

Foundations for Healthcare Leadership

MGMA Idaho Annual Conference

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Foundations for Healthcare Leadership

Healthcare Management:
More challenging / complex
than ever

ACHE Congress 1991

L. Donald Snook, Jr.

Conceptual skills

Technical skills

Human relation skills

Human Relation Skills

- Soft skills
- Power skills
- Essential leadership skills

Leadership IQ

Question:

What is the *first Rule* of Leadership?





Leadership IQ

Answer:

When placed in command, take charge!



Leadership IQ

Question:

How many books and articles on leadership?



Leadership IQ

Answer:

- 300,000+ (Amazon.com)
- So many books – *so few leaders!* (Jeffrey Krames)

Leadership IQ

Question:

Are leaders born or made?



Leadership IQ

Answer:

Research on identical twins:

- Leadership is @1/3 born (genetics)
- 2/3 made (development) (Ron Riggio, Psychology Today, Dec. 29, 2010)



Leadership IQ

Question:

Is there really a difference between *leadership* and *management*?

Leadership IQ

Answer:

You bet!

- Managers: Tactical / transactional
- Leaders: Strategic / transformational

Time Orientation:

- Managers: 30% future / 70% present
- Leaders: 70% future / 30% present

Leadership IQ

Leadership vs. Management

Management	Leadership
Managers administer	Leaders innovate
Managers maintain	Leaders challenge
Managers supervise (accountability)	Leaders develop (empowerment)
Managers control	Leaders inspire
Managers ask how and when	Leaders ask what and why
Managers do things right	Leaders do the right thing

Leadership IQ

Question:

Are there different *levels* of leadership?

Leadership IQ

Answer: Yes!

System Mastery

Leading and managing change

Team Mastery

Developing synergy and high performance

Interpersonal Mastery

Engaging difficult conversations

Personal Mastery

Understanding and developing self



Pat Sanaghan & Clint Sidle

Leadership IQ

Question:

Can anyone be a leader?

<https://www.youtube.com/watch?v=t3DDjeVeJu4>

Leadership IQ

Question(s):

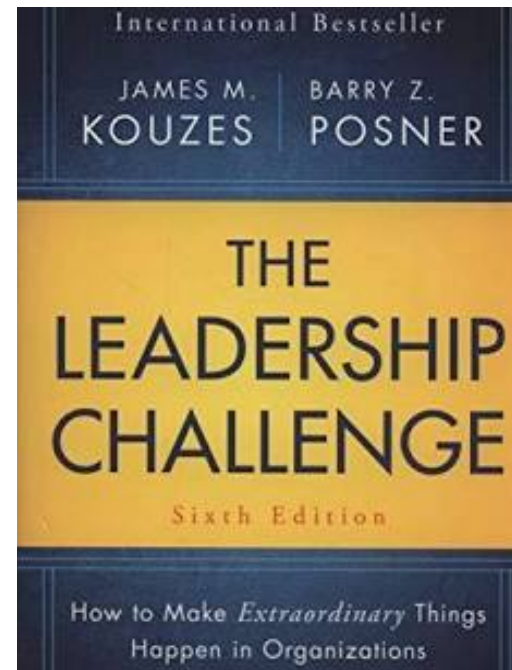
How do you *recognize* a really good leader?

What are the most *desired traits* of a leader?

Leadership IQ

Answer:

1. Trust
2. Forward thinking
3. Competence
4. Inspiring

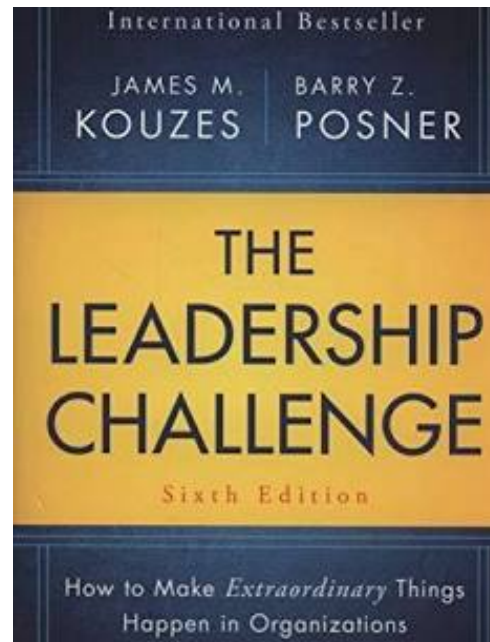


Kouzes & Posner (2007), *The Leadership Challenge*

Results: Consistent over industry, nation, and time!

