STANFORD HEALTH CARE LEADERSHIP DEVELOPMENT PROGRAM

TRANSFORMATIONAL LEADERSHIP

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OBJECTIVES

What does it mean to be a transformational leader?

- Understand what a transformational leader is and the core conditions to be one

- Develop an inspiring vision and clear actionable values

- Communicate in meaningful ways through framing and engaging staff
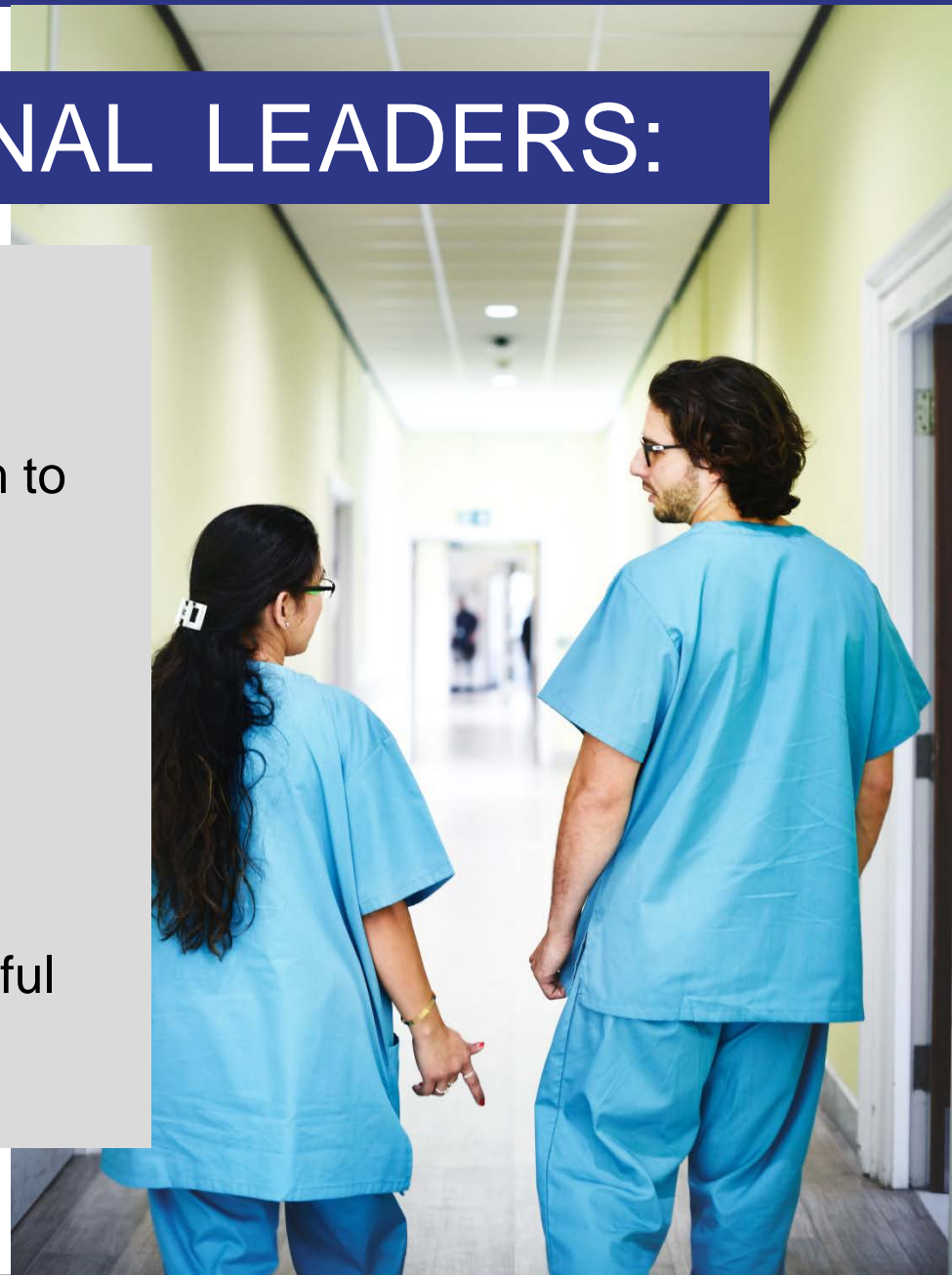
Transform Self

