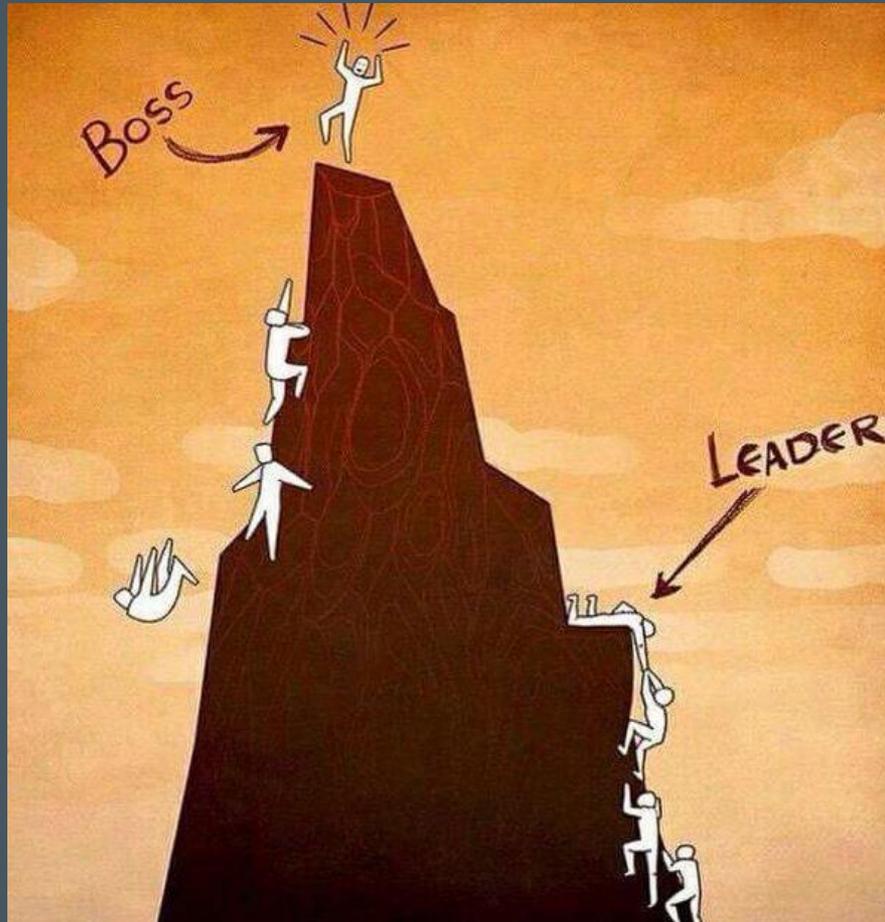


High Impact Leadership



Derek Feeley
IHI Chief Executive

Boss vs Leader



Interdependent dimensions of High-Impact Leadership

New Mental Models

How leaders think about challenges and solutions

High-Impact Leadership Behaviors

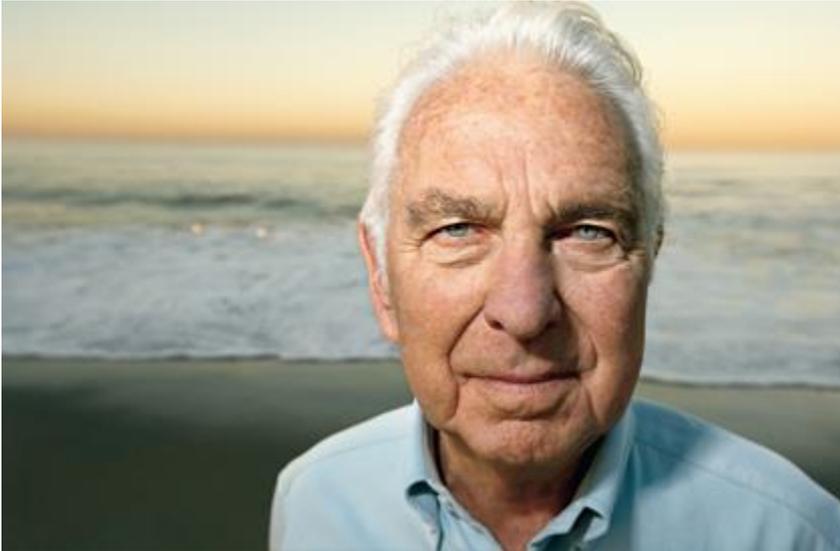
What leaders do to make a difference

IHI High-Impact Leadership Framework

Where leaders need to focus efforts



Warren Bennis



“Leadership is about getting people to want to do the right thing.”

