

The Metro Region EMS System Leadership Development Series is a program that dramatically expands awareness of how authentic leadership is achieved through action. At the core of the program is a practical framework for understanding the six fundamental dimensions of human action and how these dimensions can be skillfully implemented to achieve successful outcomes on a regular basis. This framework provides a common and reproducible approach, methodology, and language that directly builds leadership influence and acumen that sharpens the leadership lens.

Leadership Development Training - Task, Process, People

Action oriented leadership is based on the simple reality that everything we do is a blend of **Task**, **Process**, and **People**. Each of us – from highest level leader to individual contributor – finds themselves executing tasks, working on or within processes, and interacting with other people throughout the day. **Execution, Management, and Leadership** have evolved over time as the disciplines that study and improve how one works in each of these domains.

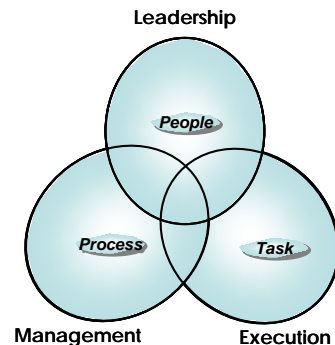
When in the **executing mode**, one must focus on the task at hand. One must also understand what needs to get done, what is the requisite training to develop skills to complete the task, and are all equipped with the tools, technologies, and procedures to accomplish the task. **Execution** is always tightly coupled to the task at hand. Specific tools, software, technical and functional competencies are continuously being redesigned to equip and enable those chosen to execute the task.

Management is the domain of designing, measuring, predicting, and improving **processes**. From financial budgets to EMS protocol development, management seeks to create more efficient and effective processes. When in a management mode, one needs to adopt a process, or planning perspective. Is the group on track?

What's the budget? What tasks and activities need to be planned? Management work requires a unique perspective, different tools, and a different approach than task-oriented, execution work. Yet management skills are well-defined and learnable and, with practice, managers develop a strong management lens.

Leadership is the domain of **people**. Leadership work requires its own perspective. Leadership work asks us to be able to authentically see the people dimension of each situation. Are all in alignment? How is the energy and enthusiasm? Are the goals clear, and supported? Does each person believe in what we are doing? Should one build common ground before launching new initiatives? Are team members vested? Are individuals taking profound responsibility for their areas of ownership? When the answer to any of these is 'no', is it noticed? Do individuals understand how to address it? Do they address it, or ignore it?

Researchers propose that of the three kinds of work, **leadership** skills are the least understood, practiced, or valued. Ironically, of the three domains, only **leadership** transcends industry, functional, and/or technical areas. Leadership – or people – skills, are 100% portable and are relevant to everything we do in our personal, professional, and organizational roles.



Adaptive vs. Technical

Researchers found that every complex problem has adaptive challenges underlying its technical components. Addressing the adaptive challenges requires different tools, a fresh perspective, innovative approaches, different expectations, and new competencies. Many believe that building these adaptive skills and developing a new lens to understand and solve complex issues is a critical competency for everyone.

Technical approaches usually do not work well when it comes to effectively collaborating with and influencing others. Complicating things further, an approach that works well with one person's style may strongly conflict with another person's preferences. Working well with others, driving and sustaining change, and solving complex adaptive problems requires a foundation of strong Adaptive Skills. Developing and strengthening Adaptive Skills raises awareness of the differences among people and situations. It builds competence in how well we work with others, and enhances the effectiveness of interpersonal interactions. It's also the foundation for effective leadership.

Work Lens	Focus	Problem	Solution	Approach
Leadership	People/ Future	Unknown	Unknown	Adaptive
Management	Process/ Now, Next	Partially Known	Partially Known	
Execution	Task/ Now	Known	Known	Technical

Leadership: Authentic Results through Action

This program is a two-year endeavor (48 classroom hours).

In year one participants fully experience, learn, and internalize, the program principles in **six modules**:

Year One

Module 1: Foundation: Six Dimensions of Human Action

Module 2: Achieving High Performance Leadership

Module 3: Optimizing Team Performance

Module 4: Problem Solving: Beyond Symptoms to Root Causes: Part one

Module 5: Problem Solving: Beyond Symptoms to Root Causes: Part two
Change: Possibilities, Resistance, & Dissatisfaction

Module 6: Sharpening Your Trust Edge

Books/Resources: Selected books and resources are incorporated

In year two participants directly apply all principles in year one to real life situations they are facing in their EMS location. During this second-year participants are coached through their issues culminating in a presentation to their peers of how the process and principles impacted their teams.

Year Two

Module 1: Review of Taking Effective Action, discussion of book and Discussion of Project Selection

Module 2: The Power of EQ, Personal Case Studies from EMS – Selection of Projects

Module 3: Book discussion #2, Team Discussion and Help through Small Group dialogue of projects. Framing Review

Module 4: Presentations

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OCTOBER 2018-JUNE 2019

Module 5: Presentations

Module 6: Personal/Group Reflections