

Integrated Activity and Tools for Antimicrobial Stewardship, Infection Prevention & diagnostic Stewardship

Leadership in Clinical Engagement: Leadership Techniques

Learning Objectives

Understand effective leadership techniques

Understand awareness and skills needed to be an effective leader

Leadership skills useful as an AMS Champion

What I've learned about leadership through
the years...

Skills of High Performing Leaders

- Have a vision and stick to it
- View change as an opportunity
- Be courageous in the face of risk
- Know how to influence people
- Stay engaged
- Know talent when you see it
- Stay positive and energetic
- Appreciate the importance of mentoring
- Continuously learn and improve

Personal Leadership Requires awareness and Skills

- Manage self: be aware of self and able to manage personal mindset and behavior, to adjust to circumstances
- Connect: Build strong professional relationships in a trustworthy manner taking others perspective into account
- Focus: choosing direction and managing priorities; focus on both self and others
- Deliver: Achieving results by being inspired as well as inspiring others

Leading Change Requires Focus on Self

Being a good leader requires self-reflection; I will change my behavior if:

- Role modeling: am I a role model, do I see my leaders as behaving differently
- Developing talent and skills: do I have the skills and opportunities to behave in a new way
- Fostering understanding and conviction: do I understand what is being asked of me and it makes sense
- Reinforcing with formal mechanisms: do I see that our structure, processes and systems support the results I am asked to achieve or change I am being asked to make

Choosing the Right Mindset

- Mindset, focus and energy are interrelated
- Be aware of personal areas for growth
- Understand personal modus operandi: am I a leader, manager or operator
- Beliefs drive behaviors

Behavior Mindset Modes: Leadership is about Choosing Mindset

- Operator: accomplishes tasks and meets targets, focus is on execution, activities are to act, respond, carry out, persevere and follow
- Manager: sets goals and improves predictability, focus is structure, activities are to plan, analyze, organize, help solve and control
- Leader: provides direction, progress and growth, focus is vision and spirit, activities are to align and connect, imagine, mobilize, inspire, challenge
- Note: with stress we tend to move towards operator mode

Setting Priorities

- Know how to approach objectives and tasks
 - Managing Tasks Requires Self Management
 - For Important Goals: invest enough time to set up for success of critical activities , minimize distractions, interruptions
- Understand preferences and consequences
- Be aware of where to focus
- Alignment on priorities can be in four steps
 1. Engage with manager/key stakeholders to understand context and priority objectives for next half a year
 2. Create a long list
 3. Prioritize long list and check for balance completeness
 4. Discuss priority sheet with manager/key stakeholders

Interacting with Bosses/Administrators

- Update them regularly—*avoid surprises*
- Show them data, progress, goals and objectives, productivity
- Don't be shy
- Foster regular performance appraisals
- Solicit feedback
- Do self appraisals and ask for feedback
- Make sure your goals and theirs align
- Assess your top priorities vs how you actually spend time

Managing the Boss

Understand your boss and his/her context, including:

- ✓ Goals and objectives
- ✓ Pressures
- ✓ Strengths, weaknesses, blind spots
- ✓ Preferred work style

Assess yourself and your needs, including:

- ✓ Strengths and weaknesses
- ✓ Personal style
- ✓ Predisposition toward dependence on authority figures

Develop and maintain a relationship that:

- ✓ Fits both your needs and styles
- ✓ Is characterized by mutual expectations
- ✓ Keeps your boss informed
- ✓ Is based on dependability and honesty
- ✓ Selectively uses your boss' time and resources

Source: *Harvard Business Review* (checklist)

- Challenge ideas...carefully
 - Listen empathically
 - Sincerely focus on the merits of the idea
 - Firmly surface your concerns
 - Avoid 'but' and 'problem'

Understand how Motivation Drives People

- Know motivation drivers
- Be aware about own behavioral preferences and pitfalls
- Be aware of how to increase team dynamics and leveraging each others strengths
- Understanding motivation drives communication

People are Motivated by Different Things

- What satisfies me most in my work is:
 - Doing things that really matter
 - Analyzing learning and developing
 - Having good relationships with others
 - Being part of a group
 - Decide and make speed
 - Doing things properly and organize them well
 - Achieving results

