

Leadership in Medicine: Lessons Learned from the Military

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Disclaimer

- I have no financial interests in this presentation
- There will be no discussion of FDA drugs or equipment

Learning Objectives

- Identify characteristics of good leadership
- Understand how to develop your own leadership opportunities
- Create a plan for your future leadership

Definitions

- Leadership vs. Management
 - Leadership happens at all levels
 - Leaders inspire
 - Managers control assets
 - Managers produce results
- Medicine
 - Academic
 - Community based
 - Health care systems

Leadership

- Motivating and/or influencing individuals or groups of individuals to achieve a goal or objective
- Many definitions of leadership
- Motivate to achieve more than they thought possible
- Motivate to do what they may not want to do or fear doing
- Command- legal authority and power

Management

- Gather resources
- Set priorities
- Set goals
- Manage performance
- Hire and fire
- Ensure productivity



Military Medical Model

- Life long endeavor for medical personnel
- Begin with entry into the Army
- Both Medical and Military training
 - Officer Basic Course
 - Office Advanced Course
 - Internship and residency
- Assignments after training
- Progressive increase in responsibility and authority



Military Medical Model

- Assignments
 - Performance as a physician
 - Participation in committees and projects
 - Taking the lead in a project
 - Assuming duties as a junior leader
 - Service Chief
 - Program Director
 - Department Chief
- Independent study and work
- Continued evaluation- The OER
- Mentors and Advisors

Military Medical Model

- Advanced Schooling: C&GSC + US Army War College
 - Commensurate with level of rank and experience
 - Increase technical expertise and understanding of the Army
- Assignments in recognized leadership roles in the Hospital organization
 - Deputy Commander
 - Commander
- Assignments in the larger Army in assignments
 - Division Surgeon
 - Major Command Staff

Military Medical Model

- Final common pathway to Senior Leadership as Hospital Commander or General Officer
 - Track record of proven leadership throughout their Career
 - Selection by Peers and Superiors at each level
 - Success never guaranteed
 - “Peter Principle” at work.
- The life cycle of a Military Medical Officer

Military Medical Model

- Military does not have anything unique concerning leadership!
 - They have just codified it
 - Formally developed leaders
 - Placed very high value on leadership
 - vs. high value on scholarly activity or the bottom line.

Characteristics of a Leader

- What should leaders.....BE, KNOW, DO?
 - Eleven Principles
 - Know yourself and seek self improvement
 - Be technically proficient
 - Seek and take responsibility
 - Make sound timely decisions
 - Set the example
 - Know your people and look out for their well-being

Characteristics of a Leader

- **Eleven Principles (cont)**
 - Keep your workers informed
 - Develop a sense of responsibility in your subordinates
 - Ensure the tasks are understood, supervised and accomplished
 - Train as a team
 - Use the full capabilities of your organization
- Through experience and practice you can inculcate these principles into your every day actions

Characteristics of a Leader

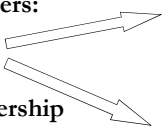
<ul style="list-style-type: none">■ BE:<ul style="list-style-type: none">■ Interested■ Motivated■ Love what you do■ Honest■ Ensure your integrity■ Moral Courage	<ul style="list-style-type: none">■ KNOW:<ul style="list-style-type: none">■ Your profession■ MBA?■ Leadership skills■ Yourself!	<ul style="list-style-type: none">■ DO:<ul style="list-style-type: none">■ Volunteer■ Seek new opportunity■ Ask for feedback■ Change■ Self study-life long■ Formal courses■ Emulate role models
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Develop your own Opportunities

- Interest in Leadership
- Born leaders vs those that are made
- Opportunities made or given
- Didactic work/self study/ leadership courses
- Mentors and examples

Leadership

- **Types of leaders:**
 - Formal
 - Informal
- **Styles of leadership**
 - Quite
 - Cheerleader
 - Manage by walking around
 - “Poke & Stroke”



EXECUTIVE SKILLS

- **Leadership and Organizational Management Competencies**
 - o Strategic Planning
 - o Organizational Design
 - o Decision Making
 - o Change Management
 - o Leadership
- **Health Resources Allocation Competencies**
 - o Financial Management
 - o Human Resource Management
 - o Labor-Management Relations
 - o Materiel Management
 - o Facilities Management
 - o Information Management and Technology

Meg Whitman

?

