

## The Warrior Leader

On the other end of the continuum are managers who have a high need for power and control. They love to make war. However, the *warrior leader* is also a dysfunctional role adaptation to manager self-esteem deficits (Box 6-2). This style masks competence fears with arrogance and pseudo-risk taking behaviors. The language of the warrior manager includes references to “war chests,” “preparing to do battle,” “winning or losing,” and “taking on the enemy.” In reality, the warrior manager’s actions are dictated by a certain false pride, stemming from a lack of self-esteem and an underdeveloped set of core values. If unchecked, these managers temporarily boost their own low self-esteem by taking away the self-esteem of others.

### WHERE ARE YOU IN YOUR OWN TRANSFORMATION?

When leaders come from a position of self-esteem, their actions and the quality of their relationships are positive. Positive relationships create positive results! These leaders can hear feedback, corral the compulsion to act prematurely, and accept criticism and praise without suspecting manipula-

#### BOX 6-2

##### *Are You or Someone You Know a Warrior Manager?*

- Do you fail to support your people because of your high degree of self-interest?
- Are you usually suspicious of other peoples’ real motives?
- Even when it is clear that you are wrong, do you boast that you are right?
- Do you support only those who will help you move up the next step in the hierarchy?
- Do you engage in behavior that for anyone else would be judged arrogant?
- Do you believe that you are immune from the judgments applied to others?

#### BOX 6-1

##### *Are You or Someone You Know a Self-Doubting Leader?*

- Do you dodge or postpone difficult decisions?
- Do you find yourself avoiding conflict?
- Are you described as never around and not very helpful?
- Are you easily influenced by the last person who spoke to you?
- Do you rarely rock the boat?
- Do you fail to support your people when the stakes are high?
- In times of drastic change, do you seek excuses for nonaction?
- Do you find yourself listening to the 10% of folks who resist change?

*Most of what we call management today consists of making it difficult for people to do their jobs.*



## WORDS of WISDOM

*What counts is what you learn after you know it all!*



tion. Praise is easy to give to others because it is not perceived as taking anything away from oneself. When employees must be counseled, it is done in a manner that respects the dignity and worth of the person. People receive the direction and coaching that they need. Difficult decisions are enacted rather than avoided, and the contributions of others are acknowledged. Evolution requires something to deteriorate for something new to come alive. A manager can be viewed as a sort of fertilizer, food for the living energy present in organizations, as well as those who follow in the manager's footsteps.

A little honor of the self can go a long way for today's manager. Honor translates into responsible behavior, expressing a genuine way to care for those served: patients and staff members. One way to honor oneself is to engage in a purposeful self-examination of one's managerial strengths and weaknesses. This form of self-care is intimately tied to self-esteem because it implies self-importance: what a manager does is important, and the manager's impact on others is important. Whether formally educated in business principles or educated on the job, the manager's self-evaluation must include the leadership factors discussed in this chapter: quality of work relationships, beliefs about leadership, and operational strengths and weaknesses.

## MOVING TOWARD KARIOS

The Greek poet Hesiod wrote about turning points in human life—moments called *karios*, which means a moment of transformation or metamorphosis, after which nothing is the same. We all have these touchstone moments of truth, when insights are gained and truth becomes manifest.

Managers responsible for realigning organizational structures from hierarchy and department-based models to point-of-service and team-based arrangements have their own experience of *karios*, when they experience flashes of insight about themselves and their own practices. Finding oneself confronted with the truth about outdated organizational behaviors enables one to address the real obstacles to team-based managerial practices.

## Turning Points

Consider these insights, discovered and now acted on by contemporary managers who are successfully practicing in team-based systems:

