



Leadership in Medical Organizations: Why is it so rare and so hard?

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26 February 2003

Deep Forces Affecting Healthcare Today

- 1. Steady increases in real health care costs.
- 2. Unabated demand for health care services
- 3. Dispirited providers stressed by trying to maintain homeostasis in response to “Managed Care.”

Hypotheses

- People have characteristic ways of dealing with the world, all of which are designed to bring a level of internal control and comfort to the individual.
- There are a finite number of ways which, when combined, form patterns of behavior.
- Physicians are not randomly selected members of the population

Physician Characteristics

- Seek control through knowledge.
- Prefer concrete goals
- Have demonstrated high persistence levels in attaining goals.
- Prefer direct action.
- Prefer immediate response to their actions.
- Score high on tests for narcissism.

Physician Characteristics

- To function effectively as a clinician you must be able to amass large amounts of data quickly, make a decision quickly, and execute a plan--usually without significant input from anyone else.
- We like it that way--its why we went into this field in the first place.

Organizational Leadership

- Requires knowledge and persistence.
- Goals are often not concrete.
- Results seen over long time periods.
- Most effective actions are indirect.
- Requires recognizing that other people's role may be more important.

The Results

- The physician may fail to recognize that the leadership role is different from the attending physician's role.
- He/she may try to fulfill the requirements of the role using his/her physician training at times when that is counterproductive.
- He/she may simply refuse to participate.

Facts You Must Know

- Leadership is getting people to perform to their maximum potential.
- Good leadership does not depend upon good deals or pleasant working conditions: your ability to motivate people to perform to their maximum is independent of these factors.

The Eight Universal Laws of Leadership

- Maintain Absolute Integrity
- Know Your Stuff
- Declare Your Expectations
- Show Uncommon Commitment

The Eight Universal Laws of Leadership

- Expect Positive Results
- Take Care of Your People
- Put Duty Before Self
- Get Out in Front

On Followership

- The Law of Magnetism
 - Who you are is who you attract
- The Law of Connection
 - Leaders touch a heart before they ask for a hand.
- The Law of the Inner Circle
 - A leader's potential is determined by those closest to him.

On Followership

- The Law of Empowerment
 - Only secure leaders give power to others.
- The Law of Buy-In
 - People buy into the leader, then the vision.

How To Attract Followership

- Making someone feel important is more powerful as a motivator than money, promotion, working conditions, or almost anything else.
- Leaders are not caretakers. They must have some idea as to where they want to go. “Where there is no vision, the people perish.” (Proverbs 29:18.)

How To Attract Followership

- Treat others as you would be treated yourself and they will follow you.
- Take responsibility for your actions and admit your mistakes.

How To Attract Followership

- Praise in public, criticize in private
- You must see, and be seen by your followers.
- You must know who your people really are.
- Competition can be used to make striving a game.

Four Direct Influence Tactics

- Direction
- Involvement
- Persuasion
- Negotiation

Using Involvement as an Influence Tactic

If you can get others involved in what you want done, they will adopt your goal as theirs and become committed to its attainment. Because of this, involvement is a powerful influence tactic and usually can be combined fairly easily with one or more of the others.

Persuasion

Use this tactic when your authority is limited and others have similar or more power in the situation than you.

Why do MD's Resist?

- They have no herd instinct
- The primary focus of medical training is the one to one relationship, not the one to many relationship of organizations
- Physicians have a high need to control—the efforts of the group may be seen as a threat to control.

Accountability, not Control

Accountability is an attitude of continually asking “what else can I do to rise above my circumstances and achieve the results I desire?” It is a perspective that embraces both current and future efforts rather than reactive and historical explanations.

Issues Discussed in Handout

- Accountability
- Learning Organizations
- CQI

Root Cause Analysis of Medical Group Dysfunction

- Strong preference for conflict avoidance
- Immature coping styles when conflict occurs
- Narcissism
- Inadequate Training

Root Cause Analysis

- It is my belief that the fundamental problem is a lack of emotional intelligence—sometimes on the part of the leadership, but almost always at the level of the group.



IF YOU DO NOT
HAVE A PERSON-
ALITY, ONE WILL
BE ASSIGNED TO
YOU BY HUMAN
RESOURCES.



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Emotional Intelligence

“Emotional intelligence” refers to the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships. It describes abilities distinct from, but complementary to, to academic intelligence, the purely cognitive capacities measured by IQ.

Daniel Goleman. Emotional Intelligence. (New York, Bantam, 1995.)

Emotional Intelligence

Self-awareness:

Knowing what we are feeling in the moment, and using those preferences to guide our decision making; having a realistic assessment of our own abilities and a well-grounded sense of self-confidence.

Emotional Intelligence

Self-regulation:

Handling our emotions so that they facilitate rather than interfere with the task at hand; being conscientious and delaying gratification to pursue goals; recovering well from emotional distress.

Emotional Intelligence

Motivation:

Using our deepest preferences to move and guide us toward our goals, to help us take initiative and strive to improve, and to persevere in the face of setbacks and frustrations.

Emotional Intelligence

Empathy:

Sensing what people are feeling, being able to take their perspective, and cultivating rapport and attunement with a broad diversity of people.

Emotional Intelligence

Social skills:

Handling emotions in relationships well and accurately reading social situations and networks; interacting smoothly; using these skills to persuade and lead, negotiate and settle disputes, for cooperation and teamwork.

But Note:

- Medical training emphasizes the primacy of the doctor-patient interaction: one on one.
- Custom and the law hold the physician personally accountable for all aspects of the medical care process
- Physicians tend to see themselves as the “Lone Ranger” with, or perhaps without, a faithful Tonto.

Logically, then,

- Making the physician leader effective depends partly on him/her, partly on the management team, and partly on the group.
- What can you do to make your team more emotionally intelligent?

Building the Emotional Intelligence of Your Team

- Norms that create awareness of emotions
- Norms that help regulate emotions

Norms that Create Awareness

- Interpersonal Understanding
 - Take time to get to know one another
 - Have a “check-in” at the start of the meeting
 - Assume that undesirable behavior has a reason
 - Tell your team what you are thinking and how you are feeling.

Norms that Create Awareness

- Perspective taking
 - Ask whether everyone agrees with a decision
 - Ask quiet members what they think
 - Question decisions that come too quickly
 - Appoint a devil's advocate

Norms that Help Regulate Emotions

- Confronting
 - Set ground rules and use them to point out errant behavior
 - Call members on errant behavior
 - Create playful devices for pointing out such behavior. These often emerge spontaneously—reinforce them.

Norms that Help Regulate Emotions

● Caring

- Support members; volunteer to help them if they need it; be flexible.
- Validate members' contributions. Let people know they are valued.
- Protect members from attack
- Respect individuality and difference in perspective. Listen
- Never be derogatory or demeaning.

Creating an Affirmative Environment

- Reinforce that the team can meet the challenge. Be optimistic.
- Focus on what you can control.
- Remind members of the group's important and positive mission.
- Focus on problem solving, not blaming.

Conclusions

- Remember, Moses was raised in the lap of luxury, but had to flee for his life when he killed the overseer.
- In exile he had a vision of eternal truth that compelled him to return, and in turn, inspired his people to follow him out of slavery

Conclusions

- But even after the miraculous escape at the Red Sea, the people engaged in constant murmuring.
- When Moses left to go up the mountain to receive the commandments, the people started worshiping at the feet of idols.

Conclusions

- Lastly, even after all this faithful service to his vision of truth, he was not allowed to enter the Promised Land of milk and honey—all he was allowed was a glimpse from the high mountain at the time of his death.