Session 89
Leadership Pearls: The Art of Creating an Inspired Workforce

Presented by:
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Leadership Pearls: The Art of Creating an Inspired Workforce
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Disclosure of Relevant Financial Relationships
The following faculty of this continuing education activity has no relevant financial relationships with commercial interests to disclose:
• Dr. Mark Brouker, Pharm.D., FACHE
Learning Objectives

• Evaluate the healthcare leader’s vital role in creating a culture of optimal engagement and, ultimately, a culture of trust.

• Analyze the strong correlation between a highly engaged workforce and effective change and crisis management.
Agenda

• Understand and respect the impact of your leadership

• Leadership behaviors that build trust
  - 4 specific behaviors that show you care
  - power of optimism

• Change management and crisis management
Do happy employees result in healthy bottom lines?

Gallup surveyed 28,000 employees of large retailer from 300 identical stores.

Asked 12 questions (scale of 1 to 5):

"Does my supervisor care about me?"

"Do I receive recognition for good work?"

"Is there someone at work who encourages my development?"

Etc...

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Employee Satisfaction Survey Scores: Impact on profits
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Impact on profits

"Excellent leaders engaged their employees... which resulted in top performance."

- Buckingham, First Break All the Rules
Study looked at relationship between employee engagement scores and profits at 95 auto dealerships over a 6 year period.*


Conclusion:

“Employee engagement causes performance, not vice versa.”

Operation Enduring Freedom
Mental Health Advisory Team Report (2008-2012)
Platoon Level Variation in the Relationship Between Combat Exposures and Acute Stress
Leadership Satisfaction & PTSD Symptoms

N = 638

Experience of Intense Fear/Horror

Percent meeting criteria for PTSD

Officer Leadership Satisfaction
Positive satisfaction with leadership is an extremely effective buffer against symptoms of PTSD, anxiety and depression.

- Mental Health Advisory Team Report (2012)

What are the behaviors of an effective leader?
“44,000 patients die annually in US due to medical errors...8th leading cause of death in US.”
- Institute of Medicine, 2000

“In a punitive culture [culture of fear], employees are compelled to hide their mistakes for fear of punishment.”
- Tucker and Edmondson, 2003

“… a punitive culture is a root cause of medical errors.”
- Chuang, Ginsburg & Berta, 2007

“In a learning culture… employees can talk freely about safety problems without fear...”
- Institute of Healthcare Improvement, 2005

“...a leader can nurture a learning culture.”
- Kim & Newby-Bennett, 2012

“Leadership is instrumental in creating a culture necessary for patient safety [culture of trust].”
- Chuang, Ginsburg, & Berta, 2007
Culture of fear versus culture of trust
As a leader, which interactions with your staff impact trust?

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Care for your staff

Behavior #1

Study conducted by Center for Creative Leadership to ascertain successful behaviors of C-suite leaders*

The #1 behavior for those holding the top 3 jobs in a large organization...

“…proactively build relationships with subordinates”

*Sessa, Executive Selection, Strategies for Success

Care for your staff

Behavior #1 – Know your staff

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Behavior #1 – Know your staff

Leadership is about building relationships...it’s a contact sport!

“Tell me your story…”
Get to know your staff very well
- Basic needs met?
- Discuss goals – extremely powerful

“The best leaders understand the motivations of their team members and know their people -- their lives and their families...”

- Jocko Willink – Navy Seal
Care for your staff

Behavior #2

Tobruk, North Africa 1942

Guadalcanal, South Pacific 1942

Kasserine Pass, North Africa 1942

"Halsey immediately visited Guadalcanal and the hospital. News spread throughout the South Pacific of the visit. In contrast to the earlier Commander, it was said, the area now had a commander who cared."

- Potter, Halsey
Care for your staff
Behavior #2 – Be visible

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Build relationships

Use as opportunity to:
- Express gratitude
- Ask how you can help them
...also inspire, challenge, mentor

Find out what is really going on...
More info gained in quick visit than reading hours of email
Care for your staff
Behavior #2 – Be visible

“It all came down to brief interactions I had daily with employees – in the hallway, in the cafeteria, in a meeting room.”

Care for your staff
Behavior #3

Harvard Business Review conducted a survey of 20,000 employees worldwide*

What was the most important leadership behavior for garnering commitment and engagement?

1. Inspiring vision
2. Providing useful feedback
3. Recognition and appreciation
4. Being treated with respect
5. Opportunities for learning, growth, development

Care for your staff
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“There’s one thing that leaders need to demonstrate: respect. No other leadership behavior had a bigger effect on employees...”


