

# Leadership Development & Teaming for Success

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# Leadership Development

## Everyone is doing it....is it effective?

Academic Medicine, Vol.93, #2/February 2018  
“Leadership Development Programs at Academic Health Centers:  
Results of a National Survey”

94 respondents (58% of AAMC member institutions)  
93 providing leadership training

Conclusions :

Difficult Evaluating  
Impact

Significant  
investment of time  
and money

Content variable,  
rarely based on a  
specific  
competency model



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Do we need leadership development  
OR  
Healthy department development?



**Our Story...**



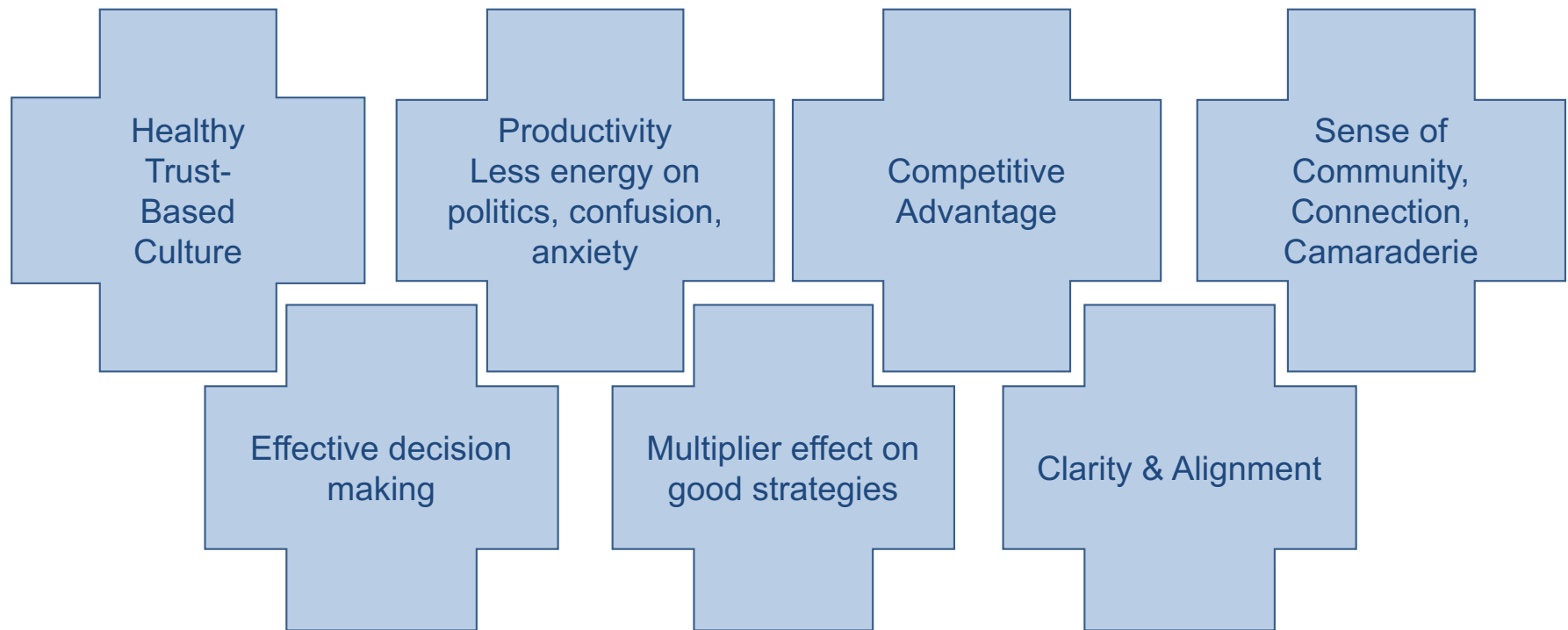
# Does this look familiar?





# First Step: Department Assessment

## What do we want?

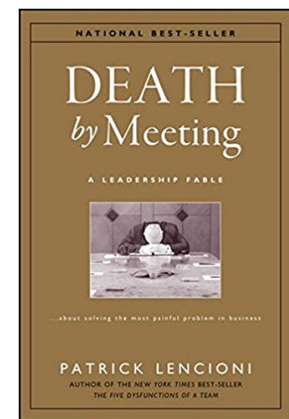
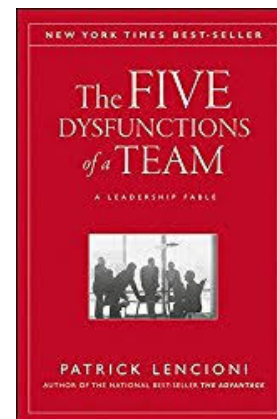
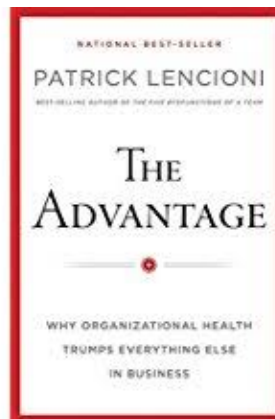


