

# Leadership Essentials for Quality and Safety Leaders

Brijen J. Shah, MD, AGAF



GREATER NEW YORK HOSPITAL ASSOCIATION & UNITED HOSPITAL FUND

**CLINICAL QUALITY FELLOWSHIP PROGRAM**

# Disclosure



- Dr. Brijen Shah has no relevant financial disclosures.

# Learning Objectives

- Describe key concepts for conflict management
- List the Lencioni's Five Dysfunctions of a Team to diagnose team performance
- Discuss how to gain influence as a leader



# Leadership is...



- translating vision into reality. (W. Bennis)
- empowering others. (B. Gates)
- **not about attributes**, its about behavior. (JP Kotter)
- a process whereby an individual influences a group of others to achieve a common goal.



Teamwork

Influence

Vision

Deliver results

Strategic thinking

Operational planning

Management

Conflict

Trust

1. Form Team



2. Set Aims



3. Establish Measures



4. Select Changes



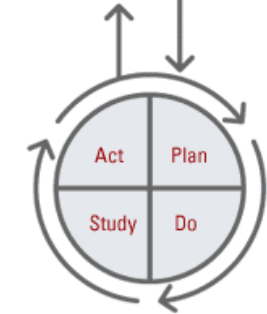
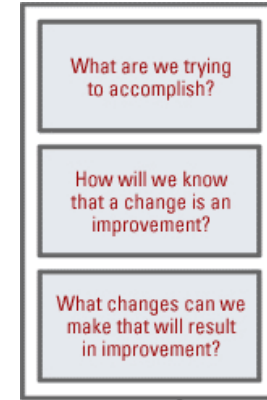
5. Test Changes



6. Implement Changes



7. Spread Changes



When poll is active, respond at [pollev.com/elinakats025](https://pollev.com/elinakats025)

Text **ELINAKATS025** to **22333** once to join

# Which of today's focus areas is something you would like to work on/is a weakness?

Conflict

Influence

Teamwork

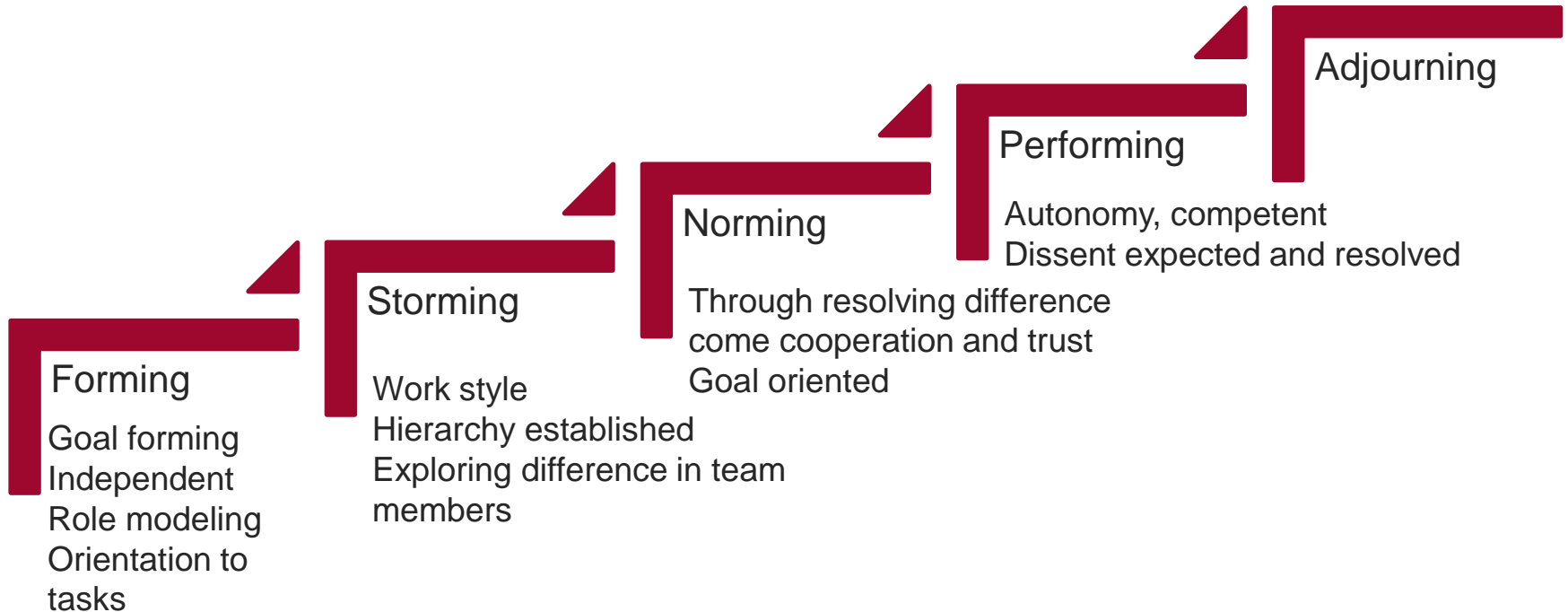
Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

