

Leading 4 Life

A Virtue-Based Approach for Organizational Development in Older Adult Care

***A Project of the Leading 4 Life
Inaugural Class of 2009***

Hill Center for Ethical Business Leadership

Introduction

The inaugural class of Leading for Life has combined the Hill Center's Virtue-Driven Organizational Development framework with its own, shared perspective on leadership in older adult care.

The framework is based on the ancient ideas that people are at their best when they are driven by purpose, and that they can work in community to cultivate the particular virtues - skills, commitments, and character traits - necessary to pursue that purpose. Our statement of the distinctive purpose and virtues for older adult care is informed by the collective wisdom and experience of 13 leaders from a variety of organizations, located throughout Minnesota.

The result is this program: an approach that Care Providers members can use to enable their organizations to pursue – and achieve – greatness.

The Leading 4 Life Class of 2009

- **Christine Bakke**, St. Benedicts Senior Community, Saint Cloud
- **Jodi Barton**, Lewiston Villa, Lewiston.
- **Ryan Chies**, North Cities Health Care, New Brighton
- **Marcia Dooner**, Parkinson's Specialty Care, Minneapolis
- **Holly Hackett**, Talahi Senior Campus, Saint Cloud
- **Dana Johnson**, Golden Living Center – Twin Rivers, Anoka
- **Lisa Lange**, Temperence Lake Ridge Senior Housing, Sherburn
- **Angela Malone**, Oakland Park Communities, Thief River Falls
- **Jason Mangelsen**, Pleasant Manor, Faribault
- **Sandra Nevinski**, Hospice of the Twin Cities, Plymouth
- **Lisa Olsen**, Care Providers of Minnesota, Bloomington
- **Steve Smith**, Good Samaritan Society, Waconia
- **Anne Thul**, Hospice of the Twin Cities, Plymouth

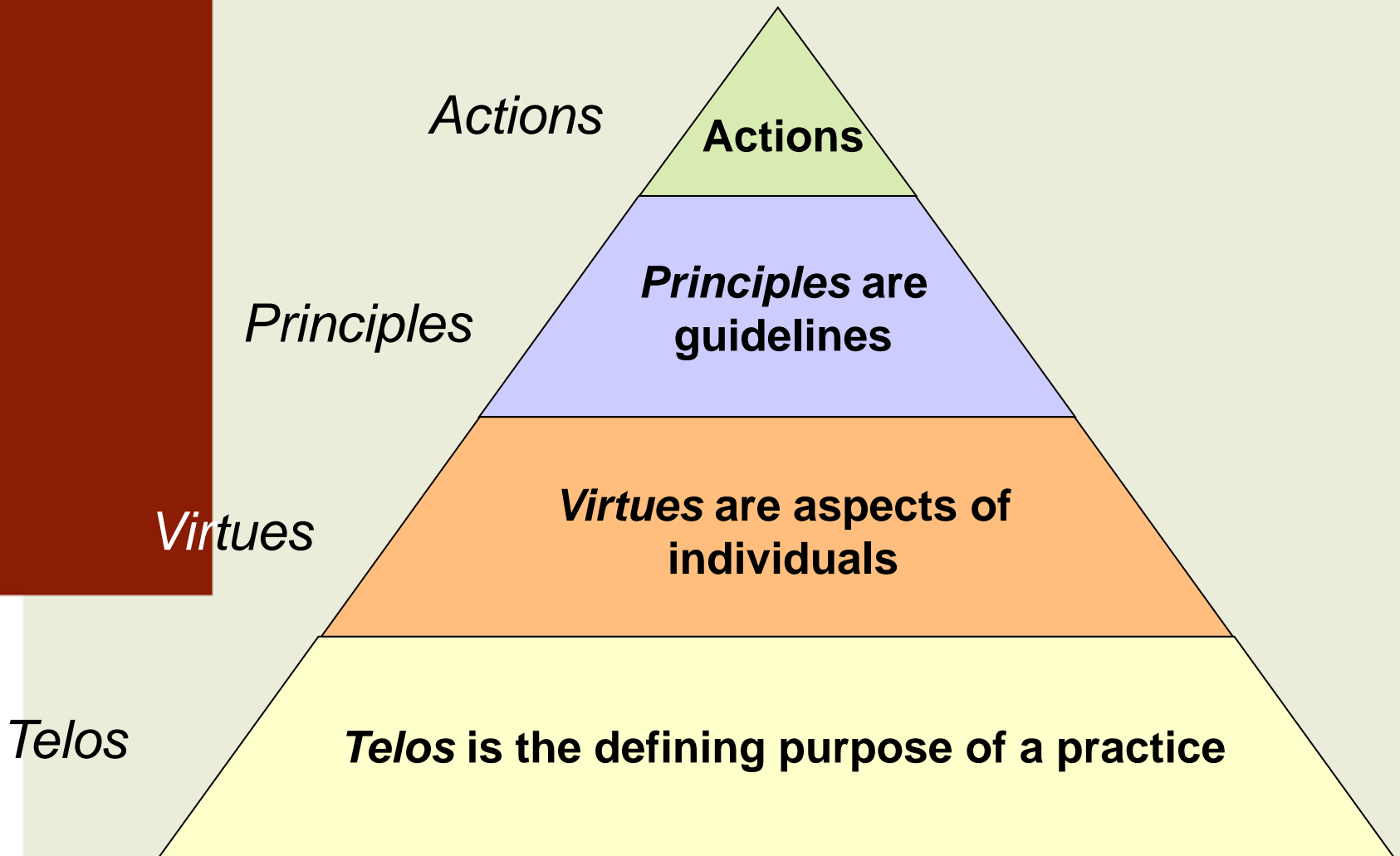
Program Leaders:

