



Success Profile of
**The Transformational
Physician Leader**

(The Leaderist™)

“PHYSICIAN LEADER

is not a position or title.

*It is not a simple
declaration by any
physician that he or she is
a leader.”*

*Leadership is an ASSESSMENT made by
OTHER clinicians and team members about a
physician’s ability to lead and take care of the
concerns of the clinical team, the organization and
the community over multiple horizons of time.*

Defining leadership as an assessment by others represents a challenge as every person has his or her own definition of what leadership is or should be. Therefore, feedback about leadership is subjective and can be overly unfocused.

The Physician Leadership Success Profile, a well-tested model developed by CTI's renowned Physician Leadership Institute™ (PLI), includes key competencies and observable behaviors that physician leaders are encouraged and expected to demonstrate on a consistent basis in a specific clinical team, organization, culture or community.

We have organized these leadership competencies and behaviors around four domains: *Leading Self, Leading with Strategy, Leading People and Leading for Results.*

The Physician Leadership Model



The Physician Leadership Model creates versatile, transformational physician leaders who:

Lead Self

Transformational Physician Leaders are authentic by seeing and knowing Self first, then seeing and leading others. They demonstrate integrity, Self-awareness, optimism and leadership by example.

Lead with Strategy

Transformational Physician Leaders are Visionary and Innovative Catalysts for Change and Effective Strategists who work with their teams and hospital partners to identify and implement unconventional strategies.

Lead People

Transformational Physician Leaders are Relationship Builders, Trust Builders, and Effective Communicators who empower others to act. They are effective collaborators who lead their peers and organizations through periods of uncertainty.

Lead for Results

Transformational Physician Leaders are Goal Drivers, Orchestrators, Customer and Quality Champions who maximize performance and optimize safety, thus enabling their groups and organizations to thrive in the new world of healthcare.

Lead with Purpose

Transformational Physician Leaders have a clear sense of their purpose and values and lead in alignment with these. They also ensure that the strategic direction and work of the areas they lead are in line with the organization's purpose and values.

LEADING SELF

- LEADING WITH COURAGE & INTEGRITY
- ADAPTABILITY & AGILITY
- EMOTIONAL INTELLIGENCE
- ENERGY & OPTIMISM

*“Knowing others is intelligence;
knowing yourself is true wisdom.
Mastering others is strength;
mastering yourself is true power”
–Tao Te Ching*

When people talk about leadership, they almost always think of other people- the people they lead. But that is only 50% of the equation. A leader should first see him or her “Self” as a leader and lead their Self first in order to bring a full heart into their leadership relationship. A leader is not just about **Human Doing**, but also about **Human Being**. You have to BE first: a leader brings first their own story, history, background, integrity, character, moods, ethics, knowledge, wisdom, temperament, words and acts. Nowhere is this axiom truer than with today’s physician leader.

Physician leaders need to recognize and see “Self” first as a leader and know “Self” first then see and lead others. They demonstrate integrity, self-awareness, optimism, and leadership by example.

Our Physician Leadership Model includes 4 dimensions of leadership beginning with leading oneself.

A physician leads **Self** first by exhibiting the following:

Leading with Courage & Integrity: The physician exhibits integrity in all actions, deeds, and intentions.

He or she steps up with courage to confront the difficult problems and make tough decisions.

Adaptability & Agility: The physician adapts easily and quickly to change and is flexible and open to new ideas. Innovation and agility in decision-making are hallmarks of true physician leadership.

Emotional Intelligence: The physician is self-aware and maintains composure under duress. He or she possesses the ability to identify, assess, and control the emotions of oneself, of others, and of teams. The physician leader relates to others extremely well and is comfortable with the emotional aspects of the workplace.

Energy & Optimism: The physician maintains a high energy level that energizes others. He or she shows a contagious enthusiasm with optimism and a “can-do” attitude across all activities and situations.

Each of these attributes can be learned, practiced, and improved. This is the most important personal commitment a leader makes: the commitment to improve oneself – beginning with their strengths.

“The winning leader only seeks battle after the victory has been won, whereas he who is destined to defeat first fights and afterwards looks for victory”
– Sun Tzu.

Physician Leaders are visionary and innovative catalysts for change. They are effective Strategists who work with their teams and hospital partners to identify and implement evidence-based strategies to deliver the best value-based care.

Peter Drucker, and **Michael Porter** after him, emphasize the essential strategic question as follows: “What new and different things do we have to do, and when?” Beginning with the organization’s mission, strategy in healthcare is about making innovative decisions about the future – for the organization, for patients, for staff, and for physicians. The attributes of leading with strategy include:

Healthcare and Financial Perspective: The physician leader thinks and acts like an owner. He or she understands the changing landscape of business issues and is financially literate.