Other Characteristics of Admired Leaders

1. **Honest**
2. **Forward Thinking**
3. **Inspiring**
4. **Competent**
5. Intelligent
6. Fair minded
7. Straightforward
8. Broadminded
9. Supportive
10. Dependable
11. Cooperative
12. Courageous
13. Determined
14. Caring
15. Imaginative
16. Mature
17. Ambitious
18. Loyal
19. Self Controlled
20. Independent



Leadership IQ

Question: What are the most common mistakes leaders make?

<https://www.youtube.com/watch?v=iiorMUkqqDY>

Leadership IQ

Question: What are the most common mistakes leaders make?

Answer:

- Betraying trust
- It's all about me . . . Self interests vs team / organization
- Arrogance . . . Hubris . . . Lack of humility
- Being certain . . . Overconfident
- Not self-reflective . . . Unaware of impact on others
- Acting too fast . . . Not fully considering implications
- Not living up to stated values . . . Not authentic

Leadership IQ

Question:

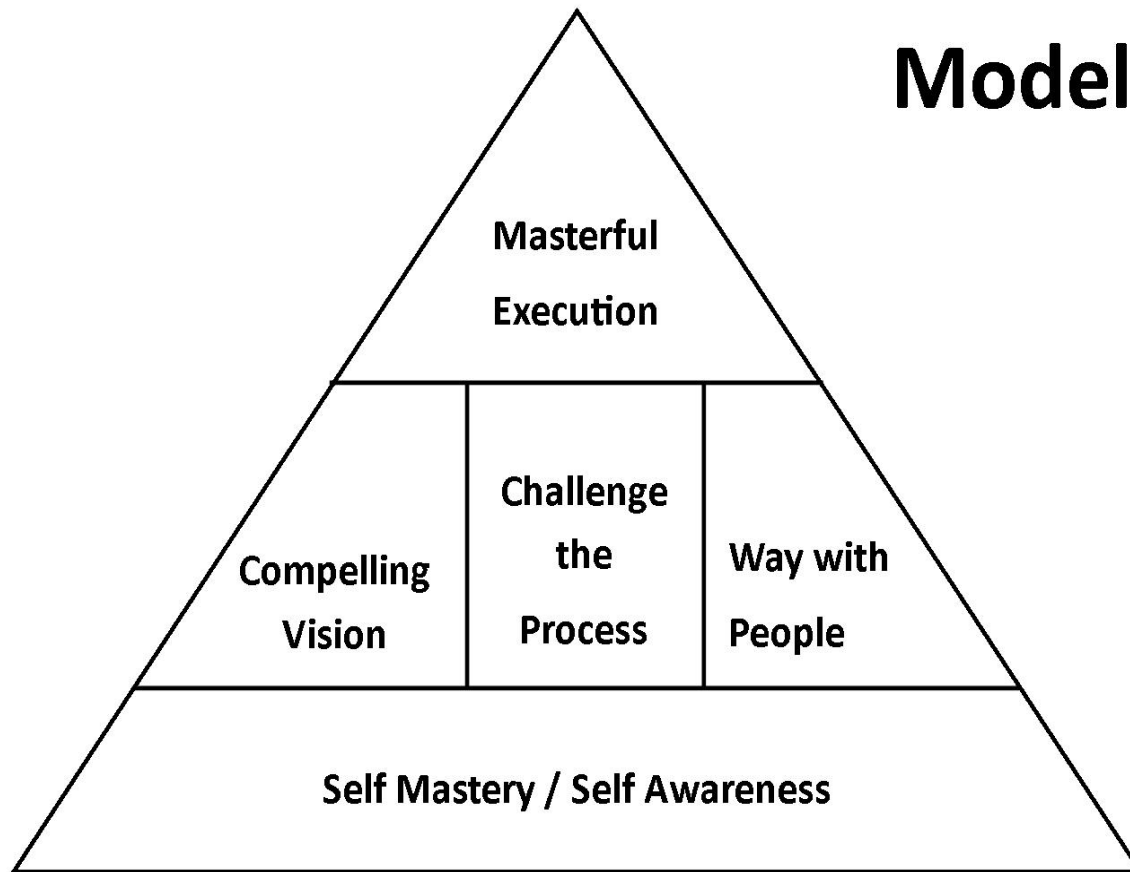
Is there one best leadership *model* or framework?

