Develops cooperative relationships among the people he/she works with	Enable	8.9	8.8	8.9
11. Follows through on promises and commitments he/she makes	Model	8.9	8.8	9.0
1. Sets a personal example of what he/she expects of others	Model	8.8	8.7	9.0
9. Actively listens to diverse points of view	Enable	8.2	8.4	8.3
6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	Model	8.0	8.4	8.5
23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on	Challenge	8.0	8.4	8.5
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	8.2	8.3	8.2
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8.1	8.3	7.8
21. Builds consensus around a common set of values for running our organization	Model	7.9	8.3	8.3
5. Praises people for a job well done	Encourage	7.8	8.3	8.1
19. Supports the decisions that people make on their own	Enable	8.1	8.2	8.1
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	7.9	8.2	8.0
22. Paints the "big picture" of what we aspire to accomplish	Inspire	7.8	8.2	8.0
18. Asks "What can we learn?" when things don't go as expected	Challenge	7.9	8.1	8.3
2. Talks about future trends that will influence how our work gets done	Inspire	7.8	8.1	7.9
26. Is clear about his/her philosophy of leadership	Model	8.2	8.0	8.0
10. Makes it a point to let people know about his/her confidence in their abilities	Encourage	7.8	8.0	7.8
20. Publicly recognizes people who exemplify commitment to shared values	Encourage	7.2	8.0	7.8
30. Gives the members of the team lots of appreciation and support for their contributions	Encourage	7.2	8.0	8.0
8. Challenges people to try out new and innovative ways to do their work	Challenge	7.7	7.9	7.6
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	7.7	7.9	7.9
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	Challenge	7.1	7.8	7.8
7. Describes a compelling image of what our future could be like	Inspire	7.3	7.7	7.7
12. Appeals to others to share an exciting dream of the future	Inspire	7.3	7.7	7.8
25. Finds ways to celebrate accomplishments	Encourage	6.8	7.7	7.9
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	Encourage	6.7	7.6	7.6
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	6.8	7.5	7.5
28. Experiments and takes risks, even when there is a chance of failure	Challenge	7.1	7.3	7.2
16. Asks for feedback on how his/her actions affect other people's performance	Model	6.7	6.9	7.3

LEAST FREQUENT

MOST FREQUENT

	PRACTICE	SELF	AVG +/-	M +/-
14. Treats others with dignity and respect	Enable	9.3	9.2	9.3
4. Develops cooperative relationships among the people he/she works with	Enable	8.9	8.8	8.9
11. Follows through on promises and commitments he/she makes	Model	8.9	8.8	9.0
1. Sets a personal example of what he/she expects of others	Model	8.8	8.7	9.0
9. Actively listens to diverse points of view	Enable	8.2	8.4	8.3
6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on	Model	8.0	8.4	8.5
23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on	Challenge	8.0	8.4	8.5
27. Speaks with genuine conviction about the higher meaning and purpose of our work	Inspire	8.2	8.3	8.2
24. Gives people a great deal of freedom and choice in deciding how to do their work	Enable	8.1	8.3	7.8
21. Builds consensus around a common set of values for running our organization	Model	7.9	8.3	8.3
5. Praises people for a job well done	Encourage	7.8	8.3	8.1
19. Supports the decisions that people make on their own	Enable	8.1	8.2	8.1
3. Seeks out challenging opportunities that test his/her own skills and abilities	Challenge	7.9	8.2	8.0
22. Paints the "big picture" for the organization	Inspire	7.8	8.2	8.2
18. Asks "What do you think?"	Enable	7.8	8.2	8.2
2. Talks about future goals	Enable	7.8	8.2	8.2
26. Is clear about the organization's vision	Enable	7.8	8.2	8.2
10. Makes it a point to get to know the people he/she works with	Enable	7.8	8.2	8.2
20. Publicly recognizes the contributions of others	Encourage	7.8	8.2	8.2
30. Gives the most credit to others	Encourage	7.8	8.2	8.2
8. Challenges people to do their best	Challenge	7.8	8.2	8.2
29. Ensures that people are growing in their jobs by learning new skills and developing themselves	Challenge	7.8	8.2	8.2
13. Searches out ways to improve what we do	Challenge	7.8	8.2	8.2
7. Describes a clear vision for the organization	Inspire	7.8	8.2	8.2
12. Appeals to others to do their best	Encourage	7.8	8.2	8.2
25. Finds ways to get the most out of people	Encourage	7.8	8.2	8.2
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	Encourage	7.8	8.2	8.2
17. Shows others the way	Enable	7.8	8.2	8.2
28. Experiments and takes risks, even when there is a chance of failure	Challenge	7.8	8.2	8.2
16. Asks for feedback on how his/her actions affect other people's performance	Enable	7.8	8.2	8.2

