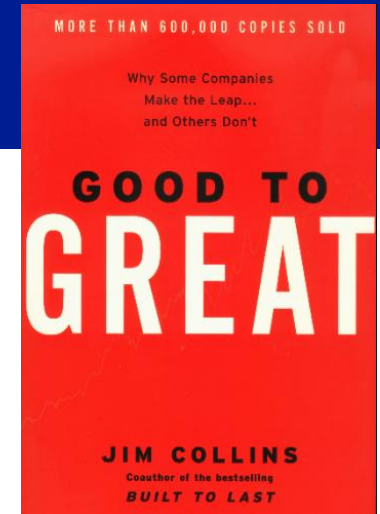


It's about the people!



Collins: “First who, then what”

- Recruiting the right people—simple, but not easy
 - We overvalue institutional history at the expense of future vision and needs
 - We overvalue CV at expense of explicit organizational needs
 - We do not design an explicit role to guide the search and then codify these expectations in the contract and performance management



Collins: Level 5 Leadership Hierarchy

"You can accomplish anything in life, provided that you do not mind who gets the credit."
Harry S. Truman

Level 5: Executive – Builds enduring greatness through a paradoxical blend of personal humility and professional will.

Level 4: Effective leader – Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

Level 3: Competent Manager – Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

Level 2: Contributing Team Member – Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

Level 1: Highly Capable Individual – Makes productive contributions through talent, knowledge, skills, and good work habits.

Collins, Good to Great, 2001, p 20.

Recruiting: How to identify Level 5 Leaders

“Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company.

It’s not that Level 5 leaders have no ego or self interest.

Indeed, they are incredibly ambitious –
*but their ambition is first and foremost for the institution,
not themselves.”*

Will you know it when you see it?

The challenge of leadership selection in AHCs

- We are working against a strong current
 - Progressive sub specialization and professional identity

Some problems can be solved only by making them smaller (the problems of science)



Other problems can be solved only by making them bigger (the problems of organizations)

- Academic superstars are often not enterprise superstars

Are you choosing the right people?

How leaders learn to be leaders: The research

- McCall, Lombardo, & Morrison, *The Lessons of Experience*, 1988
- Interviews with 191 successful executives
- Asked them to identify key events in their development as leaders

