"Leadership in Times of Change"

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Radiology BUSINESS PRACTICE

How to Succeed

David M. Yousem
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MOSBY

No Needless Deaths

No Needless Pain or Suffering

No Helplessness in Those Served or Serving

No Unwanted Waiting

No Waste

No One Left Out

Donald Berwick

"There are some people who live in a dream world,

　　and there are some who
　　face reality;

　　　and then there are those
　　　who turn one into the other."

Desiderius Erasmus

If your actions (or words) inspire others to dream more, learn more, do more and become more, you are a leader

JOHN QUINCY ADAMS

Leadership Journey

- Fellowship Completed 1996
- Vice Chair Radiology Johns Hopkins: 1999
- Interim Chair Radiology Johns Hopkins: 2002
- Chair Radiology University of Washington (UW): 2002-2016
- President Physician Practice Plan UW: 2003-2005
- Vice President and President UW Faculty Senate 2014-2016
- Medical Director: Seattle King County Clinic 2014- 2016

Leadership Journey

- Dean College of Medicine MSU 2016 -

- Associate Provost : 2 colleges of medicine, nursing college and physician practice plan 2018 –

UW Pays Record $35 Million to Settle Government Billing Fraud Claims

- Massive billing fraud in Medicare, Medicaid and other government health plans
- Largest settlement made by any academic medical center in the nation
- Chair of Neurosurgery Fired
- Division Chief of Nephrology in Prison

Chair Radiology University of Washington (UW): 2002-2016
President Physician Practice Plan UW: 2003-2005

"Michigan State's fallout has begun"

- 300 victims
  - Children who came to MSU in Trust
  - Families and Faculty Impact
- Sentenced to 125 years in prison
- $500 million restitution
- President resigns
- Dean Arrested

Dean College of Medicine MSU 2016 -
Associate Provost : 2 colleges of medicine,
nursing college and physician practice plan
2018 –

Leadership in Times of Change

"A great leader takes people where they don't necessarily want to go, but ought to be."

ROSALYN CARTER
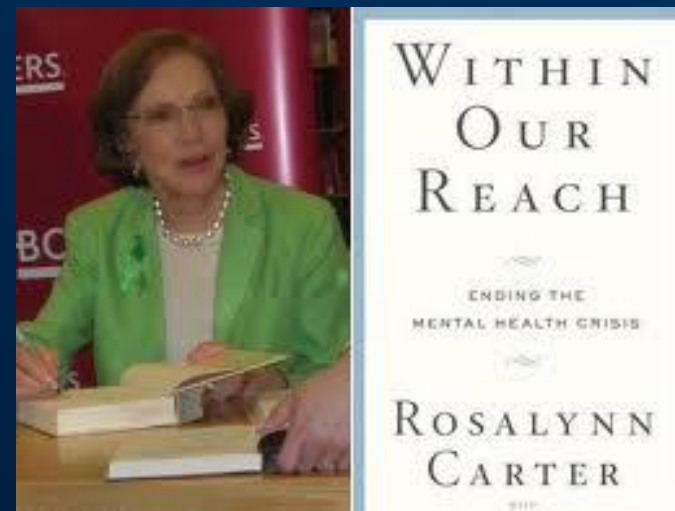
Masterclass

Goal: to allow an in depth <u>discussion</u> of a specific topic of general interest

– for the purpose of understanding a subject

"TO LEARN FROM EACH OTHER"

Learner Objectives

- The learner will recognize key qualities for a leader of change
- The learner will be able to identify potential pitfalls for leading change and approaches to avoid these pitfalls
- The learner will acquire techniques and tools to lead change

