

■ **ENLIGHTENED LEADERSHIP AND HIGH-FUNCTIONING TEAMS: YOU CAN DO THIS!**

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PRINCIPAL
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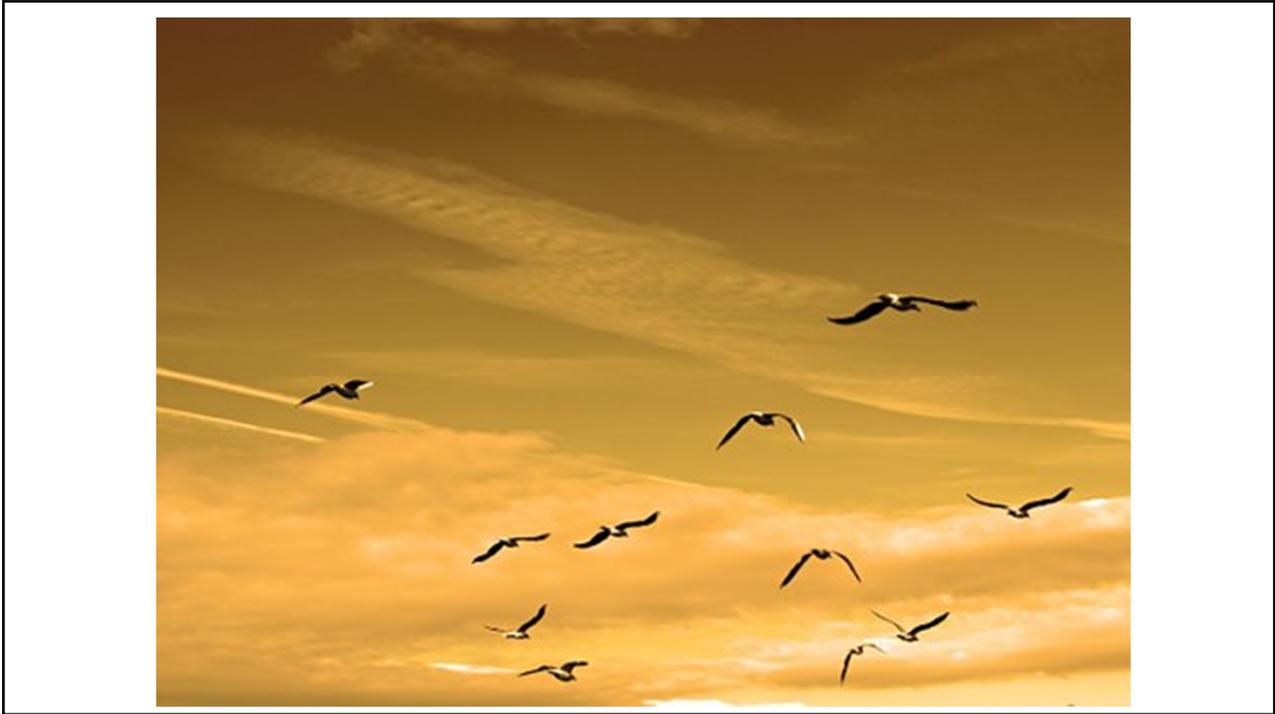
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Objectives

- By the conclusion of this presentation, participants will:
 - Be able to articulate common leadership and team dysfunction and be better able to recognize these dynamics around them
 - Be better able to take steps to improve leadership and team functioning at their respective clinical agencies
 - Enhance familiarity with leadership resources for their own professional growth as well as facilitating such growth among colleagues



OBJECTIVES



Deepen Understanding of Foundations of Enlightened Leadership



Broaden Self-Awareness of Leadership Strengths and Opportunities



Enhance Leadership Capacity and Skills

- Leading with Vision
- Engaging Team Members
- Addressing Resistance





Outstanding Leadership

+ Share 1 behavior you have observed in either an outstanding leader or a terrible leader you have worked with

WHAT TYPE OF LEADER ARE YOU? The Smalley Personality Types Inventory



LEADERSHIP QUALITIES

- ✓ Deep Honesty
- ✓ Moral Courage
- ✓ Moral Vision
- ✓ Compassion and Care
- ✓ Fairness
- ✓ Intellectual Excellence
- ✓ Creative Thinking
- ✓ Aesthetic Sensitivity
- ✓ Good Timing
- ✓ Deep Selflessness

Gini and Green – Ten Virtues of Outstanding Leadership

- ✓ Be Present
- ✓ Be Aware
- ✓ Be Calm
- ✓ Be Focused
- ✓ Be Clear
- ✓ Be Equanimous
- ✓ Be Positive
- ✓ Be Compassionate
- ✓ Be Impeccable

Gonzalez – Mindful Leadership

WHAT IS LEADERSHIP?



