



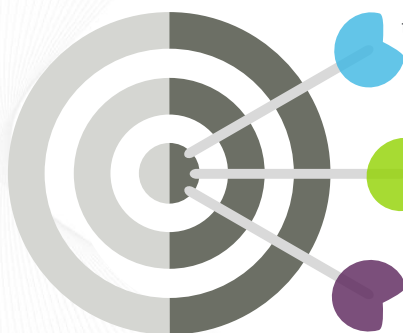
Leadership Is A Choice

Stephen A. Dickens, JD, FACMPE
Vice President, Medical Practice Services

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Objectives



Identify the four choices essential to transition from a manager to a great leader

Define the components of each choice along with the key factors that underpin their realization from a conscious decision to an action

Outline practical skills including strategic planning, change management and effective communication while providing tips and techniques to support their successful execution

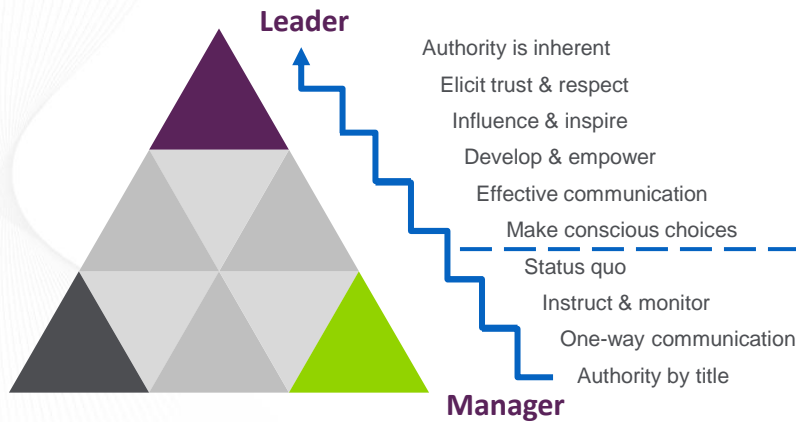


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Manager vs. Leader

Making the climb



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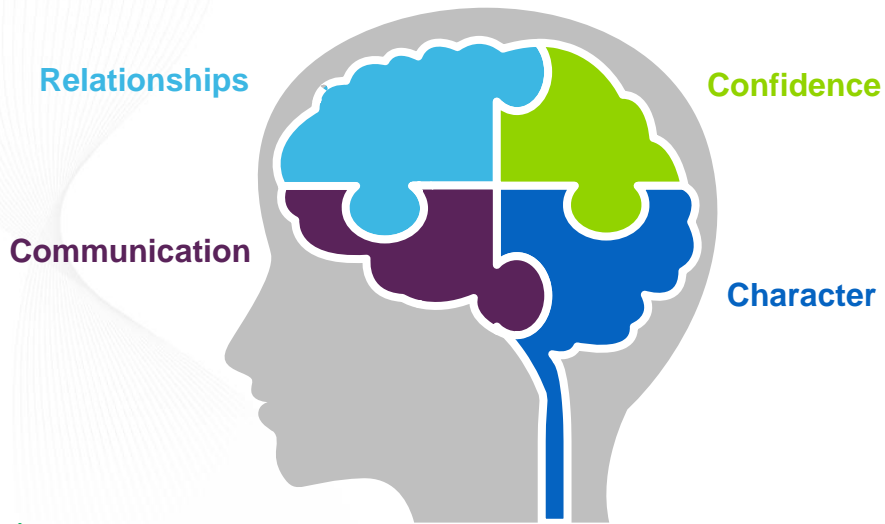
The First Step



