

Value Analysis & Standardization:

Systematic steps to support system-wide change

This newsletter series is sponsored as a service for the value analysis, contracting, and materials management professionals by C. R. Bard, Inc.

JANUARY 2010

Leadership Skills

Greetings From Carol Stone

This issue of the newsletter focuses on Leadership, a key skill for Value Analysis Professionals who every day are called upon to lead disparate teams to satisfactory conclusions. Leadership is what makes it happen and it doesn't always come easy.

Because Leadership is a skill, it can be learned and improved upon with time and effort. To that end, inside you will find a number of suggestions for improving your leadership skills, along with some insights from our "Viewpoint" guest Francine Parent, Senior Clinical Consultant, System Supply Chain, for Sharp HealthCare of San Diego, CA.

As always, if you know others who could use this issue - and, by extension, our newsletters on a regular basis - please feel free to email me at carol.stone@crbard.com and we'll add them to our mailing list.



Carol Stone
Vice President, Corporate Marketing
C. R. Bard, Inc.

Newsletter Archive

- Six Sigma
- Interpersonal Skills
- Emotional Intelligence
- Strategic Planning
- Business Writing
- Time Management
- Project Management
- Presentation Skills
- Power and Authority
- Language of Value Analysis
- Teams
- Training
- Multitasking
- Influence and Persuasion
- Communication
- Addressing Differences in Goals & Perception
- Decision Making
- Managing Meetings

If you would like a copy of a previous issue of our newsletter, please send an email to wendy.lemke@crbard.com. Provide your email address and the newsletter topic.



Leadership Skills

THEORETICAL PERSPECTIVE

“**L**eadership is the art of getting someone else to do something you want done because he wants to do it.” **Dwight D. Eisenhower**

As with greatness, some seem to be born leaders; others have it thrust upon them. True, there are those whose natures seem to adapt to leadership more easily than others. However, organizational experts agree that leadership lies within the character of each of us and that with time, training, and intent, each of us can develop the skills required to be thoughtful and effective leaders.

What is a Leader?

First, what a leader is not. A leader is not (necessarily) a manager, nor is a manager (necessarily) a leader -- although a leader can be a manager and a manager a leader. Leadership is not about position and power; it is about influence and inspiration. Leadership is not about changing the mindset of a group, but rather cultivating an environment that brings out the best of the individuals involved. It is about setting the stage and providing the motivation for the members of a group to choose to do what is best for the benefit of all. It is about defining a compelling vision based upon a shared value, then communicating that to a group of individuals who then take on the responsibility of making the vision a reality. A leader who hands down orders or tries to solve every problem single-handedly isn't really leading.

Types and Styles

By definition, there are two types of leadership: formal (designated officially) and informal (granted because of experience, expertise, or other personal attributes). There are, however, many different leadership styles – authoritative, participative, consultative, delegative – which generally reflect the issue at hand, the personality of the leader, and that of the group involved. For example, the authoritative style allows for quick decisions when no input is required but causes the most discontent.

Values Count

At its core, leadership is a relationship. And, as with all relationships, it is based on trust and a commitment to shared values. Research shows that people expect a leader to be honest, forward looking, inspiring, and competent. This holds true across all groups, countries, and cultures, regardless of gender, age, or education.

Whatever your level, you are the most important person in the organization to your direct reports. Even if you don't have any direct reports, you can still lead: every time you chair (or even attend) a meeting, head (or contribute to) a project, or win the (willing) cooperation of those over whom you have no positional power at all. There is a deep desire in all of us - particularly in health care - to make a difference. The best leaders can tap into this basic human longing by tying the meaning and significance of the job at hand to the group's role in creating it.

