



# LEADERSHIP – PROVEN FUNDAMENTALS AND PRACTICES

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# About the Speaker

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# Disclaimer | Housekeeping

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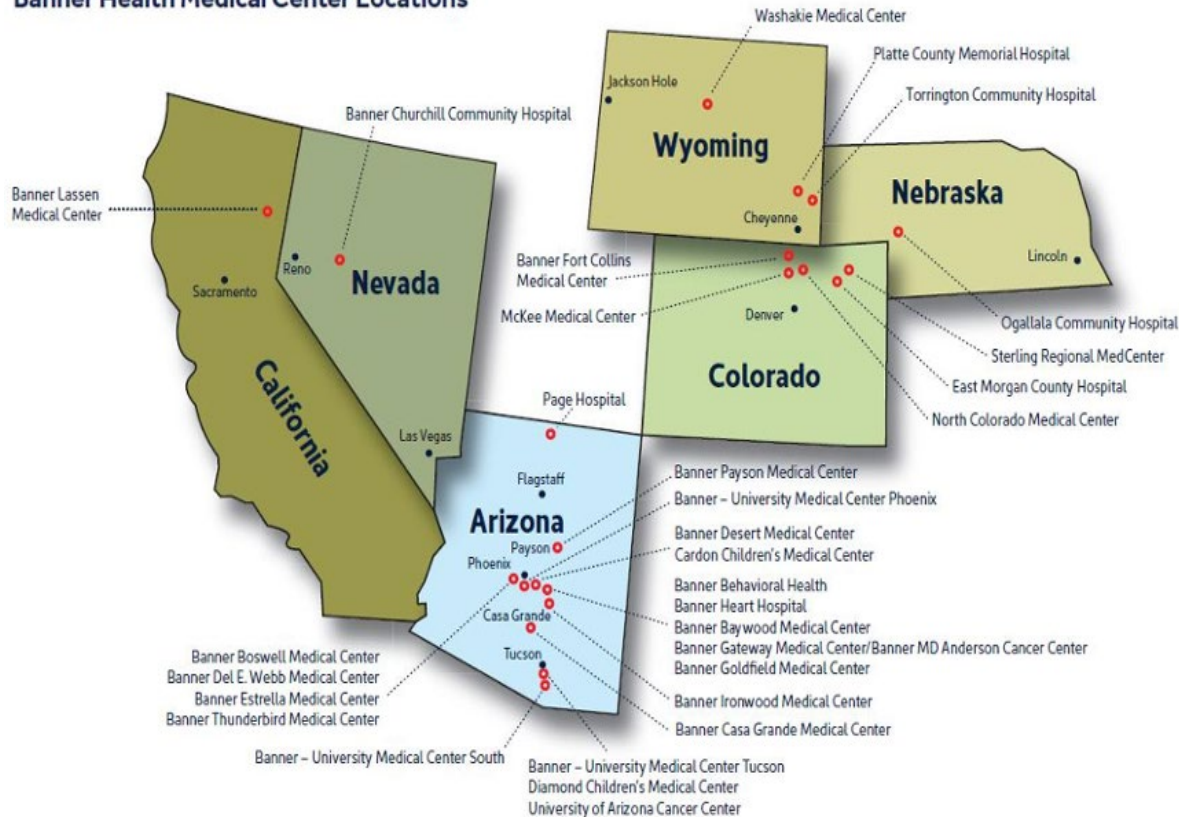
I am not affiliated with any entities that present a conflict of interest for the information presented in this slide deck.

Please silence your mobile devices.

Active participation is encouraged.