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The Choices of A Leader



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Putting the Pieces Together



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Relationships



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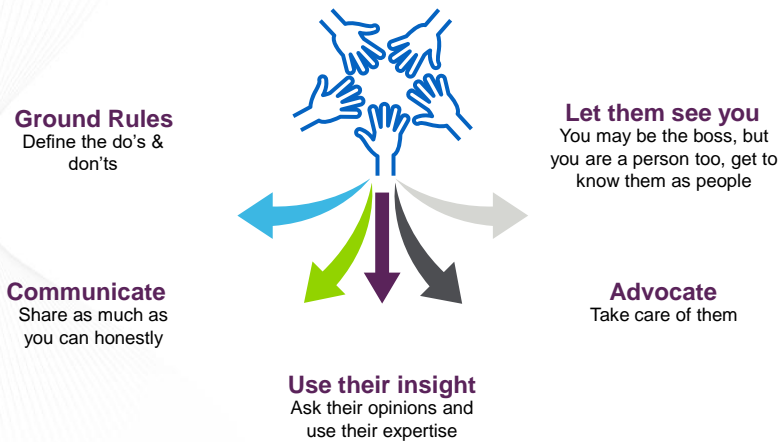
Mentors & Confidantes



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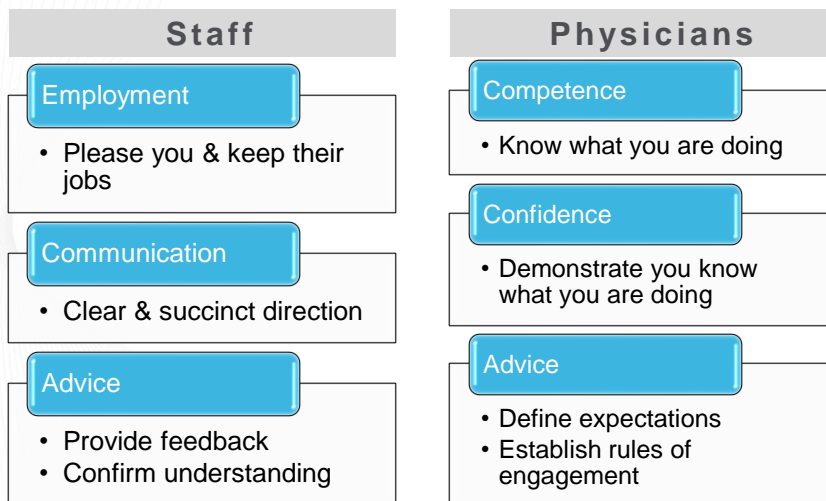
Teambuilding



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What They Expect



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Employees



Be consistent & transparent



- ☐ Establish expectations
- ☐ Provide regular, substantive feedback
- ☐ Utilize performance improvement and corrective action plans
- ☐ Eliminate problems
- ☐ Hire for attitude



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Physicians



Have the conversation



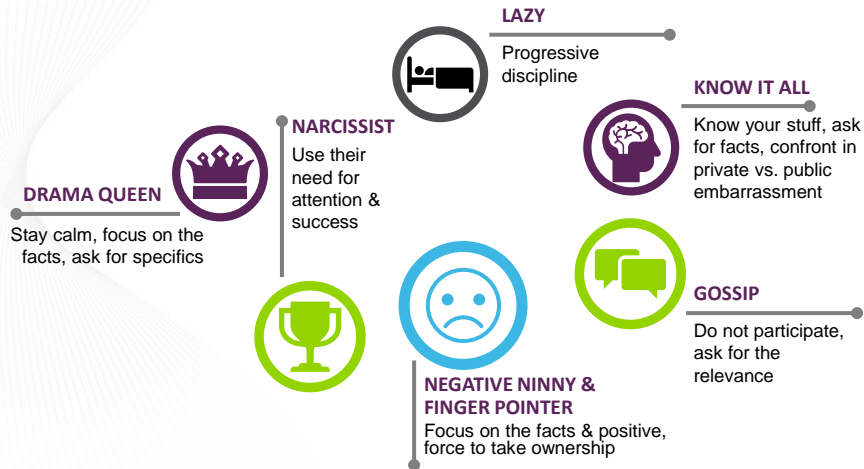
- ☐ What is missing
- ☐ What do you need
- ☐ Where am I failing
- ☐ Express your needs
- ☐ Is this going to work
- ☐ Be true to yourself



