

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

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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?

A grayscale photograph of Simon Sinek, a man with glasses and a checkered shirt, speaking into a microphone and pointing his right hand. The image is semi-transparent and serves as a background for the quote.

“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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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!

HOW IS YOUR TEAM DOING IN THESE FIVE AREAS?

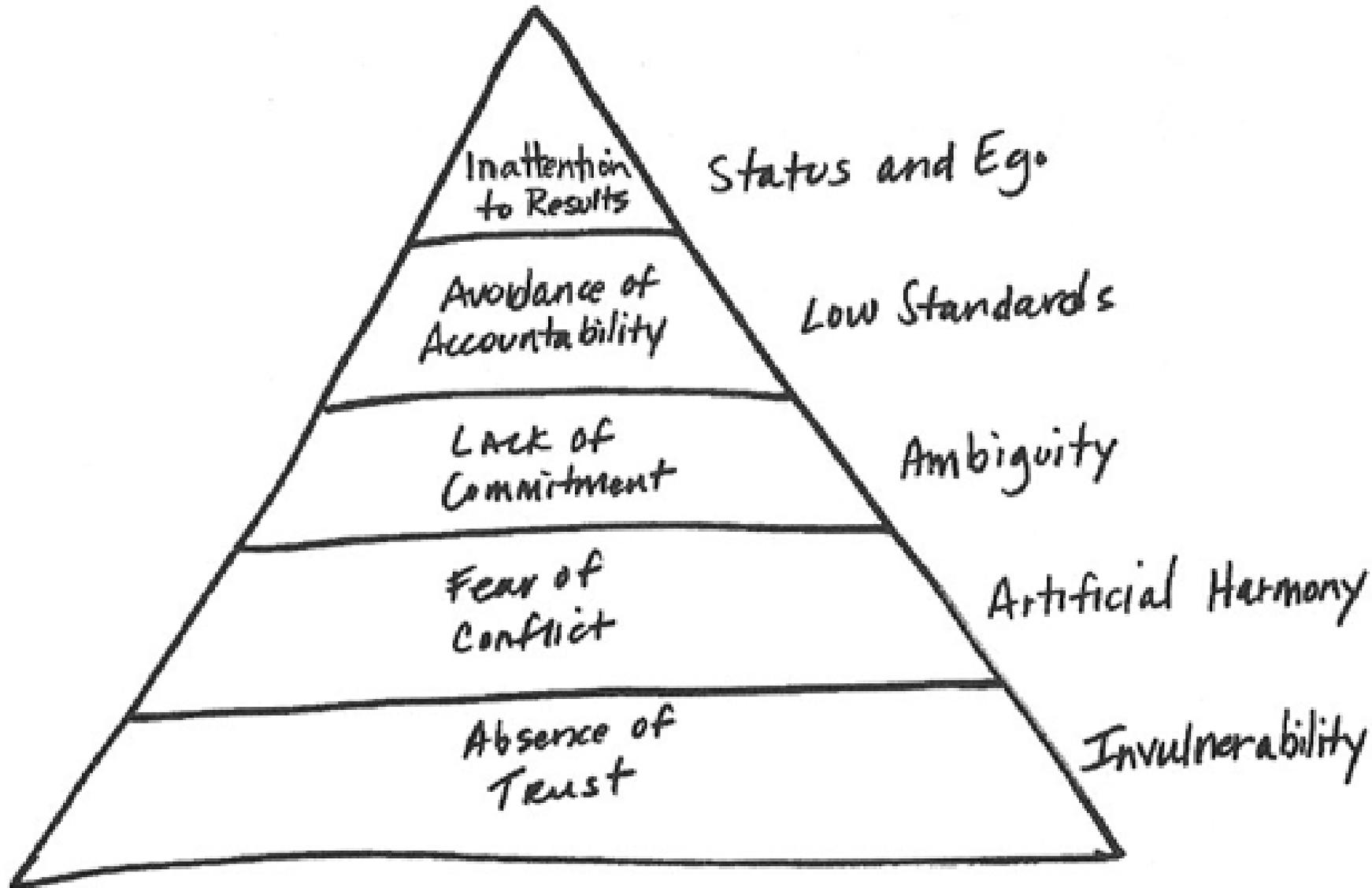
RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST



A grayscale photograph of three children walking away from the camera through a field of tall grass. The child in the foreground is on the right, wearing a dark t-shirt. The child in the middle is on the left, wearing a light-colored shirt. The child in the background is further away, also in a dark shirt. The text is overlaid on the lower half of the image.