# TEAMWORK

---

# Teams Develop in Stages

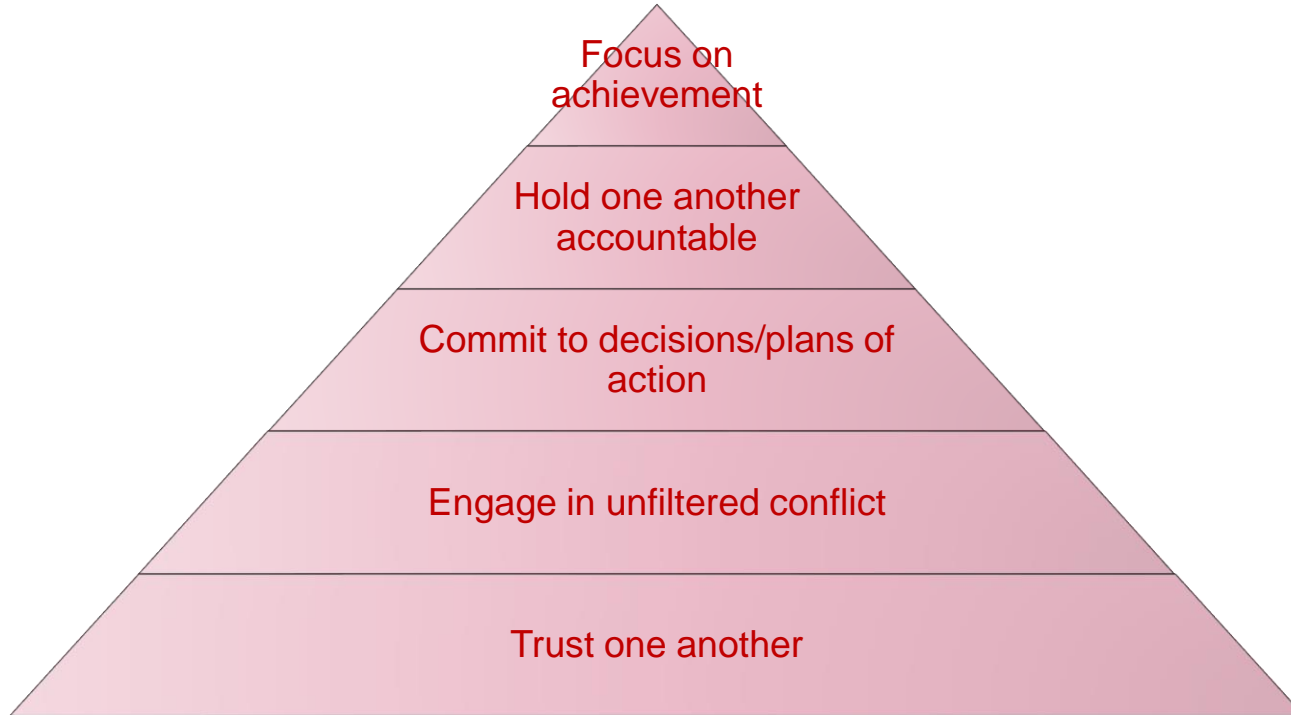




# Lencioni's Five Dysfunctions of a Team



# Lencioni's Five Dysfunctions of a Team



# Lencioni's Five Dysfunctions of a Team



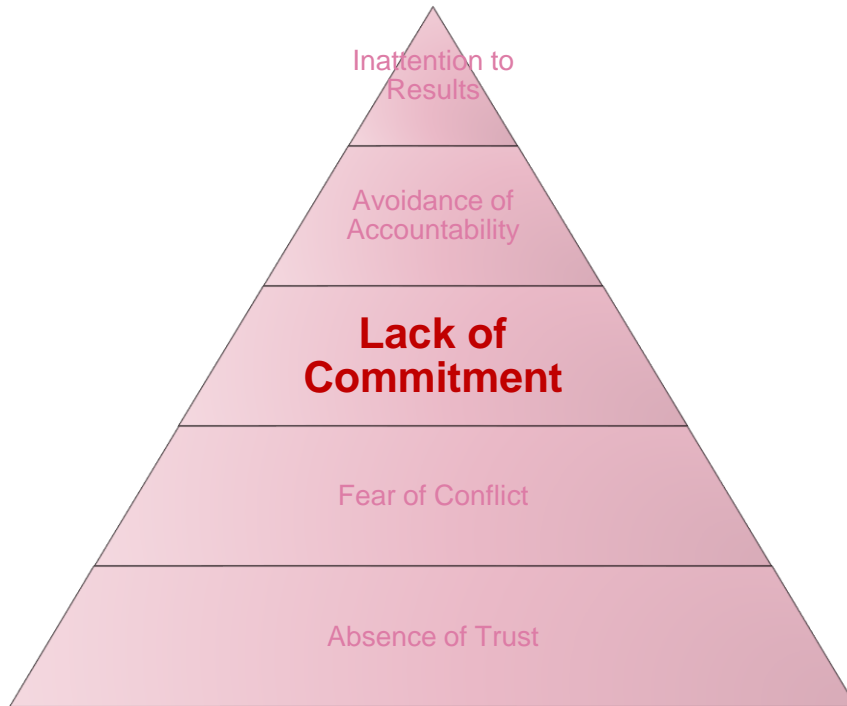
- Conceal their weakness/mistakes
- Hesitate to ask for help
- Hesitate to offer help
- Jump to conclusions
- Waste time and energy managing their own behaviors for effect

# Lencioni's Five Dysfunctions of a Team



- Create environments where back-channel politics and personal attacks thrive