Motivation Mindset: Power Personality

- Mindset: is decisive and sometime impatient, lives in here and now, wants influence and takes space, focusses on control, seeks confrontation (as conflict is helpful), is loyal to ones that are seen as friends
- In balance: resolute, confident, decisive, energetic, fast
- Under stress: dominant, impatient, pushy, distrustful, aggressive

Tips for Working Effectively with Power Personality

- Show respect
- Make sure to keep speed high
- Keep communication short (use one liners)
- Offer space
- Present proposals, so they can decide
- Emphasize whats in it for them
- Be firm (not respected if you are a limp)
- Consider: they are afraid to lose control

Motivation Mindset: Order Personality

- Mindset: thinks in logical steps, has eye for numbers and details, needs to know how things are done, decides based on facts and arguments, implements in a structured way, sticks to agreements and finishes work
- In balance: reliable, orderly, righteous, persistent, loyal
- Under stress: bureaucratic, compelling, predictable, impersonal, rigid

Tips to Work Effectively with Order Mindset Personality

- Stick to agreements and be consistent
- Provide solid problem-solving definition
- Offer solid root cause analysis
- Give solid arguments
- Provide urgency and priority needs
- Be formal
- Provide certainties and offer roadmap
- Inform them how to do things

Motivation Mindset: Belonging Personality

- Mindset: sees and treats team as family, attached to regularly recurring moments, recognizes the meaning of symbols/rituals, prioritizes group above the individual, is willing to sacrifice self for group
- In balance: connected, traditional, protective, familiar, sacrificial
- Under stress: old fashioned, suspicious, anxious, narrow minded, dependent.

Tips for Working Effectively with Belonging Mindset Personality

- Show respect for identity and history
- Convince informal leaders and work together with them
- Don't try to be one of them
- Emphasize what remains the same when changes take place
- Be prepared for 'mourning' sessions
- Decision-making is based on seniority
- Stress that their reason for existence is at stake
- Work on skills to tune in to others motivation styles

Mindset: Results Personality

- Mindset: focusses on success and results, is competitive and accepts challenges easily, wants to be successful and recognized for that, focusses on customer needs, communicates informally and practically, no matter what, targets must be met
- In balance: goal oriented, driven, ambitious, efficient enterprising
- In stress: opportunistic, egoistic, changeable, arrogant, superficial

Tips on how to Work Effectively with Results Mindset Personality

- Be clear about targets to be met
- Emphasize ambition
- Highlight possibilities
- Challenge them
- Inform on the basis of need to know
- Offer perspective and space to meet goals
- Stimulate competition and provide benchmarks
- Reward individual performance

Mindset: Together Personality

- Mindset: is socially oriented and senses emotions easily, creates harmony and aims for developing people, focusses on quality of relationships, is patient and relaxed, decides by involving everyone, aiming for consensus, believes all people are in the end equal
- In balance: relationship oriented, communicative, caring, patient, involved
- Under stress: tedious, naive, soft, patronizing, talkative

Tips for Working Effectively with Together Mindset Personality

- Invite them in the dialogue
- Be open for and appreciate input and emotions
- Take time and be patient
- Create harmony and a good atmosphere
- Give space for own solutions
- Do joint problem solving
- Facilitate (rather than manage)
- Be clear up front about deadlines for decisions

Mindset Logic Personality

- Mindset: focuses on understanding rather than judging, like complexity, theory and models, puts things in long term perspective, and aims for consistency, believes in freedom of mind, wants to do new things
- In balance: inventive, autonomous, creative, analyzing, independent
- Under stress: cynical, chaotic, critical, complicating, slow

Tips to Working Effectively with Logic Mindset Personality

- Offer big picture perspective, be complete and thorough
- Offer ways that stimulate creativity
- Trigger their mind with complex issues
- Make sure to provide space so they can find out themselves
- Stress long term impact
- Build a story based on logic arguments (from different perspectives)

Mindset: Holism Personality

- Mindset: thinks globally, has broad perspective on world, work and nature, is committed to big picture, takes consideration of natural resources
- In balance: unselfish, realistic, worldly, inspiring, spiritual
- Under stress: unbelievable, aloof, passive, vague, not clearly expressed

Tips for Working Effectively with Holism Personality

- Provide all relevant data
- Give space to full responsibility and ownership
- Be transparent about one's own wishes and needs
- Share own line of thinking including doubts and inspiration

