

Exceptional Leadership 16 Critical Competencies For Healthcare Executives Second Edition

A guide to professional coaching in business environments offers insight into how to develop a personal coaching model, providing coverage of topics ranging from goal setting and data gathering to obtaining feedback and development planning.

Annotation.

Exceptional leaders use competencies (a set of professional and personal skills, knowledge, values, and traits) that guide a leader's performance. In an era of change and uncertainty in healthcare, it is crucial that leaders learn not only how to be exceptional, but also what makes an exceptional leader. In this edition, the authors detail 16 competencies grouped in four categories: Well-Cultivated Self-Awareness, Compelling Vision, A Real Way With People, and Masterful Execution. Features include: a feature case study with supportive vignette within each competency chapter; two minicases with discussion questions at the end of each chapter; six new chapters that demonstrate how to apply the book's concepts at both the individual and organizational levels; new chapter on physician leadership that incorporates findings from interviews with industry leaders and provides a helpful road map for those transitioning into the physician executive role. --

The Future of Nursing explores how nurses' roles, responsibilities, and education should

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change significantly to meet the increased demand for care that will be created by health care reform and to advance improvements in America's increasingly complex health system. At more than 3 million in number, nurses make up the single largest segment of the health care work force. They also spend the greatest amount of time in delivering patient care as a profession. Nurses therefore have valuable insights and unique abilities to contribute as partners with other health care professionals in improving the quality and safety of care as envisioned in the Affordable Care Act (ACA) enacted this year. Nurses should be fully engaged with other health professionals and assume leadership roles in redesigning care in the United States. To ensure its members are well-prepared, the profession should institute residency training for nurses, increase the percentage of nurses who attain a bachelor's degree to 80 percent by 2020, and double the number who pursue doctorates. Furthermore, regulatory and institutional obstacles -- including limits on nurses' scope of practice -- should be removed so that the health system can reap the full benefit of nurses' training, skills, and knowledge in patient care. In this book, the Institute of Medicine makes recommendations for an action-oriented blueprint for the future of nursing.

How Exceptional Leaders Master the Flow of Talent

Use Your Knowledge, Experience, and Intuition to Help Leaders Excel

Thinking Strategically

The 5 Levels of Leadership

Great Leaders, Teams, and Why People Follow

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Enhanced Physician Engagement, Volume 1: What It Is, Why You Need It, and Where to Begin

Practical Strategies for Healthcare CEOs and Their Boards

Based on the popular Developing Leadership Talent program offered by the acclaimed Center for Creative Leadership, this important resource offers a nuts-and-bolts framework for putting in place a leadership development system that will attract and retain the best and brightest talent. Step by step, the authors explain how alignment with strategic goals and organizational purpose and effective developmental experiences are the backbone of a successful leadership program. This authoritative and useful book, Developing Leadership Talent is an essential tool for any leadership program.

“Spending millions of dollars to renovate, reconfigure, expand, or replace a facility can be intimidating without the right direction. Healthcare Facility Planning: Thinking Strategically is a practical guide that will help you move confidently from planning to implementation. This book’s focus is on predesign planning-- a stage in the healthcare facility planning, design, and construction process. Healthcare executives have the greatest opportunity to express a vision for their organization’s future during predesign planning, and decisions made during this stage have the greatest impact on long term operational costs and future flexibility. Careful predesign planning allows an organization to rethink its current patient care delivery model, operational systems and processes, and use of technology to ensure that a facility substantially benefits patients, caregivers, and payers. This new edition addresses current issues—such as new financial incentives, fluctuating utilization and demand, constant pressure for technology adoption and deployment, rising turf wars among specialists, intense focus on patient safety, and aging phy-

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plants--that affect the way facilities are used, planned, financed, and built."--Back cover.