- Ignore controversial topics that are critical to team success
- Fail to tap into all of the opinions and perspectives of team members
- Waste time and energy with posturing and interpersonal risk management

# Lencioni's Five Dysfunctions of a Team



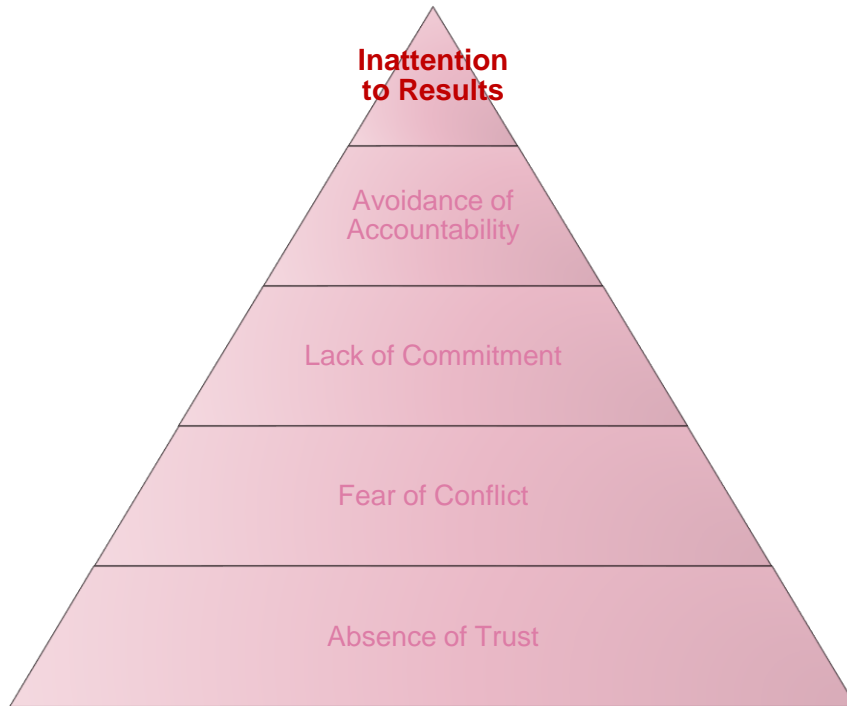
- Experiences ambiguity about direction and priorities
- Breeds lack of confidence and fear of failure
- Revisits discussions and decisions again and again
- Watches opportunities pass by due to excessive analysis and unnecessary delay