LEADING CHANGE

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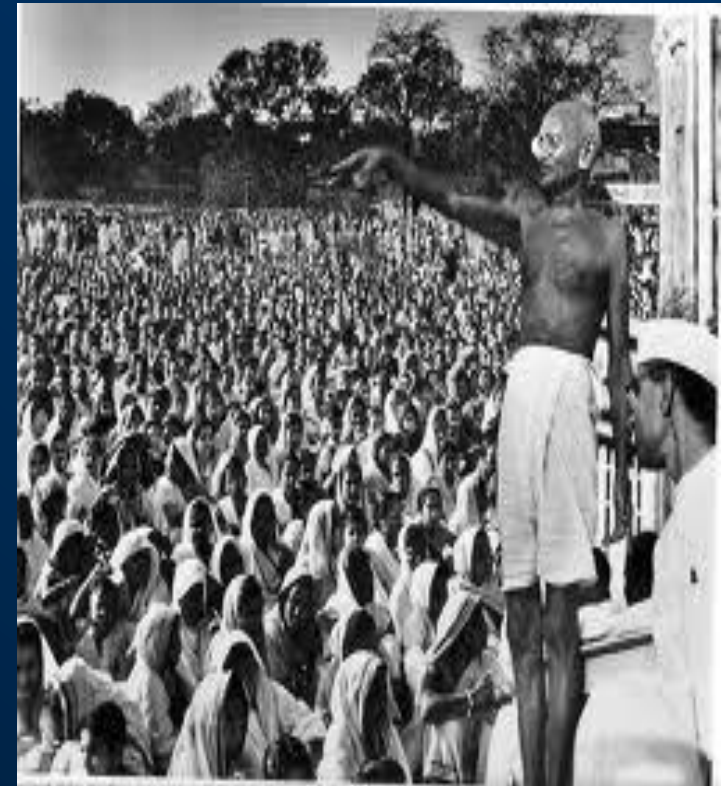- The learner will acquire techniques and tools to lead change

LEADER of CHANGE

- A steward of hope in the face of adversity
- A role model
- A teacher
- A counselor
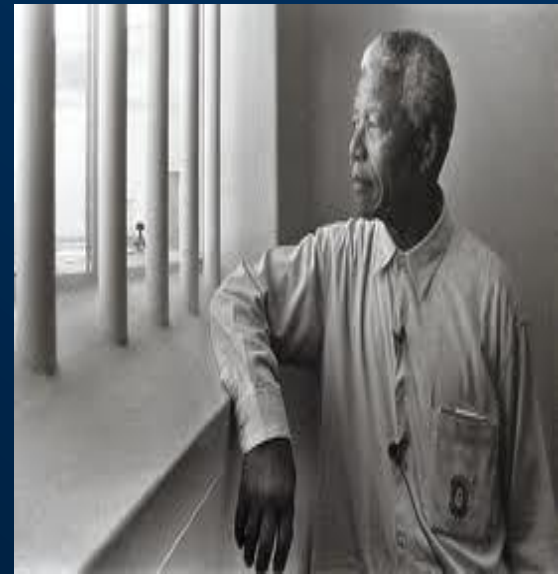
LEADER of CHANGE

- Inspires others to take part in accomplishing something that they could not do alone
- Helps individuals believe in themselves and in others

"Give light, and the darkness will disappear of itself. "

Desiderius Erasmus

LEADER of CHANGE

- Steps in when others are unwilling to do so
- Develops the potential of an effort or organization by forming new collaborations and building new synergies

LEADER of CHANGE

Takes pride in the accomplishments of others

"Alone I can do so little, together we can do so much"

Helen Keller

LEADER of CHANGE

Takes responsibility for his or her actions with an understanding that those actions affect others

"Doing the job right is more important than the job title"

Colin Powell

LEADER of CHANGE

A leader is bothered by a process that could be done better and is uncomfortable until that process is optimized

Group Discussion: What are your 'key qualities for a leader of change'

Learner Objectives

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# PITFALL ONE: FEAR OF FAILURE

FEAR OF FAILURE

– Leadership brings daily challenges

– Fear of failure in decision making leads to maladaptive stress

  • aggression

  • reluctance to cooperate or engage

– excessive fear of failure will

only lead to more failure

Parts of the Brain Involved in Fear Response

Sensory Cortex

Thalamus

Hypothalamus

Amygdala

Hippocampus

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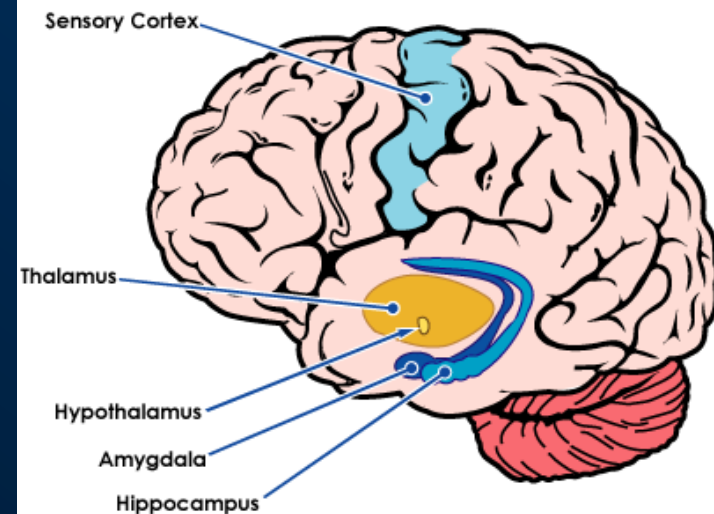
FEAR AND LEARNING