Transform Teams
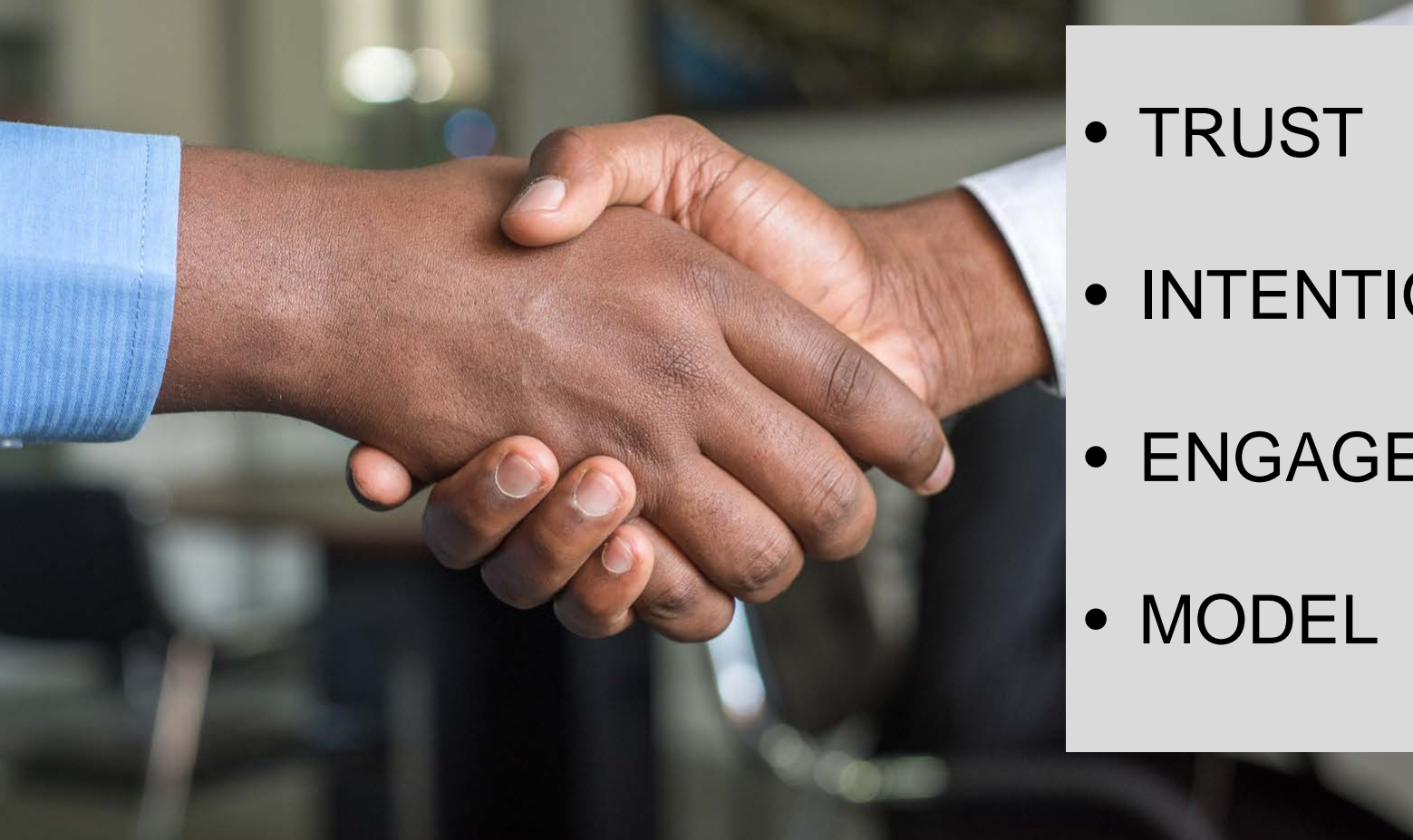
Transform Your Organization

