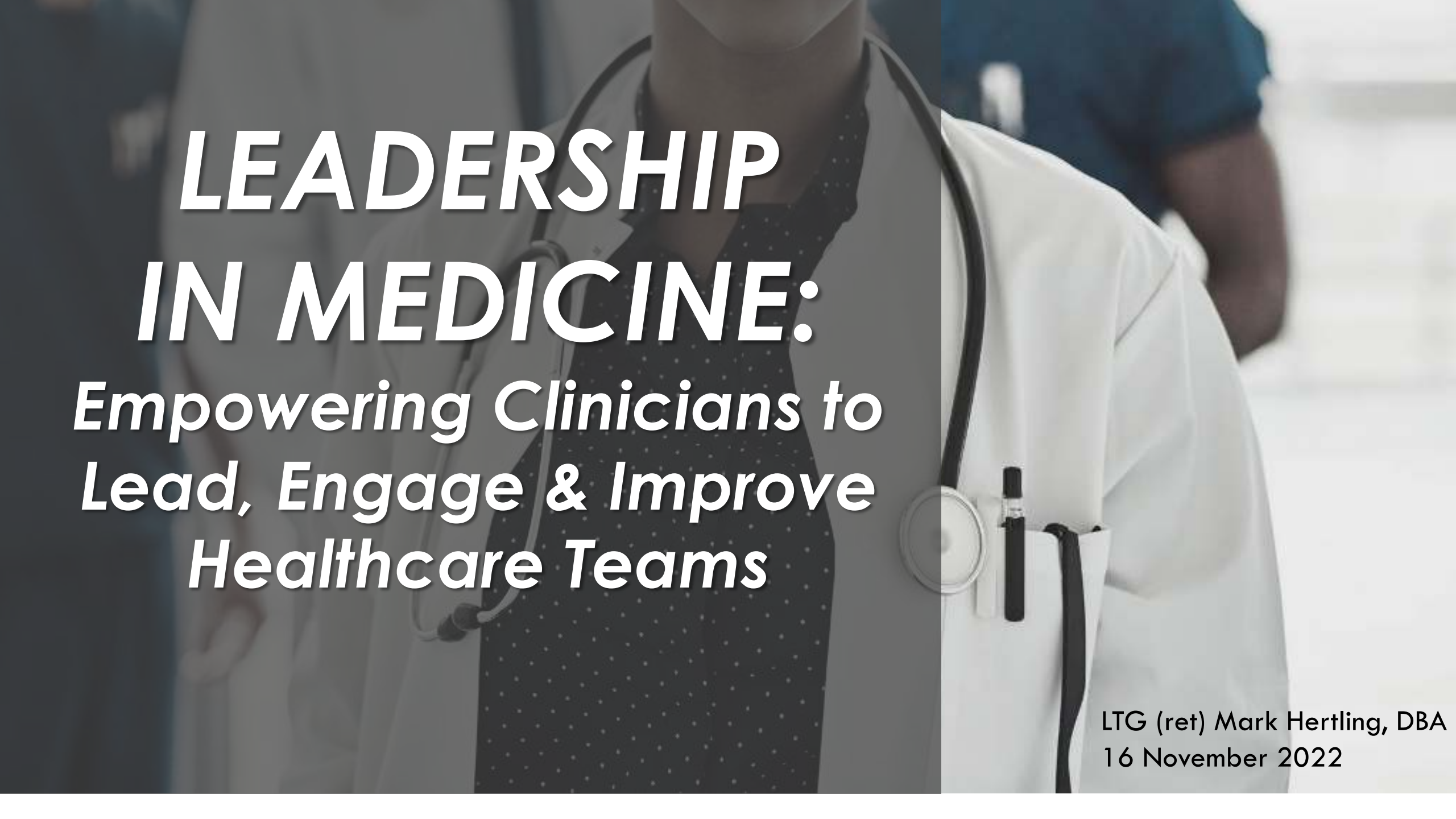


The background of the slide is a photograph of a doctor in a white lab coat. The doctor is wearing a stethoscope around their neck. The image is split vertically: the left side is in grayscale, and the right side is in color. The text is overlaid on the grayscale portion.