**THE FIVE BEHAVIORS OF A COHESIVE TEAM:
BUILDING TRUST**

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Video Team Members



Chad



Perrin



Charles

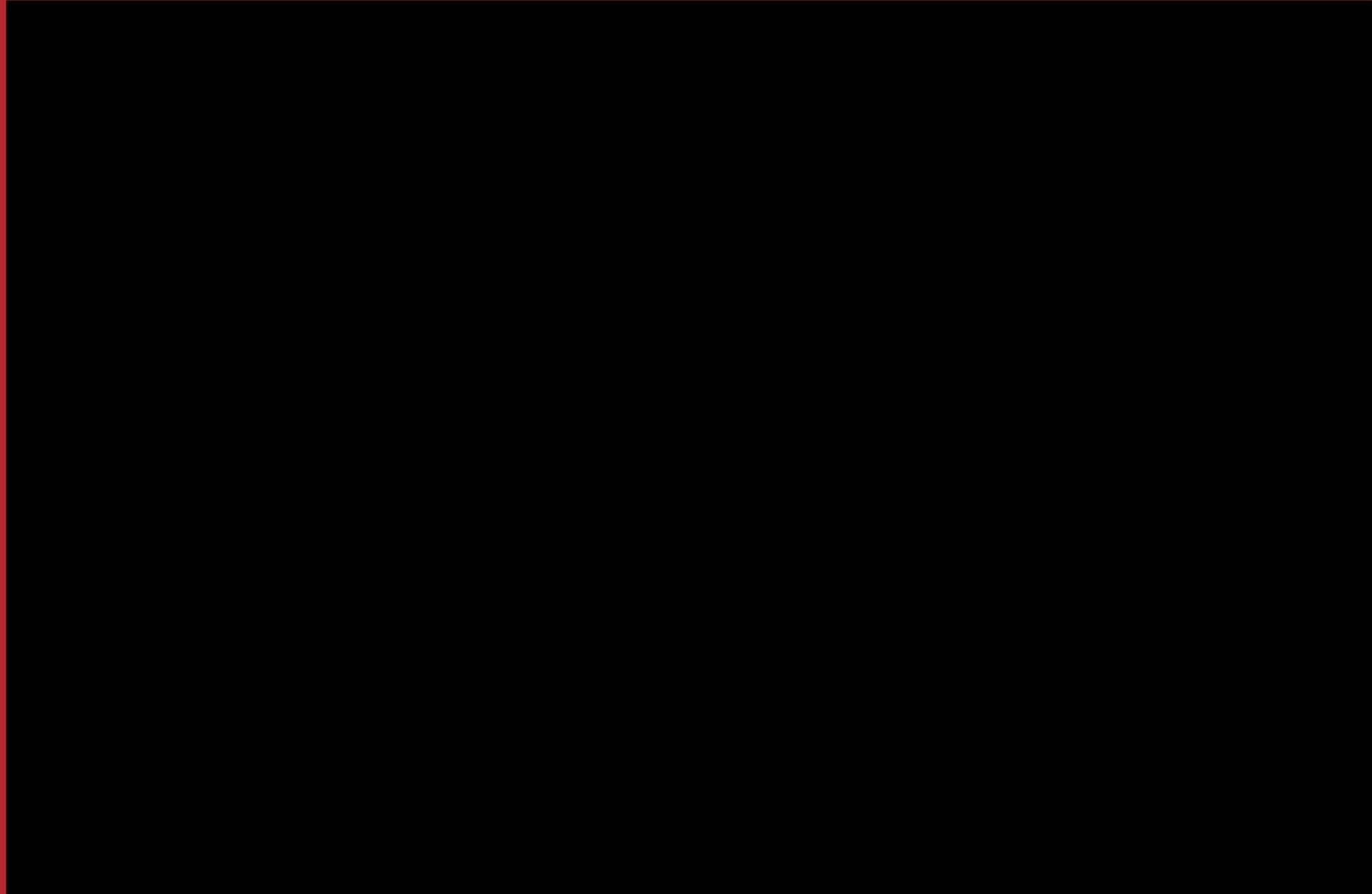


Carlos

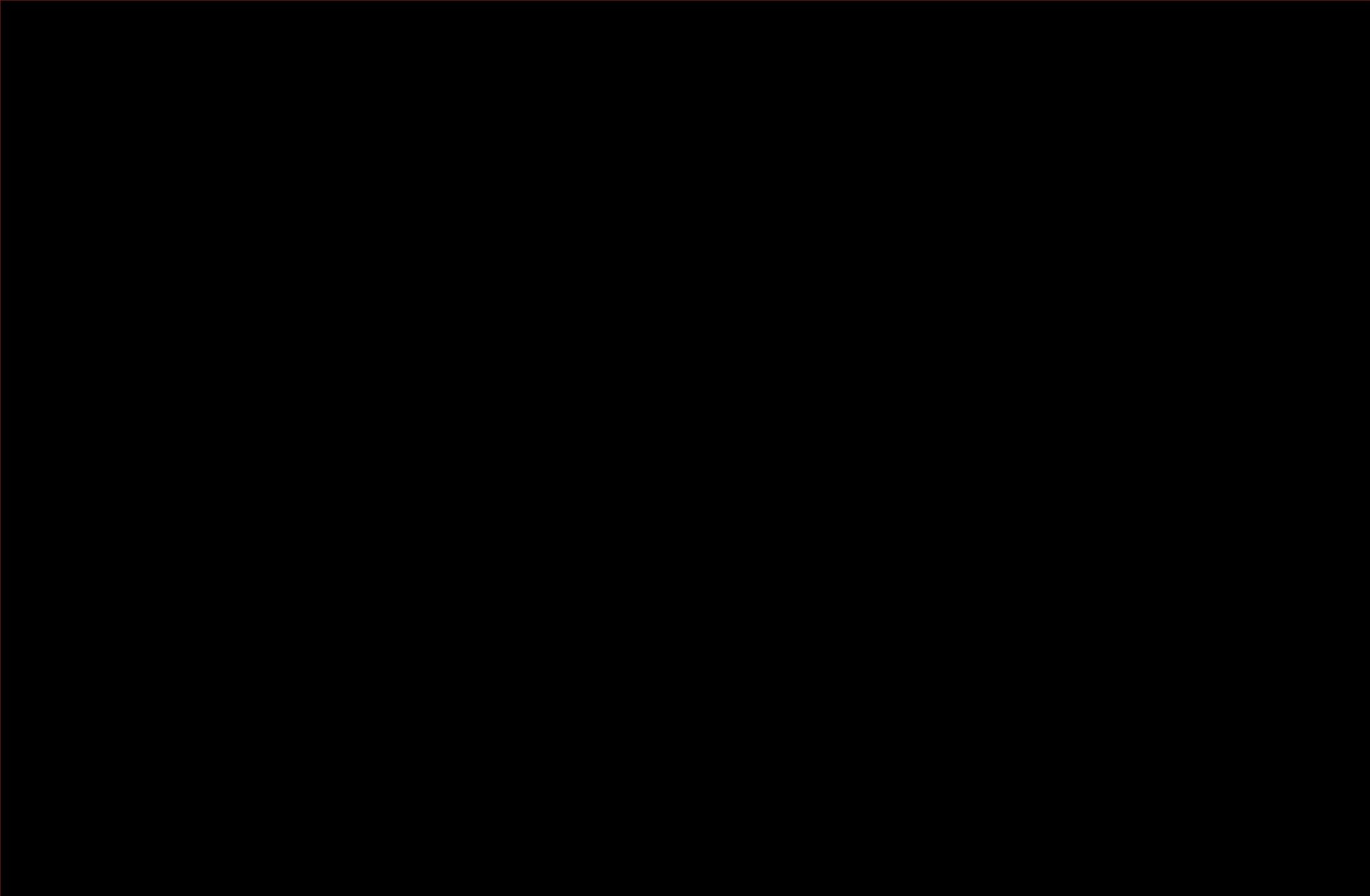


Sun Mee

Video: Team Without Trust



Video: Team with Trust



■ 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)

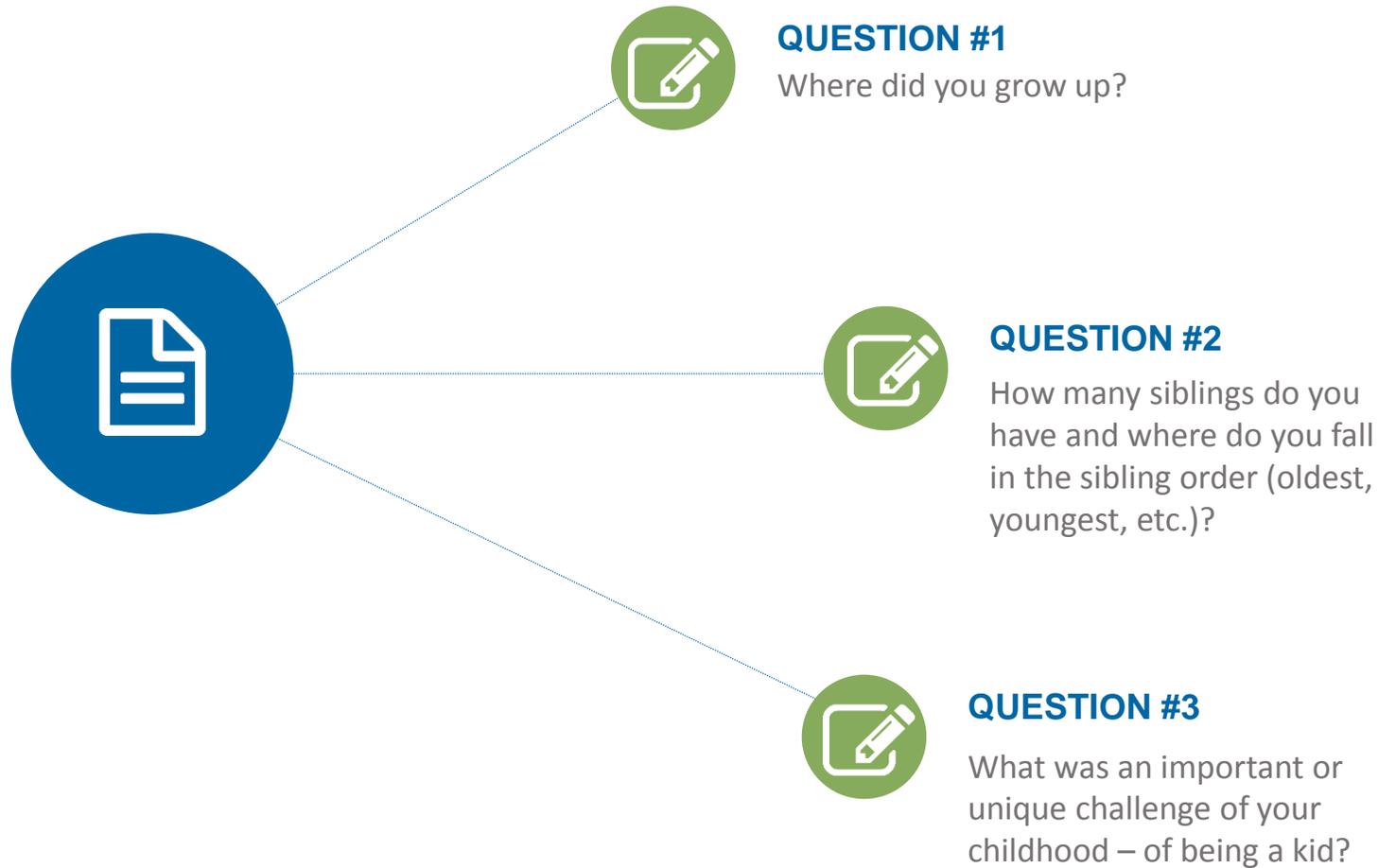
Enlightened leadership creates a culture where performers can feel safe working within their teams and become more productive.