TRANSFORMATIONAL LEADERS:

- Create an inspiring vision and communicate it often

- Set clear goals and connect them to the mission, vision and values

- Lead change

- Provide performance feedback, collaborate & engage others

- "Frame" work to make it meaningful

- Coach and develop others

CORE CONDITIONS OF TRANSFORMATIONAL LEADERSHIP

- TRUST

- INTENTION

- ENGAGEMENT

- MODEL

THREE Cs OF TRUST

TRUST OF COMPETENCE

TRUST OF COMMUNICATION

TRUST OF CHARACTER

TRANSFORMATIONAL LEADER SURVEY:

- **Creating & Communicating a Vision**

- **Goal Setting**

- **Providing Feedback & Support**

- **Leading Change**

- **Performance Tracking**

- **Coaching & Developing**

TRANSFORMATIONAL LEADER SURVEY:

- What's 1 strength you'd like to build on?

- What's 1 area you'd like to develop?

- Pair up, Share and Get Ideas from each other.

QUESTIONS TO ASK ABOUT YOUR ORGANIZATION & TEAM

- Who are we? Why do we exist? (Mission)

- Where do we see ourselves going? (Vision)

- What do we stand for? (Values)

- How are we going to get there? (Plan)

MISSION

- Who are we?

- Why do we exist as an organization?

STANFORD MEDICINE MISSION

"We improve human health locally and globally and serve the community by providing outstanding and compassionate care as well as inspire and prepare the future leaders of science and medicine."

VISION QUESTION

If you were transported 3-5 years into the future and your highest wishes for your team and the organization were realized, what would you see?
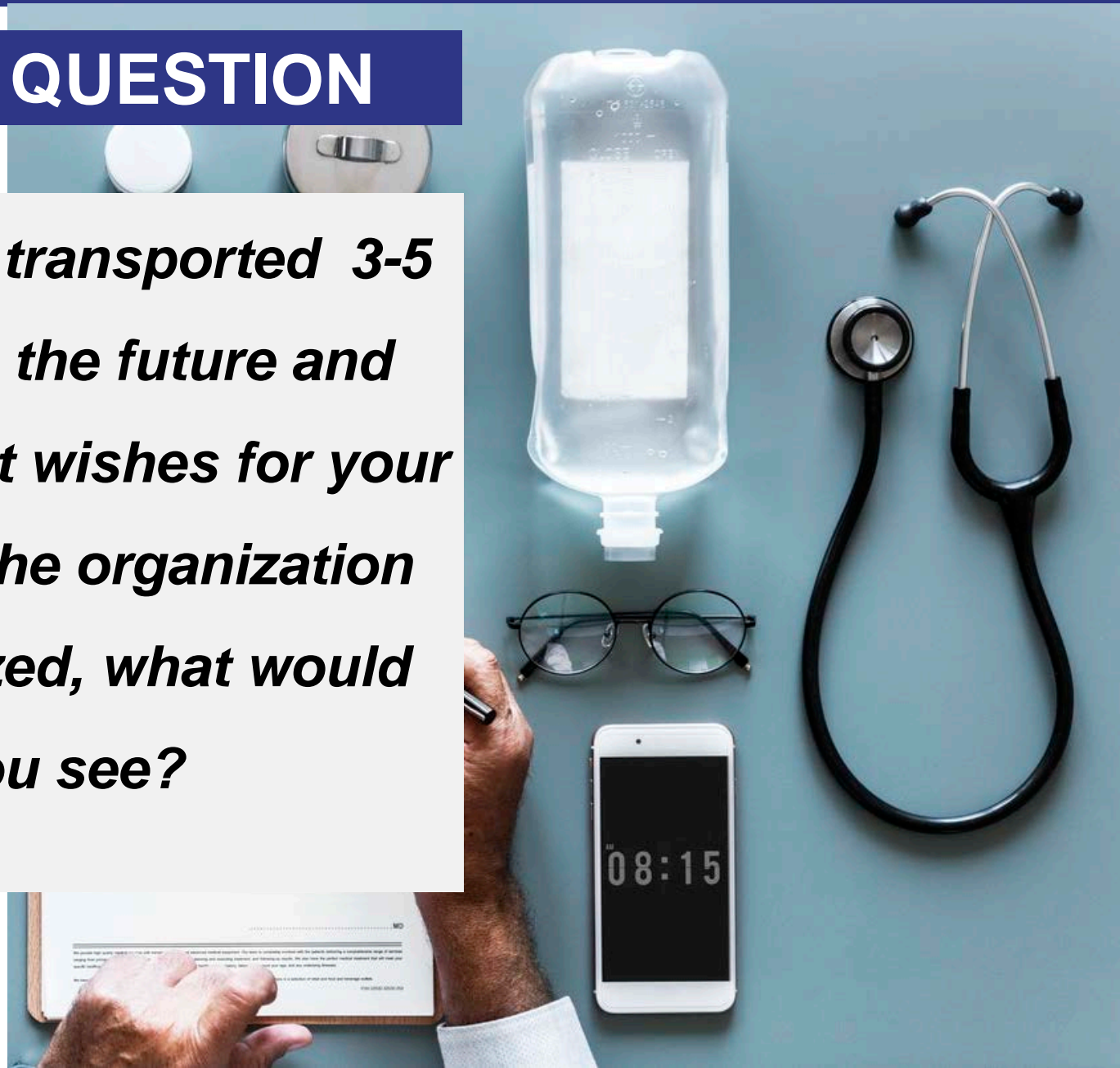
MORE VISION QUESTIONS