# Starting the Process...

Identified  
Leadership Team &  
Coach

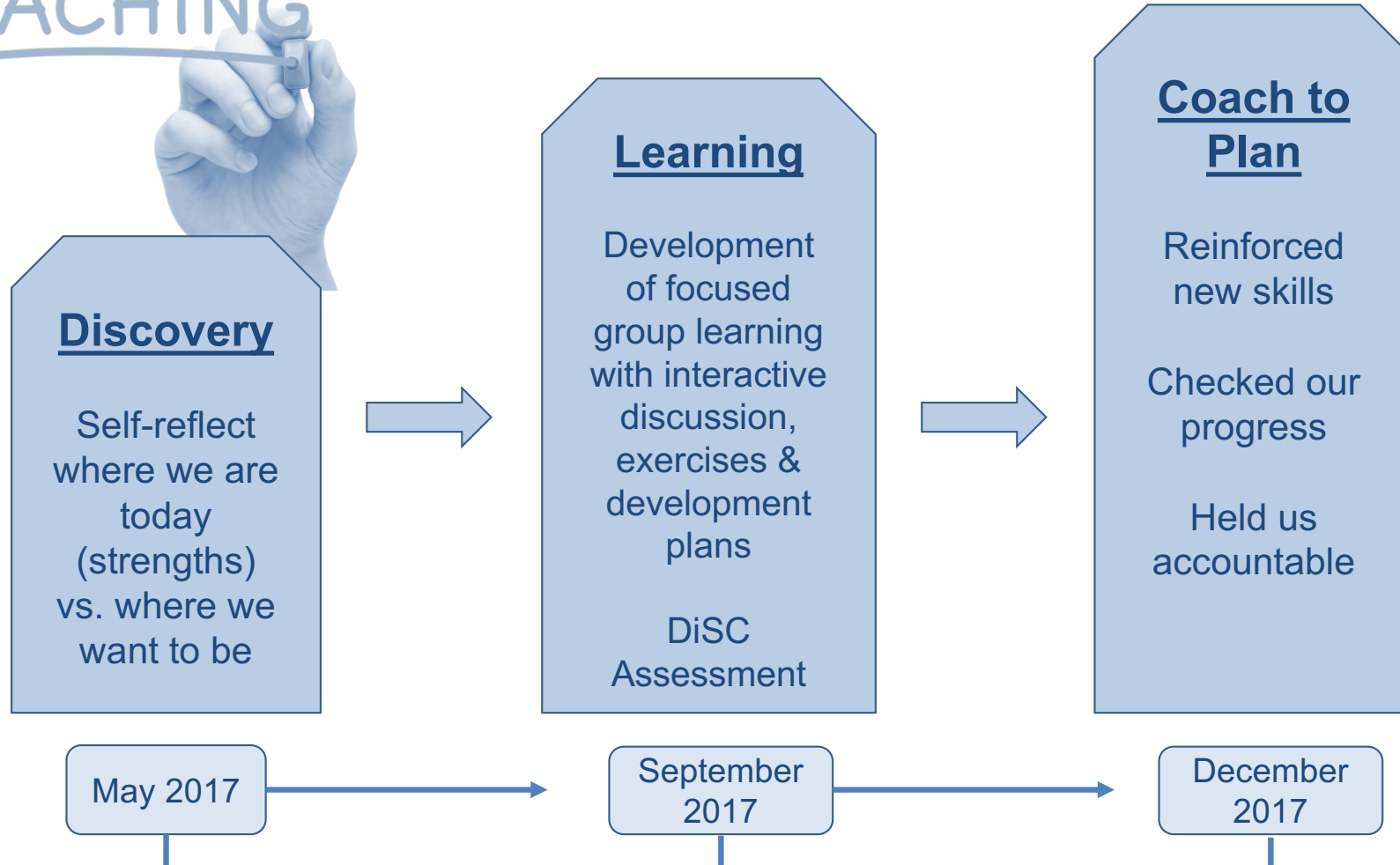
Collaboratively created a 9-month  
development plan based on work by  
Patrick Lencioni

If we do need help, we want a  
coach (not a consultant)