PERSONAL HISTORIES

HEALTH MANAGEMENT ASSOCIATES

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?

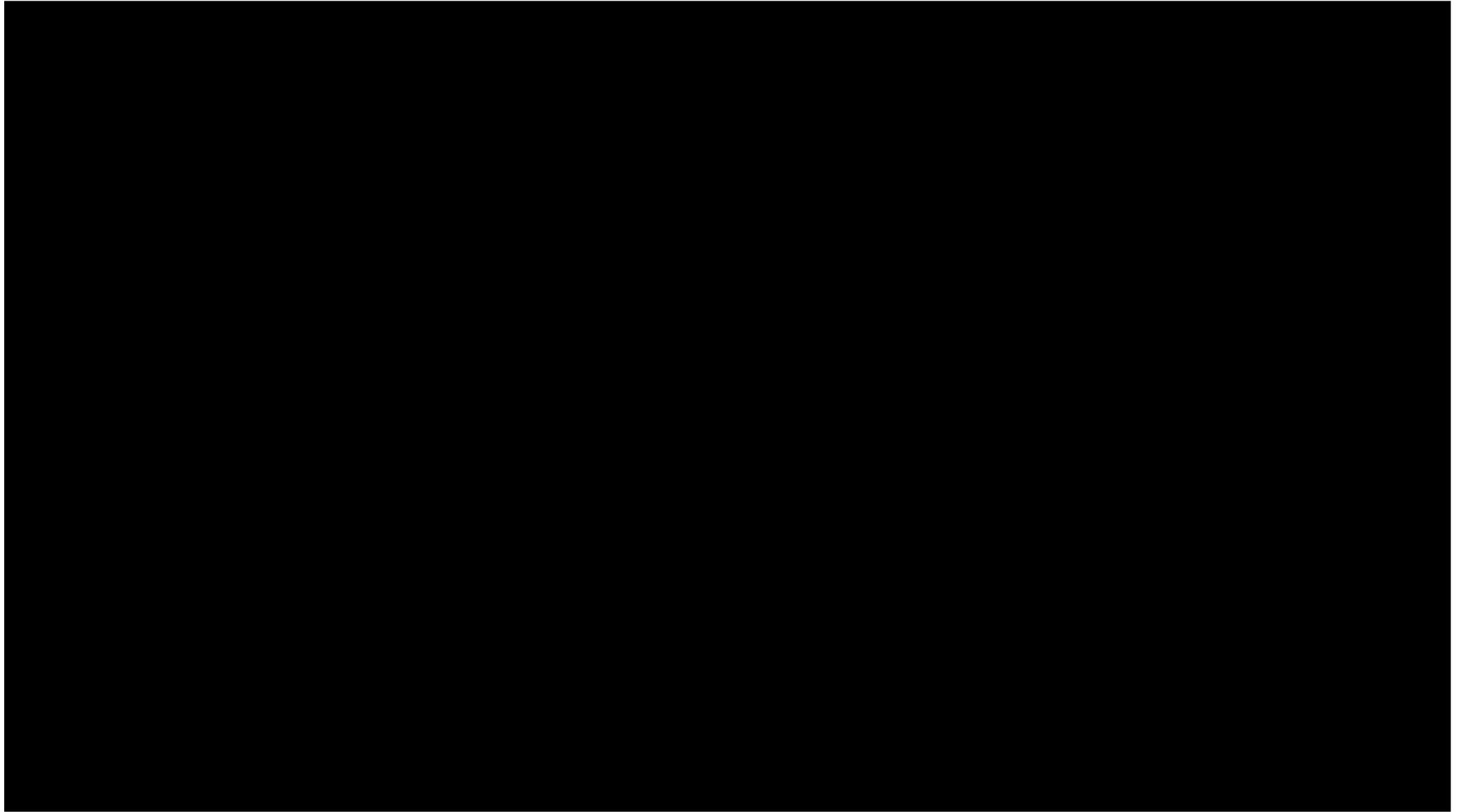


THE FIVE BEHAVIORS OF A COHESIVE TEAM:
MASTERING CONFLICT

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+ Equanimity + Poise in the face of discord







