



LEADINGAGE ANNUAL MEETING + EXPO

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Identifying and Nurturing the *Hidden Treasure* of Leaders Within Your Organization

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Leadership Lessons Learned the Hard Way

Tim's Background

Young Life - The brutal honesty of teenagers...

Erickson - thrust into the leadership challenge in John Erickson's worldview...

Shell Point and Cypress Cove – Recessions and Hurricanes...

Consulting and Interim assignments – the laboratories of empirical evidence

University Village



THE CHALLENGE

In 2017, Ziegler organization asked CEO's in our field to name the top concerns that keep them up at night...

The #1 cause of anxiety among our CEO's is the anticipated retirement of roughly fifty percent of our CEO's, Executive Directors, and Administrators in the next five years....

...in light of the comparably low number of future leaders who have been adequately prepared to step into their shoes. *

*** (never before did this issue appear in the Top Ten)**



Why?

Why is this concern just now registering?

We have been distracted by a few other issues...

...Healthcare reform and its impact on reimbursement,

...a lagging Recession that drained the fuel of our industry --- individuals' assets,

...the rise of the for-profit sector of our field,

...the “Affiliation Anxiety” and the race for inclusion,

And...

... “Strategic Planning” w/out the key strategic ingredient...



A Failure of Leadership

The organization that fails to identify and develop the leadership talent existing within is doomed to a perpetual and expensive cycle of replacement and rebuilding rather than replenishment and renewal.



THE *HIDDEN TREASURE* WITHIN

Questions of a would-be prospector:

- **How will we know where to dig?**
- **How will we discern the *real deal* vs. “fool’s gold”**
- **How will we nurture the talent when found?**
- **How will we get out of their way?**
- **How will we repeat our success?**



DIG WHERE THE GROUND IS DISTURBED

Where formal leadership is weak...

- Pay attention to “troubled” departments
 - “Open” your door – *don’t* delegate to HR
 - Conduct *Entrance* Interviews
-
- Where formal is absent...
 - Step into void as the *Acting* formal Leader
 - Look, listen, and learn – *don’t* leap!
 - Wait, wait, and wait...



Discerning the *Real Deal*

- “Natural” leaders show themselves in the voids
 - They can’t help it!
 - Others follow them

Leader: a powerful person who controls or influences what other people do; a person who leads a group, organization, country, etc..

Webster

- *Controls or Influences...*
 - Informal leaders *influence* others, often without intention
 - If not obvious, take a poll: “*If you were in charge and you could choose only one other team member to get the job done, who would you choose?*”
 - Listen...without prejudice!



The Cost of *Failure to Identify*

- 1. They *will* lead – but are they leading in the *right* direction?**
- 2. They will leave – and, eventually, others will follow**
- 3. You will lose the confidence of your team**
- 4. You will miss *the high calling* (and significant mutual enrichment) of *mentoring a world-changer...***



MINE for Talent

- **Through community connections**
 - **United Way and Chamber of Commerce**
 - **Board work**
 - **Previous employment**
 - **Networks**
- **Beyond the “usual” suspects**
 - **Take a risk with other industries**
 - **ABC: Always Be Closing**



