



SOUTHERN OHIO MEDICAL CENTER

Meeting Leadership Expectations

A Next Generation Leadership Project

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**Southern Ohio
Medical Center**

Very Good things are happening here

* These SOMC leaders began this SOMC Coaching Group (LCG) resource document in November 2015 while at a SOMC Next Generation Leadership meeting in Tucson. We are hopeful that SOMC leaders will continue contributing leadership behaviors to this living document.

■ Leadership Strength

We expect leaders to focus on results.

Perception-Enhancing Leadership Behaviors

- I will ask clarifying questions.
- I will ask about action plans.
- I will ask about comparative data.
- I will research and describe best practices.
- I will understand and explain basic statistics.
- I will build consensus for priorities and stick to them.
- I will challenge tangent conversations in meetings.
- I will review data before meetings and make notes.
- I will invite brainstorming about poor performance.
- I will celebrate improved performance.
- I will encourage task lists.
- I will hold myself and others accountable.
- I will field best-possible teams.
- I will emphasize the team instead of the leader.
- I will empower and support colleagues.
- I will own my metrics.
- I will take personal accountability for failures. I will not blame or make excuses.
- I will seek continuously for opportunities to improve.
- I will challenge colleagues who are not focusing on results.
- I will prepare for and attend meetings on time.
- I will follow through on commitments.
- I will share the glory with others.
- I will take responsibility for the team's failures.
- I will become a lifelong learner.
- I will lend a willing hand to others instead of focusing exclusively on personal goals.
- I will embrace discomfort.
- I will lead by example.
- I will persevere in the face of failure.
- I will always make myself available to complete needed tasks.
- I will clarify expectations.
- I will refuse to accept the status quo.

We expect leaders to be respectful team players.

Perception-Enhancing Leadership Behaviors

- I will resist becoming angry.
- I will not engage in verbal abuse.
- I will value all opinions.
- I will talk to people in the room instead of talking about them after they leave.
- I will be fearless about standing up for what is right.
- I will take credit for failures and give credit for accomplishments.
- I will never be satisfied with myself.
- I will understand and embrace my role on the team.
- I will accentuate the positives and minimize the negatives.
- I will offer options and solutions instead of criticisms and complaints.
- I will confront the negative complainers and challenge them to become part of the solution.
- I will invite stakeholders' input before making decisions.
- I will summarize progress and suggest next steps.
- I will ask clarifying questions.
- I will not expect others to read my mind; I will clarify expectations instead.
- I will admit I could have done better.
- I will admit my limitations.
- I will play to other's strengths.
- I will promote shared decision-making.

We expect leaders to be prepared for meetings.

Perception-Enhancing Leadership Behaviors

- I will set limits and priorities.
- I will show up on time.
- I will know the focus of the meeting beforehand.
- I will prepare for my role in the meeting.
- I will clarify the goals of the meeting in my mind before the meeting.
- I will analyze the data before the meeting and prepare myself to discuss it thoughtfully.
- I will question useless meetings.
- I will clarify what is expected of me at the upcoming meeting.
- I will politely but firmly limit tangential discussions.
- I will embrace the task list.
- I will finish on time.
- I will clarify the deliverables and those accountable before the meeting ends.
- I will accept responsibility for tasks.
- I will help others prepare before meetings.
- I will encourage healthy conflict.
- I will limit destructive conflict.
- I will confront others respectfully in public and in private.
- I will avoid emotional ambushes by encouraging everyone to place all issues on the agenda.
- I will encourage team members to draw their own conclusions.
- I will ask colleagues to accept responsibility publicly.
- I will send out questions before the meeting to encourage preparation.
- I will summarize the perceived problem before the meeting.
- I will complete the heavy lifting before the meeting.
- I will clarify my draft position and invite comments.
- I will overtly invite challenges.
- I will encourage reflection and post-meeting reconsideration when appropriate.
- I will discourage groupthink.
- I will make a vigorous opposing case instead of relying solely on a sales pitch.
- I will prepare to use presentation media competently.

We expect leaders to make expectations clear.

Perception-Enhancing Leadership Behaviors.