38% tough assignments

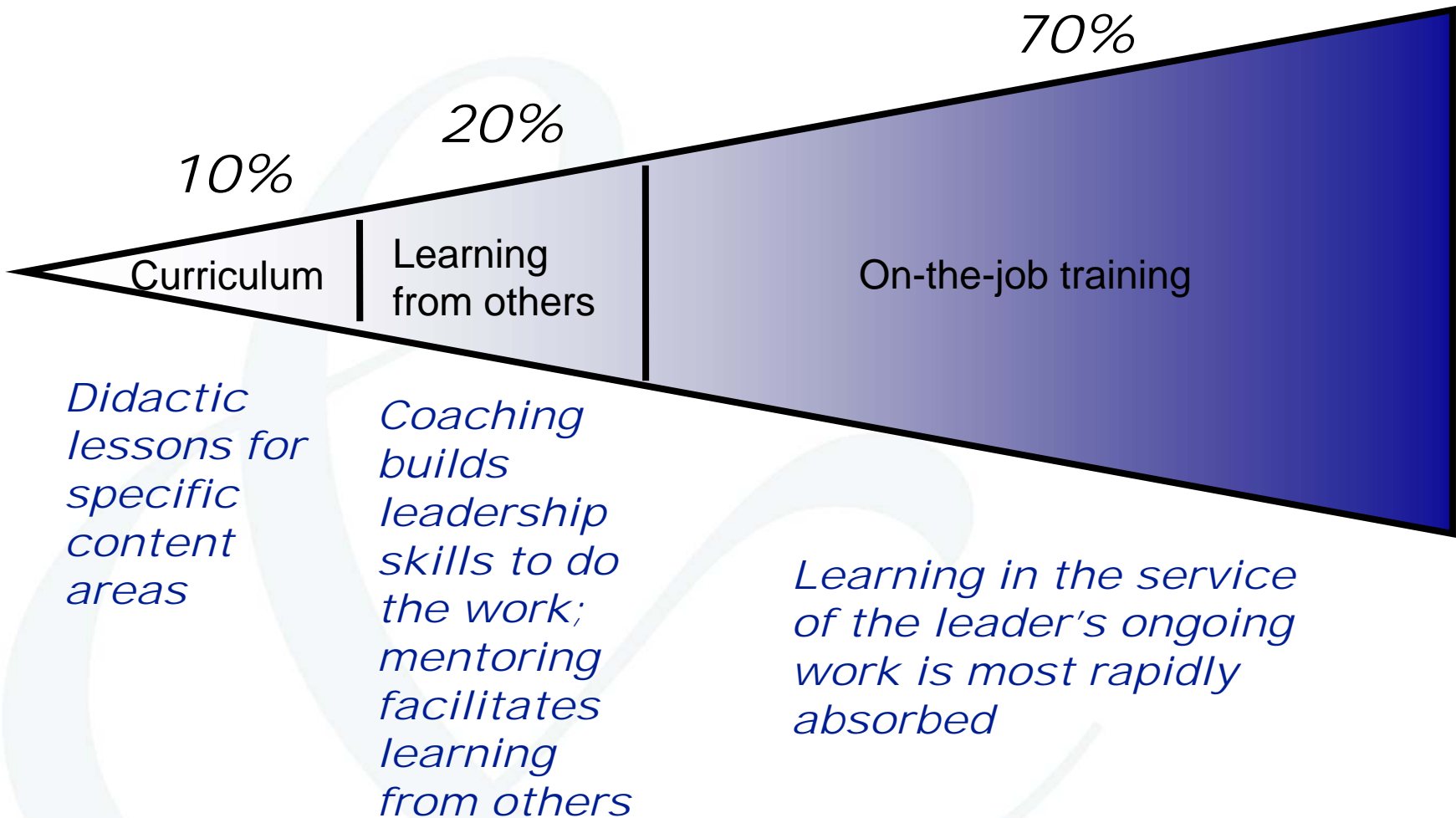
21% role models

19% hardships

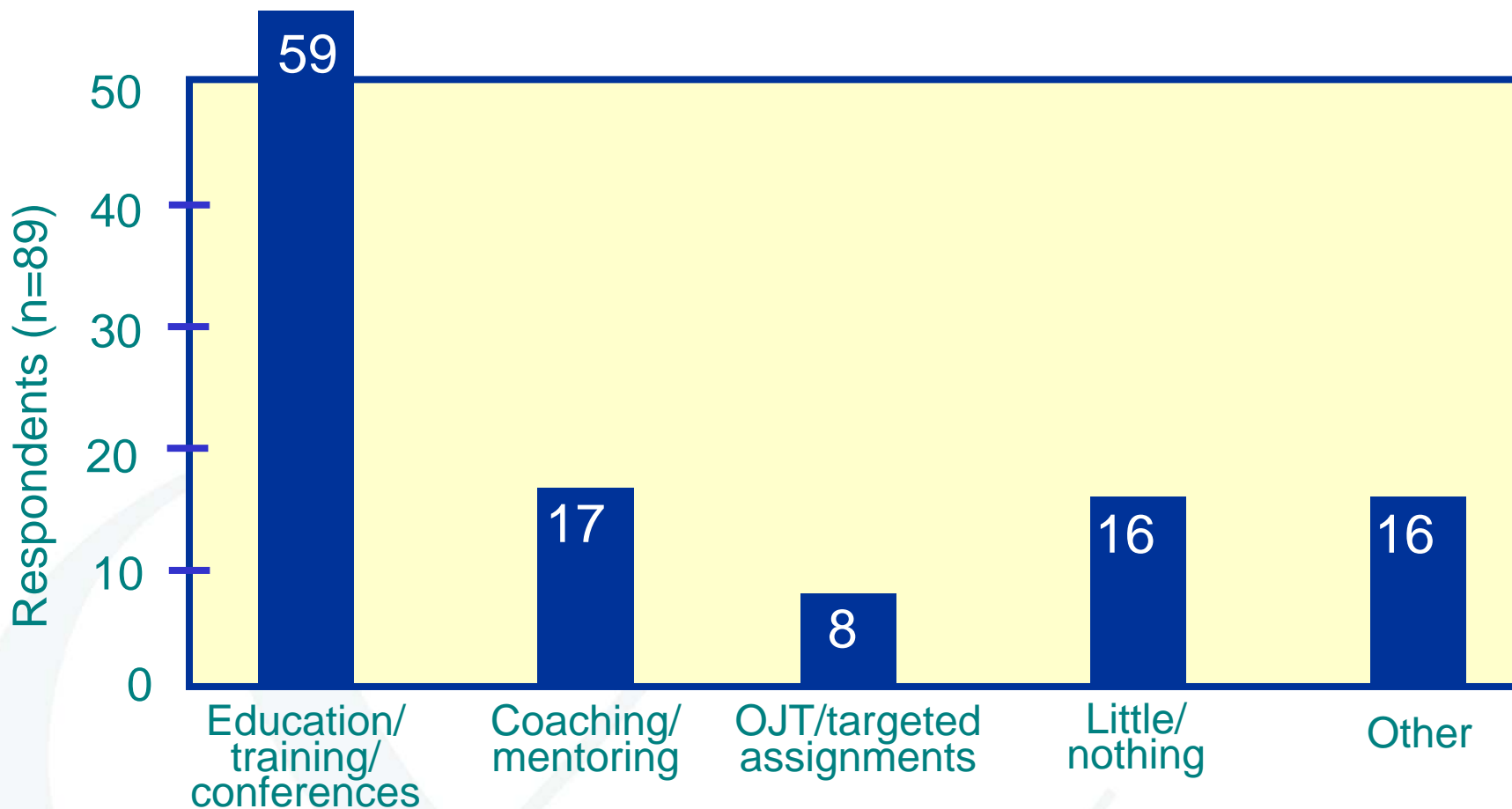
9% course work



Curriculum strategy: use adult learning techniques



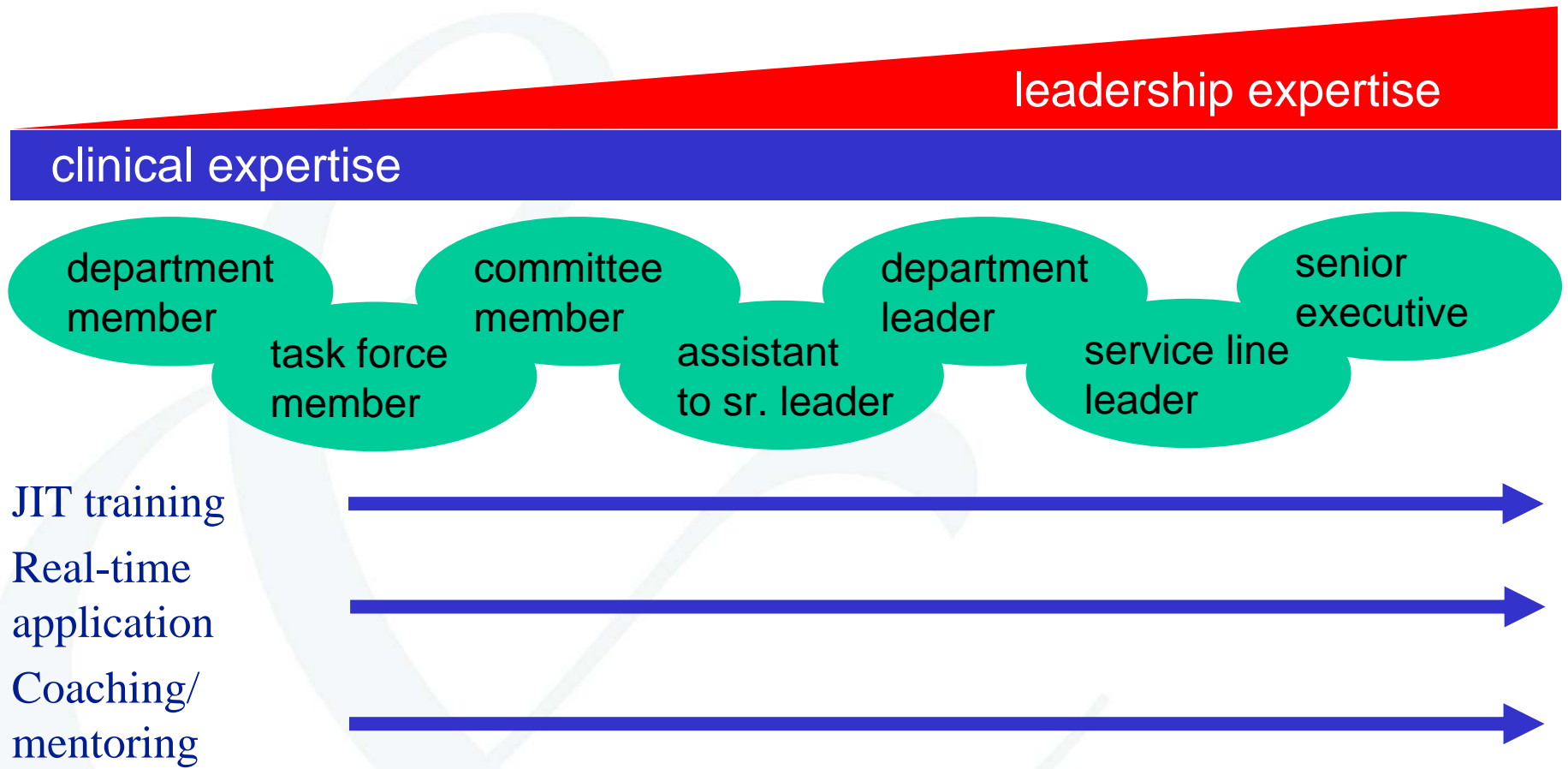
And yet . . .



What are you doing to address the development needs of mid-level physician leaders?

Epstein, 2004

Leadership development “itinerary”



Learning opportunities by position

| Position | Learning Potential |
|----------------------------|---|
| Department member | Coordination, team function, local practice improvement |
| Task force member | Agenda setting, tools for decision- making |
| Committee member | Integrating goals, developing reports, role of governance vs. operational management |
| Division Chief | Establishing metrics, giving feedback |
| Department Chair | Strategy, finance “101,” managing performance, “telling the story” |
