Staff to Leader…Chief to Beyond

Leadership Skills that Continue
Beyond the Chief Role

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Disclosures
- I have no financial disclosures to reveal
- Perfusionist since 1998
- Chief Perfusionist after 4 years
- Director of Perfusion – Managed 4 hospitals
- Market Manager/Director of Operations
  - 13 hospitals
  - 5 managers
  - 30 associates
- Completed MBA 2014
- Journal publications (JECT & Annals Thorac Surgery), presentations

Staff Member or Leader? You can be both!
- Many believe that leadership in perfusion is moving from a staff member to a chief role or higher.
- A manager is not the same as a leader.
- Leading (verb or noun) vs. leadership (noun).
- You should understand the difference between management and leadership and learn how to lead.
- Leading is rewarding and positively affects patient care.
- Eventually you may manage or be a leader, but you can always lead.
- Leading and driving quality initiatives.
  - Being on hospital committees to improve patient outcomes or change policy and/or procedures.
  - Collaborating with a surgeon to publish on improved patient outcomes.
  - Helping write and/or update policies and procedures.
  - Be a faculty member for AmSECT!

You don’t have to be a chief to lead…
Chief Perfusionist - Manager

- Oversee scheduling.
- Liaison to physicians and hospital.
- Inventory management.
- Lead clinical activities and quality targets.
- Oversee Joint commission/regulatory compliance and policies/procedures.
- Perform clinical services.

Other...
- Afflict patient care nationally.
- Evaluating techniques and equipment for clinical applications.
- Benchmark quality targets and outcomes with other clinical programs to improve quality of care and patient outcomes.
- Building and maintain business relationships with customers and physicians.

An Aspiring Manager/Leader?

Challenges:
- How to manage and lead your peers.
  - When you’re promoted over people who have always been friends (or rivals), the power relationship is altered.
  - One-on-one meetings, team planning session, quick intervention.
  - Balance friendly and inclusive with strength.
- Knowing the difference between managing and leadership.
- “Audience-specific” communication style.
- Learning the culture from a new perspective.
- Potentially changing the culture…individual agendas.
- Supporting the organization you are leading for, while still relating with, supporting, and effectively leading your staff.
Does it really matter?

➢ Leadership and Management are often used synonymously.
➢ They serve different yet essential functions.
➢ We need superb management and even better leadership.
➢ Organizations often lack in leadership and they end up becoming over-managed and under-led.
   - Too much statistical analysis of performance
   - Human element/trust is ignored
   - Fosters animosity instead of loyalty

So, what’s the difference?

Management is a set of well-known processes:
- Planning
- Structuring
- Staffing jobs
- Measuring performance
- Problem solving

Management helps you to produce products and services of consistent quality, on budget, day after day, week after week.
Management is crucial — but it’s not leadership.

Leadership is Entirely Different

Involves taking the organization into the future:
- Focuses on the human element of good business
- Finding opportunities
- Successfully developing those opportunities
- Having a vision toward the future
- Helping people buy-in
- Producing useful change
“A good leader inspires people to have confidence in the leader, a great leader inspires people to have confidence in themselves.”

Eleanor Roosevelt

Top Leadership Traits

- Self-respect
- Inspire and motivate
- Effective communicator
- Respect for others
- Reliable
- Decisive
- Visionary
- Empathetic
Have Self-respect and Respect for others

Respect your health, time, intelligence, opinion, concerns, and family.
Consider yourself a professional - If you see yourself as an impostor, others will too.
Respect your staff in the same way you respect yourself.

Be Relatable

• Remember what it’s like working long, stressful hours, taking a lot of call, dealing with a difficult surgeon.
• Talk about it. Let them vent. Give guidance.
• Have interest in their activities outside work. What makes them tick?
• Find common interests and beliefs

Effective Communicator

• Listen – With your eyes as well as your ears.
• Tune in to what you are hearing and always acknowledge. Validate.
• Look for non-verbal communication and focus on your non-verbal communication.
• Be attentive.
Honest and Dedicated

• Trust – mind the “say-do” gap.
• Your actions must align with your words.
• If you’re not dedicated to your organization, job, and/or position, you cannot effectively lead. Imposter.
• Always protect your staff, empower them, support them first, help them be successful.

Inspire and Motivate

• Provide a clear picture of the future and how being a part of the team positively contributes.
• Be a role model and do the right things at the right time.
• Exude passion and energy.
• Provide direction.
• Illustrate to all the effects of a decision from all angles.
• Transparency – staff must fully understand their importance to the company’s success.