- I will use few and clear words.
- I will describe actionable ideas.
- I will invite listeners to “teach back.”
- I will provide status updates.
- I will document positions promptly using email.
- I will clarify my expectations in my own mind first.
- I will clarify whether progress has actually been made.
- I will communicate regularly instead of waiting for a problem to arise.
- I will check to see whether my expectations are reasonable.
- I will ask colleagues to help clarify expectations.
- I will repeat expectations often.
- I will publicize expectations.
- I will explain evolving expectations.
- I will conform to my own expectations.
- I will invite others to hold me accountable for meeting my own expectations.
- I will require team members to sign that they understand and will comply with expectations.
- I will invite clarifying questions.
- I will ask others to make their expectations clear too.

We expect leaders to lead by example.

Perception-Enhancing Leadership Behaviors

- I will model behavior I expect from others.
- I will ask others to hold me accountable.
- I will go the extra mile.
- I will volunteer first for the most unpleasant tasks.
- I will do more than I expect from others.

We expect leaders to speak forthrightly.

Perception-Enhancing Leadership Behaviors

- I will say things everyone else is thinking but that no one else will say.
- While respectful, I will not beat around the bush.
- I will ask permission to speak forthrightly.
- I will tell the whole truth.
- I will tell the unvarnished truth.
- I will admit that my perspective is just my perspective.
- I will avoid spinning.
- I will communicate in the moment.
- I will seek to communicate only when emotionally detached.
- I will wait until being asked to opine.
- I will speak constructively.
- I will remain silent unless I have something meaningful to contribute.

We expect leaders to be transparent.

Perception-Enhancing Leadership Behaviors

- I will keep all stakeholders informed.
- I will not use the blind copy email function.
- I will acknowledge that circumstances (and messages) may change.
- I will communicate regularly as circumstances change.
- I will invite input.
- I will encourage clarifying questions.
- I will publish written positions.
- I will publish FAQ document based on stakeholders' concerns.
- I will hold all-call meetings so everyone can hear the same things at the same time.
- I will admit mistakes and failures.
- I will have no motive except to increase stakeholder understanding.
- I will share critics' perceptions.
- I will accept feelings.
- I will encourage people to share their concerns and documents them.
- I will invite disagreements.
- I will remind everyone that, in the end, someone will have to make a decision.
- I will share my sources.
- I will show my math.
- I will explain how I reached my decisions.
- I will admit that my decision may turn out to have been a mistake.
- I will admit that all business decisions are tentative.
- I will share supportive and unsupportive data.
- I will reveal new information immediately.
- I will answer honestly when I don't know or can't say.
- I will admit that all data are flawed.
- I will reveal intentions.
- I will correct the record when indicated.
- I will accept stakeholders' feelings.
- I will explain the historical perspective.
- I will identify options and explain the pros and cons of each.
- I will publish the outcome metrics and hold everyone accountable.
- I will, when possible, warn stakeholders what's coming.
- I will make the best case for and against.
- I will admit what I don't know.
- I will admit that others have different perspectives and strong feelings about them.

We expect leaders to welcome honest feedback.

Perception-Enhancing Leadership Behaviors

- I will give honest feedback myself.
- I will solicit feedback regularly.
- I will react non-defensively when given feedback.
- I will view feedback as coaching instead of criticism.
- I will use feedback to leverage personal growth.
- I will use feedback to change perceptions about leaders and organizational results.
- I will engage others based on new perspectives.
- I will thank people for feedback.
- I will invite feedback from other people on the team.
- I will not ignore feedback when I receive it.

We expect leaders to accept responsibility.

Perception-Enhancing Leadership Behaviors

- I will accept the blame for failure and give the credit for success to others.
- I will refuse to make excuses.
- I will understand and accept my scope of responsibility.
- I will volunteer to complete the most unpleasant tasks.
- I will not blame others.
- I will accept the uncomfortable responsibility to field the best-possible teams and to deliver exceptional results.
- I will clarify the vision and expectations for the team.
- I will invite colleagues to hold me accountable.
- I will remain non-defensive when challenged.
- I will take ownership of problems instead of punting the issue to others.
- I will know my limits.
- I will remain “on stage” when at work or in public.
- I will challenge colleagues who damage the SOMC brand by their behavior.
- I am willing to take heat for making unpopular decisions.
- I will quickly change course when warranted.
- I will remain silent and absorb evil when that is the best option.

