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Leadership Alliance 2010-2011
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Leadership Alliance Project Summary

1. In one paragraph summarize the project you completed for the Leadership Alliance Program.

I developed and implemented a more comprehensive orientation program for new hires. The complaints I received as I did research for my project was that the orientation program was not consistent. The new hire employees were supposed to receive two fire in-services before being placed on the floor and those were not happening. Nursing staff were not being trained on proper lift and transfer techniques so they were coming to the floor with poor lifting and transfer techniques. HIPAA, something that is huge in the healthcare industry was not being covered thoroughly. I took the existing orientation of the building and departments and added all those elements discussed above.

2. What benefits, both tangible and intangible, has the completion of your project brought to the organization you serve?

We are now in compliance with fire regulations stating that a new hire must know our code for fire and the procedure to follow during a fire alarm. New hires are now being consistently trained in lifting and transferring techniques and as they apply it on the floor I hope to see savings on our workers' comp claims. HIPAA is now being covered more thoroughly so we minimize those violations.

3. Who were the people you needed on your team to complete this project?

Cathleen Sullivan, Administrator; Judy Dixon, DNS; Lee Ormsby, Restorative Aide; Kim Hevelone, HIPAA Officer; Doug Clements, Maintenance Supervisor

4. How did you communicate with your stakeholders during the duration of this project?

I communicated with most of them in person as the project progressed and as I needed their help to get certain parts of the project completed. Some I communicated with less than others because their involvement was not necessary all away through.

5. What were the very real challenges you faces in the completion of this project over the course of the year?

Demands on time. I had to fulfill my responsibilities as well as try to complete this project. It really became a struggle when I found myself having to implement a new payroll system.

Buy in. People will buy in with their lips, but when it came to do something it was another story entirely.

Scope. I started this project with a huge scope and had to narrow it down quite a bit. Each time I had to narrow it down it set me back as I scrambled to get back on track.

6. How did you overcome these challenges?

For demands on my time I sat back and prioritized the things that needed to get done. For buy in I communicated one-on-one with those I needed buy in from. For scope I stepped back and broke it down into small projects.

7. What surprises did you encounter while completing your project? How did you address them?

My only surprise was the sudden news that our payroll provider was closing his doors and we had to find someone else in six months. I had to focus on that so all parts of my project are not implemented yet.

8. Identify 2-3 of the 30 leadership behaviors listed in the LPI that were critical for you to learn for the successful completion of this project?

Paints “big picture” of group aspirations. I had to paint a picture of how much better the organization would be with a thorough and consistent orientation.

Develops cooperative relationships. This project was made possible by more than my efforts and I had to make sure those relationships of cooperation were developed in order for this project to be successful.

Praise people for a job well done. I liked filling the emotional banks of those that were helping me by giving them praise for the efforts they were putting forth.

9. How have you learned to implement these 2-3 leadership behaviors more effectively over the past year?

I am known for my thank you cards around work. I have huge stack in my drawer that I hand personally or give to managers to hand out. Communication is huge in developing relationships and inspiring people. In “The Leadership Challenge” it talked about people being happy with the status quo even if it is unpleasant. So before a leader can paint the big picture they must paint the picture that something is wrong with the status quo.

10. What are your plans for continued leadership development in the years ahead?

I have already joined Toastmasters International and they have two tracks: A communication track that helps a person develop their public speaking skills and a leadership track where the leadership skills are developed through hands on projects.