An Overview Presentation

SOMC Leadership Development
Strategies to Sustain Our Great Place to Work Culture

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What is the problem?

The culture that SOMC has carefully and painfully developed over the last 25 years can only be sustained through leaders who are committed to the culture...and could be quickly destroyed by leaders who are not.
What is the solution?

We will continue to implement innovative processes to identify, select, and develop leaders that have both the capability and passion to lead in this demanding leadership culture.¹

¹Just as important as selection is following due process to extrude Net-Negative and/or ineffective leaders that cannot or will not lead SOMC to produce the desired results.
What processes are used to sustain the SOMC Leadership Culture?

Leadership Selection Process
Are we sure we want you as a leader at SOMC?

Leadership Growth and Development Opportunities
Are you committed to learning and willing to be uncomfortable enough to grow?

Leadership Exits and Succession Planning
Do we have the right leaders in place and what are we doing to prepare for the next generation?

SOMC Leadership Culture
Informed Consent
Are you sure you want to be a leader at SOMC?
What processes are used to sustain the SOMC Leadership Culture?

SOMC Leadership Culture – Informed Consent

- Prior to being able to apply for a leadership position at SOMC, applicants have to review and acknowledge [The SOMC Leadership Culture: An Informed Consent and Commitment Document for Aspiring SOMC Leaders](#)

- All prospective Medical Staff Providers are sent a detailed letter outlining our Strategic Value expectations

- All leadership candidates are provided a copy (or web access) of our [Expectations for SOMC Leaders](#)

- In other words...our leadership culture and behavior expectations should **NOT** be a surprise
What processes are used to sustain the SOMC Leadership Culture?

SOMC Leadership Selection Process

- Screening Interview
- Hiring Manager Interview
- Final Candidates
  - White Paper Scenarios
    - Assesses critical thinking and writing skills
  - GAP Analysis Presentation
    - Assesses analytical and presentation skills
  - Peer Interview
    - Assesses communication skills
- Evaluation feedback is gathered from key stakeholders for input into leader hiring decision
What processes are used to sustain the SOMC Leadership Culture?

**SOMC Leadership Development Opportunities**

- Human Resources provides new leader with SOMC Leadership Jump Start Guide
- A “Leadership Navigator” contacts the new leader and explains the guide and the required and optional development activities
- Navigator schedules Jump Start orientation appointments and launches follow-up education/quizzes for completed sessions
What processes are used to sustain the SOMC Leadership Culture?

SOMC Leadership Development Opportunities

- Leadership Assimilation
- HR 101 Curriculum
- Leadership CORE (Quarterly)
- Leadership Development Institute [LDI] (Quarterly)
- Perceptions of Leadership Strengths (PoLS) Survey (and other self assessments available\(^1,2,3\))

\(^1\)We encourage all SOMC leaders to read *Strengths Based Leadership*, to clarify and expand on their top five signature themes.

\(^2\)Leaders can receive a motivators profile as the result of The Motivators Assessment associated with the book, *What Motivates Me: Put Your Passions to Work*.

\(^3\)Leaders can take a free “Myers-Briggs-like” Jung Typology Test™ personality test [here](#).
What processes are used to sustain the SOMC Leadership Culture?

SOMC Leadership Development Opportunities

• **Leadership Rounds**
  – Introductory leadership development opportunity
  – Meets weekly for 1-hour for 9 months
  – Leadership Case Study (LCS) processing

• **NexGen Leadership Group**
  – Potential leadership talent nominated for participation
  – Meets monthly for 2-3 years
  – Rotational assignments for “A Better Way” 90-day projects
  – Peer evaluation each 90 days
  – Present Problem-Oriented Leadership Learning Opportunity (POLLO) presentations based on a LCS
What processes are used to sustain the SOMC Leadership Culture?

SOMC Leadership Development Opportunities

- **Leadership Coaching Group**
  - Experienced leaders in our Leadership Culture participate
  - Meets Monthly on-going
  - Present Problem-Oriented Leadership Learning Opportunity (POLLO) presentations based on a LCS
  - Rotational Coaching assignments

- **Department Leadership Teams**
  - Coaching Group leaders and Executives have begun integrating POLLOs and LCS discussion in department-level leadership team meetings
What processes are used to sustain the SOMC Leadership Culture?

SOMC Leadership Case Study (LCS)

- The LCS is a template that is designed to help leaders process through a challenging leadership situation.
  - What happened?
  - What did I think, feel and do?
  - What did I think, feel, and wish I had done differently afterward?
  - What leadership lessons have I learned?

- The LCS is a foundational tool for leadership development used in the following settings:
  - Leadership Rounds
  - Department Leadership teams
  - Foundations for presentations used in NexGen, Coaching Group, and Leadership Retreats.

- Participants listen, ask clarifying questions, offer counsel and post reflections on a private Yammer page for that development group.
What processes are used to sustain the SOMC Leadership Culture?

