



UNIVERSITY OF ILLINOIS
AT URBANA-CHAMPAIGN



2009 BUSINESS LEADERSHIP CONFERENCE

A Leader's Role in Creating and
Maintaining a Healthy Work
Environment

March 17, 2009

9:00-10:15AM & 1:15-2:30PM

Business Leadership at Illinois: Collaborating for a Brilliant Future

Workshop Presenter(s)

- Karie Wolfson, Interim Director, Faculty Staff Assistance Program
- Aaron Ebata, Associate Professor, Department of Human and Community Development and Extension Specialist, Family Life
- Mary Ellen O'Shaughnessey, Executive Assistant Dean, College of Fine and Applied Arts
- L. Patricia Sherod, Director, Center for Training and Professional Development
- Susan Stewart, Assistant Director, Center for Training and Professional Development
- Tiy Goddard, Manager, Professional Development, Center for Training and Professional Development

Workshop Objectives

- Introduce elements that define a healthy work environment
- Define exemplary or superior leadership competencies and how they are applied to healthy work environments
- Facilitate self assessment, action planning, and follow-up analysis of team climate
- Provide strategies and identify resources available to help leaders maintain a healthy environment

“ ...the elements that define a healthy work environment [include] collegiality and sharing; recognizing employee’s contributions; having policies that are based on trust; doing what we say we will do, both individually and as an organization, [and] encouraging employees to have a balanced life.”

Beyond the Talk: Achieving a Healthy and Productive Work Environment, 1999

Healthy organizations embrace change as a natural and continuous process... They are characterized by a climate of learning, curiosity, a sense of community and shared meaning, utilization of collective intelligence, and strong trusting relationships and empathically honest communications.

Healthy Work Environment

- People are Valued
- Priority is given to the Work and the Services Performed
- Shared Responsibility of Everyone
- Leadership Sets the Proper Tone

Understanding Leadership

A process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Leaders carry out this process by applying their leadership attributes (beliefs, values, ethics, character, knowledge and skills).

Leadership differs in that it makes the followers WANT to achieve high goals, rather than simply bossing people around.

Managing and Leading are Different

Power does not make you a leader, it simply makes you the boss.