“Good leaders make people feel that they’re at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens, people feel centered and that gives their work meaning.”



New mental model?



An aerial photograph of a wide, winding river with a dark blue-green hue. The riverbanks are composed of light-colored, sandy or silty soil, showing signs of erosion and sedimentation. In the foreground, a long, narrow bridge with a metal railing spans across a section of the river. The background shows a vast, flat landscape under a clear blue sky, with some distant hills or mountains visible on the horizon. A semi-transparent dark grey box is overlaid on the right side of the image, containing white text.

It can't be like this, either.
The Choluteca Bridge, after Hurricane Mitch

Some fundamentals (n=1)

- (Embracing) Complexity
- Shaping Culture
- Collaboration



1. Accepting complexity



For every complex problem there is an answer that is clear, simple, and wrong.



H. L. Mencken
American journalist
(1880-1956)

QuoteHD.com



Leadership of complex systems

- Destabilise the existing system
- Set some order generating rules
- Allow solutions to emerge
- Beware the persistence of deep structures and archetypes
- Accept paradox and contradiction



Presume that....



1. You will have to address complexity with complexity

2. The solutions are non-linear

3. You'll need a diversity of approaches

4. You will not have all of the answers

5. The power is not where you need it to be



2. Culture eats strategy for breakfast



“The only thing of real importance that leaders do is to create and manage culture.”

- Edgar Schein



Schein on Culture

- **Culture is a result of what an organization has learned from dealing with problems and organizing itself internally**
- **Your culture always helps and hinders problem solving**
- **Culture is a group phenomenon**
- **Don't focus on culture because it can be a bottomless pit. Instead, get groups involved in solving problems**



What do these have in common?



NASA Challenger



BP Gulf Oil Spill



Mid Staffs NHS

3. Collaboration

“

**VULNERABILITY IS THE
BIRTHPLACE OF
INNOVATION,
CREATIVITY AND
CHANGE.**

”

Brené Brown



TRADITIONAL LEADERS

vs.

COLLABORATIVE LEADERS



Believe **Power** comes from their **Position of Authority**

1

Believe **Power** is greatest in a **Collective Team**



Maintain **Ownership of Information**

2

Openly **Share Information and Knowledge**



Sometimes Listen to Suggestions and Ideas from their Team

3

Encourage **Suggestions and Ideas** from their Team



Deliver the Approved Solution to their Team

4

Facilitate Brainstorming with their Team



Allocate Time and Resources **Only when Proven Necessary**

5

Enable their Team by Allocating Time and Resources Right Away



Adhere to Specific **Roles and Responsibilities**

6

Allow **Roles and Responsibilities** to Evolve and Fluctuate



Fight Fires and Focus on **Symptoms**

7

Seek to Uncover the **Root Causes** of Issues



Review Staff Performance Annually According to Company Policy

8

Offer **Immediate and Ongoing Feedback** and Personalised Coaching



Discussion

- What are your leadership “fundamentals”?
- Describe the leadership culture at ELFT?



High-Impact Leadership Behaviors

What leaders do to make a difference

1. Person-centeredness

Be consistently person-centered in word and deed

2. Front Line Engagement

Be a regular authentic presence at the front line and a visible champion of improvement