# Mission: “Making health care easier, so life can be better.”

## Banner Health Medical Center Locations

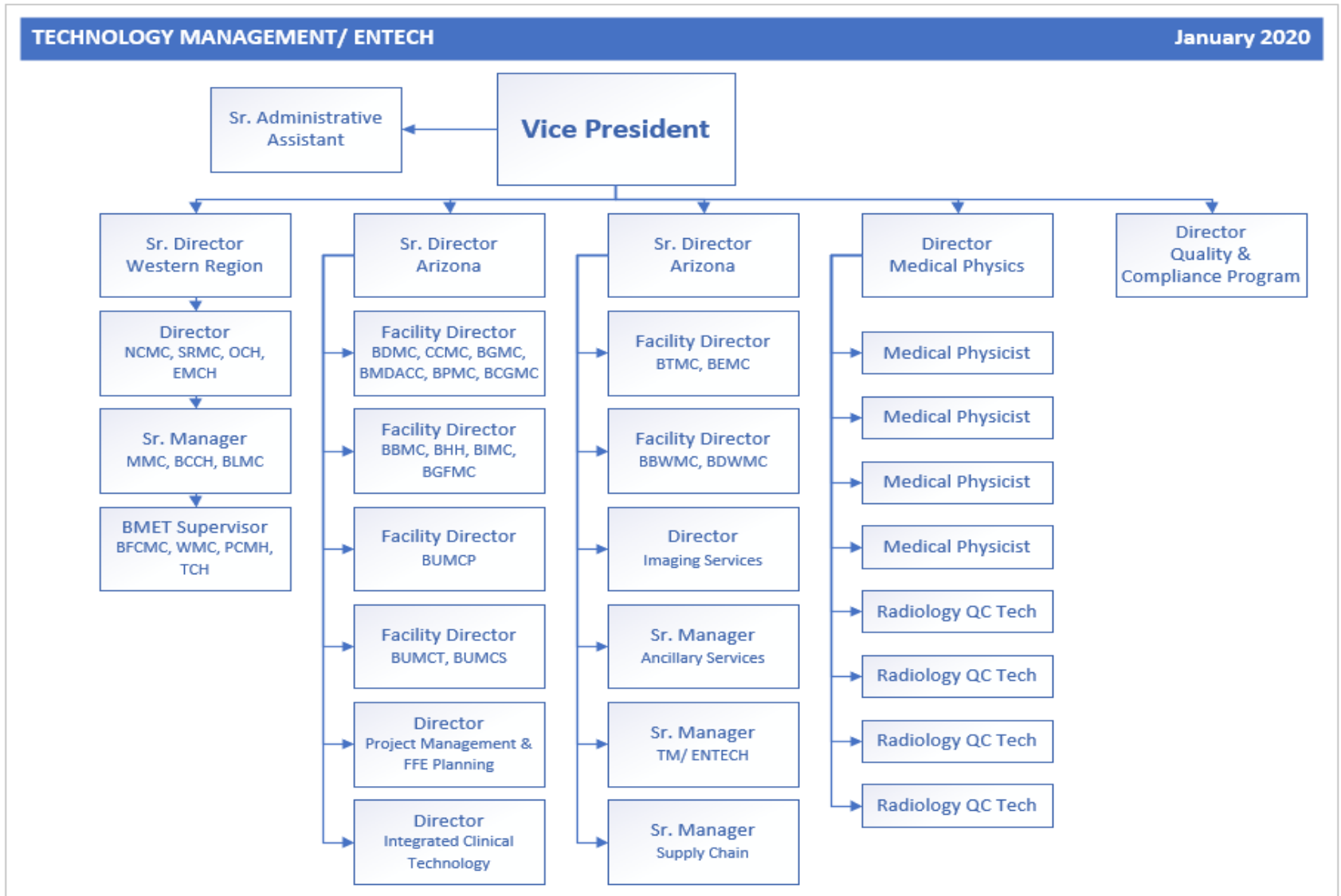


Banner Health is a non-profit health system in the United States, based in Phoenix, Arizona.

It operates 28 hospitals and several specialized facilities across 6 states.

The health system is the largest employer in Arizona and one of the largest in the United States with over 50,000 employees.

