Be True to Yourself: Leveraging Authenticity in Leadership

Cathy A. Denning
SVP, Sourcing Center of Excellence
Vizient – who we are

Largest member-driven health care performance improvement company in the country

Innovative data-driven solutions, expertise and collaborative opportunities that lead to improved patient outcomes and lower costs
Our strategic direction

Purpose
✚ To ensure our members deliver exceptional, cost-effective care

Mission
✚ To connect members with the knowledge, solutions and expertise that accelerate performance

Strategic aspirations
✚ Become an indispensable partner to health care organizations
✚ Become a leader in health care innovation
✚ Accelerate our growth rate

We are successful only when our members and suppliers are successful
## Who we serve

<table>
<thead>
<tr>
<th>Health system members</th>
<th>Honor roll of best hospitals</th>
<th>Honor roll of best children’s hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>3,100</td>
<td>Top 20</td>
<td>Top 10</td>
</tr>
<tr>
<td>Academic medical centers</td>
<td>95%</td>
<td>- U.S. News &amp; World Report 2018-2019</td>
</tr>
<tr>
<td>Acute care hospitals</td>
<td>&gt;50%</td>
<td></td>
</tr>
<tr>
<td>Ambulatory market</td>
<td>&gt;20%</td>
<td></td>
</tr>
</tbody>
</table>

Annual spend ≈ $100B
Our values drive our performance and the experience we want to provide

**Permission-to-play**
*Baseline expectations*
- Respect
- Integrity
- Service
- Judgment

**Aspirational**
*Behaviors that maximize our potential*
- Personal best
- Innovation
- Partnership
- Aligned execution
- Inclusion and diversity

**Core**
*Cultural cornerstones*
- Collaborative
- Adaptive
- Resourceful

**Accidental**
*Behaviors that limit our potential*
- Optional buy-in
- Conflict avoidance
- Siloed thinking
“Integrity is a powerful force, keeping you alive to others long after you’ve left their presence.”

……Mollie Marti
A little about Cathy
We were not sent into this world to do anything into which we cannot put our hearts.

—JOHN RUSKIN
Rational
This graph represents your preferred style. It reflects your strengths and the roles you enjoy.
Cathy likes the role of the thinker. Enjoys ability to reason, figure out a problem and analyze alternative solutions. In approach, is low-key, informed and prudent. When managing, shares organizational plans and explains why and what to do. Structures activities, ties up loose ends and documents the outcome to get things done. Frustrated by those who promote easy solutions to complex issues and take action without properly evaluating what will happen.

Socialized
This graph represents the way you learned you should interact with others. It reflects the way you expect others to communicate with you.
Cathy expects management and others to solicit input and be concerned about people. They should explain their intent and discuss options. Expects to be in the loop and have freedom to share ideas and see the big picture. If approached right, will be self-directed and helpful. To overcome problems, probes for information and tries to figure out a creative solution. Does not respond well to those who deny choice and tell others what and how to do it.

Instinctive
This graph represents the basic concerns that must be satisfied to feel confident and effective.
Cathy needs time to organize, develop understanding and minimize risks. Motivated to clarify thoughts through give-and-take and carefully evaluate priorities. In decision-making, analyzes background data and lifts up the essential elements. Under pressure, becomes persistent and tries to get matters under control. Self-confidence is increased by genuine rapport and by predictability. Frustrated by surprise or any irresponsible action.
Strength Finders

1. Input
2. Responsibility
3. Individualization
4. Connectedness
5. Learner
What is authenticity?
“A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go but where they ought to be.”

…..Rosalynn Carter
“It is not fair to expect others to do something you are unwilling to do yourself”

…..Eleonore Roosevelt
“People rise or sink to your level of expectation. Always expect the best of yourself and others”

….Don Camp
“People respect what they expect you to inspect”

….Don Camp
BE STRONG, BUT NOT RUDE
BE KIND, BUT NOT WEAK
BE BOLD, BUT DON’T BULLY
BE HUMBLE, BUT NOT TIMID
BE PROUD, BUT NOT ARROGANT
Thank you and questions