Leadership in Healthcare Today

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Presenter(s): Diane M. Meldi, MBA, CPCS, CPMSM and Kate Conklin, BS, BA, CPMSM, CPCS, CPHQ
Leadership and Change in Healthcare Today

Kate Conklin, BS, CPMSM, CPCS, CPHQ
Diane Meldi, MBA, CPCS, CPMSM

Objectives

- Manager vs. Leader
- Introduction to Healthcare Management
- Leadership Competencies
- Leadership Laws
- American College of Healthcare Executives Competencies Assessment Tool 2015
- Leadership Book List
- Changes in Healthcare Today

Manager vs. Leader

Managers are:
- Authoritative
- Productive – Make things happen
- “The Boss”
- Responsible
- Rules Oriented
- Powerful
Manager vs. Leader

Leaders are:
- Charismatic
- Productive – Inspire
- Quiet
- Risk Takers
- Rule Breakers
- Influence

Manager vs. Leader

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<th>Manager</th>
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<td>Leads People</td>
<td>Manages Work</td>
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<td>Decision</td>
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<td>Appeal to:</td>
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Becoming a Leader

Leadership = Art more than Science!

Natural Born Leaders? Genetics vs. Learned Behavior

Intelligence Quotient (IQ) or Emotional (EI)?

- EI = Limbic System of the Brain
- IQ = Neocortex
Leadership Development is Your Responsibility
Exceptional leaders take responsibility for their own development.
- Develop leadership skills
- Plan your development – it takes discipline

How is Healthcare Leadership Different?
• Unique Challenges and High Stakes Environment Relationships
• Life and Death Nature of the Work
• Emotional Demands
• Financial Challenges
• Malpractice, public reporting, patient safety and quality concerns

Myths About Leadership
✓ Leading and managing are the same.
✓ Neither IQ nor education necessarily equates to leadership.
✓ Being a trendsetter is not the same as being a leader.
✓ Leadership is not based on rank or title.
Manager vs. Leader

Managers light a fire under people, leaders light a fire in people.

Leaders become great, not because of their power, but because of their ability to empower others.

GREAT LEADERS

GREAT LEADERS

Four Leadership Cornerstones

SELF AWARENESS

COMPPELLING VISION

SELF CONCEPT

MASTERFUL EXECUTION

A REAL WAY WITH PEOPLE
Emotional Intelligence

- Cornerstone 1: Self Awareness
  - Able to live by personal conviction and possessing emotional intelligence
  - Personal Conviction – Driving force that guides you in serving a larger purpose
  - Emotional Intelligence – Management of that purpose in relationships

- Cornerstone 2: Compelling Vision
  - Being Visionary
  - Communicating Vision
  - Earning Loyalty and Trust
Cornerstone 3
Real Way with People
☑ Implementation – making things happen through people and through process
☑ Interpersonal Skills – Outstanding leaders have outstanding interpersonal skills
☑ Most leaders have at least some room for growth in the area of interpersonal relations

Cornerstone 4
Masterful Style of Execution
☑ Where the rubber meets the road – getting activities assigned to strategies, decisions made, tasks accomplished, and agendas moved forward.
☑ Judged by success brought to the organization
☑ Approaches – Informal power; building consensus; making decisions; driving results; stimulating creativity; cultivating adaptability.

What is a Healthy Self Concept?
☑ You are satisfied with your place in the world and feel that you have a purpose in life.
☑ You feel a sense of control over your life and destiny.
☑ You are confident in your ability to achieve what you set out to do.
☑ You have a positive self-image.
☑ You feel comfortable with how you relate to others.
What to Do if Your Self Concept is Low?

• Make building your self concept a top priority!

• Are you satisfied with your life? Do you enjoy who you are or do you have a nagging sense of regret?

• Do you feel good about your achievements or bad about the opportunities you may have missed out on?

• When you fail at something, can you accept the lessons learned?

Understand Your Weaknesses

✓ If you know the aspects you feel less positive about you can prevent them from undermining you.

