

Future of Physician Leadership

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Physician
Leadership; is it
for you?

Working hard for something we don't care
about is called stress; **working hard for**
something we love is called passion

Simon Sinek

Management vs Leadership

Management is the process of working with others to ensure the effective execution of a chosen set of goals. Leadership is about developing what the goals should be. It's more about driving change.

Managers look for answers to “**how and when**”, while leaders look for answers to “**what and why**”.

A leader **inspires positive, incremental change by empowering employees** to work toward common objectives.

One of the main differences between leaders and managers is that leaders are more **future-focused**, while managers are more **focused on the present**.

Opportunities abound, is it for you?

- Physicians are being recruited for C-suite roles, including chief innovation officer, chief experience officer, chief transformation officer, chief strategy officer, chief medical informatics officer and chief population health management officer.
- **Amazon** is looking for physicians interested in business development who will “define and execute a strategy for acquiring and managing provider networks.
- **Google is hiring physicians**, too. Its high-profile hires include the former chief executives of the Geisinger Clinic and the Cleveland Clinic.

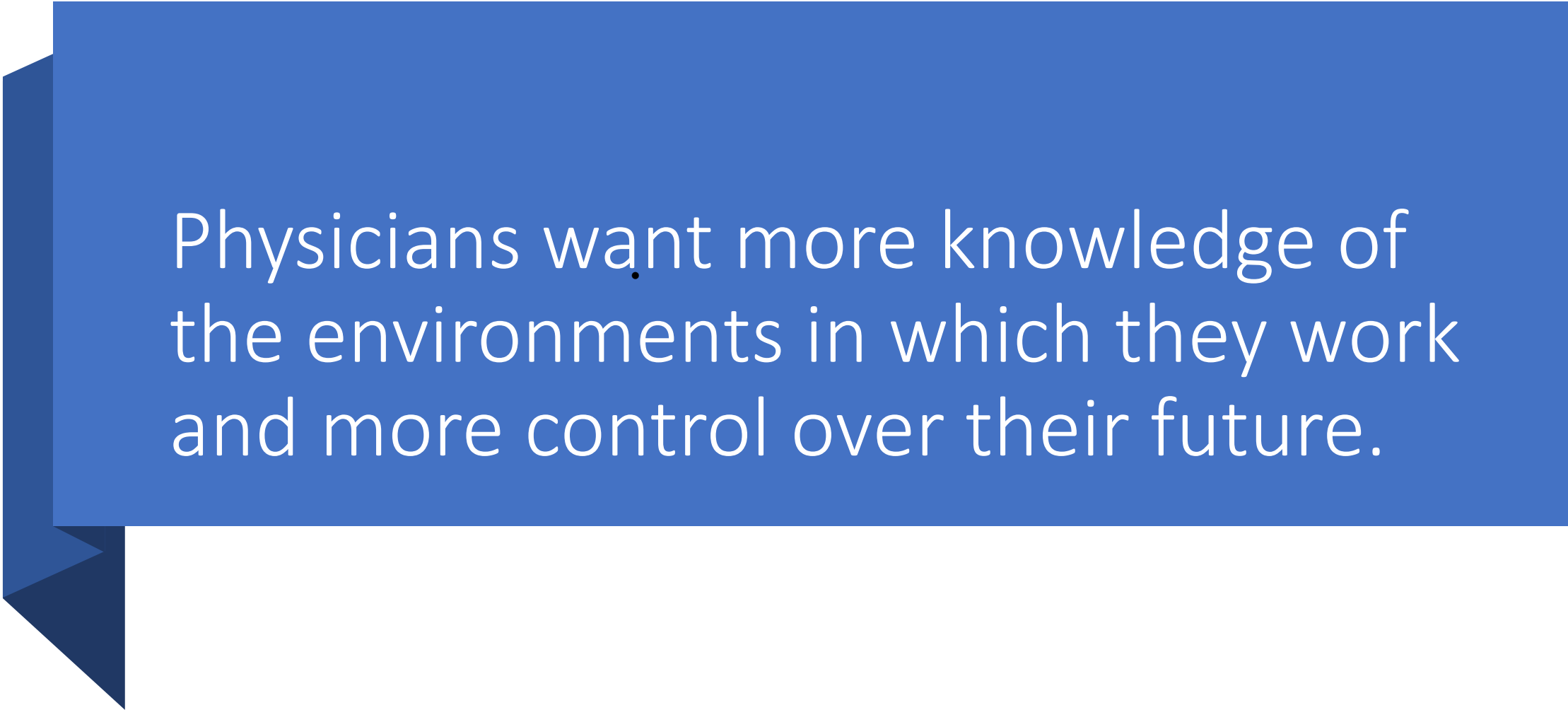
Value clinicians bring to executive leadership