LEADERSHIP IN MEDICINE:

Empowering Clinicians to Lead, Engage & Improve Healthcare Teams

LTG (ret) Mark Hertling, DBA
16 November 2022

OUR AGENDA

- My Story
- The Healthcare Battlefield
- Identifying and Understanding the
Elements of Leadership

“SO
THERE
WE
WERE...”



**“LOOK AT
HEALTHCARE
FROM A SOLDIER’S
VIEWPOINT”**



THE HEALTHCARE OPERATIONAL ENVIRONMENT: CHALLENGES ANY LEADER

KEY HEALTHCARE STRATEGIES | “THE TRIPLE AIM”

- Improving quality
- Reducing costs
- Increasing Access
- And...Physician Resiliency

ALL KINDS OF DAILY TACTICAL ISSUES

- Clinician versus Administrative Interactions
- “Getting a seat at the Table”
- Figuring out how to Lead...Interprofessionally

EVER-SHIFTING OUTSIDE INFLUENCERS

- Political Decisions (seen in ACA, AHCA, then COVID responses)
- CDC, FDA, WHO, AMA, Media Reports
- “Uninformed but passionate” input from those we serve

AND A KEY QUESTION:
WHAT MAKES A
HEALTHCARE
LEADER?



FORMAL **VS** INFORMAL LEADERSHIP

FORMAL

Granted to individuals by virtue of job or title; usually defined by a function or position in the organization, experience in required competencies, selection by a professional body, or granting of a preferred title.

INFORMAL

Arises from knowledge, experience, charisma or technical expertise (usually a combination of all); requires the individual to assume responsibility; not based on rank, title, or position.

TOXIC LEADER

- A combination of **SELF-CENTERED ATTITUDES, MOTIVATIONS, AND BEHAVIORS** that have adverse effects on subordinates, the organization, and organizational goals.
- **LACKS CONCERN FOR OTHERS OR THE CLIMATE OF THE ORGANIZATION**, which leads to short- and long-term negative effects.
- Operates with an **INFLATED SENSE OF SELF-WORTH** and from acute self-interest.
- Use dysfunctional behaviors to **DECEIVE, INTIMIDATE, COERCE, OR UNFAIRLY PUNISH OTHERS** to get what they want for themselves.
- Use of positional power only; **THEIR ACTIONS UNDERMINE THE FOLLOWERS' WILL, INITIATIVE, AND POTENTIAL...**and destroys organizational cohesion

WHAT MAKES A **GOOD LEADER?**

- HAS **STRONG CHARACTER**
 - **A VISIONARY**
 - POSSESSES **VALUES**
 - EXHIBITS **STRONG PRESENCE**
 - **HUMBLE**
 - **SERVES OTHERS & THE ORGANIZATION**
 - SOMEONE WHO **LEADS UP**
- ONE WHO **ENGENDERS TRUST**
 - CREATES A **POSITIVE ENVIRONMENT**
 - GOOD **COMMUNICATOR**
 - **BUILDER OF TEAMS**
 - **DEVELOPER OF OTHERS**
 - A **POSITIVE ROLE MODEL**
 - GETS THINGS **DONE!!!**

A background image showing the silhouettes of several business professionals in a modern office setting, looking out over a city skyline from a high-rise building. The scene is backlit by natural light from large windows, creating a professional and collaborative atmosphere.

WHAT RESEARCH SAYS MAKES A GOOD LEADER



LEADERSHIP – AND LEADING –REQUIRES 4 THINGS:

- ~THE MODELING OF DESIRED BEHAVIORS (ATTRIBUTES)***
- ~THE EXHIBITION OF REQUIRED SKILLS (COMPETENCIES)***
- ~THE TECHNIQUES USED TO INSPIRE ACTION (INFLUENCE METHODS)***
- ~AN UNDERSTANDING OF THE ENVIRONMENT (CONTEXT)***

ATTRIBUTES

WHAT KIND OF PERSON ARE YOU?