“Leadership is not a rank or a position, it is a choice – a choice to look after the person to the left of us and the person to the right of us.”

 SIMON SINEK

THE FIVE BEHAVIORS OF A COHESIVE TEAM MODEL

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WHY ARE WE HERE?

COHESIVE TEAMS...

Make better,
faster decisions

Are stronger
when diverse

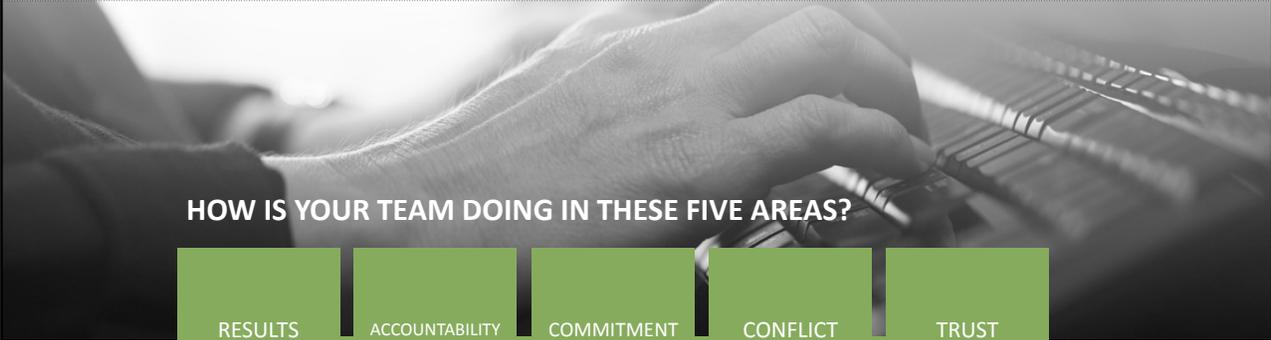
Tap into skills
and opinions of
all members

