

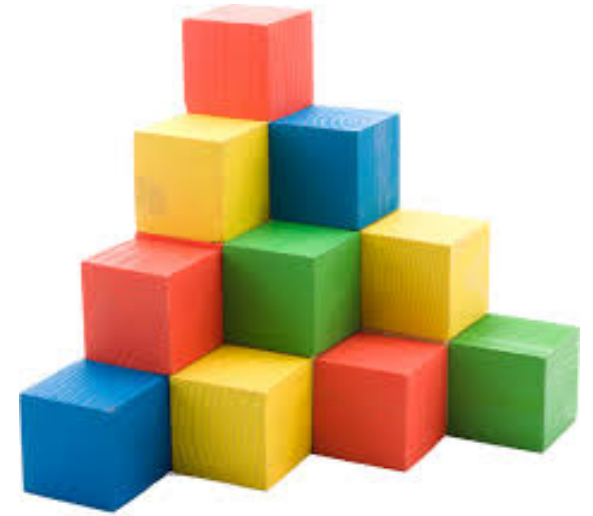
DISCLOSURE

- No conflicts of interest to report

PC004 BR27

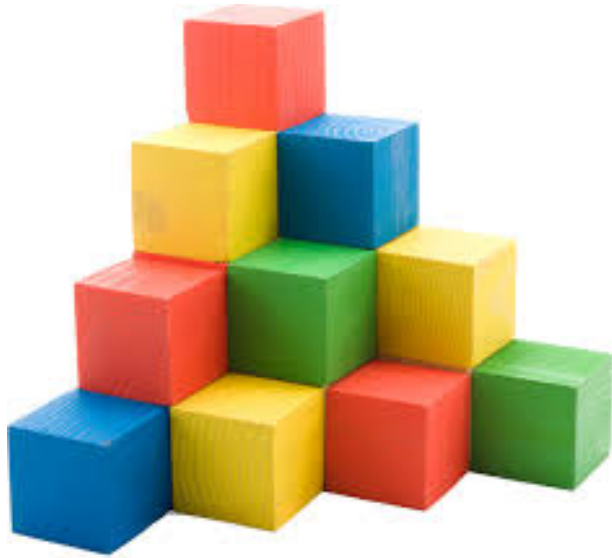
I GET IT, FINALLY!!!