EXECUTIVE SKILLS

- **Ethics in the Health Care Environment Competencies**
 - o Personal and Professional Ethics
 - o Bioethics
 - o Organizational Ethics
- **Individual and Organizational Behavior Competencies**
 - o Personal and Professional Individual Behavior
 - o Group Dynamics
 - o Conflict Management
 - o Interpersonal Communication
 - o Public Speaking
 - o Strategic Communication

Jeff Bezos

Virginia Rometty

Leadership is motivating

- Lead by example
- Have a vision
- Force of personality
- Reward and discipline
- Common interests and goals
- Know the self interest of those you lead



Leadership is motivating

- Don't ask your subordinates to do something you would not do.
- You must enjoy leading
- Potential to be life long endeavor
- Embrace the concept of- "MISSION, MEN AND THEN ME"



Leadership is motivating

- MISSION-MEN-ME
 - In that order
 - Complete the assigned task
 - Open more ORs
 - Pass the RRC
 - Lower morbidity
 - Attack and destroy an enemy position

The Operating Room (1994)
Jose S. Perez (1929 -)


Leadership is motivating

- MISSION-MEN-ME
 - Care for your subordinates, fellow physicians.
 - Ensure they have resources
 - Ensure they have the capability to complete the task
 - Guide them through the effort “from the front”
 - ENSURE THEY ARE REWARDED WHEN THEY SUCCEED!!!

Leadership is motivating

- MISSION-MEN-ME
 - Only when the mission is completed and the subordinates have been cared for and rewarded should you look to yourself-engenders loyalty
 - Last to eat
 - First up
 - Defer accolades to subordinates!
 - Accept blame/responsibility for failure

Leadership is motivating

- Examples:
 - Saving Private Ryan
 - Dr Hal Lawrence or Dr James Martin
 - Band of Brothers
 - Pro football? 
 - Small unit vs large armies
 - Service Chief vs University President

Hidden Characteristics

- Just say no!
- Win people over
- Pass out credit
- Actively reward
- Know subordinates
(strengths and weaknesses)

So how do you gain leaderships skills?

- Have an interest !
- Read on leadership
- Start small
 - Special projects in the department or company
 - Committee work and leading committees
 - Added responsibility
- Seek a mentor

So how do you gain leadership skills?

- Volunteer!
- Accept new challenges
- Accept new jobs
- Attend leadership workshops or courses
- Know yourself
- Know, respect and like those you lead

Resources

- Textbooks on leadership
- Web sites and “Google”
- Conferences and courses
 - “Leadership at the Peak”
 - Harvard Healthcare Leadership Course
- Professional organizations
 - ACOG-Leadership course/CLC ?
 - AGOS ?
 - District II ?

Read on Leadership

Final Thoughts

- Leaders are born but most are made
 - Self made because of their interest and drive
 - Life long effort
 - Start at any level
 - Look for small starts
 - Read on the subject
 - Look for a mentor
 - Ask for evaluation
 - Learn from mistakes

Final Thoughts

- Is serving as Chairman the only endpoint for Leadership?
 - Health care industry
 - ACOG
 - Community Activities
 - Hospital Administration



Final Thoughts

- A CV does not equate with leadership!
- An MBA does not equate with leadership!
- Good clinical skills do not equate with leadership!
- A chance to lead is a chance to make your department/service or organization better- for the organization! Not a chance to make a name for yourself!
- Leadership is tough work!
- It is lonely in leadership!