Avoid wasting
time and energy
on politics,
confusion, and
destructive
conflict

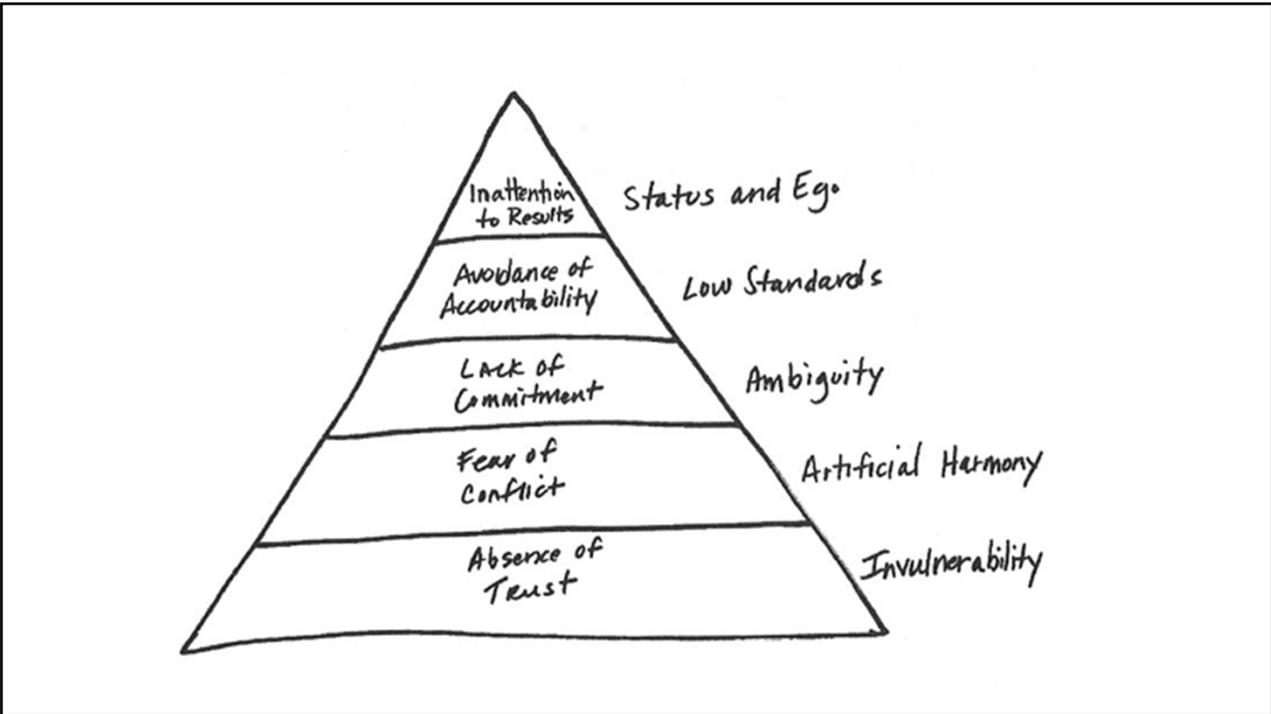
Create a
competitive
advantage

Are more fun to
be on!

REFLECTIVE WRITING



HOW IS YOUR TEAM DOING IN THESE FIVE AREAS?





Video Team Members



Chad



Perrin



Charles



Carlos



Sun Mee

THE DEFINITION OF TRUST IN THE WORKPLACE

TRUST

Confidence among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group.

In essence, teammates must get comfortable **being vulnerable** with one another.

SAFETY

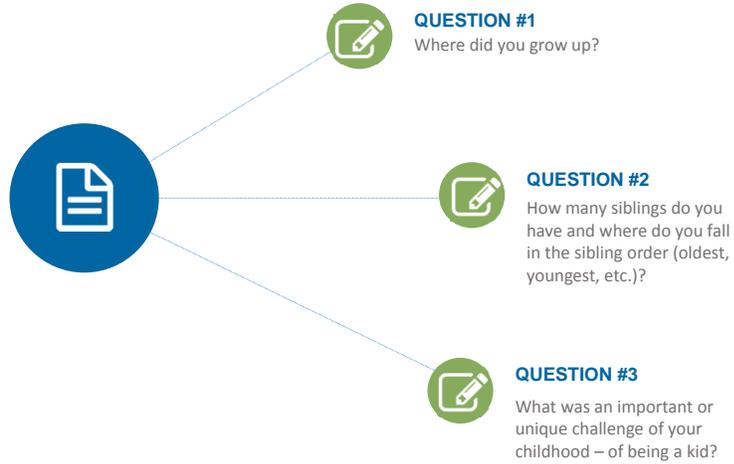
Work life balance has nothing to do with time but has everything to do with safety. When you feel safe at home as well as work, you experience work-life balance. (Sinek)

Enlightened leadership creates a culture where performers can feel safe working within their teams and become more productive.

PERSONAL HISTORIES

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ACTIVITY: PERSONAL HISTORIES



TEAM TRUST

- + What did you learn about your colleagues that you did not know?
- + How do you think what you've learned in this activity will impact the level of trust on the team?