Ten Characteristics of a True Leader

1. Humble
2. Honest
3. People-oriented
4. Decision maker
5. Communicates well
6. Follows and leads
7. Embraces leadership
8. Visionary
9. Problem solver
10. Optimistic

From TheLeadershipResource.com by Susan West

Five Levels of Leadership

1. Position: People follow because they have to
2. Permission: People follow because they want to
3. Production: People follow because of what you have done for the organization
4. People Development: People follow because of what you have done for them
5. Personhood: People follow because of who you are and what you represent

From The 360 Degree Leader by John Maxwell

Leadership Skills

PRACTICAL PERSPECTIVE

“**L**eadership is not a gene and it is not an inheritance. Leadership is an identifiable set of skills and abilities that are available to all of us.” **Kouzes and Posner, The Leadership Challenge**

Expand Your Skill Set

For Value Analysis Professionals, this means taking it upon yourself to understand the organization's plan, developing a support-ing supply chain strategic plan, then school-

ing yourself to communicate it effectively to all at any level. It may also mean changing or expanding your skill set. For many, this could mean de-emphasizing your technical skills and using them instead as a bedrock for credibility with various constituencies. You may also want to improve your healthcare organizational skills. For example: learning more about financial matters such as reimbursement or capital funding, or working with physicians by learning new ways to build physician relationships and aligning

incentives.

There is always the formal approach, i.e., classes, in areas such as negotiation, presentation, change management, problem solving, facilitation, and, of course, leadership, as well as through numerous books and articles. However, as organizational expert John Maxwell points out, good leadership is often learned in the trenches. Leadership is an interpersonal skill and must be practiced in a real environment.

Continued on back

VA People *Viewpoint*



Meet Francine Parent

Francine Parent was born in Ottawa, Ontario, Canada's National Capital and received her Diploma in Nursing from the College of Nursing in Hull, Quebec. After 12 years in the OR at the Ottawa General Hospital, Francine moved to California, where she joined the staff at Sharp Memorial Hospital (part of Sharp HealthCare, the largest healthcare system in San Diego) as an OR nurse. Sharp has provided Francine with the opportunity to experience a variety of roles in her career, all of which have contributed in her leadership development. Currently, Francine is Senior Clinical Consultant, System Supply Chain, for Sharp HealthCare. She is also a member of the Editorial Board for this newsletter.

Q: What drew you to the healthcare field?

A: My parents both had a phobia of hospitals, and from a young age I was determined not to have the same phobia. At school, they called me the "Band-Aid Kid." I was always the one to comfort injured classmates, and to take them to the nurse. I also had a passion for biology. Health care was my calling.

Q: How did you transition to Value Analysis or your current job?

A: Bitten by the travel bug, I took up "travel nursing," moved to California and filled in on temporary assignments in hospital ORs along the California Coast. The idea was to work my way up to Vancouver, British Columbia but I fell in love with San Diego and started what's been a 21-year career with Sharp. I've always been interested in technology, so being an OR nurse - and a member of the OR product evaluation committee - was a natural progression. After 14 years in the OR, I branched out and spent some time in recruitment and patient relations. These positions gave me the opportunity to build solid relationships with clinicians and management at other hospitals throughout the Sharp HealthCare system. When a position in Supply Chain became available, it felt like a great fit given my background and experience.

Q: How did you prepare for your current position?

A: I credit my time in the OR where I was in an administrative position. I performed budget duties, including ordering materials and dealing with vendors, and learned to have the confidence to ask the right questions. This position also gave me insight into understanding physician preferences, as well as how to communicate with physicians. Of course, I also had learning opportunities - formal and informal - in my other positions. For example, I've had the opportunity to be part of Six Sigma projects and I have been trained to be a "Change Agent." This training has prepared me very well in facilitating group discussion as chair person of several of our Nursing Product committees, as well as in utilizing a decision making process, which is key to the productivity and success of these committees.

Q: What part does leadership play in your duties?

A: Leadership is huge. Sharp is the largest healthcare system in San Diego with over 16,000 employees. I chair four different product committees, each with its own agenda and culture. All of the committees are involved in value analysis, patient safety, and product selection. In addition, I am called upon to be the professional liaison between the C-Suite, Physicians, Clinicians, and Supply Chain Managers.