People Reading Card



Fast-Paced

Dominance

Recognizing the D Style

- Little time for questions
- Wants the answer NOW

Words that work with the D Style

Fast	Now
Win	Today
Results	Benefits
Leaders	Bottom line
Make it happen	

Influence

Recognizing the I Style

- Bubbly, enthusiastic, engaging
- People oriented

Words that work with the I Style

Fun	Wonderful
Exciting	Fantastic
Awesome	Recognition
Let's go	I love it
This is great	

Slow-Paced

Conscientiousness

Recognizing the C Style

- Dry humor, reserved
- Seeking the facts
- Formal conversation

Words that work with the C Style

Proven	Information
Data	Think it over
Guarantee	Analysis
Research	
Here are the facts	
Take your time	

Steadiness

Recognizing the S Style

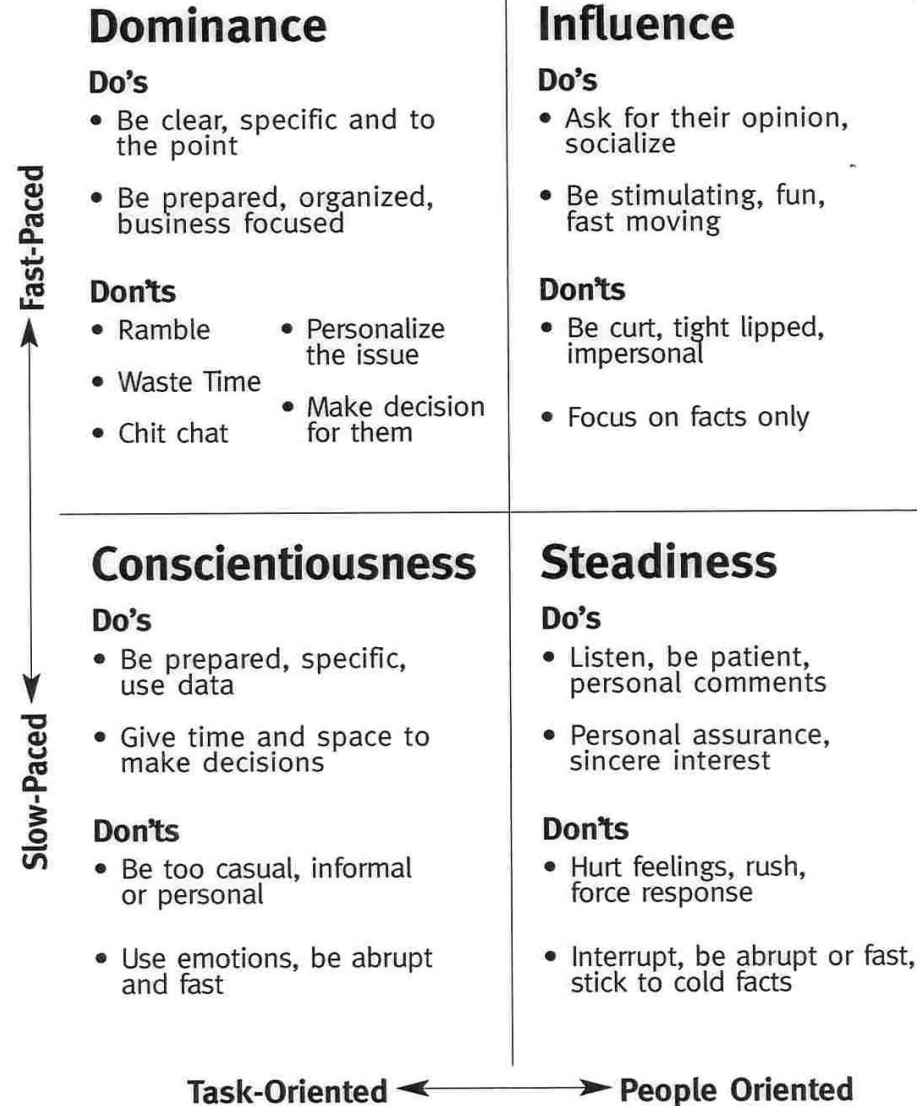
- Calm, hesitant, steady
- People oriented, casual
- Softer speech, consistent

Words that work with the S Style

Reliable	Comfortable
Certain	Plan
Promise	Step by step
Assurance	Conservative
You can expect...	

