

Thinking Osteopathically: Leadership Skills for You and Your Healthcare Team

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Leadership

To some degree, we are all leaders

Humility + Skills + Will

In every area of our society, we are lacking great leaders and leadership

Tenets of Osteopathic Medicine

- The Tenets of Osteopathic Medicine express the underlying philosophy of osteopathic medicine and were approved by the AOA House of Delegates as policy.
- The body is a unit; the person is a unit of body, mind, and spirit.
- The body is capable of self-regulation, self-healing, and health maintenance.
- Structure and function are reciprocally interrelated.
- Rational treatment is based upon an understanding of the basic principles of body unity, self-regulation, and the interrelationship of structure and function.

Leadership Style

Self-care

Stressors

Organizations with Ethical Violations

- Nike
- CBS
- Fox
- NBC
- NPR
- ESPN
- Apple
- Uber
- Weinstein
- Samsung
- Alphabet-Google
- Volkswagen
- Delta Airlines
- Theranos
- Ohio State
- Michigan State
- University of Southern California
- Catholic Church
- Wells Fargo
- Equifax
- Tesla
- Facebook
- Philadelphia 76'ers
- National Football League
- Temple University
- Cambridge Analytic
- Perrigo Company
- Milan N.V.
- DaVita
- Fresenius Medical Care
- Purdue Pharma
- Novo Nordisk
- Turing Pharmaceuticals
- Valeant Pharmaceuticals
- Insys Therapeutics

Emotional Intelligence

The capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.

Leader's Responsibilities

- Set the culture through tone and example. Establish through consensus, norms and values.
- Hire, place, and develop the right talent.
- Through consensus and collaboration, develop and deliver on an organization's vision, mission, values, and strategic plan.
- Understand finances.
- Hold self and others accountable to norms, values, and outcomes.

The Level 5 Hierarchy

- Sits on top of a hierarchy of capabilities.
- Four other layers lie beneath it.
- Each one is appropriate in its own right, but none with the power of Level 5.
- One does not need to move sequentially through each level of the hierarchy to reach the top.
- However, to be a fully-fledged Level 5, one needs the capabilities of all the lower levels, plus the special characteristics of Level 5.

Leader Quiz ... Where are you?

- Highly capable individual. Makes productive contributions through talent, knowledge, skills, and good work habits.
- Contributing team member. Contributes to the achievement of group objectives; works effectively with others in a group setting.
- Competent manager. Organizes people and resources toward effective and efficient pursuit of predetermined objectives.
- Effective leader. Catalyzes commitment to and vigorous pursuit of a clear and compelling vision; stimulates the group to high performance standards.
- Executive. Builds enduring greatness through a paradoxical combination of personal humility plus professional will.

"Good to Great"
and
"Great by Choice"
concepts

First Who

Good-to-great leaders start with people first and then deal with vision and strategy second.

- They get the right people on the bus.
- Move the wrong people off.
- Usher the right people to the right seats.
- Determine where to drive the bus.

Stockdale Paradox

- Named after Admiral James Stockdale, winner of the Medal of Honor who survived seven years in a Viet Cong POW camp by hanging on to two contradictory beliefs.
- His life couldn't be worse at the moment, and his life would someday be better than ever.
- Good-to-great leaders confront the most brutal facts of their current reality yet simultaneously maintain absolute faith they will prevail in the end.
- They hold both disciplines – faith and facts – at the same time, all the time.

Buildup - Breakthrough Flywheel

- Good-to-great transformations do not happen overnight or in one big leap.
- Rather, it starts one movement at a time, gradually building up momentum until there is a breakthrough.
- Mediocre organizations never sustain the breakthrough momentum but instead lurch back and forth with radical change programs, reactionary moves, and restructuring.