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Dealing With Personalities



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Confidence

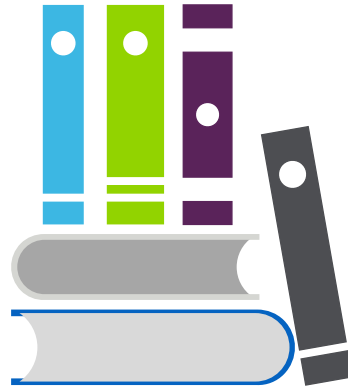


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Become A Lifelong Learner

- ◆ **Make the commitment**
Schedule it
- ◆ **Educate yourself**
Reading, podcasts, meetings
- ◆ **Try new things**
Be the lynchpin
- ◆ **Reinforce your knowledge**
Ask questions, write it down



Best Practices for Meetings

Set date and time	<ul style="list-style-type: none">• Recurring schedule• Individuals work around the schedule
Agenda	<ul style="list-style-type: none">• Most important to least• Start/stop on time
Notice	<ul style="list-style-type: none">• Reminder• Agenda
Follow-up	<ul style="list-style-type: none">• To do list• Minutes

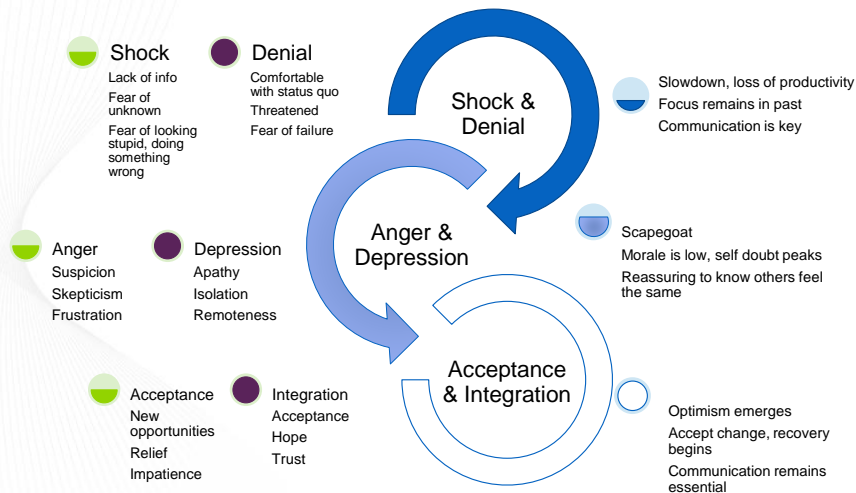
Strategic Planning Journey



*Latham, Will. "Herding Cats". www.mgma.org 17

17

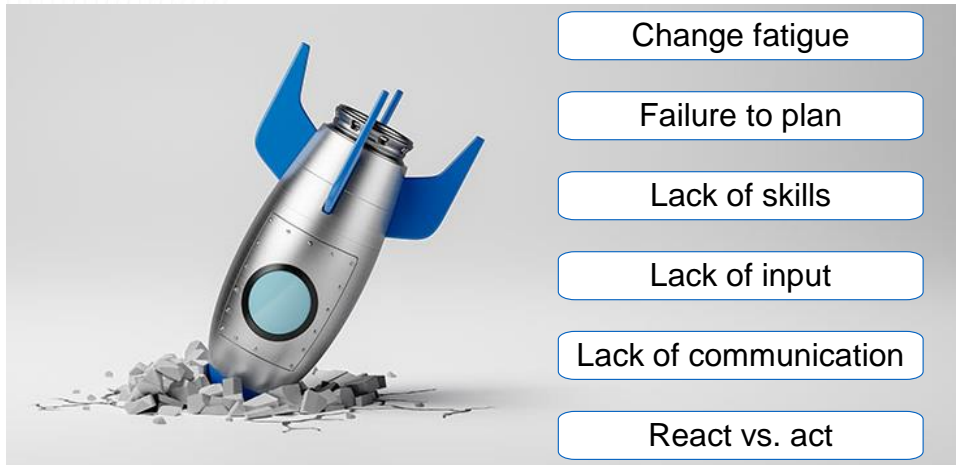
The Change Curve



Kubler-Ross 18

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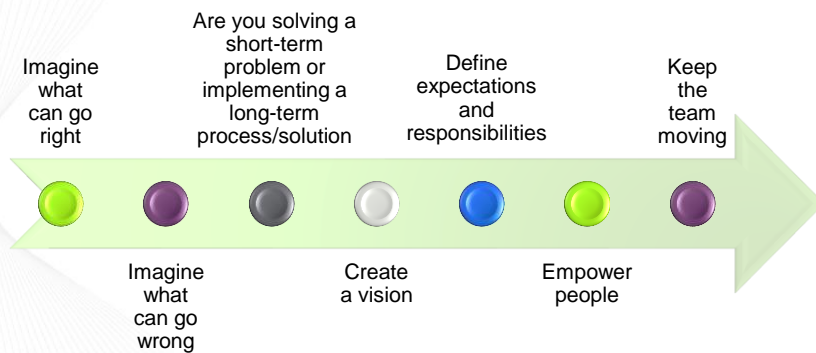
Why We Fail



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Manage Change



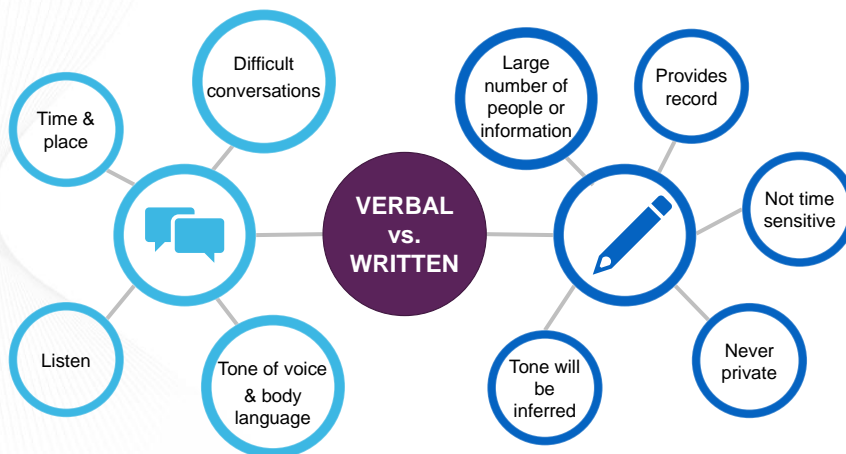
Perkins, Tammy. "How to manage your team through change". 20