- Fear is also [t]he most dangerous impediment to learning

  - shifts peoples into survival mode and prevents fluid learning and nuanced understanding

- Stress prevents the creative thinking and good judgment a leader requires

"Leadership and learning are indispensable to each other"

STRESS AND PLANNING

- When confronting a challenging issue, construct a plan
  - Do not carry the problem along with you to your next meeting
  - Do not take the problem home
    - keep you from getting the rest you need to approach another new day and new challenges
- Once a plan is formulated, stop worrying
  - worrying = stress
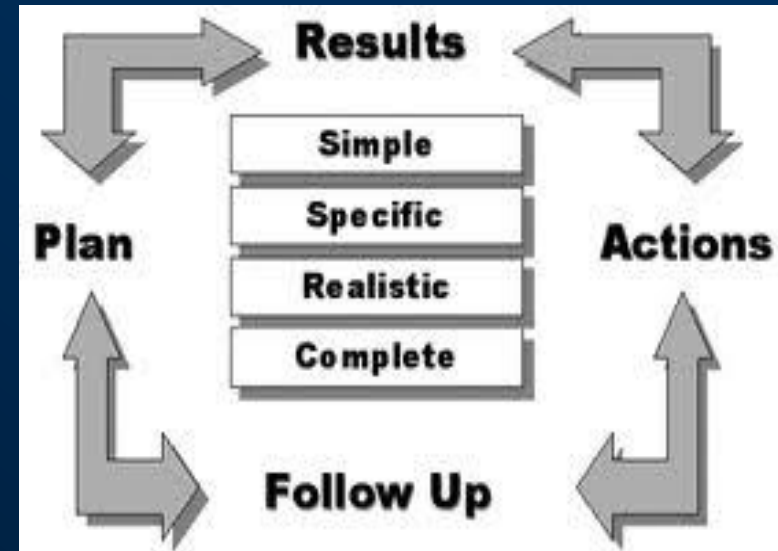
STRESS AND PLANNING

- Review is not needed until you have proof that the plan will not work
  - based on the results of actual implementation

- Otherwise- unable to focus on more than a few issues at a time, and your capacity as a leader will be tremendously limited

STRESS AND FEAR OF FAILURE

Make decisions; stand by them when they are good ones, and learn from them when they are poorly conceived or executed

Fear and Optimism

- The next great opportunity is soon to follow
  - Today's failure will help you realize tomorrow opportunity
- Take stock of progress

- For myself, every day begins with taking stock of how far I have come as well as how far I have yet to go

PITFALL TWO: INADEQUATE MECHANISMS TO RECEIVE INPUT

SEEK INPUT

- Seek input in formulating a plan
  - consult widely
    - there are others who are more skilled at dealing with certain issues than yourself

- Sign of capable leadership, not an indication of inability or ineffectiveness
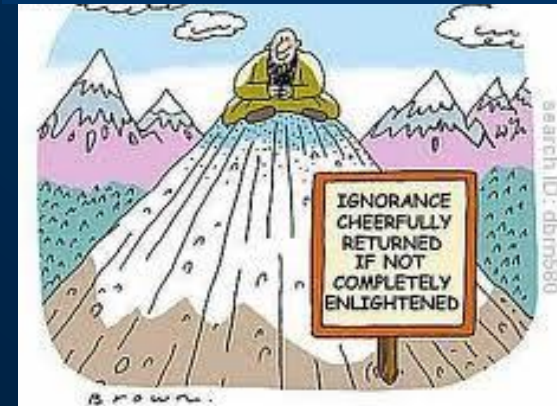
INPUT and TRUST

- Trust people
  - necessary to attain the synergy needed to achieve real success
- You will be disappointed far less than the times you will be delighted by the efforts people make toward attaining a common goal