HOW DO OTHERS SEE YOU?

WHAT DO YOU KNOW,
AND HOW DO YOU SEE
THE WORLD?

COMPETENCIES

HOW DO YOU ESTABLISH TRUST BETWEEN INDIVIDUALS & WITHIN TEAMS?

HOW DO YOU BUILD AND THEN GROW YOUR TEAMS?

HOW DO YOU MAKE STUFF HAPPEN!

ATTRIBUTES

WHAT KIND OF PERSON ARE YOU?

HOW DO OTHERS SEE YOU?

WHAT DO YOU KNOW,
AND HOW DO YOU SEE
THE WORLD?

COMPETENCIES

HOW DO YOU ESTABLISH TRUST BETWEEN INDIVIDUALS & WITHIN TEAMS?

HOW DO YOU BUILD AND THEN GROW YOUR TEAMS?

HOW DO YOU MAKE STUFF HAPPEN!

ATTRIBUTES (Behaviors) – The 1st Element

CHARACTER	PRESENCE	INTELLECT
• Personal Background • Culture • Life “Mission” • Values • Self-Discipline	• Bearing • Fitness • Confidence in action, words, and manner	• Expertise • Practical competence • Mental agility • Reasoned judgement • Interpersonal tact

COMPETENCIES (Skills) – The 2^d Element

LEADS	DEVELOPS	ACHIEVES
• Builds trust • Extends influence • Leads by example • Communication Skills	• Creates a positive environment • Seeks ways to improve • Develops others • Stewards the profession	• Applies a Strong Will • Maintains Energy • Focuses on results

THE INFLUENCE MODEL: 3D ELEMENT

PURPOSE

The “Task” from the leader or the organization

MOTIVATION

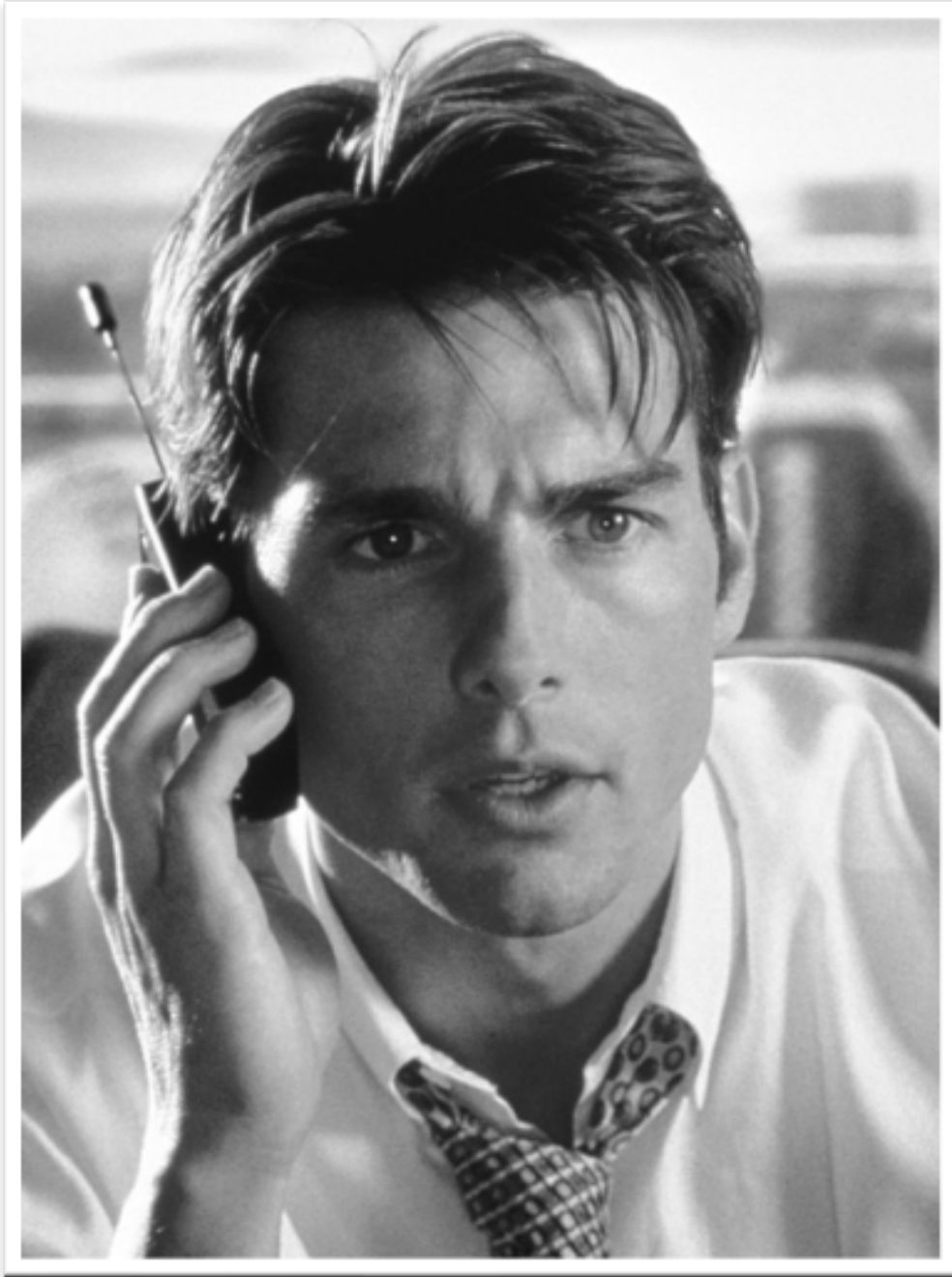
The individual's reason for doing - or not doing - something... and their associated level of enthusiasm to contribute

