



Leadership Behaviors

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**Southern Ohio
Medical Center**

Very Good things are happening here

How can I decide whether I want to join my Practice Leadership Team?

Yes
I am passionate about achieving exceptional organizational results.
I prefer to work as part of a team.
I am willing to blend my work and personal lives.
I don't need for others to like me.
I enjoy the challenge of dealing with conflict.
I am willing to be on call 24/7/365.
I don't need credit or recognition.
I expect to be criticized daily.
I am willing for my mistakes to be public.
I can live with little or no immediate gratification.
I understand that only my brain can make me upset.
I understand that leaders have little or no control and I am fine with that.
I cannot reasonably expect others what needs to be done until I have made my expectations clear.
I am willing more than my share.
I find people fascinating.
I love problems.
I don't mind being blamed for things that are not my fault.
I understand that becoming angry is a leadership failure.
I am not entitled to special treatment as a leader.
I want to feel uncomfortable.
I like uncertainty.
I am willing to be held accountable for what others do or don't do.
Because I want to grow as a leader, I am eager to be challenged things I don't feel like doing.
For all of my efforts and discomfort as an aspiring leader, I expect only the satisfaction of having learned, grown and occasionally helped others succeed.

No

I am primarily interested in my individual results.

I prefer to work alone.

I want to create a bright line between my personal and work lives.

I need to have others like me.

I cannot stand conflict.

I want to work shifts, and when I am off, I want to be completely off.

I want to be recognized for what I accomplish.

I cannot stand to be criticized.

I want to keep my mistakes private.

I need immediate gratification.

Other people make me upset.

I need to be in control.

I expect others to see what needs to be done and just do it.

It is not fair for others to expect me more than they do.

I find people annoying.

I hate problems.

I can't stand being blamed for things that are not my fault.

I believe I have every right to become angry when things don't go my way.

I am entitled to special treatment as a leader.

I want to feel comfortable.

I need certainty.

I am only willing to be accountable for myself.

I just want what I feel like doing while being told how wonderful I am.

I expect to be compensated handsomely for my leadership work.

SOMC Physician Leadership Behaviors

Typical Physician Behaviors	Successful Physician Leadership Behaviors
I complain when things don't go my way.	I listen to others complain while silently asking myself why I ever thought complaining was helpful.
I ruminate when I am upset.	I recognize that rumination is pointlessly destructive, and engage in problem solving instead.
I focus on others' shortcomings.	I focus on others' strengths.
I talk about people when I have a problem with them.	I talk to people when I have a problem with them.
I let my feelings show.	I do not allow my feelings to contaminate my interactions with others at work.
I talk a lot.	I listen a lot.
I tell people the way it is.	I share my perspective.
I make categorical statements.	I ask clarifying questions.
I prefer to voice my concerns in public meetings with everyone.	I prefer to voice my concerns in private meetings with key leaders.
I blame others when things go wrong.	I take the blame when things go wrong.
I hold others accountable.	I hold myself accountable.
I give others feedback about their performance.	I invite feedback about my performance.
I make excuses for my shortcomings.	I take full responsibility for my shortcomings.
I reject others' perceptions when I disagree with them.	I accept others' perceptions even when I disagree with them.
I direct people.	I persuade people.
I expect people what they are supposed without being told.	It is my responsibility to clarify my expectations.
I ventilate when I am upset.	I remain quiet when I am upset.
I focus on problems.	I focus on solutions.
I spin my story depending on my audience.	I take the same position in public and in private.
I promise confidentiality beforehand to my friends and allies.	I never promise confidentiality beforehand.
As a physician leader, I behave as a tribal lobbyist for my fellow physicians.	As a physician leader, I always take the enterprise perspective.
I focus on doing what I want to do.	I focus on what needs to be done.
I avoid discomfort.	I embrace discomfort.
I point out the differences between what others say and what they do.	I invite others to point out the differences between what I say and what I do.
I tell people what they want to hear.	I tell people what they need to hear.
I insist on secrecy.	I insist on transparency.