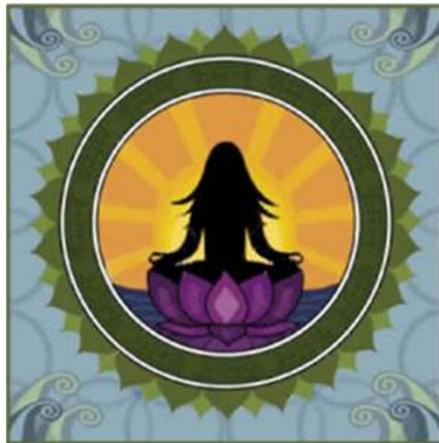


THE FIVE BEHAVIORS OF A COHESIVE TEAM:
MASTERING CONFLICT

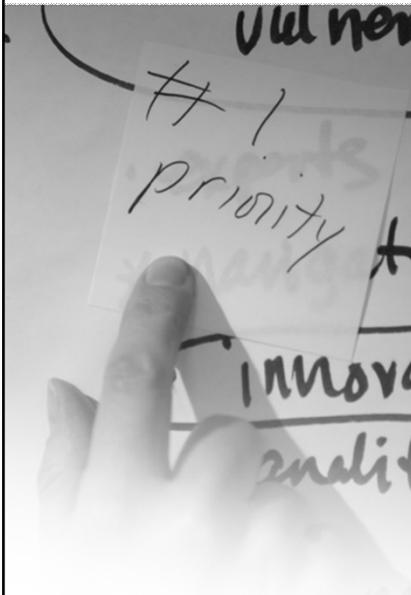
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EQUIPOISE

+ Equanimity + Poise in the face of discord



HEALTHY CONFLICT



HOW CAN CONFLICT BE HEALTHY?

- + When there is trust, team members are able to engage in unfiltered, constructive debate.
- + Healthy conflict focuses on concepts and ideas to produce the best possible solution.

QUICK QUIZ: TRUE OR FALSE?

- + The most successful teams have very little conflict.
FALSE
- + The best teams are made up of people who are comfortable passionately arguing for their ideas.
TRUE
- + No matter what their cultural background and family norms, people generally feel the same way about conflict—they prefer to avoid it.
FALSE
- + Understanding team members' differing experiences with and feelings about conflict helps a team engage in unfiltered, productive debates.
TRUE

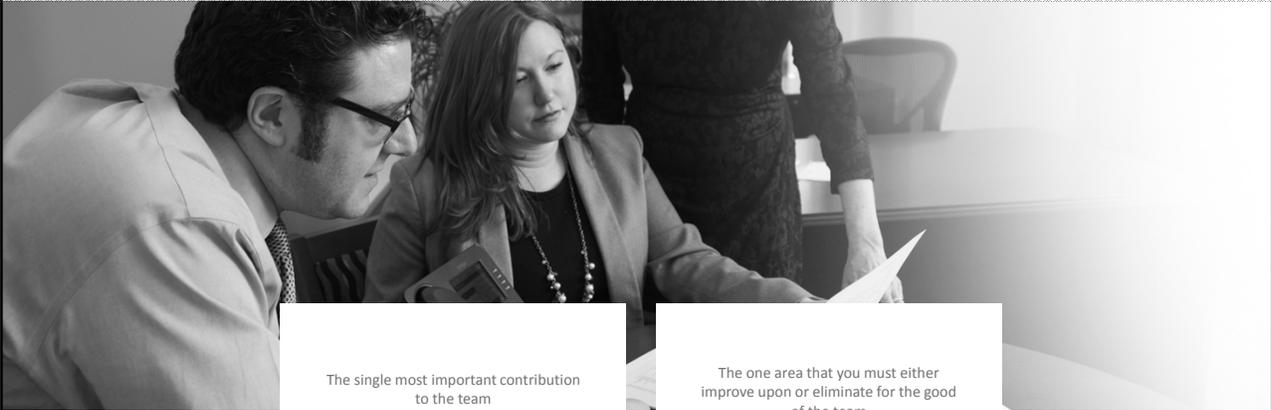




DEFINITION OF CONFLICT

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TEAM EFFECTIVENESS GROUP EXERCISE



The single most important contribution to the team

The one area that you must either improve upon or eliminate for the good of the team



CONFLICT CONTINUUM

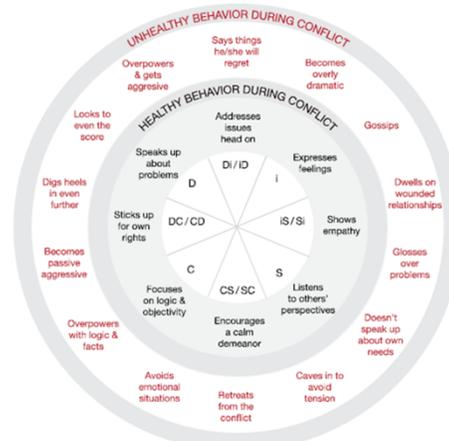
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ACTIVITY: HEALTHY AND UNHEALTHY CONFLICT

- + How does your style react/ behave during conflict?
- + What pushes your style to move from healthy behaviors to unhealthy behaviors?
- + Draw three circles around accurate descriptors
- + Draw three squares around skills you want to grow

Conflict Team Map

The descriptions on the inner, gray circle illustrate what healthy behavior during conflict might look like. The descriptions in red on the outer circle illustrate unhealthy behavior related to each style. The numbers in the innermost circle reflect the people on your team who fall into each of the style regions (10 people).





