



Connecting members.
Delivering results.®



AmericanCollege of
HealthcareExecutives
for leaders who care

VHA and ACHE Present:
The Management Series for New Health Care Leaders

Part Four:
Healthcare Leadership Secrets You Didn't Learn in Graduate School

Wednesday, September 7, 2005
12:30 – 2:00 p.m. ET

Phone Number for Q & A:
(800) 842-2032

Satellite Reception and Authorization Problems:
(800) 688-8421

VHA and ACHE Present:

The Management Series for New Health Care Leaders

VHA Inc. and ACHE are pleased to present a series specifically designed for new health care managers. The “Management Series for New Health Care Leaders” explores the critical skills necessary for front line managers to be successful. Join us this summer when nationally recognized leaders will discuss critical issues in health care leadership--from defusing conflict to managing supply chains.

Who Should Attend

- new patient care managers
- allied health managers
- business office managers
- supervisors of patient care and support departments

Part 4: Healthcare Leadership Secrets You Didn't Learn in Graduate School

Wednesday, September 7, 2005, 12:30 – 2:00 p.m. ET

Discover how to increase your influence and authority. In this broadcast, participants will learn the three leadership axioms, the characteristics of admired leaders, and how to look for opportunities to lead. Faculty will also provide examples to support why great leaders are masters at team building.

You'll Learn:

- How to lead regardless of your formal authority.
- The secrets of leading a high-performing health care team.
- How to increase your influence and effectiveness by becoming a “quiet leader.”

Presented By:

George V. Masi, FACHE
Chief Operating Officer
Ben Taub General Hospital
Houston, TX

George Masi is chief operating officer of Ben Taub General Hospital in Houston. His health care career spans 28 years. After retiring from the Army in 2001 at the rank of Colonel, Mr. Masi served in academic, staff, consulting, and command positions. Board certified in health care management and an ACHE Fellow, he has served as an ACHE Regent and has been a preceptor for health care administration graduate students.

Jody R. Rogers, Ph.D., FACHE
Visiting Associate Professor
Trinity University
San Antonio, TX

Jody Rogers has 30 years of health care experience culminating in his current positions as associate professor at Trinity University and consultant to the Leader Training Center at the U.S. Army Medical Department Center and School. A former ACHE Regent and director of the U.S. Army-Baylor University Graduate Program in Healthcare Administration, Dr. Rogers has also served as an executive in a variety of health care organizations, including hospitals, medical centers, and corporate medical headquarters. Board certified in health care management, Dr. Rogers is a Fellow of the American College of Healthcare Executives.

ACCREDITATION

Each course is approved for 1.5 hours of Category I (ACHE education) credit toward advancement or recertification in the College. Each program must be viewed at the time of broadcast for credit.

Notes:

Leadership Secrets in Healthcare

Leading Without Formal Authority

Recognize outstanding contributions

Celebrate success twice for every reprimand

No news means bad news

Leadership Secrets in Healthcare

Leading Without Formal Authority

Become a good communicator

As a leader, you are irrelevant until you have something to say

Master the art of face-to-face communication

Redirect honestly, compassionately, and frequently

Notes:

Leadership Secrets in Healthcare

Leading Without Formal Authority

Look for opportunities to lead

Leadership is a **verb**, not a noun. Make something happen!!

Take the initiative on projects

Challenge the **status quo**

Set aside time to think **creatively**

Leadership Secrets in Healthcare

Leading Quietly

Quiet Leaders....

have a **vision** of what they must accomplish

know it's not about them, it's about the organization

know that the **project timeline** may outlive their tenure ...they pass it on

Notes:

Leadership Secrets in Healthcare

Leading Quietly

Quiet Leaders....

know it is OK to say, "I don't know"

have their own emotions well in hand

don't promise what they can't deliver

are seen as servants first

Leadership Secrets in Healthcare

Leading Quietly

Quiet Leaders....

prepare and plan several moves ahead

have "the right stuff" – drive, motivation, self-
confidence & integrity

are prudent risk takers

Notes:

Leadership Secrets in Healthcare

Leading Quietly

Quiet Leaders....

solve every day type problems – they seek solutions

do their work far from the limelight

are modest, unassuming, patient and prudent

create positive thought patterns in others....the “can do” spirit

Leadership Secrets in Healthcare

Leading Quietly

Quiet Leaders....

value relationships

set clear directions – they anticipate

are creative – think outside of the box

don't go it alone – they consult others

are not afraid to back off

Leadership Secrets in Healthcare

Leading Quietly

Quiet Leaders....

don't "talk through" their listeners

don't work the room with their eyes while conversing

remember names

Notes:

Leadership Secrets in Healthcare

Creating High Performing Teams

Tools to improve team performance:

1. Develop a team charter
2. Select team members carefully
3. Establish shared leadership and accountability
4. Develop a timeline to include in-process reviews and project termination
5. Give the team authority to do what it is being asked to do

Personal Values

Personal Values provide the bedrock for every good leader. They are the compass that provides direction and clarity of purpose for the leader. They spell out who you are and what you stand for. Your personal values are what make you tick. Personal values form the foundation for your Leadership Philosophy. Most importantly, they help you to answer the questions, “What is important?” and “Who is important?”