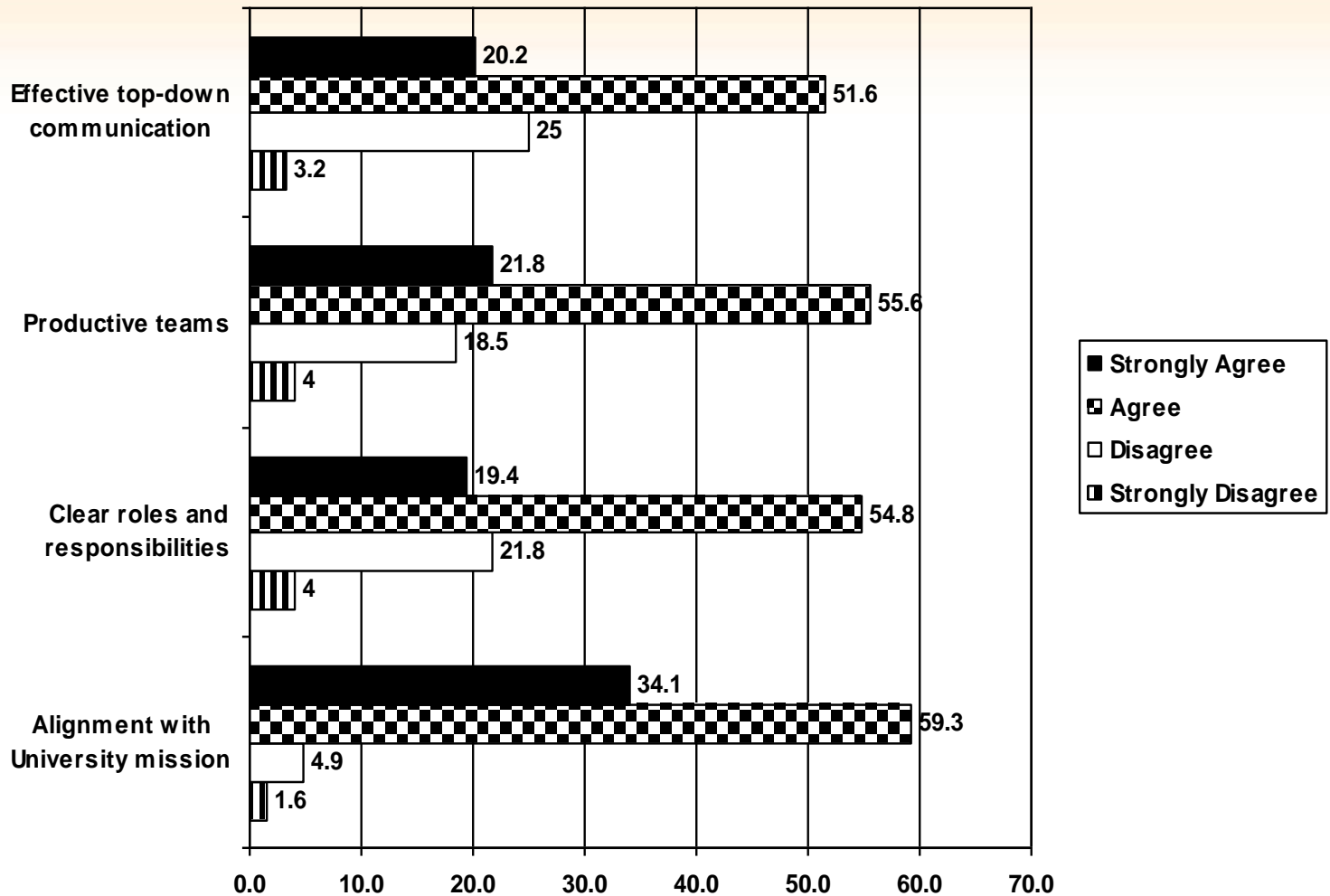
Positional power as a manager, supervisor, head, etc. gives you the authority to accomplish certain tasks and objectives in the organization.

Managers encourage **compliant** behavior, leaders encourage **commitment**.