Typical Physician Behaviors	Successful Physician Behaviors
I encourage people to talk to me about other people when they are upset.	I insist that people talk directly to the people they are upset with.
I ask others to provide solutions to my problems.	I expect to provide the solutions to my problems.
I react to problems as aggravations that others should protect me from.	I react to problems as opportunities.
I expect others to drop what they are doing and respond immediately to my problems.	I understand that other people have different priorities than I do, and I expect to negotiate a mutual agreement about when I can expect an issue to be resolved.
I expect administrators (or buy) what I want because I want it.	I expect to have to make a compelling business case for what I want.
I jump to conclusions after hearing one point of view.	I listen to both sides before taking a position.
I expect other less important people my work for me.	I understand that others have their work to do; I expect my work myself.
I finish my work when I feel like it.	I finish my work on time no matter how I feel.
I do stuff the way I've always done it.	I am always looking for a better way stuff.
I follow the rules when it is convenient or when others are watching.	I follow the rules even when it is inconvenient or no one is watching.
I don't pick up trash because that is somebody else's job.	I pick up trash because it is everybody's job to pick up trash.
When there is a problem, I engage in public handwringing about the problem in meetings.	When there is a problem, I describe the problem objectively, identify the next steps and express quiet confidence that we will explore every reasonable option, choose the best one and implement it successfully.
My behaviors at work are mostly consistent with those detailed in this column, and I feel no real need to change. As a result, I understand that I cannot be a successful physician leader in the SOMC organizational culture.	I aspire to behave in the ways detailed above. I know which of my current behaviors I must change, and I will change them. I will invite others to hold me accountable for behaving as a successful SOMC physician leader should. I intend to become a successful SOMC physician leader.

SOMC Leadership Strength Behaviors

Focuses on results

Perception-Enhancing Leadership Behaviors

- Often asks clarifying questions
- Takes personal accountability for failures
- Asks about action plans
- Does not blame or make excuses
- Asks about comparative data
- Seeks continuously for opportunities to improve
- Researches and describes best practices
- Challenges colleagues who are not focusing on results
- Understands and explains basic statistics
- Prepares for and attends meetings on time
- Builds consensus for priorities and sticks to them
- Follows through on commitments
- Challenges tangent conversations in meetings
- Shares the glory with others
- Reviews data before meetings and makes notes
- Takes responsibility for the team's failures
- Invites brainstorming about poor performance
- Becomes a lifelong learner
- Celebrates improved performance
- Lends a willing hand to others instead of focusing exclusively on personal goals
- Encourages task lists
- Embraces discomfort
- Holds self and others accountable
- Leads by example
- Fields best-possible teams
- Perseveres in the face of failure
- Emphasizes the team instead of the leader
- Always makes herself available to complete needed tasks
- Empowers and supports colleagues
- Clarifies expectations
- Owns her metrics
- Refuses to accept the status quo

Is a respectful team player

Perception-Enhancing Leadership Behaviors

- Resists becoming angry
- Does not engage in verbal abuse
- Values all opinions
- Talks to people in the room instead of talking about them after they leave
- Fearless about standing up for what is right
- Takes credit for failures and gives credit for accomplishments
- Is never satisfied with herself
- Understands and embraces his role on the team
- Accentuates the positives and minimizes the negatives
- Offers options and solutions instead of criticisms and complaints
- Confronts the negative complainers and challenges them to become part of the solution
- Invites stakeholders' input before making decisions
- Summarizes progress and suggests next steps
- Asks clarifying questions
- Does not expect others to read her mind; clarifies expectations instead
- Admits he could have done better
- Admits her limitations
- Plays to other's strengths
- Promotes shared decision-making
- Is prepared for meetings
- Sets limits and priorities
- Shows up on time
- Knows the focus of the meeting beforehand
- Prepares for her role in the meeting
- Clarifies the goals of the meeting in his mind before the meeting
- Analyzes the data before the meeting and prepares herself to discuss it thoughtfully
- Questions useless meetings
- Clarifies what is expected of her at the upcoming meeting
- Politely but firmly limits tangential discussions