3. Relentless Focus

Remain focused on the vision and strategy

4. Transparency

Require transparency about results, progress, aims, and defects

5. Boundarilessness

Encourage and practice systems thinking and collaboration across boundaries



High Impact Leadership Behaviours

Person Centeredness

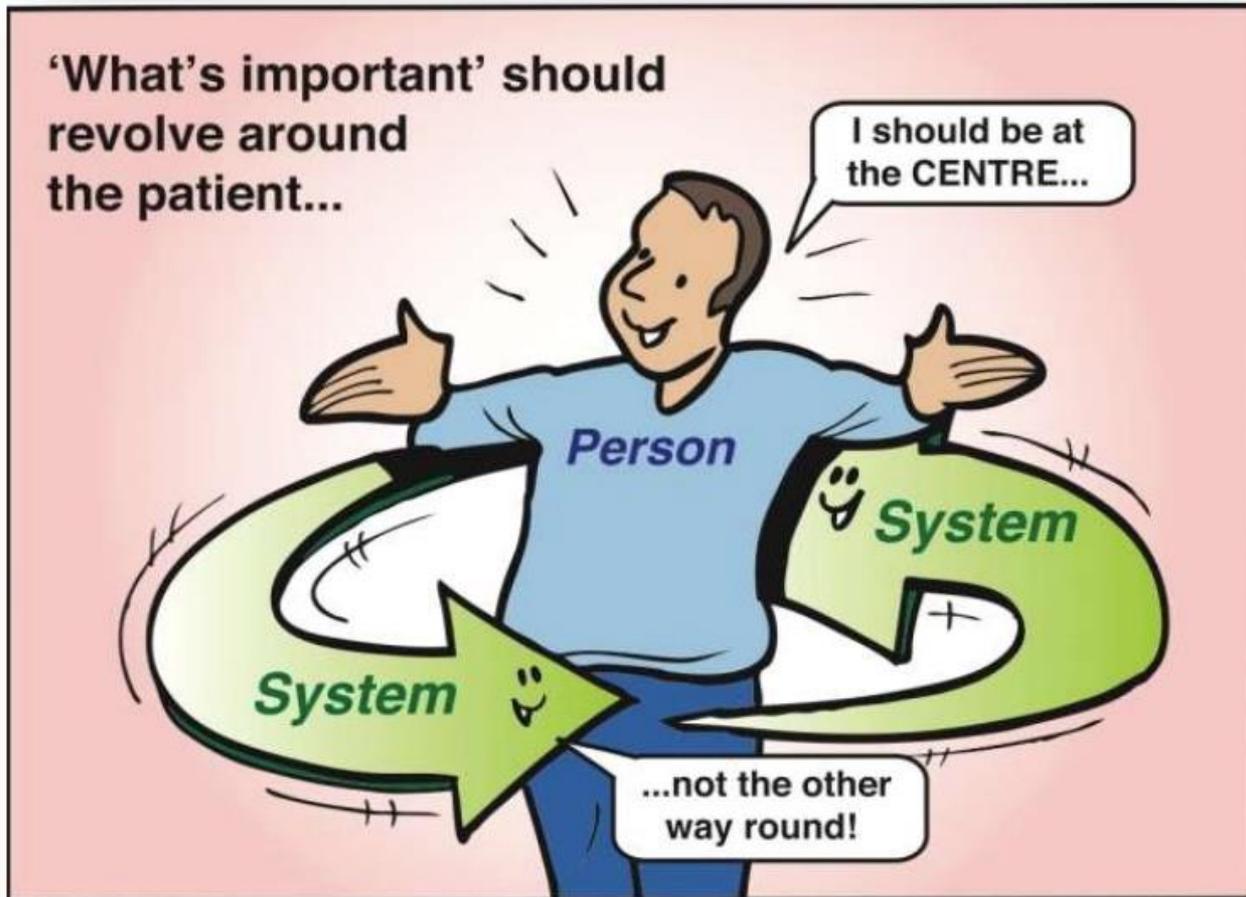
Front Line Engagement

Relentless Focus

Transparency

Boundarilessness

Person Centeredness





From...
“What’s the matter?”
to
“What matters to you?”