We expect leaders to hold colleagues accountable.

Perception-Enhancing Leadership Behaviors

- I will participate in peer review.
- I will speak honestly but respectfully.
- I will ask others their perspectives.
- I will ask permission to give feedback.
- I will confront colleagues positively.
- I will follow through on complaints.
- I will challenge others to do better and leads by example.
- I will make sure I have the whole story.
- I will document crucial conversations.
- I will see the process problems and challenge colleagues to improve them.
- I will take the blame for not clarifying my expectations.
- I will ask colleagues their perceptions and really listen.
- I will choose the best time to confront.
- I will confront in love and respect.
- I will build real relationships that enable mutual learning and accountability.
- I will calm myself when emotionally aroused.
- I will take no pleasure in other's shortcomings.
- I will ask for colleagues' help.
- I will consult with colleagues about how best to proceed.

We expect leaders to communicate effectively.

Perception-Enhancing Leadership Behaviors

- I will prepare to communicate.
- I will speak clearly and concisely.
- I will tailor the communication to the audience.
- I will communicate consistently.
- I will back up what I am communicating.
- I will pause and invite clarifying questions.
- I will document communications.
- I will employ the teach-back method.
- I will write briefly and concisely.
- I will speak deliberately.
- I will repeat myself--but not too much.
- I will respond promptly to email.
- I will identify the best mode of communication.
- I will craft an effective takeaway message.
- I will avoid communicating when emotionally aroused.
- I will communicate at the appropriate time.
- I will communicate just enough but not too much.
- I will communicate to the right audience.
- I will recognize failed communication attempts and deploy another attempt.
- I will recognize the importance of face-to-face contact or a phone call.
- I will take the time to communicate effectively.
- I will involve experts appropriately in communication.

We expect leaders to manage change effectively.

Perception-Enhancing Leadership Behaviors

- I will prepare others for coming changes.
- I will set expectations.
- I will lead the way by adapting to changes in my field.
- I will embrace change myself.
- I will recognize that I am not in charge of events.
- I will consider options.
- I will accept feelings.
- I will involve stakeholders.
- I will demonstrate concern for those impacted by change.
- I will be data-driven.
- I will reassure others that things will turn out all right or they won't, and that multiple failures are the stepping stones to success.
- I will clarify vision.
- I will view change as opportunity.
- I will remain positive.
- I will customize the messages for the organization.
- I will master the change-management process.
- I will use examples of organizations that failed to adapt to change.
- I will connect coming changes to mission, vision and results.
- I will explain next steps.
- I will recruit champions.
- I will strive to get everyone on the same page.
- I will learn from mistakes.
- I will break change into small steps.
- I will change course when indicated.
- I will build organizational structure that adapts to change.
- I will make the case for change.
- I will not underestimate resistance.
- I will persist until the change is hardwired.
- I will measure the effectiveness of change.
- I will identify change-enabling resources.
- I will know when to throw in the towel.
- I will manage unintended consequences.
- I will recognize the impact of change on individuals.
- I will communicate regularly with stakeholders.
- I will explain the change to community stakeholders.
- I will embrace technology.
- I will not wait for the change process to go off the rails.
- I will refuse to be held hostage by the naysayers.
- I will prepare to weather criticism.
- I will grow a tougher skin.
- I will realize I will be unpopular.

We expect leaders to talk to others instead of about others.

Perception-Enhancing Leadership Behaviors

- I will not put others in the middle.
- I will not accept gossip at face value.
- I will contact the other party and ask clarifying questions.
- I will document positions in email.
- I will assume that angry outbursts are not one's final position.
- I will apologize to those having been put in the middle.
- I will reassure informants that they may feel free to decline to be a messenger in the future.
- I will seek counsel from a mentor about how best to approach the involved colleague directly.
- I will encourage everyone to speak directly to others.
- I will encourage colleagues to hold each other accountable.

We expect leaders to manage conflict effectively.