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

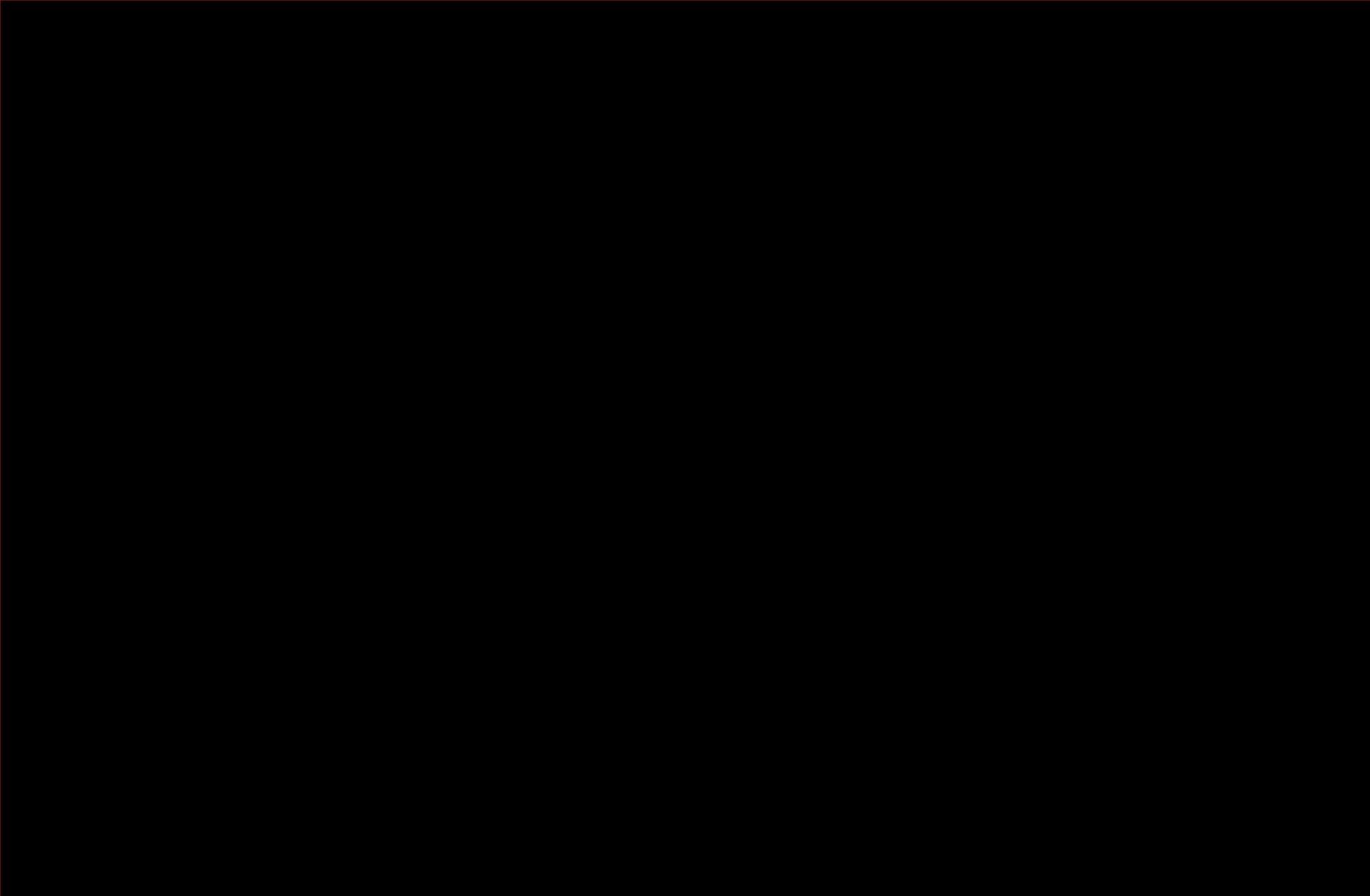


A blue-tinted photograph of a meeting table. Several mugs are visible, some with the text 'HMA HEALTH MANAGEMENT ASSOCIATES' on them. A person's hand is seen writing on a piece of paper. The overall scene suggests a professional meeting or conference.