Front Line Engagement

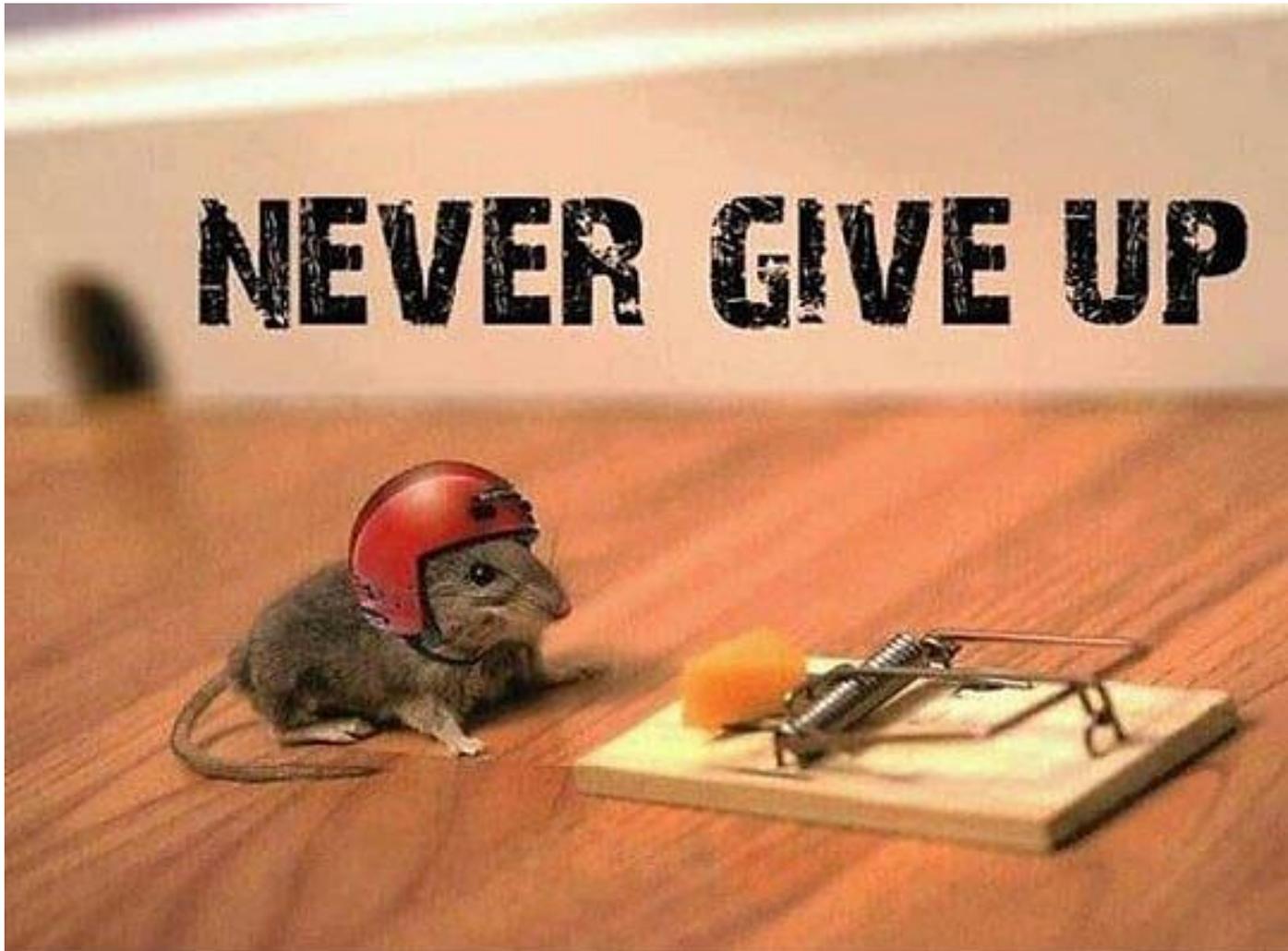
A DESK IS A DANGEROUS
PLACE FROM WHICH TO
VIEW THE WORLD.

