

Creating a Research-Based & Practice-Proven Leader Capability Development Framework for Sustainable Culture Transformation



Dr. Gus Gustafson

IODA CONFERENCE 2024 MEXICO:
Fostering Global Optimism Through OD

10-05-24 | Room 3



Welcome, My Global OD Friends!!



How Many People Attended My Session on Thursday?

(The Power of Both-And Leadership in an Either-Or World:
Transforming Lives at the Individual, Team, Organizational, and Societal Levels)

Sample Both-And Leader Capability Development Framework - IODA Hand-Out - 10-03-24	
The 5 Facets and Underlying 15 Leader Capabilities (LCs) describe the observable and measurable leadership attributes that are most relevant and essential for superior performance of leadership impact and	
Leading Self	
<i>The ability to manage one's emotions, actions, and mindset in a way that aligns with core values. It involves self-awareness, self-regulation, and a commitment to personal growth.</i>	
Courageous Authenticity	The practice of acting in alignment with one's values and principles, even when it is difficult or unpopular.
Emotional Resiliency	The ability to maintain calm, focus, and effectiveness in the face of stress, adversity, and change.
Learning Agility	The capacity to continuously learn from experiences, apply knowledge to new contexts, and adapt quickly to change.
Developing People	
<i>The process of empowering others to realize their full potential through coaching, mentoring, and providing growth opportunities. It also involves creating a supportive environment that encourages learning and diversity.</i>	
Unleashes Talent	The ability to identify, develop, and maximize the potential of individuals to achieve their full capabilities.
Honors Differences	The ability to value, leverage, and celebrate diverse perspectives, backgrounds, and ideas within teams.
Cultivates Trust	Building trust by demonstrating integrity, reliability, and care in interactions with others.
Building Relationships	
<i>The ability to build and maintain trust-based, collaborative relationships both inside and outside of the organization. It requires strong interpersonal skills, emotional intelligence, and the ability to manage conflict constructively.</i>	
Collaborates Effectively	The ability to work cooperatively across teams, functions, and departments to achieve shared goals.
Connects Interpersonally	The ability to build and maintain meaningful, trust-based relationships with others.
Communicates Impactfully	The ability to deliver messages clearly and persuasively, ensuring alignment and inspiring action.
Leading Strategically	
<i>Entails visionary thinking that anticipates future challenges, making informed decisions amidst complexity, and crafting strategic pathways that drive the organization forward.</i>	
Propels Mission & Vision	The ability to articulate and advance a compelling organizational mission and vision that guides long-term direction.
Navigates Strategically	The ability to anticipate trends, assess risks, and make informed decisions that ensure long-term success.
Leads Transformational Change	The ability to lead organizations through significant changes while engaging and empowering people to embrace the transformation.
Driving Results	
<i>The ability to produce measurable, sustainable outcomes by ensuring accountability, optimizing resources, and aligning efforts with organizational goals. It also involves creating value for multiple stakeholders, including employees, customers, and shareholders.</i>	
Produces Sustainable Results	The ability to achieve performance outcomes that are effective in the short term and sustainable over the long term.
Optimizes Multiple Stakeholders	The ability to balance the needs of employees, customers, shareholders, and society to create long-term value.
Drives Accountability and Engagement	Fostering a culture of ownership, where individuals are accountable for their actions and fully engaged in achieving organizational goals.
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100%
Aesthetics:

48 Hours =
No Sleep!!!

Revised from Session One: The Power of Both-And Leadership in an Either-or World (10-03-24): Sample Both-And Leader Capability Development Framework - IODA Hand-Out - 10-05-24	
The 5 Facets and Underlying 15 Leader Capabilities (LCs) describe the observable and measurable leadership attributes that are most relevant and essential for superior performance of leadership impact and effectiveness.	
Leading Self	
<i>Managing one's emotions, actions, and mindset authentically in alignment with core values, involving self-awareness, self-regulation, and a commitment to personal growth.</i>	
Courageous Authenticity	Acting in alignment with one's values and principles, even when it is difficult or unpopular.
Emotional Resiliency	Maintaining calm, focus, and effectiveness in the face of stress, adversity, and change.
Learning Agility	Continuously learning from experiences, applying knowledge to new contexts, and adapting quickly to change.
Developing People	
<i>Empowering others to realize their potential through coaching, mentoring, and growth opportunities, while fostering an environment that values different perspectives, backgrounds, and ideas to cultivate a sense of belonging.</i>	
Unleashes Talent	Identifying, developing, and maximizing the potential of individuals to achieve their full capabilities.
Honors Differences	Valuing, leveraging, and celebrating diverse perspectives, backgrounds, and ideas within teams.
Cultivates Trust	Building trust by demonstrating integrity, reliability, and care in interactions with others.
Building Relationships	
<i>Creating and maintaining trust-based, collaborative relationships both inside and outside the organization by using strong interpersonal skills, emotional intelligence, and constructive conflict management.</i>	
Collaborates Effectively	Working cooperatively across teams, functions, and departments to achieve shared goals.
Connects Interpersonally	Building and maintaining meaningful, trust-based relationships with others.
Communicates Impactfully	Delivering messages clearly and persuasively, ensuring alignment and inspiring action.
Leading Strategically	
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My 25+ Year Long L&OD Leadership Journey

Search Engine in November of 1998



Socially-Responsible Leadership (3 hits)

Google on October 5, 2024



Socially-Responsible Leadership (523 million hits)



Servant Leadership (126 million hits)



Transformational Leadership (88 million hits)



Values-Driven Leadership (238 million hits)

***“Give of your hands to serve...
...and your heart to love”***

Mother Teresa

Gus's Top 40 (*Bleeding Edge*) Leader Capabilities (aka - Competencies) List...

How Important is this Leadership Capability for Individual, Team, and Organizational Mission Success?	Mission Critical (Pick 15)	Important (Pick 10)	Less Important (Pick 5)
1. Adaptability: Adjusts strategies, behaviors, and approaches in response to changing circumstances.			
2. Business Acumen: Demonstrates a deep understanding of the business, its competitive environment, and the broader market landscape.			
3. Caring Leadership: Demonstrates empathy and genuine concern for the well-being of others.			
4. Collaborates Effectively: Works cooperatively with others to achieve shared goals, leveraging diverse perspectives and skill sets.			
5. Communicates Impactfully: Clearly conveys ideas and information in a compelling and influential way, ensuring clarity and alignment.			
6. Conflict Management: Resolves conflicts constructively, ensuring a positive environment and maintaining strong relationships.			
7. Connects Interpersonally: Builds meaningful personal relationships with others, fostering trust and mutual respect.			
8. Courageous Authenticity: Speaks and acts truthfully, aligning behaviors with values even when facing resistance or personal risk.			
9. Creative Problem Solving: Uses innovative and non-traditional approaches to solve complex challenges.			
10. Critical Thinking: Analyzes complex problems and situations to make informed decisions based on evidence and sound judgment.			
11. Cultivates Trust: Builds trust by demonstrating reliability, transparency, and integrity in interactions with others.			
12. Customer-Centric Focus: Places the needs and satisfaction of customers at the forefront of decision-making and strategy development.			
13. Decision-Making: Makes timely, informed decisions by analyzing data, evaluating risks, and considering the impact on the organization.			
14. Delegation: Assigns tasks and decisions to the right people while providing necessary support and resources.			
15. Drives Accountability & Engagement: Fosters a culture of ownership and high performance by clearly defining responsibilities and expectations.			
16. Emotional Resiliency: Maintains composure and effectiveness in stressful or adverse situations and quickly recovers from setbacks.			
17. Empathy: Understands and considers the emotions, perspectives, and needs of others in decision-making and interactions.			
18. Empowerment: Enables individuals to take ownership of their work by providing autonomy and resources.			
19. Execution: Translates strategy into action by ensuring that initiatives are effectively implemented, and goals are achieved.			
20. Global Mindset: Understands and adapts to the cultural, economic, and political dynamics of diverse global environments.			
21. Honors Differences: Values, leverages, and celebrates diverse perspectives, backgrounds, and ideas within teams.			
22. Humility: Demonstrates openness to feedback, acknowledges mistakes, and places the needs of the team above personal recognition.			
23. Influence: Persuades and motivates others to take action, even without formal authority, by building trust and presenting compelling arguments.			
24. Innovation & Creativity: Encourages creativity and experimentation within the team or organization to develop new ideas and solutions.			
25. Judgment: Makes sound decisions by assessing situations holistically, weighing risks, and considering both short- and long-term consequences.			
26. Learning Agility: Demonstrates the ability to learn from experiences and apply that learning to new, unfamiliar situations.			
27. Leads Transformational Change: Guides the organization through significant change while engaging and empowering people to embrace transformation.			
28. Listening: Actively listens to others with full attention, seeking to understand their perspectives before responding.			
29. Managing Complexity: Navigates multifaceted situations by breaking them down into manageable components and finding clarity amid ambiguity.			
30. Mentorship: Guides and supports the personal and professional growth of others by sharing expertise and experience.			
31. Motivating Others: Inspires and energizes others to achieve their best performance and contribute to organizational goals.			
32. Navigates Strategically: Anticipates future trends, assesses risks, and makes informed decisions that ensure long-term organizational success.			
33. Operational Excellence: Strives for efficiency, quality, and continuous improvement in all aspects of organizational operations.			
34. Optimizing Stakeholder Value: Balancing the needs of multiple stakeholders, to create long-term value.			
35. Perseverance: Continues to pursue goals and overcome obstacles, even when faced with adversity or setbacks.			
36. Political Savvy: Understands and navigates organizational politics effectively to build alliances and influence decisions.			
37. Produces Sustainable Results: Achieves performance outcomes that meet current objectives while ensuring long-term sustainability.			
38. Propels Mission & Vision: Articulates and drives a compelling organizational mission and vision that inspires action and long-term commitment.			
39. Psychological Safety: Creates an environment where individuals feel safe to express ideas and take risks, without fear of negative consequences.			
40. Unleashes Talent: Identifies and develops the potential of individuals to achieve high performance and contribute meaningfully to organizational goals.			
41. Other (Write In):			
42. Other (Write In):			

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“Culture eats strategy for breakfast.”

Peter Drucker

What is organizational culture?





**CULTURE = THE
STORIES
PEOPLE
TELL**

***“Leaders Create Cultures and Cultures
Create the Next Generation of Leaders”***

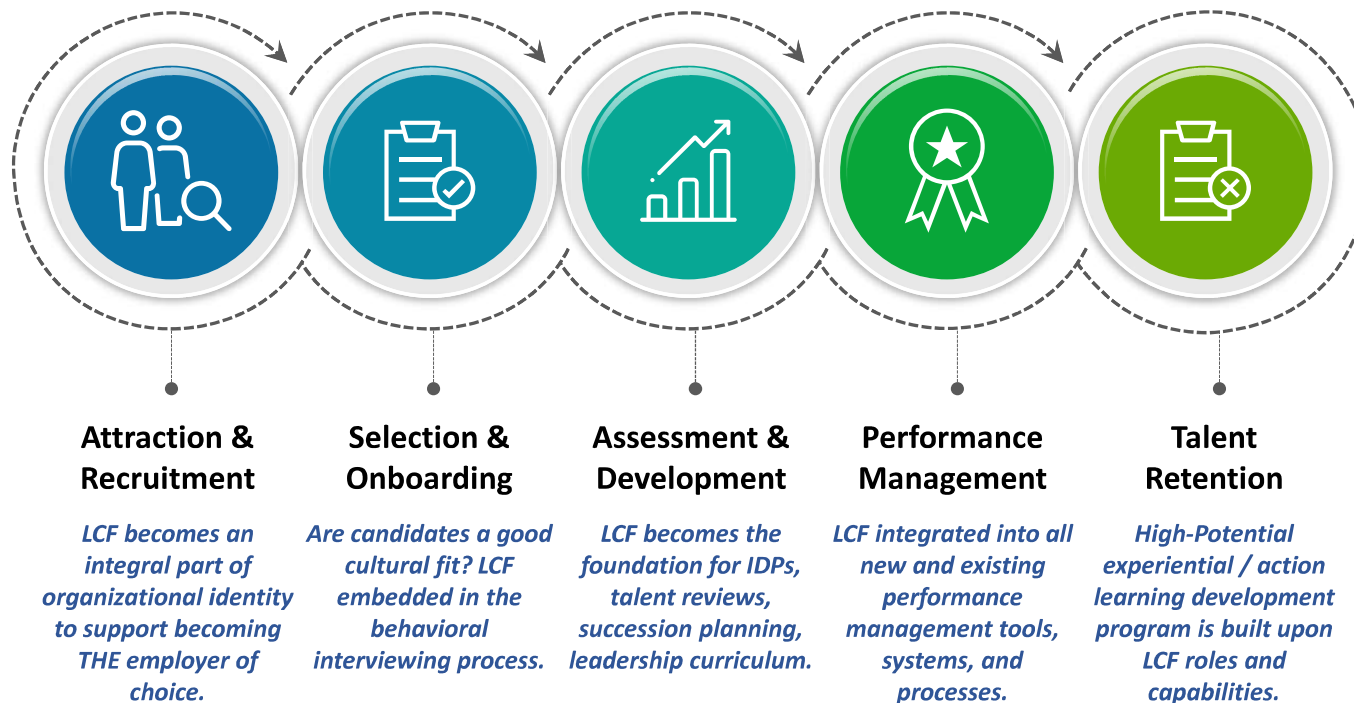
Ed Schein

How Do You Bring Your Aspired Culture to Life?

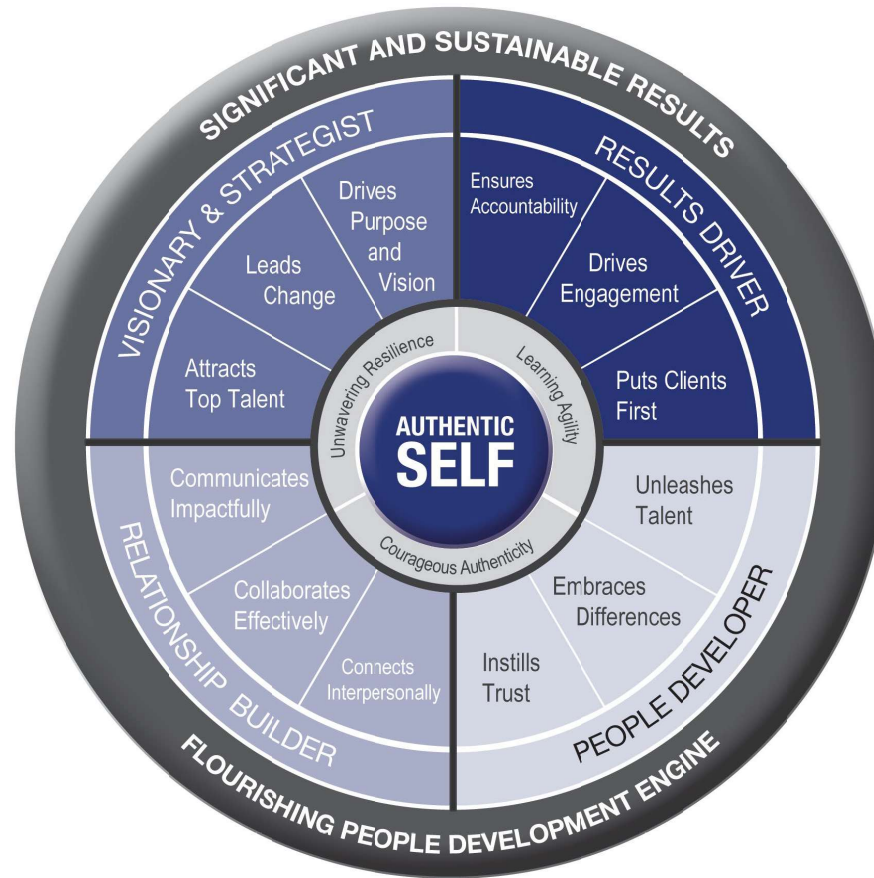
Leadership Capabilities (aka – Leadership Competencies) are the *observable* and *measurable* skills and behaviors that contribute to *superior performance* and invites every employee to *grow, flourish, and become the best possible version of themselves* as leaders.

What is a Leadership Capability Framework?