1. In a team-based organization, knowledge once monopolized by managers must now be redistributed to assist those working at the point-of-service (Blanchard, 1996). *Power realized through information will no longer be an effective manager behavior.*
2. The right to know is a basic truth. Rather than focusing on what is safe to say at any point in time, it is better to err on sharing too much (Drucker, 1985). *I will no longer control information flow, and this will cause me great anxiety at times.*
3. Hoarded information is pointless power. *If I continue to hoard information, my teams will not achieve their outcomes.*
4. Even when we get everyone in the same room and make sure that they have the same information, there will be different levels of commitment. *I will have to understand more about how people in teams work and grow in different ways. People need different things from me.*
5. An individual without information can remain confused, while a person with the right information must be accountable. Goals and objectives do not establish a foundation for accountability; coaching, teaching, learning, and information do. *These must be the cornerstones of my management practices.*
6. Hierarchy demands that managers be parents and that workers be children. Fearing punishment for mistakes, workers delegate responsibility upward. *I must unlearn the psychology of control that has served me in the past.*
7. New work relationships require relationships of reciprocity, where each person takes responsibility within a framework of ground rules that can be changed to improve performance (Toffler, 1990). *I will discard those partial truths that keep me operating as a human machine who controls people.*

## WHERE ARE YOU?

### VICTIM

- Why should I bother?
- I just go with the flow.
- It's hopeless.

### PASSIVE EMPOWERMENT

- I'm waiting for the next promotion.
- If I am patient my day will come.

### ACTIVE EMPOWERMENT

- I can make a difference.
- I take initiative and use my influence.

### HIGHLY ACTIVE EMPOWERMENT

- I am committed to influence the organization, people, and events.
- I take balanced risks.
- I use my position description as a guide, not a constraint.

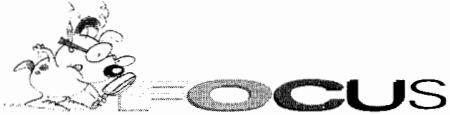
8. No matter how long you have been working under a particular set of assumptions, a day for change comes. *Power does not welcome change. I can no longer participate in organizational rituals that punish innovation and dissent.*
9. Participation is not something that the top orders the middle to do for the bottom (Toffler, 1990). *When I treat participation as a luxury, it is an insult to those I lead.*
10. To empower people in unaligned organizations is counterproductive. I alone cannot create the conditions for empowerment. *I must work with other leaders in my organization and purposefully redistribute power at the point-of-service . . . where the service really occurs.*
11. We must get away from the dualistic, destructive thinking in which there is one and then there is the other. *To build team-based systems, I must be able to see that there is not the other, but only the one—the whole.*
12. No matter how much effort you put into something or how much you prepare, you will make mistakes. *If I want to succeed, I must double my failure rate (Maccoby, 1993).*

Sometimes people prefer to avoid the more unpleasant pieces of their work. However, real transformation will occur only if we struggle to identify who we really are as managers. This requires uncovering and recognizing the full impact of our leadership actions, as well as truthfully examining all the dimensions of our organization. Without soul searching, managers can fall victim to change rather than lead it.

## BEFORE MOVING TO A TEAM-BASED SYSTEM

Strong leaders understand human behavior. To move into a team-based system is not a small decision. Certain factors must be carefully examined so that planning and implementation activities change behavior.

One of the most challenging factors associated with this type of change is assisting employees to become comfortable with the ambiguity of a newly reorganized workplace. At times, it is not clear what if any benefits result from the change. For the staff members and middle managers, real-



### *Twelve Moments of Truth*

1. *Power realized through information will no longer be an effective behavior.*
2. *I will no longer control information flow, and this will cause me great anxiety.*
3. *If I continue to hoard information, my teams will not achieve their outcomes.*
4. *I will have to understand more about how people in teams work and grow in different ways. People need different things from me.*
5. *Coaching, teaching, learning, and information must be the cornerstones of my management practices.*
6. *I must unlearn the psychology of control that has served me in the past.*
7. *I will discard those partial truths that keep me operating as a human machine who controls people.*
8. *Power does not welcome change. I can no longer participate in organizational rituals that punish innovation and dissent.*
9. *When I treat participation as a luxury, it is an insult to those I lead.*
10. *I must work with other leaders in my organization and purposefully redistribute power at the point-of-service . . . where the service really occurs.*
11. *To build team-based systems, I must be able to see that there is not the other, but only the one-the whole.*
12. *If I want to succeed, I must double my failure rate.*

ity is the harshest at these ambiguous points in time, because they usually did not have a role in making the decision to move to a team-based system. Managing change is managing relationships. Without effective organizational preparation, the complex transition to teams will be fraught with stumbling blocks, regardless of how detailed the planning process is.

Sometimes teams have been implemented in a hierarchical structure under the guise of quality improvement. However, these teams have no real organizational authority for action and become nothing more than busy-work that is disliked by everyone.

