Leadership Development & Teaming for Success

University of Illinois at Chicago
Department of Emergency Medicine

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Leadership Development
Everyone is doing it….is it effective?

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“Leadership Development Programs at Academic Health Centers: Results of a National Survey”

94 respondents (58% of AAMC member institutions)
93 providing leadership training

Conclusions:
- Difficult Evaluating Impact
- Significant investment of time and money
- Content variable, rarely based on a specific competency model
Do we need leadership development
OR
Healthy department development?

Our Story...
Does this look familiar?
First Step: Department Assessment

What do we want?

- Healthy Trust-Based Culture
- Productivity: Less energy on politics, confusion, anxiety
- Competitive Advantage
- Sense of Community, Connection, Camaraderie
- Effective decision making
- Multiplier effect on good strategies
- Clarity & Alignment
Starting the Process…

Identified Leadership Team & Coach

Collaboratively created a 9-month development plan based on work by Patrick Lencioni

If we do need help, we want a coach (not a consultant)
How did our Coach support us?

**Discovery**  
Self-reflect where we are today (strengths) vs. where we want to be  
May 2017

**Learning**  
Development of focused group learning with interactive discussion, exercises & development plans  
DiSC Assessment  
September 2017

**Coach to Plan**  
Reinforced new skills  
Checked our progress  
Held us accountable  
December 2017
Team Charter Components

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important right now?
6. Who will do what, when?

- PURPOSE
- VALUES
- MISSION
- VISION
- CURRENT STATE
- STRATEGIC ANCHORS
- RALLY CRY
- PLANS

TEAMING AGREEMENTS

How do we need to work together?
What is our aspiration?
Where do we stand?

GAP

Cascading Communication & Monitoring Plan
What are we focusing on to become healthy?

- Vulnerability, Without fear of repercussions
- Silence = Disagreement
- Clarification; Buy-In
- Attainment of Commitments
- Collective Outcomes
- Inattention to Results
- Absence of Trust
- Fear of Conflict
- Lack of Commitment
- Avoidance of Accountability
Our Vision
Health. For All of Us.

Our Mission
To be recognized as leaders in the field of Social Emergency Medicine by passionately promoting health for anyone at any time in any place through innovative Emergency Medicine.
Our Core Values

Serve with compassion
Be passionately engaged
Value our differences
Put “We” before “I”
Shared Accountability
### Strategic Anchors

- Attract and retain a diverse population of the best & brightest trainees, faculty/staff and promote their wellness and development
- Provide access to excellent clinical care – both time sensitive and preventative
- Provide innovative education about population health & social emergency medicine with the goal of inspiring & developing future leaders
- Ensure interdisciplinary collaboration & mentorship
- Maintain a rigorous, forward thinking research agenda
# Sample Score Card

**Strategic Anchor –**

Maintain a rigorous, forward thinking, research agenda.

**Vision/Mission/Purpose Statement**

To create and maintain an innovative research agenda with more of a focus on scholarship with innovation and community engagement that involves residents, nursing, students, and faculty.

## KPI’s / Measures of Success

<table>
<thead>
<tr>
<th>KPI’s / Measures of Success</th>
<th>Owner</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Engagement by Nursing</td>
<td>Nursing Leadership</td>
<td>YELLOW</td>
</tr>
<tr>
<td>2. Engagement by Residents</td>
<td>Chief Resident; Education Team; Research Director</td>
<td>RED</td>
</tr>
<tr>
<td>3. Engagement by Faculty</td>
<td>Director of ED</td>
<td>GREEN</td>
</tr>
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**Top Priority Initiatives**

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<tbody>
<tr>
<td>1. Increased Awareness of Scholarly / Research Activities (Accessibility)</td>
<td>Leadership Team</td>
<td>Green</td>
</tr>
<tr>
<td>2. Invitation to attend and present at Monthly Innovations in Scholarship Meeting (Active Participation)</td>
<td>Internal Marketing</td>
<td>YELLOW</td>
</tr>
<tr>
<td>3. Research and Community Engagement Lecture Series introduced (quarterly)</td>
<td>Nursing, Education, &amp; Research Leadership</td>
<td>Green</td>
</tr>
<tr>
<td>4. Involvement in developing social media notification offering leadership opportunities</td>
<td>Chief resident, Education/SIM Fellow</td>
<td>RED</td>
</tr>
<tr>
<td>5. Change of Innovation in Scholarship Meeting to preceding monthly faculty meetings</td>
<td>Research Director</td>
<td>Green</td>
</tr>
<tr>
<td>6. Encouragement to attend RACE Quarterly presentations at EM conference</td>
<td>Research Director</td>
<td>Green</td>
</tr>
<tr>
<td>7. Encouragement through Peer Mentoring Groups</td>
<td>Faculty, Research Leadership</td>
<td>YELLOW</td>
</tr>
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**Additional Projects**