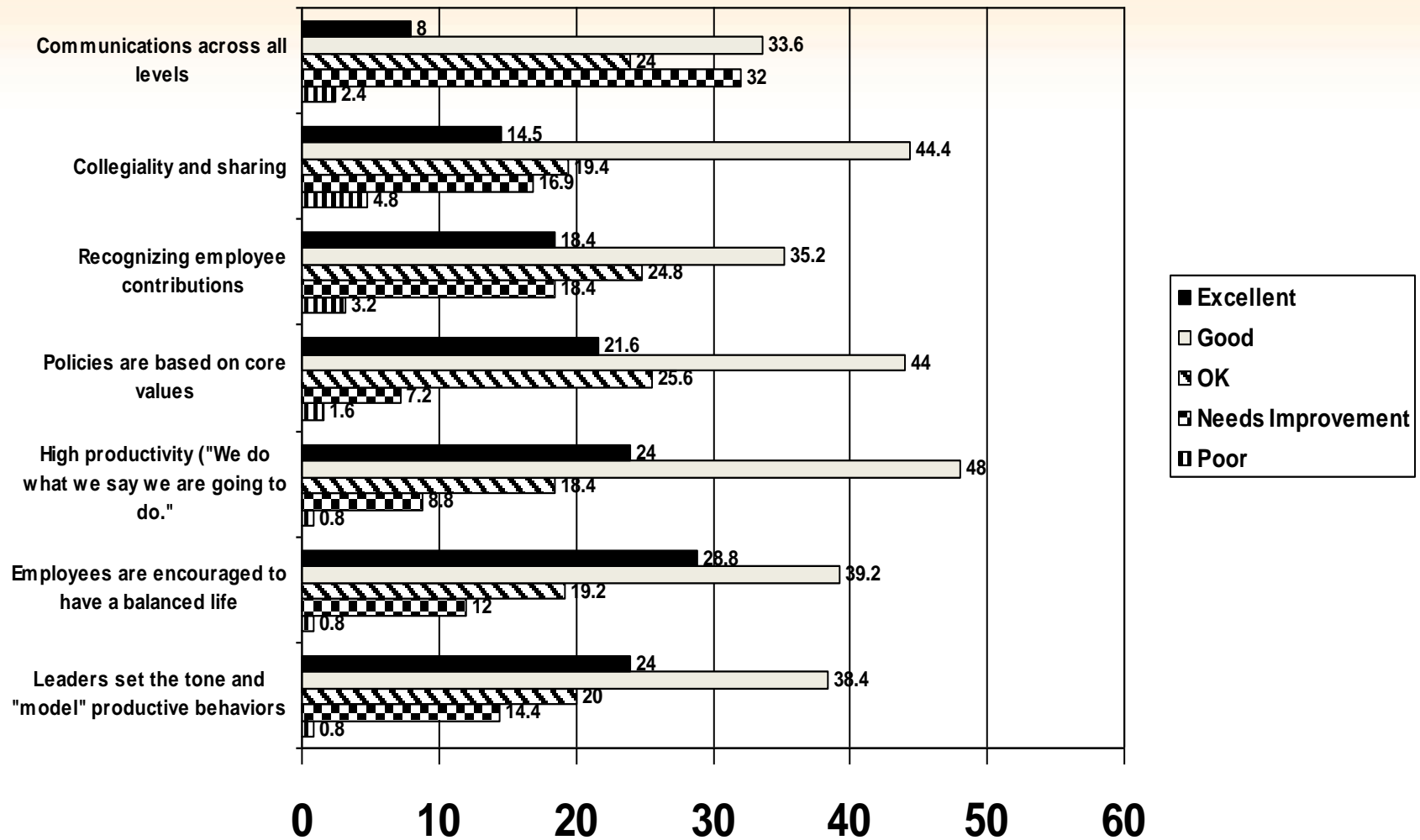
The 5 Key Practices of Exemplary Leaders

- Challenging the Process
- Inspiring a Shared Vision
- Enabling Others to Act
- Modeling the Way
- Encouraging the Heart