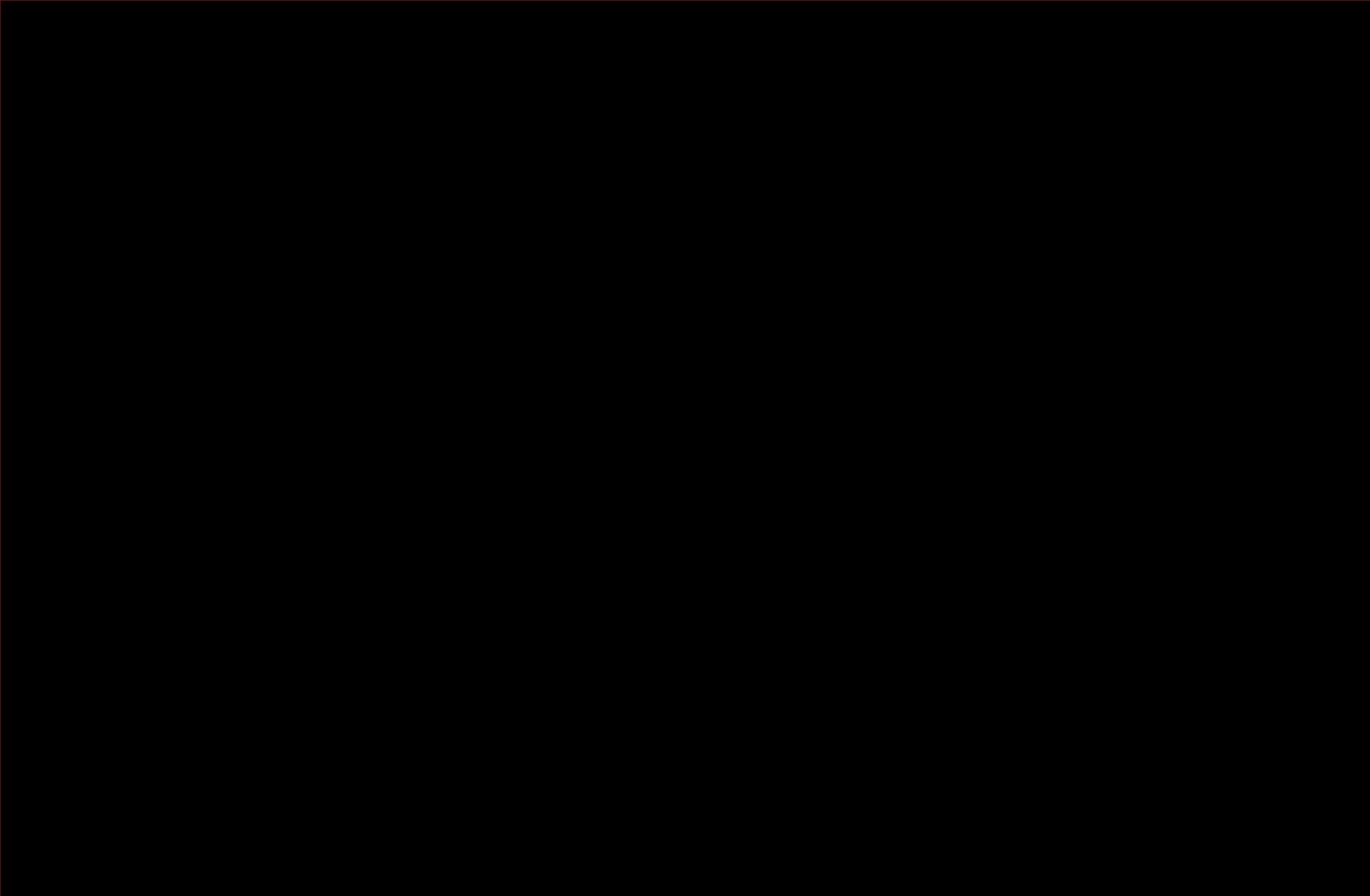
DEFINITION OF CONFLICT

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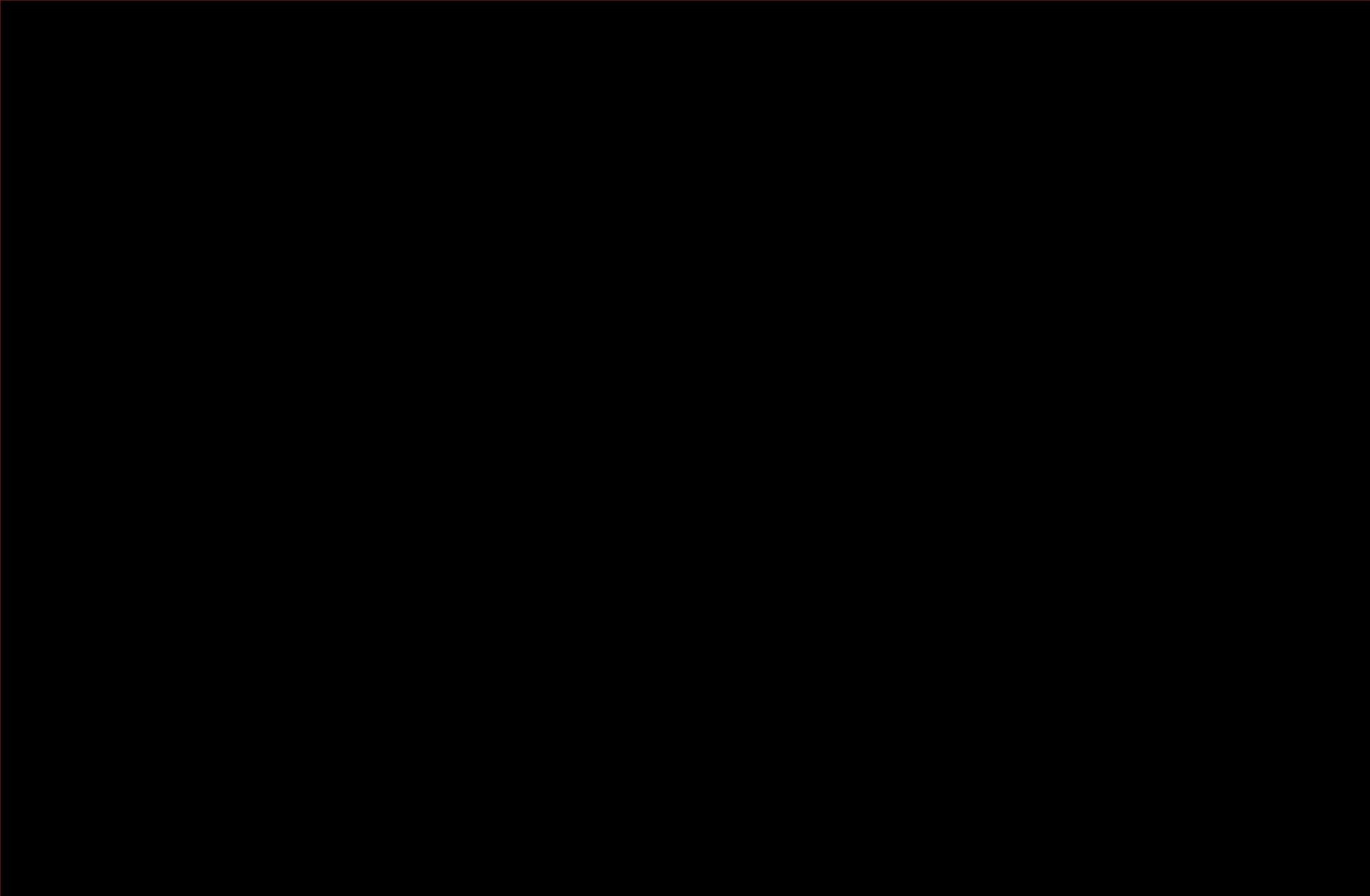
Video: Conflict Definition



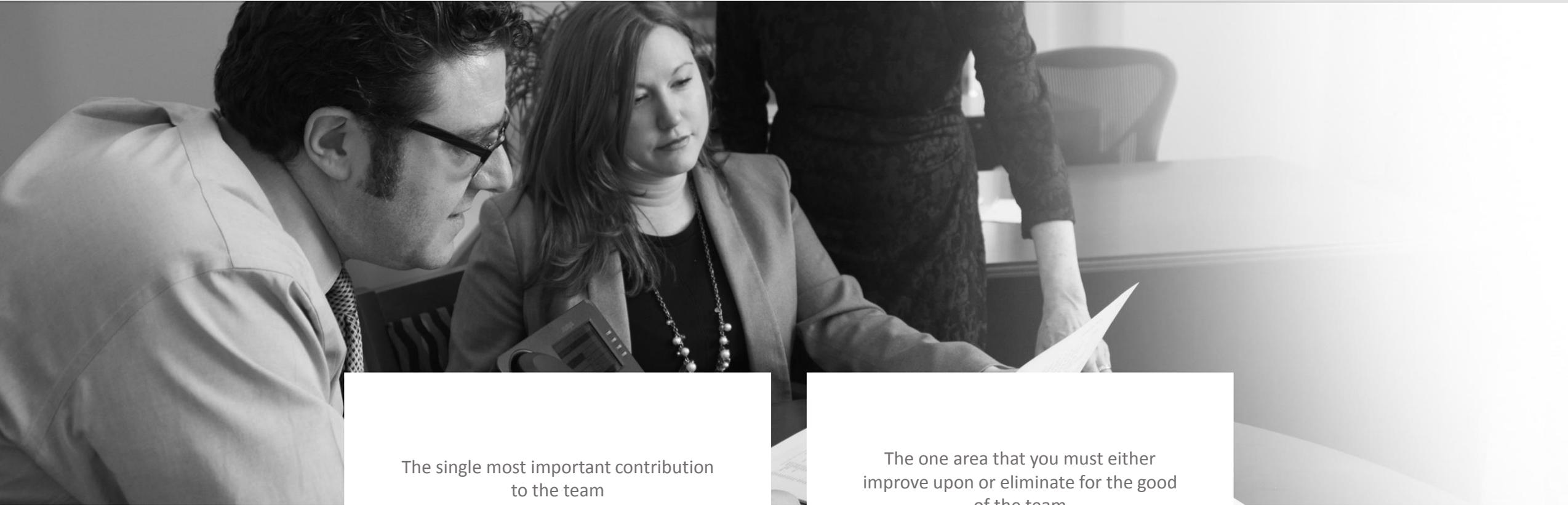
Video: Team Without Conflict



Video: Team with Conflict



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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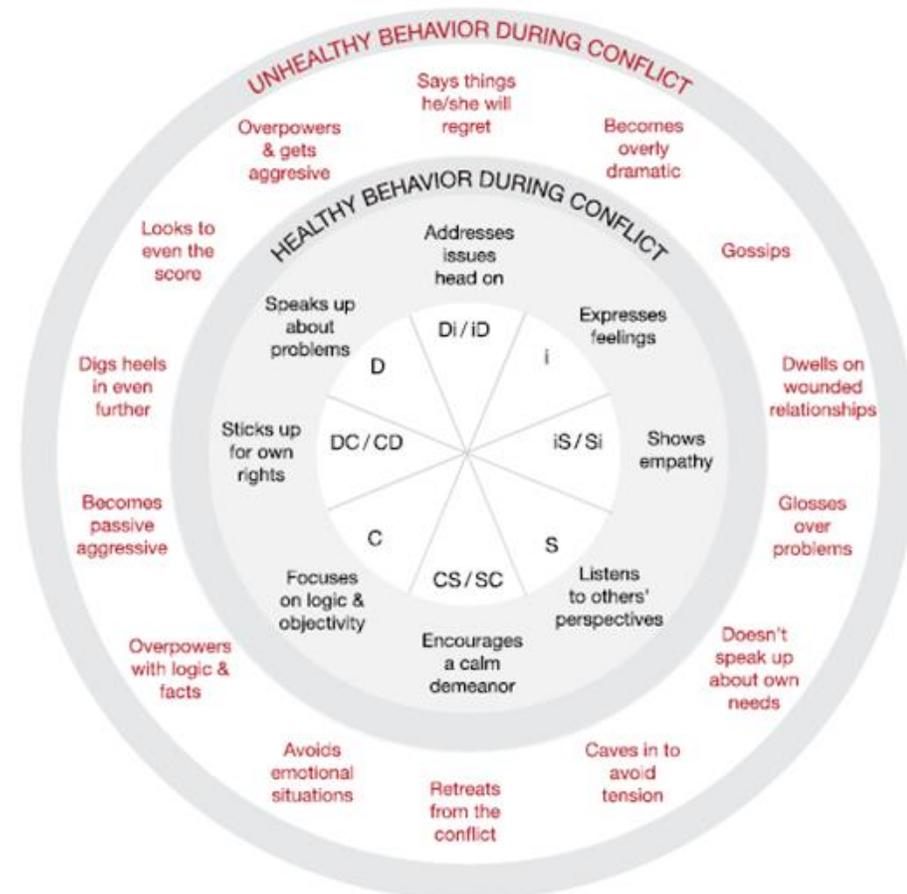
ACTIVITY: HEALTHY AND UNHEALTHY CONFLICT

- + 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



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.

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

The background features a collage of green-toned images including papers, a pen, and the word 'WIN' written in large, hand-drawn letters. The overall aesthetic is professional and motivational.