Instructor Resources: PowerPoint slides, additional discussion questions, and web links. Today healthcare leaders face constant challenge and change. Even as they cope with a rapidly evolving environment, they also must overcome existing obstacles inherent to running multifaceted operations. A solid value system will anchor leaders as they navigate these daily hurdles. This highly regarded book examines leadership through the lens of such values. It provides a comprehensive overview of leadership principles specific to the healthcare environment and explores both personal and team values that drive appropriate and effective behavior. Case studies, exercises, and self-assessment tools facilitate teaching, dialogue, and self-reflection. A valuable resource for seasoned practitioners and their leadership teams, the book is also used extensively in academic courses in leadership. Updates to this edition include: Expanded coverage of academic theories and popular approaches to leadership A new chapter articulating the need to identify and develop new types of leaders in healthcare A new chapter on the extensive work of researchers who have examined the impact of leadership on organizational outcomes Updated and expanded discussion of servant leadership, change makers, employee engagement, emotional intelligence, and groupthink Fresh examples and cases featuring clinical leaders, including both nurses and physicians

Having an impressive title does not make someone a leader. True leaders inspire commitment from executives, managers, physicians, and staff. Without this commitment, you have nothing but a title. What separates a true leader from a titled executive? Leaders have followers. This book takes an honest and refreshing look at what it takes to build "followership" in today's complicated healthcare environment. Learn how to build an organizational culture that eases tensions and

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motivates staff to meet growing demands. This book will help you assess your leadership skills, the culture of your organization. Act on your findings with proven strategies that boost morale and engender committed employees. Healthcare leaders face a unique set of challenges. This book provides a clear roadmap for building trusting, productive relationships in an often turbulent and stressful environment.

CEO Excellence

Moses as a Model for Effective Leadership

The 21 Indispensable Qualities of a Leader

What It Takes To Be An Authentic Leader

The Healthcare Leader's Guide to Actions, Awareness, and Perception

Becoming an Exceptional Executive Coach

Three Sigma Leadership

Too many companies are managed not by leaders, but by mere role players and bureaucrats. What does it take to be a real leader—one who is confident in who she is and what she stands for, and who truly inspires people to achieve extraordinary results? Rob Goffee and Gareth Jones argue that leaders don't become great by aspiring to a list of universal character traits. Rather, effective leaders are authentic—they deploy individual strengths to engage followers' hearts, minds, and souls. They are skillful at consistently being themselves, even as they alter their behaviors to respond effectively in changing contexts. In this lively and practical book, Goffee

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Jones draw from extensive research to reveal how to hone and deploy one's unique leadership assets while managing the inherent tensions at the heart of successful leadership: showing emotion and withholding it, getting close to followers while keeping distance, and maintaining individuality while "conforming enough." Underscoring the social nature of leadership, the book also explores how leaders remain attuned to the needs and expectations of followers. Why Should Anyone Follow You? will forever change how we view, develop, and practice the art of leadership wherever we live and work.

People can learn how to lead. This was the position John H. Zenger and Joseph B. Folkman took when they wrote their now-classic leadership book The Extraordinary Leader—and it's a fact they reinforce in this new, completely updated edition of their bestseller. When it was first published, The Extraordinary Leader immediately attracted a wide audience of aspiring leaders drawn to its unique feature: the extensive use of scientific studies and hard data, which served to demystify the concept of leadership and get readers thinking about the subject in a pragmatic way. Now, Zenger and Folkman revisit the subject to address leaders' most pressing concerns today. The result is an up-to-date, essential leadership guide for the twenty-first century that includes: Late-breaking research on the psychology of leadership New information on leading in a global environment A breakthrough case study on measuring improved

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leadership behavior Studies revealing the importance of follow-through The Extraordinary Leader is a remarkable combination of expert insight and extensive research. The authors analyzed more than 200,000 assessments describing 20,000 managers—by far the most expansive research ever conducted for a leadership book. Zenger and Folkman have created the leadership book of the ages. The Extraordinary Leader explains how to build leadership skills that will take you and your organization to unimagined success.

Two leadership consultants identify three keys to being a more effective leader: knowing your strengths and investing in others' strengths, getting people with their strengths on your team, and understanding and meeting the four basic needs of those who look to you for leadership.