Marlene Keawe, MBA and Cheryl Halvorson, MBA
ACGME Annual Meeting, Feb. 2015



OVERVIEW

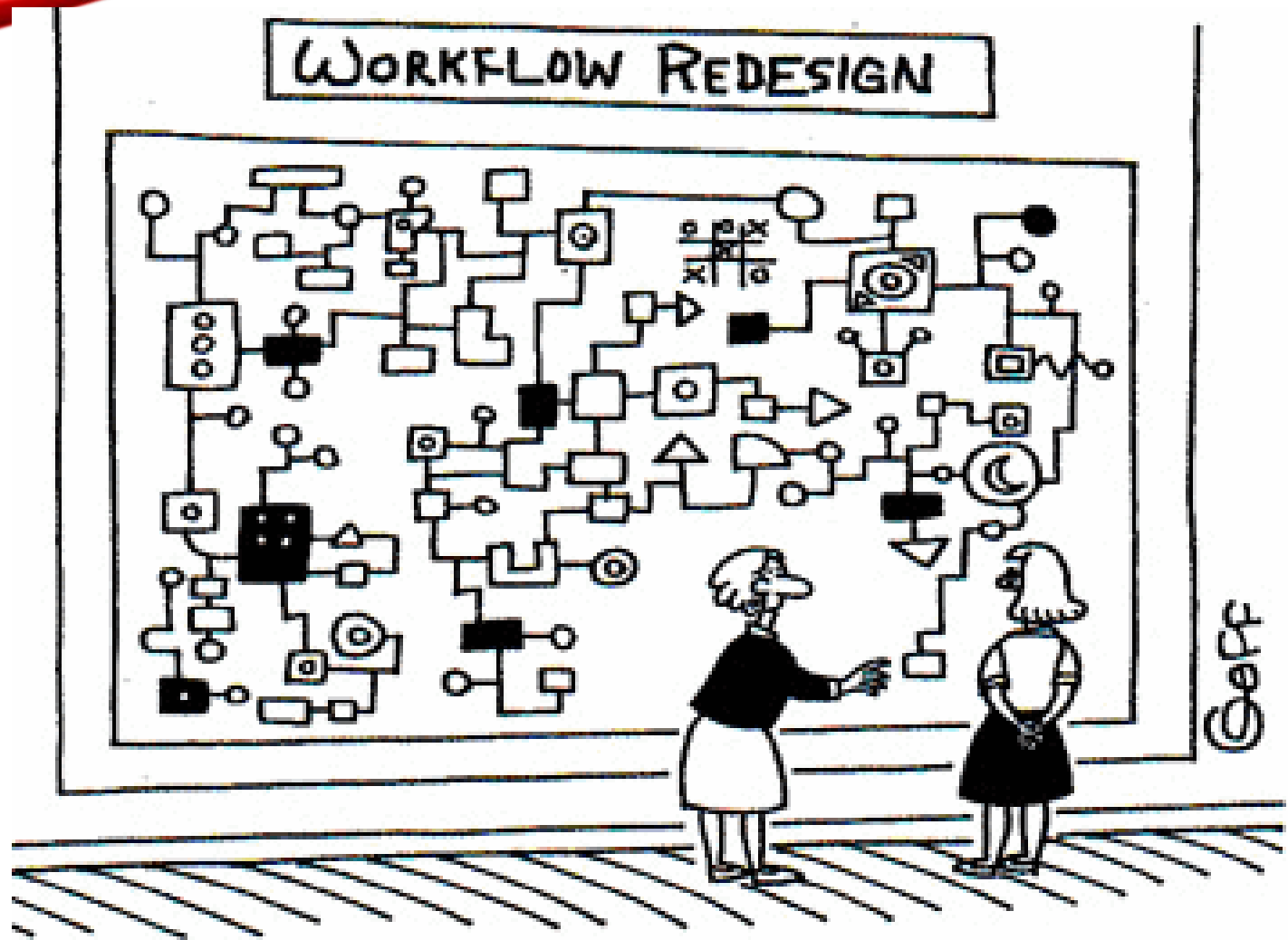
- **Simplify** what is overly complex.
- Focus on **Five Fundamentals**
 - BE REAL
 - EXCEED EXPECTATIONS
 - CREATE ACCOUNTABILITY
 - INFLUENCE OTHERS
 - DEVELOP BUSINESS ACUMEN