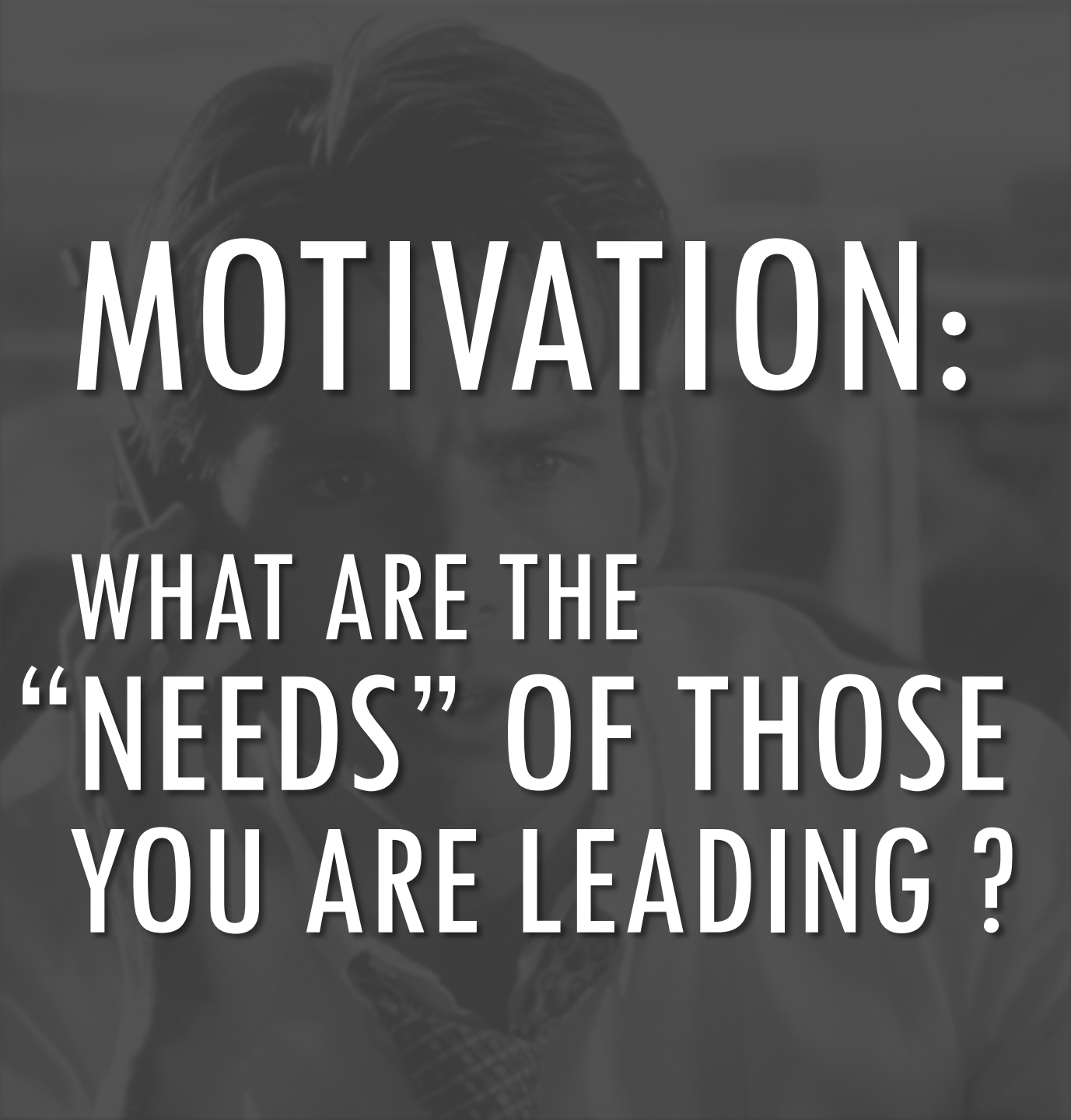
INFLUENCE

How the leader engages with & influences others, and how the leader communicates the goal or task

JERRY MCGUIRE

MOTIVATIONS





MOTIVATION:

WHAT ARE THE
“NEEDS” OF THOSE
YOU ARE LEADING ?