One of The Globe & Mail's Top 10 Business books of the Year! Rethink Everything You Know About Leadership Strengths "A must-read for anyone wanting to positively stand out in an organization or for leaders wanting to raise the overall performance of the organization." -- Cindy Brinkley, Vice President, Global Human Resources, General Motors "Zenger Folkman's findings related to companion behaviors is exciting. It enhances what's been presented in prior books and makes extraordinary leadership seem like an achievable goal. I would recommend this book to anyone committed to the journey." -- Pam Mabry, Director, Human Resources, The Boeing Company

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Company "The authors take the groundbreaking concept of driving leadership effectiveness by building our strengths to a whole new level of practical implementation, providing us with a brilliantly clear road map. I have found this book of work to be absolutely invaluable . . . I cannot imagine a person in a leadership today who would not find value from reading this book cover to cover." -- Loren Starr, Senior Managing Director and Chief Financial Officer, Invesco Ltd. How to Be Exceptional is a milestone in the emerging business case for evidence-based management. Building on two decades of earlier research, the authors brilliantly outline a simple, concrete, scientifically validated model for achieving consistently superior business results through leadership. . . . Its magic is its simplicity, pragmatism, and focus." -- Eric Severson, Senior Vice President, Talent, Gap Inc. "How to Be Exceptional is the best book on professional development I have read in decades. It reinforces the emerging wisdom that the path to greatness is really about building profound strengths, rather than through relentlessly focusing on one's weaknesses. This is a great road map for any leader seeking to optimize their growth and impact." -- Michael A. Peel, Yale University, Vice President, Human Resources and Administration

The Unexpected Traits of High-performing Healthcare Leaders
A Practical Guide to Aligning Leaders and Followers

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Healthcare Facility Planning

Essential Values and Skills

Becoming the Person Others Will Want to Follow

The Future of Nursing

16 Critical Competencies for Healthcare Executives

When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision—the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities—but they are also essential. Although a certain degree of analytical and technical skill is a minimum requirement for success, studies indicate that emotional intelligence may be the key attribute that distinguishes outstanding performers from those who are merely adequate. Psychologist and author Daniel Goleman first brought the term "emotional intelligence" to a wide audience with his 1995 book of the same name, and Goleman first applied the concept to business with a 1998 classic Harvard Business Review article. In his research at nearly 200 large, global companies, Goleman found that truly effective leaders are distinguished by a high degree of emotional intelligence. Without it, a person can have first-class training, an incisive mind, and an endless supply of good ideas, but he or she still won't be a great leader. The chief components of emotional intelligence—self-awareness, self-regulation,

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motivation, empathy, and social skill—can sound unbusinesslike, but Goleman found direct ties between emotional intelligence and measurable business results. The Harvard Business Review Classics series offers you the opportunity to make seminal Harvard Business Review articles a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world—and will have a direct impact on you today and for years to come.

Essentials of Strategic Planning in Healthcare introduces readers to the factors influencing the strategic planning process in hospitals and other health services institutions today. Structured around a comprehensive case study and accompanying end-of-chapter exercises, this text places readers in the planner's seat, asking them to apply what they have learned to lead the hospital in the case study to success. Topics covered include:
The role leadership plays in strategic planning Organizational factors critical to strategic planning Completing a SWOT analysis Analytical tools that support strategic planning Key data sources available to planners Strategic opportunities presented by pay-for-performance initiatives Communicating the strategic plan to multiple stakeholders Linking the strategic plan to operating performance Physician involvement in strategic planning Strategic planning initiatives across the continuum of care Hospital-physician integration models Factors affecting strategic

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planning in the post-acute care industry Jeffrey P. Harrison, PhD, FACHE, is an associate professor of health administration at the University of North Florida. Previously, Dr. Harrison held a wide range of managerial positions, including chief operating officer of a hospital, director of a large medical group, and leader at the health system level. He is founder and president of Harrison Consulting Group, Inc., a healthcare consulting firm.

ADP 6-22 describes enduring concepts of leadership through the core competencies and attributes required of leaders of all cohorts and all organizations, regardless of mission or setting. These principles reflect decades of experience and validated scientific knowledge. An ideal Army leader serves as a role model through strong intellect, physical presence, professional competence, and moral character. An Army leader is able and willing to act decisively, within superior leaders' intent and purpose, and in the organization's best interests. Army leaders recognize that organizations, built on mutual trust and confidence, accomplish missions. Every member of the Army, military or civilian, is part of a team and functions in the role of leader and subordinate. Being a good subordinate is part of being an effective leader. Leaders do not just lead subordinates—they also lead other leaders. Leaders are not limited to just those designated by position, rank, or authority.

