

# Leadership for Medical Teams

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# Objectives

- Recognize that physicians are leaders within their team, office, group, specialty, profession, etc.
- Introduce the full-range leadership model.
- Introduce the characteristics of transformational leadership.
- Introduce the steps of leading change.

# Leadership:

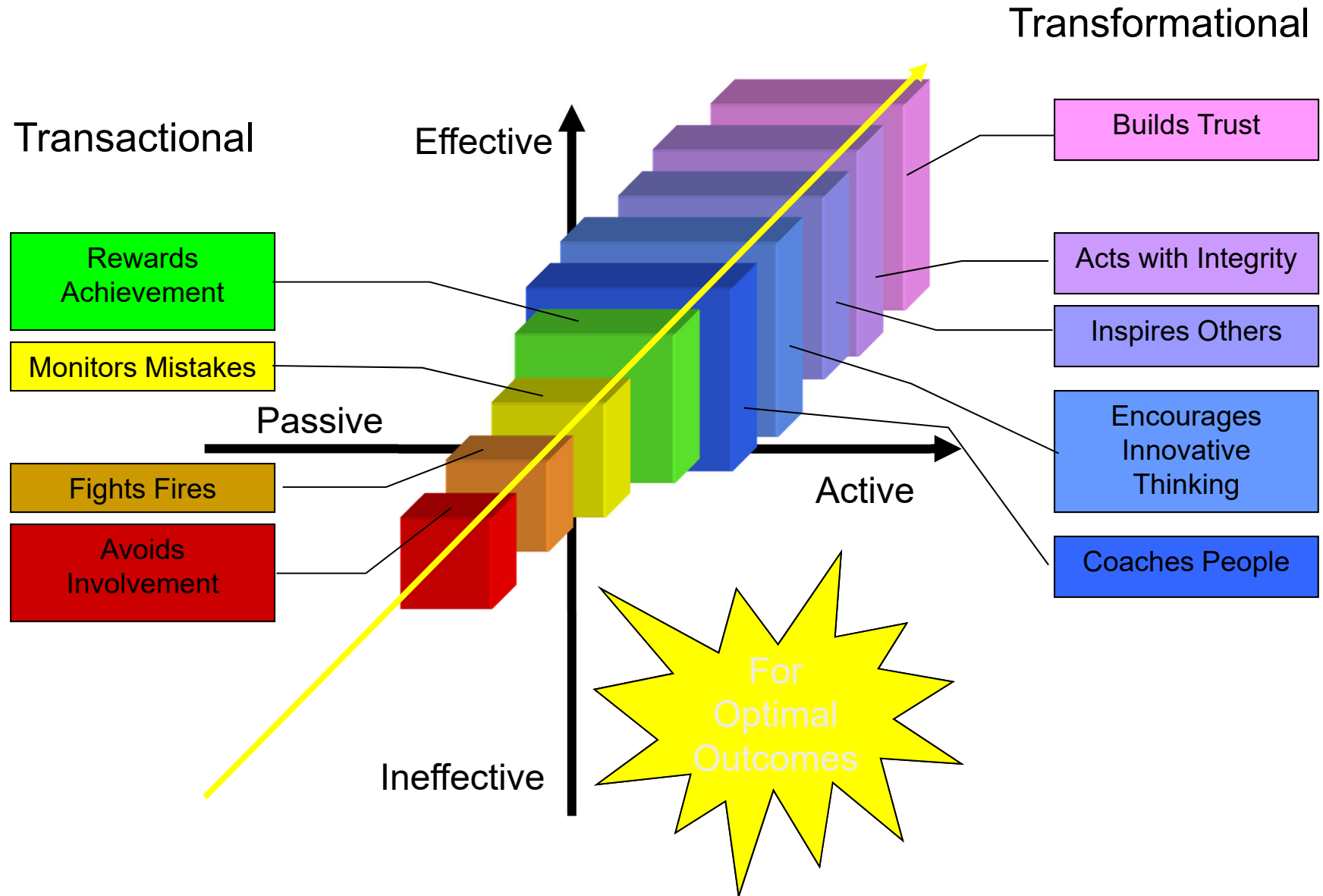
Influencing a group of people to move towards a goal setting or goal achievement.