Leadership IQ

Answer:

Iduno!

A Leadership Model



Self Awareness / Self Mastery

Cornerstone #1

Well-Cultivated Self-Awareness

- What does this mean?

Self Awareness / Mastery

- You know **who you are & what you believe** (self awareness).
- Your **actions are consistent** with your beliefs / convictions (self mastery).

The foundation of an authentic leader!

Leading with Conviction

- Best leaders have **convictions**.
- Best leaders *strongly driven* by personal **convictions**.
- **Incorporate** convictions into *behaviors & actions*.

Powerful Tools to Enhance Self-Awareness

Mission / Vision / Values

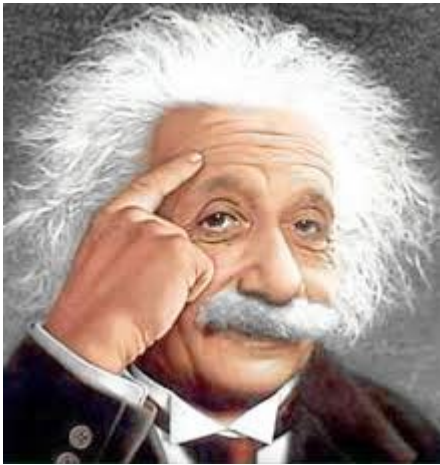
Self Awareness / Mastery

- Know **who you are**
- Know what you **believe**
- **Live** by your beliefs / convictions

Compelling Vision

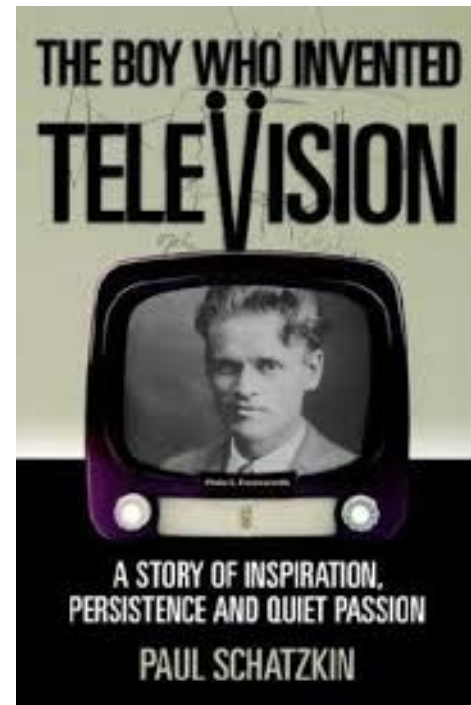
Cornerstone #2

Great Visionaries



Philo T. Farnsworth

Father of Television



Begin with the **End** in Mind

Stephen R. Covey



The human brain is an *anticipation machine*, and *making the future* is the most important thing it does

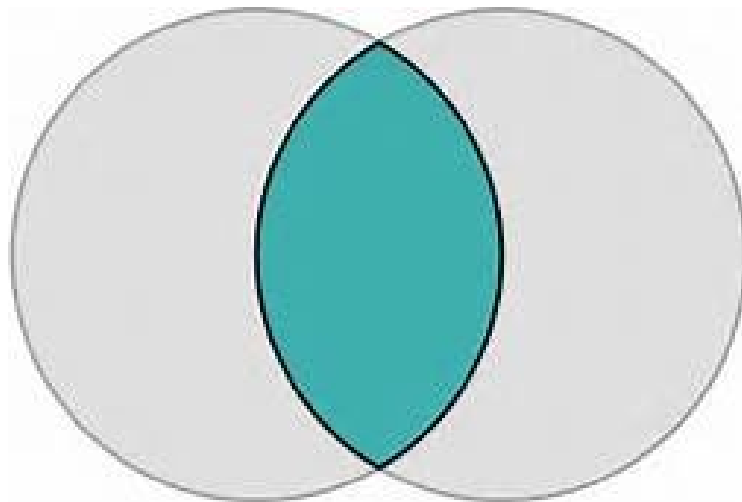
Daniel Gilbert, Harvard University

When visions are **shared**
they **attract** more people,
sustain higher levels of
motivation, & withstand more
challenges than those that
are singular