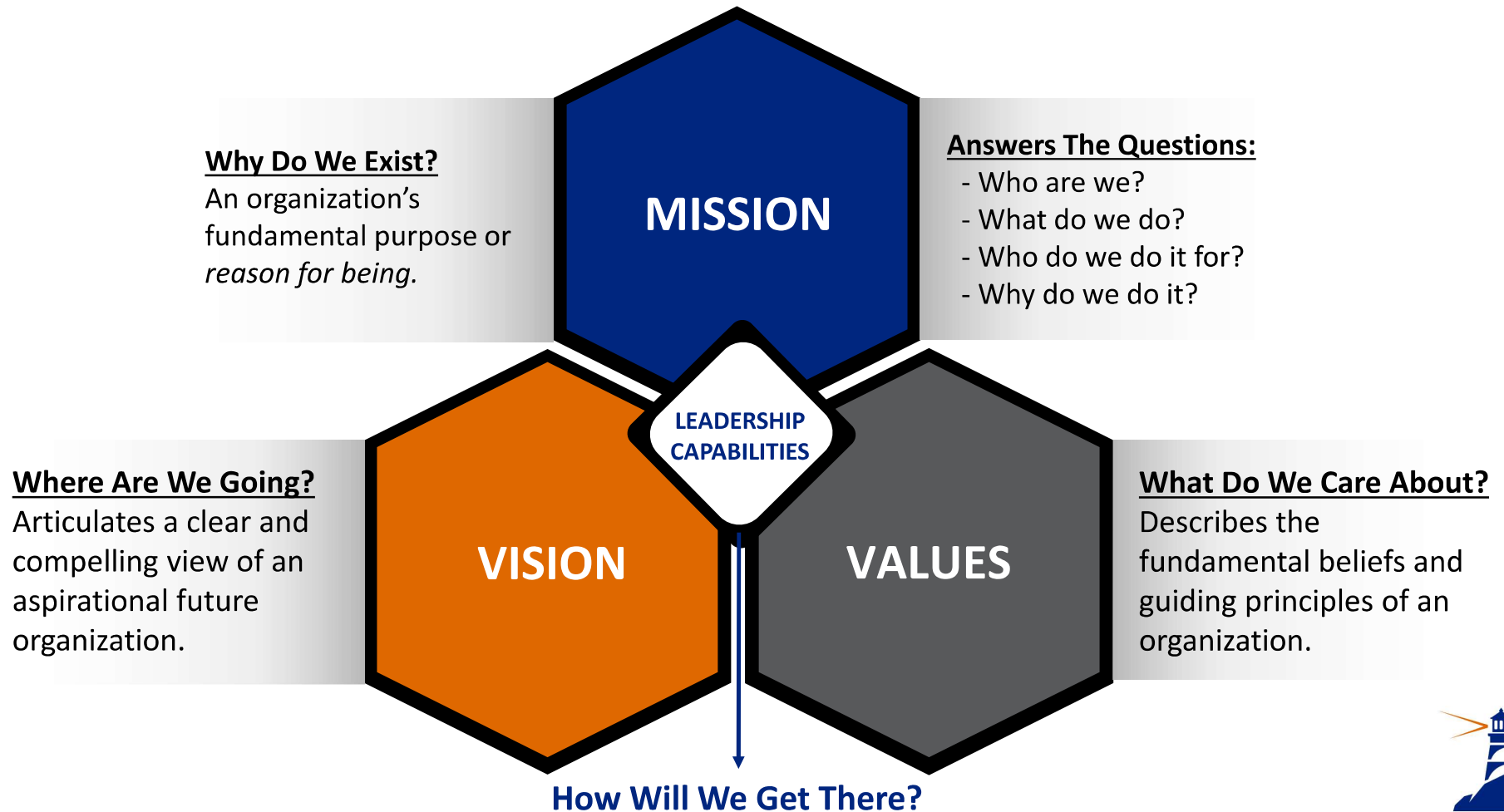
A Leadership Capability Framework (LCF) clearly articulates which skills, traits, and characteristics are mission-critical - both today and in the future - to co-create our desired culture and to fully realize our compelling vision and mission.



Sample Leader Development Capability Framework



Relationship to an Organization's Mission, Vision, and Values



Leadership Capabilities are at the **Heart** of an Organization's Mission, Vision, and Values...
...and Brings the Culture to Life!

Why Do We Exist?

An organization's fundamental purpose or *reason for being*.

MISSION

Answers The Questions:

- Who are we?
- What do we do?
- Who do we do it for?
- Why do we do it?

Where Are We Going?

Articulates a clear and compelling view of an aspirational future organization.

VISION

VALUES

What Do We Care About?

Describes the fundamental beliefs and guiding principles of an organization.

How Will We Get There?



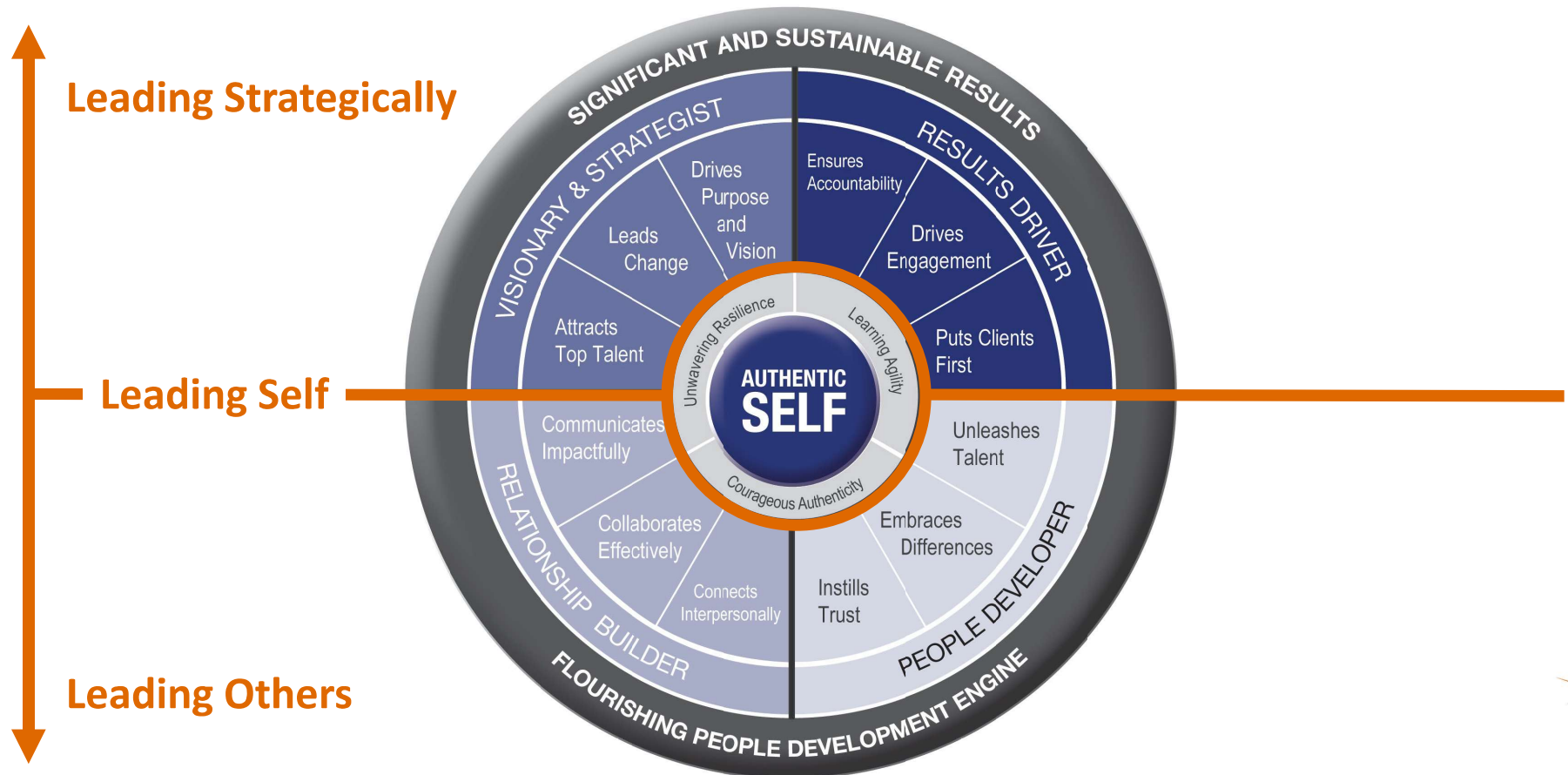
Three Over-Arching Leadership Competency Buckets



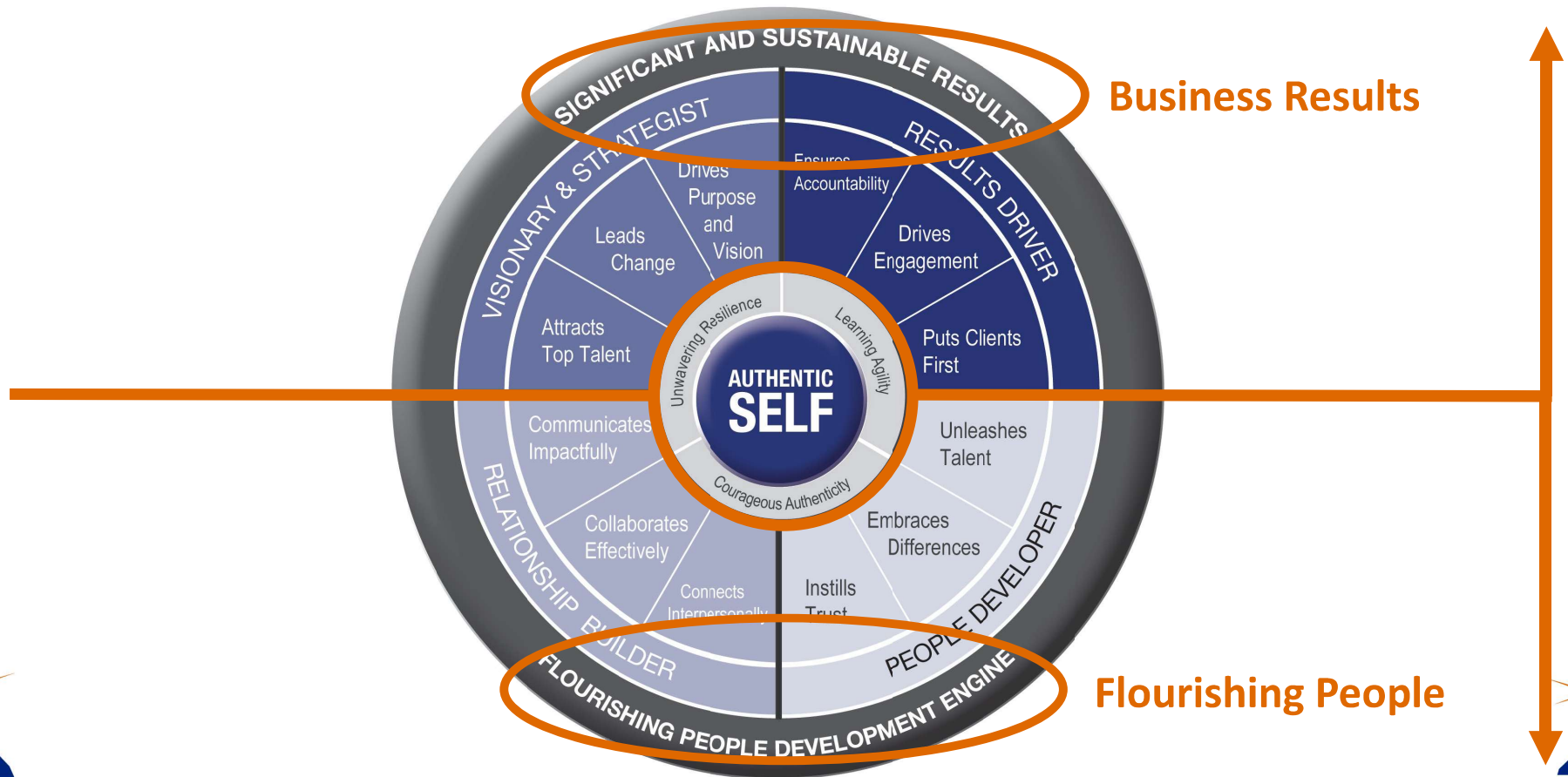
Leadership Competency Sub-Segmented Buckets



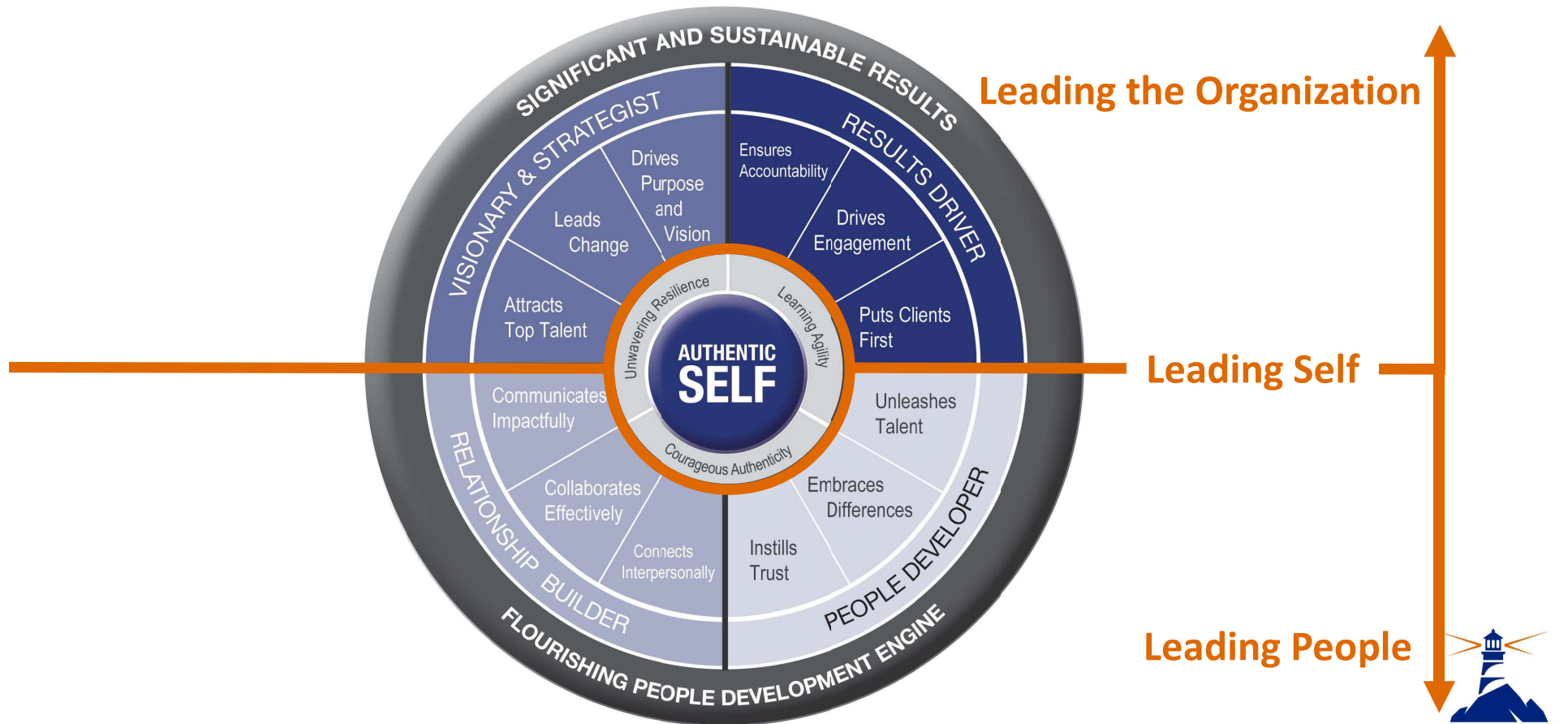
Leader Capability Framework (LCF) Example



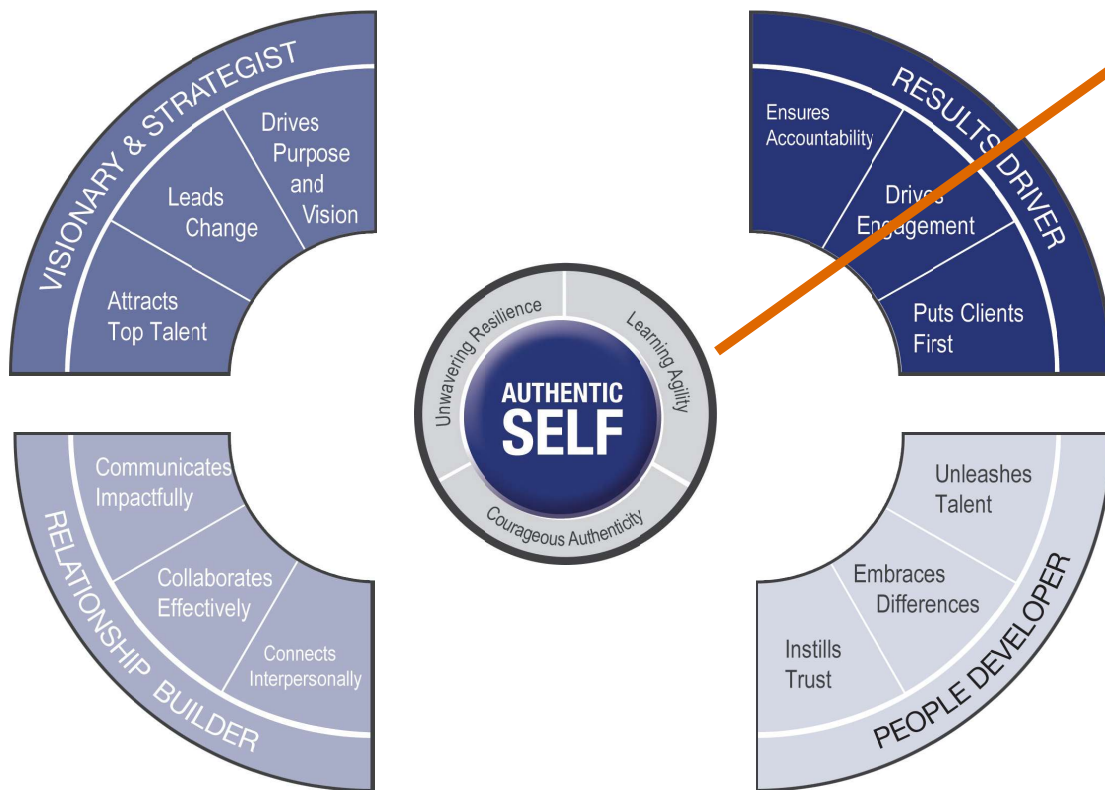
Leader Capability Framework (LCF) Example



