Hospital Council of East Central Michigan
Annual Spring Trustee Forum

Physician and Executive Partnering to Create Superior Performance

Presented by
Tom Atchison
April 17, 2018
Objectives for Superior Performance: The Physician/Executive Leaders’ Role

- The critical importance of the physician--executive partnership in moving from planning to performance;
- The interdependence of leadership and management---from vision to tactics;
- How East Central Michigan Trustees, Executives and Physicians can use core values and a clear vision (Corporate Culture) to lead positive change; and,
- What can go wrong
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Remember—

Superior Performance is a Function of a—Balance—between the Tangibles and the Intangibles,

Discuss: Digitize Everything but....
And, remember....

- **Performance without purpose** creates frustration
- Unrealistic expectations creates frustration
- **Note-----**
- Dynamics of Frustration (Dollard and Miller)
Healthcare Success Factors

- Leadership
- Management
- Corporate Culture
- Patient Experience
- Organizational Change
- Committed Workforce
- Trust
Non-digital
Critical Success Factors: Glossary

- **Values** = Beliefs that drive behavior
- **Leadership** = Relationships
- **Leaders** = Inspired followers; unleash human potential*
- **Vision** = A possible (not probable) Future that is better than today
- **Trust** = “The benefit of the doubt”
- **Strategy** = The details of Vision achievement
- **Talent** = Motivation, Capacity to Grow and Capability
- **Management** = Getting Predictable Results
- **Corporate Culture** = The organization’s personality
- **Communication** = Meaning to the Receiver
- **Change** = Inspiring people to move from A to B, where B is Better than A

*Note: The most effective parents are great leaders!!
Performance is maximized when Leaders are trusted possess shared values while creating a vision of sustainable change—Performance improvement

-Tom Atchison
Cultural Dynamics
Executives---Physicians

Decision Process
Influence------------------------------Control
Perception of Time
Long Range--------------------------Now

Sense of Self
Part of a Team---Protection of Individual Prerogative
Locus of Control
Corporate Strategy------------------Practice Needs

First Loyalty
To the Corporation------------------To the Patient
Physicians and Leadership

“You can get a lot farther with a kind word and a gun than with a kind word alone.”

Al Capone
Physicians and Leadership

“You can get a lot farther with a kind word and some data than with a kind word alone.”

Shari Welch, MD
Leadership------Management

- **Leader**: Not a title but an earned connection between leaders and followers—*Turn Around, is Anyone There? Why Follow?*

- **Manager**: Someone who executes plans within policies in order to achieve desired metrics.

- Leadership equals Relationships/Management equal Processes

- Leadership is “Non-linear”------Management is “Linear”
Professional--Manager--Leader

Control---------------------------------------Influence

Technical  Management  Leadership
Leadership/Management
Leadership-----Management

Inspires
Influence
Listens
Vision Focus
Manages change

*Minutes (1440)

Relationships
People

*600 minutes!!!
Questions

Would you need to get approval for a $5,000.00 expense...? 

Can you schedule a 1 hour meeting with 10 to 20 people...?
Things Learned....

Applications to my leadership role....

Questions????
Superior Performance Achievement is a Function of the Strength of the Corporate Culture
Culture--Basics

- Evolved from Anthropology to mean *all human phenomena that are not genetically determined*. It is the way humans represent *their lives in symbols, values and behaviors—language, dress, food, religion, commerce—the totality of our “way of life.”*

- How tradition, values and social practices affect our psyche in ways that *unify peoples*.

- Culture is everything!

- Culture is *what we do when no one is looking!*
USA Culture

> Some of the cultural symbols, values and behaviors that define USA’s culture are... Subcultures??

> Core—Acceptable—Unacceptable Variation
Corporate Culture--
Definition

- Corporate Culture is *the organization’s personality*.
- It is the *behavioral manifestation* of an agreed upon set of *core values*.
- *Makes it possible for trustees, physicians, executives, managers and employees to share the same set of values, and work toward the same goal.*
- *Corporate culture allows a company to capitalize on individuality and create a synergy for the benefit of the customers.*
Corporate Culture

- Some retail and service organizations that have strong corporate cultures include Starbucks, Zappos, Nordstrom, Ritz, Disney....