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Executives

Leaders Eat Last

Strengths Based Leadership

Essential Operational Components for High-performing Healthcare

Enterprises

Exceptional Leadership

Pivot to the Future

Why Some Teams Pull Together and Others Don't

Essentials of Strategic Planning in Healthcare

"Based on extensive interviews with today's . . . corporate leaders, this look at how the best CEOs do their jobs focuses on the mindsets and actions that foster an environment of excellence"--

Sixth edition of the hugely successful, internationally recognised textbook on global public health and epidemiology comprehensively covering the scope, methods, and practice of the discipline.

The proven, effective strategy for reinventing your business in the age of ever-present disruption Disruption by digital technologies? That's not a new story. But what is new is the "wise pivot," a replicable strategy for harnessing disruption to survive, grow, and be relevant to the future. It's a strategy for perpetual reinvention across the old, now, and new elements of any business. Rapid recent advances in technology are forcing leaders in

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every business to rethink long-held beliefs about how to adapt to emerging technologies and new markets. What has become abundantly clear: in the digital age, conventional wisdom about business transformation no longer works, if it ever did. Based on Accenture's own experience of reinventing itself in the face of disruption, the company's real world client work, and a rigorous two-year study of thousands of businesses across 30 industries, Pivot to the Future reveals methodical and bold moves for finding and releasing new sources of trapped value-unlocked by bridging the gap between what is technologically possible and how technologies are being used. The freed value enables companies to simultaneously reinvent their legacy, and current and new businesses. Pivot to the Future is for leaders who seek to turn the existential threats of today and tomorrow into sustainable growth, with the courage to understand that a wise pivot strategy is not a one-time event, but a commitment to a future of perpetual reinvention, where one pivot is followed by the next and the next.

Regarded as one of the most influential management books of all time, this fourth edition of Leadership and Organizational Culture transforms the abstract concept of culture into a tool that can be used to better shape the dynamics of organization and change. This updated edition focuses on today's business realities. Edgar Schein draws on a wide range of contemporary research to redefine culture and demonstrate the crucial role leaders play in successfully applying the principles of culture to achieve their

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organizational goals.

Partnership of Equals

Oxford Textbook of Global Public Health

Followership

Army Leadership and the Profession (ADP 6-22)

Why Should Anyone Be Led by You?

Healing Our Future

The Intangibles of Leadership

Instructor Resources: Instructor's Manual Today's healthcare managers face increasingly complex challenges and often must make decisions quickly. When a difficult situation arises, managers can no longer simply "look it up" online or in the management literature. Properly "looking it up" involves knowing where and how to look, appropriately framing a research question, weighing valid evidence, and understanding what is required to make proposed solutions work. Health Services Management: A Case Study Approach offers a diverse collection of case studies to help readers learn and apply key concepts of management, with an emphasis on the use of evidence in management practice. The case study authors, many of whom are practitioners or academics who work closely with practitioners,

present realistic management challenges across a variety of settings. They examine potential responses to those challenges by health services managers and other stakeholders, and they provide a platform for meaningful discussion of opportunities and constraints for management decision makers attempting to implement change. This edition includes 60 case studies--32 of which are brand new--arranged thematically into six sections: The Role of the Manager, Control, Organizational Design, Professional Integration, Adaptation, and Accountability. The new cases include the following: - Better Metrics for Financial Management - What Makes a Patient-Centered Medical Home? - Doing the Right Thing When the Financials Do Not Support Palliative Care - Hearing the Patient Voice: Working with Patient and Family Advisers to Improve the Patient Experience - Managed Care Cautionary Tale: A Case Study in Risk Adjustment and Patient Dumping Learning by example is one of the oldest forms of learning, and the case study approach offers a time-tested way for students and healthcare professionals to develop practical skills that are not easily acquired through lectures. Health Services Management has been used in classrooms since 1978, and this eleventh edition offers a fresh take on a classic text.

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This book is a practical, evidence-based guide to seven key leadership disciplines that will help anyone working in healthcare to pursue brighter futures. In this book, Andrew Garman looks at the major changes facing healthcare organizations and the leadership competencies required to successfully meet those challenges. He explains how people become more effective leaders over time and what science tells us works best in making this happen. At the heart of this book are seven universal disciplines—values, health system literacy, self-development, relations, execution, boundary-spanning, and transformation—which Garman divides into “enabling” and “action” disciplines. The enabling disciplines encompass the foundational work that makes leadership efforts more effective: learning more about ourselves, deepening our understanding of the world around us, and taking care of ourselves. The action disciplines describe leadership in the context of getting the work done: setting and resetting direction, collaborating inside and outside our organizations, anticipating what's coming, and helping people prepare for it. Collectively, they form an evidence-based common language of leadership that readers can easily map to any model that their organization or profession may already be using. Each chapter provides a description of the discipline,

illustrates why it is important, and offers specific advice on how to raise proficiency. Appendixes offer step-by-step guidance on recruiting and engaging good mentors, along with input on developing long-term and foresight skills.