# Lencioni's Five Dysfunctions of a Team



- Creates resentment among team members
- Encourages mediocrity
- Misses deadline and key deliverables
- Places an undue burden on the team leaders as the sole source of discipline

# Lencioni's Five Dysfunctions of a Team



- Easily distracted
- Stagnates/fails to grow
- Rarely defeats competitors
- Loses achievement—oriented employees
- Encourages team members to focus on their own careers and individual results

# Survey



- ❑ Have all team members complete it
- ❑ Score it and discuss where you rated items differently
- ❑ Develop a group score for each item
- ❑ Develop an action plan

## The Five Dysfunctions Assessment

**Instructions:** Use the scale below to indicate how each statement applies to your team. It is important to evaluate the statements honestly and without over-thinking your answers.

3 = Usually  
2 = Sometimes  
1 = Rarely

1. \_\_\_ Team members are passionate and unguarded in the discussion of issues.
2. \_\_\_ Team members all out one another's deficiencies or unproductive behaviors.
3. \_\_\_ Team members know what their peers are working on and how they contribute to the collective good of the team.
4. \_\_\_ Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
5. \_\_\_ Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
6. \_\_\_ Team members openly admit their weaknesses and mistakes.
7. \_\_\_ Team meetings are compelling, and not boring.
8. \_\_\_ Team members leave meetings confident that their peers are completely committed to the decisions that were agreed on. Even if there was initial disagreement.
9. \_\_\_ Morale is significantly affected by the failure to achieve team goals.
10. \_\_\_ During team meetings, the most important and difficult issues are put on the table to be resolved.
11. \_\_\_ Team members are deeply concerned about the prospect of letting down their peers.
12. \_\_\_ Team members know about one another's personal lives and are comfortable discussing them.

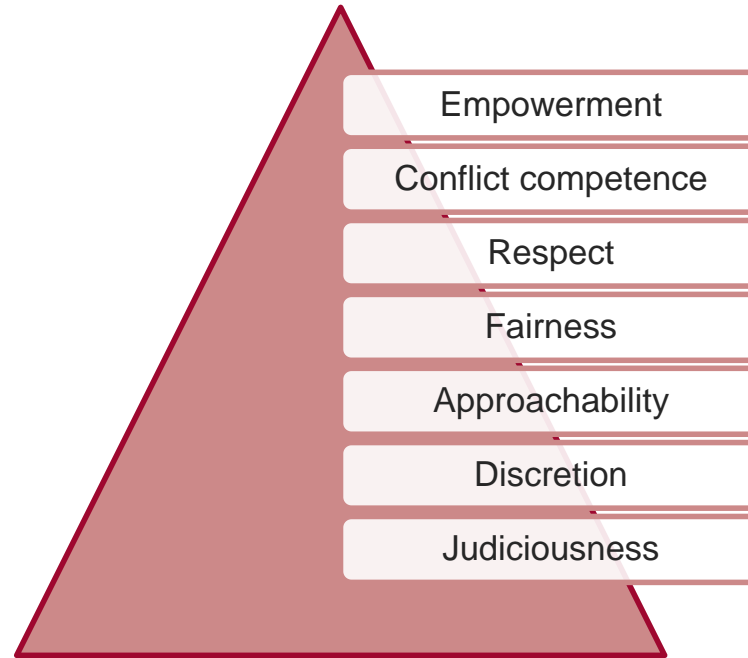
The survey and a tip sheet is in your electronic materials.