Perception-Enhancing Leadership Behaviors

- I will recognize the conflict.
- I will calm myself.
- I will respond quickly by launching this process.
- I will not promise confidentiality.
- I will "Observe the gorillas" by taking careful notes and asking clarifying questions.
- I will accept other's feelings.
- I will document mutual perceptions and plans.
- "Here are your perceptions as I understand them."
- "Here are my perceptions."
- "Here are our next steps."
- I will consult with HR.
- I will interview all of the people involved privately if indicated.
- I will promptly document each person's comments in an email to each individual.
- I will create a task force if needed.
- I will consider all of my options about how to proceed.
- I will choose the best option(s).
- I will announce my decision in an email to everyone involved.
- I will follow through on what I agreed to do.
- I will keep everyone informed about the progress.
- I will clarify my expectation that conflict is natural, usually reveals a problem that needs to be solved and will be resolved promptly, and effectively by the team.

We expect our leaders to manage their own emotional arousal appropriately.

Perception-Enhancing Leadership Behaviors

- I will walk away when hot-collared.
- I will remain silent when aroused.
- I will remain naturally curious.
- I will recognize my own arousal.
- I will reflect on what circumstances predictably trigger my arousal.
- I will pause before clicking Send.
- I will clarify written communication.
- I will not take other's angry outbursts personally.
- I will delete any email drafted in anger.
- I will not permit other's malignant misery to metastasize to my mind.
- I will remain objective.
- I will adopt the role of investigative journalist.
- I will consult with level-headed colleagues.
- I will monitor environment for emotional contamination.
- I will monitor body language including my own.
- I will admit that losing one's cool is a leadership failure.
- I will match my arousal to the situation.
- I will resist the temptation to be sarcastic.
- I will use arousal to fuel investigation and improve processes.

We expect leaders to identify problems and solutions.

Perception-Enhancing Leadership Behaviors

- I will identify all problems.
- I will document all problems.
- I will set priorities.
- I will brainstorm options.
- I will write a pro and con list for each option.
- I will decide how I can be a part of the solution.
- I will consult with colleagues about next steps.
- I will recruit a champion.
- I will persuade decision makers.
- I will revise priority lists based on environmental changes.

We expect leaders to persuade ethically and effectively.

Perception-Enhancing Leadership Behaviors

- I will ask permission to persuade.
- I will admit that I am attempting to persuade.
- I will seek to influence those outside my chain of command by making a compelling case.
- I will consider both sides.
- I will admit my bias up front.
- I will make logical arguments.
- I will make an effort to understand opponents' position.
- I will study to become knowledgeable.
- I will share information transparently.
- I will resist the temptation to spin.
- I will call BS what it is.
- I will be honest about my limitations.
- I will insist on compliance.
- I will persuade myself first.
- I will remain a committed skeptic.
- I will refuse the temptation to withhold critical information that will hurt my case.

We expect leaders to consider both sides.

Perception-Enhancing Leadership Behaviors

- I will recognize my natural inclination to jump to conclusions.
- I will listen attentively and sympathetically to one side while reminding myself that there is always another side to the story.
- I will document the perceptions and feelings of everyone involved.
- I will make time to reflect and consult before making a decision.
- When persuading others, I will be careful to present equally-vigorous cases for and against what I am selling.
- I will remind complainers that I will consider the other side too.
- I will invite all stakeholders to contribute their views during the "public comment" period of decision-making.

We expect leaders to be thick-skinned.

Perception-Enhancing Leadership Behaviors

- I will recognize this is essential to survival as a leader and speak openly about it.
- I will invite critics and others to help me toughen up.
- I will invite challenges to my positions.
- I will view personal attacks as opportunities to grow.
- I will fake indifference until I become truly indifferent.
- I will seek coaching from thick-skinned colleagues.

We expect leaders to be on time.

Perception-Enhancing Leadership Behaviors

- I will arrange to be on time almost all of the time.
- I will admit openly that keeping people waiting is disrespectful and inconsistent with our SOMC strategic value of providing exceptional customer service.
- I will apologize when I am late.
- I will urge colleagues to start on time with those who are there on time.
- I will thank colleagues for showing up on time.
- I will set expectation for ending meetings on time at the beginning of meetings.
- I will ask others for help with time keeping.
- I will end meetings on time.

We expect leaders to meet deadlines.