- What values and behaviors make them unique?

- What dynamics would you expect from a company that has a weak corporate culture or multiple subcultures?
Healthcare Culture
(Note: *Escape Fire*)

- A combination of the healthcare organization’s Mission, Values and Vision—held together by trust.
- Unique because of the patient and family needs/wants.
- Unique because no other industry has physicians.
- No other industry has a disconnect between the customer and payment.
Things Learned....

Applications to my leadership role at....

Questions????
CHANGE
Change Quotes

*Change before you have to.* -J. Welch

*Manage change or react to change.* -T. Atchison

*Be the change you want to see in the world* -M Gandhi

*Everyone thinks of changing the world, but no one thinks of changing themselves* -L Tolstoy

*This is a New Year. A new beginning. And things will change.* -T Swift

*Remember, the stone age didn’t end because they ran out of stones* -Rick

*We cannot solve today’s problems working from mindsets that created them.* -paraphrase from Albert Einstein
Dynamics of Change

The Easy to Hard Continuum

Midpoint

I understand
I want, I control

I don’t understand,
don’t want and
don’t control
Dynamics of Change

The Anxiety/Behavior Continuum

Window of Opportunity for Change

Happy - individuals resist change

Angry - individuals resist change
Perception=Reality
Slumber
Pajamas
Pillow
Nap
Bed

Quiet
Snore
Dream
Blanket
Night
REMEMBER

1. Each person is correct from their point of view;
2. Collect all points of view;
3. Find points of greatest agreement; and
4. Focus of the future.*

*You can’t un-ring a bell!!
Superior Performance/Sustainable Change Depends on 3 Communication Rules

- Language of the receiver
- Log-in
- *Over* communicate
Remember

1. We are very much controlled by our historical relationships with symbols.
2. Understand “Pre-emptive behavioral response clusters.”
3. What do you symbolize—to various people/groups?
4. What are your organization’s most important cultural symbols?
5. Sustainable change is a function of the leader’s communication
Things Learned....

Applications to my leadership role at....

Questions????
What Can Go Wrong

- Hubris—“Kodak”
- Money as a Motivator
- Fear, Loss, Punishment as a Motivator
- No Trust—No Sustainable Change—slide
- Investing in the wrong people/behaviors
- Habit
Trust - Definition: *The Benefit of the Doubt*

- Trust is the perception of honesty, openness and reliability/dependability.
- Trust *increases* in *direct relationship* to the *frequency of meaningful interactions*.*
- Trust takes a long time to develop and can be weakened or broken easily.
- Trust is the *lubricant* needed to ease tensions
- Trust is the *glue* that holds teams together
- There is NO relationship between being trusted and being liked

*Think minutes and active listening*
Time Spent in Each Cell

3 Cynics
Who is a low performer, feels undervalued and always complains?

2 Skeptics
Who is very hard-working, creative, critical and annoying?

4 Slugs
Who is a low performer, but reluctantly does just enough to stay?

1 Stars
Who currently behaves the way you wished everyone behaved?
Things Learned....

Applications to my leadership role at....

Questions????
References

Basic: **Good to Great**, Jim Collins
   - [*Emotional Intelligence 2.0*](#), Bradberry, Travis and Greaves, Jean
   - [*Inside the Physician’s Mind*](#), Joe Bujak, MD
   - [*The Checklist Manifesto*](#), Atul Gawande, MD, and *Being Mortal*
   - *The Patient comes Second*. Britt Barret, PhD

Intermediate: **How the Mighty Fall**, Jim Collins
   - [*Active Listening*](#), Michael Hoppe
   - [*Onward*](#), Howard Schultz
   - [*Leadership’s Deeper Dimensions*](#), Tom Atchison
   - *Why Pride Matters More than Money*, Katzenbach, Jon

Advanced: **Great by Choice**, Jim Collins
   - [*The Speed of Trust*](#), Steve Covey, Jr
   - [*Let My People Go Surfing*](#), Yvon Chouinard
   - [*Emotional Intelligence*](#), Daniel Goldman
   - [*The Zappos Miracle*](#), Shinobu Ishizuka

*Escape Fire--video*
Thank You