Winning One for the Gripper: Calling Audibles and Other Challenges Specific to Physician Leadership

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SCHA
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The physician culture

Autonomy
Absence of collective identity
Leadership is illegitimate
Town hall democracy
Collective decision-making
The Medical Staff: An Impotent Structure For Leading and Managing Change
For the formal leader, mission must supersede the personal desires of the men.

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Moving from informal to formal leadership

• Rejection by the very group they seek to lead

• Don’t put out fires, build fire stations

• Physicians are fixers.
Physicians naturally adopt command or pacesetting styles of leadership

These styles create dissonance
The need to adopt a systems perspective

Problem of the apostrophe
Scientific/reductionistic
Understanding the difference between distributive justice and procedural justice
Distinguish skeptics from cynics
A critical mass is the square root of $N$

THINK SLINKY
Change nothing

Pilot everything
Good is the enemy of better
A polarity to be managed or a problem to be solved?
Always start from where things are, not from where they ought to be

Stay focused on the future
TOOLS FOR CHANGE
Force Field Analysis

Current Situation: ____________________________ Vision: ____________________________

Driving ________________ Restraining ________________
Appreciative Inquiry
## MANAGING CHANGE

<table>
<thead>
<tr>
<th>DOMAIN</th>
<th>DX</th>
<th>RX</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Knowledge</td>
<td>Academic Credentials/Tests</td>
<td>Education</td>
</tr>
<tr>
<td>2. Skills</td>
<td>Competencies</td>
<td>Training</td>
</tr>
<tr>
<td>3. Attitude</td>
<td>Climate/Opinion Surveys</td>
<td>Recognition Practices</td>
</tr>
<tr>
<td>4. Motivation</td>
<td>ACG Culture Assessment</td>
<td>Organizational Development</td>
</tr>
<tr>
<td>5. Values</td>
<td>ACG Culture Assessment</td>
<td>Organizational Development</td>
</tr>
<tr>
<td>6. Capacity</td>
<td>Interview/Work Performance</td>
<td>Selection</td>
</tr>
<tr>
<td>7. Personality</td>
<td>API, Myers-Briggs</td>
<td>Therapy/Drugs</td>
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</tbody>
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You cannot underestimate the importance of practice

Skill, Will, Teamwork

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Remember, Leaders…

- Future
- People
- Ideas
- Intangibles
- Vision driven
People commit to a vision not because it is probable, but rather because it is irresistible.
How adults learn

Frustration with the status quo, intention to change
Exposure to new ideas that challenge the current paradigm
Change beliefs, assumptions - reconnect the dots, generate ahahs!
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Some general principles

Attentive listening
Suspend judgment
Be future focused
Start from where things are, not from where they ought to be
That happens in conversation

“The Coffee Break”
Link self-interest to new possibilities
Exercise curiosity to satisfy a need
Downloading (Talking nice)
Debate (Talking tough)
Dialogue (Listening to others)
(Thinking together)
Presencing (Listening to your “real or inner self”)

J. Bujak M.D.
The pool of shared meaning is the birthplace of synergy.

Crucial Conversations
Watch for these transitions

• A progression from rational self, to
• Relational self, to
• Authentic self
Transitions

• From making statement to asking questions
• Appreciating your role in creating your current reality
• From talking together to thinking together
• Connection to shared purpose: Presencing
Executives and Debate

- Linear
- Time sensitive
- All-knowing
- Quick to judge
- Difficult to express vulnerability
- Need control
- Predisposed not to trust
The process transforms the conversation

- Attentively listening validates the speaker
- Expressing vulnerability creates empathy
- Feeling heard and understood defines effective communication
- The process builds vulnerability trust generating respect, understanding, mutual appreciation, and teamwork
When people of shared purpose have access to necessary information and engage in “soulful dialogue,” magic happens

Margaret Wheatley