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Care for your staff
Behavior #3 – Dignity and respect

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Care for your staff
Behavior #3 – Dignity and respect

*Always treat all staff with dignity and respect*

Big test...how do you react to bad news?
- *Never* shoot the messenger!

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Care for your staff
Behavior #4

IBM Smarter Workforce Institute surveyed > 19,000 workers in 26 countries from a variety of industries and major job families*

Correlation between employee recognition and employee engagement?

“*Engagement among employees who receive recognition is almost 3 times higher than among those who do not.*”

* Zhang, How do I Recognize Thee, Let Me Count the Ways. Thought Leadership Whitepaper, IBM Smarter Workforce Institute, 2015
Care for your staff

Behavior #4 – Don’t ignore good/poor performance

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Care for your staff

Behavior #4 – Don’t ignore good/poor performance

Set expectations

Good performance
  Give accolades!

Poor performance
  Seek first to understand...
  Carefully assess and take appropriate action
  - train, transfer, or terminate
“People don’t care how much you know until they know how much you care.”

-Theodore Roosevelt

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Power of optimism

"Perpetual optimism is a force multiplier... a leader’s enthusiasm, hopefulness, and confidence multiply as they radiate outward through the organization....

Cynicism, doubt, and negativity are force shrinkers...leaders who persist in seeing the world negatively are very likely to demoralize, demotivate, and undermine the effectiveness of colleagues."

- Leadership Secrets of Colin Powell

Power of optimism

Shakleton’s Way

“A leadership book that reads like an adventure story.”
DARYA SOREL, author of Engage!

SHACKLETON’S WAY

Margot Morrell and Stephanie Capparell

Leadership Lessons from the Great Antarctic Explorer

2017 CONGRESS ON HEALTHCARE LEADERSHIP
Power of optimism
Shakleton’s Way

Shackleton believed in optimism, lived it, selected the crew for it, talked about it, and praised crew members when they showed it. Optimism became the culture so that the men continued to keep their spirits up...

- Shackleton’s Way
Power of optimism

A pessimistic leader causes more harm than an absent leader.

A leader needs to:
1. be optimistic
2. fake it
3. take the day off!

“Faking it”
General Eisenhower, 1942

“To General Marshall he [Eisenhower] conceded...
...it has been a trifle difficult to keep up, in front of everybody, a proper attitude of optimism. For now, the concealment of his anxieties was part of the art of leadership.”

- Atkinson, An Army at Dawn
Power of optimism

Work-life balance

“Without energy and health, it is often difficult to be optimistic”*

Be mindful - need time for family and exercise
Max effort
Exercise: Use it as a time to reflect...

* Fundamentals of Naval Leadership Naval Institute Press 1984

Power of optimism

Work-Life Balance

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Max effort
Exercise: Use it as a time to reflect...

“Great leaders display a compelling modesty…”**
Be humble, have fun, and don’t take yourself too seriously

** Collins, Good to Great

* Fundamentals of Naval Leadership Naval Institute Press 1984
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Culture of trust

Change management

*Much* easier with trust
Is it *really* urgent
Quietly lobby
Wait ‘til Friday!
Culture of trust
Change management

*Much* easier with trust
Is it *really* urgent
Quietly lobby
Wait ‘til Friday!

Face to face is best
Culture of trust
Crisis management

“...Loving – something I so desperately hoped that I did as a leader – meant much more than simply feeling that I cared. It meant showing patience...kindness...mercy...”
Culture of trust
Crisis management

“...Loving – something I so desperately hoped that I did as a leader – meant much more than simply feeling that I cared. It meant showing patience...kindness...mercy...”

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Captain Brouker completed an illustrious naval career, serving in a vast array of leadership positions around the world and onboard ships. He served as Commanding Officer at one of the largest naval hospitals worldwide and as regional Chief of Staff, responsible for 10 hospitals spanning the West Coast to the Indian Ocean and healthcare for 800,000 patients.

After transitioning from the military in 2013, Captain Brouker founded Brouker Leadership Solutions, a company that has helped thousands of leaders around the world build high performing teams by changing the way they define leadership.

An ACHE Fellow, Captain Brouker earned a BS degree in Pharmacy from Northeastern University, an MBA from National University, a Doctor of Pharmacy degree from the University of Rhode Island and graduated from the Naval War College.

Captain Brouker lives in San Diego, California and, when not traveling, teaches leadership studies at Chapman University.

Questions
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