# CONFLICT MANAGEMENT

---

# Role of Power in Inclusive Leadership



<https://diamondleadership.com/leadership-resources/creating-inclusive-organizational-cultures/>

Discussed in Bopaiah, M. (2021). *Equity: How to Design Organizations where Everyone Thrives*. Berrett-Koehler Publishers

# Sources of Power in Medicine

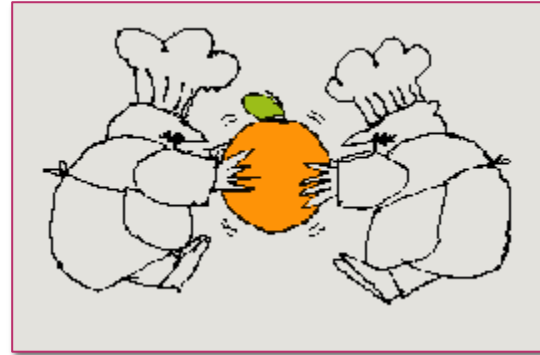


| Source                             | Description   | Example  |
|------------------------------------|---|--|
| Informational                      | Data and expertise                                      | Intern knows the whole history and consultant has the expertise to answer a question |
| Personality/individual differences | Psychology, motivation, cognitive, skills, moral, mood  | Desire for a medical student to outshine the resident on rounds                      |
| Position based power               | Formal authority, resource control, location in network | Program director, hospital president, nurse manager                                  |
| Relationship based power           | Goal interdependence                                    | Common goal to care for the patient  |
| Contextual power                   | Culture, environment in which the conflict takes place  | Culture of the department, unit, profession, hospital                                |

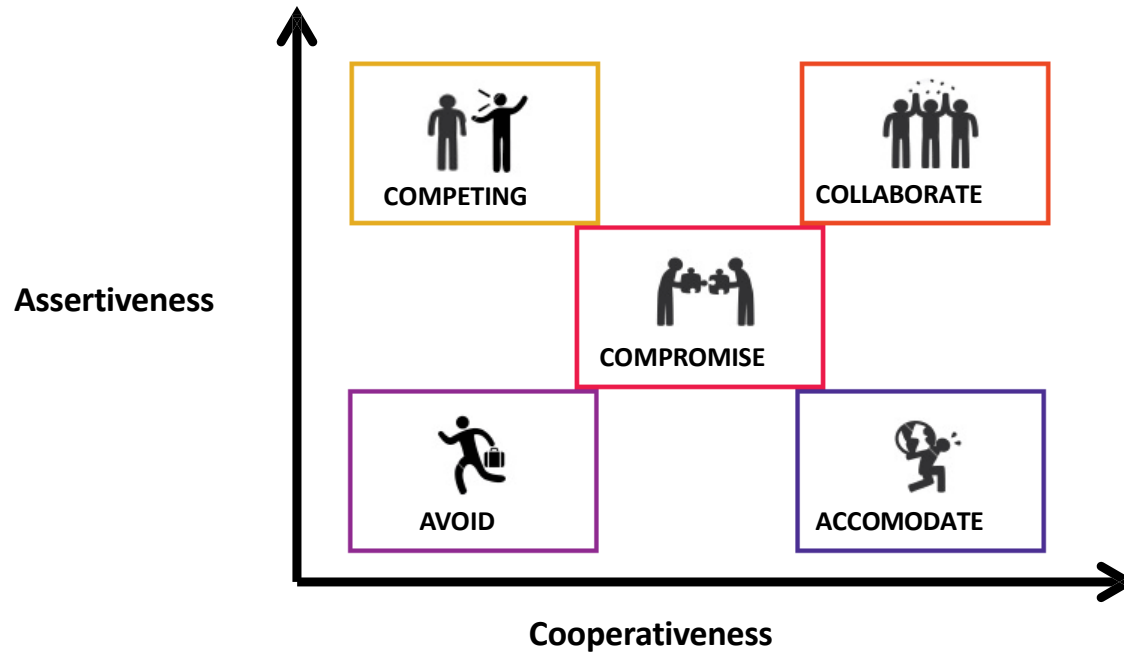
# Positions vs. Interests



- Positions - **what** is wanted
- Interests - **why** we want it
- In medicine, most of the time we share interests (e.g. the patient) but our positions (what we want to do) may be different which results in conflict.

