# High Impact Leadership in the Real World

**New Mental Models for Health Care Leadership: How Leaders Think**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
<th>Facilitator</th>
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</thead>
<tbody>
<tr>
<td>The Challenge We’re Solving</td>
<td>40 minutes</td>
<td>DF</td>
</tr>
<tr>
<td>Table Exercise &amp; Discussion</td>
<td>20 minutes</td>
<td>DF</td>
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<tr>
<td>Personal/Local Leader Challenges</td>
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**High-Impact Leadership Behaviors: What Leaders Do**

<table>
<thead>
<tr>
<th>Activity</th>
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<tbody>
<tr>
<td>High-Impact Leadership Behaviors 1+2</td>
<td>20 minutes</td>
<td>SS</td>
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<tr>
<td>Table Exercise &amp; Discussion</td>
<td>10 minutes</td>
<td>SS</td>
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<tr>
<td>Self-Assessment Tool 1+2</td>
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<tr>
<td>Coffee</td>
<td>30 minutes</td>
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<tr>
<td>High-Impact Leadership Behavior 3</td>
<td>20 minutes</td>
<td>SS</td>
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<tr>
<td>Table Exercise &amp; Discussion</td>
<td>10 minutes</td>
<td>SS</td>
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<tr>
<td>Self-Assessment Tool 3</td>
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<tr>
<td>High-Impact Leadership Behaviors 4</td>
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<tr>
<td>Table Exercise &amp; Discussion</td>
<td>10 minutes</td>
<td>SS</td>
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<tr>
<td>Self-Assessment Tool 4</td>
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<td>High-Impact Leadership Behaviors 5</td>
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<tr>
<td>Table Exercise &amp; Discussion</td>
<td>10 minutes</td>
<td>SS</td>
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<tr>
<td>Self-Assessment Tool 5</td>
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<tr>
<td>Lunch</td>
<td>60 minutes</td>
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**The IHI High-Impact Leadership Framework: Where Leaders Focus Efforts**

<table>
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<tr>
<th>Activity</th>
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<tbody>
<tr>
<td>High-Impact Leadership Framework</td>
<td>30 minutes</td>
<td>SS</td>
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<tr>
<td>Early Years as a case study</td>
<td>60 minutes</td>
<td>JL</td>
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<tr>
<td>Coffee</td>
<td>30 minutes</td>
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<tr>
<td>Attendee Action Commitments</td>
<td>60 minutes</td>
<td>JL</td>
</tr>
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**Table Exercise & Discussion:**

- **Self-Assessment Tool 1:** 10 minutes, Facilitator DF
- **Self-Assessment Tool 2:** 10 minutes, Facilitator SS
- **Self-Assessment Tool 3:** 10 minutes, Facilitator SS
- **Self-Assessment Tool 4:** 10 minutes, Facilitator SS
- **Self-Assessment Tool 5:** 10 minutes, Facilitator SS

**How Leaders Think: Mental Model Plan**

- How Leaders Think: Mental Model Plan
- What Leaders Do: Target Behaviors
- Where Leaders Focus Efforts: Priority Framework Focus Areas
Mega trends

- Consumerism and Personalization
- Volume to value
- Healthcare everywhere
- Ageing
- Economics
- Wellness

Nikolai Kondratieff (1892 -1938)
Long Waves – this is our time!

The 6th Kondratieff

And is the new or!!

<table>
<thead>
<tr>
<th>Differences between the 5th and the 6th Kondratieff:</th>
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<tbody>
<tr>
<td>5th Kondratieff</td>
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<tr>
<td>Central role of information technology</td>
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<tr>
<td>Rationalization of well-structured work processes</td>
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<tr>
<td>Computer-based processing of certain expert knowledge</td>
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<tr>
<td>Optimization of energy- and information flows in organizations</td>
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<tr>
<td>Optimization of information flows between man and machine</td>
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<tr>
<td>Prevailing “either-or-logic”</td>
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</table>
Demming’s Theory of Profound Knowledge