8. Challenges people to try out new and innovative ways to do their work

29. Ensures that people grow in their jobs by learning new skills and developing themselves

28. Experiments and takes risks, even when there is a chance of failure

16. Asks for feedback on how his/her actions affect other people's performance

LEAST FREQUENT

Overall Top 10 Most Powerful LPI Items to PWAS

#	Item Description	Power
1	Supports the decisions that people make on their own (Enable Other to Act)	3.45
2	Sets a personal example of what he/she expects of others (Model the Way)	3.17
3	Develops cooperative relationships among the people he/she works with (Enable Others to Act)	2.88
4	Is clear about his/her philosophy of leadership (Model the Way)	2.86
5	Gives people a great deal of freedom and choice in deciding how to do their work (Enable Others to Act)	2.84
6**	Asks for feedback on how his/her actions affect other people's performance (Model the Way)	2.7
7*	Experiments and takes risks, even when there is a chance of failure (Challenge the Process)	2.65
8	Praises people for a job well done (Encourage the Heart)	2.45
9*	Ensures that people grow in their jobs by learning new skills and developing themselves (Enable Others to Act)	2.33
10*	Challenges people to try out new and innovative ways to do their work (Challenge the Process)	2.32

MOST FREQUENT

- 14. Treats others with respect
- 4. Develops others
- 11. Follows through on promises and commitments he/she makes
- 1. Sets a personal example
- 9. Actively listens
- 6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on
- 23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on
- 27. Speaks with genuine conviction about the higher meaning and purpose of our work
- 24. Gives people a great deal of freedom and choice in deciding how to do their work
- 21. Builds confidence in others
- 5. Praises people for their contributions
- 19. Supports others
- 3. Seeks out others for their ideas
- 22. Pains the pain of others
- 18. Asks "What if...?"
- 2. Talks about future trends that will influence how our work gets done
- 26. Is clear about the future
- 10. Makes it clear that we have a future
- 20. Publicly recognizes others
- 30. Gives the credit to others

11. Follows through on promises and commitments he/she makes

6. Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on

23. Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on

27. Speaks with genuine conviction about the higher meaning and purpose of our work

8. Challenges people to try out new and innovative ways to do their work	Challenge	7.7	7.9	7.6
29. Ensures that people grow in their jobs by learning new skills and developing themselves	Enable	7.7	7.9	7.9
13. Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do	Challenge	7.1	7.8	7.8
7. Describes a compelling image of what our future could be like	Inspire	7.3	7.7	7.7
12. Appeals to others to share an exciting dream of the future	Inspire	7.3	7.7	7.8
25. Finds ways to celebrate accomplishments	Encourage	6.8	7.7	7.9
15. Makes sure that people are creatively rewarded for their contributions to the success of projects	Encourage	6.7	7.6	7.6
17. Shows others how their long-term interests can be realized by enlisting in a common vision	Inspire	6.8	7.5	7.5
28. Experiments and takes risks, even when there is a chance of failure	Challenge	7.1	7.3	7.2
16. Asks for feedback on how his/her actions affect other people's performance	Model	6.7	6.9	7.3