Is a respectful team player

Perception-Enhancing Leadership Behaviors

- Embraces the task list
- Finishes on time
- Clarifies the deliverables and those accountable before the meeting ends
- Accepts responsibility for tasks
- Helps others prepare before meetings
- Encourages healthy conflict
- Limits destructive conflict
- Confronts others respectfully in public and in private
- Avoids emotional ambushes by encouraging everyone to place all issues on the agenda
- Encourages team members to draw their own conclusions
- Asks colleagues to accept responsibility publicly
- Sends out questions before the meeting to encourage preparation
- Summarizes the perceived problem before the meeting
- Completes the heavy lifting before the meeting
- Clarifies her draft position and invites comments
- Overly invites challenges
- Encourages reflection and post-meeting reconsideration when appropriate
- Discourages groupthink
- Makes a vigorous opposing case instead of relying solely on a sales pitch
- Prepares to use presentation media competently

Makes expectations clear

Perception-Enhancing Leadership Behaviors

- Uses a few clear words
- Describes actionable ideas
- Invites listeners to “teach back”
- Provides status updates
- Documents positions promptly using email
- Clarifies her expectations in her own mind first
- Clarifies whether progress has actually been made
- Communicates regularly instead of waiting for a problem to arise
- Checks to see whether his expectations are reasonable
- Asks colleagues to help clarify expectations
- Repeats expectations often
- Publicizes expectations
- Explains evolving expectations
- Conforms to his own expectations
- Invites others to hold her accountable for meeting her own expectations
- Requires team members to sign that they understand and will comply with expectations
- Invites clarifying questions
- Asks others to make their expectations clear too

Leads by example

Perception-Enhancing Leadership Behaviors

- Models behavior she expects from others
- Asks others to hold him accountable
- Goes the extra mile
- Volunteers first for the most unpleasant tasks
- Does more than she expects from others

Speaks forthrightly

Perception-Enhancing Leadership Behaviors

- Says things everyone else is thinking but that no one else will say
- While respectful, does not beat around the bush
- Asks permission to speak forthrightly
- Tells the whole truth
- Tells the unvarnished truth
- Admits that her perspective is just her perspective
- Avoids spinning
- Communicates in the moment
- Seeks to communicate only when emotionally detached
- Waits until being asked to opine
- Speaks constructively
- Remains silent unless she has something meaningful to contribute

Is transparent

Perception-Enhancing Leadership Behaviors

- Keeps all stakeholders informed
- Doesn't use the blind copy email function
- Acknowledges that circumstances (and messages) may change
- Communicates regularly as circumstances change
- Invites input
- Encourages clarifying questions
- Publishes written positions
- Publishes FAQ document based on stakeholders' concerns
- Holds all-call meetings so everyone can hear the same things at the same time
- Admits mistakes and failures
- Has no motive except to increase stakeholder understanding
- Shares critics' perceptions
- Accepts feelings
- Encourages people to share their concerns and documents them
- Invites disagreements
- Reminds everyone that, in the end, someone will have to make a decision
- Shares her sources
- Shows his math
- Explains how he reached his decisions
- Admits that her decision may turn out to have been a mistake
- Admits that all business decisions are tentative
- Shares supportive and unsupportive data
- Reveals new information immediately
- Answers honestly when he doesn't know or can't say
- Admits that all data are flawed
- Reveals intentions
- Corrects the record when indicated
- Accepts stakeholders' feelings
- Explains the historical perspective
- Identifies options and explains the pros and cons of each
- Publishes the outcome metrics and holds everyone accountable
- When possible, warns stakeholders what's coming
- Makes the best case for and against
- Admits what she doesn't know
- Admits that others have different perspectives and strong feelings about them

Welcomes honest feedback

Perception-Enhancing Leadership Behaviors

- Gives honest feedback himself
- Solicits feedback regularly
- Reacts non-defensively when given feedback
- Views feedback as coaching instead of criticism
- Uses feedback to leverage personal growth
- Uses feedback to change perceptions
- Engages others based on new perspectives
- Thanks people for feedback
- Invites feedback from other people on the team
- Does not ignore feedback when he receives it

Accepts responsibility

Perception-Enhancing Leadership Behaviors

- Accepts the blame for failure and gives the credit for success to others
- Refuses to make excuses
- Understands and accepts her scope of responsibility
- Volunteers to complete the most unpleasant tasks
- Does not blame others
- Accepts the uncomfortable responsibility to field the best-possible teams and to deliver exceptional results
- Clarifies the vision and expectations for the team
- Invites colleagues to hold him accountable
- Remains non-defensive when challenged
- Takes ownership of problems instead of punting the issue to others
- Knows his limits
- Remains “on stage” when at work or in public
- Challenges colleagues who damage the SOMC brand by their behavior
- Willingly takes heat for making unpopular decisions
- Quickly changes course when warranted
- Remains silent and absorbs evil when that is the best option

