Creating Operational Excellence: The Courage to Lead

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Why leadership and why now?

Only three things happen naturally in organizations: friction, confusion, and underperformance.

Everything else requires leadership.

Peter Drucker
What makes a good leader?

How do leaders come to be?

“Leaders are neither born nor are they made. They are summoned by opportunity and those who accept the challenge are called leaders.”

Leonard Sweet

Why Leadership?!?

Leaders make a difference!

Leaders get things done.

Leaders change behaviors.

Leaders create relationships.

Leaders set the tone, the culture, and the environment.
Common Questions in HCOs

1. How do I get people to become more accountable?

2. How do I get people, by free will and choice, to move forward to accomplish a common goal?

3. How do I create a shared sense of purpose in our work?

4. How do I inspire others to overcome challenges?

5. How do I increase employee engagement?

6. How do I create a higher functioning team?

1. On a scale of 1 – 10, where would you rate your organization in terms of leadership talent?

2. What is your greatest leadership challenge today as an organization?
Management vs. Leadership

**MANAGEMENT**

Management is the prediction of acceptable results within known constraints and conditions.

It is all those tasks that must be done in order to find the time to lead.

**LEADERSHIP**

Leadership is all about changing the order of things to achieve the desired results.

“There is nothing so difficult or so dangerous as to undertake to change the order of things.”

Machiavelli

Why? Because people are afraid.
Making the Transition from Manager to Leader

1. Listen more, observe more, talk less
2. Create a vision and then sell it
3. Develop your personal leadership style
4. Relentlessly seek feedback
5. Develop mental toughness
6. Raise your adaptability quotient

Leadership is the Critical Missing Link!

Strategies, budgets, plans, and other management tools are all necessary but basically useless unless and until they can be used to get people to change their behavior!

Strategies  
Plans  
Budgets  
Tools  
LEADERSHIP!!  
Execution
Essential Thoughts for Exemplary Leadership

1. Our principal problem is we need more leaders, not just better leaders!

What is the Answer to Our Problems?

I simply believe the secret to any high performing organization is that everyone within it knows that

leadership-at-all-levels

is expected, encouraged, and rewarded, and that individuals everywhere are responsible for making extraordinary things happen!
Essential Thoughts for Exemplary Leadership

1. Our principal problem is we need more leaders, not just better leaders!

2. Today, a leader’s primary focus should be on developing trust, clarifying vision, creating a shared purpose.

3. Becoming a “leader” is more important than being just a “Leader”.

Leadership Progression Model

- Organizational leadership
- Team leadership
- One to one leadership
- Self-leadership

“L”eadership
(title, position, rank, experience)

“I”eadership
(behaviors, actions)
Essential Thoughts for Exemplary Leadership

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3. Becoming a “leader” is more important than being just a “Leader”.

4. Becoming a highly effective leader often requires revisiting the fundamentals of leadership.

5. Effective leaders know when to manage and when to lead.

When to lead – when to manage?

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Leadership Conversations, 2013
Essential Thoughts for Exemplary Leadership

6. The best leaders inspire commitment first and often, then compliance, but only rarely.

7. Inspiring discretionary effort will be the most important leadership skill in the future.

Leaders Drive Discretionary Effort!!

“The willingness and ability to give more than what is expected is what distinguishes a good organization from a great organization.”

Peter Drucker

It’s also what distinguishes great leadership from good leadership!
Essential Thoughts for Exemplary Leadership

6. The best leaders inspire commitment first and often, then compliance, but only rarely.

7. Inspiring discretionary effort will be the most important leadership skill in the future.

8. The most effective leaders emphasize relationships. The more frequent and the deeper organizational relationships become, the more effective the leader.

9. You can only create a High Reliability Organization if you have highly effective leaders throughout the organization.

High Reliability Organization

1. I know what is expected of me at work.

2. At work, I have the opportunity to do what I do best every day.

3. My supervisor, or someone at work, seems to care about me as a person.

4. In the last six months, someone at work has talked to me about my progress.

5. At work, my opinions seem to count.

6. In the last seven days, I have received recognition or praise for doing good work.
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10. Leaders must make sure everyone knows the what and the how of their work, but most importantly, the why.

1. On a scale of 1 – 10, where would you rate your organization in terms of leadership talent?

2. What is your greatest leadership challenge today as an organization?

3. What is your greatest leadership challenge as a leader?

4. Which leadership skills will be more important in the future than they are today?
High-Impact Leadership Behaviors

1. Person-centeredness – patients, community
2. Front line engagement – be available, be visible, be affable
3. Relentless focus – accountability and alignment
4. Transparency – results, progress, problems
5. Boundarilessness – focus on systems thinking and collaboration

Swenson, S. et al; IHI, 2013

Success as a leader in the future will require:

- A more participative leadership style
- The ability to lead a workforce focused more on instant gratification
- Comfort in using collaborative technology
- Better work/life balance

CCL, 2007
The Key to Long Term Success

Make leadership development a priority.

Not “We can’t afford to develop our leaders” but

“We can’t afford **not** to develop our leaders!”

Why Leadership Development?!?

Organizations with strategic leader development programs are:

- 84 percent more effective at increasing the quality of their leadership pipeline.

- 73 percent more effective at improving overall employee retention.

- 67 percent more effective at increasing the engagement, retention and teamwork of leaders.

_Bersin & Associates, 2008_
Why Leadership Development?!?

Most experts believe there will be a critical shortage of middle and top leaders in the next few years.

Although recognizing the importance of being authentic, most senior executives struggle to portray their authenticity.

Leadership skills will be more critical as organizations and the environment become more complex.

Inspiring an increasingly diverse and dispersed workforce will require much more advanced leadership skills.

Bersin & Associates, 2008

1. During a typical day, I spend ________% of my time managing and ________% of my time leading.

2. On a scale of 1 – 10, answer the following statements:
   
   I believe my colleagues want to follow me as a leader.
   1 2 3 4 5 6 7 8 9 10
   I believe my colleagues find me inspirational.
   1 2 3 4 5 6 7 8 9 10
   I believe my colleagues enjoy having me around.
   1 2 3 4 5 6 7 8 9 10
   I believe my colleagues see me as a role model.
   1 2 3 4 5 6 7 8 9 10
   I believe my colleagues see me as a visionary.
   1 2 3 4 5 6 7 8 9 10
   I believe my colleagues trust me as a leader.
   1 2 3 4 5 6 7 8 9 10

3. How much time each week (in hours) do you spend teaching leadership?
How Well Do You Know Yourself?

Name the most influential leader you have ever studied or met. List three leadership attributes this person displayed that are most important to you. Do you display these same attributes?

1. 
2. 
3. 

What motivates you to greatness?
What is your purpose in life?
What matters most to you?
What is most important to me today?
Who is most important to me today?

What is the best leadership advice you’ve ever received?
When do you feel most powerful? Least powerful?

Things a Leader Can Do To Show They Care

Give people real, meaningful work and the freedom to do it
Maintain high standards in order to ensure employees aren’t wasting their time
Provide a crystal clear, unambiguous vision
Serve as a competent, authentic, optimistic leader
Be available, affable, appreciative, and able
The Courage to Lead

Remember, it **isn’t** about you!!

Healthcare Leadership Challenge

“A large segment of the population can’t imagine giving without getting, sacrificing out of obligation, suffering out of responsibility, or following through out of honor simply because they think the world revolves around them.”

Unknown

Leaders give, sacrifice, suffer, and are committed!!
The Courage to Lead

Remember, it isn’t about you!!

But, then again,

It’s all about you!!

Don’t ever underestimate the impact you can make on your organization by becoming a better leader!