



Choosing to Lead: Lessons in Healthcare Leadership

TODAY'S PANELISTS



Dennis Wagner

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Managing Director,
Yes And Leadership



Tracy Enger

Program Manager,
U.S. Environmental
Protection Agency



Kevin O'Connor

Former President & CEO,
LifeCenter Northwest



Sarah Oland

Chief Stakeholder
Engagement Officer,
Midwest Transplant Network



Corey Bryant

MODERATOR
Senior Director,
Strategic Development
& External Affairs,
The Alliance



Corey Bryant

Senior Director, Strategic
Development & External Affairs



Need Assistance?

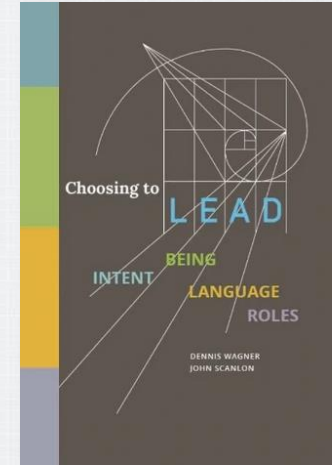
Contact Us via Zoom Chat, or
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Meet the Authors



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Meet Our Panelists



Tracy Enger
Principal,
Here I Am Leadership



Kevin O'Connor
Former President & CEO,
LifeCenter Northwest



Sarah Oland
Chief Stakeholder Engagement Officer,
Midwest Transplant Network

Request: Listen today with a troublesome work or personal situation in mind.

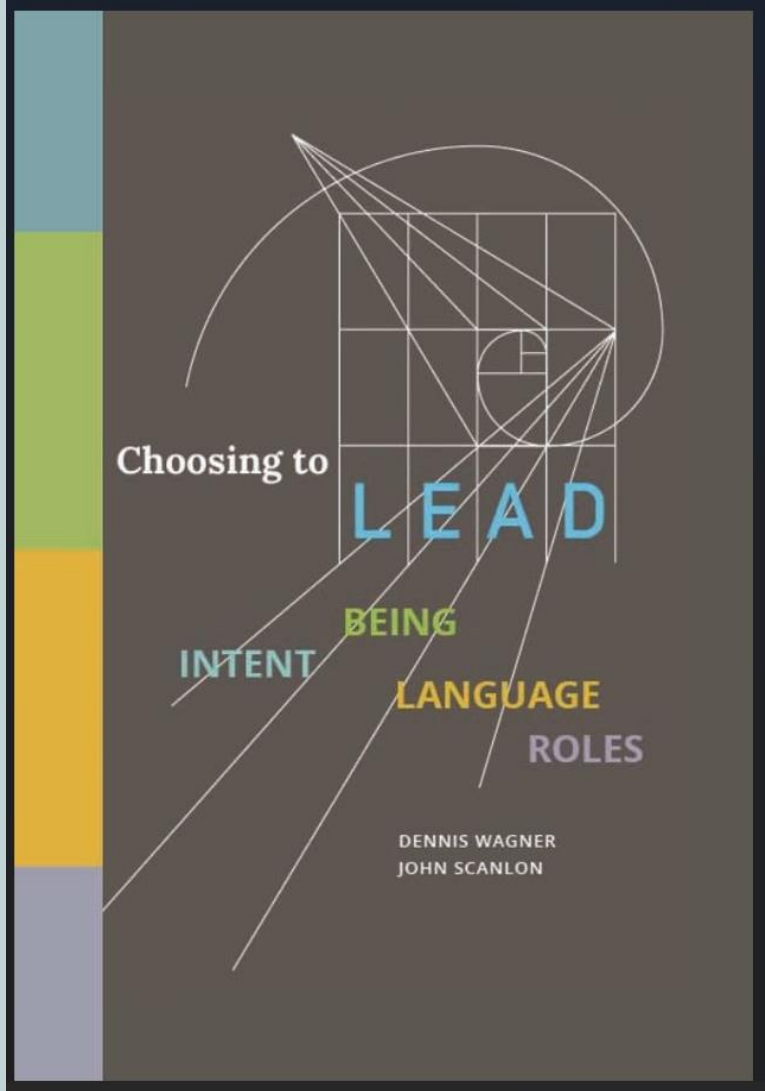
Ask:

How might I use the mindsets, methods and examples presented to address my challenging issue?

...we will come back to this question at the end to conclude our work together

CHOICE

The Foundation of Leadership



Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.

