Leading HealthCare Organizations

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We live in a VUCA environment!

• Volatile
• Uncertain
• Chaotic
• Ambiguous

Leadership today is significantly more challenging than in prior time periods!
Inclusion - Population Dynamics

- Population Growth
- Chronicity
- Lifestyle/Culture
- Technology/Science/Rx
- New Diseases

Net impact - GROWTH
Continued cost shifting to Patients will greatly accelerate Consumerism
What is leadership?

Guiding people

Influencing people

Commanding people

Mentoring people
Leaders
Managers vs. Leaders

Managers
- Focus on things
- Plan
- Organize
- Direct
- Control

Leaders
- Focus on people
- Inspire
- Influence
- Motivate
- Build
- *Shape
Leader Lessons from the “General’s”
General Bruce D. Clark

“When things go wrong in your command, start wading for the reason in increasing larger concentric circles around your own desk.”

• Act like President Truman – “the buck stops here”
• Take ownership of team failures, and give credit for team successes
• Too many leaders today reverse that principle, and then wonder why they have difficulty retaining/building a high performing team!
• When something fails, a true leader learns from the experience and puts it behind him. “You don’t get reruns in life. Don’t worry about what happened in the past.”
General Dwight D. Eisenhower

"Leadership is the art of getting someone else to do something you want done because he wants to do it."

• Leadership is not about commanding those to perform task or projects, but rather to inspire those you lead to see the value of the mission to the organization and then commit to doing the “mission”

• "You don't lead by hitting people over the head-that's assault, not leadership."

• Leadership is all about people...and getting the most out of people
General George Patton

“ A good plan executed today, it better than a perfect plan executed at some indefinite point in the future”

• There are two types of decision making – hasty and deliberate.
  – Hasty you do not have time to assemble multiple courses of action, analyze, etc...
  – Deliberate decision making allows for assessment of multiple courses of action, resources, etc... but does not mean you should acquire the leader disease called “analysis paralysis”
General Colin Powell #2

"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

• If this were a litmus test, the majority of leaders would fail.
• One, they build so many barriers to upward communication that the very idea of someone lower in the hierarchy looking up to the leader for help is ludicrous.
• Two, the corporate culture they foster often defines asking for help as weakness or failure, so people cover up their gaps, and the organization suffers accordingly.
• Real leaders make themselves accessible and available. They show concern for the efforts and challenges faced by underlings, even as they demand high standards.
"Organizations doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds."

- In a brain-based economy, your best assets are people.
- Too often, people are assumed to be empty chess pieces to be moved around by grand viziers, which may explain why so many top managers immerse their calendar time in deal making, restructuring and the latest management fad.
- How many immerse themselves in the goal of creating an environment where the best, the brightest, the most creative are attracted, retained and, most importantly, unleashed?
"Never let your ego get so close to your position that when your position goes, your ego goes with it."

- Too often, change is stifled by people who cling to familiar turfs and job descriptions. One reason that even large organizations wither is that managers won't challenge old, comfortable ways of doing things.
- Real leaders understand that, nowadays, every one of our jobs is becoming obsolete. The proper response is to obsolete our activities before someone else does.
- Effective leaders create a climate where people’s worth is determined by their willingness to learn new skills and grab new responsibilities, thus perpetually reinventing their jobs.
- The most important question in performance evaluation becomes not, "How well did you perform your job since the last time we met?" but, "How much did you change it?"
GEN Colin Powell #12

"Perpetual optimism is a force multiplier

• The ripple effect of a leader's enthusiasm and optimism is awesome. So is the impact of cynicism and pessimism.
• Leaders who whine and blame engender those same behaviors among their colleagues. I am not talking about stoically accepting organizational stupidity and performance incompetence with a "what, me worry?" smile. I am talking about a gung-ho attitude that says "we can change things here, we can achieve awesome goals, we can be the best."
• Spare me the grim litany of the "realist," give me the unrealistic aspirations of the optimist any day.
“Shoot stragglers carry the wounded”

• Lead in a manner that the people working with and for you are willing to take a “bullet” for you versus putting a “bullet” in you!
• To often leaders fail to address under performers. Afraid of conflict, or unwilling to hurt feelings.
• Provide regular feedback, good and bad
• If the individual is in a time of personal need, support them as the return on the investment is extremely favorable
• **Good leaders must know how to reward those who succeed and know when to retrain, move, or fire ineffective staff.**
Choose the hills you want to die on!

- Not every battle is worth fighting, choose them wisely and carefully.
- Never give up on your integrity and ethics
Closing Thoughts

• Nil Satis Nisi Optimum
  – Latin phrase that means "nothing but the best is good enough"

• The VUCA environment we live and work in, requires leaders with the fortitude to challenge the status quo; and inspire those to work with and for them.

• Closing comments, remember to celebrate success and learn from failure!
Questions?