

Herzberg theorized that job satisfaction and job dissatisfaction act independently of each other. Moreover, contributors to job satisfaction are necessary in order to motivate an employee to higher levels of performance.

THEORY X AND Y

Douglas McGregor formulated two assumptions about workers. Theory X suggests that employees naturally dislike work and responsibility and must be controlled. Theory Y suggests that employees seek responsibility and will be self-directed and committed if the job is satisfying. It has long been believed that theory Y is more pertinent and applicable in managing people in today's modern society. Although this theory may not be universally applied throughout the world of healthcare management, it has relevance, particularly as it relates to a leader's own belief about employees and his own style of leadership. For example, a healthcare leader who believes in theory Y is much more apt to provide freedom and autonomy that generates a sense of engagement and empowerment with employees in the workplace.

McGregorova teória X a teória Y – Mnemotechnická pomôcka
McGregor's theory X and theory Y – Mnemonic
Teória X a teória Y Mnemopomôcka – Mnemotechnická

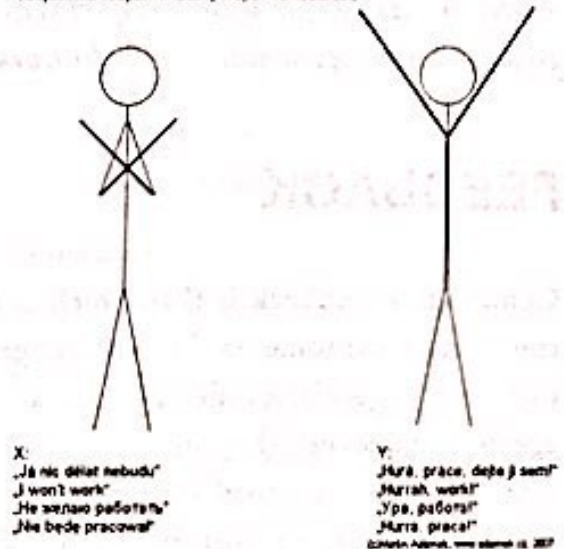


FIGURE 10.2

EMPOWERMENT

Empowerment is a term often used to signify the amount of autonomy or control employees feel towards their work and the work environment. Empowerment is a situational approach having two components: delegating authority and decision-making to the lowest level possible, and allocating and equipping employees with the knowledge, skills, and resources necessary to make and execute the decisions. Empowerment is creating feelings of intrinsic motivation in which employees perceive their work to have impact and meaning and perceive themselves to be competent and capable of self-determination. Empowerment is about giving employees autonomy and latitude in order to increase their level of motivation to work. Empowerment requires managers to look for opportunities to restructure work processes, procedures, and even schedules to provide employees with more latitude with their own work. Moreover, empowerment requires healthcare leaders to continually provide employees with the support and resources they need.

Empowerment is creating feelings of intrinsic motivation in which employees perceive their work to have impact and meaning and perceive themselves to be competent and capable of self-determination.

- Will you admit when you make a mistake or blame others?
- Do you treat others as highly respected and valuable or as people who can just be replaced?
- Are you fair, consistent, and predictable in your actions and behaviors?
- Do you model the type of actions and behaviors that set the pace for others to follow?
- Are you interested in the learning, growth, and development of others?
- Do you help support, coach, teach, and mentor others?
- Do you provide opportunities for other to contribute and succeed?
- Do you use your power and authority for the good of others and the organization or yourself?
- Are you willing to do what you ask of others?
- Do you help others identify, interpret, and understand internal and external factors, forces, and trends that are impacting the organization and its future?
- Are you transparent in all your dealings with people?
- Do you encourage others and recognized their efforts and performance?

Below are a few questions for a healthcare organization and its leadership to consider as it relates to critical intangibles.

As an organization, how do leaders responsible for hiring, evaluating, leading, and promoting other leaders ...

- Identify critical intangibles of leadership?
- Recruit for critical intangibles of leadership?
- Evaluate for critical intangibles of leadership?
- Recognize and reward for critical intangibles of leadership?
- Cultivate the critical intangibles of leadership in themselves and other leaders?
- Promote by including the critical intangibles of leadership?

QUESTIONS EMPLOYEES ALWAYS HAVE

This section will discuss the concepts of questions that employees always ask—or at least have—about the organization; about their position and the work they do; how they are treated; their direct supervisor; and leadership of the organization overall.

Every employee comes to work every day with questions, and many of those questions get answered throughout the course of their shift. Most of the time, these are questions that employees don't verbalize; however, sometimes they will verbalize these questions—and the employee's answer to these questions—to coworkers.

Regardless of whether questions are verbalized or not, these are questions that employees answer for themselves—sometimes on a conscious level and, other times, sub-consciously. Below, find a sample of the types of questions referred to in this context.

CRITICAL INTANGIBLES OF LEADERSHIP

Healthcare leadership is complex, multi-faceted. Healthcare leadership and involves both tangible or content skills, and intangible skills, qualities, and characteristics. The tangible/content skills include areas such as management science, economics, finance, accounting, personnel management, health law, information technology, and the like. The intangible skills, qualities, and characteristics (the intangibles)—which, by definition, are hard to define or quantify—involve areas such as the following:

Promise-keeping	Caring	Encouraging
Honesty	Charisma	Principled
Trustworthy	Understanding	Accountable
Consistency	Emotional intelligence	Moral
Personable	Hard-working	Inspiring

According to the Encarta World Dictionary, the word *critical* means crucial, extremely important, or essential. The word *intangible* means hard to describe or define, unquantifiable quality, or asset. Many of the leadership intangibles are critical to leadership effectiveness as they help to motivate and inspire others to work hard to achieve organizational goals. By definition, the critical intangibles of leadership are unquantifiable qualities or characteristics of a leader that are crucial to motivating and inspiring others in a workplace setting. Moreover, the critical intangibles determine a leader's effectiveness in tapping into the discretionary effort that employees have to give and engendering them to provide their maximum effort and performance. The critical intangibles of leadership create the working environment, which in turn, impacts the level of employee satisfaction and emotional connection to their work, their colleagues, the organization, and of course, leadership. The critical intangibles of leadership also impact the level of motivation and engagement for employees to give their best. Lieutenant General Omar Nelson Bradley, Commander in Chief of the U.S. Army forces at D-Day on the beaches of France in 1944 is quoted as saying "Leadership is intangible, and therefore, no weapon ever designed can replace it."

According to Tom Atchison, the intangibles of leadership can contribute up to 65 percent of organizational performance.

QUESTIONS THAT ASSESS FOR THE CRITICAL INTANGIBLES OF LEADERSHIP

As a leader ...

- Are you believable?
- Are you trustworthy? Do followers trust what you say as the truth?