- **PATIENTS?**
- **FAMILIES**
- **NURSES?**
- **COLLEAGUES?**
- **ADMINISTRATORS?**
- **ASSOCIATES?**

THE INFLUENCE MODEL: 3D ELEMENT

PURPOSE

The “Task” from the leader or the organization

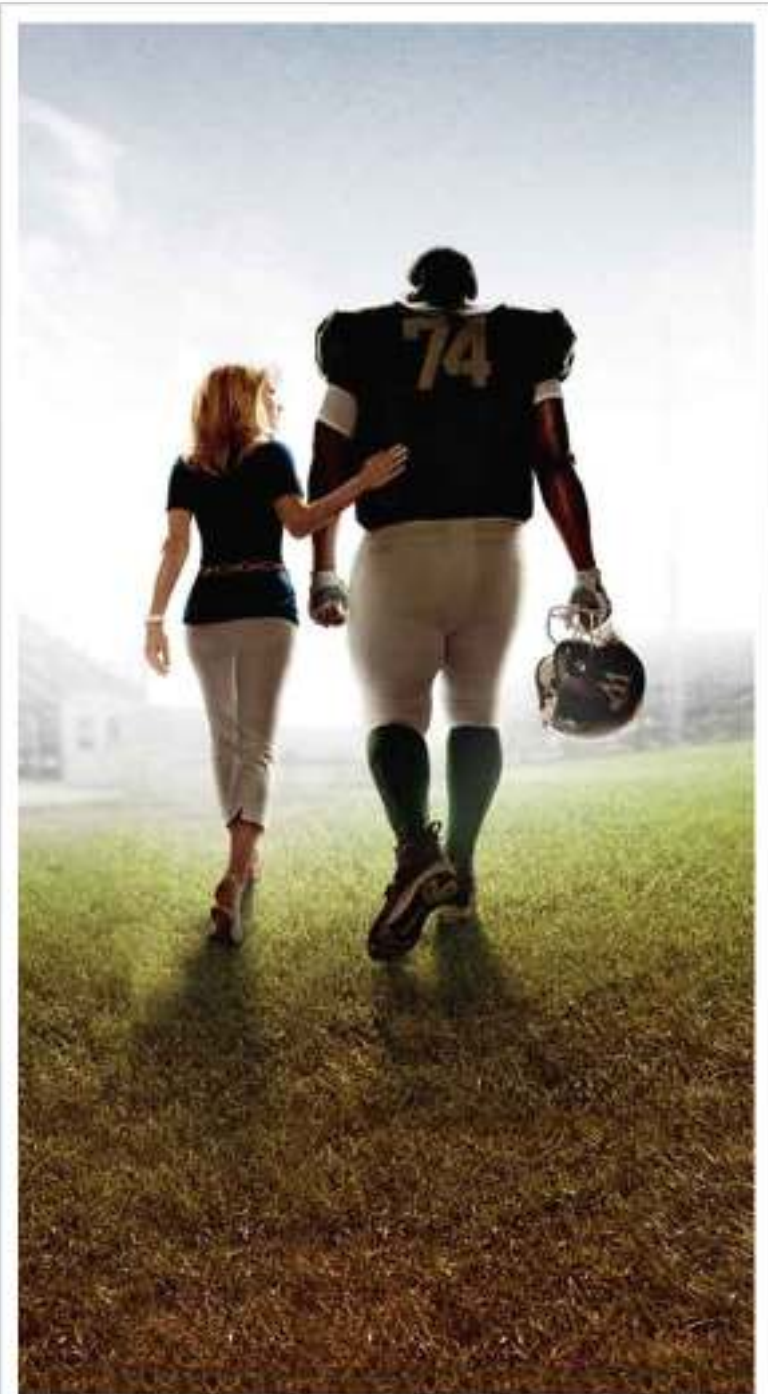
MOTIVATION

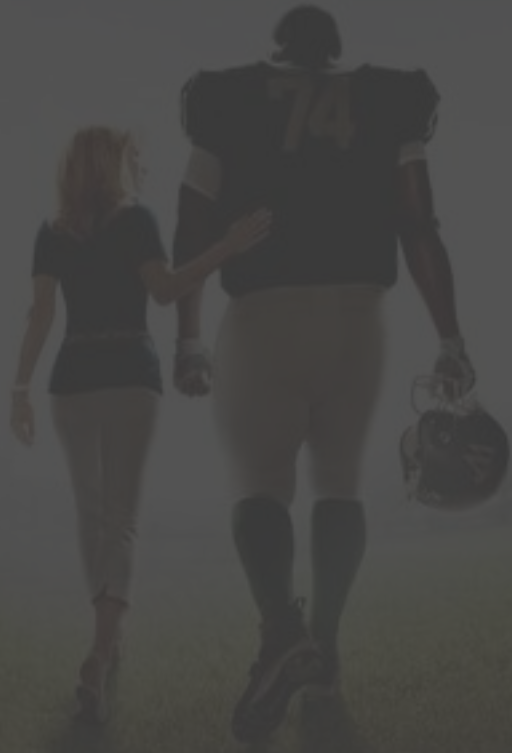
The individual's reason for doing - or not doing - something... and their associated level of enthusiasm to contribute

INFLUENCE

How the leader engages with & influences others, and how the leader communicates the goal or task