Although few might think of Moses as a 'leader' in the contemporary business and political sense, Moses is not only among the most significant leaders in Western civilization but is also arguably the quintessential example of a powerful leader from whom much can be learned by anyone entering and occupying leadership positions. Various types of leadership approaches are considered that have been advocated by scholars over the past century. Moses' example as described in the Bible is analyzed to assert why Moses' approach makes for an appropriate and compelling form of leadership today. While present leadership and management vocabulary might differ from the Hebrew Bible, many of the notions advocated by modern leadership theorists appear to parallel major behaviors, traits, functions, experiences and actions ascribed to Moses, especially in the first five books of the Hebrew Bible. Anyone can view Moses through the lens of a particular religion, whether shared or not, and still learn considerably from the experience. One will find Moses depicted

as heroic, charismatic, and certainly empathic. Yet, Moses also shows transactional, transformational and visionary leadership qualities. Hence, 'Religion and Contemporary Management' discerns why Moses represents such an important model of effective leadership for contemporary times. "While the future of US healthcare is unclear the move toward value-based care is undoubtedly its next major shift. Reimbursement payment programs have already begun this metamorphosis and are increasingly being tied to quality measures. With the urgency of revolutionary change in the background, the healthcare organization must transform its care and business models to evolve into a next-level healthcare enterprise. In Essential Operational Components for High-Performing Healthcare Enterprises, Jon Burroughs and other nationally respected experts highlight the building blocks necessary to transform a healthcare organization into an integrated delivery system. In this operational model, hospitals and other entities in the system work together to achieve common clinical and business goals. Shifting from reactive to proactive, healthcare leaders must move the mindset and strategy of the healthcare system, from caring for the ill to preventing illness. This radical book proposes a framework of innovative strategies for shifting to a fully

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engaged, aligned, and integrated delivery system: - Effective leadership - The role of clinical staff - Strategic planning - Clinically integrated networks - Health information management - Population health - Actuarial risk and cost management The push for efficiency, quality, and cost reduction demands change in every area of the US healthcare system. Essential Operational Components for High-Performing Healthcare Enterprises defines the fundamental enterprise-wide elements that all healthcare organizations will need to embrace to excel in a value-based world"-- Unleashing the Power of Emotional Intelligence Leading Change, Advancing Health The Six Mindsets That Distinguish the Best Leaders from the Rest

The Emerging Healthcare Leader

How to Be Exceptional: Drive Leadership Success By Magnifying Your Strengths

What Makes a Leader? (Harvard Business Review Classics)

There are good leaders, then there are exceptional leaders. The answer to "What makes a leader exceptional?" is simple: competencies. Competencies are a set of professional and personal skills, knowledge, values, and traits that guide a leader's

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performance. This book focuses on the 16 key competencies that distinguish good leadership from great leadership.

As a technical organization, charged with performing groundbreaking and pathfinding challenges on a daily basis, NASA has long valued the role of its Chief Engineers and Lead Systems Engineers. Although it takes a team to accomplish our missions and no members are unimportant, the Chief Engineers and Lead Systems Engineers who we look to lead our technical teams are critical to the success of our endeavors. It is this corps of dedicated, experienced, and passionate problem solvers and leaders who battle the technical headwinds that face every project, finding often hidden solutions and overcoming seemingly insurmountable obstacles to create paths to success. Furthermore, it is that indomitable spirit of ingenuity and perseverance that defines the Agency. Developing our Chief Engineers and Lead Systems Engineers is a commitment of the NASA engineering community, and one of our tenets for excellence. This development ensures our corps of engineers obtain the depth of technical acumen that they require, first as discipline engineers and then as Chief Engineers and Lead Systems Engineers, but also the associated management skills and experience to ensure they can interact with the rest of the project team and with program, Center, and Agency leadership. What's more, this development also ensures that NASA Chief Engineers and Lead Systems Engineers proficiently serve as leaders of their own technical teams, and that's what this book is all about. These technical leaders are