Holds colleagues accountable

Perception-Enhancing Leadership Behaviors

- Participates in peer review
- Speaks honestly but respectfully
- Asks others their perspectives
- Asks permission to give feedback
- Confronts colleagues positively
- Follows through on complaints
- Challenges others better and leads by example
- Makes sure she has the whole story
- Documents crucial conversations
- Sees the process problems and challenges colleagues to improve them
- Takes the blame for not clarifying his expectations
- Asks colleagues their perceptions and really listens
- Chooses the best time to confront.
- Confronts in love and respect
- Builds real relationships that enable mutual learning and accountability
- Calms herself when emotionally aroused
- Takes no pleasure in other's shortcomings
- Asks for colleagues' help
- Consults with colleagues about how best to proceed

Communicates effectively

Perception-Enhancing Leadership Behaviors

- Prepares to communicate
- Speaks clearly and concisely
- Tailors the communication to the audience
- Communicates consistently
- Backs up what she is communicating
- Pauses and invites clarifying questions
- Documents communications
- Employs the teach-back method
- Writes briefly and concisely
- Speaks deliberately
- Repeats herself--but not too much
- Responds promptly to email
- Identifies the best mode of communication
- Crafts an effective takeaway message
- Avoids communicating when emotionally aroused
- Communicates at the appropriate time
- Communicates just enough but not too much
- Communicates to the right audience
- Recognizes failed communication attempts and deploys another attempt
- Recognizes the importance of face-to-face contact or a phone call
- Takes the time to communicate effectively
- Involves experts appropriately in communication

Manages change effectively

Perception-Enhancing Leadership Behaviors

- Prepares others for coming changes
- Sets expectations
- Leads the way by adapting to changes in her field
- Embraces change himself
- Recognizes that she is not in charge of events
- Considers options
- Accepts feelings
- Involves stakeholders
- Demonstrates concern for those impacted by change
- Is data-driven
- Reassures others that things will turn out all right or they won't, and that multiple failures are the stepping stones to success
- Clarifies vision
- Views change as opportunity
- Remains positive
- Customizes the messages for the organization
- Masters the change-management process
- Uses examples of organizations that failed to adapt to change
- Connects coming changes to mission, vision and results
- Explains next steps
- Recruits champions
- Strives to get everyone on the same page
- Learns from mistakes
- Breaks change into small steps
- Changes course when indicated
- Builds organizational structure that adapts to change
- Makes the case for change
- Does not underestimate resistance
- Persists until the change is hardwired
- Measures the effectiveness of change
- Identifies change-enabling resources
- Knows when to throw in the towel
- Manages unintended consequences
- Recognizes the impact of change on individuals
- Communicates regularly with stakeholders
- Explains the change to community stakeholders
- Embraces technology
- Doesn't wait for the change process to go off the rails
- Refuses to be held hostage by the naysayers
- Prepares to weather criticism
- Grows a tougher skin
- Realizes she will be unpopular
- Talks to others instead of about others
- Doesn't put others in the middle
- Doesn't accept gossip at face value
- Contacts the other party and asks clarifying questions
- Documents positions in email
- Assumes that angry outbursts are not one's final position
- Apologizes to those having been put in the middle
- Reassures informants that they may feel free to decline to be a messenger in the future
- Seeks counsel from a mentor about how best to approach the involved colleague directly
- Encourages everyone to speak directly to others
- Encourages colleagues to hold each other accountable

Manages conflict effectively

Perception-Enhancing Leadership Behaviors

- Recognizes the conflict
- Calms himself
- Responds quickly by launching this process
- Does not promise confidentiality
- “Observes the gorillas” by taking careful notes and asking clarifying questions
- Accepts other’s feelings.
- Documents mutual perceptions and plans.
- “Here are your perceptions as I understand them.”
- “Here are my perceptions.”
- “Here are our next steps.”
- Consults with HR
- Interviews all of the people involved privately if indicated
- Promptly documents each person’s comments in an email to each individual
- Creates a task force if needed
- Considers all of his options about how to proceed
- Chooses the best option(s)
- Announces her decision in an email to everyone involved
- Follows through on what he agreed to do
- Keeps everyone informed about the progress
- Clarifies his expectation that conflict is natural, usually reveals a problem that needs to be solved and will be resolved promptly, and effectively by the team