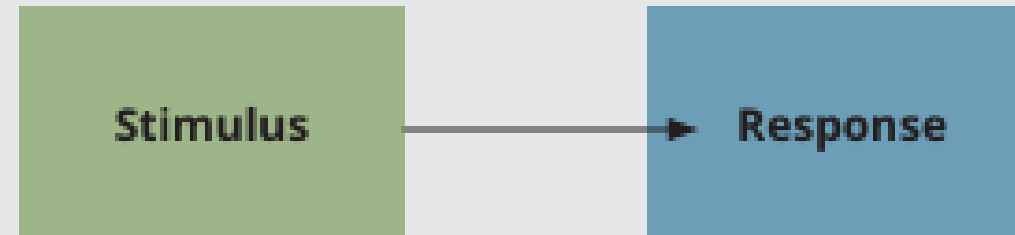
VIKTOR E. FRANKL



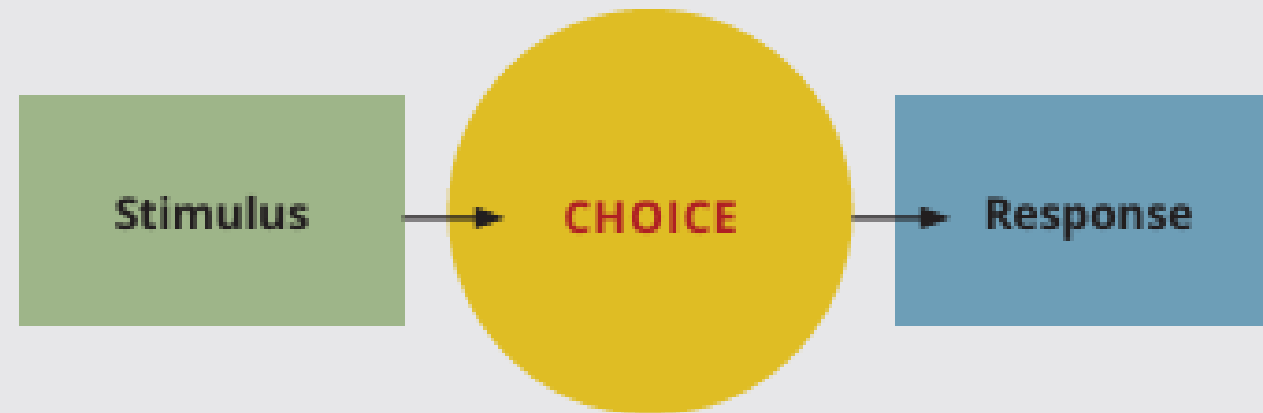
Neurologist
Psychologist
Holocaust Survivor

Our Choices Define Us

Respond by
Default



Respond with
Purpose



Both strategic life Choices and tactical, in-the-moment Choices define our leadership

INTENT

The Compelling Vision we stand for;
the aims we choose to pursue.

BEING

The energy that we choose to project and call for;
the Resilience we practice.

LANGUAGE

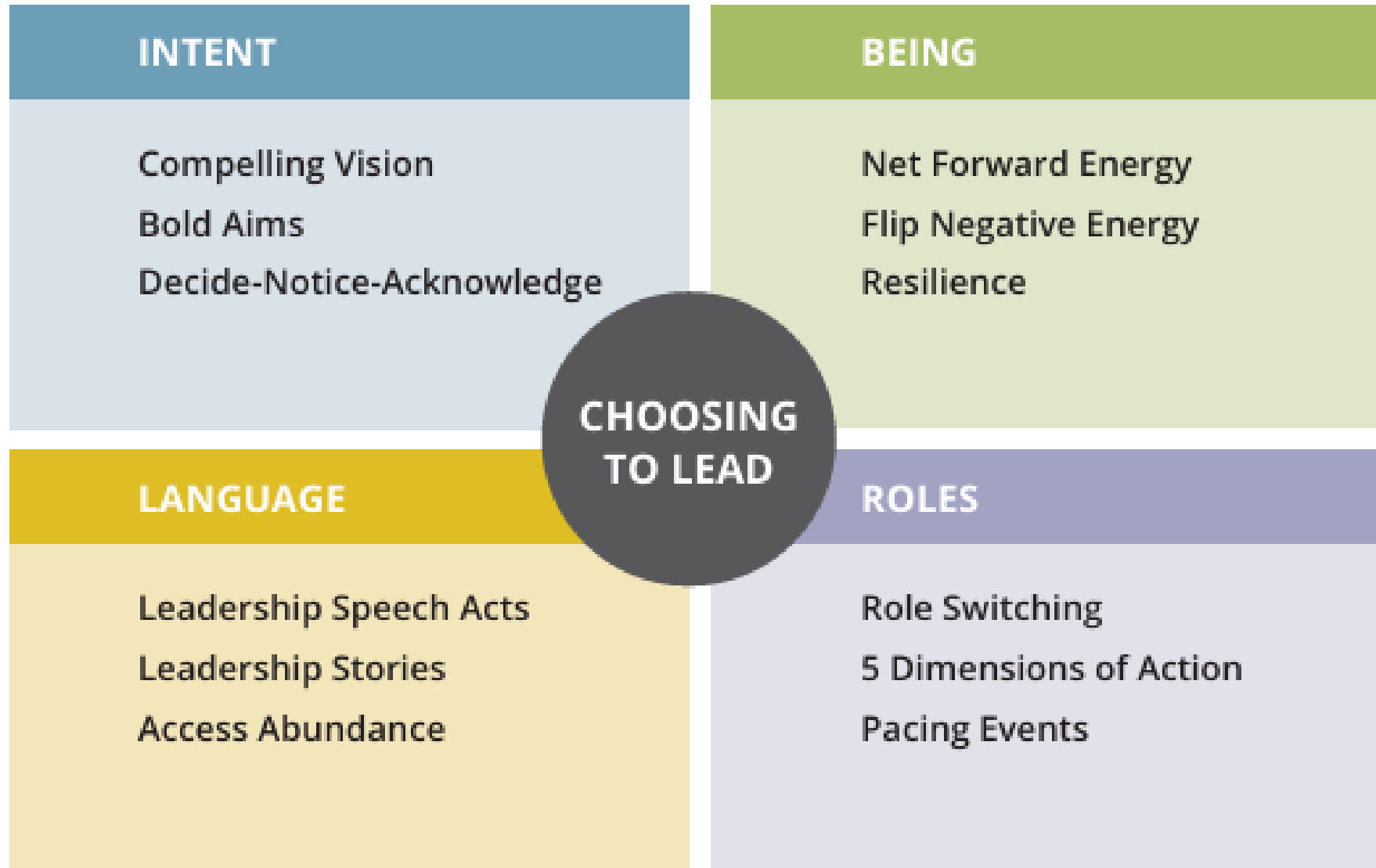
The Speech Acts we choose to use and those we avoid;
the stories we choose to tell.