Q: What training did you receive in developing leadership skills?

A: Just last year, I had the opportunity to attend the Healthcare Leadership Institute at the Georgetown University School of Nursing. I was honored to be there, as many of the attendees were Healthcare executives or CEOs. I am also a member of AORN and attend the annual AORN congress, which provides me with great educational sessions on various topics plus the opportunity to see all of the latest technology.

Q: How critical is leadership for a Value Analysis Professional?

A: It is the absolute key to success in this role. I am the facilitator and I provide the tools. My job is to motivate and move a group in the right direction without imposing my own biases while giving everyone the opportunity to have a voice.

Q: Can you give an example of how you have employed leadership skills in everyday or difficult situations?

A: Recently, I had the opportunity of putting together an interdisciplinary task force to design a Bariatric Tool Kit for patients above a certain BMI. Part of my role, as I saw it, was to get the supply chain group to agree on the products they needed at each of their hospitals. I worried about how the hospitals would obtain these supplies and if they had the space to properly store them. Thanks to input from a trusted mentor, I realized that this was "micromanaging" and that this was not my true role. My real role was to inspire, empower, and explain -- from a clinical standpoint -- why such a kit was important, how it made the clinician's job easier, and how it helped maintain the dignity of a patient already in distress. The response of the team was amazing.

What's Your View?

Share your view as a Viewpoint Guest!

As a Value Analysis Professional, your experience and expertise are welcome additions to our newsletter forum.

If you – or someone you know – would be willing to share your viewpoint on the topic of one of our upcoming newsletters, please contact Editor **Wendy Lemke** at wendy.lemke@crbard.com.

We value your viewpoint!

Continued from inside

Courses teach only skills, not character or vision – both essential leadership traits – which can be developed with time and a degree of introspection.

Three Goals

Leadership expert Dr. Todd Dewett suggests that for leaders to be successful, they must build and maintain high performance work relationships. This can be achieved by working to:

1. Reduce ambiguity through clear interpersonal communication that is specific, confirmed and timely and frequently, and by establishing (and communicating) goals, milestones, and metrics, holding people accountable and rewarding performance.
2. Be fair by avoiding playing politics, games or favorites, by explaining how you reach a decision, and giving people a voice and therefore ownership in the product or process even though they might disagree with the outcome.
3. Stay positive, when presenting a project, even when delivering difficult feedback, praising the positive and putting the negative in perspective.

Cause for Commitment

People commit to causes, not plans. Therefore, it is not enough to simply present a project or objective and expect everyone to commit without question. To practice effective leadership, you must:

- Uncover, then appeal to, common ideals
- Animate the vision by speaking from the heart
- Generate small wins with early, achievable milestones
- View and position change as a challenge

- Conduct postmortems
- Celebrate accomplishments
- Say “we,” ask questions, listen, and take advice

Pitfalls and Problems

Pitfalls are many, says Value Analysis Professional Francine Parent. Among them: keeping people motivated. “Face it, some projects are just more interesting than others.” Another: reaching consensus. “Not everyone has to agree, but they do have a right to express their opinion. A healthy discussion is good as long as everyone gets a voice.”

Problems? Tell the truth as you see it. Try to see things from “their” angle. Be positive; use obstacles as a lever for change. Be tough on problems, not people.

Don’t lose your temper. Keep sight of the purpose. Admit mistakes. Seek feedback.

Don’t hesitate to call in outside help. And whatever you do, don’t ignore them, hoping they’ll go away.

Leadership is dynamic, says Maxwell, and the right to lead must be earned individually with every person you meet. As Larry Bossidy and Ram Charan point out in their book *Execution*, too many leaders think they can create energy by giving pep talks. The leaders whose visions come true build and sustain their people’s momentum. Leaders get the behavior they exhibit and tolerate. Model the behavior you desire. Remember: you manage things; you lead people.