Manages own emotional arousal appropriately

Perception-Enhancing Leadership Behaviors

- Walks away when hot-collared
- Remains silent when aroused
- Remains naturally curious
- Recognizes her own arousal
- Reflects on what circumstances predictably triggers her arousal
- Pauses before clicking Send
- Clarifies written communication
- Does not take other’s angry outbursts personally
- Deletes any email drafted in anger
- Does not permit other’s malignant misery to metastasize to her mind
- Remains objective
- Adopts the role of investigative journalist
- Consults with level-headed colleagues
- Monitors environment for emotional contamination
- Monitors body language including his own
- Admits that losing one’s cool is a leadership failure
- Matches one’s arousal to the situation
- Resists the temptation to be sarcastic
- Uses arousal to fuel investigation and improve processes

Demonstrates a servant heart

Perception-Enhancing Leadership Behaviors

- Makes herself available
- Answers email promptly
- Recognizes other's needs and responds to them
- Uses good manners
- Accommodates colleagues based on their needs
- Accommodates patients who are late
- Makes an emotional connection with colleagues and patients
- Coaches instead of criticizing
- Considers the situation through the other person's eyes
- Puts herself in the other person's shoes
- Goes above and beyond
- Anticipates other's needs
- Takes pride in serving others well
- Stays in the background
- Takes time to listen
- Takes time to communicate
- Doesn't say, "I can't bill for that," or, "It's not my job."
- Puts others at ease instead of intimidating or trying to impress them
- Does what he says he will do
- Calls and checks on people
- States that others are the keys to her success

Identifies problems and solutions

Perception-Enhancing Leadership Behaviors

- Identifies all problems
- Documents all problems
- Sets priorities
- Brainstorms options
- Writes a pro and con list for each option
- Decides how she can be a part of the solution
- Consults with colleagues about next steps
- Recruits a champion
- Persuades decision makers
- Revises priority list based on environmental changes

Persuades ethically and effectively

Perception-Enhancing Leadership Behaviors

- Asks permission to persuade
- Admits that she is attempting to persuade
- Seeks to influence those outside his chain of command by making a compelling case
- Considers both sides
- Admits her bias up front
- Makes logical arguments
- Makes an effort to understand opponents' position
- Studies to become knowledgeable
- Shares information transparently
- Resists the temptation to spin
- Calls BS what it is
- Is honest about her limitations
- Insists on compliance
- Persuades himself first
- Remains a committed skeptic
- Refuses the temptation to withhold critical information that will hurt her case
- Considers both sides
- Recognizes his natural inclination to jump to conclusions
- Listens attentively and sympathetically to one side while reminding herself that there is always another side to the story
- Documents the perceptions and feelings of everyone involved
- Makes time to reflect and consult before making a decision
- When persuading others, is careful to present equally-vigorous cases for and against what he is selling
- Reminds complainers that she will consider the other side too
- Invites all stakeholders to contribute their views during the "public comment" period of decision-making

Thick-skinned

Perception-Enhancing Leadership Behaviors

- Recognizes this is essential to survival as a leader and speaks openly about it
- Invites critics and others to help her toughen up
- Invites challenges to her positions
- Views personal attacks as opportunities to grow
- Fakes indifference until he becomes truly indifferent
- Seeks coaching from thick-skinned colleagues

On time

Perception-Enhancing Leadership Behaviors

- Arranges to be on time almost all of the time
- Admits openly that keeping people waiting is disrespectful and inconsistent with our SOMC strategic value of providing exceptional customer service
- Apologizes when he is late
- Urges colleagues to start on time with those who are there on time
- Thanks colleagues for showing up on time
- Sets expectation for ending meetings on time at the beginning of meetings
- Asks others for help with time keeping
- Ends meetings on time