Imagine the *Possibilities . . .*

then

Find a *Common Purpose*



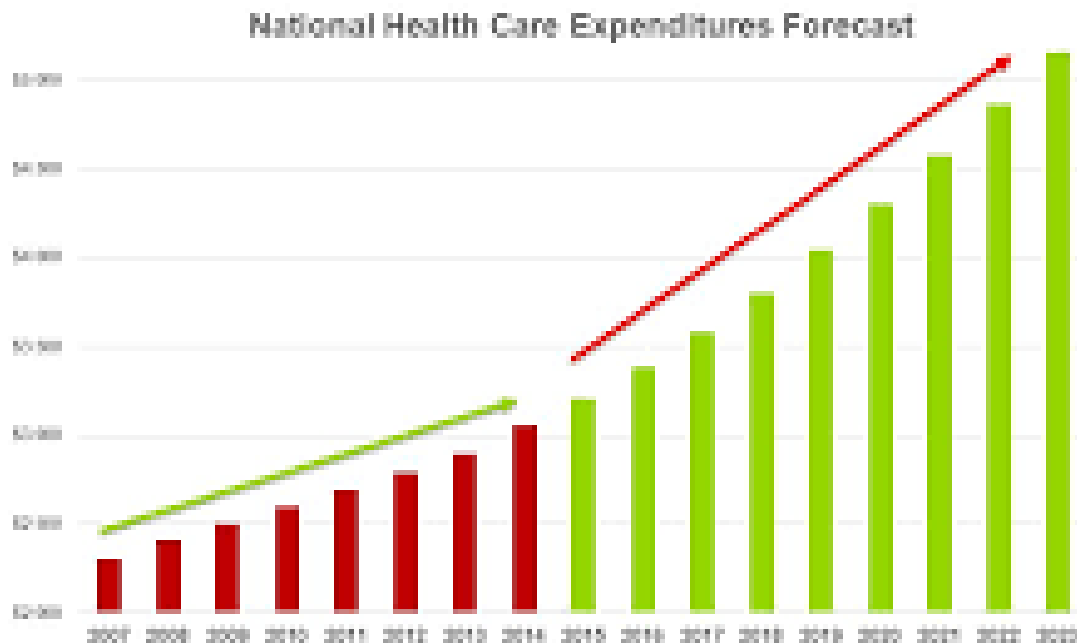
Challenge the Process

Cornerstone #3

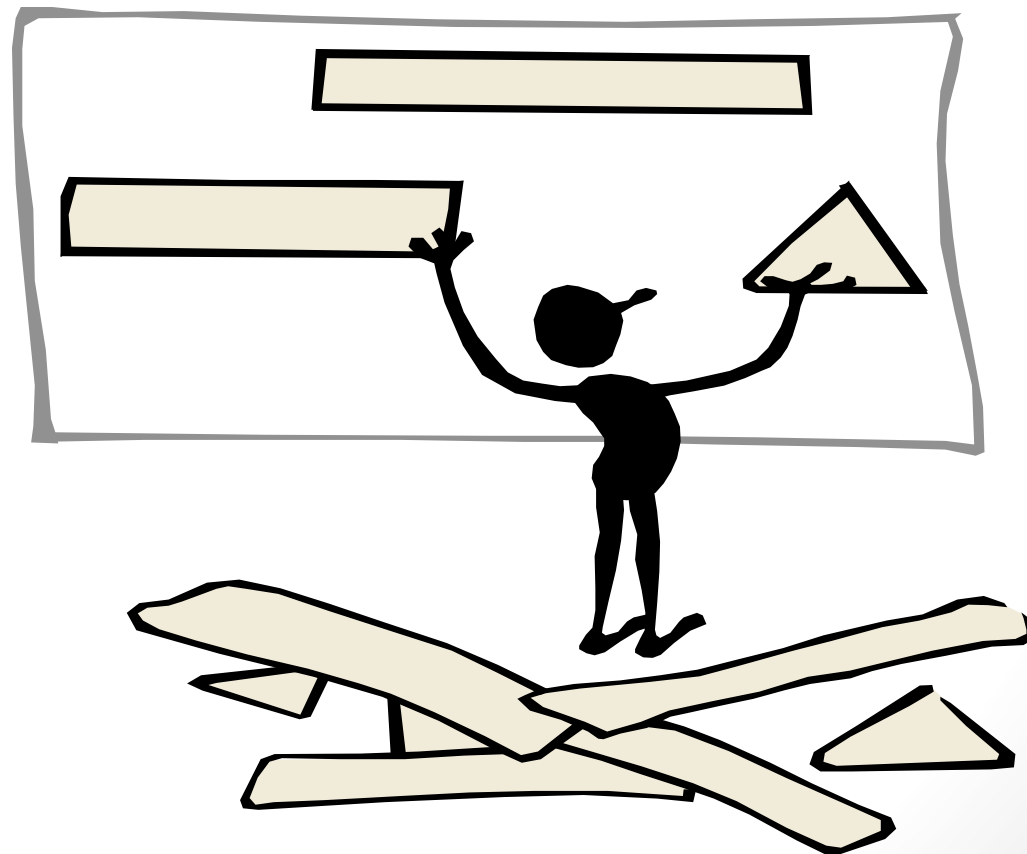
US Healthcare Unsustainable

Healthcare Spending Continues to Grow

Recent moderation in trend is promising, but not clear yet whether structural



Leaders don't accept the status quo



Successfully Managing Change

“I am convinced that if the rate of change inside an organization is less than the rate of change outside, the end is in sight.”

Jack Welch

Successfully Managing Change

“The illiterate of the future are not those who cannot read and write, but those who cannot **learn, unlearn, and relearn.**”



Alvin Toffler

Major Changes in Healthcare

- Technology revolution
- Payment reform
- Delivery reform
- Population health
- Consolidation
- Transparency
- More

Leading Change (A model)

John B. Kotter

1. Establishing a **sense of urgency!**
2. Creating the **guiding coalition**
3. Developing a **vision & strategy**
4. **Communicating** the change vision
5. **Empowering** broad-based action
6. Generating **short-term wins**
7. **Consolidating gains** and producing more change
8. Anchoring new approaches in the **culture**

Real Way with People

Cornerstone #4

Mike Stevens

CEO, Hoag Memorial Hospital

Newport Beach, CA



“Leadership is hard. Remember . . . It’s a lot easier if they like you!”

What does a **people oriented**
leader look like?

Real way with People