- John Le Carre



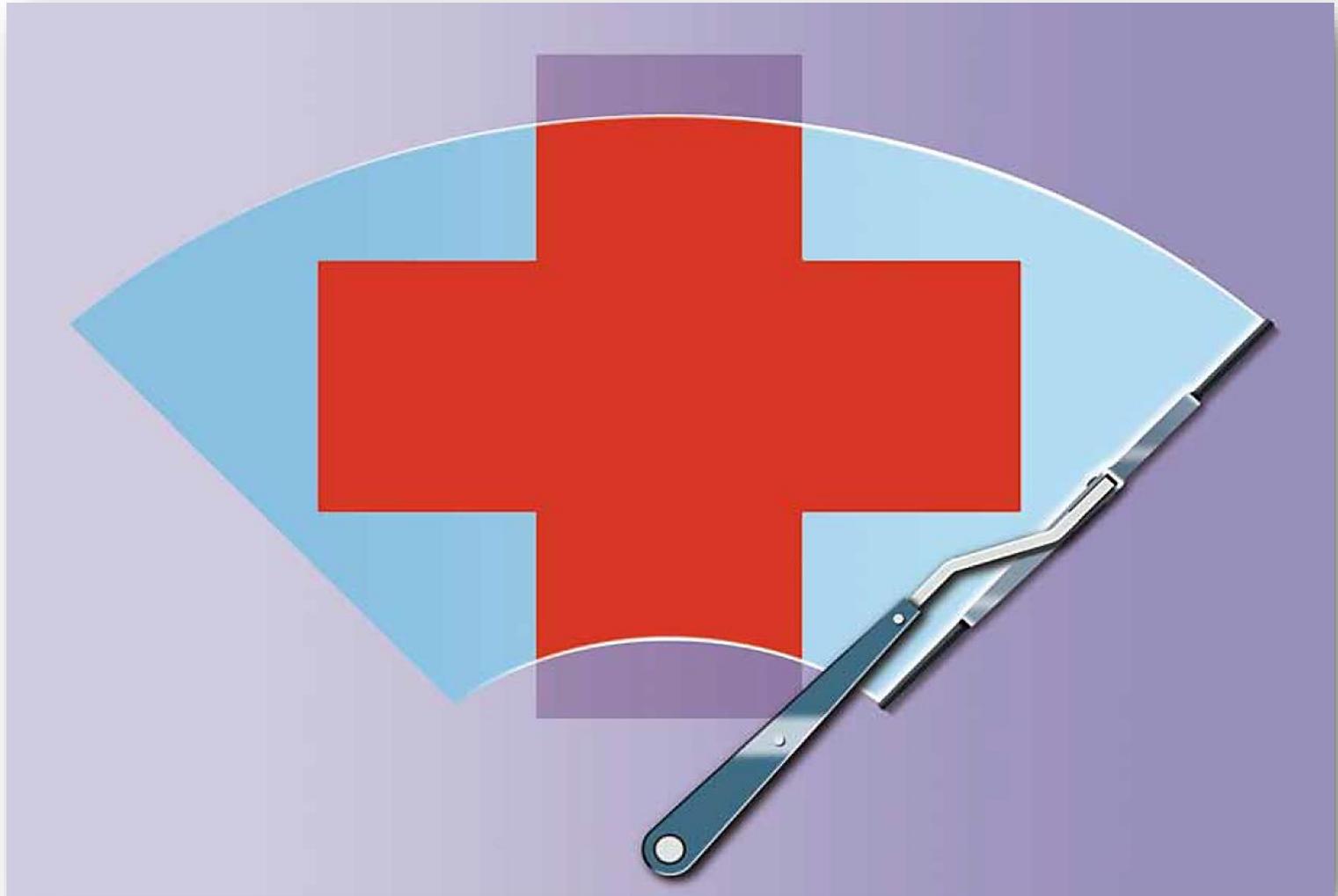


