Leadership Skills for the Non-Leader Can Improve Job Satisfaction and Patient Care

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Learning Objectives

1. Identify key skills of everyday leadership (for the non-leader clinician).

2. Describe how these characteristics can improve clinician job satisfaction within their practice.

3. Describe how these characteristics can improve patient care.

4. Describe benefits to the practice and organization.

Audience Engagement System

Step 1

Step 2

Step 3
• I have been unhappy at work
• I have had my share of patient complaints
• I hate my job! (sometimes)
• I do not wish for a leadership position
• I am expected to be a leader

Take Home

• You need leadership skills regardless of your roles (even as a non-leader)
• Have a Growth mindset
• Learn about leadership
• Lead self and be self-aware
Take Home

- Be a role model and a mentor
- Encourage others
- Share your vision
- Communicate effectively
- WAIT

Take Home

- Embrace conflict!
- Embrace a learning culture
- Develop coalitions
- Deliver excellent Customer Service
- Think critically and systemically
- Find and maintain balance
Why do clinicians need leadership skills?
Why do clinicians need leadership skills?

I HAVE THOUGHT ABOUT QUITTING MEDICINE
Importance of leadership skills

Importance of leadership skills
Importance of leadership skills

Why do clinicians need leadership skills?

- Previous training focused on data and logical reasoning
- “soft” skills are crucial to manage people (teamwork) and patients
Why do clinicians need leadership skills?

• Showing empathy (emotional intelligence) and active listening are such skills
• Typically not part of our competency training
• These skills do not necessarily reflect our natural preferences

“Medicine is easy if it was not for patients”

A patient of mine
Non-leaders have these skills too

- Behavioral skills that even the most effective leaders possess are very common in non-leaders
- These skills will help build or enhance their technical skills and produce clear tangible results in their professional life

Learn about leadership

- Don’t need a title or an official role to be a leader
- You will be expected to be a leader
Learn about leadership

• It is rather being supportive of others than being “above” others
• Take the opportunity to
  – Teach
  – Challenge
  – Motive
  – Empower
  – Inspire
  – Mentor

Learn about leadership

• Improves every aspect of your life
• Improves every aspect of your professional life and practice
• Improves relationship with your patients
Learn about leadership

“The true measure of leadership is influence, nothing more and nothing less”

John C Maxwell

### Leadership framework

<table>
<thead>
<tr>
<th>Actions</th>
<th>Capabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Self (Emotional Intelligence)</td>
<td>Are Self aware&lt;br&gt;Manage themselves&lt;br&gt;Develop themselves&lt;br&gt;Demonstrate character</td>
</tr>
<tr>
<td>Engage others</td>
<td>Foster development of others&lt;br&gt;Communicate effectively&lt;br&gt;Build teams</td>
</tr>
<tr>
<td>Achieve results</td>
<td>Set direction&lt;br&gt;Strategically align decisions with Vision, Values and Evidence&lt;br&gt;Take Action to Implement Decisions&lt;br&gt;Assess and Evaluate</td>
</tr>
<tr>
<td>Develop Coalitions</td>
<td>Build partnerships&lt;br&gt;Demonstrate commitment to Customers and services&lt;br&gt;Mobilize knowledge&lt;br&gt;Navigate Socio-Political Environments</td>
</tr>
<tr>
<td>System Transformation</td>
<td>System and critical thinking&lt;br&gt;Encourage and support Innovation&lt;br&gt;Champion and orchestrate change&lt;br&gt;Orient strategically to the Future</td>
</tr>
</tbody>
</table>
Lead self

• Be aware of one’s assumptions, values, principles, strengths and limitations
• Understand that individuals have biases, beliefs that are not necessarily conscious and shared by others

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**EQ**

- **Emotional intelligence (EI)** is the capability of individuals to recognize their own and other people's emotions, discern between different feelings and label them appropriately, use emotional information to guide thinking and behavior, and manage and/or adjust emotions to adapt to environments or achieve one's goal(s).

Wikipedia

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**Responsibility for Emotions**

- Monitor own emotional state and its impact on others
- Express vulnerability when appropriate
- Exhibit authentic emotional expression when needed to rouse and inspire others

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Responsibility for Health

• Models a healthy life-style
• Aware of the need for work-life balance
• Strive for resilience
• Demonstrate a positive outlook in dealing with daily matters

Demonstrate character

• Demonstrate compassion and caring for the health of patients
• Puts service to patients and clients before ego
• Shows initiative to address patient issues and concerns
Encourage others

- Show your belief in others
- Help them achieve something great
- Foster development of others
- Support and challenge others to achieve their goals

"The growth and development of people is the highest calling of a leader"
-- John Maxwell

Ensure resources are available
Displaying a positive mental attitude

• Have a Growth mindset
• Create a mindset of enthusiasm and solutions
• A positive thinker is not confined to “what they cannot do”
  – The positive thinker is free to think of new ways to solve problems

Set the example

• Maintain clinical skills and knowledge
• Set the standards for
  – Professionalism
  – Quality
  – Empathy
  – Compassion
  – Ethics
  – Humility
Be the role model

• Look for positivity
• Be a positive person

STAY AWAY FROM NEGATIVE PEOPLE. THEY HAVE A PROBLEM FOR EVERY SOLUTION.

Be the role model

• Don’t just bring the problems, be the person who brings the solutions

Be a problem SOLVER, not a problem spotter. Make things better for others.
Share your vision

"If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you."

-Steve Jobs.

Create the vision and share it
Communicate effectively

• It requires a high level of self-awareness
• Understand your communication style
• Build and maintain integrity

Active listening

WAIT
LISTEN MORE, TALK LESS

Embrace a learning culture

• Continually learn and develop ourselves
• Promote the importance of learning
• Become a role model for others
Embrace conflict

• Obstacles and challenges = opportunity
• Conflict should not defeat you
• Build you as a leader
• Vehicle to learning

Develop coalitions
Customer Service Excellence

Four Seasons
Hotels and Resorts

System transformation

• Think analytically
• Solve problems
• Encourage and support innovation
• Champion and orchestrate change

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Balance in life

• Work-life balance means something different to each individual
• Find the balance that’s right for you.

Balance in life

• When you say “yes” to one thing, you are in fact saying “no” to something else
  – Limit time-wasted activities and people
  – Set your priorities
  – Draw your boundaries
  – Devote quality time to these high-priority people and activities
• Delegate or outsource everything else
Balance in life

Outcomes of good leadership
Outcomes of good leadership

“If nobody hates you, you’re doing something wrong.”
- House
Outcomes of good leadership
Outcomes of good leadership
Practice Recommendations

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Questions