SOMC Leadership Retreats

- **NEW!** Retreat process for members of:
  - Leadership Council
  - NexGen Leadership Group
  - Leadership Coaching Group
  - Physician Leadership Rounds
  - Executive Team

- Retreat requires participants to:
  - Present a POLLO presentation\(^1\) anchored around a Leadership Case Study (LCS) including personal reflection and actions to change Beliefs, Behaviors and Feelings to solve the problem
  - Present 1-2 LCS during meals
  - Spend time with self and the cross-functional team members

\(^1\)A POLLO presentation stands for a “Problem-Oriented Leadership Learning Opportunity”
What processes are used to sustain the SOMC Leadership Culture?

SOMC Leadership Retreats – Sample Evaluation Comments

“There was total engagement from all team members. No one held back, everyone shared from the heart.”

“This process forced each of us to methodically think of a perceived problem, document our old vs. new beliefs, behaviors, feelings and a plan for change. I would never have carried out this exercise on my own or given it the time necessary to truly explore my beliefs, behaviors and feelings.”

“The case studies gave insight into what makes us tick as both individuals and team members. We are all human, have feelings to manage and struggle in our efforts to grow as leaders.”

“Relationship and resource building with passionate leaders that share similar goals for ourselves as well as SOMC.”

“I found this to be the most worthwhile conference that I have attended. We have resources available at our fingertips through list-servs, webinars, articles, etc. to help us learn and stay abreast of the happenings in our specific fields and I believe that for the most part, those are adequate resources. However, when it comes to leadership, I can't think of a better way to learn than what we have done the past 4 days.”

“The challenging leadership presentation format took me out of my comfort zone.”

“The mix of leaders from different levels of experience and areas created a unique set of perspectives, thoughts, and insight (I am not sure that that the same effect would have been created with a group that was better "acquainted").”
What processes are used to sustain the SOMC Leadership Culture?

SOMC Exits and Succession Planning

• Sometimes leaders may not be able to successfully lead in our culture
  – Net-Negative Leader process

• Over the next 5-15 years, SOMC will have significant leader turnover
  – Leader workforce plan
  – Re-vamped successor identification and development planning process
Where can we learn more?

- Join the discussion about practical approaches to more effective leadership on the SOMC Leadership Blog.
- Read and reflect carefully on “The SOMC Leadership Culture: An Informed Consent and Commitment Document for Aspiring SOMC Leaders.”
- Read “Expectations for SOMC Leaders” carefully.
- Learn more about how to confront others effectively by reading A Portable Mentor for Organizational Leaders.
- Review the SOMC Leadership Jumpstart Links on the SOMC Intranet.
How can you contact us?

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What are some of my key personality traits?

- While it might appear I use my charisma or interpersonal skills to manipulate or “sell” others on ideas, it is because I believe in my dreams and have a genuine desire to help see those dreams through to reality.
- I am a learner and see the “big picture”; I am able to focus on many projects and responsibilities at once.
- While my office may seem cluttered, I am organized and decisive in matters of interpersonal affairs; My conclusions about people and motives are drawn more quickly than my “P” counterparts.
- People with my personality type usually pursue careers which require good interpersonal skills to create a collaborative environment to produce results.
- My interest in a subject is driven by the answer to the question “how is this helpful to people?”; My learning interest and application increases when I can connect with “making a difference” for others.
- My relationships with those I am closest with are intense, personable and warm; I work hard at knowing and appreciating people, and in doing so may take on more of the burdens of others than I can bear.
- I find it easy to establish common ground with people who have a mindset similar to mine…and get annoyed with people who are overly argumentative or analytical (when its against my world view).

1You can take a free “Myers-Briggs-like” Jung Typology Test™ personality test here.
2You can read my complete Extroverted Intuitive Feeling Judging (ENFJ) profile here.
My Clifton StrengthsFinder™ Top Five Signature Themes

• **Individualization**
  – I am a customizer.
  – I see the potential in human diversity rather than its problem.
  – I will bring an understanding of people that is valuable to my team.

• **Positivity**
  – I am optimistic, hopeful and fun loving.
  – I lift and lighten emotional environments.
  – I will bring contagious energy and enthusiasm to the team.

• **Arranger**
  – I am comfortable with lots of moving parts.
  – I work effectively and efficiently through others.
  – I will bring flexibility and interactivity to the team.

• **Achiever**
  – I am a hard worker.
  – I set the pace for production.
  – I will bring intensity and stamina to the team.

• **Learner**
  – I enjoy learning.
  – I am eager to learn about the things that interest me.
  – I will bring a learning perspective to the team.