Meets deadlines

Perception-Enhancing Leadership Behaviors

- Agrees only to realistic deadlines
- Manages to meet her deadlines almost all of the time
- Gives notice to colleagues when he will not meet a deadline and briefly explains the reason why
- Positively reinforces colleagues who meet their deadlines
- Holds colleagues accountable when they do not meet their deadlines
- Publishes the performance of those who do and do not meet their deadlines
- Attaches unpleasant consequences to the habitual failure to meet deadlines

Delivers on commitments

Perception-Enhancing Leadership Behaviors

- Is cautious about making commitments impulsively
- Responds, "Let me think about that and get back to you."
- If, after reconsideration, he concludes he should not have made this commitment, contacts stakeholders, announces his reconsidered position and withdraws earlier rather than later
- When she will not be able to follow through as promised, informs stakeholders as soon as she realizes this, apologizes and explains the reasons for her failure

Passionate learner and teacher

Perception-Enhancing Leadership Behaviors

- Reads continuously
- Shares her learning with her colleagues
- Prepares and delivers stimulating presentations
- Ask colleagues what they are learning
- Urges colleagues to share their learning with others
- Remains insatiably curious about everything
- Backs up his opinions with evidence
- Asks clarifying questions to encourage learning
- Challenges everyone's assumptions
- Creates energizing discomfort
- Focuses on beliefs, behaviors and feelings
- Remains a passionate student of the human brain and the mind it creates and sustains
- Is an intense observer of human nature
- Seeks to inspire others to become lifelong learners

Fields best-possible teams

Perception-Enhancing Leadership Behaviors

- Publicly acknowledges this is her moral obligation as a leader
- Admits that this is the hardest part of being a leader
- Admits that he will often fail in the short run while striving to succeed in the long run
- Manages the human bell curve optimally
- Continuously extrudes net-negative players from the team
- Leads average people effectively
- Selects team members based on their emotional intelligence
- Takes the view that if he is not the best-possible team leader, his colleagues should "trade up"

Continuously improves processes

Perception-Enhancing Leadership Behaviors

- Understands and regularly explains that good processes are essential to producing and sustaining good results
- Explains that current SOMC processes are ideally suited for producing current results; to produce better results we must design and follow better processes
- Makes herself a process expert
- Continuously improves his own processes
- Asks clarifying questions about processes
- Urges process improvement and personally invests time and energy in those activities
- Tells stories about the power of improved processes

Markets SOMC

Perception-Enhancing Leadership Behaviors

- Wears SOMC logo apparel in public
- Wears SOMC ID when running errands to and from work
- Lives out SOMC cultural values when off duty
- Invests in the community
- Takes personal responsibility for customer complaints
- Engages in credible word-of-mouth marketing with her circle of friends

Embraces discomfort

Perception-Enhancing Leadership Behaviors

- Acknowledges intellectually this is the preferred environment for personal growth
- Regularly creates discomfort for herself
- Reassures others that discomfort is a good thing
- Avoids creating paralyzing discomfort
- Checks with colleagues about whether current level of discomfort is optimal
- Recognizes that brains cause discomfort and that different brains cause different levels of discomfort
- Admits that behavior that triggers energizing discomfort in some triggers paralyzing discomfort in others
- Compliments those who make themselves uncomfortable in the quest for improvement
- Thanks others for “making” them uncomfortable
- Questions leadership myths
- Challenges destructive discomfort such as temper tantrums

Compliant

Perception-Enhancing Leadership Behaviors

- Knows the rules and follows them
- Asks whether there are any compliance issues involved when making decisions
- Consults compliance experts frequently
- Encourages others to raise compliance questions
- Recalls and shares past temptations to cut corners
- Accepts the consequence of risking less financial reward by choosing to be compliant
- Welcomes dissent
- Pays attention to his own and his colleagues' uneasiness
- Reconsiders decisions after reflection

Embraces the SOMC leadership culture

Perception-Enhancing Leadership Behaviors

- Studies the culture and becomes an expert
- Recognizes the culture is aspirational
- Views the culture as fragile
- Challenges behaviors inconsistent with the culture
- Invites feedback about how he is perceived
- Positively reinforces culturally-sustaining behavior
- Acknowledges her own slips
- Celebrates the relative rarity of this culture
- Defends the culture by extruding net-negative people

Southern Ohio Medical Center

Very Good things are happening here