- What's your picture of where we are 3 - 5 years from now?

  – What is the impact of our work?

  – What services are we providing?

  – What are the results achieved?

  – How are our patients/customers responding?

  – What are others saying about our team department/organization?

VISION THEMES

WHAT ARE THE COMMON THEMES?

VISION THEMES

- Caliber of staff

- Recognition as a center of excellence

- Growth – best practices

- Patient satisfaction at an all time high

- Staff is fully engaged

- Innovative practices that set the standard

- Deeper/expanded offerings

- Improved work-life integration
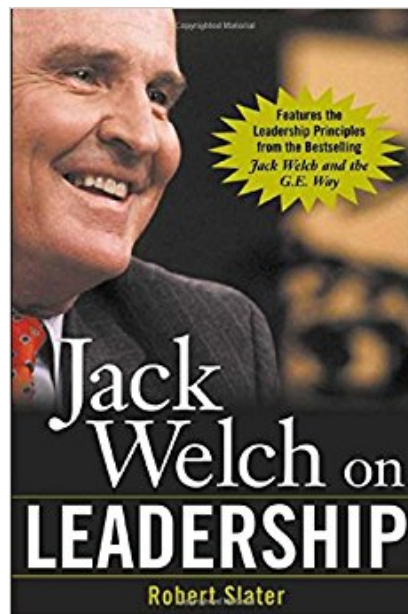
"To create the world's premier system for the electronic exchange of value."

VISA

"Become #1 or #2 in every market we serve and revolutionize this company to have the speed and agility of a small enterprise."

General Electric

We are trusted partners in total health, collaborating with people to help them thrive, and creating communities that are among the healthiest in the nation.