• **Others sometimes view me as:**
  – Caring more about individual needs than those of the team
  – Naive
  – A workaholic
  – Difficult to follow
  – Focused more on learning than taking action

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1 The Clifton StrengthsFinder™ Domains of Leadership are the Executing Domain, the Influencing Domain, the Relationship Building Domain and the Strategic Thinking Domain.
2 My leadership themes fall into the Executing, Relationship Building and Strategic Thinking domains.
3 You be the judge.
4 We encourage all SOMC leaders to read Strengths Based Leadership, complete the assessment tool and then contact Vicki Noel to clarify and expand on your top five signature themes.
What motivates me?¹,²

• Pressure
  – I enjoy the energy I feel from stressful situations.
  – I enjoy the focus created by external pressure to multitask and achieve deadlines.

• Challenge
  – I enjoy tackling difficult issues and obstacles that others see as perplexing or impossible to achieve.
  – I feel I am at my best when things get really hard.

• Excelling
  – I want others to feel the same energizing passion I experience in the pursuit of patient-centered perfection.
  – I enjoy working hard and delivering on my commitments.

• Teamwork
  – I believe that we do our best when we collaborate and pool our strengths together.
  – I enjoy delivering for my team by completing my commitments and respecting others’ ideas.

• Impact
  – I enjoy being fully engaged in work that matters.
  – I want to be a producer, not just a consumer.

• Variety
  – I thrive on change to keep things interesting.
  – I enjoy taking on new tasks, different assignments and working with cross-functional teams to achieve results.

• Autonomy
  – I enjoy being “my own boss” and maintaining a degree of freedom in my work.
  – While I enjoy delivering for my team, I prefer to do much of my work alone to be productive.
  – I dislike “red tape” and rules that get in the way of my work.

¹My profile is the result of The Motivators Assessment associated with the book, What Motivates Me: Put Your Passions to Work.
²If you would like to read this book and complete the assessment, contact Vicki Noel.
What are some of my key personality traits?

- While I may appear arrogant, I am actually self-confident; I know what I know and what I don’t, and I am comfortable with that.
- I am an independent, practical perfectionist; I am primarily interested in stuff that works.
- I am a passionate team builder, seizer of opportunities and recognizer of others’ contributions, but I am intolerant of slackers.
- Aspiring to be a truth-seeker and truth-speaker, I regularly make other people uncomfortable—and high-performers like that in me.
- People with my personality type usually pursue careers in science and engineering and may even succeed as leaders if we force ourselves to conform enough to others’ expectations to mask our fierce unconventionality.
- While I am capable of caring deeply for others, I have little patience with routine social rituals including small talk and cocktail party nonsense.
- I expect people to be direct and reasonable, and these unreasonable expectations test my patience.

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My Clifton StrengthsFinder™ Top Five Signature Themes

• **Restorative**
  – I am not intimidated by dysfunction.
  – I look for the “bug” in the system and diagnose what ails.
  – I will bring courage and creativity to problematic situations to the team.

• **Relator**
  – I am genuine and authentic.
  – I get to know more about the people closest to me.
  – I will bring social depth and transparency to the team.

• **Discipline**
  – I am an efficient manager of limited resources.
  – I plan in advance then follow the plan.
  – I will bring precision and detail orientation to the team.

• **Consistency**
  – I am more interested in group needs than individual wants.
  – I reduce variance and increase uniformity.
  – I will bring rules and policies that promote predictability to the team.

• **Responsibility**
  – I am a person that others trust to get things done.
  – I follow through on my commitments.
  – I will bring dependability and loyalty to the team.

• **Others sometimes view me as**
  – Negative because of association with problems
  – Cliquish
  – May be resistant to change
  – Someone who believes rules trump relationships or results
  – Hesitant to let go

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  - I want others to feel the same energizing passion I experience in the pursuit of patient-centered perfection.
  - I enjoy working hard and delivering on my commitments.

• **Challenge**
  - I enjoy tackling difficult issues and obstacles that others see as perplexing or impossible to achieve.
  - I feel I am at my best when things get really hard.

• **Service**
  - I am driven to serve and place the needs of others above my own.
  - I take great pleasure in giving my time and talents to help others.

• **Teamwork**
  - I believe that we do our best when we collaborate and pool our strengths together.
  - I enjoy delivering for my team by completing my commitments and respecting others’ ideas.

• **Pressure**
  - I enjoy the energy I feel from stressful situations.
  - I enjoy the focus created by external pressure to multitask and achieve deadlines.

• **Purpose**
  - I like to be a part of something bigger than myself and an integral part of an organization they believe in.
  - I not only long for deeper meaning in my work, I also want to be aligned with a strong mission and vision.

• **Problem Solving**
  - I get pleasure from finding solutions, especially in a crisis, and from resolving conflicts.
  - I enjoy looking at problems from multiple angles and helping others to creatively solve their own problems.

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Are there other questions?

♦ Safety ♦ Quality ♦ Service ♦ Relationships ♦ Performance ♦