THE BLIND SIDE INFLUENCE



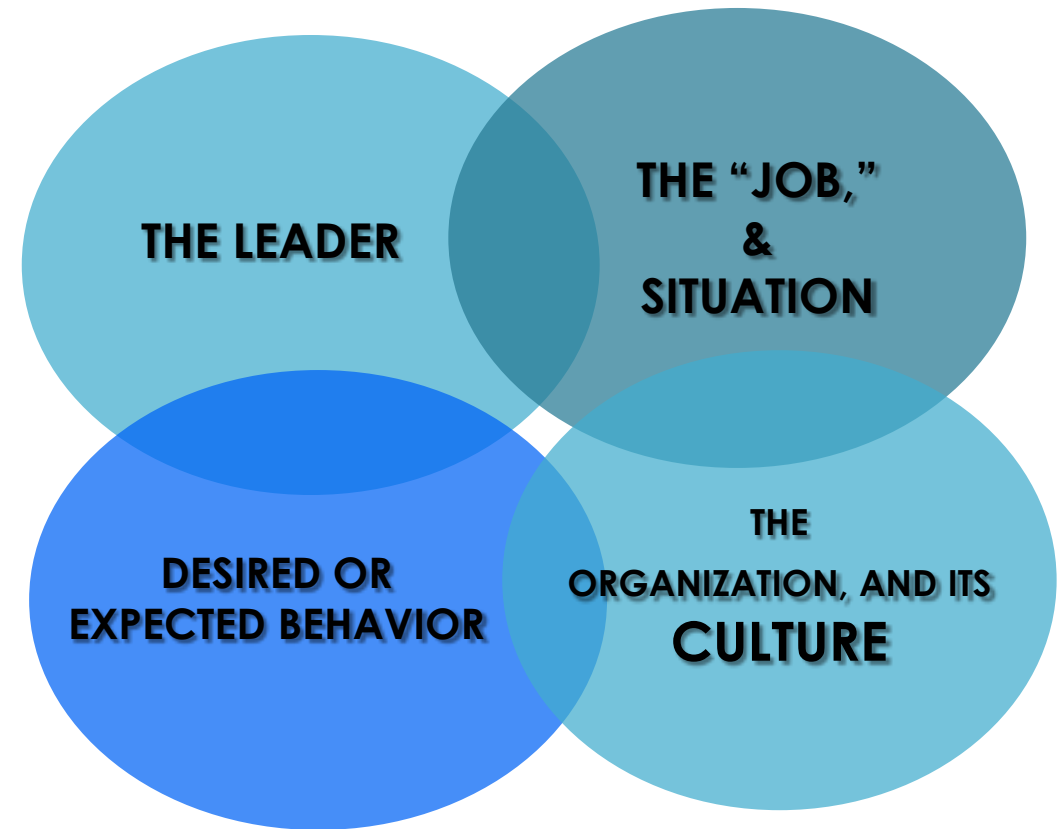


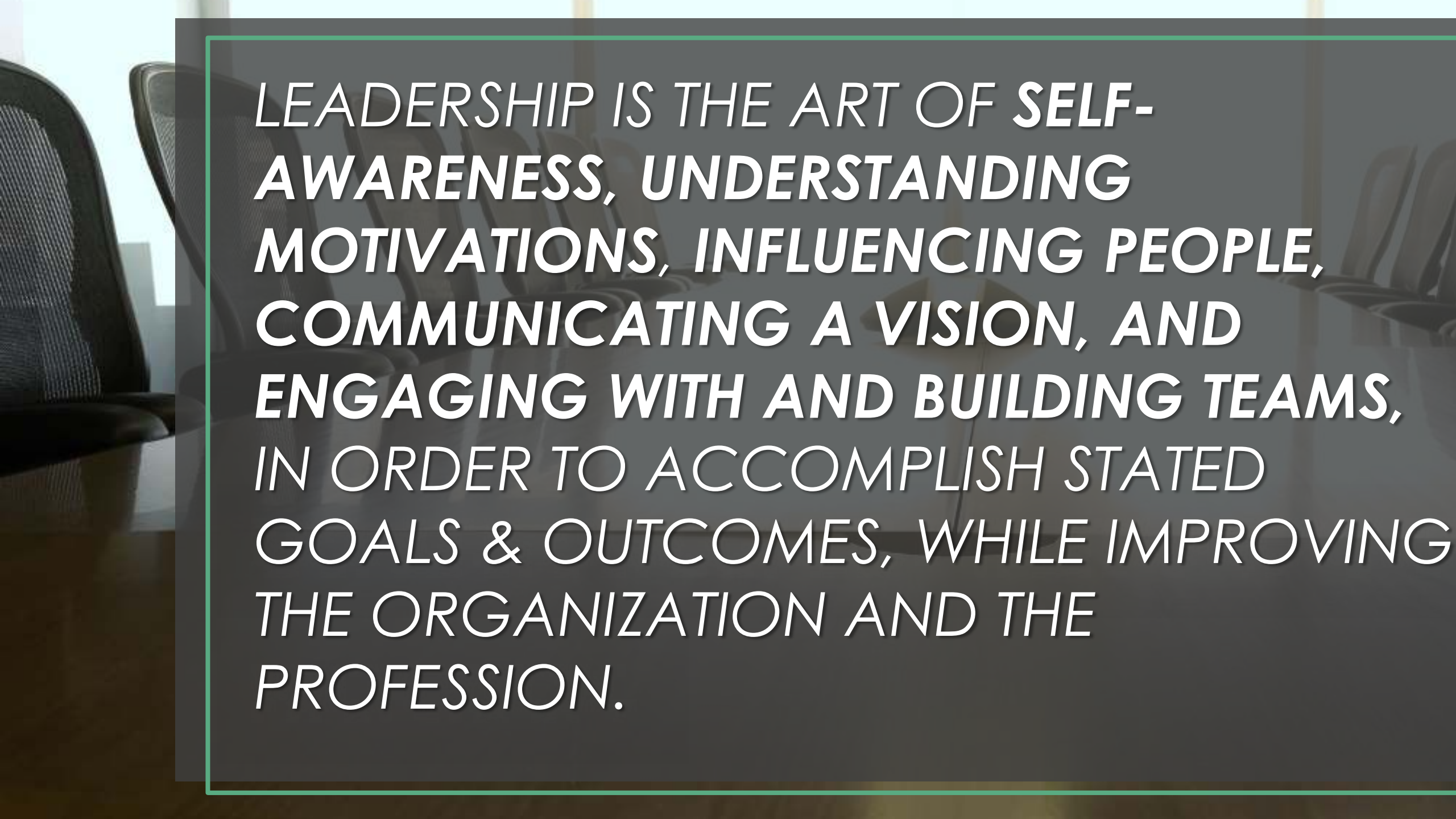
INFLUENCE

- WHAT “**TASKS**” ARE WE ADDRESSING
- WHAT **TECHNIQUES** WORK?
- WHAT DOES THE LEADER NEED TO KNOW BEFORE **ATTEMPTING TO INFLUENCE?**

THE 4TH ELEMENT:

CONSIDERING
the
CONTEXT





LEADERSHIP IS THE ART OF **SELF-AWARENESS, UNDERSTANDING MOTIVATIONS, INFLUENCING PEOPLE, COMMUNICATING A VISION, AND ENGAGING WITH AND BUILDING TEAMS,** IN ORDER TO ACCOMPLISH STATED GOALS & OUTCOMES, WHILE IMPROVING THE ORGANIZATION AND THE PROFESSION.



SOME FINAL THOUGHTS:

- *LEADERSHIP IS HARD... IT'S HARDER IN HEALTHCARE... BUT IT CAN BE TAUGHT*
- *GOODS LEADERS ARE HUMBLE & SELFLESS... THEY LEARN & GROW DAILY; THEY FIND WAYS TO ENGAGE, COLLABORATE, BUILD OTHERS & INFLUENCE; THEY ARE COURAGEOUS IN STEWARDING THEIR PROFESSION; THEY STEP UP!*
- *ABOVE ALL ELSE, BEING A GOOD LEADER MEANS BEING A GOOD PERSON AND UNDERSTANDING YOUR ROLE ON THE TEAM*