20

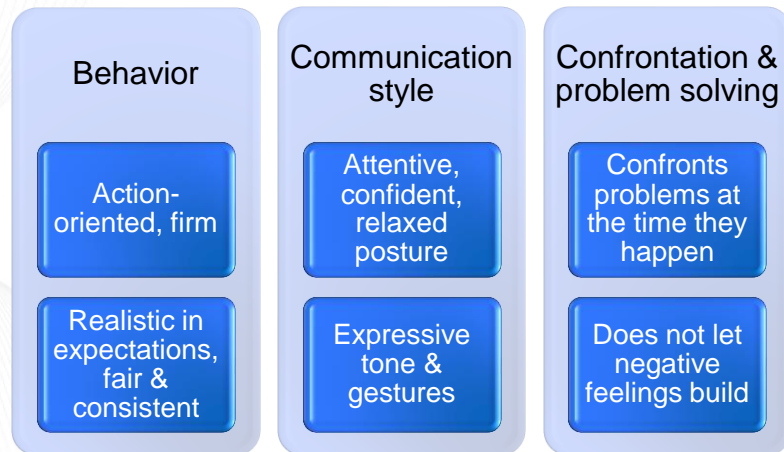
Communication



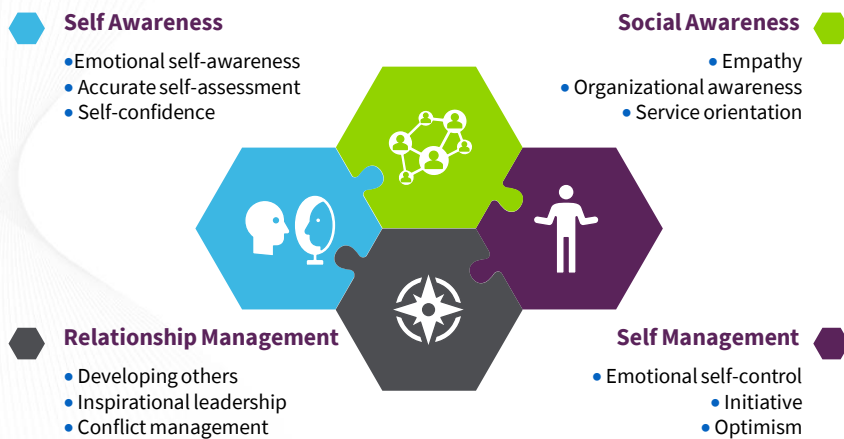
Choose How & When



Be Assertive



Emotional Intelligence



Character

Define
you

Who are you when no
one is watching?



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Manage Your Image

Choose your culture

- Visibility
- Be present
 - Available
 - Give time

Appearance

- What if...?

Never reveal

- Political beliefs
- You think someone is incompetent
- How much you make
- You hate your job
- What you do in the bedroom
- What you think others do
- How wild you used to be
- You are job hunting

Professionalism

- Avoid drama



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Productivity Killers



- ☐ Hitting the snooze button
- ☐ Perfectionism
- ☐ Answering emails as soon as they arrive
- ☐ Meetings
- ☐ Multitasking
- ☐ Putting off tough tasks
- ☐ Impulsively surfing the internet or social media
- ☐ Using technology in bed



Bradberry, Travis 27

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Avoid these Mistakes

Getting lost in your own work

Minimizing the difficulty of doing things you have not done

Not asking for help

Getting stuck in a negative pattern

Feeling picked on & misunderstood

Not taking care of yourself physically & mentally



Leadership Freak 28

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Operational Takeaways



Teambuilding

- Learn your people
- Pick your battles
- Help them grow

Strategic Planning

- Make informed decisions
- Define metrics, accountability & success
- Work the plan

Change Management

- Demonstrate the problem
- Articulate why
- Engage & empower



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Make Good Choices

Relationships

You cannot control everyone in your life, but you can choose who to trust.

Find people who support you.

Support them back.

Confidence

Do the prep work.

Most people are not willing to do so.

It shows.

Communication

Be honest.

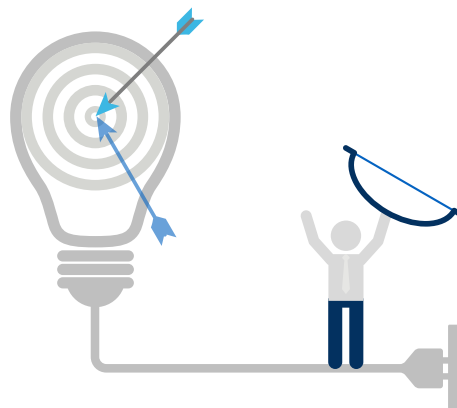
Be clear.

Be present.

Character

Decide who you want to be.

Be it.