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critical to successfully implementing the three safety tenets we inherited from the Apollo program. These include the following: Strong in-line checks and balances. This means that engineers check their fellow engineers, and that no one checks their own homework. 1. Healthy tension between responsible organizations. In NASA today that is the programs and the three Technical Authorities (Engineering, Safety, and Health and Medical). Each organization has to be on equal footing with separate but equal chains of command to allow issues to be raised independently and provide the healthy tension to create organizational checks and balances. 2. "Value-added" independent assessment. "Value-added" means you bring in outside technical experts to peer review critical issues. Having a fresh set of eyes on a problem can provide a different perspective, leverage different experiences and result in more robust solutions. 3. NASA arrived at these three tenets through considerable blood, sweat, and loss, and our commitment to them is now inscribed in our Agency governance. As Chief Engineers and Lead Systems Engineers, your role in this is paramount, and achieving excellence in this is an expectation of your job. Serving in this role is not an easy task, but it is a tremendously rewarding one. You are the leaders of your technical teams, owners of the technical baseline, standard bearers of engineering best practices, decision makers, risk mitigators and problem solvers. You are Chief Engineers and Lead Systems Engineers, the title of which should say it all.

Winner of the 2019 ACHE James A. Hamilton Book of the Year Award! As a leader, is it

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possible to be both successful and humble? Studies show that today's emerging leaders not only prioritize achievement over humility but also see the two as mutually exclusive. Does this signal an existential crisis for healthcare--an industry that, at its essence, is supposed to embody humility and compassion? Thankfully, no, according to *Intangibles: The Unexpected Traits of High-Performing Healthcare Leaders*, which demonstrates that you can embrace humility and still be excellent at your job. The author, a healthcare professor, executive coach and consultant, gleans evidence and insights from researchers, executives, philosophers, and thought leaders. *Intangibles* is neither a self-help book offering prescriptive answers nor a leadership-guru memoir looking back at a lifetime of lessons learned. Rather, it offers an engaging exploration of evidence-based practices from an array of leaders in different settings. The book's stories, interviews, and research findings will appeal to readers of every stripe and career stage, from undergraduate students in healthcare administration to early careerists and even seasoned CEOs. Part 1 introduces the four intangible leadership traits: humility, compassion, kindness, and generosity. Part 2 explores each trait in detail, and part 3 tackles the traits through the lenses of gender, age, and self-improvement. Along the way, the book explores many intriguing questions: Is humility viewed as weakness? Can leaders balance kindness with a strong personality? How do men and women differ in their perceptions of these traits? Are there generational differences in how leadership is perceived? Can these characteristics be learned? In

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the end, Intangibles concludes that high-performance in leadership can be achieved when humility is combined with ambition, and compassion with strength. Many healthcare leaders recognize that in an ever-evolving landscape, physician engagement is no longer a luxury but a necessity. Highly engaged physicians help their organizations navigate changing delivery and payment models, improve clinical outcomes, and meet patient demands for better access to safe, quality care. Yet, understanding what physician engagement truly is--and how you can successfully implement it--can be confounding. Enhanced Physician Engagement, Volume 1: What Is It, Why You Need It, and Where to Begin looks at physician engagement as a strategic and tactical priority. Drawing on more than 40 years of healthcare leadership and management experience, editor Carson F. Dye starts by offering a focused definition of engagement and explaining why physicians should play an active role in governance, leadership, and management. He shares two models to help you understand the book's foundational concepts and visualize what physician engagement can look like in your own organization. In the book's following chapters, recognized physician leaders provide personal viewpoints on what successful physician engagement is, share their approaches to developing strategy, and defi

Health Services Management
Religion and Contemporary Management
Drive Leadership Success By Magnifying Your Strengths

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The Extraordinary Leader: Turning Good Managers into Great Leaders
Developing Physician Leaders for Successful Clinical Integration
Good to Great

A Case Study Approach

Comprehensive and easy to read, this authoritative resource features the most up-to-date, research-based blend of practice and theory related to the issues that impact nursing management and leadership today. Key topics include the nursing professional's role in law and ethics, staffing and scheduling, delegation, cultural considerations, care management, human resources, outcomes management, safe work environments, preventing employee injury, and time and stress management. Research Notes in each chapter summarize relevant nursing leadership and management studies and show how research findings can be applied in practice. Leadership and Management Behavior boxes in each chapter highlight the performance and conduct expected of nurse leaders, managers, and executives. Leading and Managing Defined boxes in each chapter list key terminology related to leadership and management, and their definitions. Case Studies at the end of each chapter present real-world leadership and management