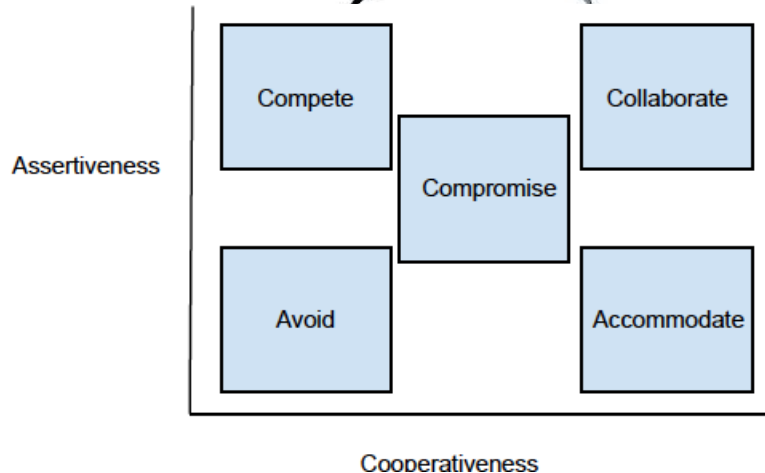


# Thomas-Kilmann Conflict Mode Instrument



# Compete: Assertive and Uncooperative

## “My way or the highway”



### Uses

- When quick decisive action is needed
- When unpopular issues need to be implemented

### Pitfalls

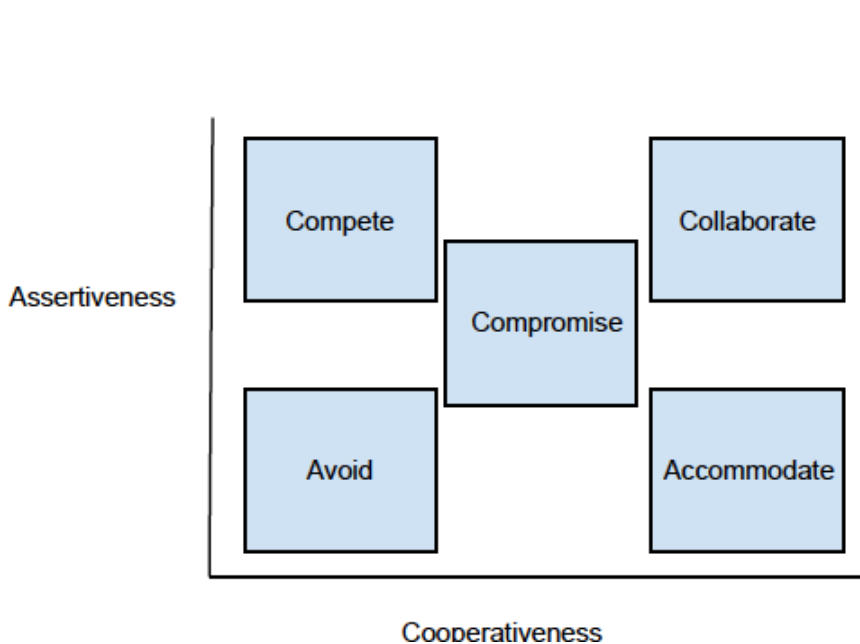
- Lack of feedback
- Get surrounded by “yes” people

### Tactic

- Threat, punish, intimidate

# Accommodate: Unassertive and Cooperative

## “What do you want?”



### Uses

- Keep peace
- Issue is more important to other side

### Pitfalls

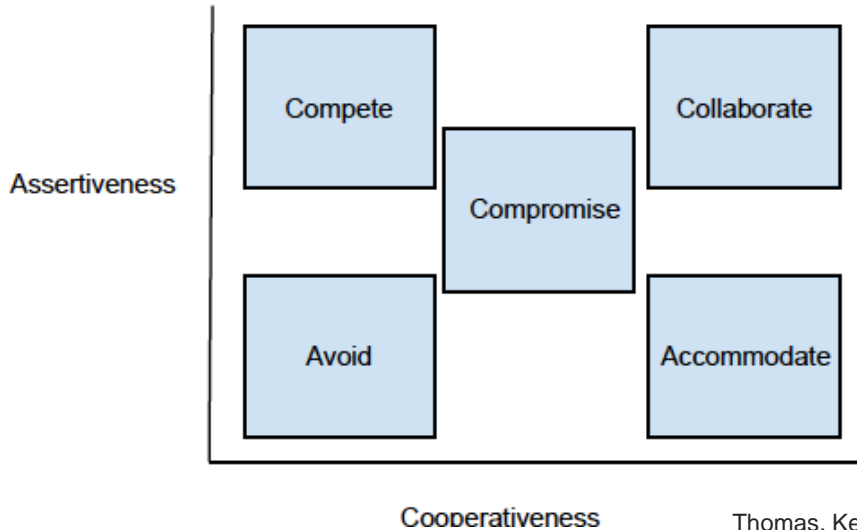
- Get taken advantage of
- No discipline

### Tactic

- Lower own's own aspirations

# Avoid: Unassertive and Uncooperative

“Why do today what can be done tomorrow?”