"To be the recognized leader in preventing blindness and preserving sight."
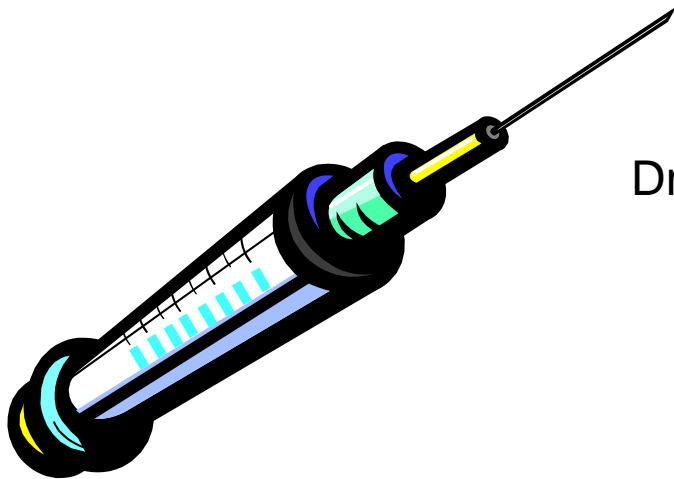
Prevent Blindness America

To be the leading provider of online learning solutions for professional development, compliance and continuing education.

*"To reach a million dollars
in patient billings."*

Dr. Self Centered

"To be the health system of choice in Tampa Bay."

St. Joseph's – Baptist Health System

"We deliver an unimaginably great customer experience. "

"Bring inspiration and innovation to every athlete* in the world. (*If you have a body, you are an athlete.)" **– Nike**

We push the boundaries of discovery, transforms health care, advances medical education and creates hope for humanity. Together, we will deliver the promise of medicine.

"Our vision is to create a better every-day life for many people." –

Intermountain® Healthcare

Be a model health
system by providing
extraordinary care and
superior service at an
affordable cost.

STANFORD MEDICINE VISION

"Heal humanity through science and compassion by leading the biomedical revolution in Precision Health."

VISION CRITERIA TO USE WITH YOUR TEAM

- In what way is it future oriented?

- How does it set a standard of excellence?

- What's the level of ambition it would take to achieve it?

  – Too ambitious? Not enough?

- How can you communicate it often with passion?

- How understandable is it to those you lead?

- Can it inspire enthusiasm & commitment?

- How does it align with Stanford Medical's Vision?

BREAK OUT GROUPS:

- Share your response to the question, "If my highest wishes were realized for my area of responsibility, what would I see?"

- Discuss the "common themes" you see

- What is your overriding Vision?

CORE VALUES

Core Values are guiding principles that can't be compromised for financial or non-mission related gain.

STANFORD CORE VALUES

- Excellence and Service
- Innovation and Impact
- Leadership and Integrity
- Diversity and Respect
- Collaboration and Partnership

WHAT IS PERFORMANCE?