Perception-Enhancing Leadership Behaviors

- I will agree only to realistic deadlines.
- I will manage to meet my deadlines almost all of the time.
- I will give notice to colleagues when I will not meet a deadline and briefly explain the reason why.
- I will positively reinforce colleagues who meet their deadlines.
- I will hold colleagues accountable when they do not meet their deadlines.
- I will publish the performance of those who do and do not meet their deadlines.
- I will attach unpleasant consequences to the habitual failure to meet deadlines.

We expect leaders to deliver on commitments.

Perception-Enhancing Leadership Behaviors

- I will be cautious about making commitments impulsively.
- I will respond, "Let me think about that and get back to you."
- If, after reconsideration, I conclude I should not have made this commitment, I will contact stakeholders, announce my reconsidered position and withdraw earlier rather than later.
- When I will not be able to follow through as promised, I will inform stakeholders as soon as I realize this, apologize and explain the reasons for my failure.

We expect leaders to be passionate learners and teachers.

Perception-Enhancing Leadership Behaviors

- I will read continuously.
- I will share my learning with my colleagues.
- I will prepare and deliver stimulating presentations.
- I will ask colleagues what they are learning.
- I will urge colleagues to share their learning with others.
- I will remain insatiably curious about everything.
- I will back up my opinions with evidence.
- I will ask clarifying questions to encourage learning.
- I will challenge everyone's assumptions.
- I will create energizing discomfort.
- I will focus on beliefs, behaviors and feelings.
- I will remain a passionate student of the human brain and the mind it creates and sustains.
- I will be an intense observer of human nature.
- I will seek to inspire others to become lifelong learners.

We expect leaders to field best-possible teams.

Perception-Enhancing Leadership Behaviors

- I will publicly acknowledge this is my moral obligation as a leader.
- I will admit that this is the hardest part of being a leader.
- I will admit that I will often fail in the short run while striving to succeed in the long run.
- I will manage the human bell curve optimally.
- I will continuously extrude net-negative players from the team.
- I will lead average people effectively.
- I will select team members based on their emotional intelligence.
- I will take the view that if I am not the best-possible team leader, my colleagues should “trade up.”

We expect leaders to continuously improve processes.

Perception-Enhancing Leadership Behaviors

- I will understand and regularly explain that good processes are essential to producing and sustaining good results.
- I will explain that current SOMC processes are ideally suited for producing current results; to produce better results we must design and follow better processes.
- I will make myself a process expert.
- I will continuously improve my own processes.
- I will ask clarifying questions about processes.
- I will urge process improvement and personally invest time and energy in those activities.
- I will tell stories about the power of improved processes.

We expect leaders to market SOMC.

Perception-Enhancing Leadership Behaviors

- I will wear SOMC logo apparel in public.
- I will wear my SOMC ID when running errands to and from work.
- I will live out SOMC cultural values when off duty.
- I will invest in the community.
- I will take personal responsibility for customer complaints.
- I will engage in credible word-of-mouth marketing with my circle of friends.

We expect leaders to embrace discomfort.

Perception-Enhancing Leadership Behaviors.

- I will acknowledge intellectually this is the preferred environment for personal growth.
- I will regularly create discomfort for myself.
- I will reassure others that discomfort is a good thing.
- I will avoid creating paralyzing discomfort.
- I will check with colleagues about whether current level of discomfort is optimal.
- I will recognize that brains cause discomfort and that different brains cause different levels of discomfort.
- I will admit that behavior that triggers energizing discomfort in some triggers paralyzing discomfort in others.
- I will compliment those who make themselves uncomfortable in the quest for improvement.
- I will thank others for “making” them uncomfortable.
- I will question leadership myths.
- I will challenge destructive discomfort such as temper tantrums.

We expect leaders to be compliant.

Perception-Enhancing Leadership Behaviors.

- I will know the rules and follow them.
- I will ask whether there are any compliance issues involved when making decisions.
- I will consult compliance experts frequently.
- I will encourage others to raise compliance questions.
- I will recall and share past temptations to cut corners.
- I will accept the consequence of risking less financial reward by choosing to be compliant.
- I will welcome dissent.
- I will pay attention to my own and my colleagues' uneasiness.
- I will reconsider decisions after reflection.

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