For more information, please visit www.moraninc.com


Task-Oriented ← → People Oriented



Eight Archetypes of Leadership — Which Are You?

1. STRATEGIST: Leadership as a game of chess
2. CHANGE-CATALYST: Leadership as a turnaround activity
3. TRANSACTOR: Leadership as deal making
4. BUILDER: Leadership as an entrepreneurial activity
5. INNOVATOR: Leadership as creative idea generation
6. PROCESSOR: Leadership as an exercise in efficiency
7. COACH: Leadership as a form of people development
8. COMMUNICATOR: Leadership as stage management


Domain 1: The Mirror



The 10 Principles
of Personal Leadership
A Commitment to Continuous Improvement

- 1. Be In The Moment**
- 2. Be Authentic & Humanistic**
- 3. Volunteer Discretionary Effort Constantly**
- 4. Model High Performance -
Desired Behaviors that Drive Desired Results**
- 5. Respect & Leverage Separate Realities**
- 6. Be Curious vs. Judgmental**
- 7. Look in the Mirror First - Be Accountable**
- 8. Have Courageous Conversations**
- 9. Provide Timely, Clear & Specific
Performance Expectations & Feedback**
- 10. Teach, Coach & Mentor -
Spend at Least Half of Your Time
Developing Others**

Remember, "It's about progress, not perfection."

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Principle 7

Look in the Mirror First Be Accountable

Key Questions to Ask Yourself Everyday

- A** What more can I do right now to be a role model for those around me?
- B** What more can I do right now to achieve the outcome I/we desire?
- C** What more can I do right now to prevent something undesired from occurring?
- D** What expectations or feedback can I deliver right now to make a positive difference in individual or team performance?
- E** What more can I do right now to seek or provide the clarity that I think doesn't exist?
- F** What more can I do right now to make this meeting more productive?
- G** What more can I do right now to say what needs to be said that no one else is saying?
- H** When someone or some outcome has not met your expectations ask, "How did I contribute to that?" and "What more will I do next time to make it successful?"



Key Trait: Be a great decision maker

- How are major decisions made in your institution? What is your process for making them? For instance, do you talk to your management team and create a list of pros and cons to help you make the best decision? Maybe you conduct a cost analysis. Or do you create a timeline for the implementation strategy, process and timing?
- Some leaders have a set process, and others fly by the seat of their pants. But you don't want to be one of those leaders who consults no one before making a decision, announces the change the next day and then gets frustrated when no one follows it. If you're one of those, I urge you to implement a set process.
- **Q-CAT**: a system to be a better decision maker
 - **Q** = Quick. Be quick but not hasty.
 - **C** = Committed. Be committed to your decision but not rigid.
 - **A** = Analytical. Be analytical, but don't over-analyze (Too much analysis can cause paralysis.)
 - **T** = Thoughtful. Be thoughtful about all concerned, but don't be obsessive.

Will help you decide when to bring others into the process and what steps need to be taken to help make better decisions.

Domain 2: Practical Decision Making*

Four 'Ps' of Infection Prevention Recommendations

- *P*lausible biologically, e.g., does it work?
- *P*ractical, e.g., cost-effective?
- *P*olitically acceptable, e.g., who pays?
- *P*ersonnel, e.g., can they, will they?

*It's all about decisions

Eight 'Ps' for Determining Priority for Interventions

- *P*atient population (e.g., a transplant, neonatal unit)
- *P*athogen (e.g., nosocomial GAS)
- *P*otential for epidemic (e.g., MDRO or TB)
- *P*roblematic (e.g., MDRO)
- *P*olitically charged (e.g., a public hospital)
- *P*ersonnel available (e.g., delegate or task force)
- *P*ublishable
- *P*unishable

Domain 3: Hiring

So, how to assess potential hires?

- Panel of Interviewers; pre-selected questions
- Call at least 3 unrelated references yourself
- Complementary skills and personalities; trustworthiness is essential
- Red flags — subtle and not-so-subtle
- Use Human Resources (address checks, etc.)