Tools of the Development Trade

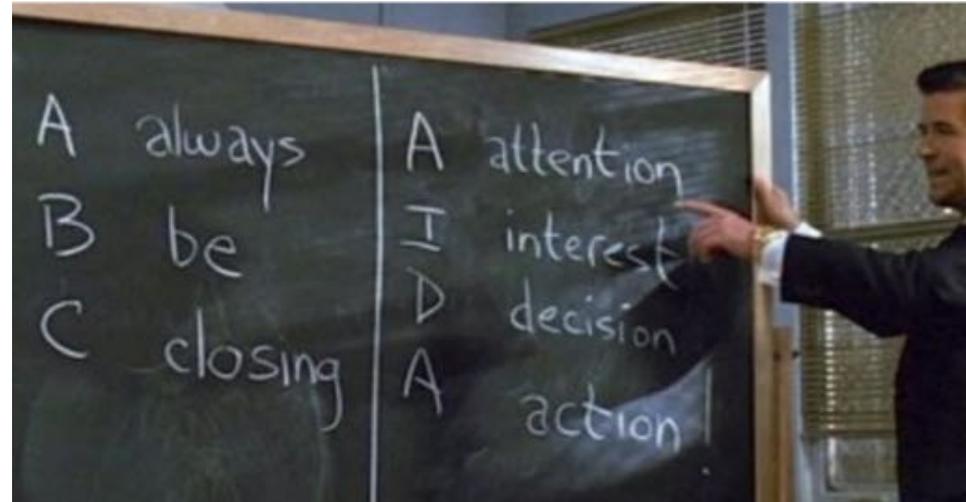
- **Leadership Style Profiles: MBTI, DiSC for Leaders, StrengthsFinder 2.0, etc. (be careful to distinguish between *selection* and *identification* tools)**
- **Book Study – open to all**
- **Project/Task Force leadership**
- **Mentoring or Coaching (again, distinguish which...)**
- **Listen and learn about them: life challenges, mentors, hobbies, reading, successes in relationships, core values, etc.**



TAKE ACTION: a case study

- “Steal” ideas from other industries/ colleagues
- **Eagles**
 - Choose high performers from across the organization
 - Identify a specific challenge/ metric
 - Assign a coach
 - Collect data
 - Develop a plan
 - Implement

gr**w.**





*The growth and development of people
is the highest calling of leadership.*

- Harvey S. Firestone



Learning Agility

The ability and willingness to learn, change, and grow from experience and feedback, successes and failures; the ability to form templates, models, maps, paradigms, and rules, from one set of experiences and apply them effectively in other quite difference situations



Learning Agility *in action*...

- 1. What happened? (Data)**
- 2. Why did it happen? (Rationale)**
- 3. What did I learn from this?**
 - That confirmed my assumptions?
 - That is new information? =“Learning Agility”
- 4. How might I apply each learning?**
 - Practice – ability to solve a problem where I have no prior knowledge
 - Attitude – failure is viewed as a learning experience



Success is the ability to go from failure to failure without loss of enthusiasm.

- Winston Churchill



A PATHWAY TO ORGANIZATIONAL LEADERSHIP

- **Individual Development Plans**
 - **Identify/codify the signals of leadership**
 - **Alignment with mission and core values**
 - **Determine *desire* and *passion***
 - **Opportunities to learn/develop talents and interests**
 - **Education**
 - **Company projects/initiatives**
 - **Mentorship**
 - **Advancement opportunities (if any). *If not???***



Lencioni's 5 Steps of Team Alignment



Conflict Resolution vs Conflict Transformation

	Conflict Resolution	Conflict Transformation
<i>The key question</i>	How do we end something <i>not</i> desired?	How do we end something destructive and build something desirable?
<i>The focus</i>	Content-centered	Relationship-centered
<i>The purpose</i>	To achieve agreement and solution to the presenting problem	To promote constructive change processes, inclusive of, but not limited to, immediate solutions
<i>The development of the process</i>	It is embedded and built around the immediacy of the relationship where the symptoms of disruptions appear	It envisions the presenting problem as an opportunity for response to symptoms <i>and</i> engagement of systems within which relationships are embedded
<i>Time Frame</i>	The horizon is short-term relief to pain, anxiety, and difficulties	The horizon for change is mid- to long-range and is intentionally crisis-responsive rather than crisis-driven
<i>View of conflict</i>	Envisions the need to de-escalate conflict processes	Envisions conflict as an ecology that is relationally dynamic with ebb (conflict de-escalation to pursue constructive change) and flow (conflict escalation to pursue constructive change)

The Little Book of Conflict Transformation by John Paul Lederach



WHAT IS REQUIRED OF *US*?

- **Create cultures of Trust, Courage, and Healthy Conflict**
- ***Non-anxious, differentiated* leadership**
- ***An Abundance* mentality**
- ***A Commitment to people* over programs**
- **Investment in leadership development with a “loose grip”**
- **Know when to *GO!!!***



***What are the
Alternatives???***

Q&A



Thank You!

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- Go to the **sessions** icon
- Select the session
- Click on **evaluate session** link
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