BEHAVIOR

HOW PEOPLE DO THEIR JOBS

+

=

PERFORMANCE

RESULTS

WHAT PEOPLE ACCOMPLISH

34
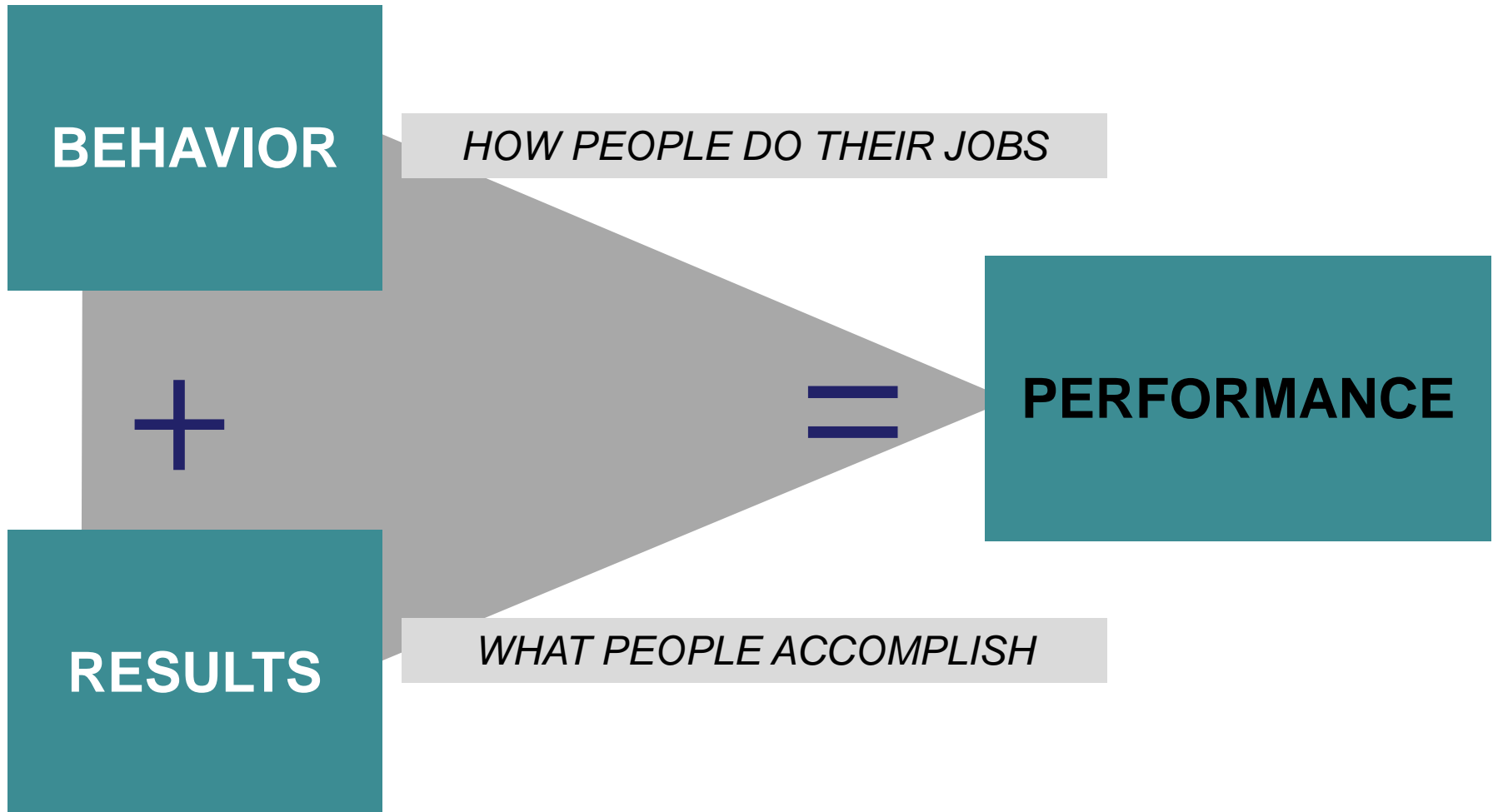
WHAT IS BEHAVIOR?

BEHAVIOR = WHAT PEOPLE SAY & DO

DISTINCTIONS BETWEEN BEHAVIORS & ASSUMPTIONS

BEHAVIORS ARE:	ASSUMPTIONS ARE:
•SPECIFIC •OBJECTIVE	•VAGUE •SUBJECTIVE

KEY VALUE QUESTIONS

- What behaviors do **NOT**

  reflect the value of _____?

- What will **team members** be saying and doing with each other that shows our commitment to this value?

- What will we be saying and doing with **patients/customers** that shows our commitment to this value?

EXAMPLES OF POSSIBLE RESPONSES:

WHAT BEHAVIORS **DO NOT** REFLECT THE VALUE OF **INTEGRITY**?

- Dishonesty (tolerating a lack of honesty)

- Failure to deliver what you promise

- Saying different things to different people in different venues

- Cutting corners

- Not giving people open and honest feedback

- Spreading negative rumors or gossip

- Unethical behavior/conflict of interest

- Letting personal feelings interfere with being fair

- Treat people differently because of who they are

EXAMPLES OF POSSIBLE RESPONSES:

WHAT WILL **TEAM MEMBERS** BE SAYING & DOING THAT SHOWS COMMITMENT TO THE VALUE OF **INTEGRITY**?