- Build relationships of trust
- Communicate effectively
- Listen like you mean it
- Give candid and timely feedback
- Develop cohesive teams
- Energize staff
- Coach and mentor others

Dye and Garman, Exceptional Leadership, 2006

Developing Cohesive Teams

- What does a cohesive team look like?



Cohesive Teams

How well teams **talk to each other** absolutely determines how well the organization will function. Is the dialogue stilted, politicized, fragmented, and butt-covering? Or is it candid and reality based, raising the right questions, debating them, and finding realistic solutions? The leader sets the tone.

Bossidy and Charan, Execution, 2002

Masterful Execution

Cornerstone #5

Accomplishments: Bottom Line

Consider the sports world:

What do these gentlemen have in common?

- Dirk Koetter
- Vance Joseph
- Marv Lewis
- Todd Bowles
- Adam Gase
- Steve Wilks



Masterful Execution

Four suggestions:

- 1. Organizational alignment*
- 2. Three Core Processes*
- 3. The decision making process*
- 4. Framing/reframing for success*

Masterful Execution

Organizational alignment:

Dr. Kim Clark



Masterful Execution

Three Core Processes

Execution: The Art of Getting Things Done



- **Strategic process**
 - Strategic planning
- **Operations process**
 - Organizational design/structure, policies, practices, etc.
- **People process**
 - Right person in right job
 - Leading/managing team dynamics
 - Performance management (coaching & mentoring handout)
 - Developing cohesive teams