Physicians and other clinicians bring a unique, boots-on-the-ground perspective

- Experience through the lens of a provider
- Insight into issues including patient flow, supplies, and daily operations
- Understanding of how provider teams function
- Ability to prioritize solutions and optimize processes from an inside perspective
- Influence among other providers to drive change

Transferable skills
doctors have
gained from
medical training
and clinical
practice

- coping with pressure
- time management
- communication skills
- empathy and compassion
- problem solving
- professional integrity
- decision-making
- teamwork



Physicians want more knowledge of the environments in which they work and more control over their future.

Physicians have Curiosity, Passion and Perseverance

- As new roles evolve, leaders will need curiosity, passion and perseverance to succeed.
- All healthcare leaders—regardless of their roles—need to know finance, operations, strategic planning, technology and innovation.
- Leaders must also develop core leadership competencies, such as fiscal accountability and stewardship, team building, communication, collaboration skills and emotional intelligence.
- When we start with clearly understanding the *why* behind our career choices and we do what's best for the patient, quality, employee engagement, cost effectiveness and efficiency will naturally follow.



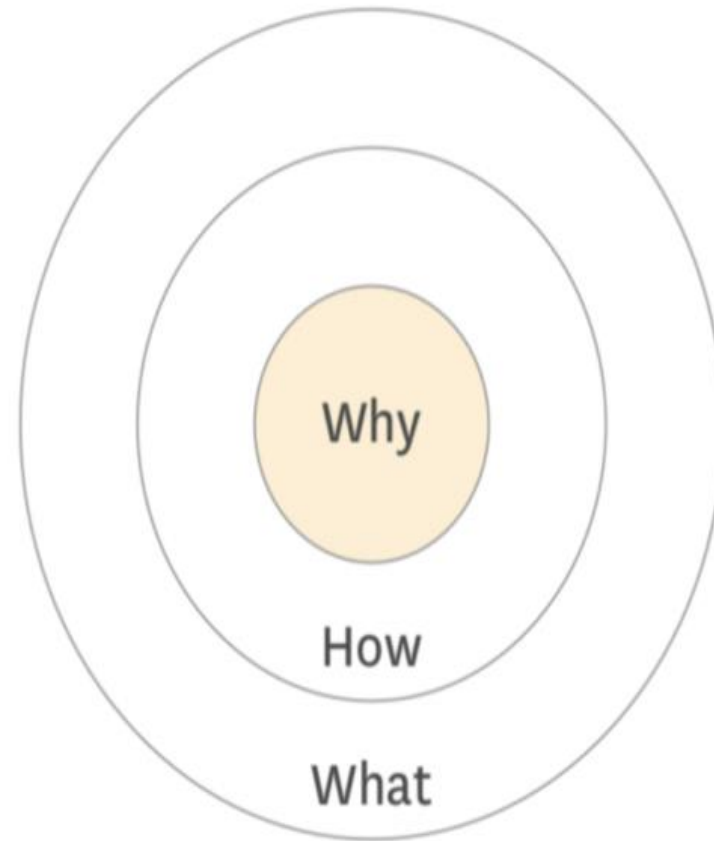
And it's those who start with why, that
have the ability to inspire those around
them or find others who inspire them.

Simon Sinek

“ quote fancy

Simon Sinek: Start with Why

Motivational speaker and bestselling author, Simon Sinek, believes that the secret to a successful business is to start with 'why' and work your way outward to the 'how' and the 'what'.



Why - Your Purpose

What is your cause? What do you believe?

How - Your Process

Specific actions taken to realise your Why.

