



American College of
Healthcare Executives
for leaders who care®

The Courage to Lead

Critical Skills for Healthcare Leaders

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Disclosure of Relevant Financial Relationships

The following faculty of this continuing education activity has no relevant financial relationships with commercial interests to disclose:

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Key Thoughts

- Effective leadership matters to the successful outcomes in all organizations regardless of the purpose for why the organization exists.
- Individual leader behavior is the singular most important predictor to an organization's performance.
- Courage is a primal behavior attribute of effective leadership that fosters psychological safety for people to focus on getting results and driving performance to the highest levels.

Definitions

- **Leadership** – the human capacity of influencing people to do willingly what is required to achieve a goal, an objective, or specified outcome.
- **Courage** - Merriam-Webster Dictionary, states that it is, “mental or moral strength to venture, persevere and withstand danger, fear, or difficulty.”

Effective Leadership

- Leadership is influencing people—by providing:
 - Purpose
 - Direction
 - Motivation

Overall objective - to accomplish the mission and improving the overall health of the organization.

The Heart of Effective Leadership

Core. From the Latin word for “heart.” Core values are the guiding principles at the heart of your life and work.

Courage. Also derived from the Latin word for heart. To have courage means to have strength of heart and to be guided by your heart, not by your circumstances.

Character. From a Greek word which means “to engrave or stamp.” Your character is determined by the values and guiding principles that you engrave on your heart.

Effective Leadership



Courageous Leadership Model

BE

- *Be* a servant-leader.
- *Be* an adaptive learner.
- *Be* a creative thinker.
- *Be* a global communicator.

BEHAVIOR
CAPACITY

KNOW

- *Know* yourself and seek self improvement.
- *Know* your people and help them achieve their potential.
- *Know* the doctrine, and know when to be constrained by it.
- *Know* your profession, contribute to it, and develop with it.

TECHNICAL
CAPACITY

DO

- *Do* the right things well.
- *Do* provide a clear, actionable vision.
- *Do* make timely decisions.
- *Do* maintain balance and moderation.