The Personal Values Leadership Tool

1. What are your Personal Values? Write them down.
 - a.
 - b.
 - c.
 - d.
 - e.
2. Share your Personal Values with your team.
3. Live your values. Hold yourself strictly accountable. Everyone else around you will.
4. Do a Values gut check every day. Ask others frequently if you are or have not lived up to your values.
5. Use your values to determine “what is important” and “who is important” to you. Focus most of your time and energy on the answers to these two questions.
 - a. What is most important to me today?
 - b. Who is most important to me today?

Recognizing and Rewarding Employees

An extremely important leadership function is identifying outstanding employee contributions to the organization and then recognizing/ rewarding employees for their outstanding work. Our tendency is to focus only on catching employees doing things wrong. The best leaders look for employees doing things well and then recognizing them in order to encourage more good work by other employees.

Recognizing Employee Contributions Tool

1. Schedule time each day to visit with employees in their workplace. Use this time to thank employees whenever you see outstanding work being done. Concentrate on the good things being done and not on the bad things being done.
2. Start every meeting by recognizing specific examples of outstanding work by employees within the organization. Encourage others in the meeting to report on something good they have seen since the last meeting.
3. Identify 10 things you could do to reward/recognize employees that cost less than \$10.
4. Remember to make recognition personal and timely. Try to recognize/reward employees soon after you find outstanding work. Make it as unique and personal as possible to that employee.
5. If possible, recognize publicly. A word of caution; some may not appreciate public recognition so be sure you understand your employee's desires.

The Power of Vision

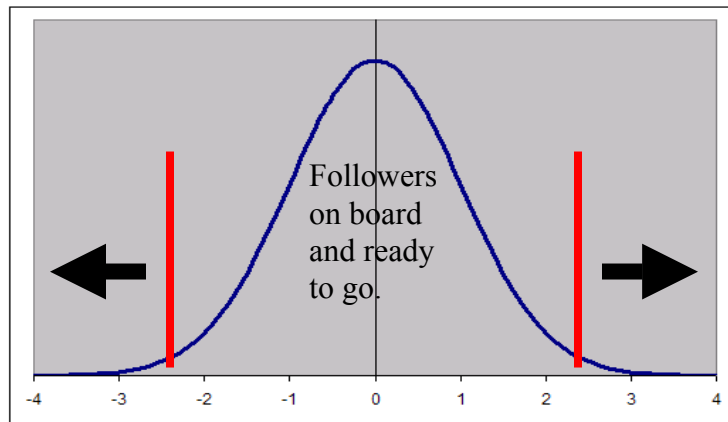
A vision statement is a powerful way of providing direction for an organization. A well-run organization will devote considerable time and effort crafting a vision statement that provides its stakeholders with a clear understanding of where it plans to be in the next five to ten years. A unit vision statement can also be a powerful leadership tool by providing direction for employees working within that unit.

The Unit Vision Tool

1. Carefully review the organization's vision statement and make sure your employees understand it and see where their department fits into it.
2. Ask your employees to identify where they see their unit being in the next one to three years. The unit vision statement timeframe should be no longer than and probably will be shorter than the organization's vision timeline.
3. Craft a vision statement that includes the most viable issues discussed. Vision statements should start like this, "Our vision is to be...." The best vision statements are one sentence long and are very clear and concise. Your goal is to have everyone find meaning in this statement and you want to avoid it being too long and complicated.
4. Once you have developed your unit vision, share it with everyone and provide them with an opportunity to recommend modifications. Give your employees a month to think about the vision and instruct them to be prepared to discuss any changes at your next unit meeting.
5. At the next meeting, finalize the vision. Be sure to share it with your boss and with other units so they understand what you are trying to accomplish.

The Bell Curve Change Meter

Leading change is very difficult. When the change process gets underway, it is usually led and inspired by a relatively small group of “true believers.” Most within the organization are looking for leadership to take them through the change process. These folks reside under the bubble of the bell curve. You lead and they will follow. Finally, there are those who will not go no matter what. They are often few in number and are located on the fringes of the bell curve. Their response, either verbal or non-verbal, is, “Ain’t going there-no how-no way.” That’s OK...as a leader, your job is to help them get off the train.



The Bell Curve Change Tool

1. When facilitating change, be cognizant of those who will not work to implement your suggestions. Do not waste much time on them unless you believe they may, at some time, join your efforts.
2. Focus instead on the vast majority who are willing to make changes. Establish a reward system that focuses on their efforts.
3. Watch for passive-aggressive behavior from those unwilling to join you. If you see this behavior occurring, remove these people as soon as possible.

As a leader, you are always being judged. Your body language and the way you “manage your space” sends a powerful message.

Maintain awareness of your body language and “distraction factors” when you are engaging others.

The Managing Body Language and Distraction Factors Tool

1. Listen... truly listen to what the other person is saying. Develop the skill of mentally outlining the key points the speaker is making.
2. Don't “talk through” your listener. Don't interrupt when the other person is speaking.
3. When in discussion, stay focused. Don't “work the room” with your eyes and disengage.
4. Be aware of your facial expressions.
5. Remember names, especially when being introduced. Use word association as a memory tool.
6. How do you use “your space”?
 - Don't always sit behind your desk when meeting – pull up a chair
 - Be aware of your body posture. Don't slouch. Are your arms folded across your chest? Control any nervous movements that you may be prone to. Be aware of how you use “eye contact.”
7. Manage Distractions
 - Telephone / Cell phone calls
 - Beepers
 - E-mail notifications
 - Pagers