What - Your Process

What do you do? The result of Why. Proof.

Find Your Why example

What: We offer an executive cohort opportunity for clinicians to earn a Master of Science in Healthcare Administration and Leadership

How: By providing a balance of synchronous and asynchronous opportunities for peers to learn, share, and teach each other utilizing resources from the American College of Healthcare Executives.

Why: We believe learning drives innovation and when excellent clinicians are provided current knowledge in healthcare administration, they will become the healthcare leaders of tomorrow.

Today's generation of physicians are more willing to get involved in medical staff leadership than their predecessors, and larger numbers of them are available to deploy into leadership roles. *Despite there being greater clinician and organizational interest in increasing physician leadership, the healthcare field is still trying to determine the best way to move physicians from front-line clinical jobs to leadership roles.*

Dyad Leadership Model

- Individuals best suited for the dyad model have some leadership experience; they want to grow professionally and personally; they are collaborators; they are constant learners; they are willing to listen to and explore viewpoints different from their own; they welcome constructive criticism; and they embrace the importance of team success over the success of any one individual.



Guard
your time

Time Management

As physicians you are used to being on call and drop whatever you are doing to respond to an emergency.

When asked to do both administrative responsibilities and clinical full time, something is going to break.

Control where you invest your time, get well delineated job responsibilities for administrative roles.

Delegate.

Traditional
Leadership Styles;
Vertical hierarchy
and
Counterproductive

Autocratic or Authoritarian
leadership

Democratic or Participative
Leadership

Laissez-faire or Free-rein
leadership

Paternalistic Leadership

Humble or Servant Leadership 1970

Servant leaders have “**humility, courage, and insight to admit that they can benefit from the expertise of others** who have less power than them. They actively seek the ideas and unique contributions of the employees that they serve.”

Humility inspires followers to trust leaders.

Actively seek the ideas and unique contributions of the employees they serve.

Why is Humble Leadership in Vogue, “flavor du jour”?

Humble leaders listen well, admit mistakes and share the limelight.

Humble leaders create more collaborative environments making the most of a firm's talent

Leader's humility can be contagious; when leaders behave humbly, followers emulate their modest attitude and behavior

Humble leaders admit their mistakes and limitations, share the spotlight by deflecting praise to others, and be open to new ideas, advice, and feedback.

Humble leader becomes strong by earning his team's respect and therefore their loyalty.

Humble or
Confident;
Can you be
both?

Confident Humility: A Way to Lead so Everyone Wins

Remain
Open to
Feedback

Stay
Grounded

Practice
Gratitude

Check the
Other
Side

Take
Leaps of
Faith

Live Into
Your
Potential

Be
Present

**Leaders need a strong ego, but not a big
ego**

Attributes of Humble Leadership

High emotional intelligence

Intellectual humility

Personal risk for the greater good

Employee accountability

Dialogue, not debates

Humble Leadership and the Future

Humble
Leadership
will need
to focus
on:

Context over content

Cultural heterogeneity

Distributed Power

Mass customization

Dynamic organizational design

Virtual presence

Viewpoints from Leaders

Humility is one of the most powerful and important attributes of training. **Learning** to become humble helps build trust, which is the key to leadership development and crushing your goals. As the revolutionary Nelson Mandela once said *“The first thing is to be honest with yourself.”*

Quoting Rick Warren, *“True humility is not thinking less of yourself; it is thinking of yourself less”.*

As Simon Sinek said: *“Great leaders don’t need to act tough. Their confidence and humility serve to underscore their toughness.”*

Being humble means recognizing that we are not on earth to see how important we can become, but to see how much of a difference we can make in the lives of others. -Gordon B. Hinckley

Agree or Disagree?

Being humble means being timid or weak, submissive, unassertive and lowly, a pushover, or someone who is too soft.

Leadership is always a relationship, and truly successful leadership thrives in a group culture of high openness and high trust.

Humble leadership is a model mostly for executive leaders in an organization.

Leadership is wanting to do something new and better, and getting others to go along.

Time to reflect

Think of your favorite person you ever reported to. Did they exhibit humble leadership?

Think of your least favorite person you ever report to. Did they exhibit humble leadership?