Leadership Mistakes – Yahoo CEO Marissa Mayer

➢ Encouraging her superstar status – More concerned about her “brand” than her company and staff.
➢ Changing longstanding policy when it was working & accused staff of cheating the company.
➢ Rewarding disloyalty – retention bonuses for not jumping ship…resentment among loyal employees – incentivizes people to look elsewhere.
➢ Keeping layoffs secret and lying about them – created massive, justified paranoia.
➢ Wishy washy – failing to decide is deciding to fail.
➢ Setting meaningless timetables “3-5 years to turn around the company and show results” – an eternity in high tech …if you don’t have a plan, don’t try and predict the future.
➢ Motivating through fear - resulted in exodus of talent.

James, G, Jan. 10, 2016, Inc.com
Is it better to be loved or feared?

Niccolo Machiavelli, 500+ years ago:

- “It may be answered that one should wish to be both, but because it is difficult to unite them in one person, it is much safer to be feared than loved.”

**NO!**

When we judge our leaders we look first at two characteristics:
- how lovable they are (their warmth, empathy, or trustworthiness).
- how fearsome they are (their strength, agency, or competence).

- Both underlie our emotional and behavioral reactions to other people, groups, and even brands and companies.
- You do need both - but you will have better luck with those you lead if you are first loved.
- Leaders who project strength before establishing trust run the risk of eliciting fear.
- Fear can undermine cognitive potential, creativity, and problem solving, and cause employees to disengage.

J. Zenger & J. Folkman

- Study of 51,636 leaders
- Only 27 of them were rated in the bottom quartile in terms of likability and in the top quartile in terms of overall leadership effectiveness.
- In other words, the chances that a manager who is strongly disliked will be considered a good leader are only about one in 2,000

Growing body of evidence suggest the way to lead is to begin with warmth. 
- Warmth is the conduit of influence. 
- Warmth makes us feel good and facilitates trust. 
- Improves communication and absorption of ideas.

Even a few small nonverbal signals—a nod, a smile, an open gesture—can show people that you are pleased to be in their company and attentive to their concerns. Prioritizing warmth helps you connect immediately with those around you, demonstrating that you hear them, understand them, and can be trusted by them.

How to project warmth
- When standing, balance your weight primarily on one hip to avoid appearing rigid or tense.
- Tilt your head slightly and keep your hands open and welcoming.
- Don’t pivot your body away from the person you’re engaging with.
- Lean inward in a nonaggressive manner to signal interest and engagement.
- Place your hands comfortably on your knees or rest them on the table.
- Aim for body language that feels professional but relaxed.
- Crossing your arms indicates coldness and a lack of receptivity.

Effective Communication
- It’s no secret that good leaders are also good communicators.
- Requires authenticity
  - Be well-informed
  - Portray confidence
- Listening is key to effective communication.
- Project Strength/Competence
  - The way you carry yourself and your attitude helps others determine how you may tackle a challenge.
Communicating Up

There’s More to it…

Specific skills to effectively communicate to higher management:

- Time sensitive
- Usually financially focused
- Be clear & focused. What are you trying to achieve with the meeting?
- What do you want them to do with the information?
- Be selective with what is on the agenda... have an agenda.
- Don’t focus on negative issues alone... they won’t want to meet with you in the future.
- Always propose a solution to a problem and try and make that solution something you can handle.
- Do your research... have the data to backup what you are saying.
- Admit when you don’t know something and let them know you’ll find out
- You may not ever fully understand a decision.

Communicating up, Cont.

- How does the executive want you to present? If unsure, ask or use the least time-consuming method of communicating.
- Keep your presentation short and sweet.
  - 2-3 detailed slides with financials, conclusion, what you need from them.
- Confirm appointment
- Know your goal, know your audience, and adapt accordingly.
Communicating up – Keeping upper management engaged

- Be visible
  - E-communication is no substitute for face-to-face or voice-to-voice...even today.
  - Don’t hide behind a computer!
  - The personal connection keeps everyone engaged.
- Find your own voice. Be genuine and distinct.
  - Don’t try and be too “corporate”.
  - Speak thoughtfully and use correct grammar but don’t try and be too eloquent or something you’re not.

  *speak with conviction and confidence, even to those in positions of great power above you.*

Are you a good leader?

Self-Assessment & Peer/Subordinate Review

- Assessing your leadership skills and weaknesses, and developing a plan for improving your abilities and turning your weaknesses into strengths, is imperative to your success.
- Survey!

Continuous improvement/feedback

- Check-in with yourself and your peers/subordinates.
- Continue to develop your skills, take courses, read.
- Practice good communication/listening skills in all conversations.

  *Have you created a healthy & effective culture?*

Healthy & Effective Culture

- Job satisfaction
- Different motivations — but shared goal & mutual accountability
  - How they are involved and who else is involved
  - Create symmetry in their team and organization
  - Success creates pride – acknowledge success
  - Stay positive in times of adversity
- Engaged staff
  - Facilitate communication within the team
  - Accountability – performance reviews, goal setting
  - Everyone works at the highest level
  - Everyone is responsible for the success of the organization
Four components of enduring success

Happiness
Achievement
Significance
Legacy

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”
—Jack Welch, former CEO of General Electric