- **Chad Weinstein**, and **Scott Odman**, Hill Center for Ethical Business Leadership, Saint Paul

Why use Virtues to Drive your Organizational Performance?

- Virtues are qualities of people, that help them achieve a common purpose, called a *telos*.
- The approach aligns capabilities and resources with pursuit of that *telos*.
- A commitment to virtues is a formal recognition that people are the key asset of the organization, critical to pursuit of mission and purpose.
- This process creates a common language for fostering virtues.
- A realized commitment to virtue development serves as an enduring framework for the pursuit of greatness.

A Virtue-Driven Organization (definitions)



Three Categories of Virtue

Capability

“What can I do?”

Commitment

“What do I believe?”

Character

“Who am I?”

Leading 4 Life Telos, or Purpose

***Optimizing life for all
individuals in our
community***

Eldercare Virtues

Virtues of Capability

Provide Tools and Resources

Cultivate and Deploy Necessary Skills

Quality of life is based on individual preference and experience.

Individuals are treated with dignity and respect .

Compassion

Respect and Appreciation for Diversity

Virtues of Commitment

Virtues of Character

Provide Tools and Resources

- Education for all stakeholders, to support optimizing choices
- Situational awareness and perspective.
- Practical wisdom and sound judgment
- Prudent innovation

Cultivate and Deploy Necessary Skills

- Broad spectrum of skills on staff
 - Clinical Expertise
 - Supportive Care
 - Administrative
 - Strategic
- Ongoing growth across the organization
 - Seeking and implementing innovation
 - Fostering required skills
 - Building leadership

Quality of life is based on individual preference and experience

- We promote quality of life as determined by the people we serve.
- We respect individual's values and views regarding quality of life and strive to honor them.

Individuals are treated with dignity and respect

- Serving others with dignity and respect requires awareness of diverse traditions, cultures, and individual experiences.
- Our communities promote dignity and respect through ongoing leadership, education, communication, and conflict resolution.

Compassion

- Communicates openly and respectfully based on active listening.
- Recognizes and acknowledges the emotions of others and offers support.
- Interacts in a gentle, caring manner.
- Is driven to act in service to others.

Respect and Appreciation for Diversity

- Understands one's own values and belief systems
- Acknowledges that others have different values and belief systems
- Seeks to understand and respect differences.
- Bridges differences and builds relationships.

Implementation Schematic

Virtues are ethics in pursuit of greatness!



Guidance for implementation

- Care Providers' membership is diverse, and every member organization is unique.
- Begin with the end in mind: create a vision for your telos fully implemented in your organization.
- This program plays well with existing frameworks for organizational values. The goal of this program is to identify the key capabilities, commitments, and aspects of character that help your organization achieve its purpose.