Domain 4: Money

- Where it comes from
- Where it goes – ‘indirects’ and ‘fringes’
- How to handle it – Foundations and Institutes
- A good business manager is worth her/his weight in gold
- Caveat: administrators covet unspent money

Know your Triggers

- Hot buttons trigger a negative spiral and undermine what people care about
- Steps to deal with triggers:
 - Press the pause button; pause and relax, improve awareness, recognize, stimulate learning, take a deep breath
 - Become more aware of behavioral patterns; ask for feedback, create moments of reflection, analyze own patterns
 - Prepare for trigger moments; define likely trigger moment in the near future, set intention for the occasion, visualize desired outcome and behavior-do so on a daily basis

Dealing with Fear

- Understand personal circumstances and triggers
- Be aware of how to feel the fear/insecurity and act anyway
- Deal with fear by reflection: eg what is the fear that limits me, how does it play out, what is my current survival mechanism, how does fear limit me, what is my coping strategy, what would I do differently if fear didn't limit me

Lobbying

- Never discount the potential impact of government
- Effective influence is built on a foundation of relationships
 - Build relationships *before* you need them
- To shape the rules, build coalitions
 - Identify groups with complementary goals, build alliances, focus on collective resources to shape a particular process

Lobbying

- To influence the rules, cooperate with your competitors
- Where you play is as important as how you play
 - Players at different levels may have varied and conflicting interests and positions
- The ability to influence rule making is a weapon in the competitive game
- The influence game is never over

Lobbying

- Common mistakes
 - Lacking clear and realistic goals
 - Not recognizing when to shift goals
 - Not being ready to play both offense and defense
 - Not having a backup plan
 - Having preconceived notions about allies and adversaries

Keys for Success: The Four K's

- Know your audience
 - Know the data
 - Know the issues
 - Keep the message short
- ...and for everything have a plan/solution(s)

Know Your Audience

- What keeps the C-suite up at night?
- What have they shown interest in?
- Where do they feel uncertain?
- How can we help them?
- How do they like to communicate? What is their communication style?

Part of our job is to make leadership look smart.

Know the Data

- Know your data
- Be in charge of presenting and interpreting your data
- Know related data being presented by others
 - Know where/how your data is being shown and by whom
 - Know who collects similar data and may show different results
- Keep interpretations simple, short

Know the Data

- Help leadership articulate the data; what it shows and does not show
 - What story does the data tell
 - How might the story evolve
 - Anticipate questions
 - Anticipate challenges
- When is good enough, good enough?

Know the Issues

- Be pro-active
- Prioritize issues
 - Pick the most pressing, top issues to frame
- Bring issues/concerns to most appropriate leader
- Frame your concerns within the context of larger concerns/organization focus
 - How will resolving your issue help a larger concern?

Know the Issues

- What differentiates what we do, our data from what others do/their data (e.g., patient safety, quality)
- Get your message out first
 - Be consistent
 - Be persistent

Keep the Message Short

- Be direct, avoid too much information
- Get to the point: 'what decision do you want from me?'
 - For decision
 - For discussion
 - For information
- What's the solution?
- What's the opportunity?
 - Show the business impact, don't assume they already know

Key Traits for Success

1. Perfect Your Interpersonal Skills

- Be real, accountable, curious (not judgmental)
- Learn 'people reading'
- Make expectations clear
- Choose your words carefully, be concise
- The power of flattery
- Apologize effectively
 - Be sincere, be timely
 - 3 key elements: Acknowledge offense/fault, accept responsibility, express regret
 - When possible, explain what went wrong and any planned correction (at least, say that it won't happen again)

Key Traits for Success

2. Make the best of your situation

- Display humility; don't believe your own headlines
- Try not to say 'no' (e.g., volunteer discretionary effort) — DON'T complain about your workload
- The grass is rarely greener elsewhere

3. Learn to be a mentor/sponsor

4. Know when to end and do so on a positive note

- *Be gracious, be professional, be a class act*

- Focus on what leadership needs to know, not what you want them to know
- Leaders don't like surprises
- When disaster strikes:
 - 'I hear you, it's nothing you haven't been telling me...'

Quote from Daniele Vare 'Diplomacy is the art of letting someone else have your way'.

Conclusion: be inspirational

- Know how to inspire others
- Connect personal why to actions
- First win the hearts, then the minds

Quote from Simon Sinek 'Start with Why'

' There are leaders and those who lead. Leaders hold a position of power or influence. Those who lead inspire us. Whether individuals or organizations, we follow those who lead not because we have to, but because we want to. We follow those who lead not for them, but for ourselves'

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