MICHAEL BATTLE

RECONCILIATION

THE UBUNTU THEOLOGY OF DESMOND TUTU

FOREWORD BY DESMOND TUTU
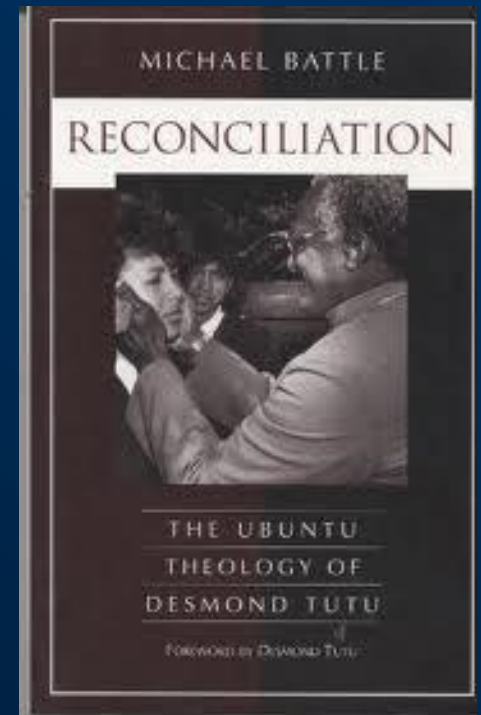
INPUT and TRUST

I have seen many a talented individual not realize their potential because they saw contradicting opinions as a threat or a criticism or a lack of appreciation

Leadership Structure

- Create a Structure for Input
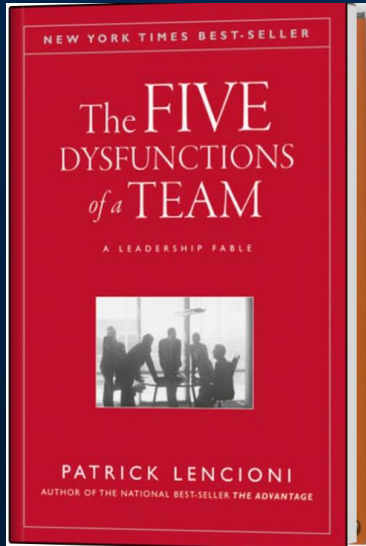- Tendency to let the 'leader' decide
  – Results in a lack of buy-in
- Remember to "Build" a team

Take 'Time Together' to Build Trust

Leadership culture is an important element of our transformation

1

Icebergs are large pieces of ice found floating in the open ocean. What you can see from the surface can be misleading. Most of the iceberg is hidden below the water.

This is how anger works. Often when we are angry, there are other emotions hidden under the surface.

Angry

scared

grief

embarrassed

tricked

overwhelmed

shame

frustrated

depressed

disgusted

distrustful

grumpy

stressed

attacked

rejected

helpless

guilt

trapped

nervous

trauma

annoyed

exhausted

anxious

PITFALL THREE: OVER REACTION

ACTION/REACTION

- Do not overreact
- Internal action logic is a key factor in leadership success
  - How individuals interpret their surroundings and how they react when their power or their safety is challenged is a strong predictor of leadership success

ACTION/REACTION

- Don't take yourself too seriously
  - success is not only due to your personal intelligence or uniquely strong work ethic; luck also plays a role

- Be cautious about creating an inflated sense of self based on that success

PITFALL FOUR: LACK OF EMPHASIS ON FAIRNESS

Fairness

- Foster Fairness
  - one of the strongest predictor of high employee performance and innovation
- Commitment and communication to fairness in actions, policies and procedures is essential

FAIRNESS

WIN OR LOSE, DO IT FAIRLY.

KNUTE ROCKNE
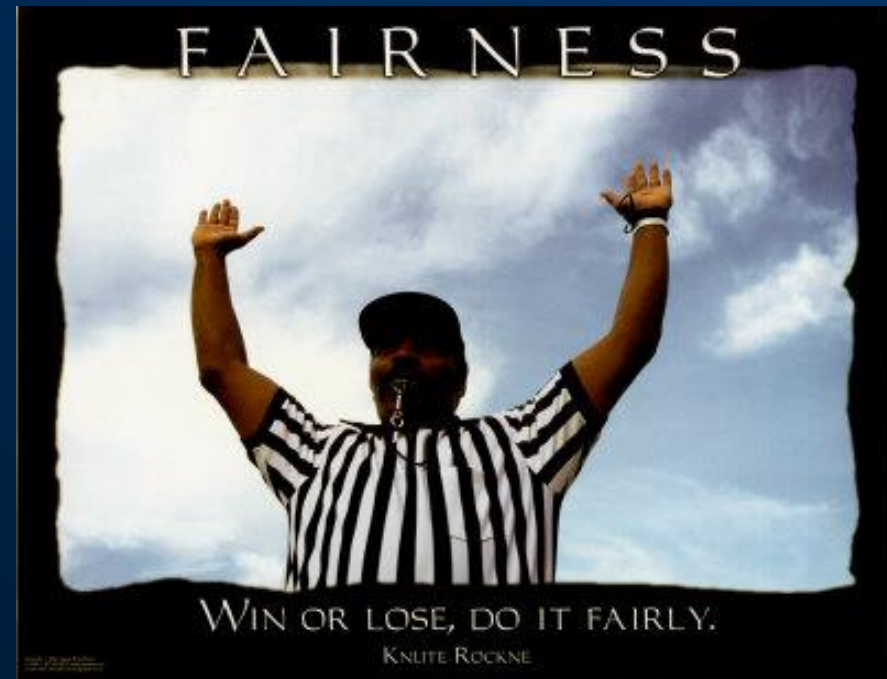
Example:
Fairness and Faculty Staffing