THE FIVE BEHAVIORS OF A COHESIVE TEAM:
EMBRACING
ACCOUNTABILITY

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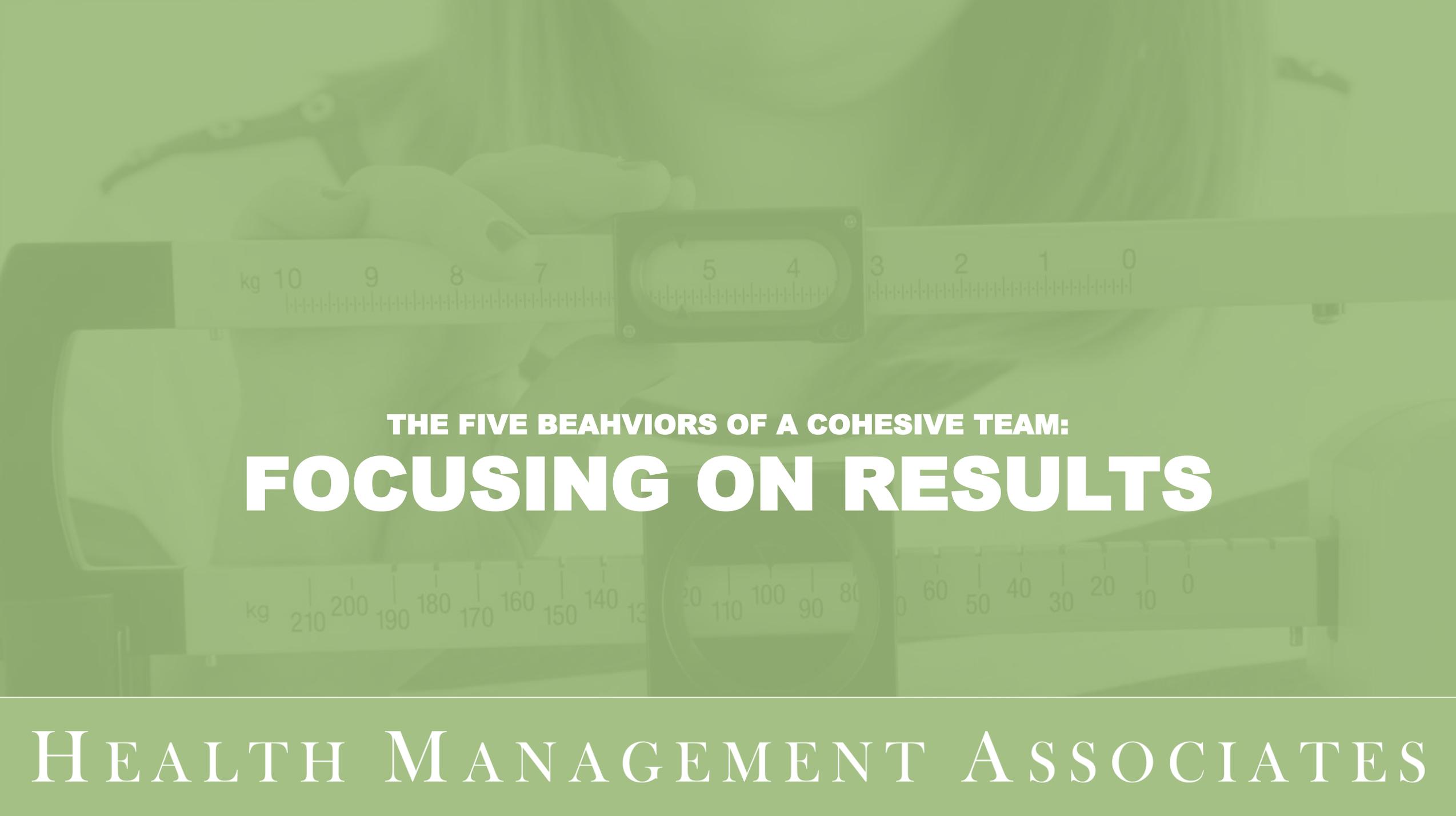
ACCOUNTABILITY



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.

A person's hands are shown holding a beam balance scale. The scale has two pans and a central dial. The dial is marked with numbers from 0 to 10. The scale is used for measuring weight. The background is a solid green color. The text is overlaid on the image.

**THE FIVE BEHAVIORS OF A COHESIVE TEAM:
FOCUSING ON RESULTS**

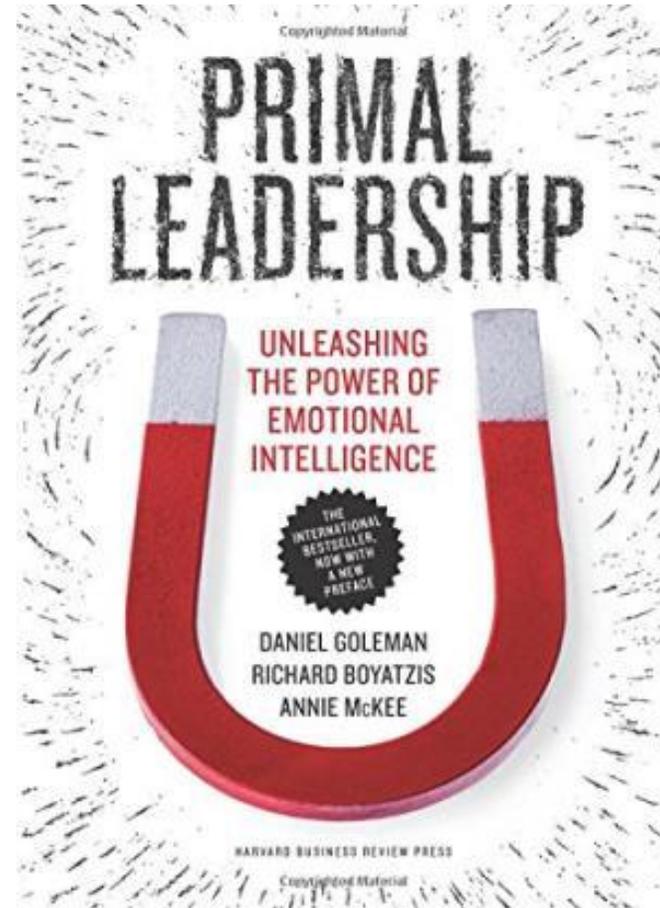
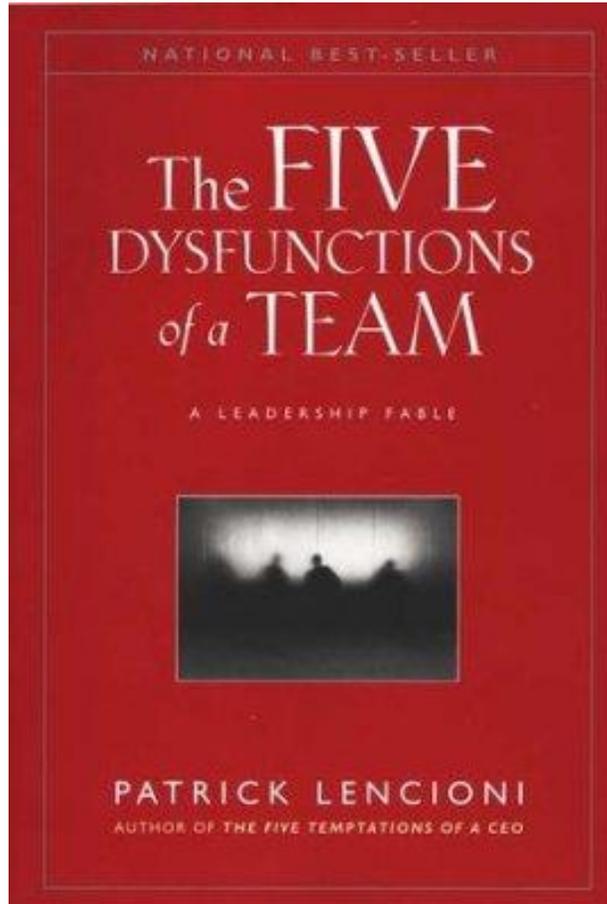
HEALTH MANAGEMENT ASSOCIATES