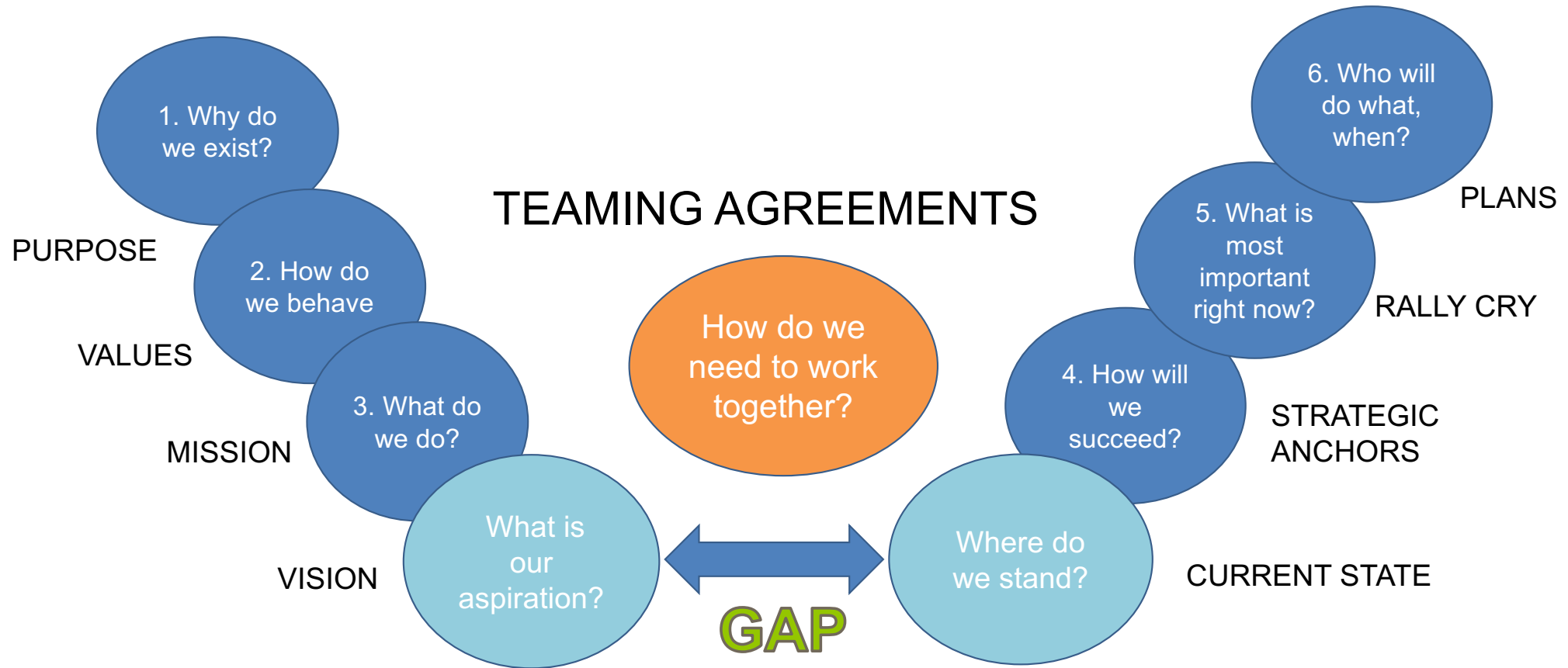


# How did our Coach support us?

COACHiNG

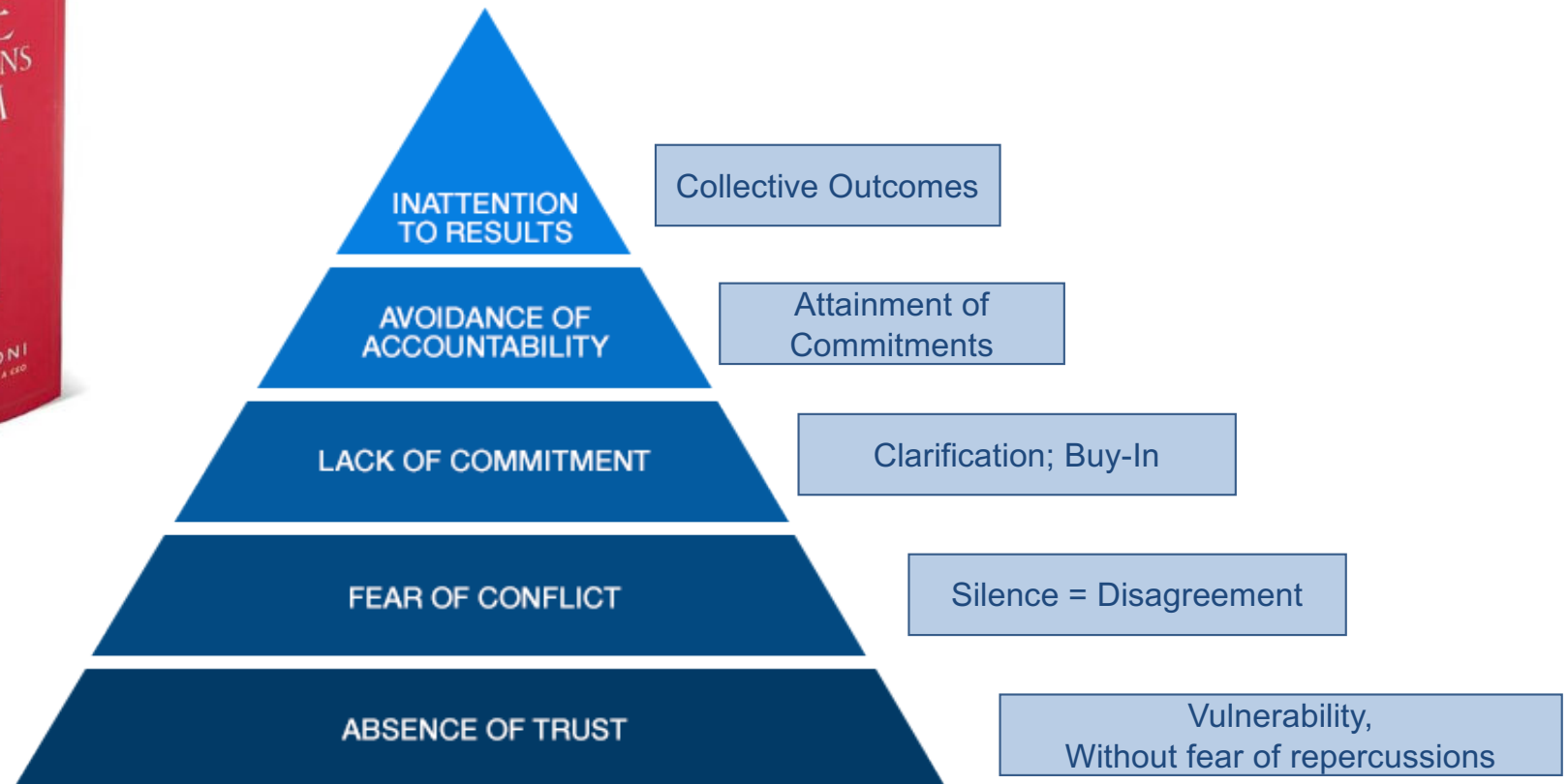
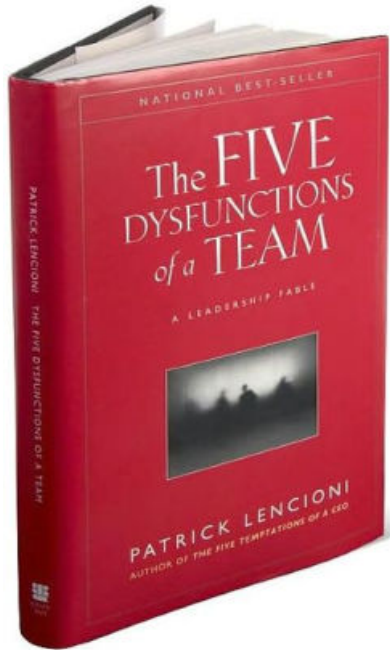


# Team Charter Components



Cascading Communication & Monitoring Plan

# What are we focusing on to become healthy?



# September 2017 Retreat

## A Team Charter

Purpose

Mission

Vision

Values

Strategic  
Anchors

Deliverables &  
Project Plans



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# Our Vision

Health. For *All* of Us.

# Our Mission

To be recognized as leaders in the field of Social Emergency Medicine by passionately promoting health for anyone at any time in any place through innovative Emergency Medicine.

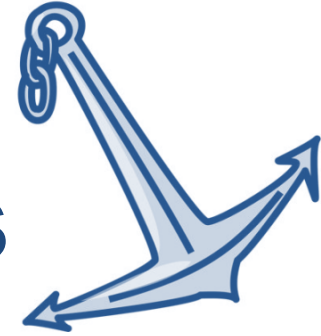
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# Our Core Values

Serve with compassion  
Be passionately engaged  
Value our differences  
Put “We” before “I”  
Shared Accountability



# Strategic Anchors



Attract and retain a diverse population of the best & brightest trainees, faculty/staff and promote their wellness and development

Provide access to excellent clinical care – both time sensitive and preventative

Provide innovative education about population health & social emergency medicine with the goal of inspiring & developing future leaders

Ensure interdisciplinary collaboration & mentorship

Maintain a rigorous, forward thinking research agenda

# Sample Score Card

## Strategic Anchor –

**Maintain a rigorous, forward thinking, research agenda.**

## Vision/Mission/Purpose Statement

**To create and maintain an innovative research agenda with more of a focus on scholarship with innovation and community engagement that involves residents, nursing, students, and faculty**

