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 Thoracic 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.
- 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…and it’s more fulfilling than being a “pump and go” perfusionist.
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...
- Affect 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.
- "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
Innovates
Is an Original
Develops
Focuses on People
Insires trust
Has a long-range perspective
Asks “What” and “Why”
Eye is on the horizon
Originates
Challenges the status quo
His or her own person
Does the right thing

Administrates
Is a copy
Maintains
Focuses on systems and structure
Relies on control
Has a short-range view
Asks “How” and “When”
Eye is always on the bottom line
Imitates
Accepts the status quo
The classic good soldier
Does things right

“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
- Respect for others
- Effective Communicator
- Entrepreneur & Decisive
- Human & Relatable
- Inspire & Motivate

MANAGER

LEADER

1999 Book “On Becoming a Leader” Warren Bennis

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Have Self-respect and Respect for others

Respect yours and your staff’s health, time, intelligence, opinion, concerns, and family.

Consider yourself a professional - If you see yourself as an imposter, others will too.

Be Relatable

• Remember when...
  • Talk about it. Let them vent. Give guidance.
  • Storytelling
  • Have interest in their activities outside work.
  • Find common interests.

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 as to not threaten their security.
- Be honest about your job, and/or position and organization.
  - You cannot effectively lead if you’re not dedicated.
- Always protect your staff, empower them, support them first, help them be successful.

Inspire and Motivate

- Appeal directly to your staff’s needs.
- 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 while providing direction.
- Transparency – staff must fully understand their importance to the program’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.
Is it better to be loved or feared?

Niccolò 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).

➤ 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 51,836 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

Warmth...

• 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’re 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.
➢ Avoid closed-hand positions and cutting motions.
➢ 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.

Effective Communication

It’s no secret that good leaders are also good communicators.

➢ Project warmth.
➢ Requires authenticity
  ▪ Be well-informed
  ▪ Portray confidence
➢ Listening is key to effective communication.
➢ Project Strength/Competence
➢ Communicate regularly
➢ Not self-centric
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.

Communicating up, Cont.
- Do your research…have the data to backup what you are saying.
- Admit when you don’t know something
- How does the executive want you to present?
- 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

- Are you attending to your staff's needs?
- Develop a plan for improving your abilities and turning your weaknesses into strengths.
- Survey! Act!

Continuous improvement/feedback

- Frequent check-ins 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 = Destined for Success
- Different motivations – but shared goal & mutual accountability
- Articulate a defining vision & strategy to implement
  - 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
- Engage your 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 General Electric