# Mission: “Making health care easier, so life can be better.”



# “Ice Breaker Time”

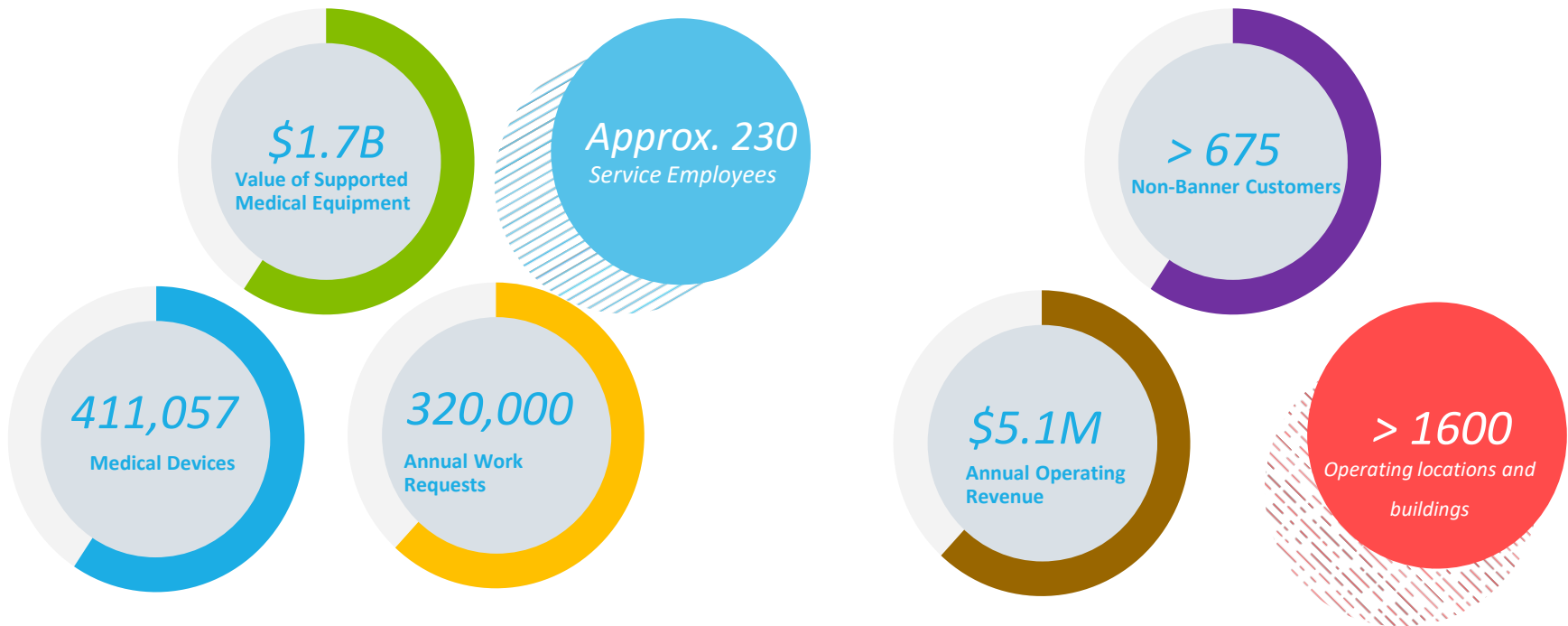
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2 volunteers:  
Leaders/ Parents

# “Ice Breaker Time x 2”

Mission: “Making healthcare easier so life can be better.”

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(we will come back to this)

# James M. Kouzes and Barry Posner

## 5 Practices and 10 Commitments

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- “The Leadership Challenge<sup>©</sup>”
  - 1<sup>st</sup> ed. 1987/ 6<sup>th</sup> ed. Currently
  - Numerous case studies and examples
- 30+ years of collaborative work researching leadership
- One of the top 10 best business books of all times
- Top 50 coaches in the country
- <http://www.leadershipchallenge.com/About-section-Our-Authors.aspx>



# Kouzes – Posner

## 5 Practices

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- Five Practices of Exemplary Leadership

- α Model the way

- α Inspire a vision

- α Challenge the process

- α Enable others to act

- α Encourage the heart

# Model the Way

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- Clarify values
  - To effectively model the behaviors they expect from others, leaders must be clear about their guiding principles
  - Banner Values/ Core Behaviors:
    - Customer obsessed, relentless improvement, courageously innovate, disciplined focus, foster accountability, and continuously earn trust
- Set the example
  - In simple daily acts, effective leaders set an example for others to model the way
  - The way one tells stories, manages time, and language one uses to recognize and reward

# Example



<https://online.seu.edu/articles/essential-types-of-leadership-styles/>

- Staying on schedule during meetings
- Holding everyone accountable
- Continuously earn trust – how?
  - Being loyal to the absent
  - Having integrity
  - Having intent
    - Motive, agenda, behavior