- Required a transparent, standard tool that can be understood

- Staffing grid

- When section productivity reaches 50th percentile AAMC, we trigger a recruit.

- Response to concerns about "section A is getting preferential treatment" is …let's look at their staffing grid

PITFALL FIVE: INADEQUATE INVOLVEMENT IN THE ORGANIZATION

Organizational Involvement

- Academic radiology departments are highly matrixed

- Having a seat at the table where key decisions are made can appear to be a poor use of your attention units

- WRONG ANSWER….

- Practice Plan Board Meeting

- Hospital Capital Budget Allocation

- Dean Advisory Committee

Organizational Involvement

- Benefit of Organizational involvement
  - Knowledge is power
  - Do your department job better
  - Be asked to play a bigger role in the organization
    - do your organizational role better
    - position your department in the organization

If you are not at the table, you are probably on the menu

PITFALL SIX: FAILURE TO COMMUNICATE

EIGHT ESSENTIALS FOR COMMUNICATION

1. In communicating with individuals or small groups, try foremost to be in the moment
   - Don't be thinking about your last meeting or your next presentation
2. Listen more than you speak
   - Time pressures one to cut to the chase
   - Getting to the wrong place quickly is not expedient
3. The conversation should be focused on the information that is needed

EIGHT ESSENTIALS FOR COMMUNICATION

4. Open-ended questions can be used to further expand the discussion with closed questions to prompt for discussion
   – Reflect on what you are hearing
   – At the end of the discussion, ask the individual to whom you are speaking to summarize key points
5. Close the meeting delineating required follow-up actions for each member of the conversation

EIGHT ESSENTIALS FOR COMMUNICATION

6. Clarity in communication is facilitated by a meeting agenda
  – Request that the individuals meeting with you provide a proposed agenda
    • help them structure their ideas
    • enable you to review materials that will ensure you are adequately prepared for the meeting
  – Some advocate an agenda that includes time allotted for each item

EIGHT ESSENTIALS FOR COMMUNICATION

7. If the communication is a positive one, any method will do
   – write it, say it, sign it, whatever
   – If it is potentially contentious, the initial communication should be verbal and in person

8. Never respond in anger to a written communication
   – E-mail is the worst for this
   – 24-hour rule

THE KEY

The leader must inspire every individual to take responsibility for creating a better future by effectively communicating and reinforcing that message to all the members of the organization

PITFALL SEVEN: WASTING TIME BY PUTTING EFFORT WHERE IT IS LEAST LIKELY TO HAVE IMPACT

WHERE DO WE START?

FOCUS ON TYPE 1 CHANGES AND PREPARE FOR TYPE 2 CHANGES

- Type 1: Control
  - We have the information, expertise, resources and authority necessary to manage the change.

- Type 2: Influence
  - We do not have full control, but can influence the outcome, with assistance.

- Type 3: Neither
  - We have neither control nor influence, and should not take on this change.

PITFALL EIGHT: NOT GIVING PEOPLE THE TOOLS THEY NEED TO ADVANCE CHANCE

Don't confuse 'is not doing' with 'is not willing!'

Leadership Training

The Seven Habits of Highly

Effective People

1. Be Proactive

2. Begin with the End in Mind

3. Put First Things First

4. Think Win/Win

5. Seek First to Understand, Then to be Understood

6. Synergize

7. Sharpen the Saw

Group Discussion:

What are your 'potential pitfalls for leading change and approaches to avoid these pitfalls'?