✓ It requires discipline to face your vulnerabilities to examine how they have interfered with your effectiveness in the past

✓ Learn how to spot the warning signals

✓ Enlist some assistance – Coach, EAP, spiritual counselor, therapist, or other professional

The Law of Attraction

[Diagram of the Law of Attraction]

https://youtu.be/WEqdr_Awdak
Leadership Competencies

- Leading with Conviction
- Using Emotional Intelligence
- Developing Vision
- Communicating Vision
- Earning Trust and Loyalty
- Listening Like You Mean It
- Giving Great Feedback
- Mentoring

Leadership Competencies

- Developing High Performing Teams
- Energizing Staff
- Generating Informal Power
- Building True Consensus
- Mindful Decision Making
- Driving Results
- Stimulating Creativity
- Cultivating Adaptability

John Maxwell
The 21 Irrefutable Laws of Leadership

- Leadership requires the ability to do more than one thing well
- No One Does all 21 Laws Well
- Important to Develop a Strong Team

Leadership requires the ability to do more than one thing well.

No One Does all 21 Laws Well.

Important to Develop a Strong Team.
#2: The Law of Influence

✓ The only thing a title can buy is a little time – either to increase your level of influence with others or to undermine it.

✓ “It’s not the position that makes the leader it’s the leader that makes the position” - Stanley Huffty

✓ Leadership Proverb: He who thinks he leads, but has no followers, is only taking a walk.

#3 - The Law of Process

✓ Leadership is built day by day.

✓ Leadership is a collection of skills.

✓ Leaders are learners.

✓ Develop a plan for professional growth
  - Read Books
  - Listen to Ted Talks and/or You Tube
  - Attend Conferences

#4: The Law of Navigation

✓ Followers need leaders able to effectively navigate.

✓ Draw on past experiences – successes and failures. Failures usually teach greater lessons. If you fail to learn from your mistakes, you’re going to fail again and again.

“A leader is one who sees more than others see, who sees farther than others see, and who sees before others do”. (Leroy Eims)

“A good leader remains focused - Controlling your direction is better than being controlled by it. (Jack Welch –Former GE Chairman)
The Law of Navigation

- Predetermine a course of action
- Lay out your goals
- Adjust your priorities
- Notify key personnel
- Allow time for acceptance
- Head into action
- Expect problems
- Point to the successes
- Review your plan daily

#5 - The Law of Addition

- Leaders add value by serving others.
- Leaders truly value others.
- Leaders maintain an open door policy for everyone.
- Are you making things better for the people who follow you?
- Your team will achieve more, develop more loyalty and have a better time getting things done!

Your gifts are not about YOU
Leadership is not about领导者的使命
Your purpose is not about服务
A life of significance is about serving those who need your gifts, your leadership, your purpose.

Kari Hall, author "Agape"
#6 - The Law of Solid Ground

- Trust is the most important thing!
- Trust is the foundation of leadership.
- Leaders without inner strength can't be counted on day by day.
- Leaders earn respect by making sound decisions, admitting their mistakes and putting what's best for their followers and the organization ahead of their personal agendas.

#7 - The Law of Respect

- People naturally follow leaders stronger than themselves and who they respect.
- When they respect you as a leader, they follow you.

The Law of Respect

How do you gain respect?

- Courage – A leader’s courage has great value
- Respect for others
- Success
- Loyalty

It is important to measure your level of respect!
### #8 - The Law of Intuition

- Leaders look at things differently than others do.
- Leaders evaluate everything with a leadership bias.
- Intuition is not concrete and one of the more difficult laws to teach and learn.
- Natural leaders understand it better than leaders who have to learn.
- Intuition is based on facts plus instinct plus other intangible factors—such as co-worker morale, the organization and relational dynamics.
- Without intuition, leaders get blindsided.

### #9 - The Law of Magnetism

- Leaders are always on the lookout for good people.
- Who you attract is not determined by what you want. It's determined by who you are.
- Important: If you think your co-workers attitudes are negative, then you should check your attitude.
- People are attracted to leaders whose values are similar to their own.

### #10 - The Law of Connection

- Leaders Touch a Heart Before They Ask For A Hand
- Communicate with openness and sincerity.
- The stronger the relationship and connection between individuals, the more likely the follower will want to help the leader.
- Focus on your team, not yourself!
- Live your message.
- Believe in them!
- Give them hope!
#11 - The Law of the Inner Circle
- A leader’s approach is determined by those closest to him or her.
- Look to see who you are drawing into your inner circle. You must be intentional in your relationship building.
- Surround yourself with high performers that extend your influence beyond your reach. This will help you to grow and become a better leader.

#14 - The Law of The Buy In
- People buy into the “Leader, Then the Vision”
- The leader is the message!
- When followers don’t like the leader or the vision, they will look for another leader.