ROLES

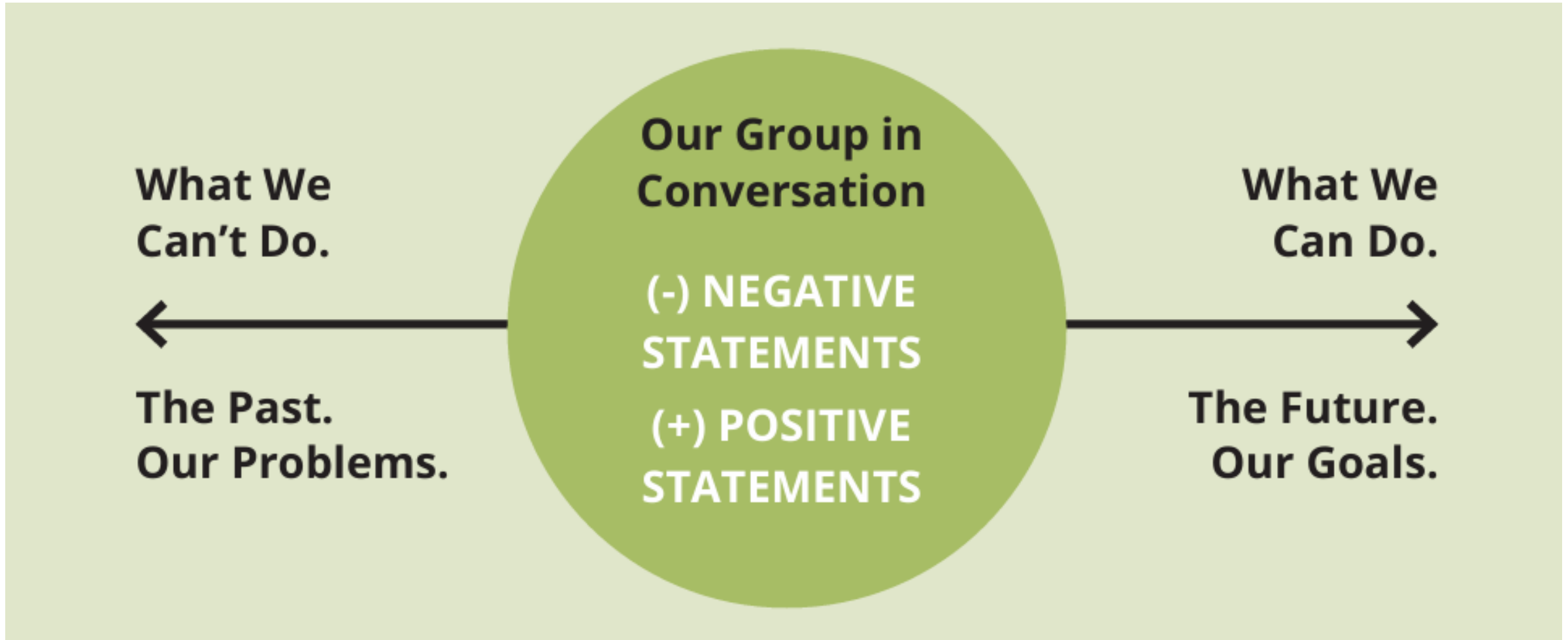
The Roles we choose to call for and put in place;
the way we use events to secure commitments.

Four Domains of Choice

Twelve Leadership Mindsets and Methods

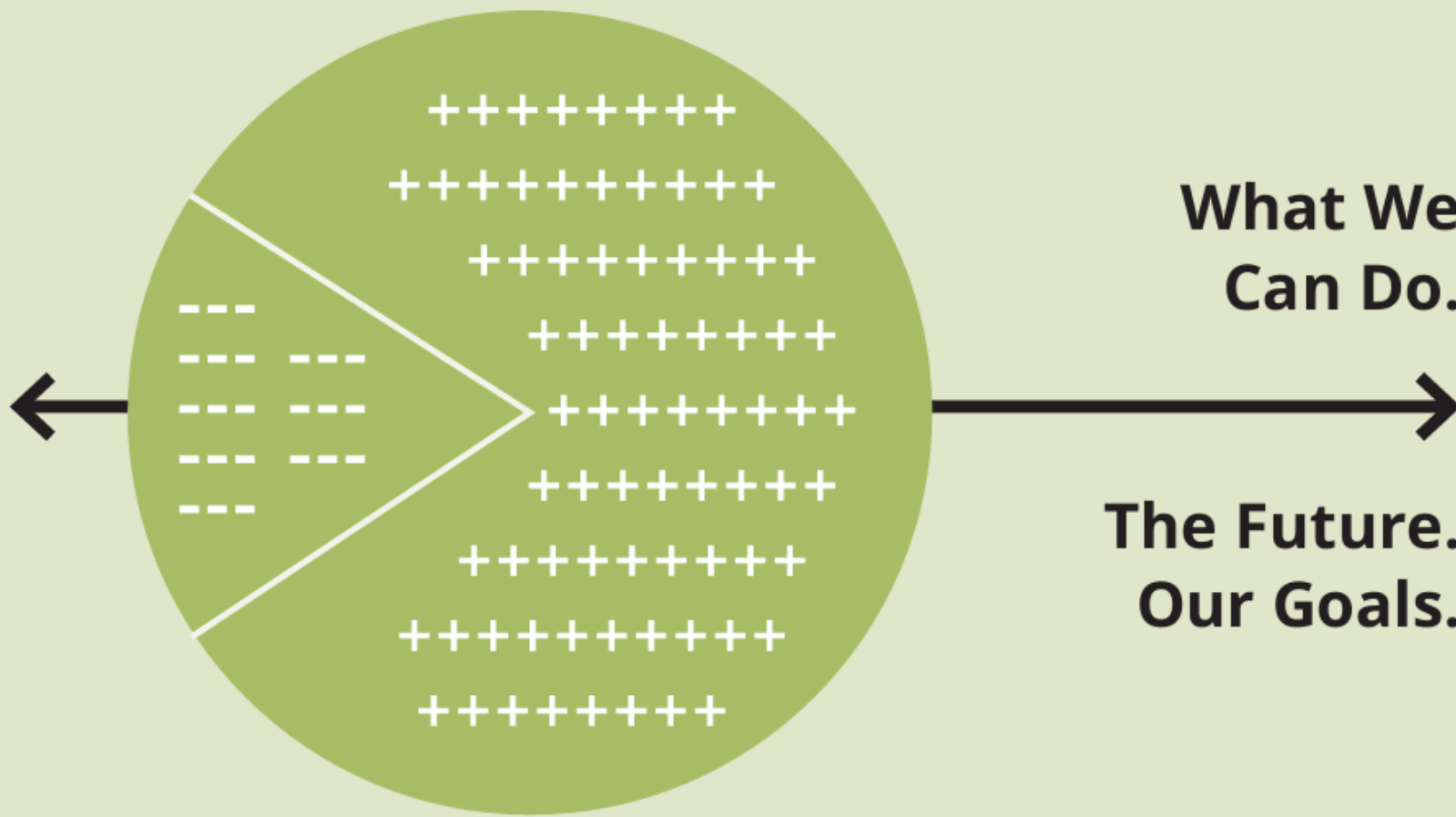


How do we surface joy in work and life?