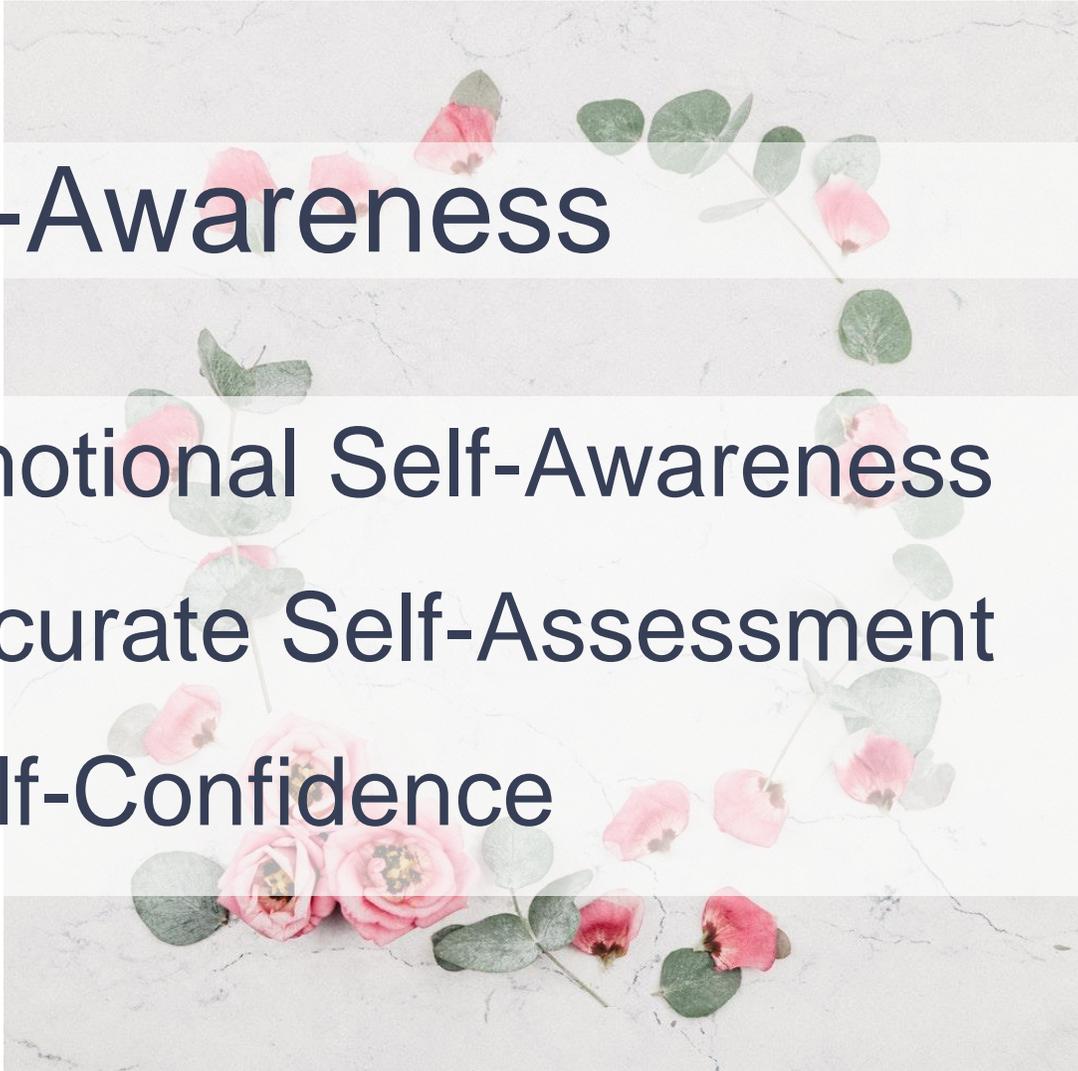


The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is the achievement of results.



Team members need to make collective results their top priority.



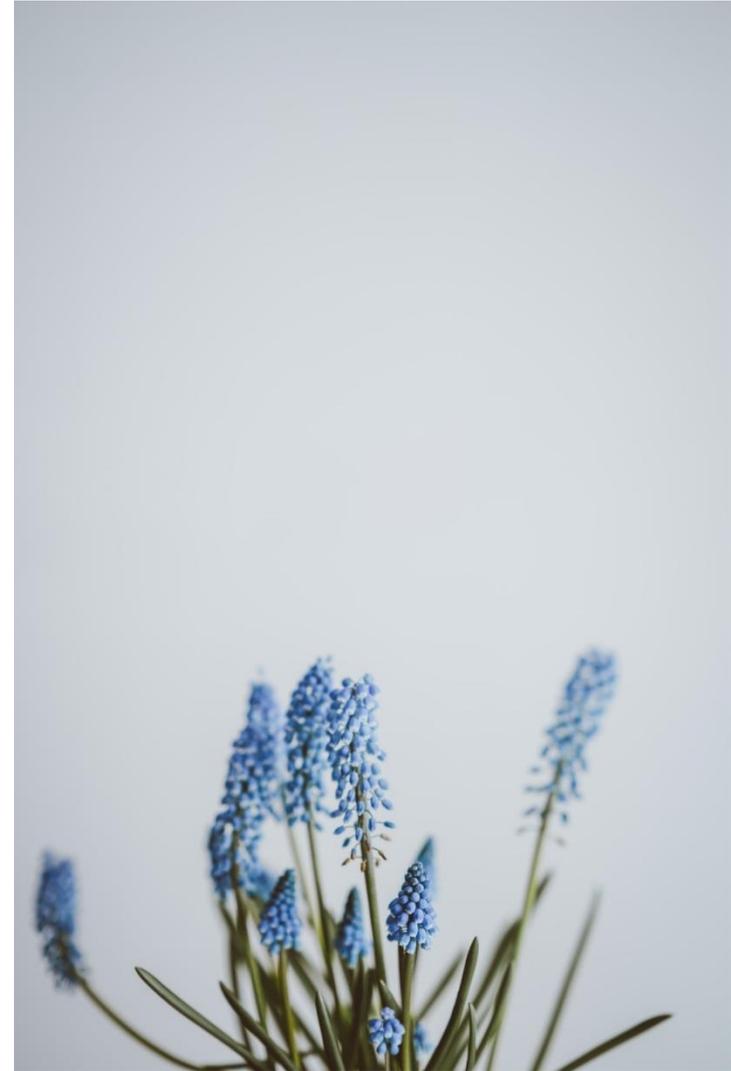
A decorative background featuring several pink roses and green leaves scattered across a light-colored, marbled surface. The roses are in various stages of bloom, with some fully open and others as buds. The overall aesthetic is soft and elegant.