## Uses

- When issue is not important
- Buy time

## Pitfalls

- Lose your voice
- Issues fester

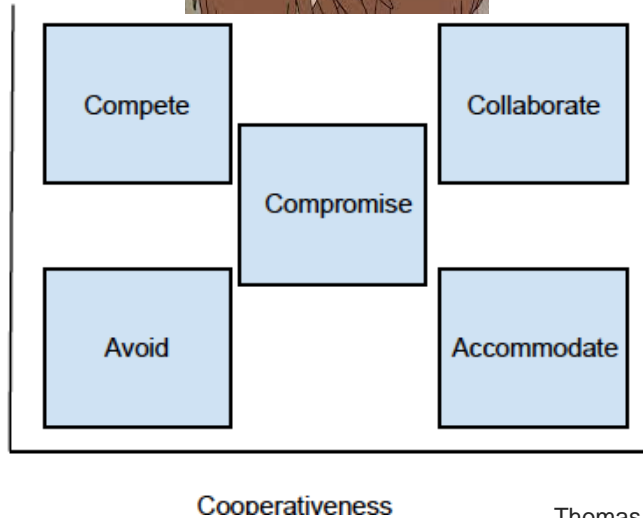
## Tactic

- Retreat, be silent



# Collaborate: Assertive and Cooperative

## “Let’s work this out together”



### Uses

- Working through hard feelings that are interfering with progress/relationships
- Getting a commitment from others

### Pitfalls

- Takes too much time
- Diffused responsibility

# Compromise: Intermediate Assertiveness and Cooperativeness

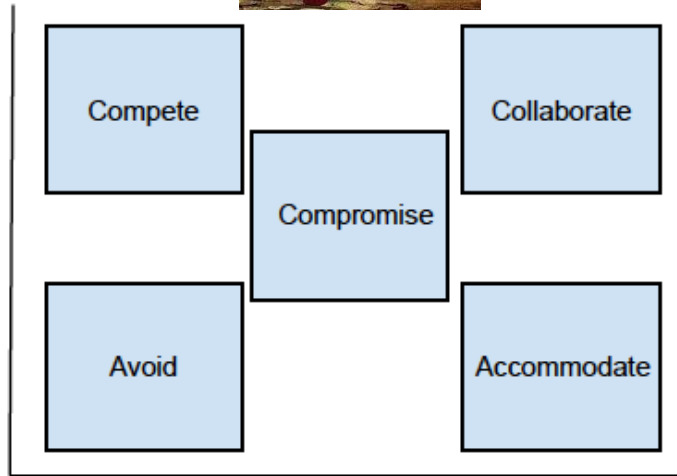
26



“Let’s Find the middle way”



Assertiveness



Cooperativeness

## Uses

- For issues of moderate importance with equal power on both sides
- Temporary solutions of complex issue

## Pitfalls

- Lose the big picture
- Cause cynicism due to gamesmanship

When poll is active, respond at [pollev.com/elinakats025](https://pollev.com/elinakats025)

Text **ELINAKATS025** to **22333** once to join

## What is your TKI style?

Compete

Avoid

Collaborate

Compromise

Accommodate

Powered by  **Poll Everywhere**

Start the presentation to see live content. For screen share software, share the entire screen. Get help at [pollev.com/app](https://pollev.com/app)

# Influence and Political Savvy



- Ethically building a critical mass of support for an idea you care about through influence.
- Two forces:
  - Organization's interest
  - Self interest
- Creativity, opposing interests, play maker

|               |      |                         |                      |
|---------------|------|-------------------------|----------------------|
|               |      | low                     | high                 |
| Self interest | high | Dysfunctional influence | Functional influence |
|               | low  | Self destructive        | Sacrificial          |
|               |      | Org interest            |                      |

# A Well-Intentioned QI Warrior or a Problem?



- Read the case
- Work in groups
- Three questions for discussion
- Appoint one note taker