Two Kinds of Energy from Different Thoughts & Statements

Positive (+)	Negative (-)
Taking Responsibility	Blame, Complain
Opportunities	Problems
What We Can Do	What We Can't Do
Acting	Waiting, Wishing
Being Proactive	Waiting, Wishing
Good Stories	Bad Stories
Open	Judgmental
Testing Ideas	Arguing Opinions



More Positives Than Negatives

**What We
Can Do.**

**The Future.
Our Goals.**

**Net
Forward
Energy**

INTENT



SANJEEV ARORA MD

is a thoughtful, caring medical specialist in New Mexico who spent many years caring for patients with liver diseases like Hepatitis. Propelled by deep concern for patients who were not able to gain access to his life-saving treatments, he made leadership Choices that would not only transform his life but would also transform the lives of patients and clinicians throughout the world.



DON BERWICK MD, MPP

is one of the world's foremost leaders in healthcare quality improvement. A passionate medical expert and committed healthcare provider, he and his leadership team at the Institute for Healthcare Improvement made a leadership Choice in 2004 to engage nearly all of the nation's hospitals in a nationwide campaign and to get the country on a rapid pathway to saving 100,000 lives.

BEING



BOB AND BARB MALIZZO

are two committed, thoughtful parents who suffered the tragic and unexpected death of their daughter to a grievous and preventable medical error. They made extraordinary and deeply personal leadership Choices to channel their loss into service and action aimed at helping others.



ANNE H. HASTINGS

is an organized, hard-driving, smart consultant who left a highly successful practice in the nation's capital, determined to make an impact on the lives of others less fortunate than herself. She chose to move to one of the poorest nations on earth—where she didn't speak the language—and entered into an entirely different profession of international banking. Learn how she used Resilience and other Mindsets and Methods to generate transformative and lasting results for tens of thousands of the world's most vulnerable women and families.

Both Susan McVey Dillon and John Chessare MD were key leaders in the Organ Donation Breakthrough Collaborative

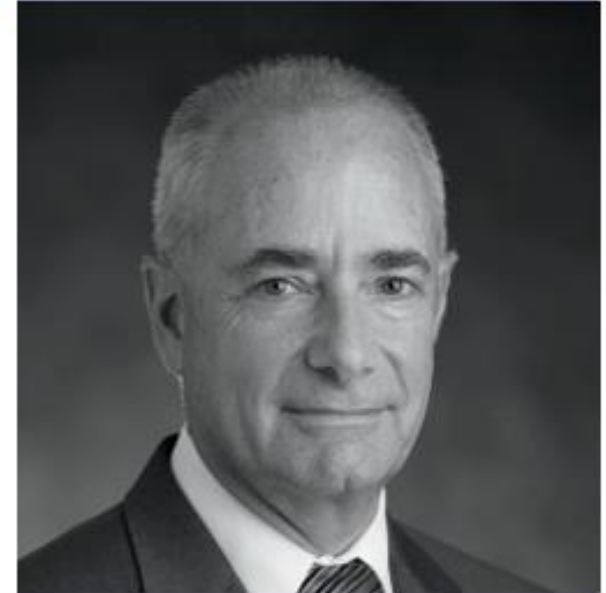
LANGUAGE



SUSAN MCVEY DILLON

is a committed, caring, no-nonsense special education teacher from Pennsylvania. She and her family suffered the catastrophic loss of a loved one, which led to her resolute choice to help several other parents to avoid the loss of their children. Her passionate and clear requests and offers helped transform medical practice—first in her own local community, then in her home state, and later across the nation.