#15 - The Law of Victory
- Leaders find a way for the team to win!
- When the pressure is on, great leaders are at their best. Whatever is inside them comes to the surface.
- The best leaders will be compelled to rise to a challenge and do everything in their power to achieve victory for their people.
#16 - The Law of The Big Mo

- Momentum is a Leader’s Best Friend!
- Momentum at times is the only thing that makes the difference between losing and winning!
- Helps followers perform better than they are!
- Leaders create momentum!

#17 - The Law of Priorities

- Successful leaders help their organization, department or team to live according to priorities.
- Prioritizing requires leaders to continually think ahead.
- Focus your attention on the activities that rank in the top 20% in terms of importance to achieve 80% of return for your effort! (The Pareto Principle)

#18 - The Law of Sacrifice

- A leader must give up to go up! There is no success without sacrifice. Sacrifice is an ongoing process.
- Sacrifice is the heart of leadership. Leaders are often asked to give up more than others.
- The higher the level of leadership, the greater the sacrifice.
#19 - The Law of Timing

- When to lead is as important as what to do and where to go.
- Timing is everything. The wrong action at the wrong time leads to disaster.
- The right action at the wrong time brings resistance.
- Leaders do the “right things” at the “right time”.

#20 - The Law of Explosive Growth

- To add growth, lead followers – to multiply, lead leaders!
- The more you invest in people and the longer you do it, the greater the growth and the higher the return.
- What are the challenges?
  - Leaders are hard to find
  - Leaders are hard to keep

#21 - The Law of Legacy

- A Leader’s Lasting Value Is Measured by Successes!
- “Do you want to make a difference in someone’s life?
- Live the legacy you want to leave!
- Jackie Robinson said “A life isn’t significant except for its impact on other lives”.
American College of Healthcare Executives “Competencies Assessment Tool 2015


How Do I Start Learning?

✓ Leadership Book List
✓ Ted Talks and You Tube
✓ Research Leadership Topics
✓ NAMSS Conference
✓ Start a book club with your State or Local Medical Staff Association
✓ Complete the American College of Healthcare Executives “Executive Competencies Assessment Tool – 2015”

Changes In Healthcare

#1 Continued Decline of Inpatient Care
#2 Do It Yourself Healthcare
#2 Personalized Medicine
#3 Population Health – Front and Center
#4 Virtual, Mobile Hospital
#5 Advanced Practice Professionals - Expanded Role
#6 Partner to Win!
"When you think everything is someone else's fault, you will suffer a lot. When you realize that everything springs only from yourself, you will learn both peace and joy."

Dalai Lama

Questions
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<th>Name of Book</th>
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<tr>
<td>The 21 Irrefutable Laws of Leadership</td>
<td>John C. Maxwell</td>
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<td>Exceptional Leadership – 16 Critical Competencies for Healthcare Executives</td>
<td>Carson Dye/Andrew Garman</td>
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<tr>
<td>The Seven Habits of Highly Effective People</td>
<td>Stephen R. Covey</td>
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<td>Start with Why – How Great Leaders Inspire Everyone to Take Action</td>
<td>Simon Sinek</td>
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<td>Leaders Eat Last – Why Some Teams Pull Together and Others Don’t</td>
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<td>Lean In – Women, Work and the Will to Lead</td>
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<td>Good Leaders Ask Great Questions</td>
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<td>Great Leaders Grow – Becoming A Leader for Life</td>
<td>Ken Blanchard &amp; Mark Miller</td>
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<td>Take Charge of Your Healthcare Management Career</td>
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<td>The Emerging Healthcare Leader – A Field Guide</td>
<td>Laurie Baeke/Natalie Lamberton</td>
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<td>On The Mend: Revolutionizing Healthcare to Save Lives and Transform the Industry</td>
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<td>Beyond Heroes: A Lean Management System for Healthcare</td>
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<td>The Power of Optimism</td>
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<td>Good To Great</td>
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<td>Crucial Conversations- Tools for Talking When Stakes Are High</td>
<td>Kerry Patterson, Rob McMillan, Al Switzler</td>
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<td>On Emotional Intelligence</td>
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<td>Smart Trust: The Defining Skill That Transforms Managers Into Leaders</td>
<td>Stephen M.R. Covey, Greg Link</td>
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