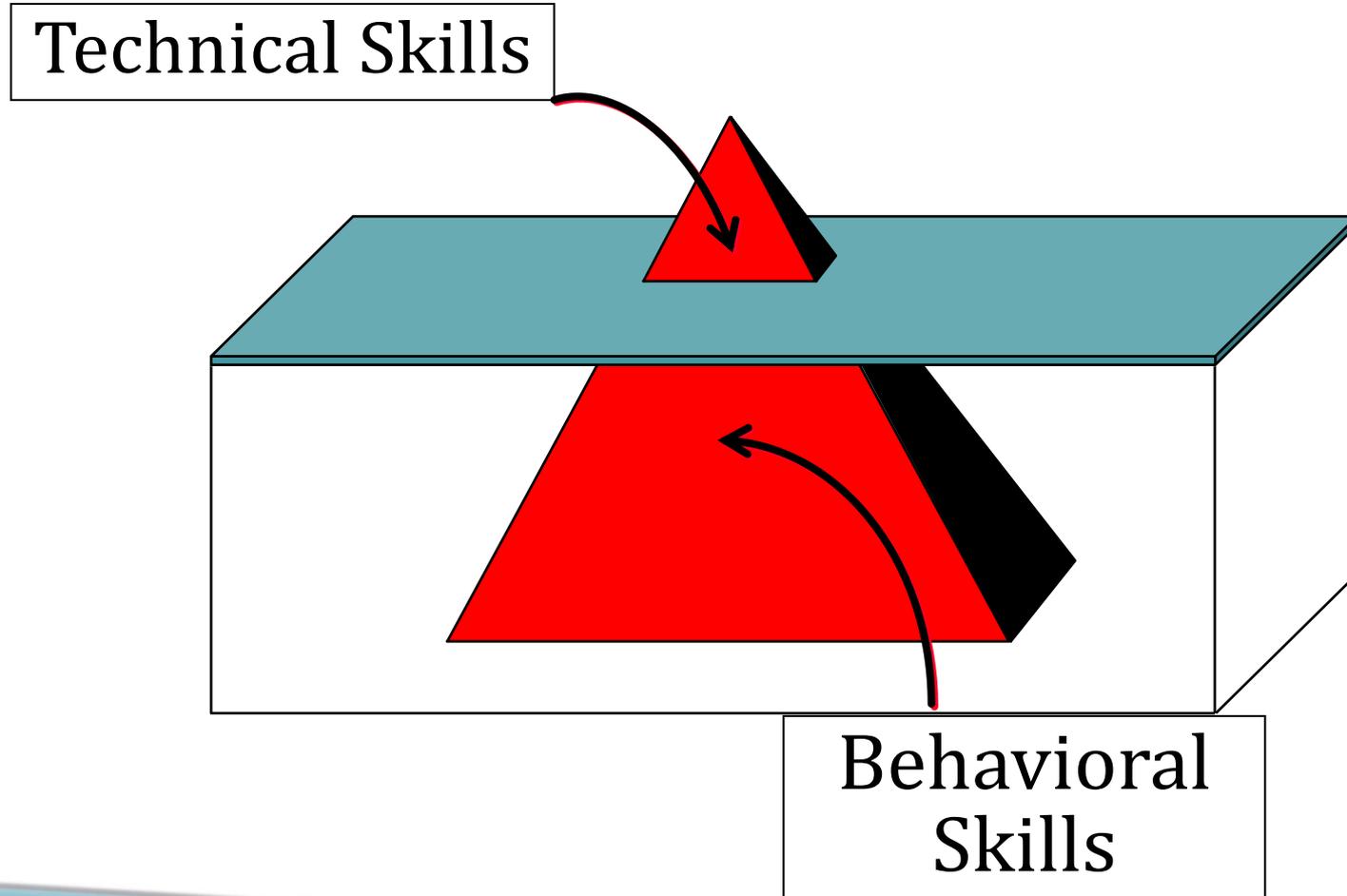
PERFORMANCE
CAPACITY

Why Behavior is the Competitive Advantage for Performance

What Courageous Leadership Is Not



Performance = fx (tech skill)(behavior skill)



Technical Skills

Behavioral Skills

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

1) Engage in Backstabbing: Pretty obvious, huh? But some leaders regularly badmouth their reports or superiors when they're not around. It's like high school never ended. They'll belittle each other's abilities, quirks, and indiscretions. Then, they'll smile together on stage – and wonder why their employees look ready to lose their lunches. Too often, leaders are oblivious to how quickly word of their conduct can spread across their organizations. When it does, their employees will start wondering what's being said about them in private. Lacking respect and restraint, leaders only stir resentment. And they lose their moral authority to lead as a result.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

2) Avoid Work: When the going gets tough, the tough...disappear. In the busiest times, they sneak off to a Caribbean vacation. Or, they hole up in their office, cowering behind email. When conflicts arise, they have excuses for slipping out of meetings (or missing them entirely). You can list all reasons. Maybe they don't want to expend the political capital. Perhaps they view getting their hands dirty as beneath them. Or, they might be lazy. When leaders avoid or delegate their wet work, they send a clear message: You're on your own. We won't be there for you.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

3) Evade Hard Choices: You'll hear all the excuses: "This isn't the right time." "There's nothing I can do." Sure, there may be more immediate priorities. And maybe there wouldn't be a consensus. But cowardly leaders are afraid to even bring issues up. They won't decide, advocate, or even take ownership. At best, they'll ask for more data. These leaders live in the short-term, putting off painful action; allowing the problems to fester; and praying the day of reckoning will hit after they've left.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

4) Won't Listen: They're so superior...or so they think. They cut people off to avoid a discussion. Or, they simply walk away when they're in mid-sentence. These leaders must always have their way – and steamroll anyone who questions them. In their world, only a few voices have value. Some call that decisiveness. Most interpret it as fear. Where employees have no say, they have no stake. And their talent – and all those ideas – gets wasted. That just hinders the organization...and ultimately the leaders themselves.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

5) Afraid to Discipline: Most leaders have no qualms about going after those “disgruntled” employees. Want to know what separates the courageous from the craven? Watch what happens when one of *their* people threatens, steals, violates, conceals, lies, or makes an unforgivable error? Will those leaders cut ties – or will they sweep it under the rug and shame the whistleblowers? Sometimes, being courageous requires leaders to discipline their friends, the ones who’ve furthered their careers and know their secrets. Make no mistake: If they won’t confront *their* people, they won’t hold themselves accountable either.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