| Service Line Leader | Strategy, marketing and business development, managing the matrix, strategic business unit success |

Learning opportunities—by organizational need

- Develop basic skills
- Improve performance
- Design and build programs
- The turnaround test
- Trial by fire
- Putting it all together

From personal skills to programs to problems to the enterprise

A comprehensive leadership program

- Accountability for succession
- Focused recruitment
- Identification of leader successors
- In-house technical education
- Coursework at ACPE, Harvard, other
- Seminars with CEO for future leaders
- Coaching and mentoring
- Emotional intelligence testing

The goal: broad-based leadership effectiveness

- Managerial skills
- Management of cross-disciplinary clinical programs
- Partnering effectively with other leaders
- Aligning individual goals with System strategy
- Modeling and mentoring for emerging leaders

Program learning objectives

- Aligned goal setting
- Define leadership roles
- Establish short-term and mid-term strategies
- Develop operational plans
- Improve leadership team communication and function
- Identify opportunities to delegate accountability
- Build a toolbox of tools and techniques
- Practice leadership and communication skills and techniques

The most effective remedy is a strategic one

- Recruit for leadership potential
- Identify rising stars early and give them opportunities
- Prepare for leadership proactively with a focus on middle management
- Identify “linchpin positions” and develop people specifically for them
- Build an inventory of emerging leaders who are “ready now”
- Use performance improvement as a laboratory for leadership development
- Make today’s leaders accountable for preparing their successors

More than succession planning, the task is succession management.

Discussion

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Thank you very much!

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