- Think of great leaders
- Think of leaders as people who meet the definition above
- Remember that leaders are not always nice people

# Great Leaders?

- Lincoln
- Gandhi
- Martin Luther King
- Mother Teresa
- Churchill
- John F Kennedy
- Nelson Mandela
- Ronald Reagan
- Stalin
- Hitler
- Napoleon
- Alexander
- Amin
- Castro
- Ho Chi Minh
- Attila the Hun

# Full Range Leadership Model



# Full Range Leadership

- Laissez Faire
  - Least effective
  - Absence of leadership
  - Avoids taking a stand or position
  - Does not emphasize results
  - Avoids conflict or intervention
  - Unaware of employee performance
  - Unengaged

# Full Range Leadership

- Management by Exception (Passive / Active)
  - Slightly more effective; Active somewhat better
  - Watches for or takes corrective action
  - Waits for problems to arise
  - Stresses what people do wrong
  - Dislikes change and challenge
  - Engaging only when something is wrong

# Full Range Leadership

- Contingent Reward
  - Most common type of effective leadership
  - Applies constructive transactions
  - Clear expectations of outcomes and rewards
  - Monitor progress and provide feedback
  - Reward for doing well / accomplishing goal



# Transformational Leadership

- Transformational Leadership
  - Rarest and highest level of leadership
- Components:
  - Individualized Consideration
  - Intellectual Stimulation
  - Inspirational Motivation
  - Idealized Influence

# Individualized Consideration

- Empathize with individuals and their needs
- Build interpersonal connections
- Display genuine care and compassion
- Encourage development and growth

# Intellectual Stimulation

- Encourage imagination
- Present challenges and innovation
- Encourage change and improvement
- Provides a safe environment for independent thought

# Inspirational Motivation

- Inspire others to perform
- Clarify future goals and direction
- Create a strong sense of purpose
- Align organization and individual
- Help followers achieve

