Effective Leadership in A Rapidly Changing Healthcare Arena

(Or getting good leaders to become great leaders!)

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Learning Objectives

• Present convincing evidence of the importance of leadership in today’s healthcare organizations.

• Learn effective ways to increase your leadership influence in order to become a better leader tomorrow than you are today.

• Provide a compelling and relevant model of effective leadership.
Key Leadership Observation

Leadership development ROI is enhanced more by making good leaders into great leaders than it is by focusing on making poor leaders into good leaders.

Work to expand strengths rather than eliminate weaknesses.

Great Leadership Described

• A great leader I know (of) …

• What makes him/her great? …

• What is your greatest leadership challenge today in your organization?

• What is your greatest leadership challenge as an aspiring leader?
Leadership Progression Model

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

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

“l”eadership
(behaviors, actions)

Who is Your Someone?
Think Circle of Influence!

Over the next 10 minutes, list everyone who you influence in one way or another.
It’s very curious--and revealing--that no one has ever asked us, “Can management be taught? Are managers born or made?” Why is it that management is viewed as a set of skills and abilities, while leadership is typically seen as a set of innate personality characteristics?

Jim Kouzes and Barry Posner

Leadership is an identifiable set of skills and practices that are available to all of us, not just a few charismatic men and women.
Learning Objective #1

Why is leadership so important in today’s Health Care Organizations.

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?
How Can We Improve?

More resources?
Better and more people?
Better technology?
Better facilities?
Better, better, better, more, more, more, …

The need for leadership is clearly evident as we all struggle to achieve the mandates found in the Patient Protection and Affordable Care Act (PPACA).

The key is ....

Leadership!!
Why Leadership?

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!

And finally:

Research has shown that well led organizations tend to be more profitable, have employees who are much more engaged and committed, experience greater collaboration and team work, and demonstrate greater pride in what they do and in their organization.

Jack Zenger “The Exceptional Leader”

Effective leaders lite fires within people, not under them!
Leadership is the Critical Missing Link!

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

LEADERSHIP!!

Objective #2

What are some effective ways to increase your leadership influence in order to become a better leader tomorrow than you are today?

How to move from being a good leader to a great leader!
Develop Your Credibility

1. Honesty
2. Forward looking
3. Competent
4. Inspiring

The only thing leaders must be better than their employees is when it comes to CHARACTER!

In order for leaders to “DO”….. they must first “BE”.

What are your top three values?
What is your purpose at work?
What motivates you at work?
What de-motivates you at work?
Under what conditions do you do your best work?
Personal Awareness Tool

1. What kind of leader are you today?
2. What kind of leader do you think you need to become?
3. What is your primary strength as a leader?
4. What is your primary weakness as a leader?
5. What do you hate doing most as a leader?
6. What do you think you have to offer as a leader if given the chance?
7. Do your colleagues/associates like having you around?
8. Are you able to control your emotions?
9. Do you like change?
10. How trustworthy are you? Would you follow you?

Develop Your Image (Presence)

Good social skills are good business skills!!

Learn how to converse, dress, and act like a leader!

What does it mean to be a gracious leader or a servant leader or a PROFESSIONAL?
Great Leaders Ruthlessly Seek Feedback

People don’t mind feedback, except when it is negative.

Seeking feedback requires great courage.

“Pity the leader caught between unloving critics and uncritical lovers.”

John Gardner

The very best leaders are PASSIONATE!!

Find your passion.
  Critical to forming your vision.
  Critical to finding your voice.
  Critical to knowing what you will suffer for.

People want to be inspired. You can’t inspire if you aren’t passionate.

“Our chief want is someone who will inspire us to be what we know we could be.”

Emerson
We follow leaders because of how they make us **FEEL**.

Leaders tap into follower’s emotions. They have well developed EQ!

Leaders make us feel:
- empowered, respected,
- encouraged, hopeful,
- appreciated, cared for,
- proud, and confidant.

Remember, no one wants to be an assumption!

Most importantly, leaders get results!!

Ensure profitability, create change, develop core competencies, develop colleagues, create a sustainable and effective culture, and leave a lasting and proud legacy.
The Courage to Lead

Your **CHARACTER** earns you the **RIGHT**!

Your **COMPETENCE** earns you **RESPECT**!

Your **CONSEQUENCES** earns your **REPUTATION**!

Leadership Challenge

In one sentence, describe what makes a great workplace?

What is preventing you from creating this great workplace?
Objective #3

What Do Leaders Do?

1. Model the Way
   - Model the behavior you want
   - Establish expectations
   - Communicate values
   - Develop relationships

What are your top 3 values?
What Do Leaders Do?

2. Inspire a Shared Vision

Envision the future
Develop and sell your plan
Enlist others by appealing to shared aspirations
Animate your vision

Where do you see your organization in 2 years?

“I have a dream.”

“People commit to causes, not to plans.”


What Do Leaders Do?

3. Challenge the Process

Search for opportunities
Stress innovation and creativity
Foster a climate of change
Take prudent risks
Tolerate and learn from mistakes

What process(es) have you improved in the last week/month?

4. Enable Others to Act

Foster collaboration
Create a climate of trust
Insist on accountability
Facilitate positive interactions
Stress leaving a legacy for which they can be proud
Define purpose and meaning to work
Work has become a place where people pursue meaning and identity. The best organizational leaders are able to bring out and make use of this human longing by communicating the meaning and significance of the organization’s work so that people understand their own important role in creating it.

The Leadership Challenge

What Do Leaders Do?

5. Encourage the Heart

- Recognize contributions
- Develop a caring attitude
- Reinforce values

How many people have you recognized this month?
How can you show a more caring attitude with your people?
What Do Leaders Do?

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart

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.

Don Berwick

Leaders give, sacrifice, suffer, and are honorable!!

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! Being good is no longer good enough!