Complex adaptive systems
Multidisciplinary teams
Social network theory
Reliability theory
Program Evaluation
Operational definitions
Model for improvement
Design of experiments
System
Learning
Psychoogy
Variation
Decision theory
Leadership
Diffusion of innovation
Theories of motivation
Measurement
Regression
Graphical displays of data
Statistical process control

The Triple Aim

Population Health
Experience of Care
Per Capita Cost
Leadership Alliance – Radical Redesign (from the inside out)

**Change the Balance of Power**
- Co-produce health and wellbeing in partnership with patients, families, and communities

**Standardize What Makes Sense**
- Standardize what is possible to reduce unnecessary variation and increase the time available for individualized care

**Customize to the Individual**
- Contextualize care to an individual’s needs, values, and preferences, guided by an understanding of “what matters” to the person in addition to “what’s the matter”
Promote Wellbeing
- Focus on outcomes that matter the most to people, appreciating that their health and happiness may not require health care

Create Joy in Work
- Cultivate and mobilize the pride and joy of the health care workforce

Make it Easy
- Continually reduce waste and all non-value-added requirements and activities for patients, families, and clinicians

Move Knowledge, Not People
- Exploit all helpful capacities of modern digital care and continually substitute better alternatives for visits and institutional stays. Meet people where they are, literally.

Collaborate/Cooperate
- Recognize that the health care system is embedded in a network that extends beyond traditional walls. Eliminate silos and tear down self-protective institutional or professional boundaries that impede flow and responsiveness.

Assume Abundance
- Use all the assets that can help to optimize the social, economic, and physical environment, especially those brought by patients, families, and communities

Return the Money
- Return the money from health care savings to other public and private purposes
Key challenges mean new demands on leaders

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

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. Boundarilessness
   Encourage and practice systems thinking and collaboration across boundaries

IHI High-Impact Leadership Framework

Some keys for the new mental models

- Shared leadership
- Partnerships (staff, patients, communities)
- Shaping culture
- Curiosity

A spectrum
Partnerships; Getting to the Third Curve

Culture eats strategy for breakfast

“The only thing of real importance that leaders do is to create and manage culture.”

- Edgar Schein
Humble Inquiry

“If a goal of conversation is to *improve* communication and build a relationship, then telling is more risky than asking.

*Asking* temporarily empowers the other person and temporarily makes me vulnerable.”
Curiosity

“I have no special talents. I am only passionately curious.”

*Albert Einstein*

High CQ = Ambiguity + Acquisition

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Leadership essentials

From “Riding the Rapids” by Peter Shaw:

Leadership Essentials

Many of the characteristics identified as important are leadership fundamentals. However, they require a particular focus at times like these – they are the easiest to lose when under extreme pressure, and they make the greatest difference to effective leadership. Strong leaders during turbulent times:

1. Maintain their core attitudes and beliefs, no matter how much pressure they come under.
2. Tackle each new challenge clearly and calmly, leading from the front to inspire those around them.
3. Know to look after themselves to maintain stamina and wellbeing for a lengthy and exhausting period.

How sustained pressure can make you feel:

- **Fear of failure**: taking everything personally, and paralyzed by the risks involved in every decision
- **Lose heart**: not believing that things will get better
- **Worry about lost reputation**: focusing on how people think you are coping here and now, not on the long term results
- **Lower energy**: falling energy levels both in yourself and in those around you

#IHI25Forum
4 axes of equilibrium

- Short & Long Term
- Self & Team
- Activity & Reflection
- Being Resolute & Being Adaptable

Some Leadership Fundamentals (n=1)

- Comfortable with complexity and generous with power
- Heroism is out – humility is in
- Leaders need to figure out how to partner – co-design and co-produce
- Leaders need to get the whole team connected to the purpose and to the mission
Personal/ Local Leader Challenges

- What are your biggest leadership challenges right now - personally or in your leadership team?
- What would need to change to help you meet those challenges (e.g. new mental models, new behaviors, a new focus)?