6) Don't Follow Through: You have to love Passive-Aggressive people. They say they're on your side, but nothing ever seems to get done. Sure, they always have some explanation. But no one buys it. They're bluffing and buying time. It doesn't matter if they're sparing your feelings or undermining you. The reality is the same: "Wannabe" leaders are starters. Real leaders are finishers.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

7) Don't Think for Themselves: The title doesn't make the leader. Often, leaders hide out among the herd, toeing the line to get along. They believe uniformity equals safety. That way, they have deniability when conditions change. These leaders rely on rules, structure, and deference. They don't speak up or challenge. And they certainly don't hold their superiors accountable. In short, they shy away from conflict – and potentially losing something significant (like a job). For that, they're tagged with the worst insult in the leadership lexicon: *Crony*.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

8) Hide Behind Power: Cowards often bask in reflected glory. As leaders, they possess the stature that titles confer. What's more, they can leverage hundreds of people to realize their goals. But what happens when leaders feel overmatched and threatened? How do they wield their power and the apparatus they control? When leaders establish an "us vs. them" mindset, people are usually safer standing alongside the "them."

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

9) Won't Grow or Change: "I don't want to hear it." Can you think of a sillier phrase coming from a leader? When leaders grow certain of their strengths is when those strengths become weaknesses. The status quo is so tempting. It requires so little thought or work. But the world is changing faster than anyone can absorb. Eventually, these leaders will be exposed for falling behind. Leadership requires the humility to see that alternatives aren't threats. And it involves an awareness that distinguishes the company's best interests from their own interests. Most times, they don't align. When leaders choose the latter, they eventually take everyone down with them.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

10) Not Authentic: Few things can discredit a leader faster than being perceived as phony. Sometimes, leaders will say what they don't believe, sugarcoating the truth so people hear what they want. While these words may appeal to their aspirations, they're really adopted for appearances. They're window dressing for cultures that still operate under the same dying command-and-control model. Leadership's words may reflect their ideals, but they also reveal how their personal faults have corrupted their delivery. And they expose a team that lacks the courage to trust and respect its people.

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

12) Can't Adjust to Failure: Ever see those young leaders who carry themselves with such bravado? They're usually the ones who haven't failed yet. When they inevitably do, it isn't pretty to watch. First, they crawl into a shell. Then, they try to cover it up. When that fails, they blame or bargain. Some persevere and come out wiser. Others get stuck, carrying the same swag and repeating the same mistakes. A few just give up, laying blame on timing, circumstance, and fate.

Who have you thrown under the bus recently?

What Courageous Leadership Is Not

Forbes Magazine (April 8, 2013)

11) Don't Connect with People: Relationships are scary. They require us to step outside ourselves, to become vulnerable and bare who we really are. Sometimes, people take advantage of these relationships. Other times, we may not want others to know who we really are. That's why we shouldn't be surprised when leaders put up those tough and distant personas, as they look past people to deter any interaction. But numbers are far easier to manage than those unpredictably creative people who create them. But when the most respected people start jumping ship, it's probably time for leaders to look in the mirror, adjust their approach, and start reaching out. And that takes real courage.

Why Behavior is the Competitive Advantage for Performance

Behaviors of Courageous Leadership



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PERFORMANCE
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What a Courageous Leader Must “BE” Character Trust

- Behavior not personality drives performance. This concept defines what a leader needs to “Be” with character courage.
- You demonstrate character through your behavior. The old saying that actions speak louder than words has never been more true than now with the current generation of the workforce. You must behave in a way that matches what you say you believe in core values of the organization.

What a Courageous Leader Must “KNOW”

Competency Trust

A leader must have a certain level of knowledge to be competent. That knowledge is spread across three skill domains.

- Interpersonal Skills
- Intellectual Skills
- Technical Skills

What a Courageous Leader Must “DO”

Operational Trust

Courageous Leadership requires you to take action.

Leader actions include:

Influencing: making decisions, communicating those decisions, and motivating people.

Operating: the things you do to accomplish your organization’s immediate mission and long term strategic objectives.

Improving: the things you do to increase the organization’s capability to accomplish current or future missions.

Behaviors of Courageous Leadership

1. Confront reality head-on. Ditch the rose-colored glasses and face the facts about the state of your organization and business. Only by knowing the true current state can you lead your team to a better place.

Courageous leaders communicate to people where they are – current state – with brutal reality.

Behaviors of Courageous Leadership

2. Seek feedback and listen. We all have blind spots that impact the way we behave with others. Unfiltered information from key stakeholders is not always easy to hear, but it can breathe new life into your relationships and leadership style if you listen and act.