Leader Capability Framework (LCF) Example



Five Facets of a Great Leader



1. Leader as Authentic Self

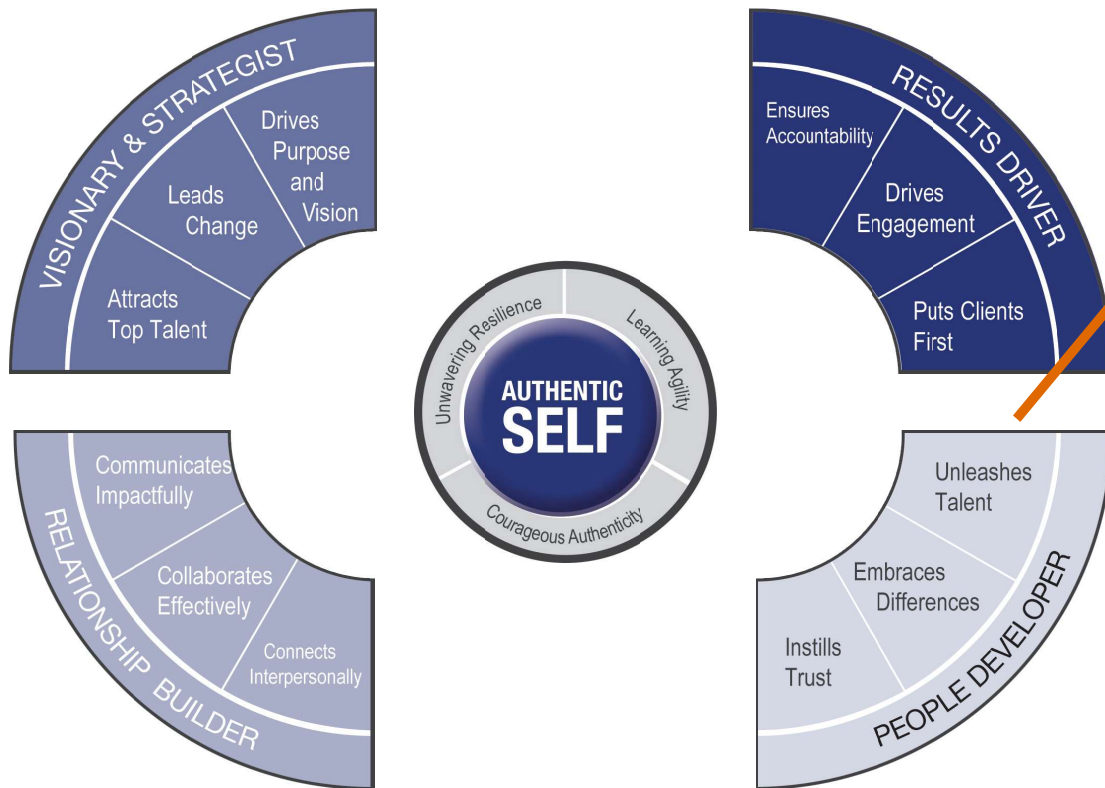
2. Leader as People Developer

3. Leader as Relationship Builder

4. Leader as Visionary & Strategist

5. Leader as Results Driver

Five Roles of a Leader



1. Leader as Authentic Self

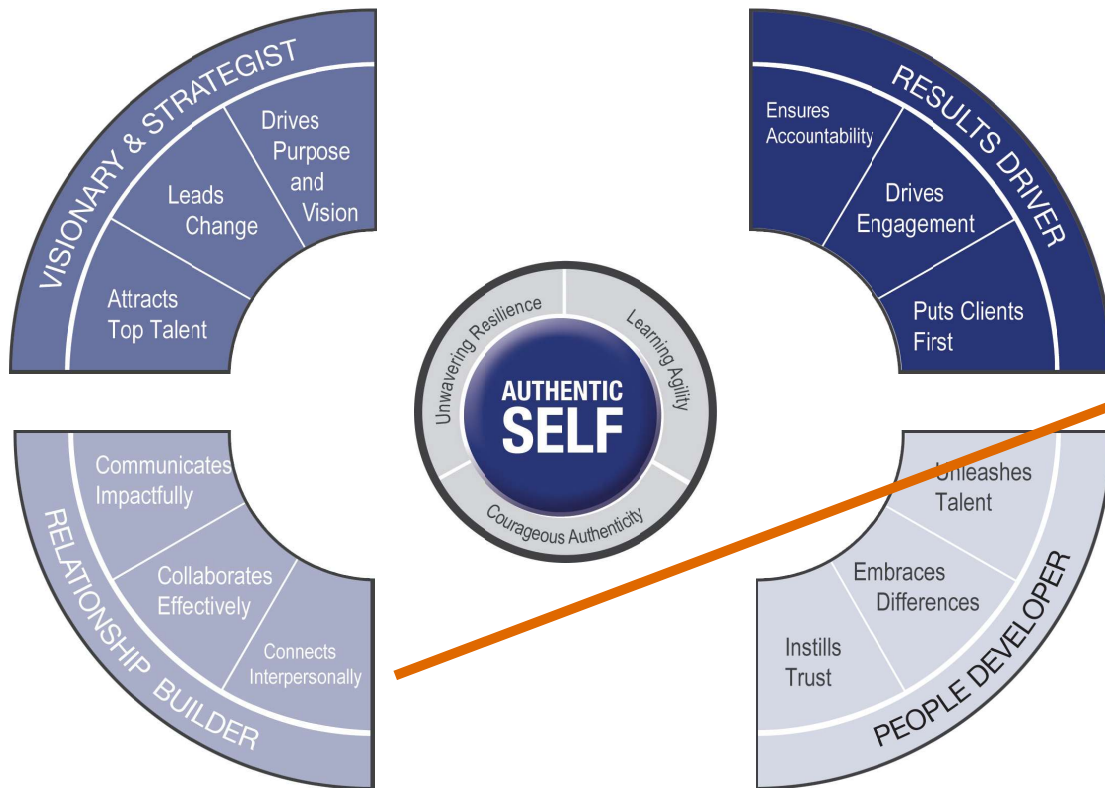
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Five Roles of a Leader



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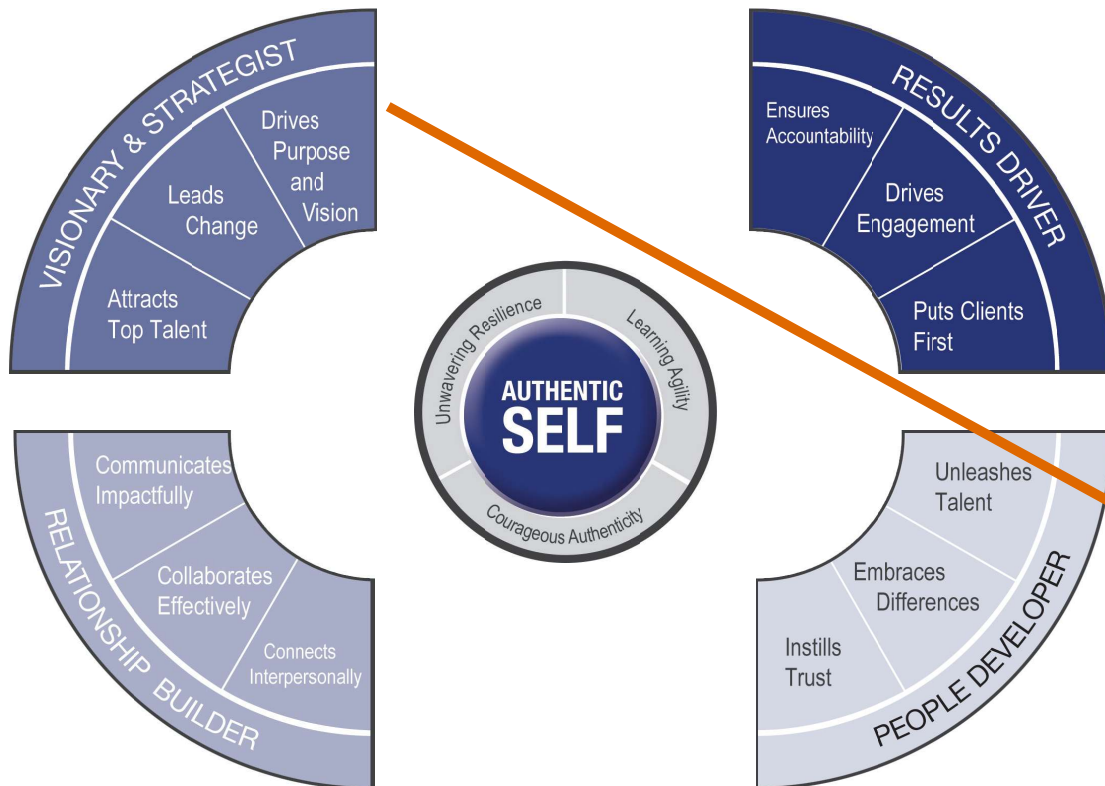
2. Leader as People Developer

3. Leader as Relationship Builder

4. Leader as Visionary Strategist

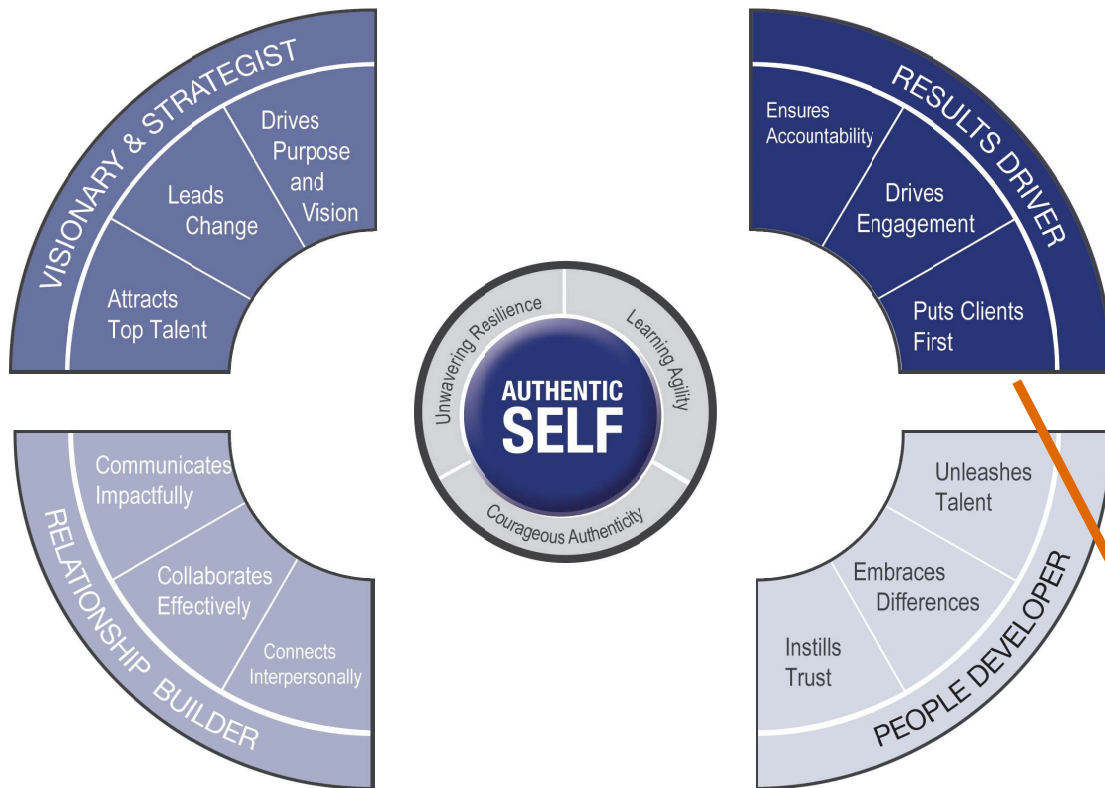
5. Leader as Results Driver

Five Roles of a Leader



1. Leader as Authentic Self
2. Leader as People Developer
3. Leader as Relationship Builder
- 4. Leader as Visionary Strategist**
5. Leader as Results Driver

Five Roles of a Leader



1. Leader as Authentic Self
2. Leader as People Developer
3. Leader as Relationship Builder
4. Leader as Visionary Strategist
5. Leader as Results Driver

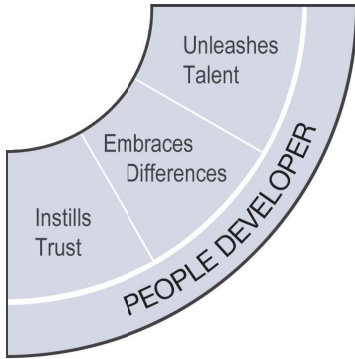


Leadership Facet #1

Leader as Authentic Self

CAPABILITY BEHAVIORAL DESCRIPTORS

Courageous Authenticity	Learning Agility	Unwavering Resilience
<ul style="list-style-type: none"> • Readily tackles tough assignments. • Faces difficult issues and supports others who do the same. • Provides direct and actionable feedback. • Is willing to champion an idea or position despite dissent or political risk. 	<ul style="list-style-type: none"> • Shows personal commitment and takes action to continuously improve. • Learns from new experiences, from others, and from structured learning. • Experiments to find new solutions. • Takes on the challenge of unfamiliar tasks. • Extracts lessons learned from failures and mistakes. 	<ul style="list-style-type: none"> • Is confident under pressure. • Handles and manages crises effectively. • Maintains a positive attitude despite adversity. • Bounces back from setbacks. • Grows from hardships and negative experiences.



Leadership Facet #2: *Leader as People Developer*

CAPABILITY BEHAVIORAL DESCRIPTORS

Instills Trust

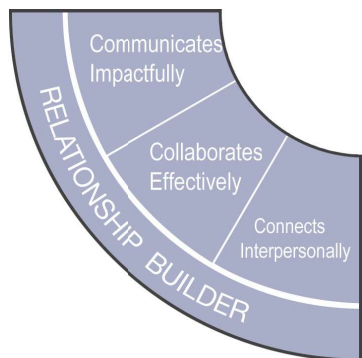
- Follows through on commitments.
- Is seen as direct and truthful.
- Keeps confidences.
- Practices what he/she preaches.
- Shows consistency between words and actions.

Embraces Differences

- Seeks to understand different perspectives and cultures.
- Contributes to a work climate where differences are valued and supported.
- Applies others' diverse experiences, styles, backgrounds, and perspectives to get results.
- Is sensitive to cultural norms, expectations, and ways of communicating.

Unleashes Talent

- Places a high priority on developing others.
- Develops others through coaching, feedback, exposure, and stretch assignments.
- Aligns employee career development goals with organizational objectives.
- Encourages people to accept developmental moves.



Leadership Role #3: *Leader as Relationship Builder*

CAPABILITY BEHAVIORAL DESCRIPTORS

Communicates Impactfully	Collaborates Effectively	Connects Interpersonally
<ul style="list-style-type: none"> • Is effective in a variety of communication settings and among diverse styles and position levels. • Attentively listens to others. • Adjusts to fit the audience and the message. • Provides timely and helpful information to others across the organization. • Encourages the open expression of diverse ideas and opinions. 	<ul style="list-style-type: none"> • Works cooperatively with others across the organization to achieve shared objectives. • Represents own interests while being fair to others and their areas. • Partners with others to get work done. • Credits others for their contributions and accomplishments. • Gains trust and support of others. 	<ul style="list-style-type: none"> • Relates comfortably with people across levels, functions, culture, and geography. • Acts with diplomacy and tact. • Builds rapport in an open, friendly, and accepting way. • Builds constructive relationships with people both similar and different to self. • Picks up on interpersonal and group dynamics.



Leadership Role #4: *Leader as Visionary Strategist*

CAPABILITY BEHAVIORAL DESCRIPTORS

Attracts Top Talent	Manages Change	Propels Vision & Mission
<ul style="list-style-type: none"> • Attracts and selects diverse and high caliber talent. • Finds the right talent to meet the group's needs. • Closes talent gaps with the right balance of internal and external candidates. • Is a good judge of talent. 	<ul style="list-style-type: none"> • Clearly articulates purpose and benefit of change initiatives. • Proactively anticipates risks and addresses them head on. • Explains the why's. • Identifies change champions and elicits support at all levels of the organization. 	<ul style="list-style-type: none"> • Talks about future possibilities in a positive way. • Creates milestones and symbols to rally support behind the vision. • Articulates the vision in a way everyone can relate to. • Creates organization-wide energy and optimism for the future.



Leadership Role #5: *Leader as Results Driver*

CAPABILITY BEHAVIORAL DESCRIPTORS

Ensures Accountability	Drives Engagement	Puts Patients First
<ul style="list-style-type: none">• Follows through on commitments and makes sure others do the same.• Acts with a clear sense of ownership.• Takes personal responsibility for decisions, actions, and failures.• Establishes clear responsibilities and processes for monitoring work and measuring results.• Designs feedback loops into work.	<ul style="list-style-type: none">• Structures the work so it aligns with people's goals and motivators.• Empowers others.• Makes each person feel his/her contributions are important.• Invites input and shares ownership and visibility.• Shows a clear connection between people's motivators and the organizational goals.	<ul style="list-style-type: none">• Gains insight into patient needs.• Identifies opportunities that benefit the patient and the organization.• Builds and delivers solutions that meet patient expectations.• Establishes and maintains effective patient relationships.