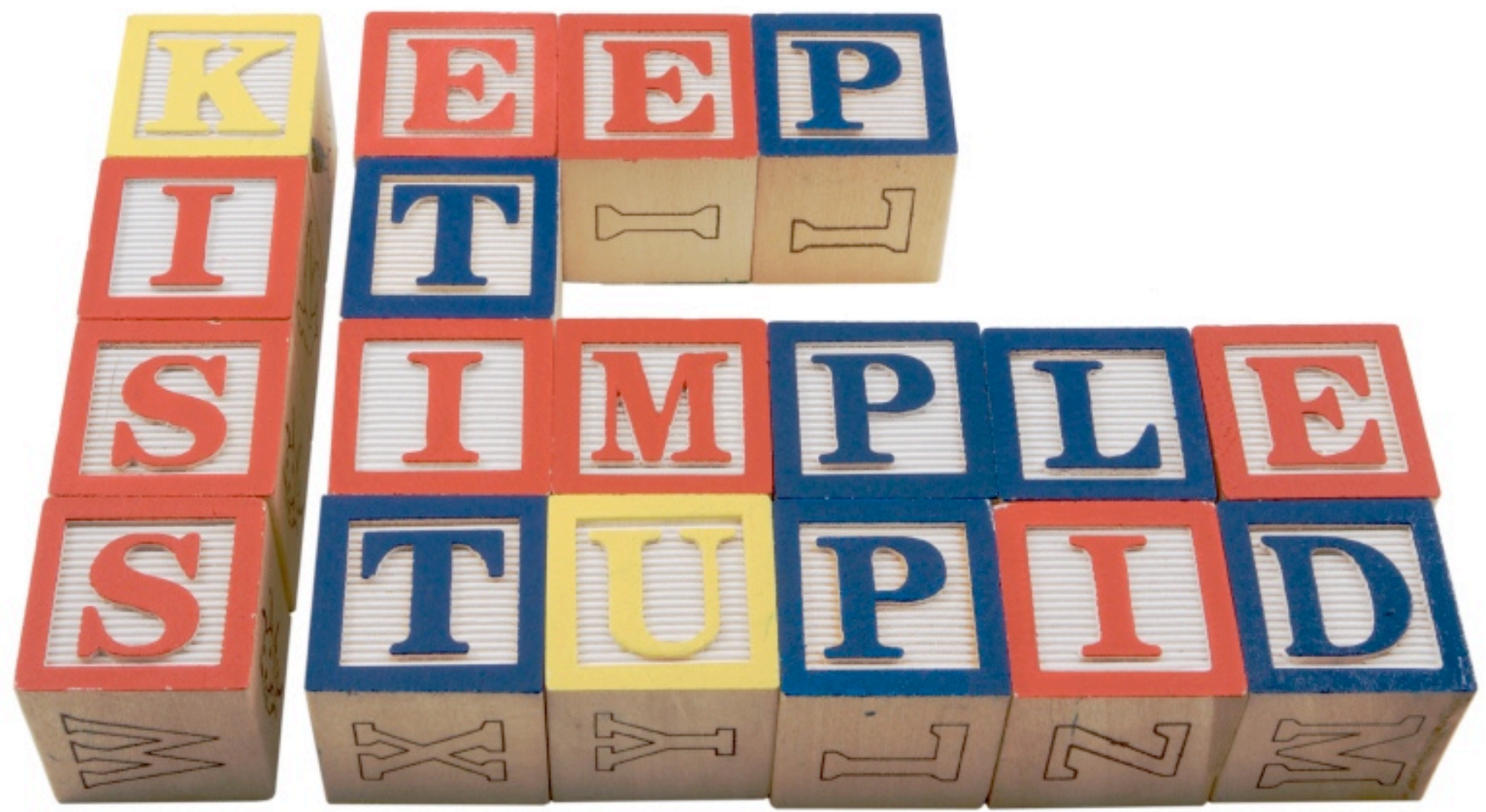
SIMPLIFY



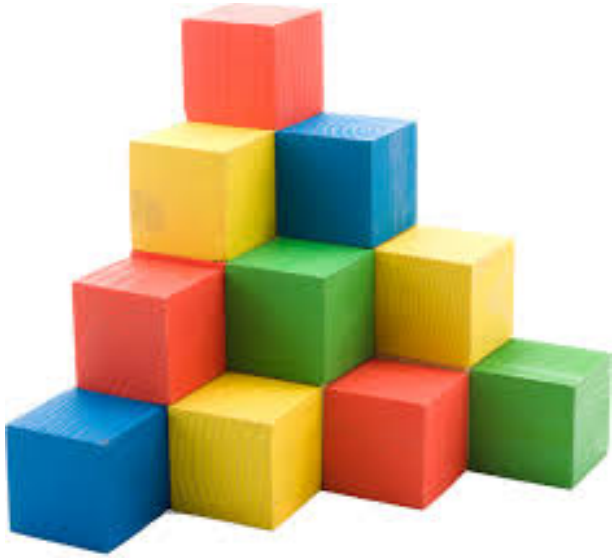




"And this is where our ED workflow redesign team went insane."



**You have a compelling idea
and you can condense it to
three bullets and explain it in
10 seconds.**



FUNDAMENTALS



Fundamental:

- Original
- Essential
- Of Central Importance

Lack of attention to fundamentals is common in business



"Which brings us to my next point."