## KPI's / Measures of Success

	OWNER	STATUS
1. Engagement by Nursing	Nursing Leadership	YELLOW
2. Engagement by Residents	Chief Resident; Education Team; Research Director	RED
3. Engagement by Faculty	Director of ED	GREEN

## Top Priority Initiatives

	OWNER	STATUS
1. Increased Awareness of Scholarly / Research Activities (Accessibility)	Leadership Team	Green
2. Invitation to attend and present at Monthly Innovations in Scholarship Meeting (Active Participation)	Internal Marketing	YELLOW
3. Research and Community Engagement Lecture Series introduced (quarterly)	Nursing, Education, & Research Leadership	Green
4. Involvement in developing social media notification Offering leadership opportunities	Chief resident, Education/SIM Fellow	RED
5. Change of Innovation in Scholarship Meeting to preceding monthly faculty meetings	Research Director	Green
6. Encouragement to attend RACE Quarterly presentations at EM conference	Research Director	Green
7. Encouragement through Peer Mentoring Groups	Faculty, Research Leadership	YELLOW

## Additional Projects

	OWNER	STATUS
1. Developing a texting notification platform and/or social media to provide notification of community engagement opportunities	Informatics Group	RED
2. Rebranding from Research to Scholarship with Innovation and Community Engagement	Internal Marketing	Green
3. Greater Involvement in Innovations in Scholarship Monthly meetings by Nursing , Residents , and Faculty	Research Director	Green

STATUS = RED (needs attention), YELLOW (at risk), GREEN (on track), BLUE (completed)

# How we use our Score Cards

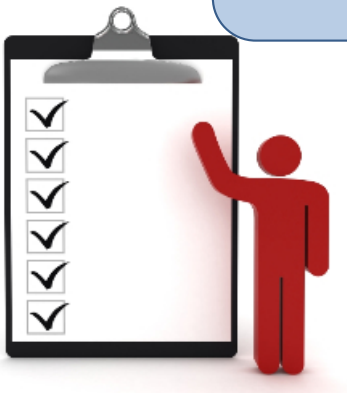
Review at weekly leadership team meetings

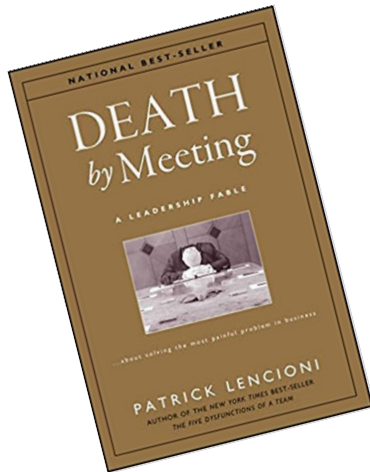
Each team members “checks-in” & priorities are ranked

Meeting agenda  
based on  
priorities

Scorecards are posted

Update  
scorecards as  
needed





# Great Meetings

## Administrative

Daily Check-in

## Tactical

Weekly  
Leadership  
Meetings

Real-time  
agenda

Current Issues

What's most  
important  
now?

## Strategic

Ad Hoc Topical

Competitive  
Threat

New  
Opportunity

## Developmental

Quarterly  
Off-Site retreats



I've become absolutely convinced that the seminal difference between successful companies and mediocre or unsuccessful ones has little, if anything, to do with what they know or how smart they are; it has everything to do with how healthy they are.

Patrick Lencioni

Being smart is easy...  
We already have the expertise...  
Strategy – Marketing – Finance – Technology

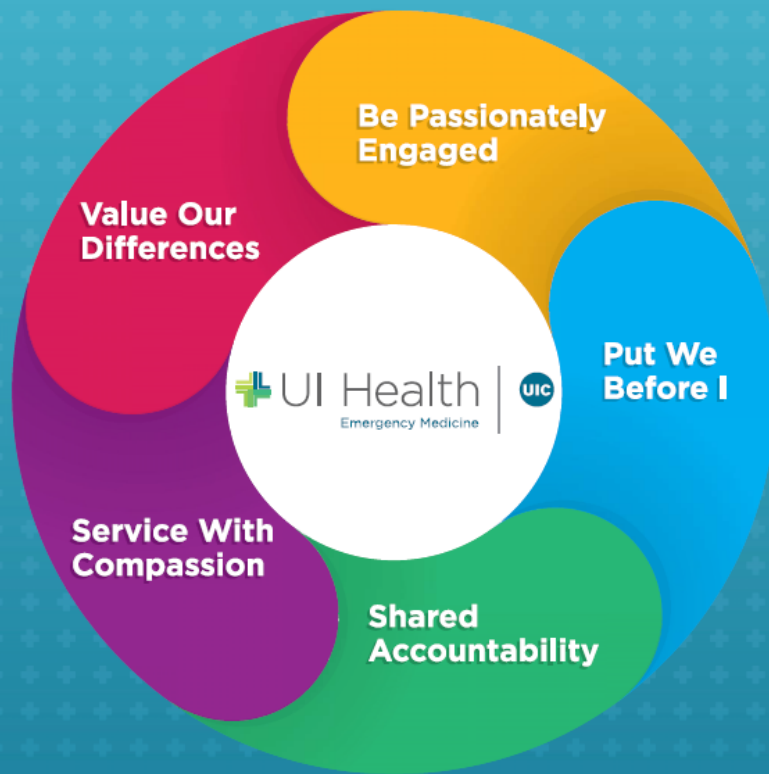
# Being a healthy department is harder...