One of the most important and least practiced behaviors of effective leadership.

Behaviors of Courageous Leadership

3. Say what needs to be said.

Real conversations can be awkward and uncomfortable, especially if conflict is involved. Having crucial conversations helps cut through the fog and move through issues. This also means having the courage to put your opinions on the table, even if they are unpopular.

Behaviors of Courageous Leadership

4. Encourage push-back. Many leaders feel pressure to have all the answers. By encouraging constructive dissent and healthy debate, you reinforce the strength of the team and demonstrate that in the tension of diverse opinions lies a better answer. This behavior requires trust and safety within the team to occur.

Behaviors of Courageous Leadership

5. Take action on performance

issues. Confronting people issues is hard, which is why so many leaders ignore them until they become a toxic threat to the team or company's performance. By taking swift action to reassign or exit underperforming employees, you are helping yourself, the team and organization.

Behaviors of Courageous Leadership

6. Communicate openly and frequently. Keep the lines of communication open, even when you don't know all the answers. Courageous leaders refuse to hide behind jargon and clichés—they use straight-talk and are not afraid to say “I don't know.” They also share information instead of hoarding it.

Behaviors of Courageous Leadership

7. Lead change. In fear-based environments, it's all about protecting the status quo. Envision a better way, a better solution, a better product - and approach it with determination and an open mind, knowing that it will be messy and that a mid-course correction may be necessary. Remember that you need to bring people along the change process for them to truly engage.



Behaviors of Courageous Leadership

8. Make decisions and move forward.

Especially in environments of fear and intense change, it feels unsafe to commit to a decision and move ahead. Avoid the crutch of ‘analysis paralysis’ and make the decision. Forward movement is always better than being stuck in place.

Behaviors of Courageous Leadership

9. Give credit to others.

Let go of the need for praise and instead give the credit to those around you. At first it feels scary – *will I be rendered irrelevant or unnecessary if my people are doing all the good stuff?* Remember that an effective leader takes more than their fair share of the blame and less than their fair share of the credit.

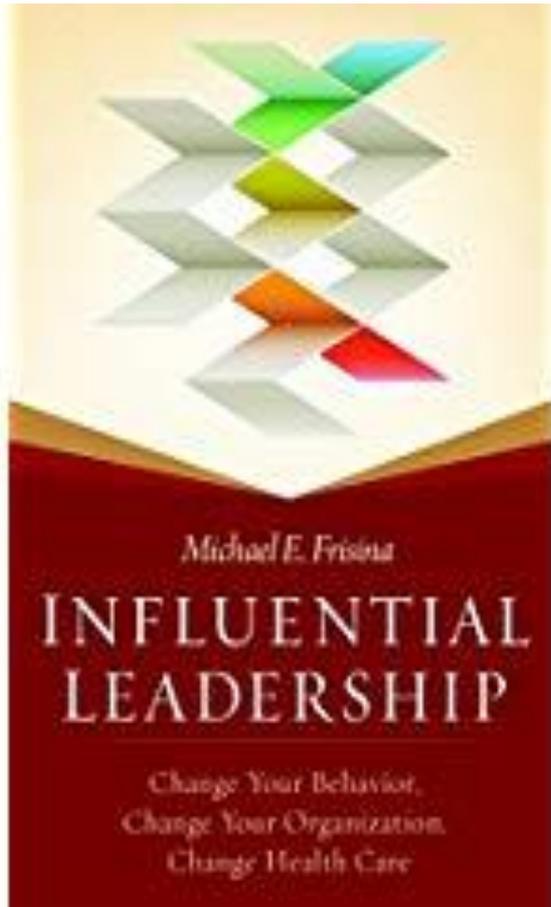
Behaviors of Courageous Leadership

10. Hold people (and yourself) accountable. As the leader you are ridiculously in charge. You get in results from your people what you create or what you allow. Expect people to perform and deliver on their commitments, and have courage to call them out when they don't follow through. Remember that accountability begins with you – holding yourself responsible for modeling the behaviors you expect of others.

Summary

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Worth Reading



Thought Content

"You will never be able to conquer your outside world until you first learn how to calm and conquer your inside world."

Questions to Ask



Michael Frisina, PhD



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- John C. Maxwell “Transformational Leader of America” Top 30 List for 2018