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<td>1. Developing a texting notification platform and/or social media to provide notification of community engagement opportunities</td>
<td>Informatics Group</td>
<td>RED</td>
</tr>
<tr>
<td>2. Rebranding from Research to Scholarship with Innovation and Community Engagement</td>
<td>Internal Marketing</td>
<td>Green</td>
</tr>
<tr>
<td>3. Greater Involvement in Innovations in Scholarship Monthly meetings by Nursing, Residents, and Faculty</td>
<td>Research Director</td>
<td>Green</td>
</tr>
</tbody>
</table>

**Status**

- **RED** (needs attention)
- **YELLOW** (at risk)
- **GREEN** (on track)
- **BLUE** (completed)
How we use our Score Cards

Review at weekly leadership team meetings

Each team member’s “checks-in” & priorities are ranked

Meeting agenda based on priorities

Scorecards are posted

Update scorecards as needed
Great Meetings

**Administrative**
- Daily Check-in

**Tactical**
- Weekly Leadership Meetings
- Real-time agenda
- Current Issues
- What’s most important now?

**Strategic**
- Ad Hoc Topical
- Competitive Threat
- New Opportunity

**Developmental**
- Quarterly Off-Site retreats
I’ve become absolutely convinced that the seminal difference between successful companies and mediocre or unsuccessful ones has little, if anything, to do with what they know or how smart they are; it has everything to do with how healthy they are.

Patrick Lencioni

Being smart is easy…
We already have the expertise…
Strategy – Marketing – Finance – Technology
Being a healthy department is harder…

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

Success = Smart + Healthy
Leaders in Emergency Medicine Innovation

Our Patients, Our Community, Ourselves. Health. For all of us.

Our Mission is to be recognized as leaders in the field of Social Emergency medicine by passionately promoting health for anyone at any time in any place through innovative emergency medicine.
Leadership Development & Training for Success

Dr. Bruce Adams
Louis Burton
Peter Drucker:  
*Culture Eats Strategy for Breakfast*
Kotter's Change Management Model
Eight Step Change Model

1. Create urgency
2. Build a guiding team
3. Create a vision for change
4. Remove obstacles / communicate
5. Empower action
6. Create short-term wins
7. Don’t let up
8. Make change stick

UT Health San Antonio
PreState: UTHSA DEM Timeline

- September 2012 – Center of Emergency Medicine
- May 2013 – New Department Status, Residency Starts
- August 2014 – Louis Burton Joins the Team
- February 2015 – Chinnis Retreat / DiSC communication
- April 2016 – 1st Limited 360° with JohnPress
- Summer 2016 – Nadir
  - Retention / Turnover/ Staffing Crisis
  - Impaired Provider
  - Tough next 6 months
  - Lost 4-5 faculty – all in mostly core
- Fall 2016 –
  - Directors Retreat
  - Addition by Subtraction
Organizational Alignment: Big Daddy Lipscomb

“I just wrap my arms around the whole backfield and peel 'em one by one until I get to the ball carrier… **Him I keep**”
Leadership Consultation

• Ascendte Advisors
  ▪ Tim and Tova Johnpress

• DEM Senior Leadership Team

• Improve Communication

• Strengthen Leadership Team

• Assist Team to Reach Next Level
Goals for the Workshop

• Provide a clear and honest perspective regarding leadership strengths and areas for growth

• Identify “unlocking moves” to be a more effective leader

• Begin creating a personal leadership development plan
Consultant Tools

- Leadership Circle 360 Assessment
- Personal Leadership Development Tool
- One day On site Training
- Two Session Follow On (conference call)
- Closing Session (conference call)
- Chair and Administrator Team Assessment
Creative vs. Reactive

Creative Leadership Competencies lead to highly effective leadership
- Relating
- Self Awareness
- Authenticity
- Systems Awareness
- Achieving

Reactive Leadership Tendencies limit effectiveness, authentic expression
- Controlling
- Protecting
- Complying

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CREATIVE DIMENSIONS

REACTIVE DIMENSIONS

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Is Change Possible? (15 mos.)

LQ = \frac{.29}{.8} \approx .36

LQ = \frac{.80}{.6} \approx 1.22

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Results

• Identifying Individual Leadership Profiles
  ▪ Reactive
  ▪ Creative

• Plan to Move Individual to Creative
  ▪ Breaking Down Barriers
  ▪ Preparing to Change
  ▪ Practice In Team Settings
  ▪ Follow-up
Ascendte Firm Overview

Ascendte is a leadership development firm that focuses on answering one question for clients: “How do I/we reach the next level?” We work with successful, progressive professionals who value lifestyle, learning and creating extraordinary results in their life, business and community. We offer a relationship-driven, collaborative approach to our work and provide a comprehensive, tailored blend of products and services to unlock the will and skill to drive real transformation.

- **Consulting**
  Expertise and experience to identify, unlock and leverage critical tangible and intangible drivers necessary to create an ideal outcome.

- **Education**
  Learning experiences designed to increase knowledge, sharpen skills and increase capacity.

- **Coaching**
  A dynamic, self-discovery process involving authentic dialogue, practice, feedback and personal accountability.

- **Assessment**
  Objective dissection of current reality from which Next-Level solutions are developed to create an ideal future.

- **Facilitation**
  Interactive group dialogue designed to harness the collective intelligence, experience & potential of a group yielding effective results in less time.