Learner Objectives

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TOOLS

- Strategy Map
- Activity Charter
- Ground Rules
- Communications Matrix

- Resistance to Change Checklist

STRATEGY MAP

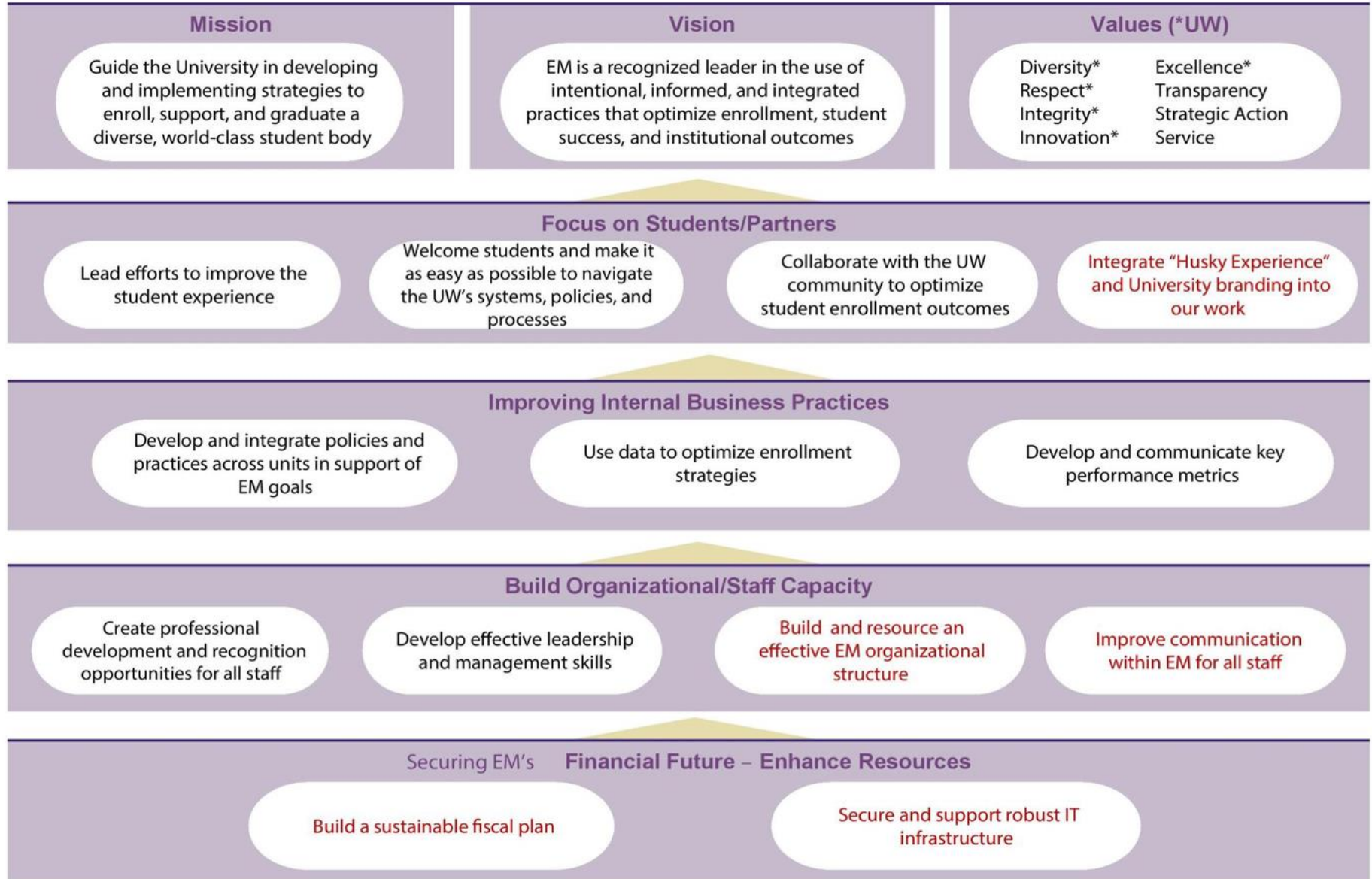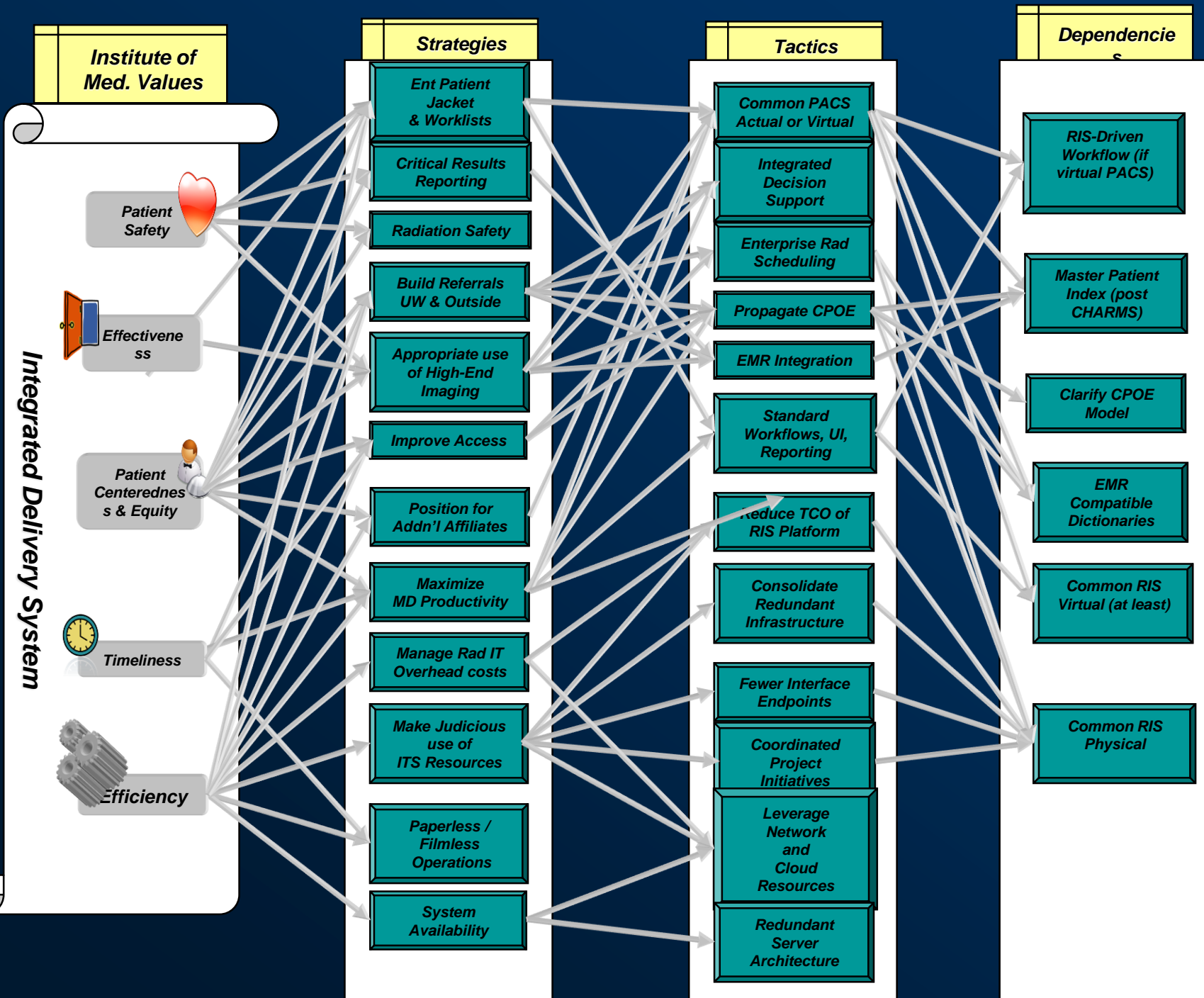| MISSION – WHAT WE DO	VISION – ASPIRE TO BE	VALUES