Minimal Politics  
Minimal Confusion  
High Morale  
High Productivity  
Low Turnover



# Success = Smart + Healthy

## Leaders in Emergency Medicine Innovation



## Our Patients, Our Community, Ourselves. Health. For *all* of us.

Our Mission is to be recognized as leaders in the field of Social Emergency medicine by passionately promoting health for anyone at any time in any place through innovative emergency medicine.

# Leadership Development & Training for Success

Dr. Bruce Adams

Louis Burton



UT Health  
San Antonio



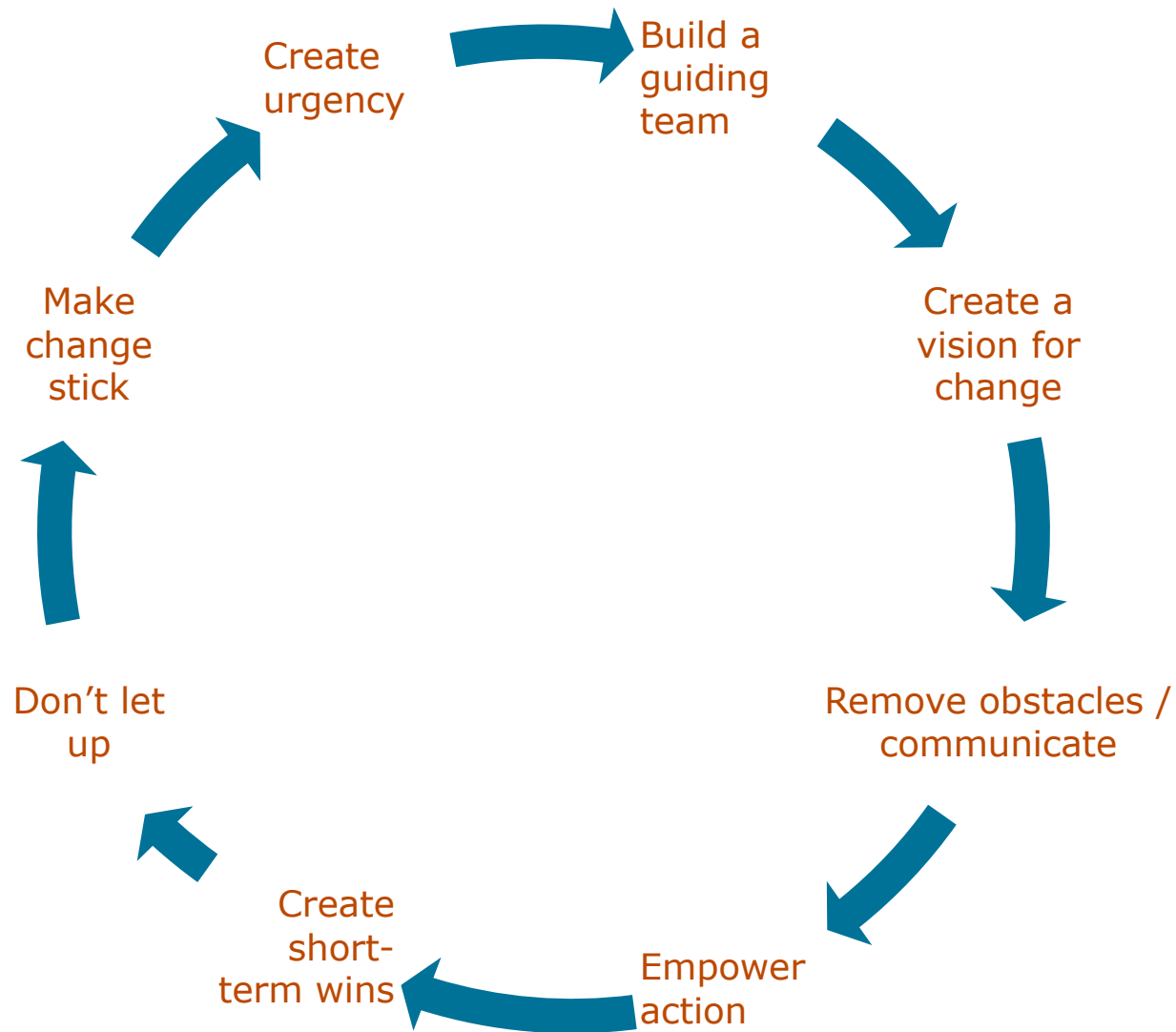
# Peter Drucker: *Culture Eats Strategy for Breakfast*