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Resources



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Downloadable Resources

Annual Practice
Assessment Tool

Standard Physician Survey

Standard Staff Survey



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Recommended Reading & Tools

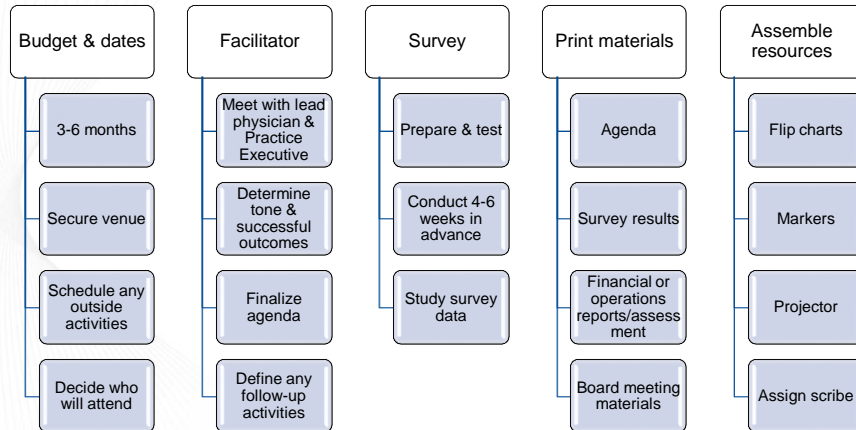
- [The 21 Indispensable Qualities of A Leader & The 21 Irrefutable Laws of Leadership](#) - John C. Maxwell
- [Life's Little Instruction Book](#) - H. Jackson Brown
- [What Exceptional Leaders Know](#) - Tracy Spears & Wally Schmader
- [Emotional Intelligence](#) - Travis Bradberry & Jean Greaves
- [8 Things Smart people Never Reveal About Themselves at Work](#) - Travis Bradberry
- [9 Habits You Must Break to Be More Productive](#) - Travis Bradberry
- [Are You A Leader or A Follower?](#) - Travis Bradberry
- [How Body Language Trumps IQ](#) - Travis Bradberry
- [How to Be Calm Under Pressure](#) - Travis Bradberry
- [5 Tragic Blunders of the Inexperienced](#) - Leadership Freak
- [Strengths Finder](#) - Tom Rath
- [Now, Discover Your Strengths](#) - Marcus Buckingham & Donald O. Clifton
- [Hiring For Attitude](#) - Mark Murphy
- [Why Leaders Fail](#) - Peter B. Stark & Mary C. Kelly
- Body of Knowledge for Medical Practice Management - MGMA, ACMPE www.mgma.com



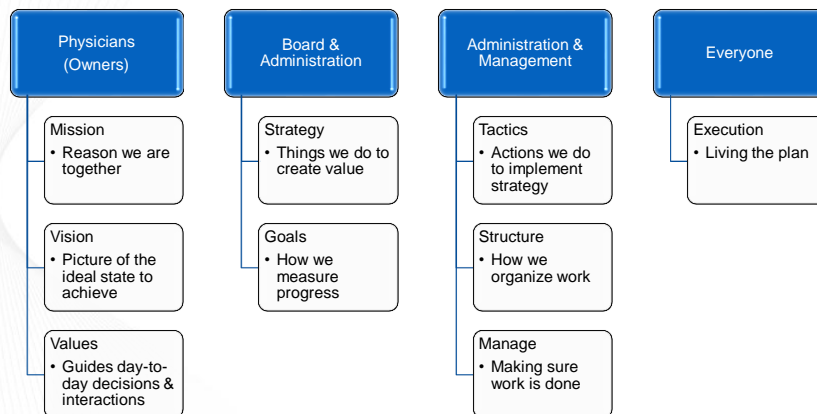
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Strategic Planning Preparation



Who Does What



Action Plan Report

Goal	Goal Lead	Committee	Budget	Report Date	Status Updates	Complete Date
Purchase new EMR	Suzy Dr. Smith	Practice executive Physician Billing rep Nursing rep Receptionist rep IT rep	\$250,000	Monthly		June 30, 2021
Research renovation or purchase new building	Suzy Dr. Jones	Practice executive Physician Billing rep Nursing rep Receptionist rep	TBD	November 2020		March 1, 2021
Redesign intake process	Suzy	Practice executive Physician Receptionist rep Nursing rep Billing rep	<\$10,000	October 2020		December 30, 2020

Action Plan