Self-Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence

Self-Management

- Self-control
- Transparency
- Adaptability



Self-Management

- Achievement
- Initiative
- Optimism



Social Awareness

- Empathy
- Organizational Awareness
- Service





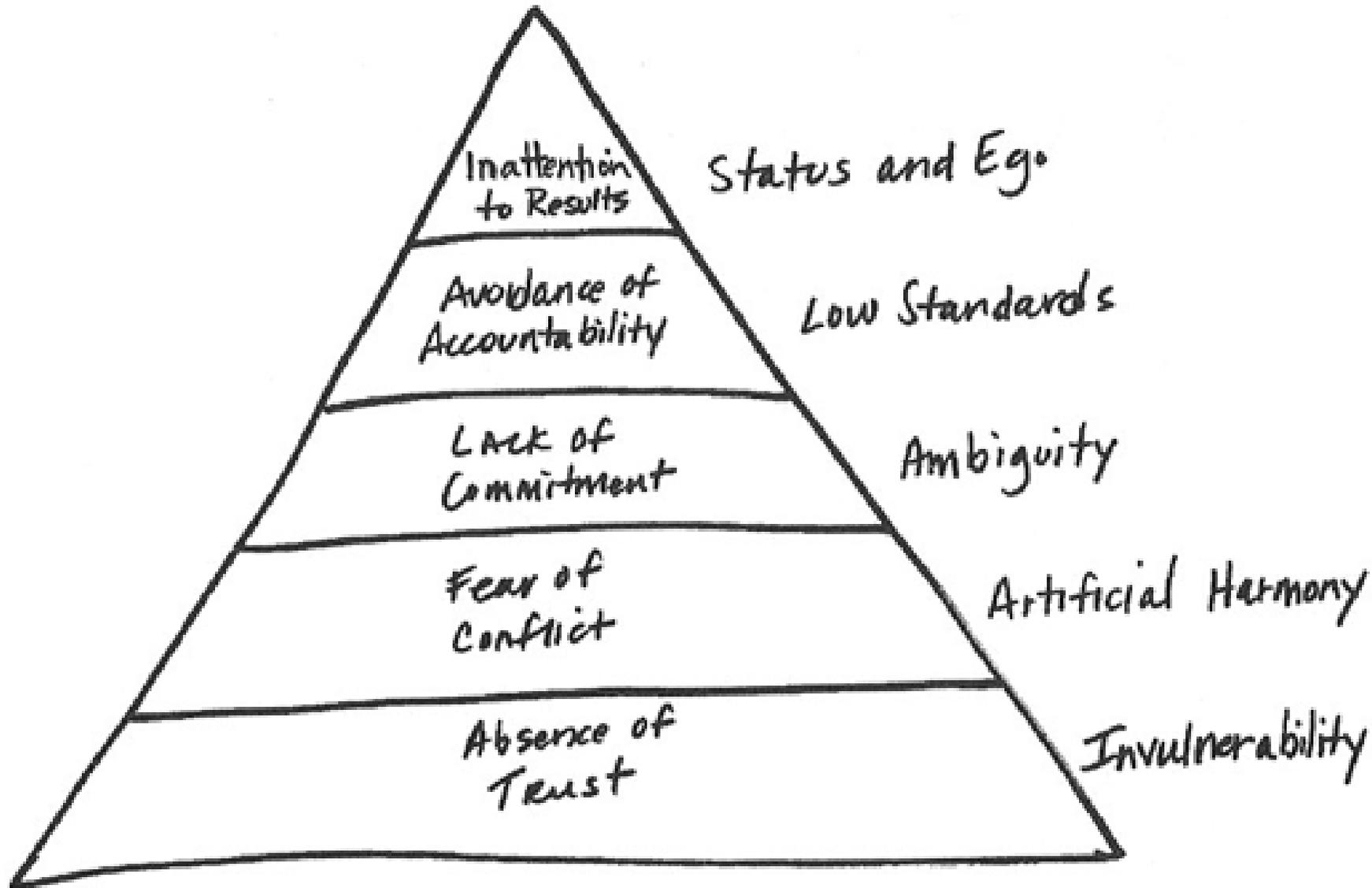
Relationship Management

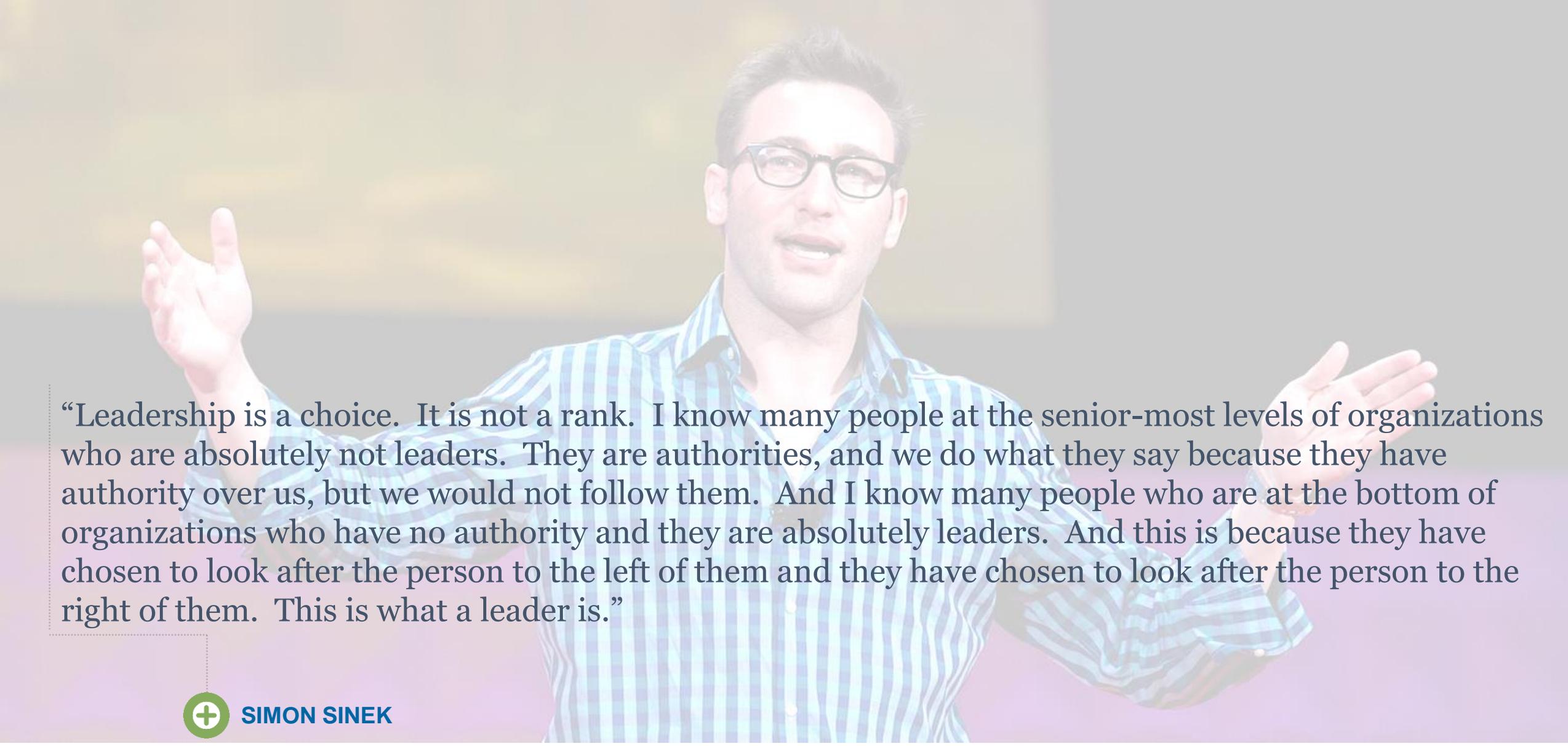
- Inspiration
- Influence
- Developing Others



Relationship Management

- Change Catalyst
- Conflict Management
- Teamwork and Collaboration



A man with glasses and a blue and white striped shirt is speaking, with his arms outstretched. The background is a blurred indoor setting.

“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**

Final Reflection

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

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