

## Develop Your Leadership Philosophy

For some organizations, Mission is used instead of Purpose. Use these terms interchangeably. Defining the Leadership Philosophy is an important step for: (See reference in footer.)

1. Alignment of the Role to the Purpose, part of Role Descriptions for the Leadership Team (pages 246-249)
  2. Process ownership on the Organizations' System Map
  3. Determination of the level of Ethical and Moral Reasoning for decision making by Leadership.
  4. Assessment and prioritization of Practical Values
  5. Determine or assess your role and Leadership results (i.e. Family of Measures-Financial, Operations, Customers/Suppliers, Employees/Community. Leadership results are usually reviewed monthly, while managers may have weekly frequency with daily frequency for those who run the processes.
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1. **What is your role in the organization?**
    - a. Write a short description of your job using your job title.
    - b. Example: As the Vice President of Operations, I manage and coordinate the reliable distribution of all physical products from all locations.
  2. **How does that support the Purpose of your organization?** This should be your personal role statement for your Role Description document. See Role statement pg. 267 as a part of the Role Description.
    - a. How do you directly support the Mission of Hallmark? What key processes do you own/manage or run yourself?
    - b. For example, the Vice President of Operations may say they directly supports the Purpose through the management and coordination of the mainstay processes for purchasing, receiving, storing, picking, packing, and shipping product to customers.
  3. **At what level of ethics and moral reasoning do you operate as a leader? Provide some examples of operating at this level.** May be useful to add in "Conduct" section of the Role Description (p.267)
    - a. Reference to page 47-48, Levels of Moral Reasoning.
    - b. Level 1 is about making decisions based on what is good for you and your role. Level 2 is about making decisions based on what is good for you and your department or team responsibilities. Level 3 is making decisions for the overall good of all stakeholders, even if that means that our group must "sacrifice" for the System.
    - c. Provide examples which support what level you operate.
  4. **What are the practical values which support your role?** Reference page 48-51 See "Conduct" in the Role Description (p.267)
    - a. Consider the Practical & Core Values which are the MOST important to support your role. List them. And add any that may be missing from your viewpoint.
  5. **How do you define results for your part of the organization?** Reference page 51-55 See "Process & Measurement Responsibilities" in the Role Description pg. 267)
    - a. This also SHOULD come directly off of your Role Description. For each processor group of processes under your authority, you either own it or run them or both. For each process or group of processes, you or those who report to you, should have measures you use daily, weekly and/or monthly which tell you how well your subsystem works.
    - b. For example, the VP of Operations may use Inventory Accuracy, % Stock-outs, % of "on-time deliveries, Customer complaints, Absenteeism, Turnover, etc.

Reference:

Chapter 4, *Transforming Health Care Leadership*, Maccoby, Norman, Norman, Margolies, 2013.