So how does an organization go about creating a set of leadership capabilities that are completely contextualized to their mission while still leveraging the research and best practices of exemplar organizations?

Characteristics of a Great Leader Capability Framework

- Simple, Memorable & Graphically Depicted
- Developed from the Top-Down (with Systemic Representative Input)
- Utilizes both Qualitative and Quantitative Input (Iterative Approach)
- One Model for all Levels
- Research Based & Practice Proven
- Customized to Organizational Context
- Evaluative & Developmental
- Provides a Shared Language
- Embedded in all HR & Applicable Systems
- Bucketed Around Five Major Leadership Roles:
 1. Authentic Self
 2. People Developer
 3. Relationship Builder
 4. Change Leader
 5. Results Driver

A Healthcare Case Study

KSB Hospital is THE employer of choice. Our *vibrant and inclusive culture of servant-leadership* is the *accelerator* that *drives us to meet the needs of our community and enables our people to flourish.*

What is Servant Leadership?

Servant leadership is a *philosophy and set of practices* that enriches the lives of individuals, builds better organizations and ultimately creates a more just and caring world.

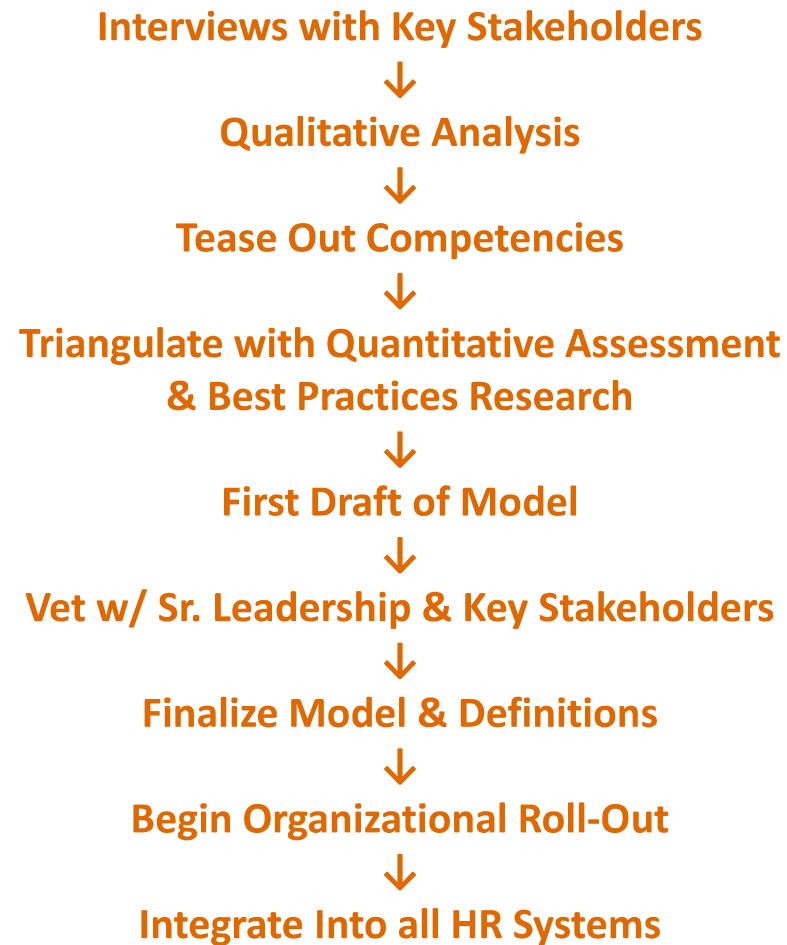
What is a Servant Leader?

A servant leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

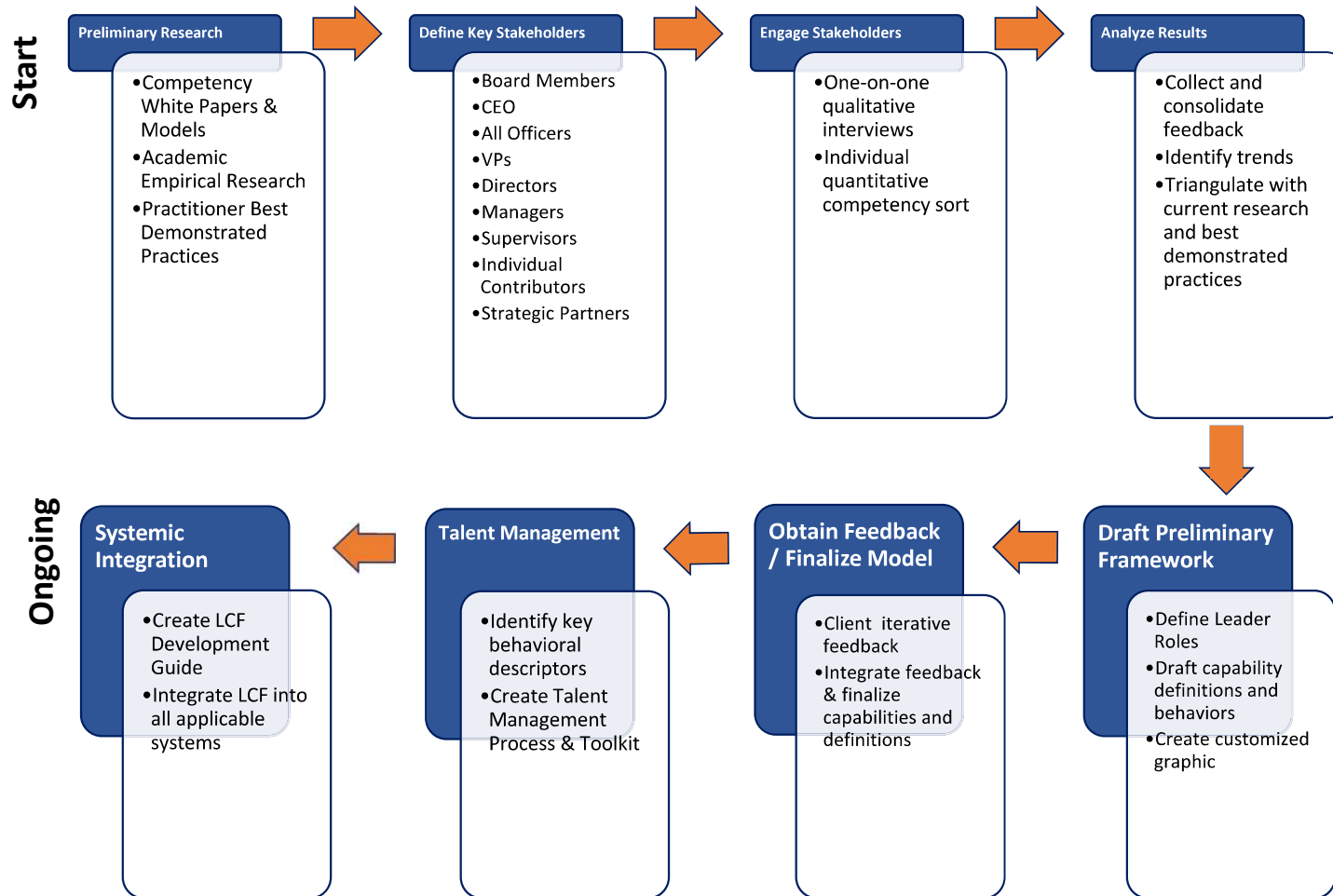
What are Servant Leadership Capabilities?

Servant Leadership Capabilities at KSB are the observable and measurable skills and behaviors that contribute to superior performance and invites every KSB family member to grow, flourish, and fully live into their passion for serving others.

High-Level KSB Process Overview



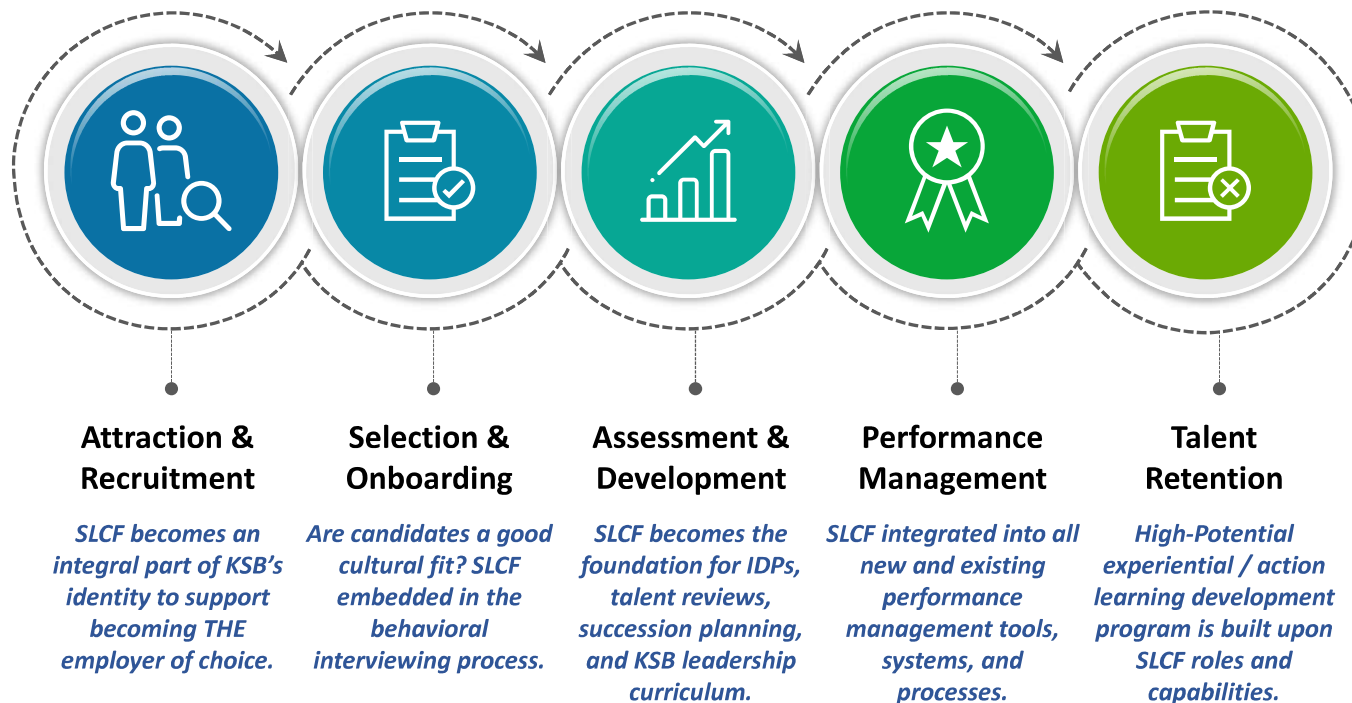
LCF Development Process Overview



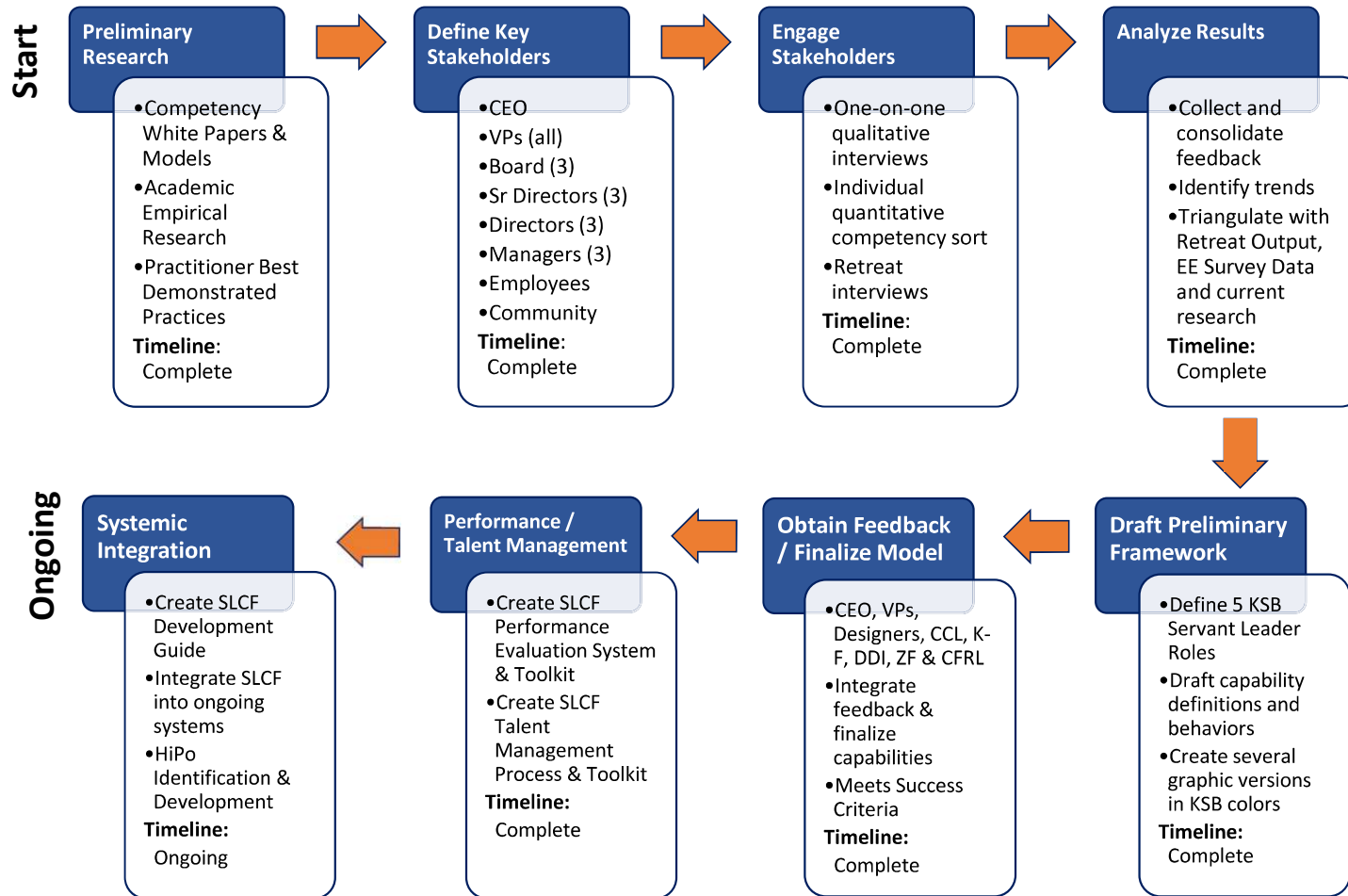
KSB Hospital aspires to be THE employer of choice.
Our *vibrant and inclusive* ***culture of KSB Leadership***
is the *accelerator* that *drives* us to *meet the needs of*
our community and *enables our people to flourish*.

What is a Servant Leadership Capability Framework?

KSB's *Servant Leadership Capability Framework (SLCF)* clearly articulates which skills, traits, and characteristics are mission-critical - both today and in the future - to co-create our desired culture and to fully realize our compelling vision and mission.



KSB SLCF Development Process Overview



Qualitative + Quantitative



KSB Leadership Competency Model Development Interview Updated 10-06-21

Name: _____ Title: _____
KSB Position / Role: _____ Interview Date: _____

Part 1: Qualitative Interview Protocol

[Please know that anything you share with me will be held strictly confidential and not attributable back to you as an individual in any way. All data from these interviews will be first scrubbed for any identifiable information, then consolidated with all the other interview data, followed by a thematic analysis -- and only shared at the aggregate / macro theme level. Nobody within the walls of KSB will ever have access to the raw data. So please be as candid as you can in your responses.]

1. Peter Drucker (widely considered *the father of modern management*) famously and wisely once said: “*Culture eats strategy for breakfast.*” And he was absolutely right. The culture of an organization is like the DNA that drives all aspects of organizational life. Yet the word “culture” means different things to different people. So, I am curious as to how you would personally define culture in the context of an organization like KSB?
2. Given our conversation around organization culture, how would you describe the **current** culture of KSB? Please be as specific as possible. Things that are going well and things that may need some improvement from your perspective. What comes to mind for you?
3. Now, I’d like you to think about the future. Imagine that five years down the road, a miracle has occurred, and you can truly say, without reservation, that KSB Hospital is the organization of your dreams and that all KSB leaders and employees are growing and flourishing – regardless of position or role in the organization. How would you describe your **desired / aspirational** culture of KSB?
4. Finally, I’d like you to think about employee behaviors. What are the traits, characteristics, and attributes that all KSB leaders and employees need to be successful today (and in the future) to fully realize KSB’s Mission/Vision and to co-create the desired culture that you just described?

Part 2: Quantitative KSB Competency Force Ranking – Immediate Action Requested

Please [1] force-rank the characteristics found on the “Competencies” tab of the attached spreadsheet, [2] add any additional important traits, characteristics or behaviors that you feel are missing from the list you just prioritized, [3] save as a new file, and [4] email the completed spreadsheet to gus@ksbhospital.com as soon as possible upon completion of your interview.

Please reach-out to Gus at 515.577.0198 for any questions you may have.