Strategic and Systems Thinking: Strategy begins with the mission and vision of the organization. The physician leader develops and communicates the vision, setting goals & priorities. What we choose to *not do* is as important as what we choose to do. The physician leader is also a systemic thinker who presents a unified vision of the future and demonstrates concern for the welfare of the organization as a whole.

Change Leadership: The physician leader is a catalyst of change. He or she builds stakeholder support for change at every level and builds a sense of workplace purpose and meaning.

Evidence-Based Decision Making: Evidence-based decision-making integrates the best research evidence with clinical expertise, patient values and expectations as practiced by the individual health-care provider. The physician leader makes evidence-based decisions and does not delay decisions. He or she is a strong proponent and practitioner of Evidence-Based Medicine.

Finally, it’s important to state that physician leaders create a culture of leadership based on their attitudes, their professionalism and, of course, the work itself.

LEADING WITH STRATEGY

- HEALTHCARE AND FINANCIAL PERSPECTIVES
- STRATEGY AND SYSTEMS THINKING
- CHANGE LEADERSHIP
- EVIDENCE -BASED DECISION MAKING

“People don’t care about how much you know until they know how much you care”.

LEADING PEOPLE

- BUILDING RELATIONSHIPS AND TRUST
- EFFECTIVE COMMUNICATION
- COACHING AND EMPOWERING OTHERS
- TEAMWORK
- CONFLICT MANAGEMENT

Physician Leaders cannot be leaders without people assessing and accepting their leadership. At CTI's Physician Leadership Institute we find that effective physician leaders build caring and trusting relationships with people and are strong communicators. They are authentic and genuinely care about their team and others.

Leading People includes the following attributes:

Building Relationships and Trust: The physician leader relates well to people at every level by showing consideration and empathy. His or her attitude and demeanor motivates fellow workers and colleagues. The physician leader is dependable, treats others with respect and builds trust through everyday actions.

Effective Communications: The Physician leader keeps everyone well informed, expresses ideas clearly, and spends considerable time listening. He or she ensures that the mission of the organization is clearly understood by the team.

Coaching and Empowering Others: The physician leader helps others improve their performance by providing timely and constructive feedback. He or she shows appreciation for a job well done and coaches the team to achieve high standards. The physician leader empowers others by delegating responsibility and providing them with the authority necessary to get things done.

Teamwork: The physician leader is a team player, collaborating across departments and functions. He or she builds high-performance teams by bringing out the best in members.

Conflict Management: The physician leader seeks win-win solutions and is always open to criticism. He or she is inclusive in asking for opinions and feedback and is capable of viewing issues from multiple perspectives.

People follow leaders because they have earned the right to lead through their actions.

Have you earned the right to lead?

The final dimension of leadership in our Physician Leadership Model is Leading For Results. The argument, of course, is that you can't be a leader if you don't eventually produce results.

In healthcare, results and improved outcomes are expected and required within a specific time frame. The leader will find a way to succeed and how they succeed – the process – is as important as the end-result.

Here are the attributes we have discovered in physician leaders who deliver results time and again:

Customer Focus: The physician leader is focused on customer needs. He or she responds to customer concerns with empathy and kindness. Timely communications and a sense of “caring” are critical tools in helping physicians bring their customers a sense of comfort and confidence.

Quality and Process Improvement: Leaders focus on improving work processes to provide higher levels of quality, reduce wait times, reduce costs, and eliminate waste. The “customer experience” is an important work-process that is always part of the leader's agenda.

Productivity and Efficiency: The physician leader knows that time is precious. He or she plans and leads productive meetings, manages time effectively, and minimizes the disruption of busy schedules.

Driving Results: The physician leader holds him or herself and others accountable for the timely and quality delivery of care. He or she avoids procrastination and exhibits a purposeful sense of urgency.

Doing the right things and doing things right – a cliché perhaps, but applicable on a day-to-day basis for the physician leader. Results-driven leaders, by default, create a high performance culture.

LEADING FOR RESULTS

- CUSTOMER FOCUS
- QUALITY AND PROCESS IMPROVEMENT
- PRODUCTIVITY AND EFFICIENCY
- DELIVERING RESULTS

“Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes.”

In conclusion, the more we have transformational physician leaders who *Lead Self, Lead with Strategy Lead People and Lead for Results*, the more we will have groups and organizations that thrive in the new world of value-based healthcare.

CONTACT US

for more information

or to learn about our comprehensive
Physician Leadership Assessment, contact:

Mohamad S Kasti, MS, MBA, MBB
mkasti@ctileadership.com
University of South Florida Research Park
3802 Spectrum Blvd
Tampa, FL 33613

O: 813.333.1401
C: 813.230.2375

Visit CTI's Physician Leadership Institute™
online at www.ctileadership.com

CTI Physician
Leadership
INSTITUTE