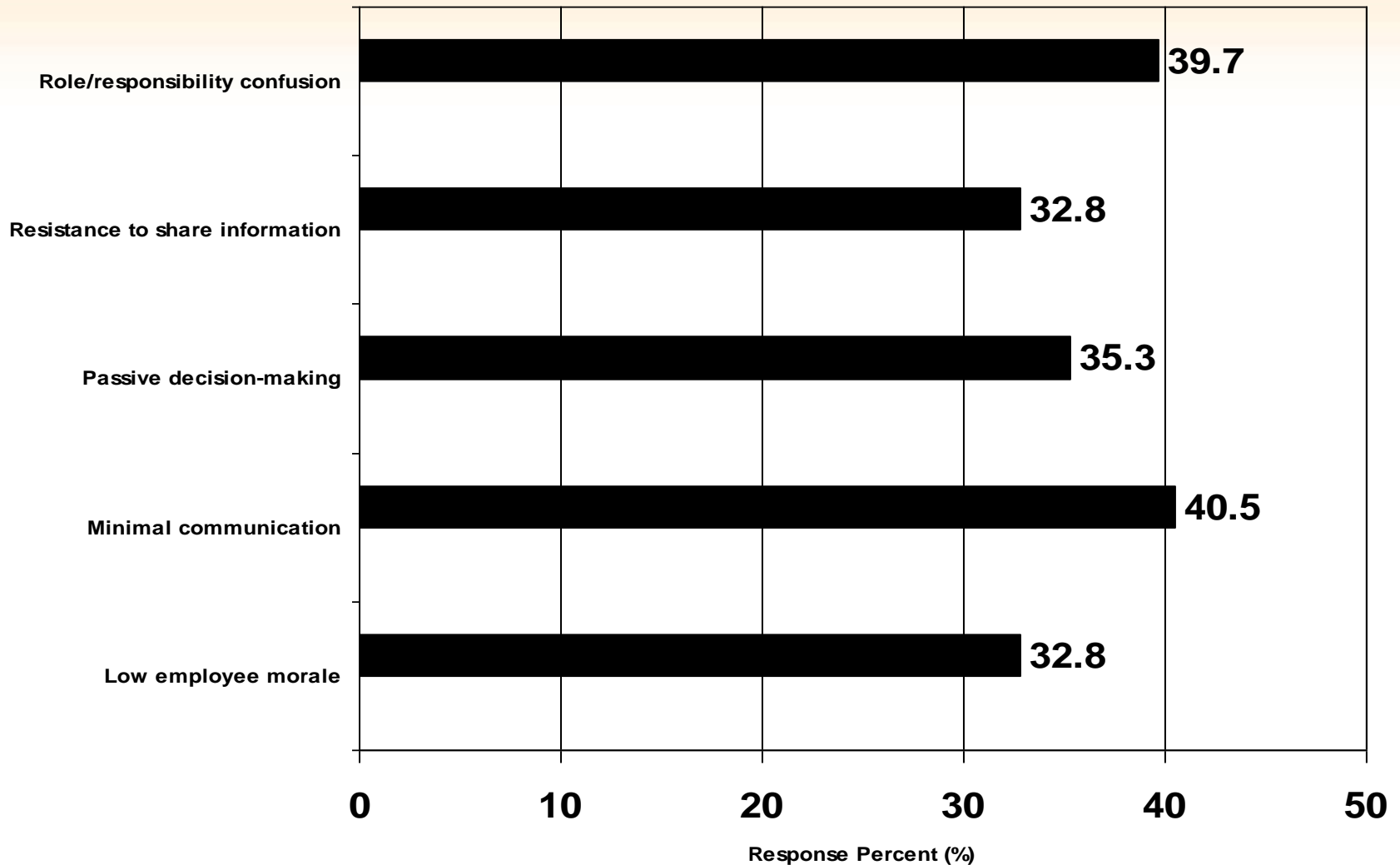
Do you consider your current work environment “healthy”?



How would you rate your current work environment on the following dimensions?



As a leader, what obstacles, if any, do you face in creating and maintaining a healthy work environment?



Healthy Work Environment

Leadership Sets the Tone

- Initiates Practices that Promote Organizational Wellness
- Develops and Articulates Criteria for Success
- Empowers all of Us
- Supports Play, Creativity and Team Problem Solving
- Recognizes and Develops Vision
- Provides mechanisms for speedy and complete information

Create a Healthy and Productive Climate

1. Disseminate information generously.
2. Challenge and expand routine ways of thinking and acting.
3. Encourage communication and information flow across formal hierarchies and functions.
4. Cultivate a culture of curiosity.
5. Enable a process of continuous, collective learning.

2008 LEADERSHIP ABC's

Act with integrity

Build bridges

Communicate openly

Develop others

Envision success

Find your passion

Give praise freely

Hear others out

Initiate casual conversations

Jot notes of thanks

Know you are worthy

Leap at opportunities

Mentor others

Never give up

Open your mind to possibilities

Pause to reflect

Question the status quo

Read voraciously

Simplify your life

Take risks

Understand before acting

Vacation joyfully

Work smarter, not harder

X-spect **X**-cellence

Yield the need to control others

Zealously protect time with family and friends

**Thank You and Good Luck in Creating
and Maintaining a Healthy Work
Environment!**