- Do the right thing without expecting something in return
- Be completely honest, don't tell half-truths
- Treat people the same regardless of their role
- Admit mistakes, even in front of your supervisor
- Do what's right for the patient, not what's right for us
- Recognize each other
- Know the numbers and use them correctly
- Give others the benefit of the doubt without judging right away
- Be accountable

EXAMPLES OF POSSIBLE RESPONSES:

WE WILL SHOW OUR COMMITMENT TO THE VALUE OF **INTEGRITY** WITH OUR PATIENTS/CUSTOMERS BY:

- Admitting and correcting mistakes

- Being accessible and responsive

- Giving them accurate information

- Following up and being true to what we promised we'd do

- Problem solving with our patients

- Recognizing the importance of patients and treat each with respect

- Displaying clear standards and accountability

- Having a viable feedback mechanism

- Being dependable and leading by example

BREAK OUT GROUPS:

- Each group is **assigned one** of the 5 Stanford Medicine Values:
    1. Excellence and Service
    2. Innovation and Impact
    3. Leadership and Integrity
    4. Diversity and Respect
    5. Collaboration and Partnership

- **Define 3-5 value behaviors** for each of the 3 questions re your assigned value:

    What behaviors do **NOT** reflect the value of _____?

    What will team members be saying/doing with each other that shows our commitment to this value?

    What will we be saying/doing with patients/customers that shows our commitment to this value?

"LEND AN E-A-R"

- **E**xpectations or situation

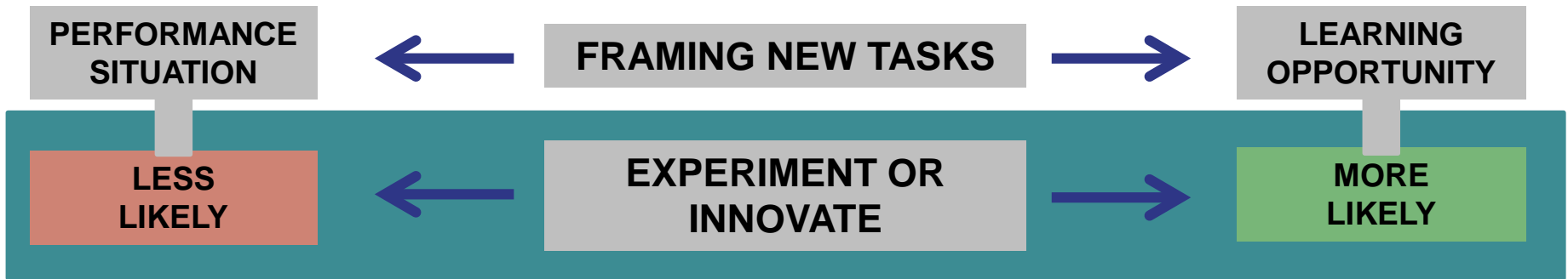- **A**ction taken (or not taken)

- **R**esults of the action or inaction

FRAMING

FOR

MEANING

FRAMING AND RISK

| PERFORMANCE SITUATION	←	FRAMING NEW TASKS	→	LEARNING OPPORTUNITY
LESS LIKELY	←	EXPERIMENT OR INNOVATE	→	MORE LIKELY

Research shows that people who are presented new tasks as a performance situation are more risk adverse and less likely to experiment or innovate than those who are presented the tasks as a learning situation.