People are organized into teams, and “teamtalk” is prevalent in the organization. However, parallel management structures, such as the operations meeting, continue to be the real decision-making structures for the organization. No one addresses actually making the teams work, and thus they eventually disband.

Consider the experience of one health care organization, where disease management rounds were instituted with a multidisciplinary staff. Format and tools were created, and the momentum for the change was high. However, planning did not accurately accommodate physician preparation for involvement. Consequently, doctors verbally supported the program but failed to attend rounds. Disease management plans were delayed, physicians were labeled as resisters, and staff members lost their initial enthusiasm. Organizational preparation for the change had failed to address physician expectations for the disease management program and the behavioral changes that would be required for the physician’s successful participation.

Reorganizing people into effective team structures must be accompanied by a prepared and focused management team. Management must address several critical questions before pursuing the complex work of developing people who have the capacity for self-management, accountability, and teamwork:

1. Can all managers accept the fact that authority and accountability will no longer be the exclusive domain of management, but will be shared by all employees?

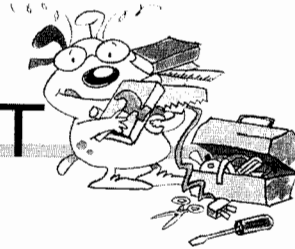
2. How effective is your communication system? In preparation for change, conduct an audit of every piece of communication. Is it cross-functional? Check for consistency and stakeholder needs and gaps.
3. How will you maintain functional expertise in your teams? The everyday nature of work, including vacations, transfers, and absences, will require “in-between” solutions. You must ensure that technical pools or outsourcing decisions will be congruent with the organization’s financial goals for them to be supported in real-time implementation.

What will remain vertical and what will be horizontally aligned in teams? Strategy and finance usually remain vertical. Human resources (HR) has been made both vertical and horizontal, with HR support assigned to each service pathway. Utilization management and discharge planning have been combined into case management and horizontally integrated into teams.

### **Bibliography**

- Beekun RI: Assessing the effectiveness of sociotechnical interventions: antidote or fad? *Human Relations* 42(7):877-897, 1989.
- Blanchard K: Self-esteem and the management of others. In Canfield J, Miller J (eds): *Heart at work*, New York, McGraw-Hill, 1996.
- Bridges W: Leading the de-jobbed organization. In Hesselbein F, Goldsmith M, Beckhard R (eds): *The leader of the future*, San Francisco, Jossey-Bass, 1996.
- Cohen SG, Ladford GE, Speitzler GM: A predictive model of self-managing work team effectiveness, *Human Relations* 49(5):643-677, 1996.
- Cyr R: Maintaining employee self-esteem, *Supervisory Management* 37(6):1-3, 1992.
- Drucker P: *The changing world of the executive*, New York, Times Books, 1985.
- Kanter RM: *The change masters*, New York, Simon and Schuster, 1986.
- Kriegel R, Brandt D: *Sacred cows make the best burgers*, New York, Warner Books, 1996.
- Maccoby M: Managers must unlearn the psychology of control, *Research Technology Management* (25):2, 49-51, 1993.
- Manz CC: Self-leadership: toward an expanded theory of self-influence processes in organizations, *Academy of Management Review* 11(13):585-600, 1994.
- Manz CC, Sims HP: Leading workers to lead themselves. The external leadership of self-managing teams, *Administrative Science Quarterly* 32(1):106-128, 1987.
- Oshry B: *Seeing systems*, San Francisco, Berrett-Koehler, 1995.
- Schor JB: *The overworked American*, New York, Basic Books, 1992.
- Toffler A: *Powershift: knowledge, wealth and violence at the edge of the 21st century*, New York, Bantam Books, 1990.

# TOOLCHEST



## TOOLA: Customized Self-Improvement Matrix

**Instructions:** Using the self-improvement matrix grid (Table 6-1), think about each of the operational activities listed and your degree of confidence in performing that function, as well as how much you enjoy doing that particular type of work. Consider the following questions as you perform that function to help complete the matrix grid.

- Do you perform it with more or less reflex? Is there more or less thought put into your actions?
- How often do you find yourself engaging in blame or confusion when performing the function?
- How compassionate are you when doing the work?
- How empowered do you feel when functioning in this performance area?