5 Practices of Leadership

1. **Model the way**
2. **Challenge the process**
3. **Impart shared vision**
4. **Enable others to act**
5. **Encourage the heart**

From *The Leadership Challenge* by James Kouzes and Barry Posner

What Makes a Good Leader

1. **Authenticity: walk the walk**
2. **Self-awareness: know your weaknesses**
3. **Self-mastery: keep your ego in check**
4. **Humility: acknowledge that you don’t know everything**

From *Execution* by Larry Bossidy and Ram Charan

EDITORIAL BOARD

Joyce Chavez*

Clinical Resource Manager
Hoag Memorial Presbyterian Hospital
Newport Beach, CA

Paul Corish, RN, MS, CNOR*

Director, Surgical Services
Vassar Brothers Medical Center,
Poughkeepsie, NY

Erin Germann, RN*

Director, Supply Chain Operations
MedStar Health
Lutherville, MD

Francine Parent*

Senior Clinical Consultant,
System Supply Chain Services
Sharp HealthCare, San Diego, CA

Gina Thomas, RN, BSN, MBA*

Vice President, Customer Management
MedAssets Inc., Wichita, KS

Carol Stone

Editor-in-Chief
Vice President, Corporate Marketing,
C. R. Bard, Inc.,
Murray Hill, NJ
carol.stone@crbard.com

Wendy Lemke

Editor
Manager, Corporate Marketing
C. R. Bard, Inc.,
Murray Hill, NJ
wendy.lemke@crbard.com

Katherine Hause

Editorial Services, Hause & Hause

*These healthcare professionals have been compensated by C. R. Bard, Inc. for their time and effort in contributing to this publication.

This newsletter series is sponsored as a service for the value analysis, contracting, and materials management professionals by C. R. Bard, Inc. Comments or suggestions on newsletter format or topics of interest may be forwarded to Wendy Lemke, wendy.lemke@crbard.com or (908) 277-8491.

Sources used for this issue include:

1. AHRMM. From Materials Manager to Supply Chain Executive, Chicago, IL, 2009.
2. Bennis, Warren. On Becoming a Leader, Perseus Publishing, Cambridge, MA, 2003.
3. Bossidy, Larry and Charan, Ram. Execution, Crown Business, New York, NY, 2002.
4. Carmazzi, Arthur. The Psychology of Leadership, QuadWest Associates, LLC, leadershiparticles.net, 2009.
5. Cottrell, David. Monday Morning Leadership, ComerStone Leadership Institute, Dallas, TX, 2002.
6. Dewett, Todd. Leadership in Three Simple Steps, QuadWest Associates, LLC, leadershiparticles.net, 2009.
7. Fringe, Christopher. The Hitchhiker’s Guide to Self Management and Leadership Strategies for Success, AACCC Press, Washington, D.C., 1998.
8. Harvard Business School Press, Becoming an Effective Leader, Boston, MA, 2005.
9. Heller, Robert and Hindle, Tim. Essential Managers Manual, DK Publishing Inc., New York, NY, 1998.
10. Hick, Matthew. Leadership Types and Styles, QuadWest Associates, LLC, leadershiparticles.net, 2009.
11. Kouzes, James and Posner, Barry. The Leadership Challenge, Wiley, John and Sons, Hoboken, NJ, 2002.
12. Maniam, Regina. Leadership Styles – Practice Effective Leadership, QuadWest Associates, LLC, leadershiparticles.net, 2009.
13. Maxwell, John. The 360 Degree Leader, Thomas Nelson Publishers, Nashville, TN, 2005.
14. Sinclair, Kevin. The Key to Successful Leadership, QuadWest Associates, LLC, leadership articles.net, 2009.
15. West, Susan. Ten Characteristics of a True Leader, QuadWest Associates, LLC, theleadershipresource.com, 2006.