“I’ve always felt that a person’s intelligence is directly reflected by the number of conflicting points of view he can entertain simultaneously on the same topic.”



ABIGAIL ADAMS
1744 – 1818

A large green rectangular area with a fine grid pattern. In the background, there is a faint image of a hand holding a pen, writing on a document. The text is overlaid on this background.

THE FIVE BEHAVIORS OF A COHESIVE TEAM:
ACHIEVING COMMITMENT

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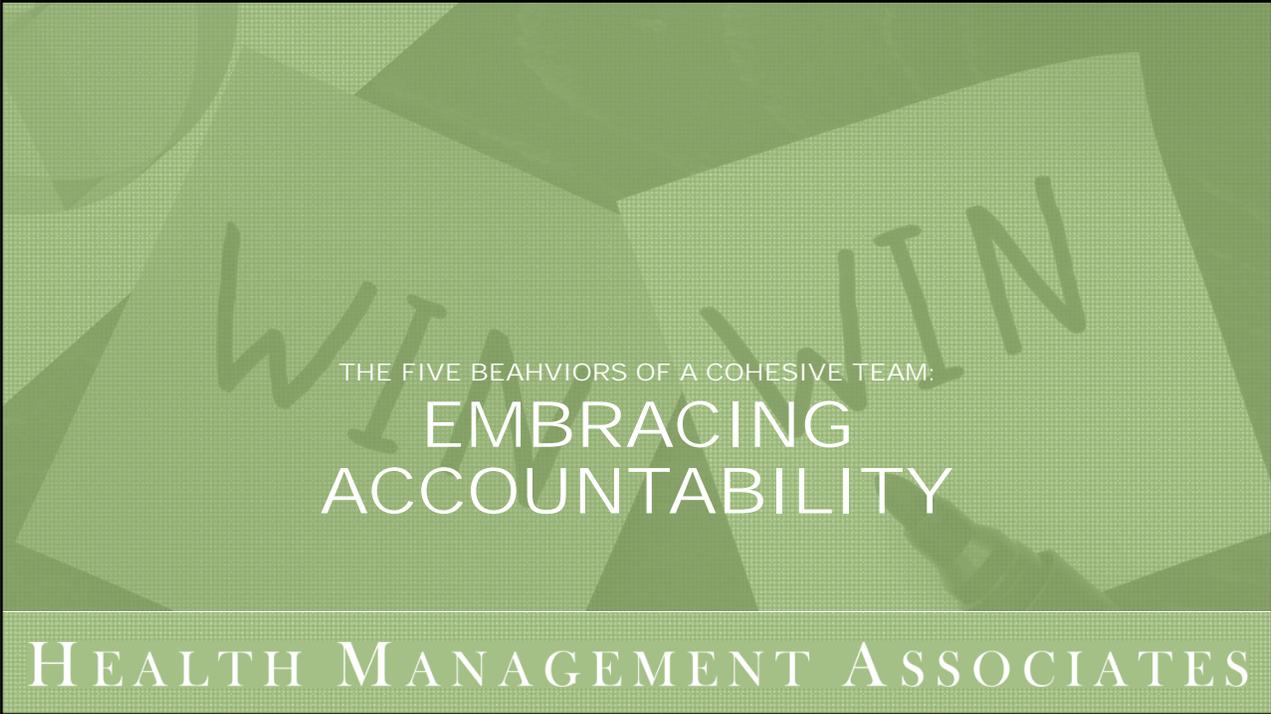
COMMITMENT

- + When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- + It's not necessary to achieve consensus, but clarity and buy-in are key to commitment.