Part 1: How important is this competency for KSB employees?			Your Count
Mission Critical	This is mission critical	(pick 13)	0
Middle	This is important but not mission critical	(pick 12)	0
Less Important	This is not as important	(pick 13)	0
Remember - Save Often!			
Number Left to Sort			38
Competency	Description	Select Rating	
(1) Ensures Accountability	Follows through on commitments and makes sure others do the same; Acts with a clear sense of ownership; Takes personal responsibility for decisions, actions, and failures; Establishes clear responsibilities and processes for monitoring work and measuring results; Designs feedback loops into work.	Mission Critical Middle Less Important	
(2) Action Oriented	Readily takes action on challenges, without necessary planning; Identifies and seizes new opportunities; Displays a can-do attitude in good and bad times; Steps up to handle tough issues.	Mission Critical Middle Less Important	
(3) Manages Ambiguity	Deals comfortably with the uncertainty of change; Effectively handles risk; Can decide and act without the total picture; Is calm and productive, even when things are up in the air; Deals constructively with problems that do not have clear solutions or outcomes.	Mission Critical Middle Less Important	
(4) Attracts Top Talent	Attracts and selects diverse and high caliber talent; Finds the right talent to meet the group's needs; Closes talent gaps with the right balance of internal and external candidates; Is a good judge of talent.	Mission Critical Middle Less Important	
(5) Business Insights	Knows how businesses work and how organizations make money; Keeps up with current and possible future policies, practices, and trends in the organization, with the competition, and in the marketplace; Uses knowledge of business drivers and how strategies and tactics play out in the marketplace to guide actions.	Mission Critical Middle Less Important	
(6) Collaborates	Works cooperatively with others across the organization to achieve shared objectives; Represents own interests while being fair to others and their areas; Partners with others to get work done; Credits others for their contributions and accomplishments; Gains trust and support of others.	Mission Critical Middle Less Important	
(7) Communicates Effectively	Is effective in a variety of communication settings: one-on-one, small and large groups, or among diverse styles and position levels; Attentively listens to others; Adjusts to fit the audience and the message; Provides timely and helpful information to others across the organization; Encourages the open expression of diverse ideas and opinions.	Mission Critical Middle Less Important	
(8) Manages Complexity	Asks the right questions to accurately analyze situations; Acquires data from multiple and diverse sources when solving problems; Uncovers root causes to difficult problems; Evaluates pros and cons, risks and benefits of different solution options.	Mission Critical Middle Less Important	
(9) Manages Conflict	Steps up to conflicts, seeing them as opportunities; Works out tough agreements and settles disputes equitably; Facilitates breakthroughs by integrating diverse views and finding common ground or acceptable alternatives; Settles differences in productive ways with minimum noise.	Mission Critical Middle Less Important	
(10) Courage	Readily tackles tough assignments; Faces difficult issues and supports others who do the same; Provides direct and actionable feedback; Is willing to champion an idea or position despite dissent or political risk.	Mission Critical Middle Less Important	
(11) Patient Focus	Gains insight into patient needs; Identifies opportunities that benefit the patient; Builds and delivers solutions that meet patient expectations; Establishes and maintains effective patient relationships.	Mission Critical Middle Less Important	



Executive Team		Board	
(1) Ensures Accountability	✓	(36) Instills Trust	✓
(36) Instills Trust	✓	(11) Patient Focus	✓
(11) Patient Focus	✓	(7) Communicates Effectively	✓
(6) Collaborates	✓	(37) Drives Vision and Purpose	✓
(20) Interpersonal Savvy	✓	(1) Ensures Accountability	✓
(16) Drives Engagement	✓	(16) Drives Engagement	✓
(37) Drives Vision and Purpose	✓	(9) Manages Conflict ³	✗
(26) Being Resilient	✓	(12) Decision Quality ⁴	✗
(4) Attracts Top Talent	✓	(4) Attracts Top Talent	✓
(25) Plans and Aligns ⁰	✗	(13) Develops Talent	✓
(31) Situational Adaptability ¹	✗	(14) Values Differences	✓
(30) Self-Development ²	✗	(33) Strategic Mindset ⁵	✗

All selected capabilities triangulated against the most current academic research and best demonstrated practices of *servant leadership, competency development, and flourishing organizations.*

⁰ Embedded in *Change Leader*

¹ Embedded in *Manages Change & Learning Agility*

² Embedded in *Learning Agility*

³ Embedded in *Manages Change & Collaborates Effectively*

⁴ Embedded in *Ensures Accountability*

⁵ Embedded in *Propels Mission & Vision*

1st Iteration

All Participants	Directors & Above + Board	Executive Team	Senior Directors	Directors	Board	Employees
(1) Ensures Accountability	(36) Instills Trust	✓ (1) Ensures Accountability	✓ (1) Ensures Accountability	(36) Instills Trust	(36) Instills Trust (Development)	(1) Ensures Accountability
(36) Instills Trust	(11) Patient Focus	✓ (36) Instills Trust	✓ (36) Instills Trust	(6) Collaborates	(11) Patient Focus	(7) Communicates Effectively
(7) Communicates Effectively	(1) Ensures Accountability	✓ (11) Patient Focus	✓ (6) Collaborates	(20) Interpersonal Savvy	(7) Communicates Effectively	(26) Being Resilient
(11) Patient Focus	(7) Communicates Effectively	✓ (6) Collaborates	✓ (20) Interpersonal Savvy	(11) Patient Focus	(37) Drives Vision and Purpose	(34) Builds Effective Teams
(6) Collaborates	(6) Collaborates	✓ (20) Interpersonal Savvy	✓ (13) Develops Talent	(7) Communicates Effectively	(1) Ensures Accountability	(27) Resourcefulness
(20) Interpersonal Savvy	(20) Interpersonal Savvy	✓ (16) Drives Engagement	✓ (11) Patient Focus	(1) Ensures Accountability	(16) Drives Engagement	(5) Business Insights
(16) Drives Engagement	(37) Drives Vision and Purpose	✓ (37) Drives Vision and Purpose	✓ (16) Drives Engagement	(16) Drives Engagement	(9) Manages Conflict	(19) Cultivates Innovation
(37) Drives Vision and Purpose	(16) Drives Engagement	✓ (26) Being Resilient	✓ (37) Drives Vision and Purpose	(28) Drives Results (Development)	(12) Decision Quality	(38) Optimizes Work Processes
(26) Being Resilient	(28) Drives Results (Development)	X (4) Attracts Top Talent	✓ (25) Plans and Aligns	(26) Being Resilient	(4) Attracts Top Talent	
(34) Builds Effective Teams	(26) Being Resilient	✓ (25) Plans and Aligns	✓ (7) Communicates Effectively	(9) Manages Conflict	(13) Develops Talent	
(4) Attracts Top Talent	(9) Manages Conflict	X (31) Situational Adaptability	✓ (34) Builds Effective Teams	(31) Situational Adaptability	(14) Values Differences	
(9) Manages Conflict	(12) Decision Quality	X (30) Self-Development	X (28) Drives Results (Development)	(15) Directs Work	(33) Strategic Mindset	
(12) Decision Quality	(4) Attracts Top Talent		(29) Demonstrates Self-Awareness			
(25) Plans and Aligns	(13) Develops Talent					
(28) Drives Results	(34) Builds Effective Teams					
	(25) Plans and Aligns					

Final Iteration

All Participants	Directors & Above + Board	Executive Team	Board	Top 15 Concepts	Final KSB SL Capabilities	Final KSB SL Capabilities
(1) Ensures Accountability	✓ (36) Instills Trust	✓ (1) Ensures Accountability	✓ (36) Instills Trust	✓ Instills Trust (B1, ET2)	Instills Trust	People Developer
(36) Instills Trust	✓ (11) Patient Focus	✓ (36) Instills Trust	✓ (11) Patient Focus	✓ Patient Focus (B2, ET3)	Puts Patients First	Results Driver
(7) Communicates Effectively	✓ (1) Ensures Accountability	✓ (11) Patient Focus	✓ (7) Communicates Effectively	✓ Communicates Effectively (B3)	Communicates Impactfully	Relationship Builder
(11) Patient Focus	✓ (7) Communicates Effectively	✓ (6) Collaborates	✓ (37) Drives Vision and Purpose	✓ Drives Vision & Purpose (B4, E7)	Propels Mission & Vision	Change Leader
(6) Collaborates	✓ (6) Collaborates	✓ (20) Interpersonal Savvy	✓ (1) Ensures Accountability	✓ Ensures Accountability (B5, E1)	Ensures Accountability	Results Driver
(20) Interpersonal Savvy	✓ (20) Interpersonal Savvy	✓ (16) Drives Engagement	✓ (16) Drives Engagement	✓ Drives Engagement (B6, E6)	Drives Engagement	Results Driver
(16) Drives Engagement	✓ (37) Drives Vision and Purpose	✓ (37) Drives Vision and Purpose	✓ (9) Manages Conflict	X Collaborates (E4)	Collaborates Effectively	Relationship Builder
(37) Drives Vision and Purpose	✓ (16) Drives Engagement	✓ (26) Being Resilient	✓ (12) Decision Quality	X Attracts Top Talent (B9, E9)	Attracts Top Talent	Change Leader
(26) Being Resilient	✓ (28) Drives Results	X (4) Attracts Top Talent	✓ (4) Attracts Top Talent	✓ Develops Talent (B10)	Unleashes Talent	People Developer
(34) Builds Effective Teams	X (26) Being Resilient	✓ (25) Plans and Aligns	✓ (13) Develops Talent	✓ Values Differences (B11)	Embraces Differences	People Developer
(4) Attracts Top Talent	✓ (9) Manages Conflict	X (31) Situational Adaptability	X (14) Values Differences	✓ Interpersonal Savvy (E5)	Connects Interpersonally	Relationship Builder
(9) Manages Conflict	X (12) Decision Quality	X (30) Self-Development	X (33) Strategic Mindset	X Being Resilient (E26)	Unwavering Resilience	Authentic Self
(12) Decision Quality	X (4) Attracts Top Talent			ADD: Leading Change	Manages Change	Change Leader
(25) Plans and Aligns	X (13) Develops Talent			ADD: Learning Agility	Learning Agility	Authentic Self
(28) Drives Results	✓ (34) Builds Effective Teams			ADD: Courageous Authenticity	Courageous Authenticity	Authentic Self
	(25) Plans and Aligns					

Top 15 Concepts	Final KSB SL Capabilities	Final KSB Leadership Roles
Instills Trust (B1, ET2)	Instills Trust	People Developer
Patient Focus (B2, ET3)	Puts Patients First	Results Driver
Communicates Effectively (B3)	Communicates Impactfully	Relationship Builder
Drives Vision & Purpose (B4, E7)	Propels Mission & Vision	Change Leader
Ensures Accountability (B5, E1)	Ensures Accountability	Results Driver
Drives Engagement (B6, E6)	Drives Engagement	Results Driver
Collaborates (E4)	Collaborates Effectively	Relationship Builder
Attracts Top Talent (B9, E9)	Attracts Top Talent	Change Leader
Develops Talent (B10)	Unleashes Talent	People Developer
Values Differences (B11)	Embraces Differences	People Developer
Interpersonal Savvy (E5)	Connects Interpersonally	Relationship Builder
Being Resilient (E6)	Unwavering Resilience	Authentic Self
ADD: Leading Change	Manages Change	Change Leader
ADD: Learning Agility	Learning Agility	Authentic Self
ADD: Courageous Authenticity	Courageous Authenticity	Authentic Self

Mission Critical: *must-have servant leader capabilities given the turbulent times and unique circumstances that organizations are facing today and in the future.*

Strongest Correlation: *capabilities most correlated with high performance (for ALL employees) for both people and business results.*

Top 15 Concepts	Final KSB SL Capabilities	Final KSB Leadership Roles
Instills Trust (B1, ET2)	Instills Trust	People Developer
Patient Focus (B2, ET3)	Puts Patients First	Results Driver
Communicates Effectively (B3)	Communicates Impactfully	Relationship Builder
Drives Vision & Purpose (B4, E7)	Propels Mission & Vision	Change Leader
Ensures Accountability (B5, E1)	Ensures Accountability	Results Driver
Drives Engagement (B6, E6)	Drives Engagement	Results Driver
Collaborates (E4)	Collaborates Effectively	Relationship Builder
Attracts Top Talent (B9, E9)	Attracts Top Talent	Change Leader
Develops Talent (B10)	Unleashes Talent	People Developer
Values Differences (B11)	Embraces Differences	People Developer
Interpersonal Savvy (E5)	Connects Interpersonally	Relationship Builder
Being Resilient (E6)	Unwavering Resilience	Authentic Self
ADD: Leading Change	Manages Change	Change Leader
ADD: Learning Agility	Learning Agility	Authentic Self
ADD: Courageous Authenticity	Courageous Authenticity	Authentic Self

Mission Critical: *must-have servant leader capabilities given the turbulent times and unique circumstances that organizations are facing today and in the future.*

Strongest Correlation: *capabilities most correlated with high performance (for ALL employees) for both people and business results.*

KSB Servant Leader Capability (Development) Framework



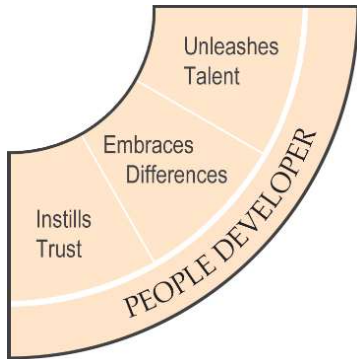


KSB Servant Leadership Facet #1

Leader as Authentic Self

CAPABILITY BEHAVIORAL DESCRIPTORS

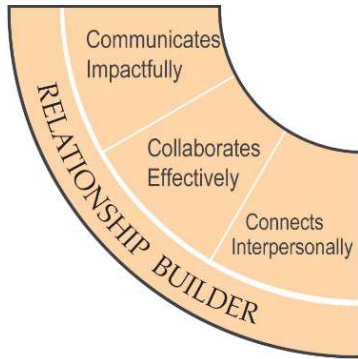
Courageous Authenticity	Learning Agility	Unwavering Resilience
<ul style="list-style-type: none"> • Readily tackles tough assignments. • Faces difficult issues and supports others who do the same. • Provides direct and actionable feedback. • Is willing to champion an idea or position despite dissent or political risk. 	<ul style="list-style-type: none"> • Shows personal commitment and takes action to continuously improve. • Learns from new experiences, from others, and from structured learning. • Experiments to find new solutions. • Takes on the challenge of unfamiliar tasks. • Extracts lessons learned from failures and mistakes. 	<ul style="list-style-type: none"> • Is confident under pressure. • Handles and manages crises effectively. • Maintains a positive attitude despite adversity. • Bounces back from setbacks. • Grows from hardships and negative experiences.



KSB Servant Leadership Facet #2: *Leader as People Developer*

CAPABILITY BEHAVIORAL DESCRIPTORS

Instills Trust	Embraces Differences	Unleashes Talent
<ul style="list-style-type: none"> Follows through on commitments. Is seen as direct and truthful. Keeps confidences. Practices what he/she preaches. Shows consistency between words and actions. 	<ul style="list-style-type: none"> Seeks to understand different perspectives and cultures. Contributes to a work climate where differences are valued and supported. Applies others' diverse experiences, styles, backgrounds, and perspectives to get results. Is sensitive to cultural norms, expectations, and ways of communicating. 	<ul style="list-style-type: none"> Places a high priority on developing others. Develops others through coaching, feedback, exposure, and stretch assignments. Aligns employee career development goals with organizational objectives. Encourages people to accept developmental moves.



KSB Servant Leadership Facet #3: *Leader as Relationship Builder*

CAPABILITY BEHAVIORAL DESCRIPTORS

Communicates Impactfully	Collaborates Effectively	Connects Interpersonally
<ul style="list-style-type: none"> • Is effective in a variety of communication settings and among diverse styles and position levels. • Attentively listens to others. • Adjusts to fit the audience and the message. • Provides timely and helpful information to others across the organization. • Encourages the open expression of diverse ideas and opinions. 	<ul style="list-style-type: none"> • Works cooperatively with others across the organization to achieve shared objectives. • Represents own interests while being fair to others and their areas. • Partners with others to get work done. • Credits others for their contributions and accomplishments. • Gains trust and support of others. 	<ul style="list-style-type: none"> • Relates comfortably with people across levels, functions, culture, and geography. • Acts with diplomacy and tact. • Builds rapport in an open, friendly, and accepting way. • Builds constructive relationships with people both similar and different to self. • Picks up on interpersonal and group dynamics.



KSB Servant Leadership Facet #4: *Leader as Change Leader*

CAPABILITY BEHAVIORAL DESCRIPTORS

Attracts Top Talent	Manages Change	Propels Vision & Mission
<ul style="list-style-type: none"> • Attracts and selects diverse and high caliber talent. • Finds the right talent to meet the group's needs. • Closes talent gaps with the right balance of internal and external candidates. • Is a good judge of talent. 	<ul style="list-style-type: none"> • Clearly articulates purpose and benefit of change initiatives. • Proactively anticipates risks and addresses them head on. • Explains the why's. • Identifies change champions and elicits support at all levels of the organization. 	<ul style="list-style-type: none"> • Talks about future possibilities in a positive way. • Creates milestones and symbols to rally support behind the vision. • Articulates the vision in a way everyone can relate to. • Creates organization-wide energy and optimism for the future.