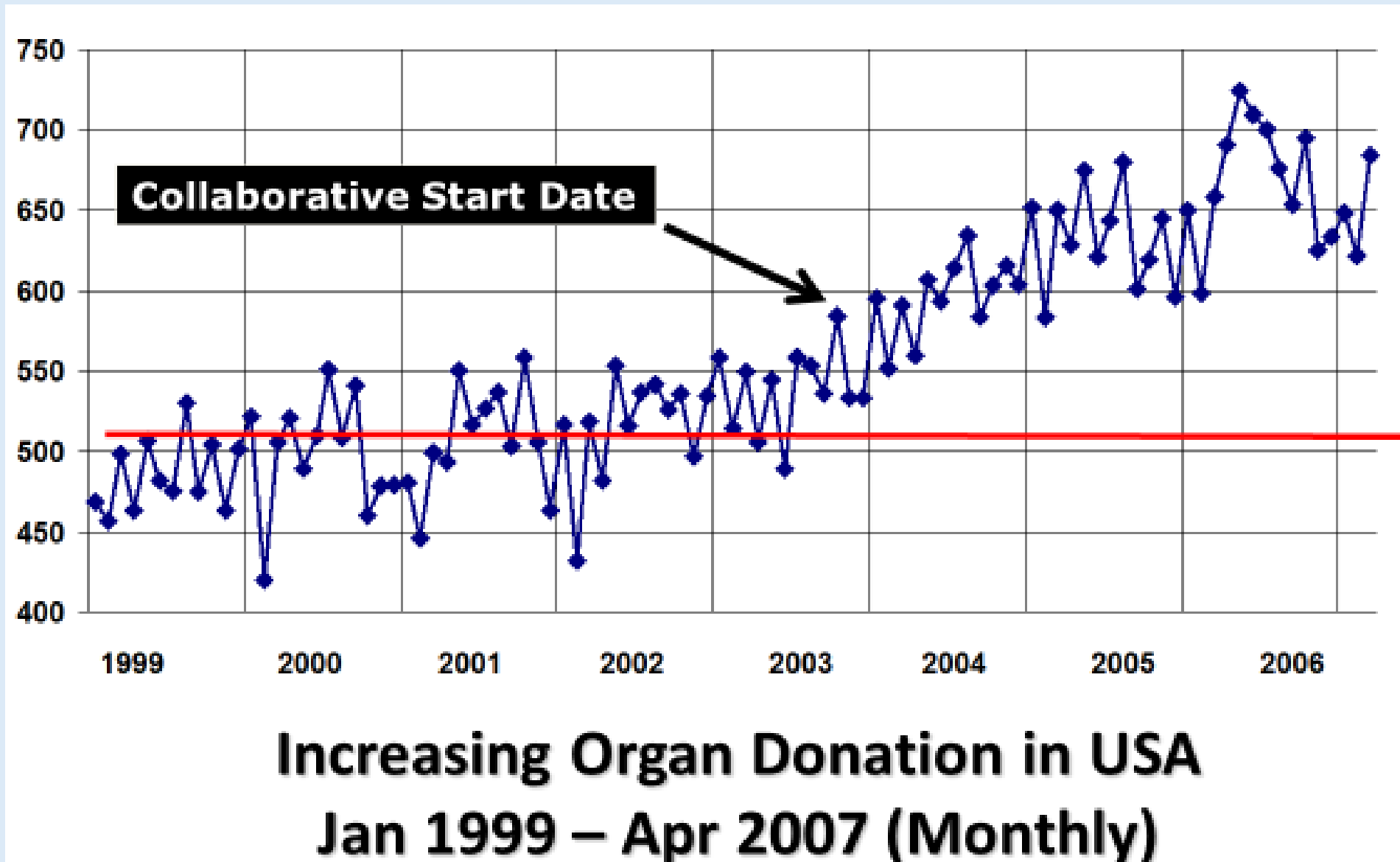
ROLES



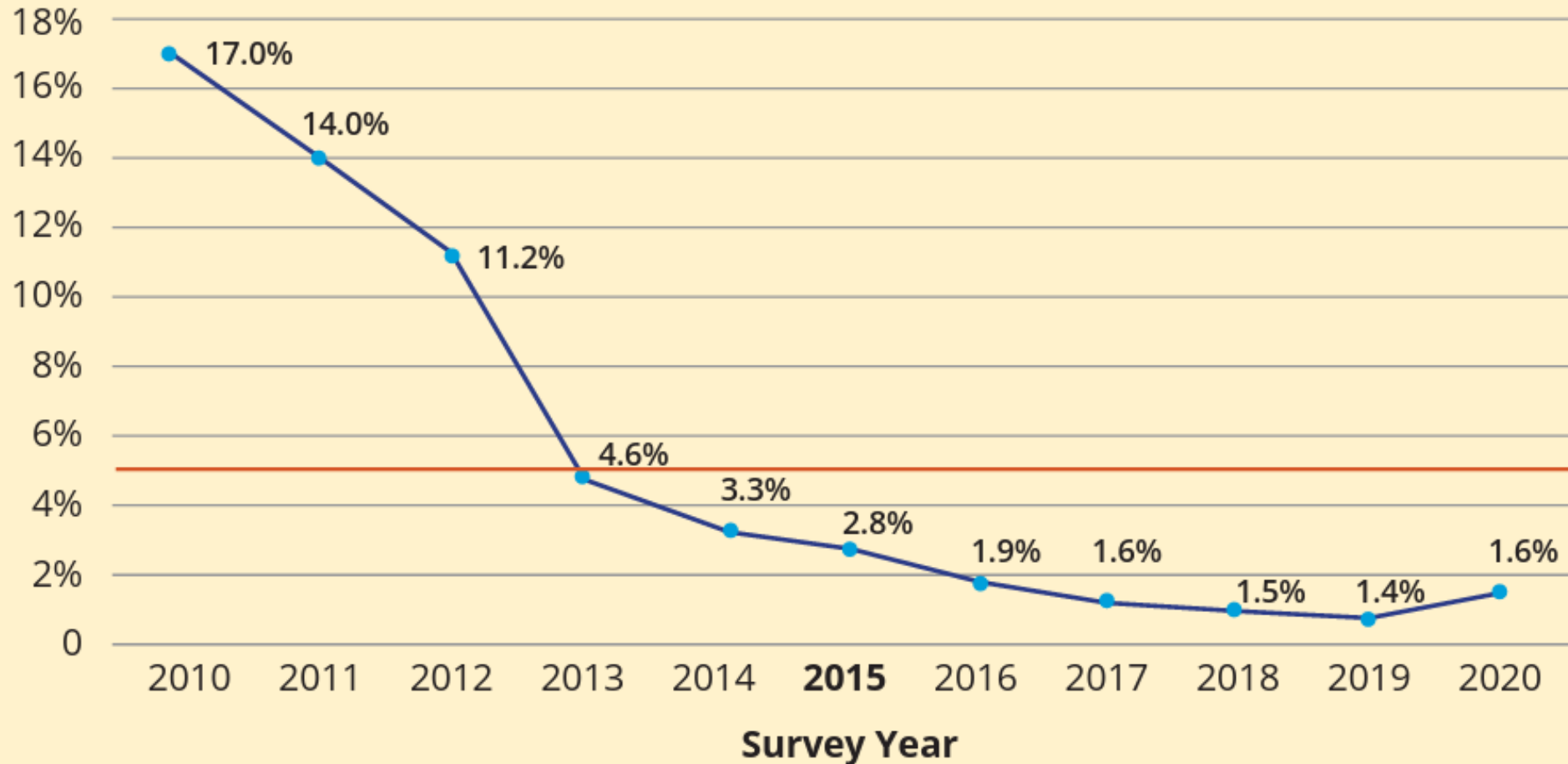
JOHN CHESSARE MD, MPH

is a practical and visionary pediatrician and hospital executive. Seeing lots of committed medical professionals who were trapped in poorly designed systems, he made a leadership Choice early in his career to pursue the development of systems needed for ensuring top quality healthcare. He ultimately helped thousands of clinicians and staff throughout an entire hospital and health system in Baltimore to commit and act on the constant daily Choices necessary to dramatically transform and improve the quality of care for their patients.