Relentless Focus





Transparency

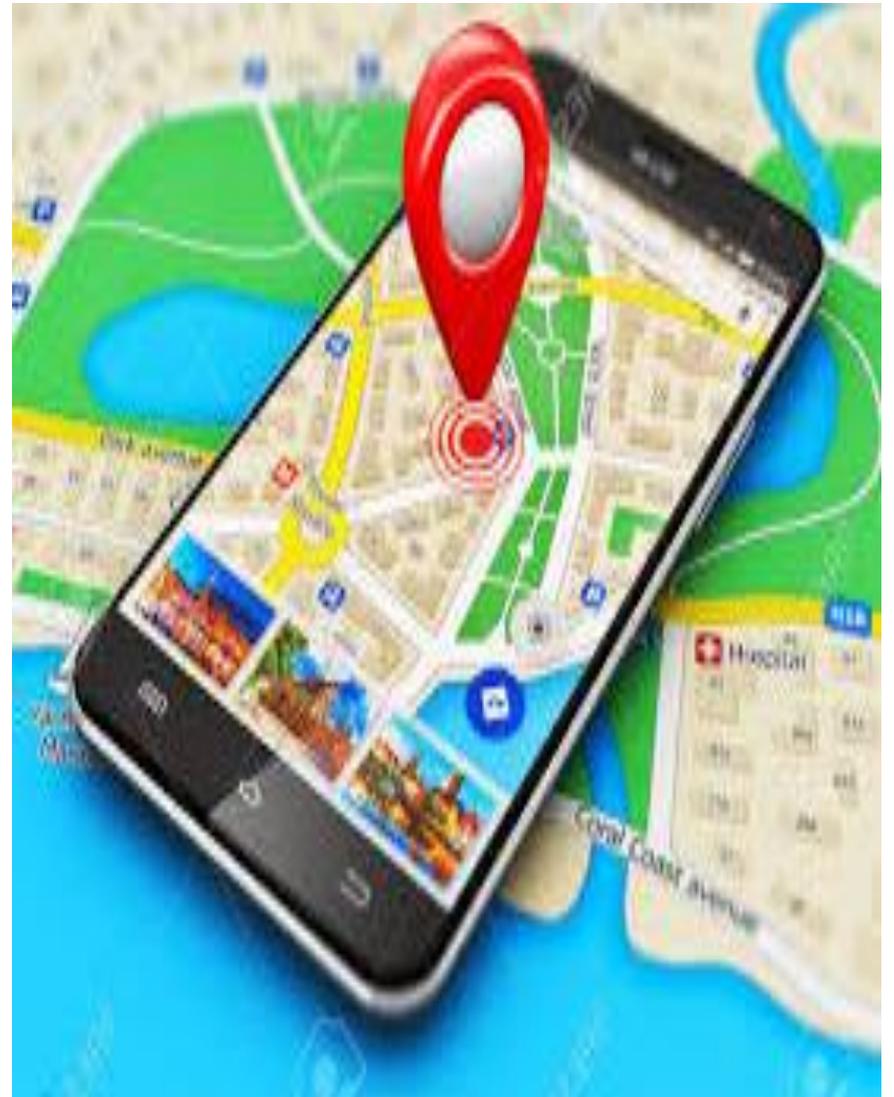