KSB Servant Leadership Facet #5: *Leader as Results Driver*

CAPABILITY BEHAVIORAL DESCRIPTORS

Ensures Accountability	Drives Engagement	Puts Patients First
<ul style="list-style-type: none"> Follows through on commitments and makes sure others do the same. Acts with a clear sense of ownership. Takes personal responsibility for decisions, actions, and failures. Establishes clear responsibilities and processes for monitoring work and measuring results. Designs feedback loops into work. 	<ul style="list-style-type: none"> Structures the work so it aligns with people's goals and motivators. Empowers others. Makes each person feel his/her contributions are important. Invites input and shares ownership and visibility. Shows a clear connection between people's motivators and the organizational goals. 	<ul style="list-style-type: none"> Gains insight into patient needs. Identifies opportunities that benefit the patient and KSB. Builds and delivers solutions that meet patient expectations. Establishes and maintains effective patient relationships.

KSB Servant Leadership Capability Development Guide

10%

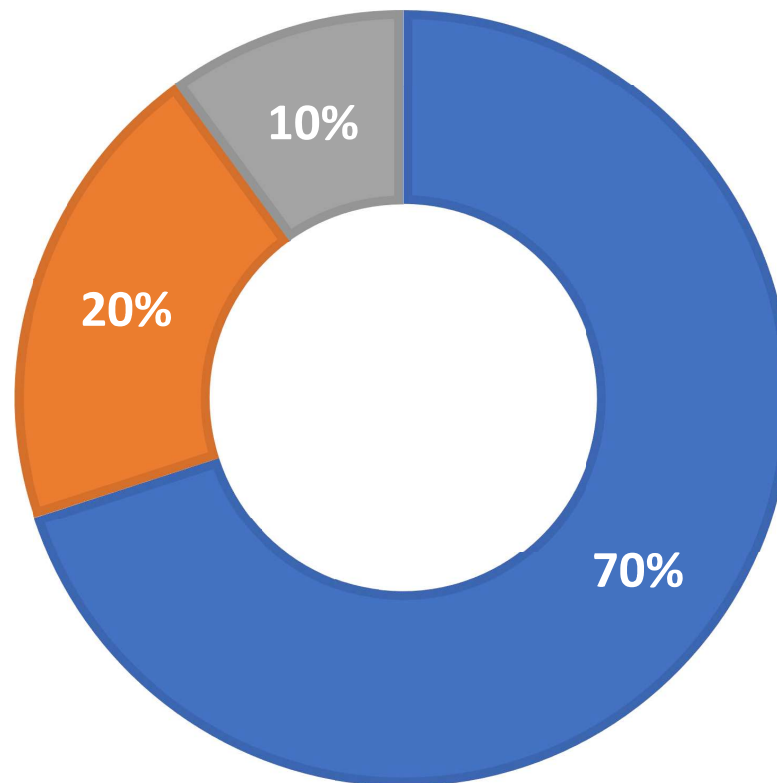
Formal Learning

Learning courses, training programs, webinars, books, articles, and white papers.

20%

Social Learning

Communities, networks, coaching and mentoring



70%

Experiential Learning

New and challenging experiences



KSB Servant Leadership Capability Development Guide

Chapter One: *Courageous Authenticity* (KSB Servant Leadership Role #1: *Leader as Authentic Self*)

Stepping up to address difficult issues, taking tough stands, bringing up the “undiscussables” (risky issues the group avoids discussing), and openly dealing with difficult relationship problems. Using a combination of feedback and reflection to gain productive insight into personal strengths and weaknesses.

Leading is a courageous act. It's being out front, ushering in change, staying true to your beliefs, living consistently with your core values, and challenging the status quo. Courageous Authenticity involves being comfortable with the conflict that is inherent to being a champion of an idea or course of action. It sometimes means staking out tough and lonely positions. Politically risky positions.

Effective servant leaders meet tough situations head-on to constructively resolve them. They say what needs to be said at the right time, to the right person, in the right manner to effect change. Many times it's not positive. Something went wrong. Something is being covered up or over. Something is not being done right. Someone isn't performing well. Someone is holding something back. Someone is going off on the wrong track. Courageous authenticity involves letting people know where you stand. Having difficult conversations. Standing alone. Being authentically courageous requires your brain to balance fight/flight instincts with logical analysis. To weigh the benefits and drawbacks of addressing tough issues. Courageous authenticity does not mean you are not afraid. It means you overcome the fear to do what is right.

Behavioral Characteristics of Courageous Authenticity

- Readily tackles tough assignments.
- Faces difficult issues and supports others who do the same.
- Provides direct and actionable feedback.
- Is willing to champion an idea or position despite dissent or political risk.

Less Skilled

- Shies away from difficult issues or challenging assignments.
- Expresses point of view in an indirect manner.
- Avoids giving corrective feedback.
- Fails to take a stand on important issues.

Talented

- Tackles difficult issues with optimism and confidence.
- Shares sensitive messages or unpopular points of view in a motivating manner.
- Lets people know where they stand, honestly and sensitively.
- Volunteers to tackle and lead tough assignments.

Overused Skill

- Struggles to identify which battles to take on and when to back down.
- Shares point of view on everything and could be seen as intimidating or a “know-it-all.”
- Communicates bluntly and fails to recognize the impact on relationships with others.
- Neglects own work in favor of getting involved in multiple difficult issues.

Chapter One: *Courageous Authenticity*

Some Possible Causes of Lower Skill

Causes help explain why a person may have trouble with Courageous Authenticity. When seeking to increase skill, it's helpful to consider how these might play out in certain situations. And remember that all of these can be addressed if you are motivated to do so.

- Avoids conflict.
- Can't take the heat.
- Fears being wrong.
- Fears losing.
- Gets emotional.
- Doesn't like to be out in front.
- Doesn't identify strongly with any issue.
- Isn't self-confident.



It's OK to be afraid of something. In fact, fear is a normal response to danger in the environment. When your brain detects something that could potentially threaten your survival, your limbic (or emotional) system automatically becomes activated. The amygdala and thalamus prepare the body for fight or flight by increasing your heart rate and blood pressure. The limbic system fires up far more intensely when it perceives a danger than a reward due to the inherent negativity bias of the human brain. Bad news sticks longer in memory than good news. Unpleasant experiences impact the brain more powerfully than pleasant ones. In uncertain situations, people tend to overestimate risk but underestimate potential reward. So what does this mean? The threat may be exaggerated or imaginary instead of being real. Recognize that your fear may be irrational. Then reflect on questions like these: How would others effectively respond in your situation? What's the worst that could happen? What skills do you already possess that could help you through it? What growth or development could you derive from it? By considering these questions, you activate the ventrolateral prefrontal cortex, which inhibits limbic system arousal. Result? Your fear subsides.¹¹

70% - Experiential Learning

Tips to Develop Most Common Challenges of Courageous Authenticity

1. **Facing a challenging issue? Prepare for tough stands against the grain.** Taking a tough stand demands confidence in what you're saying along with the humility that you might be wrong—one of life's paradoxes. To prepare to take the lead on a tough issue, work on your stand through mental interrogation until you can clearly state in a few sentences what your stand is and why you hold it. Build the business case. How do others win? Ask others for advice. Scope the problem, consider options, pick one, develop a rationale, then go with it until proven wrong. Consider the opposing view. Develop a strong case against your stand. Prepare responses to it. Expect pushback.
2. **Laid back? Step into the fray.** None of your business? Tend to shy away from courage situations? Why? What's getting in your way? Are you prone to give up in tough situations, fear exposing yourself, don't like conflict? Ask yourself—what's the downside of delivering a message you think is right and will eventually help the organization but may cause someone short-term pain? What if it turns out you were wrong? Treat any

Chapter One: Courageous Authenticity

misinterpretations as chances to learn. What if you were the target person or group? Even though it might hurt, would you appreciate it if someone brought the data to your attention in time for you to fix it with minimal damage? What would you think of a person you later found out knew about it and didn't come forward, and you had to spend inordinate amounts of time and political currency to fix it? Follow your convictions. Follow due process. Step up to the plate and be responsible, win or lose. People will think better of you in the long-term.

3. **Not being heard? Go up the chain if you must.** Sometimes the seriousness of the situation calls for more drastic action. Keeping in mind you are doing this for the collective benefit of the organization and that personal gain or vengeance is not at stake, be prepared to go all the way. Even if it pits you against a colleague or even a boss. If your initial message is rejected, covered, denied, hidden, or glossed over and you are still convinced of its accuracy, go up the chain. Continue until it's dealt with or someone in power two levels or more above the event or person asks you to stop. If you have a mentor, seek their counsel along the way. A caution: In a study of whistle-blowers, 100% of the failures spoke in general terms, tying their message to lofty values such as integrity. All the successes dealt with the specific issue as it was—problem and consequences. They didn't generalize at all.
4. **Talking to the wrong people? Provide information to the right person.** The basic rule is to deliver it to the person who can do the most with it. Limit your passing of the information to one or as few people as possible. Consider telling the actual person involved and give them the opportunity to fix it without any further exposure to risk. If that's not possible, move up the chain of command. Don't pass indirect messages via messengers.
5. **Not comfortable being out front? Face criticism with courage.** Leading is riskier than following. While there are a lot of personal rewards for taking tough stands, it puts you in the limelight. Look at what happens to political leaders and the scrutiny they face. People who choose to stand alone have to be internally secure. Do you feel good about yourself? Can you defend to a critical and impartial audience the wisdom of what you're doing? They have to please themselves first that they are on the right track. They have to accept lightning bolts from detractors. Can you take the heat? People will always say it should have been done differently. Even great leaders are wrong sometimes. They accept personal responsibility for errors and move on to lead some more. Don't let criticism prevent you from taking a stand. Build up your heat shield. If you know you're right, standing alone is well worth the heat. If it turns out you're wrong, admit it and move on.
6. **Scared? Expect and manage emotion.** Even the most well-trained military members or emergency responders who go into life-threatening situations feel fear. Courage does not mean being fearless or anxiety free. Rather, people who are courageous manage their emotional reaction. How? By training and preparing. By becoming so skilled in the work that needs to be accomplished that they can perform the task without getting stuck on the potentially crippling emotion. Practice and repetition help overcome the emotional aspect of the challenge. Another way? Find a role model. Observe a person who demonstrates courage. What do they do? What emotions do they show or not show? How can you emulate their actions? Envision yourself acting with courage before you take action. Last, do something. Often, it is the inactivity before taking action when we feel the most fear. Take action and the courage will follow.
7. **Unsure of the consequences? Analyze the impact.** Sometimes irrational fears can get in the way of the ability to act with courage. The best way to overcome irrational fear is to critically analyze the potential impact of the action. Courage requires calculation and logic. Think about the potential consequences if you take action one

Chapter One: Courageous Authenticity

way or another. What is the worst that can happen? Failure? Embarrassment? What is the best potential outcome? Resolving a problem. Helping a colleague. Standing up for what is right. How do your values enter into the equation? Even if there are no clear business outcomes of your potential action, what is the value of following your personal ethics? Alternatively, think about the implications if you don't take any action. Do a cost-benefit analysis. This can help you move forward with assurance. Once you have really thought through the impact, you can overcome the emotion of the situation and have a clear line of sight to potential outcomes.

8. **Shy away from tough assignments? Start small.** You don't have to volunteer to go start up an office in a new region/culture or lead a downsizing effort where you have to make tough decisions. Instead, raise your hand for something close to your subject-matter expertise or known expertise. Volunteer to train someone new. Visit a client site. Learn a new skill. Raise the bar on the new or challenging tasks as you develop a comfort level with the unknown. What's the worst you can do? Fail? Courage involves pushing the envelope, taking chances, and suggesting bold new initiatives. Doing those things leads to more misfires and mistakes. Treat any mistakes or failures as chances to learn. Nothing ventured, nothing gained. Research says that successful general managers have made more mistakes in their careers than the people they were promoted over. They got promoted because they had the guts to try, not because they were always right. Other studies suggest really good general managers are right about 65% of the time. Put errors, mistakes, and failures on your menu. Everyone has to have some spinach for a balanced diet. Don't let the possibility of being wrong hold you back from standing alone when you believe it's right.
9. **Holding back while others push forward? Support others who stand up.** Do you have a peer or colleague who is standing up for something important? Do you support their position? Then get up there with them. Show solidarity. Don't just tell this person in secret that you think they are right. Demonstrate your support. Talk to your boss or other leaders to show your support. Campaign. Lobby key influencers. Talk to those who are in a position to make a difference. Communicate. Act. Follow through.
10. **Not making your point effectively? Deliver a direct message.** Be succinct. You have limited attention span in tough feedback situations. Don't waste time with a long preamble, particularly if the feedback is negative. If your feedback is negative and the recipient is likely to know it, go ahead and say it directly. They won't hear anything positive you have to say anyway. Don't overwhelm the person/group, even if you have a lot to say. Go from specific to general points. Keep it to the facts. Don't embellish to make your point. No passion or inflammatory language. Don't do it to harm or out of vengeance. Don't do it in anger. If feelings are involved for you, wait until you can describe them, not show them. People with courage take action to find a better outcome, not to destroy others. Stay calm and cool. If others are not composed, don't respond. Just return to the message.
11. **Is it personal? Focus on the behavior, not the person.** If you are personally involved and you are delivering a message to someone who didn't meet your expectations, stick to the facts and the consequences for you. Do it in a timely manner. Don't wait for a formal development interaction. The closer the feedback is to the event, the more helpful it is. Separate the event from the person. It's OK to be upset with the behavior, less so with the person, unless it's a repetitive transgression. Most of the time they won't accept it the first time you deliver the message. "I'm not happy with the way you presented my position in the staff meeting." Many people are defensive. Don't go for the close in every delivery situation. Just deliver the message enough so you are sure they understood it. Give them time to absorb it. Be prepared for their emotion. Allow the time

Chapter One: Courageous Authenticity

for them to process the emotion. Don't seek instant acceptance. Just deliver the message clearly and firmly. Don't threaten.

12. **Not clear on what you want? Let others know your expectations.** Giving feedback demands courage. Often, people stop there and think they are done. Feedback isn't helpful if you only call out the behavior and don't say what you want. Clearly state the corrective action you expect from the person. Make sure it is specific, actionable, and behavioral so they know exactly what they need to do to change. You can't expect someone to make a change if you don't tell them how.
13. **Catching others off guard? Choose the appropriate time and place.** Effectively giving direct and actionable feedback involves delivering negative messages with the minimum of noise and the maximum effect. Tread boldly but carefully. Deliver messages in private. Cue the person what you are coming to talk about: "I have a concern over the way X is being treated and I would like to talk to you about it." Give the person a road map for the conversation. Consider but don't be deterred by political considerations. Pick the right timing. A relaxed setting. With time to spare. Don't try to fit it into an uncomfortable elevator conversation. If possible, let the person pick the timing and the setting.
14. **Focusing on the negative? Bring a solution if you can.** Nobody likes a critic. Everybody appreciates a problem solver. Give people ways to improve; don't just dump and leave. Tell others what you think would be better—paint a different outcome. Help others see the consequences. You can ask them what they think. Also, you can tell them what the consequences are from your side if you are personally involved ("I'd be reluctant to work with you on X again").

Stretch Assignments

- Manage a group through a significant business crisis that requires quick action and difficult decisions.
- Manage a cost-cutting project where you need to reduce inventory, resources, or realign the organization, such as shutting down a plant, regional office, product line, business, or operation.
- Do a postmortem on a failed project, identifying what went well, what didn't go well, what could have been done differently, and your suggestions for the future. Present it to the people involved.
- Work on a team looking at a reorganization plan where there will be more people than positions and requires courageous decisions and clear communication.
- Write a proposal for a new policy, process, mission, charter, product, service, or system, and present and sell it to top management.

Take Time to Reflect...

If you find it easier to go along with the status quo...

...then recognize that just drifting in the stream won't prepare you for possible turbulent rapids ahead. There are times when you need to steer against the current. Remember that convictions only have an impact if you act on them.

If you're worried your views will turn people against you...

...then focus on your reason for taking a stand. If something's wrong, it needs to be right. If there's a better way, it needs to be found. Show resolve. You don't have to be popular to be respected.

Chapter One: Courageous Authenticity

If you're worried that what you say will just rock the boat...

...then ask yourself if holding back is in the best interests of the organization. It might be time to shake things up. You might take some heat today, but tomorrow people may thank you for having the courage to speak up.

***"Courage is what it takes to stand up and speak;
courage is also what it takes to sit down and listen."***

Winston Churchill – Former Prime Minister of the U.K. and Nobel Prize-winning writer

10% - Formal Learning



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KSB Servant Leader Capability Development Guide

Customized KSB Print-on-Demand Guide, including:

- Our Mission
- Our Vision
- Our Core Values
- Our Culture Statement
- Our Strategic Plan 2022-2024
- Our Leaders
- Our Board of Directors
- What is Servant Leadership
- What is a Servant Leader
- What are Servant Leader Capabilities
- What is a Servant Leadership Capability Framework (SLCF)
- KSB SLCF Graphic
- 5 Servant Leadership Role Intros (1 page per role)
- 15 Capability Development Chapters (7 pages each)
- Others?

(Approximately 115 pages)

What Questions Do You Have?