These Leadership Mindsets and Methods Are Effective in Getting Results

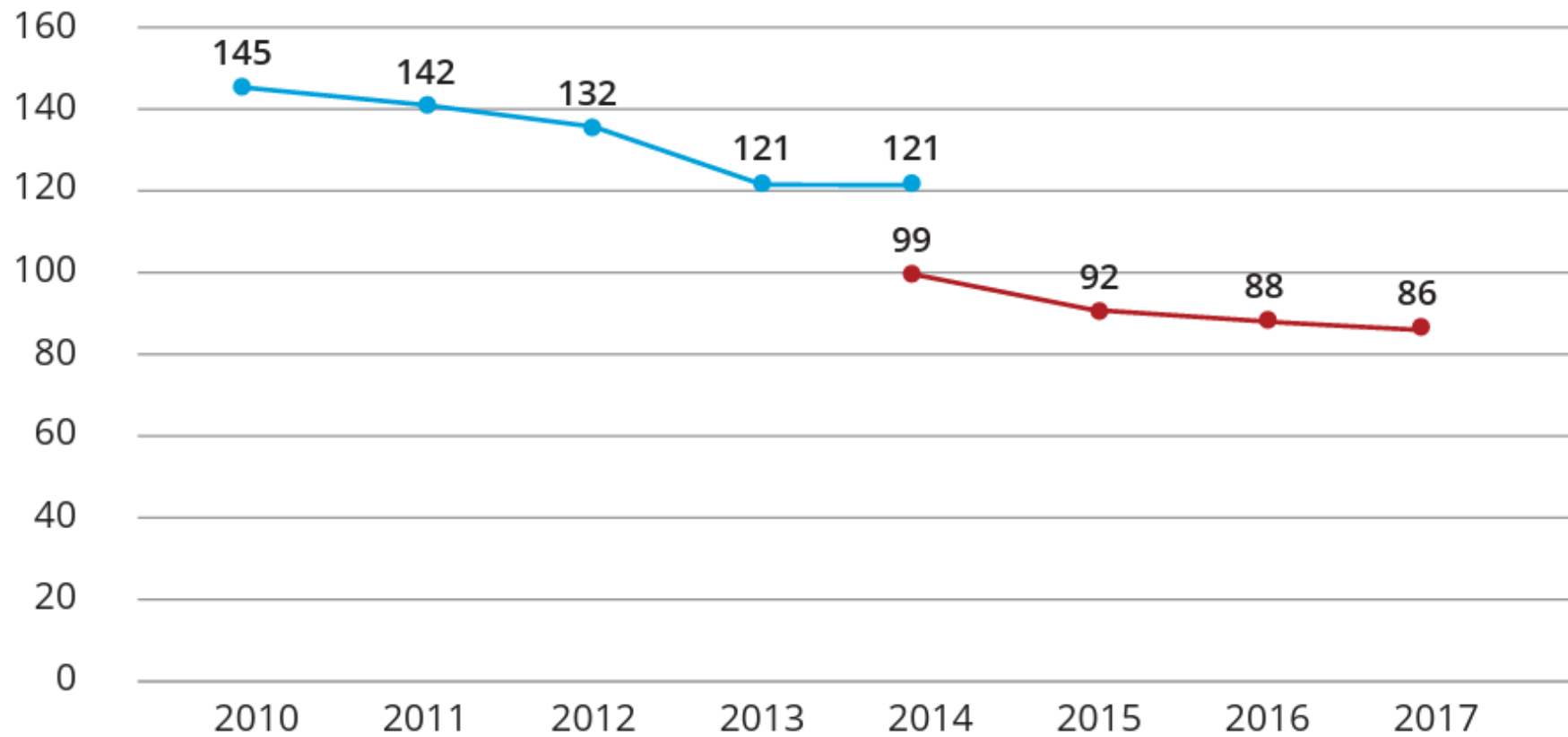


Rapid National Reductions in Early Elective Deliveries



Source: *Healthy Moms, Healthy Babies: 2020*
Leapfrog Hospital Survey,
courtesy of the Leapfrog Group

AHRQ National Scorecard on Hospital Acquired Conditions (HACs) Rate Per 1,000 Hospital Discharges United States, 2010-2017



Historical Trend
Rebasedlined Data

Source: Agency for Healthcare Research and Quality, 2020. National Scorecard on Hospital Acquired Conditions, Final Results for 2014-17.

Participant Processing and Reflections

-- everyone please share an answer to one of these questions in the Chat --

- *What is my main insight about seeing Leadership as the Choices we make in work and life?*
- *What resonates with me about using known Mindsets and Methods to practice more effective and joyous leadership?*

DNA: Decide-Notice-Acknowledge

A Joyous Way to Achieve Our Intent

Decide what we want to see more of in the world;

Notice it when it shows up in our work and life;

Acknowledge it when we see it

What do you want more of in your organization? In your life?

- **Teamwork and Synergy?**
- **Initiative?**
- **Progress towards a goal?**
- **Kindness?**
- **Offer acceptances by Transplant Centers?**
- **Early calls from Donor Hospitals?**
-
- **What else?**

Systematic use of the Acknowledgement Speech Act is an effective and joyous way to get more of what you want.

ACKNOWLEDGE can have payoffs with three groups:

1

The acknowledgers.

2

The acknowledged.

3

The observers.

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1

The acknowledgers.

We become clearer about our Intent and more and more proficient in finding what moves us toward it. We become more open to seeing the good practices and intentions of others, more appreciative of what they are doing and the possibilities they represent. The result is expansion and growth of the desired practices.