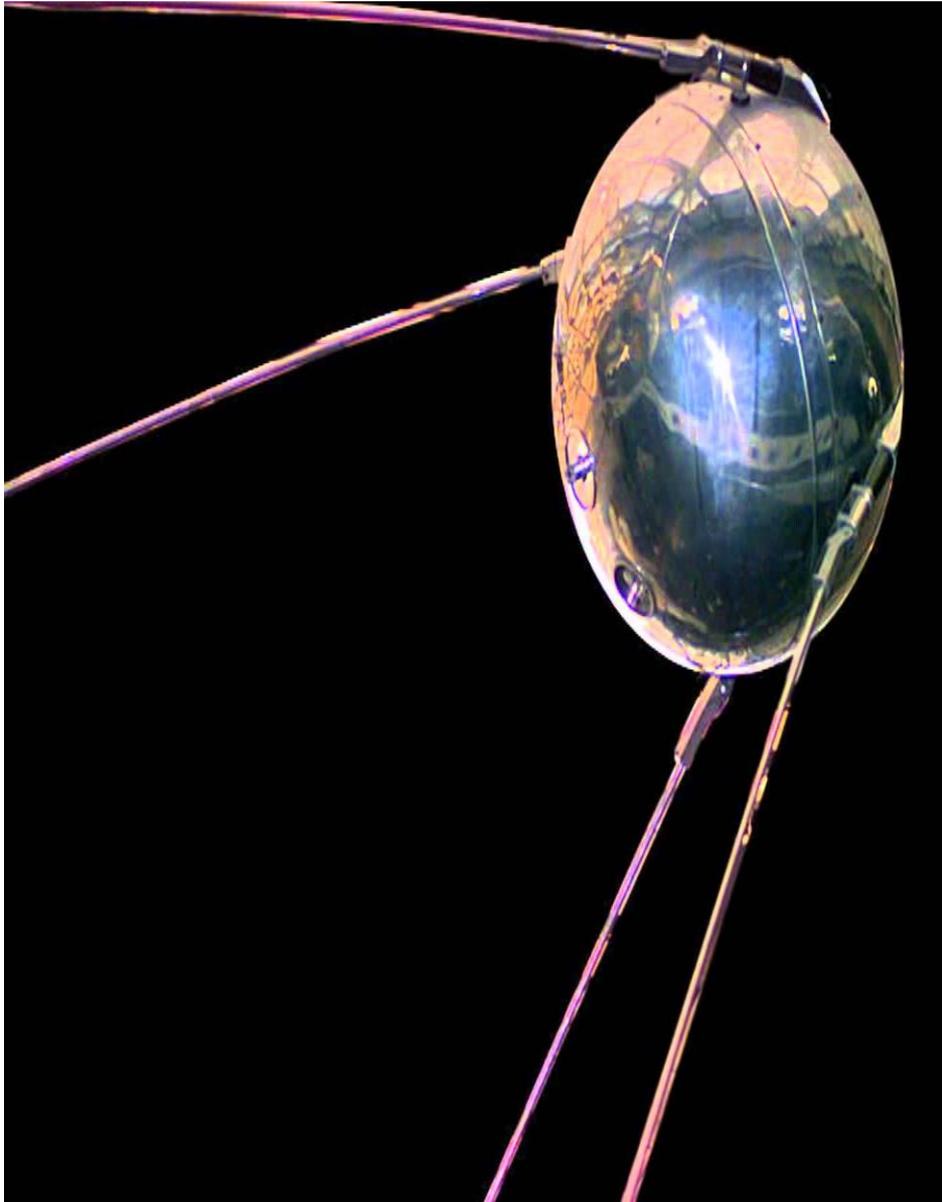