RELATIONSHIP BETWEEN ORGANIZATIONAL MISSION, VISION & VALUES



KSB's Leadership Capability Framework (LCF)

is at the **heart** of our mission, vision, and values and **brings them to life**

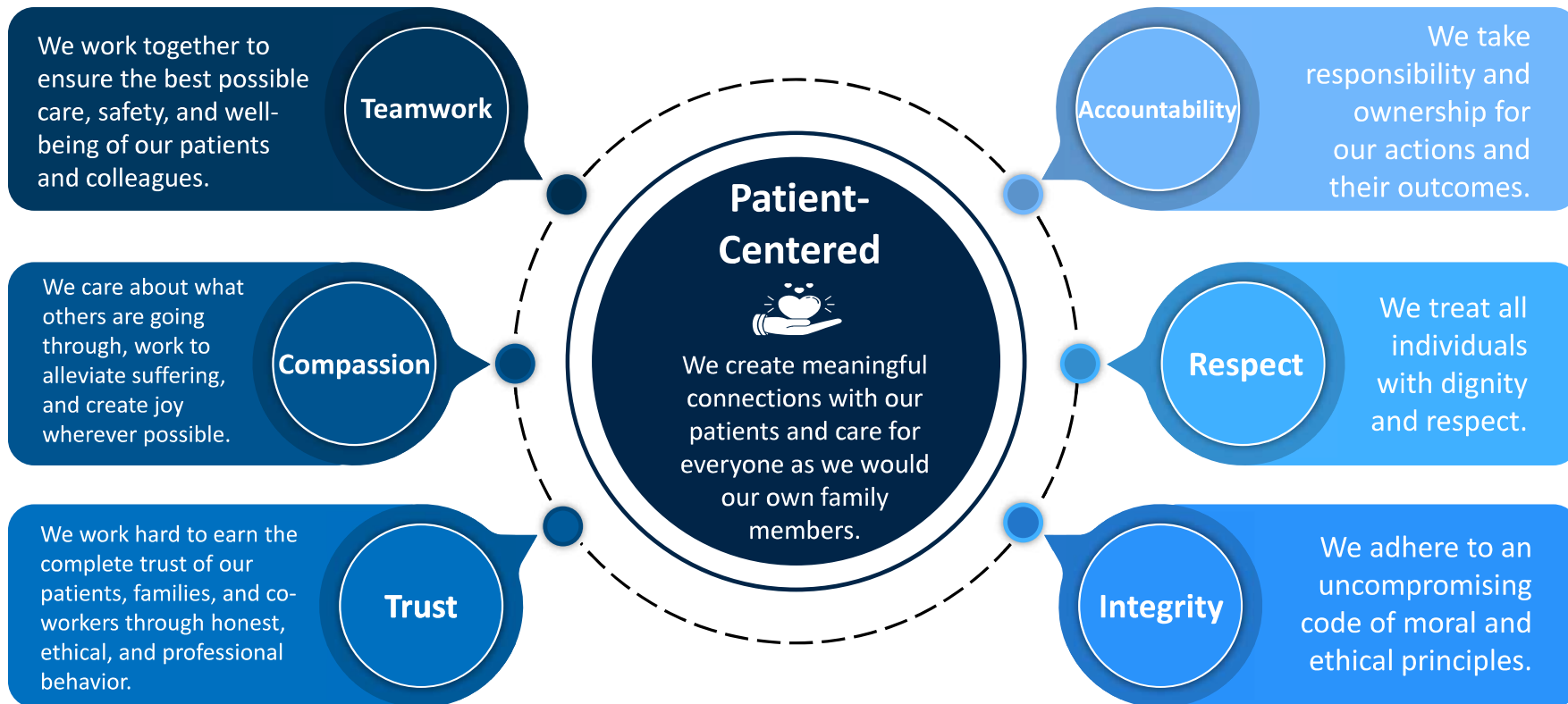
Leadership Capabilities at KSB are the **observable** and **measurable skills** and **behaviors** that **contribute to superior performance** and **invites every KSB family member to grow, flourish,** and fully live into their passion for serving others.

KSB's Leadership Capability Framework (LCF) **clearly articulates** which **skills, traits,** and **characteristics** are **mission-critical** - both today and in the future - to co-create our desired culture and to **fully realize our compelling vision and mission.**

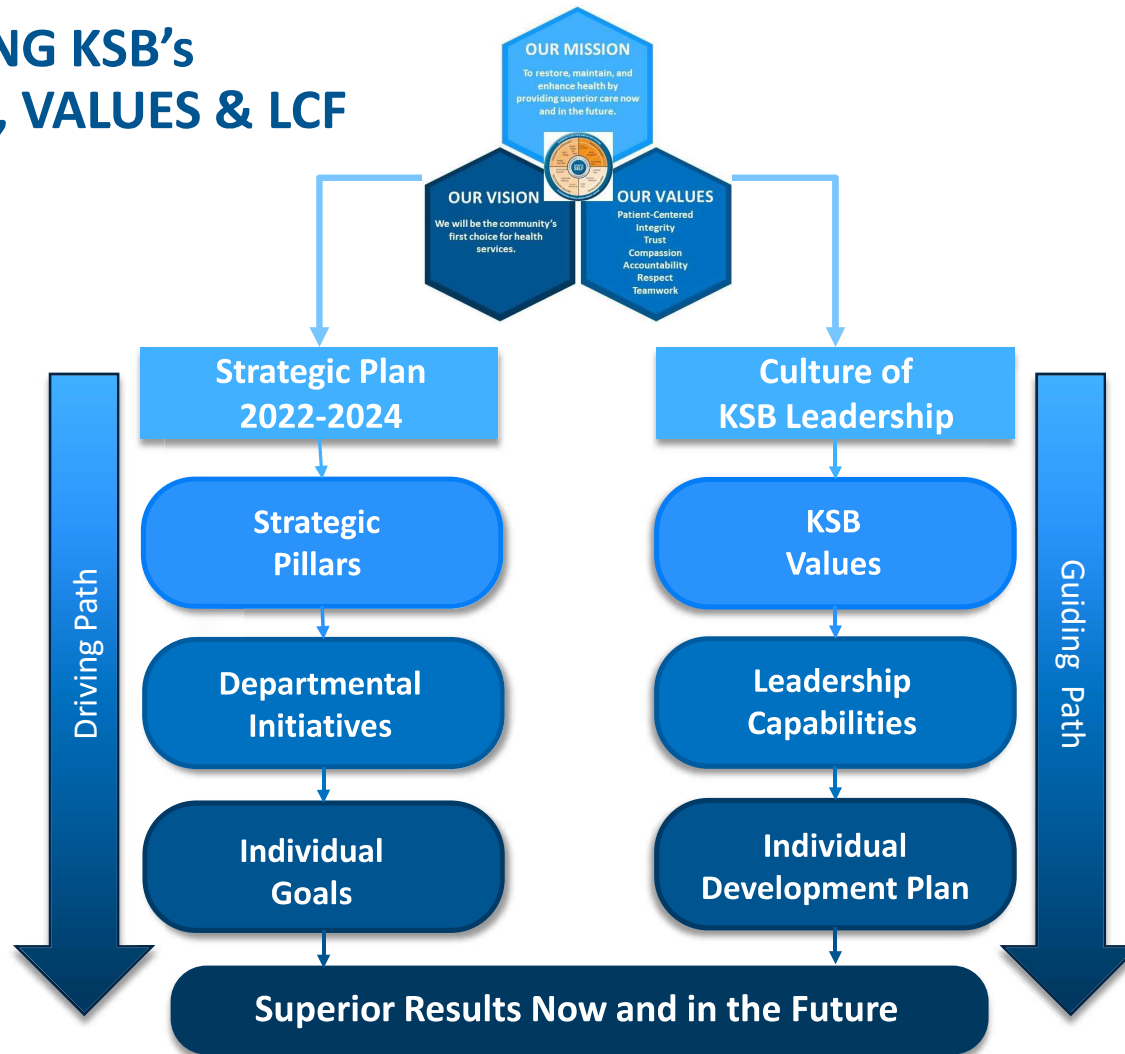


OUR VALUES

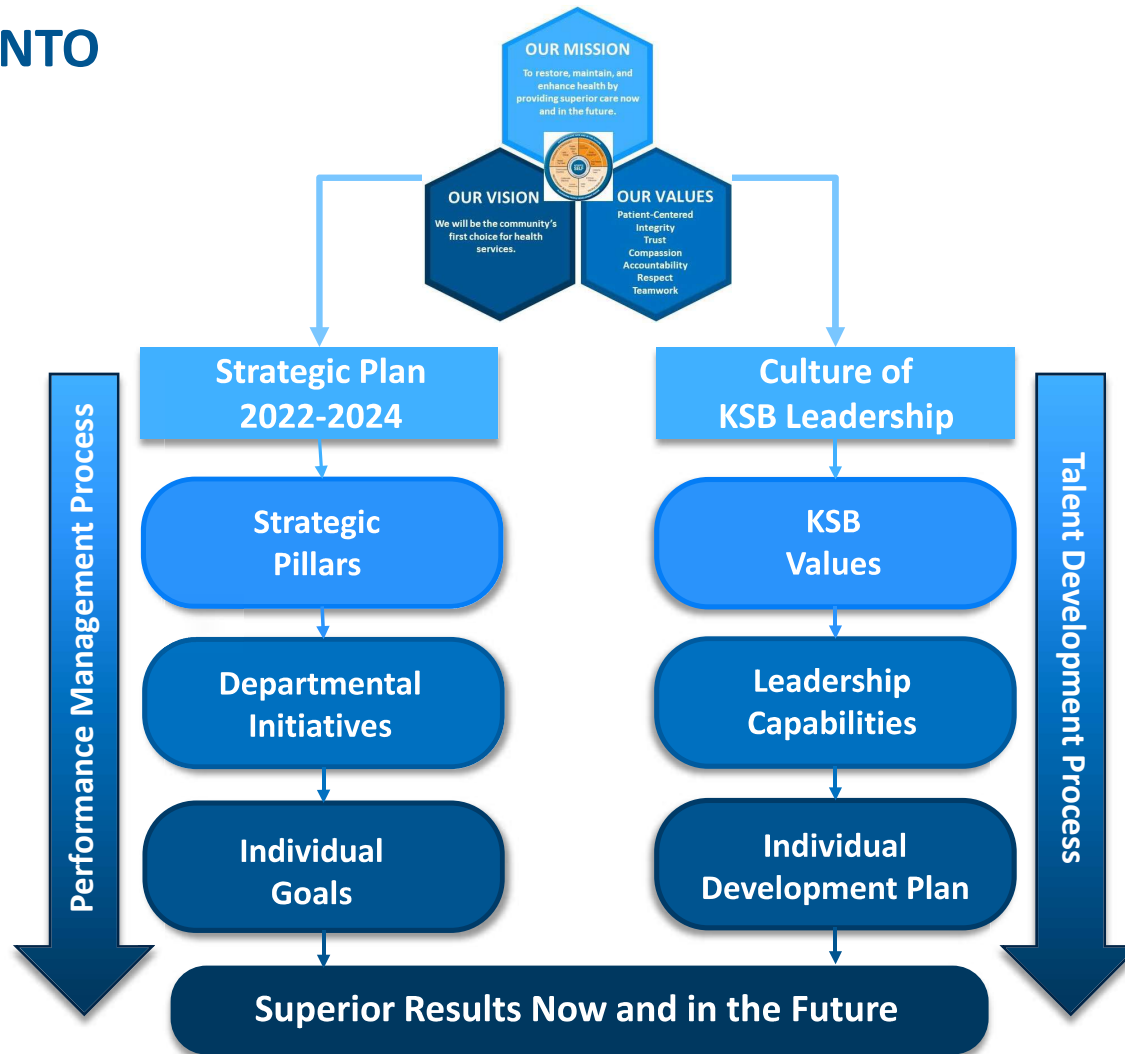
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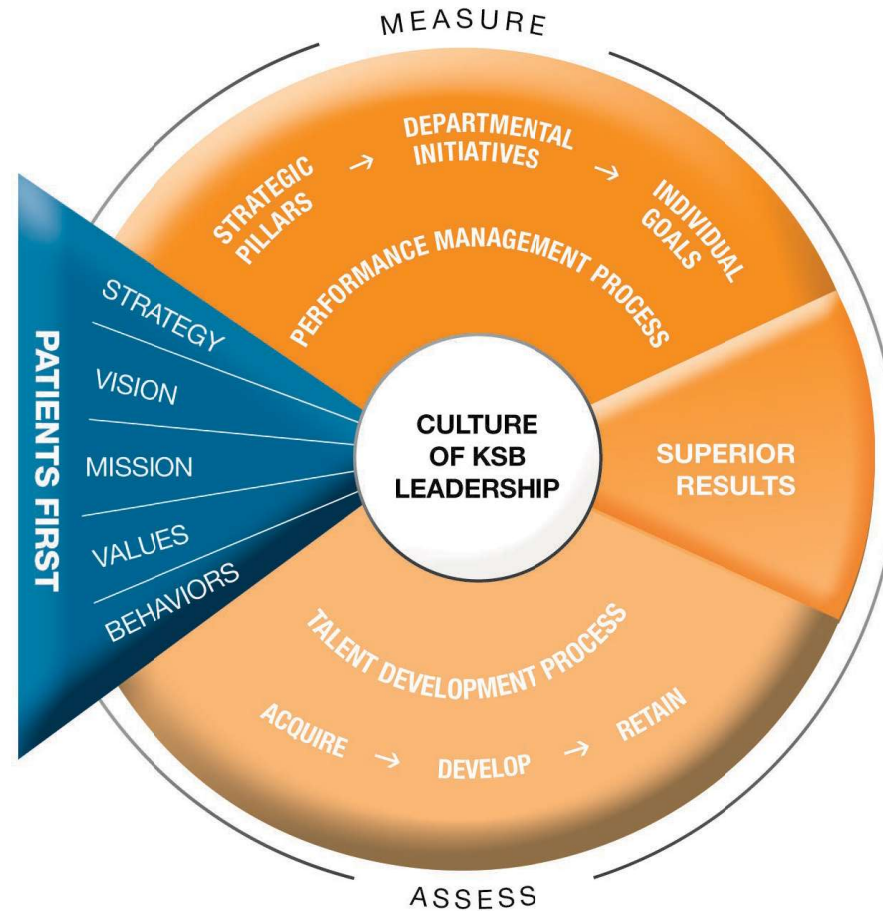
OPERATIONALIZING KSB's MISSION, VISION, VALUES & LCF



BREATHING LIFE INTO KSB's CULTURE...



KSB Leadership Effectiveness System

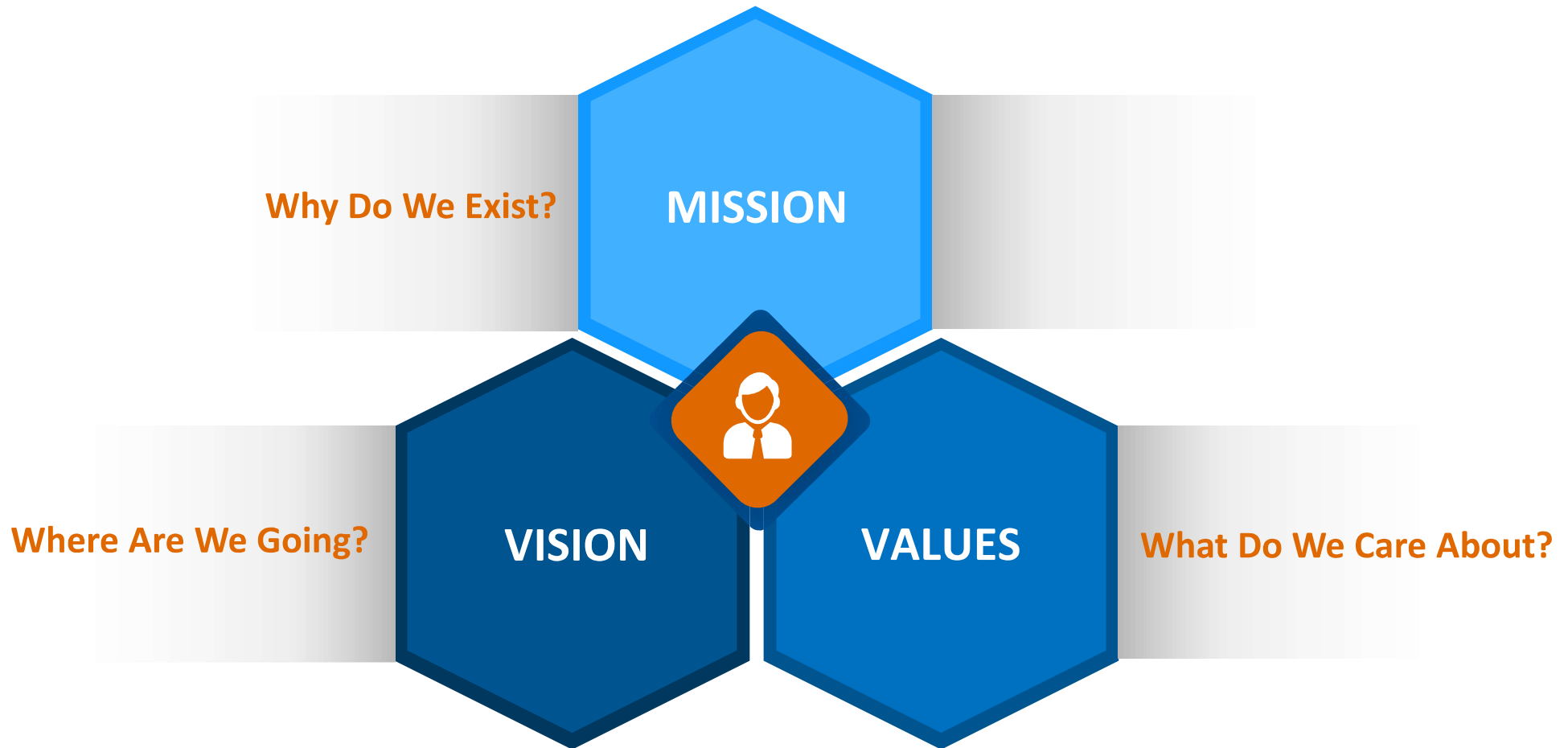


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Pick a Card, Any Card...