TEAM WITHOUT COMMITMENT

TEAMS THAT FAIL TO COMMIT

- + Create ambiguity about direction and priorities
- + Lose windows of opportunity from excessive analysis and delay
- + Breed lack of confidence and fear of failure
- + Revisit discussions and decisions again and again
- + Encourage second-guessing



ACCOUNTABILITY

- ✓ When everyone is committed to a clear plan of action, they are better able to hold one another accountable.
- ✓ Team members must be willing to call one another on behavior or performance that isn't up to agreed-on standards or that hurts the team.

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THE FIVE BEHAVIORS OF A COHESIVE TEAM:
FOCUSING ON RESULTS

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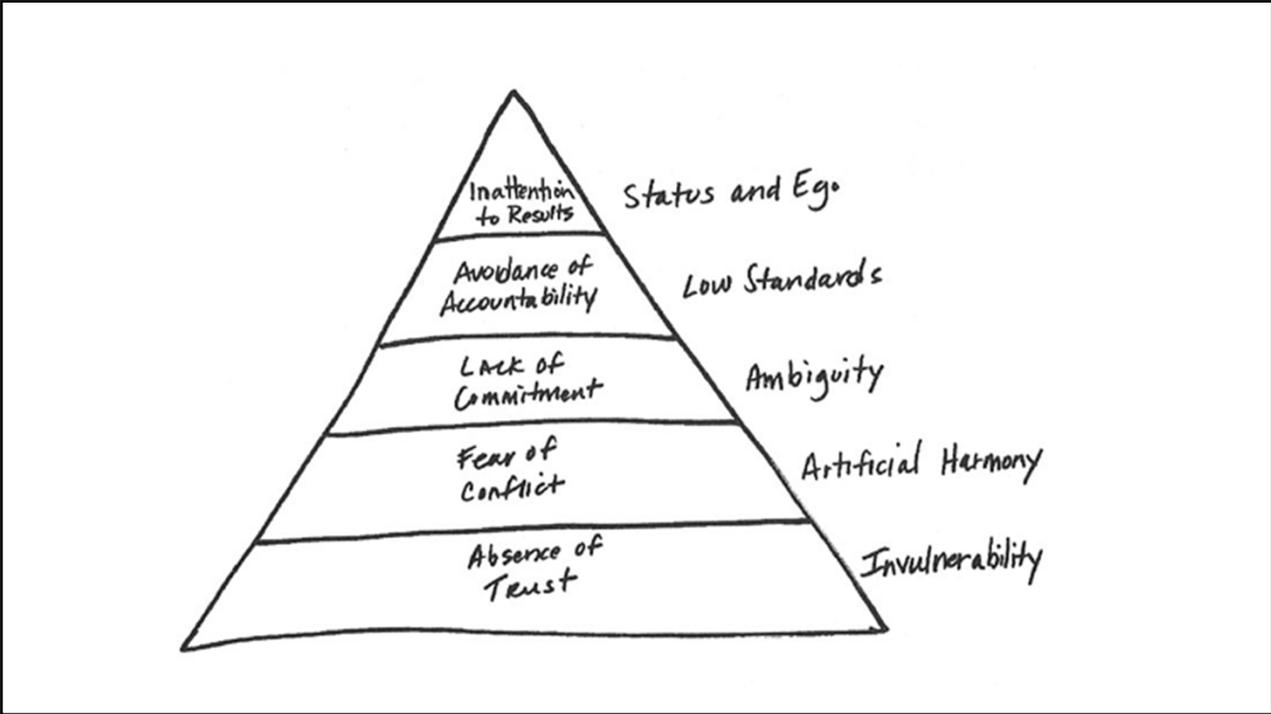
RESULTS



The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is the achievement of results.



Team members need to make collective results their top priority.



"Leadership is a choice. It is not a rank. I know many people at the senior-most levels of organizations who are absolutely not leaders. They are authorities, and we do what they say because they have authority over us, but we would not follow them. And I know many people who are at the bottom of organizations who have no authority and they are absolutely leaders. And this is because they have chosen to look after the person to the left of them and they have chosen to look after the person to the right of them. This is what a leader is."

 SIMON SINEK

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Final Reflection

- Please share one thing you intend to strive to grow/stretch/improve in your leadership

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