Research is clear: when we choose humble unassuming people as our leaders, the world around us becomes a better place

Humble and Kind: Lyrics for Leadership?

- When the dreams you're dreamin' come to you
When the work you put in is realized Let yourself feel the pride but Always stay humble and kind
- Don't expect a free ride from no one Don't hold a grudge or a chip and here's why Bitterness keeps you from flying Always stay humble and kind
- When you get where goin' Don't forget turn back around, help the next one in line, always stay humble and kind
- Hold the Door, Say Please, Say Thank you. Don't steal and don't cheat and don't lie
- [Official Video Humble and Kind \(4 min\)](#)

If Humble
People make
the best
leaders, why
do we fall for
charismatic
narcissists?

- When looking to hire leadership positions, we appear to search for superheroes: over-glorifying leaders who exude charisma
- Charisma can be conducive to positive large-scale transformation, but the “dark” side of charismatic leadership as such “leaders can be prone to extreme narcissism that leads them to promote highly self-serving and grandiose aims”.
- Narcissistic leaders can be arrogant, and know how to draw attention toward themselves, enjoy the limelight, visibility
- Low empathy, dominant orientation toward others, and strong sense of entitlement often is viewed as effective leadership during interviews especially during a time of business crisis

Suggested interview questions to assess humility

Do you prefer to build friendly and long lasting relationships while working?

Suppose you are going to start a company, what all would be the three foundational values that you will base your company on?

Who is your biggest inspiration and for what reason?

Was there any kind of situations that you had to admit you had made a mistake to others and how did you handle such as situation?

What are the three top factors that helped you to attribute success in life?

The “Soft” Leadership Realities of Today’s Healthcare Systems

There are three critical leadership variables in successful physician-executive partnerships:

shared values

an inspirational vision

strong trust.

Values Alignment

Alignment of values is the first and most important soft factor. When values align, the decision process focuses on the best result. However, if there is a conflict of values, then the participants will focus on their personal values at the expense of the mission.

Take, for example, an executive who believes that profit must be the primary metric for all decisions, but who works for a faith-based organization that is driven by the value of compassion. The inherent conflict between the core organizational value of compassion and the personal value of profit would make any decision conflictual, whereas if all of this organization's leaders were firmly committed to the core value of compassion, then the decision would be much easier to determine.

Vision

A vision is a statement of the possible, not the probable. It is a destination that is, in many ways, more desirable than the current condition. Vision helps individuals transcend self-interest.

Leaders, by definition, inspire followers to manage positive change. They are able to communicate the importance of full staff engagement in the change process.

When physicians and administrative leaders collaborate to communicate a vision for a better future, they will achieve greater success in mobilizing clinical and business staff to achieve the organizational vision.

Trust

Trust is the glue that holds personnel together during difficult times as well as the lubricant that reduces the friction inherent in the change process. Quite simply, trust is “the benefit of the doubt.”

When there is a high degree of trust, there is openness, honesty and consistency among the parties involved.

An environment characterized by a low degree of trust breeds suspicion of hidden agendas among the individuals involved. This distrust can distract individuals from instead focusing on collaborative decision making.



**“A team is not a
group of people
who work
together. A team
is a group of
people who trust
each other.”**

**—
Simon Sinek**

Strategic
organization
steps to
develop
physician
leaders

What Organizations Should Consider Providing

Mentoring

Feedback

Onboarding

Leadership development classes

Experiential exposure

As long as developing physician leaders and increasing physician engagement continue to be top priorities for healthcare organizations, it will remain important that the processes and approaches used to support this effort be given careful consideration.



**A person
who feels
appreciated
will always
do more
than what is
expected.**



Authentic
Leadership and
Image: are
your genuine
aspects coming
across to other
people?

- Management vs Leadership is that leaders don't necessarily hold or occupy a management position.
- Become Self-Aware (attribute of Emotional Intelligence)
- Understand your personal values (Find your Why)
- Build a support team to keep you focused (Build on Trust)
- Practice empathy and compassion (Humble Leadership)
- Work to maintain balance and stay grounded holistically

Simon Sinek

“

Success is when reality catches
up to your imagination.

— Simon Sinek