CUSTOMERS

WORK

PEOPLE

RESOURCES

Red: Year-One Priorities

2016

EXAMPLE: UW Enrollment Management (EM) – Strategy Map for 2014–2017 (Final)

Mission
Guide the University in developing and implementing strategies to enroll, support, and graduate a diverse, world-class student body

Vision
EM is a recognized leader in the use of intentional, informed, and integrated practices that optimize enrollment, student success, and institutional outcomes

Values (*UW)
Diversity*   Excellence*
Respect*   Transparency
Integrity*   Strategic Action
Innovation*   Service

Focus on Students/Partners
- Lead efforts to improve the student experience
- Welcome students and make it as easy as possible to navigate the UW's systems, policies, and processes
- Collaborate with the UW community to optimize student enrollment outcomes
- Integrate "Husky Experience" and University branding into our work

Improving Internal Business Practices
- Develop and integrate policies and practices across units in support of EM goals
- Use data to optimize enrollment strategies
- Develop and communicate key performance metrics

Build Organizational/Staff Capacity
- Create professional development and recognition opportunities for all staff
- Develop effective leadership and management skills
- Build and resource an effective EM organizational structure
- Improve communication within EM for all staff

Securing EM's Financial Future – Enhance Resources
- Build a sustainable fiscal plan
- Secure and support robust IT infrastructure

ACTIVITY SCOPE

PROJECT NAME:		DATE:	

PROJECT DESCRIPTION:

PROJECT START DATE:		PROJECT END DATE:	

PROBLEM TO SOLVE/OBJECTIVE:	DELIVERABLES, METRICS AND TIMELINES:

TEAM MEMBER NAMES

Executive Sponsor(s):	Team Members:
Project Leader(s):	**Facilitator(s):**
	Review Team if needed:

GROUND RULES (EXAMPLES)

- Prioritize and work toward the good of the school/unit/UW
- Be on time, come prepared, and end on time
- Stay with agenda unless team decides to deviate or move on; keep to the subject and current issue
- Do work assigned between meetings; follow through on commitments
- Give permission to question and be questioned
- Help include others, share the floor, and allow for all voices
- Free yourself of distractions (phones, e-mail)
- Minimize paper--go green
- If a member misses a meeting, take responsibility to catch up
- Have open, free communications
- Maintain a safe environment
- Assume best intent, don't take things personally
- Ask for clarity when needed
- Be positive – change is hard
- Celebrate success

COMMUNICATION–PLANNING TOOL TEMPLATE

WHO	PURPOSE OR QUESTIONS TO ASK	RESPONSIBILITY / COMPLETE BY	MILESTONES	SUMMARY
THOSE YOU ARE DOING THE WORK FOR (SPONSOR)	Awareness, Data Needs, Get Feedback / Input	Team Member name/ by XX date	Data Analysis, Identify Solution, Piloting etc.	Priorities/ Concerns
THOSE WHO THE WORK WILL IMPACT (FACULTY, STAFF, STUDENTS, ETC.)	Identify Requirements or What is Important; share progress	Team Member name / by XX date	Identify Solutions, Results of Pilot, Final Rollout	Plan communicate with timeline, who is affected

Resistance increases when...

1. The purpose of the change is not made clear.
2. The need for change is not understood.
3. Communication regarding the change is poor.
4. People who will be involved with the change are not included in planning.
5. There are no rewards.
6. Key people are not seen as really supporting the change.
7. People perceive a negative impact on their social relations.
8. Change is introduced too slowly or quickly.
9. Habit patterns are ignored.
10. Key job duties are exchanged.
11. Feelings of failure exist.
12. There is a tendency to seek security in the past.
13. There is a lack of confidence in the outcome of change.
14. Too much pressure exists.
15. Vested interests are involved.
16. The status quo can't be reestablished if the change proves unacceptable.
17. People believe the change will reflect negatively on their past performances.
18. Poor behavior on the part of others is tolerated during the change process.
19. The change process is not open to input or critique.
20. Decisions are passed down hierarchically and therefore some people have much information and others have little.
21. The timing for the change is bad.
22. One change means many changes.
23. People want to know what the outcome will be before the change occurs.
24. Behavioral change usually comes in small steps.

Group Discussion: Your 'techniques and tools to lead change'

Leadership Begins at Home

Family

- The Need for Leadership in Radiology is Particularly Great
  – It is a time of great need, great opportunity and great change

Conclusion

- The change leader requires unique qualities: courage, inspiration, team building
- Be vigilant against the pitfalls
  - managing self
  - leading others
- Incorporate proven techniques and tools to lead change: trust, listen, inspire, guide

"Life's most persistent and urgent question is what are you doing for others."

Martin Luther King Jr.

"Prevention is better than cure."

Erasmus

"For he who has health has hope; and he who has hope, has everything."

Owen Arthur

Approach Learning to Lead as a Lifelong Gap Analysis

- My Parents
- Jim Potchen
- Bill Brody
- Elias Zerhouni
- Nick Bryan
- Jim Thrall

"All My Successes Have Been Built on My Failures"

Benjamin Disraeli

"Your library is your paradise."

Erasmus

Leaders take people where they want to go.

A great leader takes people where they don't necessarily want to go, but ought to be

ROSALYN CARTER