# Inspire a Vision

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- Envision the future
  - Without willing followers there can be no leaders
  - Banner's Mission Statement
- Enlist others
  - Forge a unity of purpose
  - Passion to make a difference
  - Uplift others with enthusiasm and excitement striving for group goals



<https://www.skipprichard.com/how-leaders-create-a-compelling-vision-to-engage-inspire/>

# Example

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- Making the mission statement real to everyone's daily activities and center of an individual's decision making process
- The Friday afternoon call

# Challenge the Process

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- Search for opportunities
  - Exemplary leaders are pioneers at taking the initiative in searching for innovative ways to improve their own work, that of their teams, and organizations
  - The work of leaders is change and requires a willingness to take action every day
- Experiment and take risks
  - Reject the status quo
  - Learn from failures and success
  - Test your abilities
  - Innovation comes from acutely listening
  - Improve, take risk, and constantly generate small wins – making it easier for the team to succeed

# Example

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<https://www.lollydaskal.com/leadership/how-leader-must-challenge-the-status-quo/>

- Get out of the silo
- Sharing knowledge is powerful
  - Saving time, saves \$\$\$, increases customer satisfaction, builds stronger team unity
- The 200 mile story

# Enable Others to Act

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## ■ Foster collaboration

- Exemplary leaders know they can't do it alone
- Leadership is a team effort
- Strong and trusting relationships can transform shared visions into reality

## ■ Strengthen others

- Help others from the heart – have empathy
  - Know your people | See through their lens | Be there
- Leaders make sure that when they win, everybody wins!
- Share power, information, build capabilities, and capacities of others to be successful
- Be a coach, teacher, clear obstacles, and support others



# Example



<https://www.indigo.co.za/show/blog/post/113/big-business-are-you-collaborating-or-will-you-have-to-play-catch-up>

- Voice survey\*
  - Leadership effectiveness and engagement/ bottom of the class
  - Be a champion of collaboration across teams, have empathy, strengthen, encourage, and empower others
- Teams are now in the 90<sup>th</sup> percentile

\* - Banner's organization-wide survey

# Encourage the Heart

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- Recognize contributions
  - Leaders need to make sure that people understand in their hearts that what they do matters
  - Leaders encourage the heart by putting into action the principles and essential practices that support our basic human need to be appreciated for who we are and for what we do
- Celebrate values and victories
  - Leaders recognize contributions by showing appreciation for individual excellence, celebrate the values, and victories by creating a spirit of community

## #1: Toy Story (Pharmacy)

Your first place prize will be delivered to your department on Thursday 10/24.



## #2: Jurassic Park (Clinical Engineering)

## #3: Scooby Doo (Hospitalist)



# The First Place T-Rex Family







# Create A Culture of Gratitude

WWW.TERRIKLASSCONSULTING.COM

<https://www.terriklassconsulting.com/2019/11/24/appreciation-gratitude-and-leadership/>

## Example

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- Monday morning stand up meet
  - 15 minutes
  - Individuals have 1-1.5 minutes
  - Not a time to solve rather a time for awareness and communication
  - Celebrate wins, recognize, and appreciate the work
  - Builds team unity

# Contemplate the outcome of the 1<sup>st</sup> “Ice Breaker Time”

## Leaders/ Parents

<https://inside.6q.io/fun-ice-breaker-questions/>





# Profiles of Real Leaders

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Regardless of title or privilege, leaders:

- Are enthusiastic participants in change
- Try, fail, and learn from mistakes
- Build self confidence by learning from others
- Capitalize on strengths and overcome weakness
- Understand that leaders go first
- Practice, practice, and practice



# Ice Breaker Time x 2

“Making health care easier, so life can be better”

What's your company's mission?

<https://insightsresources.seek.com.au/the-top-icebreaker-interview-questions-you-should-be-asking>



# Leaders Make a Difference (tying it together)

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Together and united we will continue to set the example, learn from each other, build collaborative teams, exceed our customers expectations, and “Making health care easier, so life can be better”.

# Implementation Facts

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Budget Impact = \$0

No Approval Required

Personal Commitment and Discipline is Necessary

**Thank You!**



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**We are Hiring**

Google Banner Health Careers  
Select 'Biomed' Category  
10+ Open FTEs