# Kotter's Change Management Model



# Eight Step Change Model



# The **FIVE** DYSFUNCTIONS *of a* TEAM

by PATRICK LENCIONI



Inattention  
to Results

Avoidance of  
Accountability

Lack of Commitment

**Fear of Conflict**

**Absence of Trust**

# PreState: UTHSA DEM Timeline

- September 2012 – Center of Emergency Medicine
- May 2013 – New Department Status, Residency Starts
- August 2014 – Louis Burton Joins the Team
- February 2015 – Chinnis Retreat / DiSC communication
- April 2016 – 1<sup>st</sup> Limited 360° with JohnPress
- Summer 2016 – Nadir
  - Retention / Turnover/ Staffing Crisis
  - Impaired Provider
  - Tough next 6 months
  - Lost 4-5 faculty – all in mostly core
- Fall 2016 –
  - Directors Retreat
  - Addition by Subtraction

## Organizational Alignment: Big Daddy Lipscomb

*“I just wrap my arms around the whole backfield and peel 'em one by one until I get to the ball carrier... Him I keep”*



# Leadership Consultation

- Ascendte Advisors
  - Tim and Tova Johnpress
- DEM Senior Leadership Team
- Improve Communication
- Strengthen Leadership Team
- Assist Team to Reach Next Level

# Goals for the Workshop

- Provide a clear and honest perspective regarding leadership strengths and areas for growth
- Identify “unlocking moves” to be a more effective leader
- Begin creating a personal leadership development plan



# Consultant Tools

- Leadership Circle 360 Assessment
- Personal Leadership Development Tool
- One day On site Training
- Two Session Follow On (conference call)
- Closing Session (conference call)
- Chair and Administrator Team Assessment