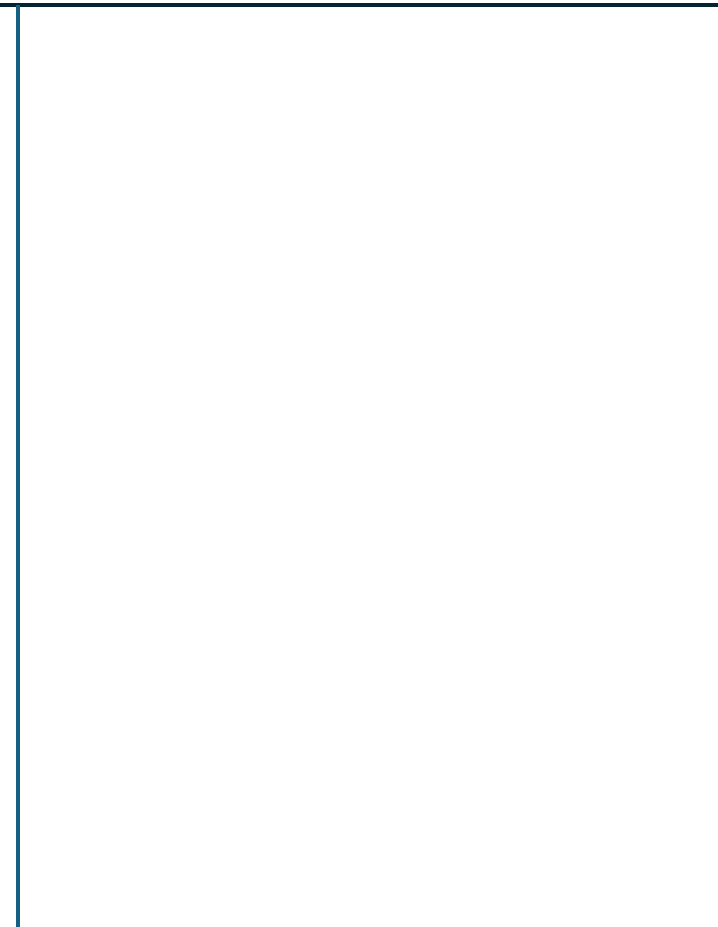
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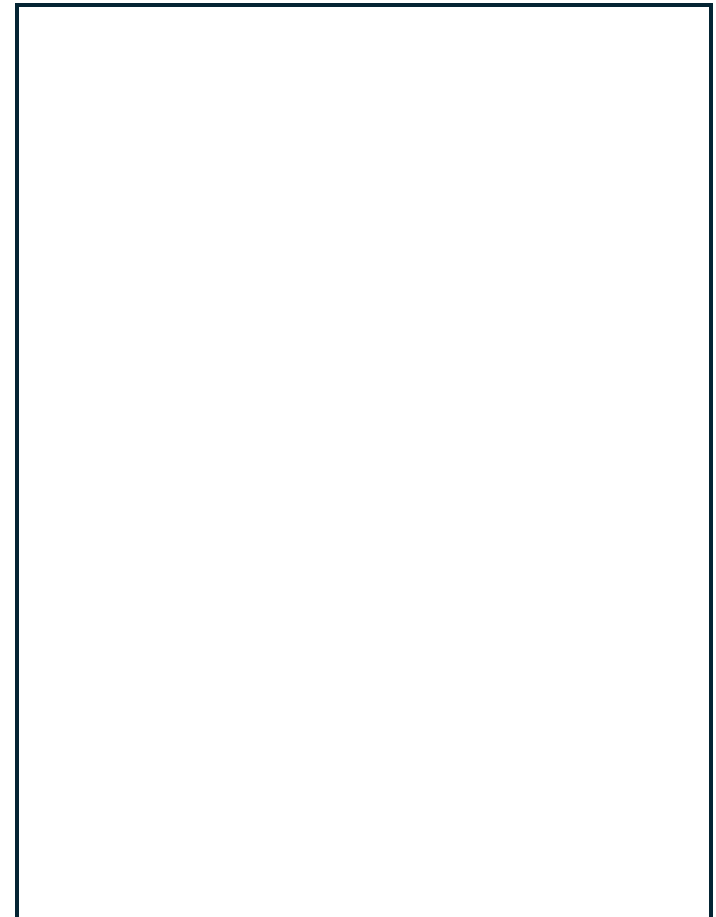
2

The acknowledged.

They are hearing their work embraced and appreciated by us. Acknowledgement further energizes the recipients and adds to their professional capital. They are motivated to continue stepping forward and are better able to see how their work fits with envisioned futures. Others seek them out.

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The observers.

Acknowledgement also ripples out among all the involved networks of people and organizations who witness or learn of the acknowledgement. Those who are part of our larger effort see the acknowledgement and are influenced. Because of the acknowledgement, the observers see progress, possibility, opportunity, and sources of help.

I Decided to Buy a Mini Cooper...



Suddenly, I Noticed Mini Coopers Everywhere!



Tracy Enger

Insights, reflections and experiences with using DNA to get more of what we want in the world



Using DNA to Generate Joy and Results

-- everyone please share an answer to one of these questions in the Chat --

- *What do I want to see more of in my organization and/or among other colleagues/family?*
- *What is your main insight about using DNA to get more of what you want in work and life?*

Four Roles with Different Purpose and Outcome Characteristics

Roles	Purpose	
Observation	Insight	
Administration	Process	
Management	Results	
Leadership	Commitments	

Four Roles with Different Purpose and Outcome Characteristics

Roles	Purpose	Outcome Characteristics
Observation	Insight	Possibility, Opportunity
Administration	Process	Efficiency, Reliability
Management	Results	Realistic, Predictable
Leadership	Commitments	Transformative

Four Key Roles, Four Different Outcomes, and Ways of Being in Action

Observer	Insight. The Observer looks at a situation to understand and gain insight. Work is sense-making. The Observer's challenge is to be descriptive, accurate, reliable, and insightful.
Administrator	Process. The Administrator operates in a known world with control over resources being deployed, carrying out procedures and activity through reliable and efficient process.
Manager	Results. The Manager orchestrates a set of resources to create the time-bound, high-value outcome or results, controlling the uncertainty of how the resources come together.
Leader	Commitments. The Leader begins with the transformative end in mind but without all the means to achieve that end. The leader's vision guides the generation of commitments—relationships, resources and solutions—needed to achieve the end.