Five Fundamentals

1. **BE REAL**
2. **EXCEED EXPECTATIONS**
3. **CREATE ACCOUNTABILITY**
4. **INFLUENCE OTHERS**
5. **DEVELOP BUSINESS ACUMEN**

BE REAL

YOU
have to be real with
yourself, before you
can be real with anyone
else.

PowerPlug!

BE REAL

You can't understand business until you understand people, and you can't understand people until you understand yourself.— Michael Bayles, Former Group President, Quanax

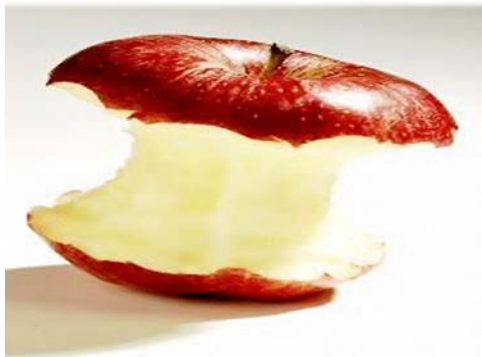
BE REAL

What a person is, is what a
person does. --Ernest Hemingway

Core Values

BE REAL

- Principles that guide our decision making.
- Influence our operating styles.
- Understanding the core values behind your behavior will help you:
 - Develop self awareness.
 - Feel more comfortable in your own skin, using your natural skills.
 - Modify / change your behavior.



WORKSHEET ASSIGNMENT #1

Identify two values you live by that apply to your work, your home, your social life, and your spirituality.

**“I live my life based upon the values of
_____ and _____.”**

EXCEED EXPECTATIONS



UNDERSTAND YOUR MANAGER

A manager's values are the best predictors of what he/she expects.



UNDERSTAND YOUR MANAGER

- Operating style is influenced by one's core values.
- Understanding the core values behind the behavior of others will help you better understand :
 - What they value.
 - Why they behave the way they do.
 - What motivates them.
 - How to work more effectively together.

UNDERSTAND AND ENGAGE IN YOUR BUSINESS



UNDERSTAND AND ENGAGE IN YOUR BUSINESS

- Be interested and informed about the business at all levels.
- Seek to understand the controversies and motivations of people involved.
- Seek to understand the diverse viewpoints of all members of the team.
- Practice articulating your ideas.

EXCEED EXPECTATIONS

STAY FOCUSED IN THE FACE OF BEING OVERWHELMED



STAY FOCUSED IN THE FACE OF BEING OVERWHELMED

- Clear the decks
 - Limit the number of distractions in front of you at any one time.
 - Have a system to track your action items.
- Manage your inputs
 - Dump it
 - Do it
 - Delegate it
 - Defer it

STAY FOCUSED IN THE FACE OF BEING OVERWHELMED

- Act on priorities –
 - Develop a system that works for you.
- Avoid surprises at all costs
 - Keep your boss informed of positives and negatives.

SEEK WIN / WIN SITUATIONS

Success happens when:

- You can achieve your outcome and enable
- The other person to achieve their outcome at the same time
- Compromise.



WORKSHEET ASSIGNMENT #2

What is one way to engage yourself in your business (your Program) to exceed your manager's expectations?

"I will be actively engaged by

_____."

CREATE ACCOUNTABILITY

RESPONSIBILITY

"You cannot
escape the
responsibility
of tomorrow
by evading
it today."

~ Abraham Lincoln ~



Photo posted on Flickr by ~PVL~

CREATE ACCOUNTABILITY



CREATE ACCOUNTABILITY

- Take full responsibility for your commitments and actions.
- Know exactly what is expected and how it will be measured.
- Apply versatility in your daily tasks—allow for change.
- Clarify and align priorities within the department and business.
- Encourage open communication.
- Devote time to developing professional relationships.
- Reduce uncertainty.

CREATE ACCOUNTABILITY

WORKSHEET ASSIGNMENT #3

Name one task that you will follow up with your manager to clarify your role and what is expected of you.