# Creative vs. Reactive

# Creative Leadership Competencies

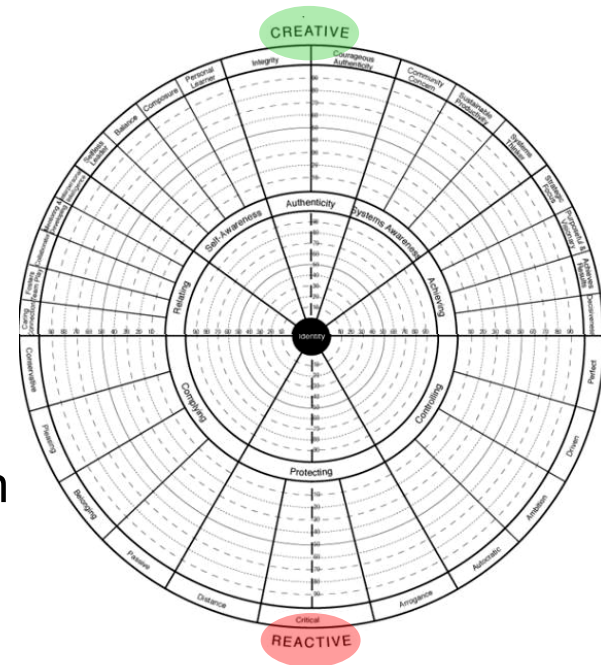
lead to highly effective leadership

- ✓Relating
- ✓Self Awareness
- ✓Authenticity
- ✓Systems Awareness
- ✓Achieving

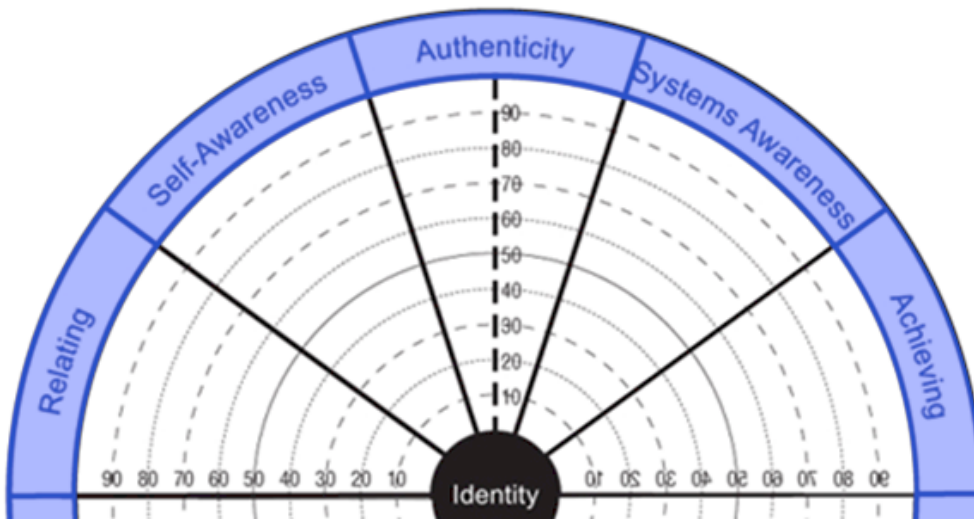
## Reactive Leadership Tendencies

limit effectiveness, authentic expression

- ✓ Controlling
- ✓ Protecting
- ✓ Complying



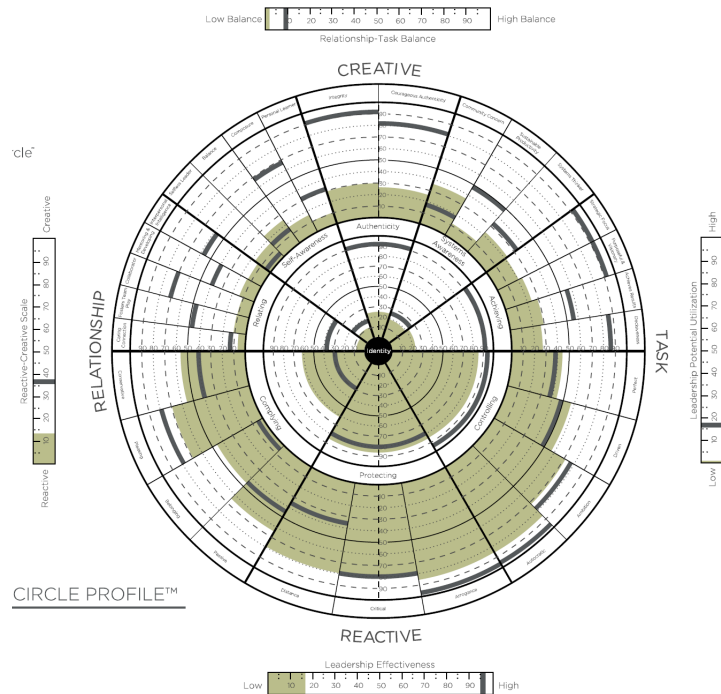
## CREATIVE DIMENSIONS



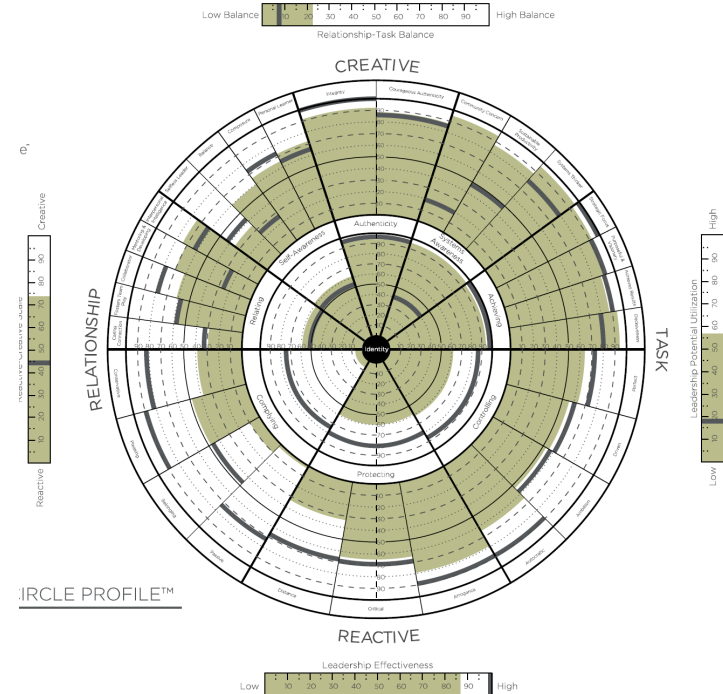
## REACTIVE DIMENSIONS



# Is Change Possible? (15 mos.)



$$\text{LQ} = \frac{.29}{.8} \sim .36$$



$$\text{LQ} = \frac{.80}{.6} \sim 1.22$$

# Results

- Identifying Individual Leadership Profiles
  - Reactive
  - Creative
- Plan to Move Individual to Creative
  - Breaking Down Barriers
  - Preparing to Change
  - Practice In Team Settings
  - Follow-up

## Ascendte Firm Overview

Ascendte is a leadership development firm that focuses on answering one question for clients: "How do I/we reach the next-level?" We work with successful, progressive professionals who value lifestyle, learning and creating extraordinary results in their life, business and community. We offer a relationship-driven, collaborative approach to our work and provide a comprehensive, tailored blend of products and services to unlock the will and skill to drive real transformation.