Masterful Execution

The Art of Decision Making

1. Right Facts
2. Right People
3. Right Timing



Masterful Execution

Framing – Reframing for Success

- **Story of Cha Cha Rowen**

When your stuck - learn to frame and reframe for success

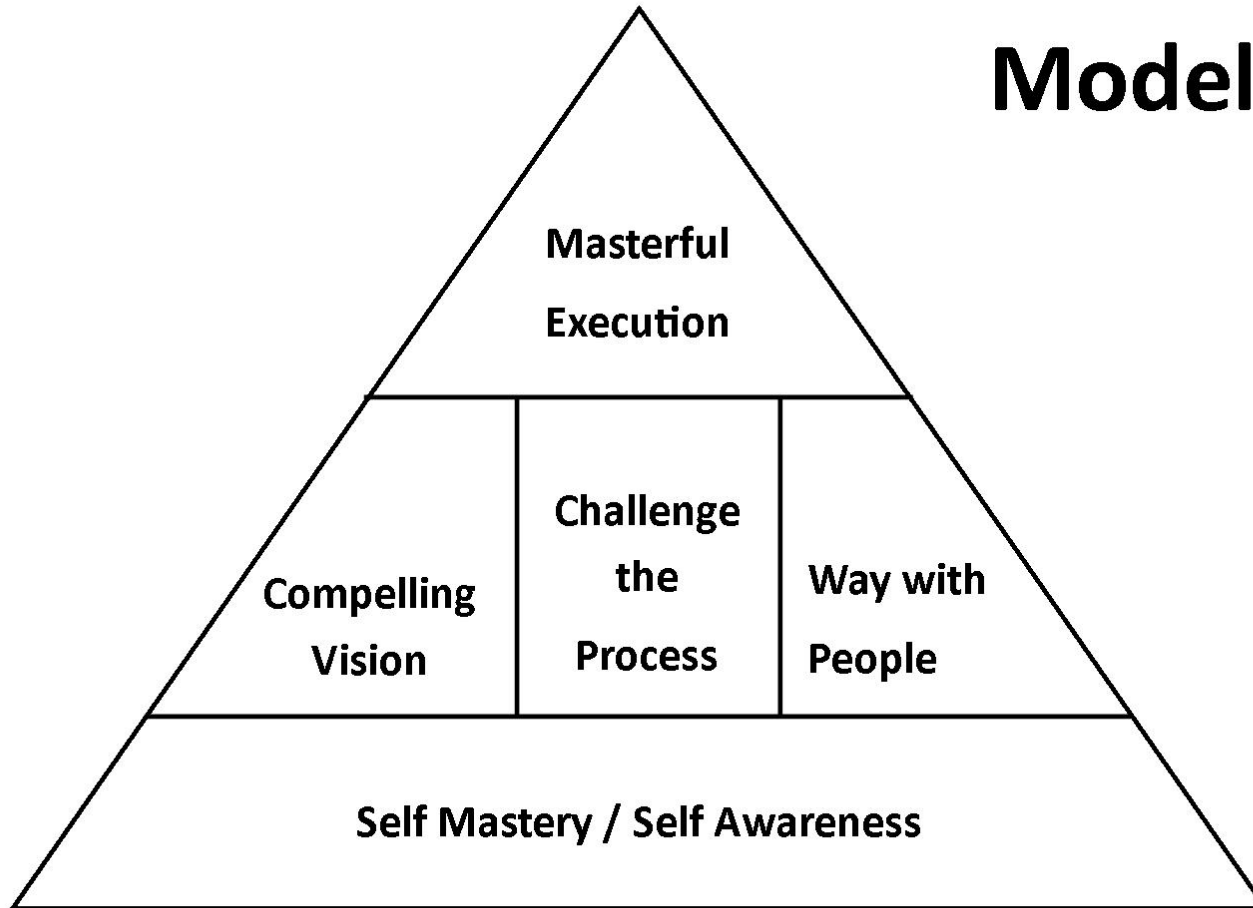


Masterful Execution

Remember:

- Organizational alignment
- Three Core Processes
- Decision making process
- Framing/reframing for success

A Leadership Model



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