CONNECTING PERSONAL PURPOSE WITH ORGANIZATIONAL GOALS & JOB RESPONSIBILITIES

PERSONAL PURPOSE

ORGANIZATIONAL GOALS

JOB RESPONSIBILITIES
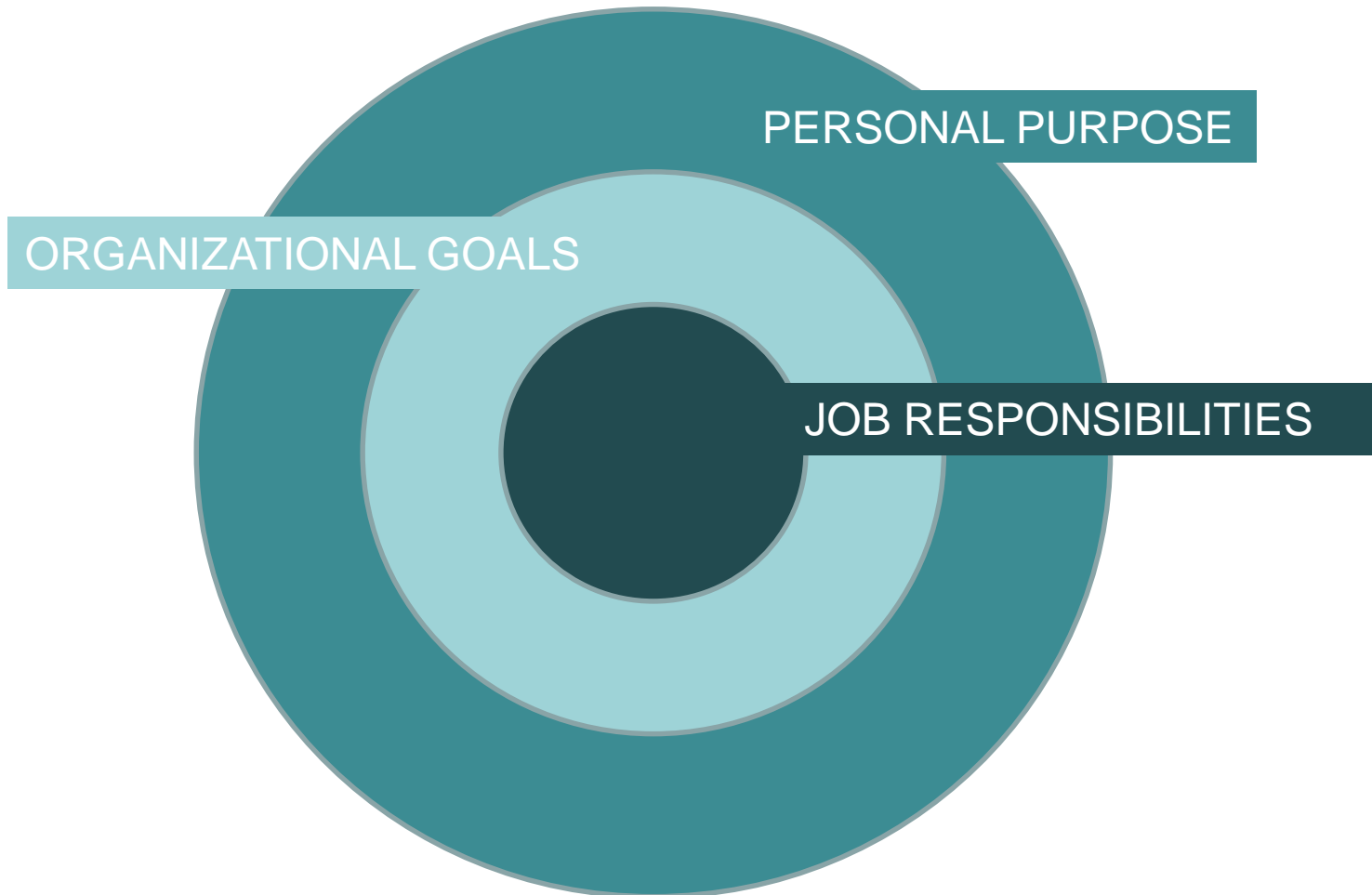
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