- On a scale of 1 to 5, with 5 being a high lack of confidence and a least enjoyable part of your work as a manager, circle your feelings about each performance area.

Once you have completed the questionnaire, look back over your performance areas to identify which areas may be sources of self-doubt. Scores of 4 or 5 suggest challenges to self-confidence in performing the function. It is here that you want to set targets for performance improvement. *Hint:* This tool can also be used to develop a self-directed work team or in a team-building session with managers, to receive feedback on their performance from others.

TABLE 6-1

### Self-Improvement Matrix

PERFORMANCE AREA	LACK CONFIDENCE	LEAST ENJOY	PERFORMANCE AREA	LACK CONFIDENCE	LEAST ENJOY
<b>Resource Management</b>			Reducing resources	1 2 3 4 5	1 2 3 4 5
Staffing	1 2 3 4 5	1 2 3 4 5	Leadership	1 2 3 4 5	1 2 3 4 5
Variance analysis	1 2 3 4 5	1 2 3 4 5	Organizational influence	1 2 3 4 5	1 2 3 4 5
Statistics	1 2 3 4 5	1 2 3 4 5	Department/unit influence	1 2 3 4 5	1 2 3 4 5
Recordkeeping	1 2 3 4 5	1 2 3 4 5	Vision setting	1 2 3 4 5	1 2 3 4 5
Materials management	1 2 3 4 5	1 2 3 4 5	My behavior congruence	1 2 3 4 5	1 2 3 4 5



TABLE 6-1, cont'd

*Self-Improvement Matrix*

PERFORMANCE AREA	LACK CONFIDENCE	LEAST ENJOY	PERFORMANCE AREA	LACK CONFIDENCE	LEAST ENJOY
<b>Resource Management, cont'd</b>			<b>Systems</b>		
Time management	1 2 3 4 5	1 2 3 4 5	Integration of information technology	1 2 3 4 5	1 2 3 4 5
Tight deadlines	1 2 3 4 5	1 2 3 4 5	Building interdisciplinary operation	1 2 3 4 5	1 2 3 4 5
Priority setting	1 2 3 4 5	1 2 3 4 5	Constructing a continuum of care	1 2 3 4 5	1 2 3 4 5
<b>Fiscal Management</b>			Seeing patterns	1 2 3 4 5	1 2 3 4 5
Business planning	1 2 3 4 5	1 2 3 4 5	Making networks	1 2 3 4 5	1 2 3 4 5
Marketing	1 2 3 4 5	1 2 3 4 5	Building and maintaining management systems	1 2 3 4 5	1 2 3 4 5
Resource allocation	1 2 3 4 5	1 2 3 4 5	<b>Relationships</b>		
Program development	1 2 3 4 5	1 2 3 4 5	Superior	1 2 3 4 5	1 2 3 4 5
<b>Support</b>			Colleague	1 2 3 4 5	1 2 3 4 5
Team outcome achievement	1 2 3 4 5	1 2 3 4 5	Board of trustees	1 2 3 4 5	1 2 3 4 5
Staff empowerment and decision relocation	1 2 3 4 5	1 2 3 4 5	Staff	1 2 3 4 5	1 2 3 4 5
Conflict mediation	1 2 3 4 5	1 2 3 4 5			
Performance appraisal	1 2 3 4 5	1 2 3 4 5			
Values clarification	1 2 3 4 5	1 2 3 4 5			
Teaching/mentoring	1 2 3 4 5	1 2 3 4 5			
Team building	1 2 3 4 5	1 2 3 4 5			

**Scoring Instructions**

Add the scores for each item and compare your self-improvement matrix with the ratings below.

- 0-40 Evaluate yourself again. This score means you are extremely self-confident. Are you sure there are no areas for improvement?
- 41-80 You are confident about most aspects of your work. Examine items in which you scored yourself 4 or 5 and create a plan for improvement.

- 81-120 You have a mixed review of your own performance. Focus on the items scored at 4 or 5 and get support in improving your performance.
- 121-160 You are struggling with several aspects of your management position. If you are to remain in management you must act now to correct performance issues.
- 161-200 Scores at this level suggest that you do not feel prepared to operate in a management position. Reconsider your fit with a managerial role or pursue an aggressive action plan to build your management skills.