REVISITING VALUES...





So, What is Organizational Culture?

So, What is KSB's Aspirational Culture?

Our Culture

KSB Hospital aspires to be THE employer of choice. Our *vibrant and inclusive* ***culture of KSB Leadership*** is the *accelerator* that *drives* us to *meet the needs of our community* and *enables our people to flourish*.

So, Who Is a Leader at KSB?

**ALL KSB Team Members are Leaders,
Regardless of Organizational Role!**

So, What Are Leadership Capabilities (and why should we care)?

Leadership Capabilities (aka – Leadership Competencies) at KSB are the *observable* and *measurable* skills and behaviors that contribute to *superior performance* and invites every KSB family member to *grow, flourish, and fully live into their passion for serving others.*

Why Do We Exist?

MISSION

Leadership Capabilities are at the heart of our mission, vision, and values and *brings them to life*

Where Are We Going?

VISION

VALUES

What Do We Care About?



Why Do We Exist?

MISSION

Answers the
Question:
*What Do We Do &
How We Do It?*



Where Are We Going?

VISION

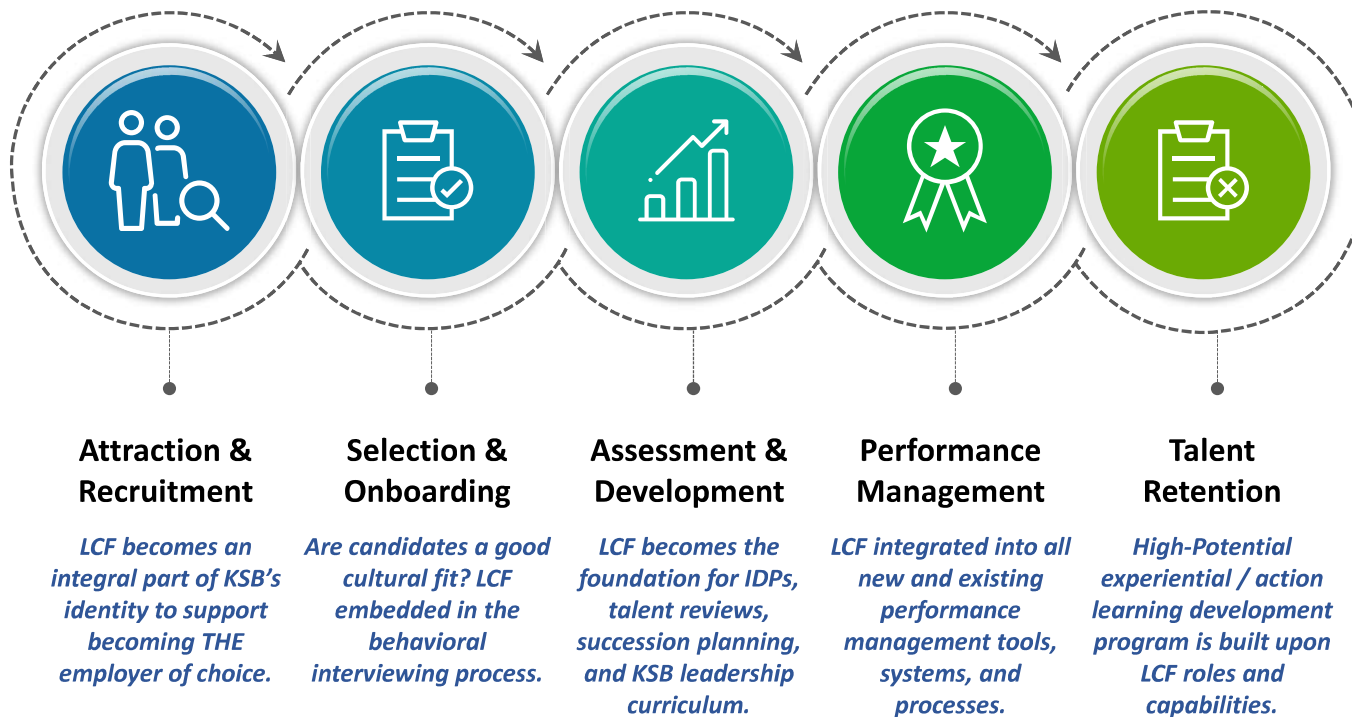
VALUES

What Do We Care About?

So, What is a Leadership Capabilities Framework (and why should we care)?

What is a Leadership Capability Framework?

KSB's *Leadership Capability Framework (LCF)* clearly articulates which skills, traits, and characteristics are mission-critical - both today and in the future - to co-create our desired culture and to fully realize our compelling vision and mission.



So, What Does KSB's Leadership Capabilities Framework Look Like?

KSB Leadership Capability Framework (LCF)



Holy Cow, That's a LOT of Stuff, Can We Break it Down into Bite-Sized Pieces?



KSB Leadership Facet #1 *Authentic Self*

KSB Leaders embrace the fact that leadership necessarily starts and ends with themselves. Self-reflection creates new insights and key learnings and facilitates positive change, growth, and transformation.

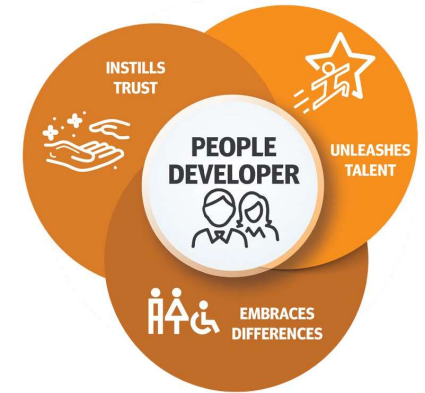
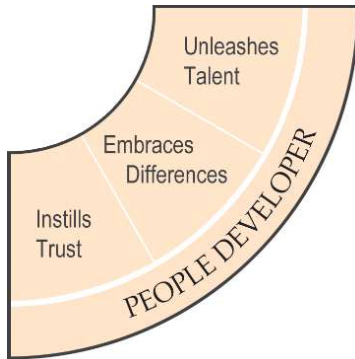


CAPABILITIES & BEHAVIORAL DESCRIPTORS

Courageous Authenticity	Learning Agility	Unwavering Resilience
<ul style="list-style-type: none"> • Readily tackles tough assignments. • Faces difficult issues and supports others who do the same. • Provides direct and actionable feedback. • Is willing to champion an idea or position despite dissent or political risk. 	<ul style="list-style-type: none"> • Shows personal commitment and takes action to continuously improve. • Learns from new experiences, from others, and from structured learning. • Experiments to find new solutions. • Takes on the challenge of unfamiliar tasks. • Extracts lessons learned from failures and mistakes. 	<ul style="list-style-type: none"> • Is confident under pressure. • Handles and manages crises effectively. • Maintains a positive attitude despite adversity. • Bounces back from setbacks. • Grows from hardships and negative experiences.

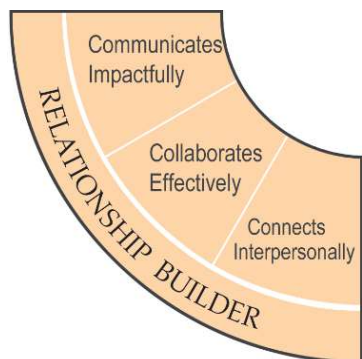
KSB Leadership Facet #2: *People Developer*

KSB Leaders develop others both by encouraging them and by bringing out the best in what each person has to offer. They authentically model the values and behaviors of KSB.



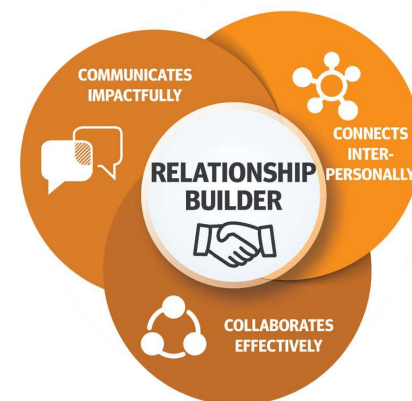
CAPABILITY BEHAVIORAL DESCRIPTORS

Instills Trust	Embraces Differences	Unleashes Talent
<ul style="list-style-type: none"> Follows through on commitments. Is seen as direct and truthful. Keeps confidences. Practices what he/she preaches. Shows consistency between words and actions. 	<ul style="list-style-type: none"> Seeks to understand different perspectives and cultures. Contributes to a work climate where differences are valued and supported. Applies others' diverse experiences, styles, backgrounds, and perspectives to get results. Is sensitive to cultural norms, expectations, and ways of communicating. 	<ul style="list-style-type: none"> Places a high priority on developing others. Develops others through coaching, feedback, exposure, and stretch assignments. Aligns employee career development goals with organizational objectives. Encourages people to accept developmental moves.



KSB Leadership Facet #3: *Relationship Builder*

Relationship building is a foundational component to life at KSB. KSB Leaders consciously recognize and demonstrate that a significant investment in interaction with others helps to build trust and a sense of "team".



CAPABILITY BEHAVIORAL DESCRIPTORS

Communicates Impactfully	Collaborates Effectively	Connects Interpersonally
<ul style="list-style-type: none"> • Is effective in a variety of communication settings and among diverse styles and position levels. • Attentively listens to others. • Adjusts the message to fit the audience. • Provides timely and helpful information to others across the organization. • Encourages the open expression of diverse ideas and opinions. 	<ul style="list-style-type: none"> • Works cooperatively with others across the organization to achieve shared objectives. • Represents own interests while being fair to others and their areas. • Partners with others to get work done. • Credits others for their contributions and accomplishments. • Gains trust and support of others. 	<ul style="list-style-type: none"> • Relates comfortably with people across levels, functions, culture, and geography. • Acts with diplomacy and tact. • Builds rapport in an open, friendly, and accepting way. • Builds constructive relationships with people both similar and different to self. • Picks up on interpersonal and group dynamics.



KSB Leadership Facet #4: *Visionary & Strategist*

Vision enables KSB Leaders to see the big picture – the "where we want to go" - while strategy enables them to map out "how we are going to get there".



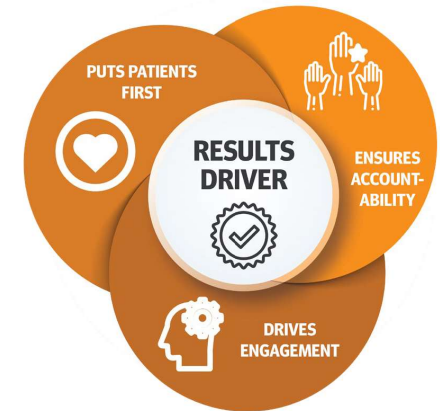
CAPABILITY BEHAVIORAL DESCRIPTORS

Attracts Top Talent	Manages Change	Propels Vision & Mission
<ul style="list-style-type: none"> • Attracts and selects diverse and high caliber talent. • Finds the right talent to meet the group's needs. • Closes talent gaps with the right balance of internal and external candidates. • Is a good judge of talent. 	<ul style="list-style-type: none"> • Clearly articulates purpose and benefit of change initiatives. • Proactively anticipates risks and addresses them head on. • Identifies change champions and elicits support at all levels of the organization. • Inspires others to action through personal advocacy, vision and drive. 	<ul style="list-style-type: none"> • Talks about future possibilities in a positive way. • Creates milestones and symbols to rally support behind the vision. • Articulates the vision in a way everyone can relate to. • Creates organization-wide energy and optimism for the future.



KSB Leadership Facet #5: *Results Driver*

Effective KSB Leaders are relentlessly focused on putting patients first and are consequently drivers of superior and sustainable results. They are true stewards of the KSB family and are equally as concerned with the process of how the results are achieved, as in the results themselves.



CAPABILITY BEHAVIORAL DESCRIPTORS

Ensures Accountability	Drives Engagement	Puts Patients First
<ul style="list-style-type: none"> Follows through on commitments and makes sure others do the same. Acts with a clear sense of ownership. Takes personal responsibility for decisions, actions, and failures. Establishes clear responsibilities and processes for monitoring work and measuring results. Designs feedback loops into work. 	<ul style="list-style-type: none"> Structures the work so it aligns with people's goals and motivators. Empowers others. Makes each person feel his/her contributions are important. Invites input and shares ownership and visibility. Shows a clear connection between people's motivators and the organizational goals. 	<ul style="list-style-type: none"> Puts patients first, organization second, and individual third. Gains insight into patient needs. Identifies opportunities that benefit the patient and KSB. Builds and delivers solutions that meet patient expectations. Establishes and maintains effective patient relationships.

Group Break-Outs

LEADERSHIP ROLE #1: AUTHENTIC SELF



KSB Leaders embrace the fact that leadership necessarily starts and ends with themselves. Self-reflection creates new insights and key learnings and facilitates positive change, growth, and transformation.




Dave

LEADERSHIP ROLE #2: PEOPLE DEVELOPER



KSB Leaders develop others both by encouraging them and by bringing out the best in what each person has to offer. They authentically model the values and behaviors of KSB.



Ryan

LEADERSHIP ROLE #3: RELATIONSHIP BUILDER



Relationship building is a foundational component to life at KSB. KSB Leaders consciously recognize and demonstrate that a significant investment in interaction with others helps to build trust and a sense of "team".



Ray

LEADERSHIP ROLE #4: VISIONARY & STRATEGIST



Vision enables KSB Leaders to see the big picture – the "where we want to go" - while strategy enables them to map out "how we are going to get there".



Linda

LEADERSHIP ROLE #5: RESULTS DRIVER



Effective KSB Leaders are relentlessly focused on putting patients first and are consequently drivers of superior and sustainable results. They are true stewards of the KSB family and are equally as concerned with the process of how the results are achieved, as in the results themselves.

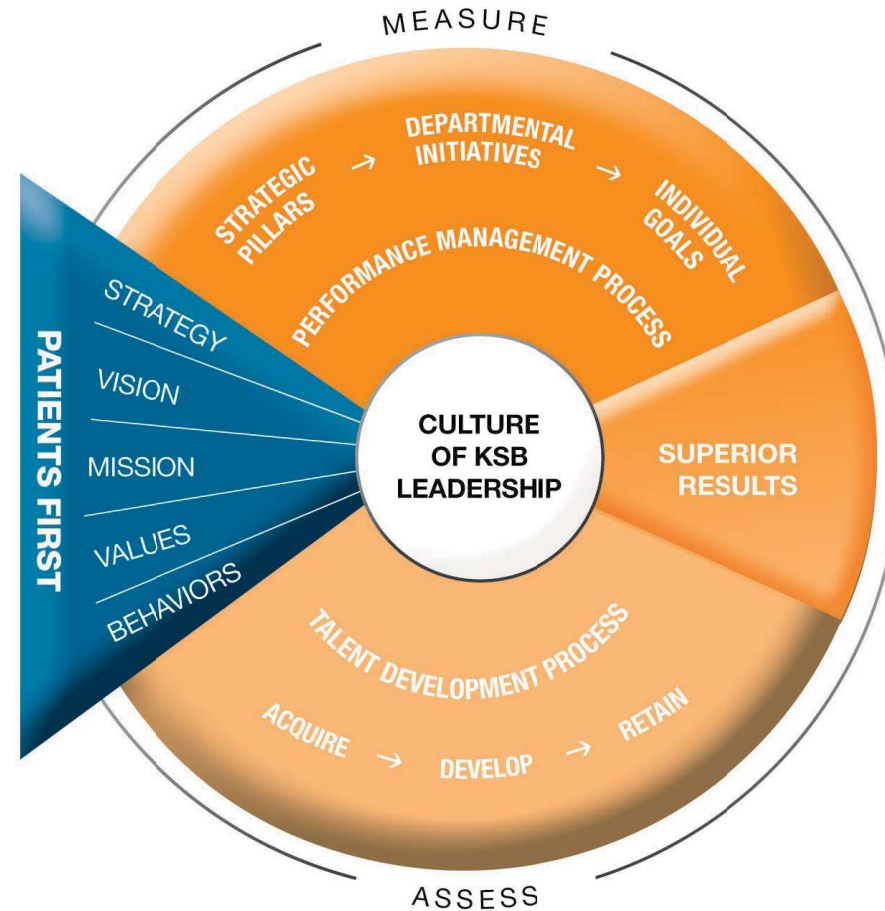


Drew

Your Mission

1. Review the Definitions of the Leadership Role Assigned to You
2. Review Each of the Underlying Leadership Capabilities & Behavioral Descriptors
3. In 5 Minutes, Share with Your Colleagues the Essence of Your Assigned Leadership Roles & Underlying Capabilities through an Example that Holistically Weaves all of Them Together

KSB Leadership Effectiveness System



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What Questions Do You Have?