

What Makes a Great Physician Leader

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The New Order of Leadership

“Medicine is in for radical change
as the old guard gives way to
performance-driven teams”

Thomas H. Lee
Network President,
Partners HealthCare System
Professor of Medicine,
Harvard Medical School

“Turning Doctors Into Leaders”
Harvard Business Review
April 2010

Leadership Landscape

The increasing complexity of the
health care environment and the
organizational changes required to be
successful place a greater emphasis on
finding leaders who are truly
transformational..... no longer is simply
“running the business” sufficient.



Why **Focus** on Leadership in Health Care?

- ❑ Sweeping changes in health care reform
- ❑ Pressing demand for physicians to lead quality initiatives, informatics, integration, innovation and other changes in the delivery system
- ❑ Compared to corporate world, HCOs place less emphasis on leadership development
- ❑ Successful organizations put leadership development as a high strategic priority

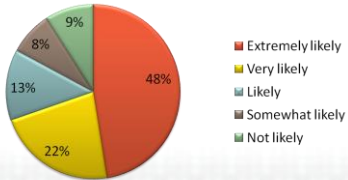
Leadership Landscape

Strategic Challenges

- Addressing health care reform
- Improving clinical quality outcomes
- Maximizing reimbursement
- Shifting from inpatient to outpatient
- Competing in the marketplace
- Pursuing mergers and consolidation
- Developing accountable care and transparency

Leadership Team of the Future

Will You Add Physicians to Your Management Team?



Source: Envisioning the Future Leadership Team of an Accountable Care Organization, February 2011; American College of Physician Executives, Cejka Executive Search and BDC Advisors

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Leadership Team of the Future

What are organizations demanding in a leader?

Evidence of Soft Skills:

- Collaboration and adaptability
- Facilitation of tough issues
- Communication and relationship skills
- Transparency
- Political savvy
- Stakeholder alignment
- Energy, enthusiasm and engagement

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What Types of Leaders Do We Really Need? *Transactional or Transformational?*

The need to keep organizations running smoothly creates a “*management mindset*” versus a “*leadership mindset*” which prepares the organization for change.

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So...How Do We Select The *Right* Leader?

Leadership vs. Expertise

Leadership and expertise are not the same
It is not about knowing more than anyone else
Being good at your work makes you an expert, not a leader
Many organizations confuse expertise and leadership skills

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Jobs Have Two Sets of Requirements



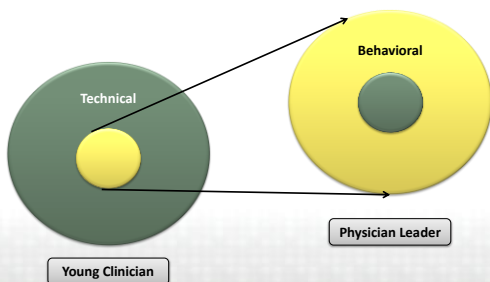
Certain technical skills
required



Certain behaviors are
required

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Technical vs. Behavioral Demands of a Job



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Successful Leaders

- Have diverse accomplishments
- Handle stress with composure
- Handle mistakes gracefully
- Focus on getting people to help solve problems
- Get along with a wide variety of people

Source: Center for Creative Leadership

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What are the Consistent Attributes Seen in Successful Leader Behaviors?

Integrity
Empathy
Emotional
Intelligence
Vision
Good Judgment
Courage
Passion

Source: *Why Are We Bad at Picking Good Leaders?* Jeffrey Cohn and Jay Moran

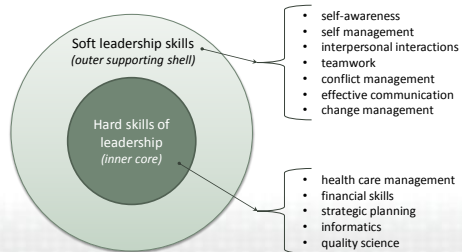
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How a Leader's Personality Affects Organizational Performance

Good leadership skills can be defined as those **actions** and **behaviors** that support your leadership – your ability to influence, motivate, and direct others

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The Core Curriculum of Effective Leadership



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What Are the Consistent Attributes Seen in Successful Leaders' Behaviors?

- ❑ Possesses emotional intelligence
- ❑ Asks two critical questions
- ❑ Possesses skills to enable learning from adversity
- ❑ Has a support team
- ❑ Empowers people to lead
- ❑ Possesses authenticity

Source: "Ten Must-Have Reads on Leadership," HBR, 2011

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Emotional Intelligence

Emotional Intelligence Skills

- ❑ Self-awareness
- ❑ Self-regulation
- ❑ Motivation
- ❑ Empathy
- ❑ Social skills

Source: D. Goldman, HBR, June 1996

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Effective Executives Ask Two Basic Questions

What needs to be done?

What is right for the enterprise?

Source: P.F. Drucker, HBR, June 2004

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Then They...

- ❑ Develop Action Plans
- ❑ Take responsibility for their decisions
- ❑ Take responsibility for communicating
- ❑ Focus on opportunities rather than problems
- ❑ Run productive meetings
- ❑ Think and say "We" rather than "I"

Source: P.F. Drucker, HBR, June 2004

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Four Skills Enable Leaders to Learn from Adversity

- ❑ Engage others in shared meaning
- ❑ A distinctive compelling voice
- ❑ Integrity
- ❑ Adaptive capacity

Source: W. Bennis, R. Thomas, HBR, September 2002

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- Authentic Leaders**
- Find strength in transformative experiences
 - become self-aware
 - Support Team
 - develop your authentic leadership
- Source: George, et al, HBR, February 2007
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- Am I an *Effective* Leader?**
- Feedback
 - Mentor/coach
 - Training: degree, courses
 - Reflection
 - Evolution
- Slide 10

Contact Information

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