

Leadership 101: Becoming a Leader in Health Care
Summary Sheet

Lesson 1: Taking the Leadership Stance

- You can lead even without a position of power — but first you have to take a **leadership stance**.
- No matter your position, here are seven good strategies any leader can use:
 1. Form a clearer picture of the real situation — by gathering data, not just listening to opinions. Ask, how big a problem is this, really?
 2. Reframe the problem so that it broadens the issue beyond the “unfair blame” issue.
 3. Connect the problem of the powerless to the strategic and business concerns of the powerful.
 4. Connect the problem of the powerless to the hearts of those in power.
 5. Seek out a powerful ally.
 6. Start looking for strong ideas about how to solve the problem.
 7. Put it together in an action plan.

Lesson 2: The Leadership Stance Is Not a Pose

- What do leaders do when faced with a new problem or challenge?
 - Leaders take the stance — a “get it done” sort of attitude — so that they are ready for action.
 - A good early action by leaders is to get a grasp of the real situation — not just by hearing everyone’s opinion about the problem, but by gathering objective data.
 - Once they have gathered data, they use the power of that information to move forward to solve the problem.
 - In moving toward action, leaders find a way to create a **workable level of unity**.

Lesson 3: Influence, Persuasion, and Leadership

- What influences people to make a change? There are three different types of people:
 1. Some people are logical (or “rational”): They will be moved by data, evidence, and carefully crafted logical reasoning — and nothing else.
 2. Others are more formal (or “physical”) in their approach to any problem, and will be looking for signs that those with power and authority agree. They will be watching the political signs in the room, and will not get on board until the change is formally endorsed as a policy or they see something in writing.
 3. But the majority of people tend to be influenced most powerfully not by logic or formal authority. For these emotional people, the connection needs to be made to their hearts.

Lesson 4: Measuring Leadership

- Writer, consultant, innovator Peter Drucker came up with a list of 10 things every **good leader** should know:
 1. An effective leader knows that a leader is someone who has followers.
 2. An effective leader knows that a leader is not someone who is loved or admired.
 3. An effective leader knows that leaders are highly visible.
 4. An effective leader knows that leadership is not rank, privileges, titles, or money.
 5. An effective leader asks, “What needs to be done?” rather than “What do you want?”
 6. An effective leader asks, “What can and should I do to make a difference?”
 7. An effective leader asks, “What are the organization’s mission and goals?”
 8. Effective leaders are extremely tolerant of diversity and do not look for carbon copies of themselves.
 9. Effective leaders are not afraid of strength in their associates.
 10. Effective leaders submit themselves to the “mirror test.”

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