**“To fulfill my task of _____,
I will seek further guidance on _____.”**



INFLUENCE OTHERS



UNDERSTAND THE REAL MOTIVES OF YOUR COLLEAGUES

- Operating style is influenced by one's core values.
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LISTENING TO OTHERS



LISTENING TO OTHERS

“Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.” - Winston Churchill

Listening:

- Keeping your mouth shut and ears open.
- Seeking to understand another's point of view.
- Is not easy and takes time and patience and practice.
- Improves relationships with others - when people feel heard.
- Is directly related to your performance and evaluations.

ELEVATE OTHER'S SELF-ESTEEM

- Admit what your colleagues know about you.
(Be open, honest, authentic)
- Be mindful of how you deliver your message.
- Be willing to apologize.
- Develop a communication strategy.
- Listen.

DEVELOP TRUSTING RELATIONSHIPS



DEVELOP TRUSTING RELATIONSHIPS

Trust occurs when you:

- INVEST time, communication, commitment, and authenticity.
- EXPRESS GENUINE care, concern, and compassion.
- DEMONSTRATE appreciation, politeness, and inclusion.
- GIVE more than you take, while still keeping your interests in view.
- HELP others achieve their aspirations, dreams, goals, or personal best.
- RESPECT where others are coming from.
(knowledge, experience, state of mind, values, beliefs, needs)

WORKSHEET ASSIGNMENT #4

Identify two attributes you possess that have a positive influence on others.

**"I influence others by being
_____ and _____."**

DEVELOP BUSINESS ACUMEN



DEVELOP BUSINESS ACUMEN

- **Business:** The knowledge and understanding of the financial, accounting, marketing and operational functions of an organization.
- **Acumen:** The ability to make good judgments and quick decisions.

DEVELOP BUSINESS ACUMEN

- Participate in strategic planning.
- Embrace customer reality.
- Understand the basics of financials.
- Look at the big picture...not just your part.
- READ, LISTEN, BRAINSTORM, ENGAGE.

DEVELOP BUSINESS ACUMEN

WORKSHEET ASSIGNMENT #5

What area of business management would you like to develop that will be of most value to you in your current role?

“I can increase my understanding of business by learning more about _____.”

SUMMARY

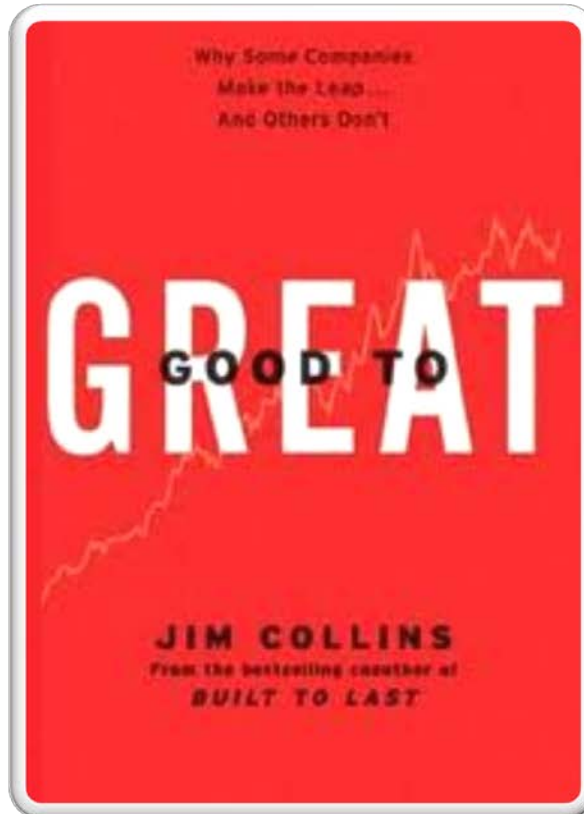
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- Focus on the **fundamentals** rather than faddish trends.
 - **BE REAL**
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I Get It!

Simplified fundamentals
your manager badly wants
you to know...and do



Neil Witmer, PhD



REFERENCES