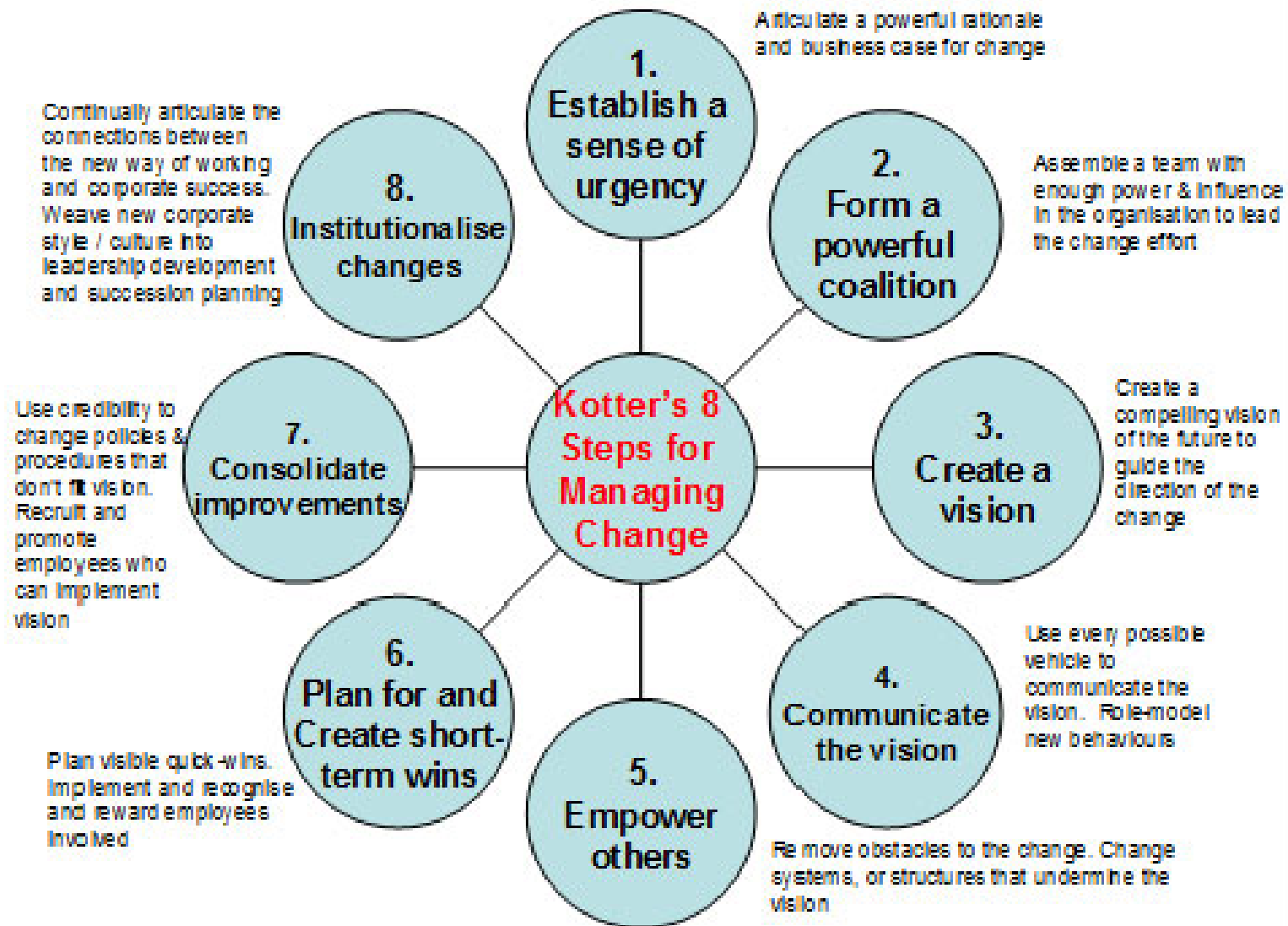
# Idealized Influence

- Demonstrate an inclusive vision
- Exhibit commitment and persistence
- Develop trust and confidence
- Symbolize the goals and mission
- “walk the walk”

# Transformational Leadership

- Let them know you care
- Let them know you listen
- Let them know they are important
- This creates a sense of ownership
- Walk the walk

# Dr. John P. Kotter – Leading Change



# STEP 1: Establish a Sense of Urgency

- Help others feel a gut-level determination
- “Aim for the Heart”
- Connect to the deepest values
- Inspire them to greatness



# STEP 2: Form a Powerful Coalition

- **Key Players** – power and influence
- **Expertise** – all relevant perspectives and views
- **Credibility** – trusted and respected
- **Leadership** – proven and tested

# STEP 3: Create a Change Vision

- **Imaginable:** Convey a clear picture of the future
- **Desirable:** Appeal to long-term interests of stakeholders
- **Feasible:** Contain realistic and attainable goals
- **Focused:** Clear enough to provide guidance in decision making
- **Flexible:** Allow individual initiative and alternative responses
- **Communicable:** Easy to communicate and explained quickly

# STEP 4: Communicating the Vision

- **Simple:** No techno babble or jargon; fewer words are better
- **Vivid:** A verbal picture is worth a thousand words – use metaphor, analogy, and example
- **Repeatable:** By anyone to anyone
- **Invitational:** Two-way communication
- **Actions:** “Walk the Walk”

# STEP 5: Empower Others

- **Remove Barriers**
  - Organizational
  - Process
  - Technology
  - Personnel / Management
- Allow people to do their best work

# STEP 6: Create Short-Term Wins

- Planned
- Visible
- Unambiguous
- Clearly related to change effort
- Reward efforts – morale and motivation

# STEP 7: Don't Let Up!

- Add and expand projects
- Add and empower change agents
- Clarify vision and purpose
- Reduce interdependencies
- Keep urgency high
- Review and highlight successes

# STEP 8: Make It Stick

- **Sustain change**
  - Cultural change comes last, not first
  - Prove the new way is superior to the old
  - Success must be visible and well communicated
  - Some people will be lost in the process
  - Reinforce new norms and values with incentives and rewards – including promotions
  - Reinforce the culture with every new person

# Leading Change

- Urgency
- Coalition
- Vision
- Communicate
- Empower
- Win
- Expand
- Sustain



# Questions?