LEAST FREQUENT

Overall 10 Least Powerful LPI Items to PWAS

#	Item Description	Power
1	Appeals to others to share an exciting dream of the future (Inspire a Shared Vision)	0.78
2*	Speaks with genuine conviction about the higher meaning and purpose of our work (Inspire a Shared Vision)	1.13
3	Asks "What can we learn?" when things don't go as expected (Challenge the Process)	1.17
4	Makes sure that people are creatively rewarded for their contributions to the success of projects (Encourage the Heart)	1.45
5	Actively listens to diverse points of view (Enable Others to Act)	1.57
6*	Spends time and energy making certain that the people he/she works with adhere to the principles and standards that we have agreed on (Model the Way)	1.59
7*	Follows through on promises and commitments he/she makes (Model the Way)	1.69
8	Searches outside the formal boundaries of his/her organization for innovative ways to improve what we do (Challenge the Process)	1.74
9*	Makes certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on (Challenge the Process)	1.77
10	Gives the members of the team lots of appreciation and support for their contributions (Encourage the Heart)	1.79

Study Review with Leaders

- LPI 360 Review
- Compared to PWAS Data
- Identify behavior to better drive engagement

Medical Director Participant

- Pre-program Challenges
 - Well liked by her staff
 - Frustrated with Administrators
 - Low engagement scores
 - Perceived as “difficult” among Administration
- Post-program Observations
 - “Greater appreciation for the complexities of hospital systems and the challenge in managing and optimizing them”
 - “More acknowledgement of others efforts and contributions”
 - “She has become a role model for her colleagues in how to provide thoughtful feedback”
 - “She asks insightful questions of the Administrative team to promote shared goals”



My work group has a strong sense of team spirit.

I am clear about what is expected of me in my job.

Around my workplace, people seem to trust management.

I am committed to this organization's success.

I am effective in meeting the demands of my job.

Asks for feedback on how his/her actions affect other people's performance (1)

Sets a personal example of what he/she expects of others (3)

Is clear about his/her philosophy of leadership (3)

Builds consensus around a common set of values for running our organization (1)

Talks about future trends that will influence how our work gets done (1)

Describes a compelling image of what our future could be like (2)

Takes initiative in anticipating and responding to change (1)

Challenges people to try out new and innovative ways to do their work (5)

Gives the members of the team lots of appreciation and support for their contributions (1)

Involves people in the decisions that directly impact their job performance (4)

Gives people a great deal of freedom and choice in deciding how to do their work (4)

Ensures that people grow in their jobs by learning new skills and developing themselves (2)

Develops cooperative relationships among the people he/she works with (2)

I am proud to tell others that I work for this organization.

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Describes a compelling image of what our future could be like (2)

Takes initiative in anticipating and responding to change (1)

Challenges people to try out new and innovative ways to do their work (5)

Gives the members of the team lots of appreciation and support for their contributions (1)

Involves people in the decisions that directly impact their job performance (4)

Gives people a great deal of freedom and choice in deciding how to do their work (4)

Ensures that people grow in their jobs by learning new skills and developing themselves (2)

Develops cooperative relationships among the people he/she works with (2)

I am proud to tell others that I work for this organization.

I am highly productive in my job.

I would work harder and for longer hours if the job demanded it.

I feel that my organization values my work.

I feel like I am making a difference in this organization.

Model the Way

Inspire a Shared Vision

Challenge the Process

Enables Others to Act

Encourage the Heart



My work group has a strong sense of team spirit.

I am clear about what is expected of me in my job.

Around my workplace, people seem to trust management.

I am committed to this organization's success.

I am effective in meeting the demands of my job.

Asks for feedback on how his/her actions affect other people's performance (1)

Sets a personal example of what he/she expects of others (3)

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For More Information



A subject matter expert in organizational effectiveness, leadership consulting, change management, performance management, and training/development, Ellen is recognized as a talented adviser and coach. She assists leaders in evaluating current processes and initiating changes that both spark and support long-term effectiveness.

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Michael Easton's passion is providing consulting services to help people achieve their business and professional goals. Reach out to see if his unique background in academia, aerospace, manufacturing, and healthcare can help you!

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