Evolving Knowledge: What is Effective Leadership Now?

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Interdependent Dimensions of High-Impact Leadership

New Mental Models
How leaders think about challenges and solutions

High-Impact Leadership Behaviors
What leaders do to make a difference

IHI High-Impact Leadership Framework
Where leaders need to focus efforts


Intangible assets. Social capital begets discretionary effort, diffusion, learning, agility. Leadership is a social process…
Transitioning from Volume-based to Value-based Systems Requires New Mental Models

**Volume**
- Patient Satisfaction
- Increase Top-Line Revenue
- Complex All-Purpose Hospitals and Facilities
- Quality Departments and Experts

**Value**
- Persons as Partners in Their Care
- Continuously Decrease Per Unit Cost and Waste
- Lower Cost, Focused Care Delivery Sites
- Quality Improvement in Daily Work for All Staff


High-Impact Leadership Behaviors
What leaders do to make a difference

1. Person-centeredness
Be consistently person-centered in word and deed

2. Front Line Engagement
Be a regular authentic presence at the front line and a visible champion of improvement

3. Relentless Focus
Remain focused on the vision and strategy

4. Transparency
Require transparency about results, progress, aims, and defects

5. Boundarylessness
Encourage and practice systems thinking and collaboration across boundaries

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Rise through the ranks and gain power, their ability to maintain genuine personal connections suffers psychic attrition. Focus their gaze less on lower-ranking staff, more likely to interrupt and monopolize conversations.

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Swensen, Cortese. Transparency and the "End Result Idea". Chest 2008;133;233-235

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Every system is perfectly designed to get the results it gets.


Jody Gittell, PhD Medical Care Volume 28, Number 8: 807-819


“Screens have been a very important part of the whole audition process,” Nelson said. “My sense is that blind auditions have made a tremendous difference in the amount of hiring discrimination women face.”

As a result, blind auditions have had a significant impact on the face of symphony orchestras. About 10 percent of orchestra members were female around 1970, compared to about 35 percent in the mid-1990s. The likelihood of a woman's ultimate selection is increased several fold, although the competition is extremely difficult and the chance of success still low.

Using data from the audition records, the researchers found that blind auditions increased the probability that a woman would advance from preliminary rounds by 50 percent. The likelihood of a woman's ultimate selection is increased several fold, although the competition is extremely difficult and the chance of success still low.

Among musicians who auditioned in both blind and non-blind rounds of the same orchestra, 19.3 percent of the women advanced, along with 22.5 percent of the men. When preliminary auditions were not blind and only final rounds were, about 40 percent of the women auditioned advanced, compared to 50 percent of the men.

To overcome bias, most major U.S. orchestras began to broaden and democratize their hiring procedures in the 1970s and 1980s, advertising openings, allowing orchestra members to participate in hiring decisions and implementing blind auditions in which musicians audition behind a screen that conceals their identities but does not alter sound. Of the “Big Five” symphonies—Boston, Chicago, Cleveland, Los Angeles and New York—the only one that does not have blind auditions is the Philadelphia Orchestra.

Traditionally, new members of the great symphony orchestras were handpicked by the music director and principal player of each section. Most contenders were the male students of a select group of teachers. As Goldin and Goldin point out in their 2006 study, “This country's top symphony orchestras have long been alleged to discriminate against women, and others, in hiring.”

Organizations that have adopted blind auditions have found that they significantly increase the likelihood of recruiting women. A study by Cecilia Rouse, an associate professor in Princeton's Woodrow Wilson School of Public and International Affairs and a co-author of the report, found that during the time period of the study (1980s and 1990s), the percentage of women hired was increased from 22 to 40 percent. Rouse's research suggests that blind auditions can help to resolve the problem of gender discrimination in hiring.

In their study, Rouse and Goldin examined lists of personnel from 11 major orchestras, including the Big Five, and actual accounts of hiring in the 1990s. Rouse and Goldin attribute the significant increase in the percentage of women hired to the advent of blind auditions. The researchers found that blind auditions increased the probability that a woman would advance from preliminary rounds by 50 percent. The likelihood of a woman’s ultimate selection is increased several fold, although the competition is extremely difficult and the chance of success still low.

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Traditionally, women have been underrepresented in American and European orchestras. Renowned conductors have asserted that female musicians have “smaller techniques,” are more temperamental and are simply unsuitable for orchestras, and some European orchestras do not hire women at all. Proving discrimination in hiring practices, however, has been difficult.

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Medicus 2012: 78% of hiring executives desired team-oriented physicians; 58% vast majority unfit

The Pipeline

Takes 3 years for outside hires to perform as well as inside hires + Direct cost of search + Indirect cost of search: time, morale, turnover + Higher risk of failure
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