The Hedgehog Concept

- The fox knows a little about many things
- A fox is complex

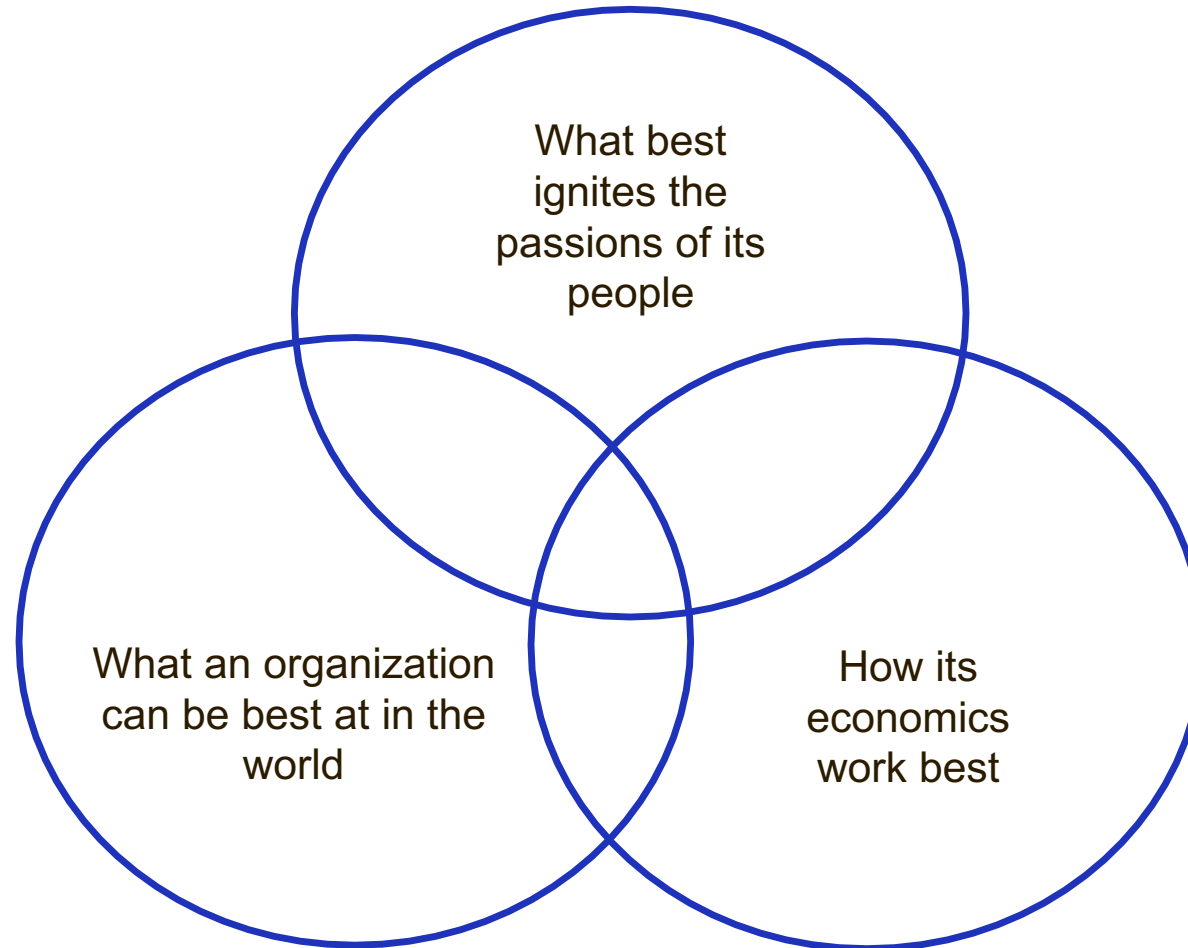


- A hedgehog knows only one big thing very well
- The hedgehog is simple



And the hedgehog wins!

The Hedgehog-like understanding of three intersecting circles



Technology Accelerators

- Good-to-great organizations have a paradoxical relationship with technology.
- On the one hand, they avoid jumping on new technology bandwagons.
- On the other, they pioneer the application of carefully selected technologies, making bold farsighted investments directly linked to their hedgehog concept.
- Like turbochargers, these technology accelerators create an explosion in flywheel momentum.

A Culture of Discipline

- Good-to-great organizations have three forms of discipline.
 1. Disciplined people – you don't need hierarchy,
 2. Disciplined thought – you don't need bureaucracy, and
 3. Disciplined action – you don't need excessive controls.
- Combining a culture of discipline with an ethic of entrepreneurship results in great performance.

Level 5 Leaders

- A study in duality
- Modest and willful
- Shy and fearless



A Compelling Modesty

- Level 5 leaders are extremely modest.
- They don't talk about themselves.
- They will talk about the organization, the contribution of others, and instinctively deflect discussion about their own role.
- Unlike big personalities like Lee Iacocca & Elon Musk.
- Steve Kerr and Mike D'Antoni

The Yin and Yang of Level 5 Leaders



The Yin and Yang of Level 5 Leaders

Personal Humility	Professional Will
Demonstrates a compelling modesty, shunning public adulation; never boastful	Creates superb results, a clear catalyst in the transition from good to great
Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate	Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult
Channels ambition into the organization, not the self; sets up successors for even more greatness in the next generation	Sets the standard of building an enduring great organization; will settle for nothing else
Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck	Looks out the window, not in the mirror, to apportion credit for the success of the organization – to other people, external factors, and good luck

An Unwavering Resolve

- Besides extreme humility, Level 5 leaders also display tremendous professional will.
- They possess inspired standards, cannot stand mediocrity in any form, and utterly are intolerant of anyone who accepts the idea good is good enough.

The Window and the Mirror

Level 5 leaders, inherently humble, look out the **window** to apportion credit – even undue credit – to factors outside themselves

If they cannot find a specific event or person to give credit to, they credit good luck



At the same time, they look in the **mirror** to assign responsibility, never citing bad luck for external factors when things go poorly

Compare this with leaders who look out the **window** for factors to blame but preened in the **mirror** to credit themselves when things go well

Ideas

- Each year pick at least one weakness to improve on.
- Attend leadership development programs.
- Practice emotional intelligence, mindfulness, and self-reflection.
- Start meetings with recitation of organization's norms and values.
- Mentors.

Thank you.

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