Examples of How the Roles Show Up

Role	Home Construction
Observer	Home Inspector
Administrator	Electrician
Manager	General Contractor
Leader	Developer

Examples of How the Roles Show Up

-- We Need Them All --

Role	Home Construction	Theatre
Observer	Home Inspector	Critic
Administrator	Electrician	Stage Manager
Manager	General Contractor	Director
Leader	Developer	Producer

Four Roles With Differing Accountability and Resources

	Accountable For An Outcome	Responsible For Resources
Observation		
Administration		●
Management	●	●
Leadership	●	

Organizational Breakdown: A Necessary Accountability & Responsibility is Missing

Role Called For By The Situation	The Accountability and Responsibility Expected	Example of Default Role Triggering Breakdown
Observer	Describe what is; provide insight, evidence	Describe study methods; provide opinion, gossip
Administrator	Operate a reliable, efficient process	Respond to demand with ad hoc transactions
Manager	Set expectations, deliver results on budget	Request extensions of budget and schedule
Leader	Embrace needed new levels of accountability; partner to deliver results	Focus on bottom line, cut budgets

*Organizational effectiveness
requires us to perform
the leadership role—
and other roles. Leaders have
to get good at switching.*



KEVIN O'CONNOR

Participant Processing and Reflections About the Role Switching Mindset and Method

-- everyone please share an answer to one of these questions in the Chat --

- *What is my main insight about the leadership Mindset and Method of Role Switching?*
- *What role comes most naturally to you? What role do you want to get better at?*

Speech Act Practice

The McGann Effective Question

“What is good about this seemingly bad situation?”



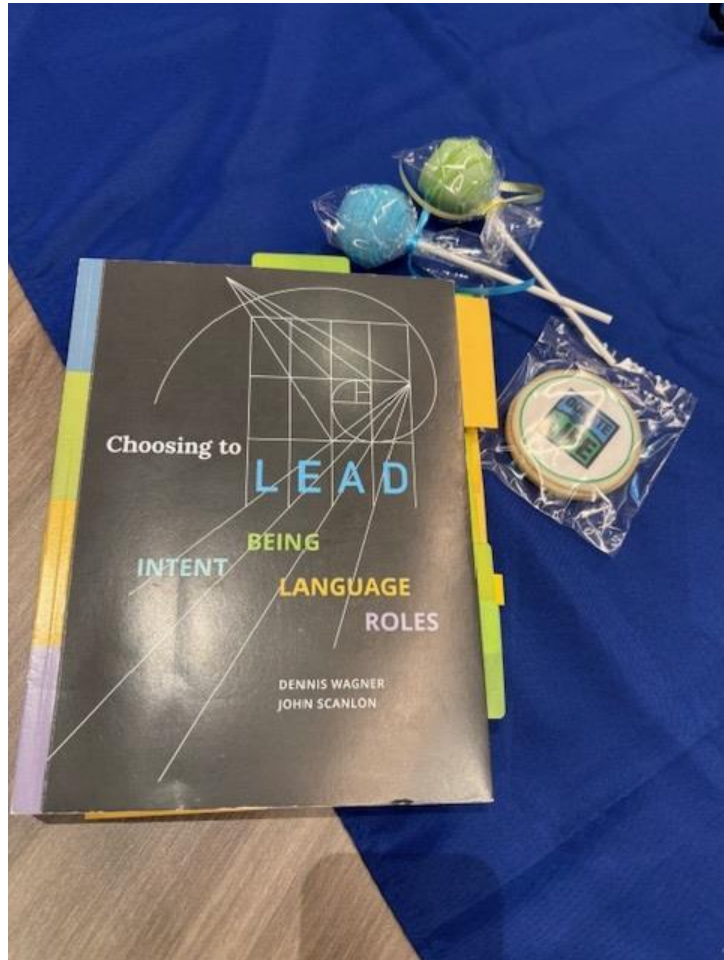
Paul McGann, MD

Pulling It All Together

2 Questions for Processing and Reflection

- *What is good about the seemingly bad situation you identified at the beginning of the working session?*
- *What is your biggest insight about using the material and examples presented to address your challenge/problem?*

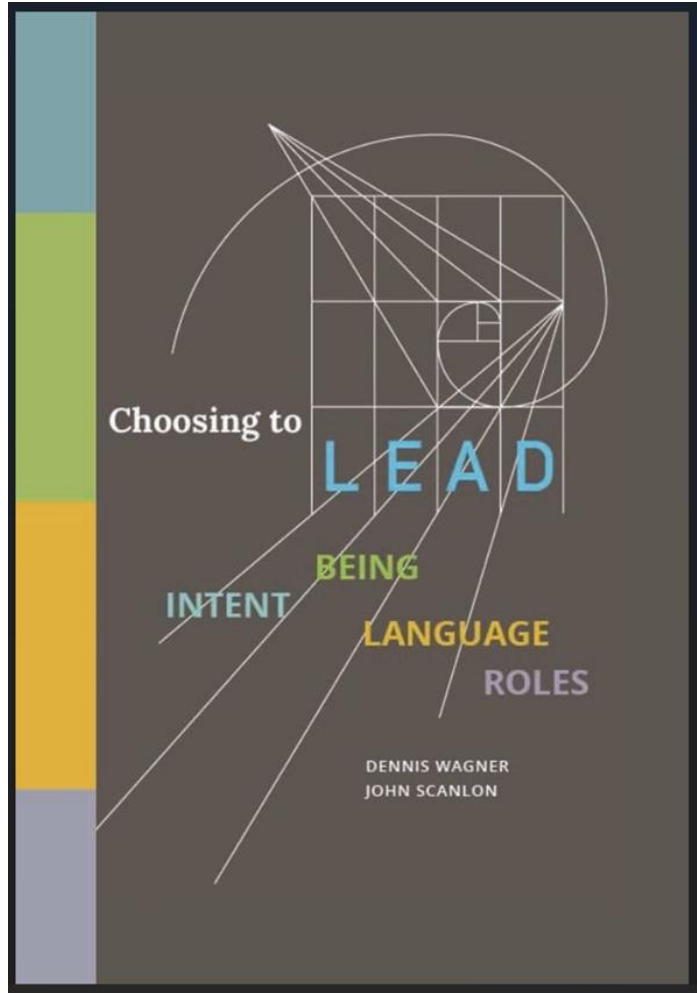
Midwest Transplant Network is Using Leadership Mindsets and Methods to Develop Our Leadership Team



MTN is After Both More Results and More Joy!



You Can Order a Copy of ***Choosing to LEAD*** using this QR Code: \$48.95 + S&H



Contact Dennis directly at yesandleadership@gmail.com for bulk purchases and/or leadership development working sessions aimed at greater effectiveness and more joy



THE Alliance

| Conversation Series