Boundarilessness

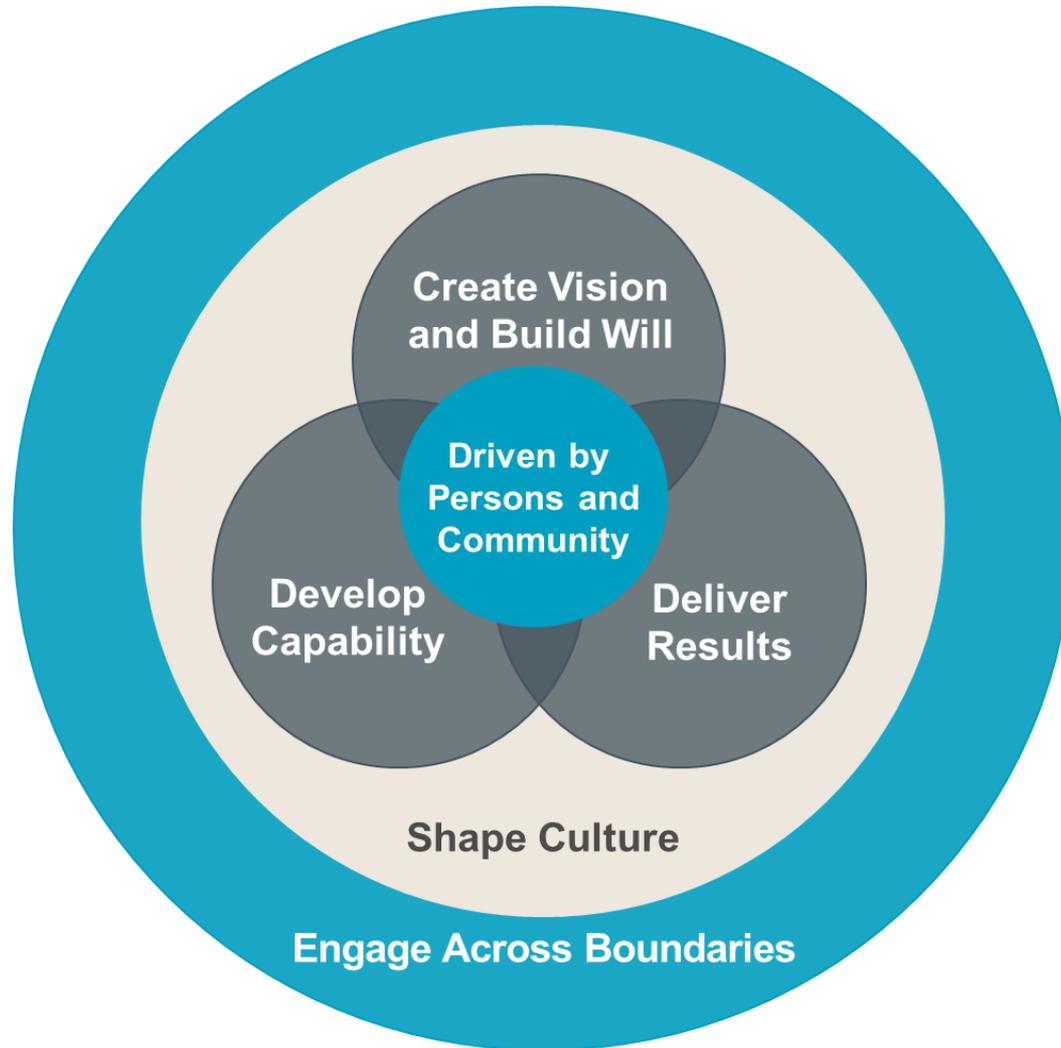


Steven Johnson – Where Good Ideas Come From





IHI High-Impact Leadership Framework



IHI High-Impact Leadership Framework

Driven by Persons and Community

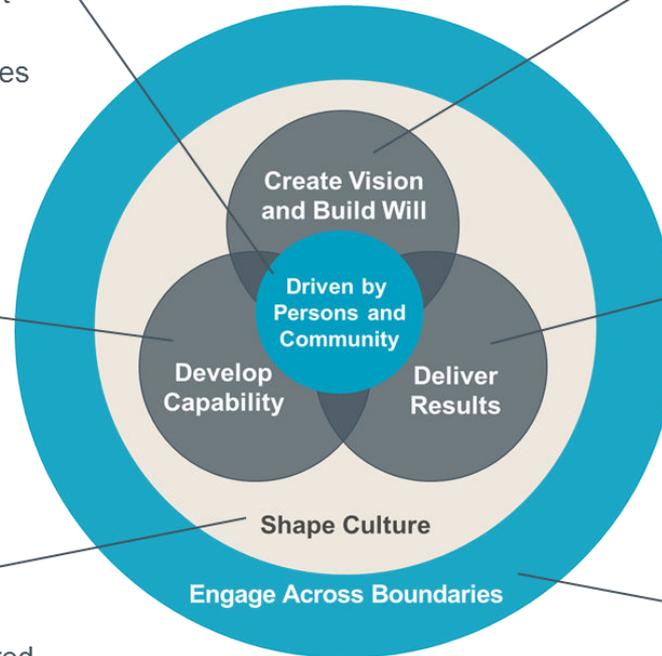
- Include patients on improvement teams
- Start meetings with patient stories and experience data
- Use leadership rounds to model engagement with patients and families

Develop Capability

- Teach basic improvement at all levels
- Invest in needed infrastructure and resources
- Integrate improvement with daily work at all levels

Shape Culture

- Communicate and model desired behaviors
- Target leadership systems and organizational policies with desired culture
- Take swift and consistent actions against undesired behaviors



Create Vision and Build Will

- Boards adopt and review system-level aims, measures, and results
- Channel leadership attention to priority efforts
- Transparently discuss measures and results

Deliver Results

- Use proven methods and tools
- Frequently and systematically review efforts and results
- Devote resources and skilled leaders to high-priority initiatives

Engage Across Boundaries

- Model and encourage systems thinking
- Partner with other providers and community organizations in the redesign of care
- Develop cross-setting care review and coordination processes



Discussion

- When it comes to exemplifying these 5 high impact leadership behaviours, what's the best example you can think of at ELFT?



Thank You!

Derek Feeley

President and CEO

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