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situations and illustrate how key chapter concepts can be applied to actual practice. Critical Thinking Questions at the end of each chapter present clinical situations followed by critical thinking questions that allow you to reflect on chapter content, critically analyze the information, and apply it to the situation. A new Patient Acuity chapter uses evidence-based tools to discuss how patient acuity measurement can be done in ways that are specific to nursing. A reader-friendly format breaks key content into easy-to-scan bulleted lists. Chapters are divided according to the AONE competencies for nurse leaders, managers, and executives. Practical Tips boxes highlight useful strategies for applying leadership and management skills to practice. Revision of: Executive excellence / Carson F. Dye. 2nd ed. c2000. Use this helpful book to learn about the leadership tools to fuel success, grow your team, and become the visionary you were meant to be. True leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every effective leader achieves. To become more than "the boss" people follow only because they are required to, you have to master the ability to invest in people and inspire them. To grow further in your role, you

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must achieve results and build a team that produces. You need to help people to develop their skills to become leaders in their own right. And if you have the skill and dedication, you can reach the pinnacle of leadership—where experience will allow you to extend your influence beyond your immediate reach and time for the benefit of others. The 5 Levels of Leadership are: 1. Position—People follow because they have to. 2. Permission—People follow because they want to. 3. Production—People follow because of what you have done for the organization. 4. People Development—People follow because of what you have done for them personally. 5. Pinnacle—People follow because of who you are and what you represent. Through humor, in-depth insight, and examples, internationally recognized leadership expert John C. Maxwell describes each of these stages of leadership. He shows you how to master each level and rise up to the next to become a more influential, respected, and successful leader. It's the Subtleties that Matter! What is the real difference between competent leader and extraordinary executive? Is it pedigree, experience, intelligence? The answer is yes...and much more. Exceptional leadership hinges on a complex interaction between

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*individual psychology and unique business needs. At the top rung of the ladder, where the dynamics are most complicated, subtle adjustments in style can produce outstanding results. In his new book, The Intangibles of Leadership, Management Psychologist Richard Davis, Ph.D., uncovers patterns in the attributes that truly distinguish those who succeed at the top. What he found was that extraordinary leaders possess certain characteristics that fall between the lines of existing leadership models, yet are fundamental to executive success. Davis explains each of these qualities, the people who exemplify them, how to detect them in others, and most importantly, how to develop the subtle characteristics that will enable them to stand out from the pack. Learn why... It's often better to aim for silver than for gold
Playing hard to get attracts people to you It's important to have a slightly inflated view of your abilities Your peripheral vision is so important It's ok to get angry with your team So many extraordinary executives have gone through crises early in their lives*

Primal Leadership

A Field Guide

Or, the Way of the Chief Engineer

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Why Some Companies Make the Leap...And Others Don't Discovering Value and Creating Growth in a Disrupted World Proven Steps to Maximize Your Potential Leadership in Healthcare

In the ever-changing healthcare environment, the profession of healthcare management needs strong leaders who will rise to the challenges of today and carry organizations into the future. *The Emerging Healthcare Leader: A Field Guide* is an essential resource for those in the early stages of becoming a healthcare leader. Packed with tactics, tips, and illuminating straightforward examples, this book is an indispensable guide to building your career in healthcare leadership. Honestly and authentically, authors Laurie Baedke and Natalie Lamberton offer practical suggestions and share anecdotes, personal stories, and important lessons learned from their own professional experiences. The book covers: - Developing self-awareness - Practicing self-management - Cultivating your personal brand - Launching your career - Understanding and refining your leadership style - Learning and rebounding from failures - Maximizing your internship opportunities - Mastering the interview process This second edition includes new chapters on emotional intelligence and successful onboarding. Valuable content on technology, social media, online presence,

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networking, and professional decorum has been updated and expanded. Four new "Notes to My 25-Year-Old Self" from distinguished healthcare leaders are sources of additional inspiration and insight for readers. Whether you're a newcomer to healthcare management or transitioning into a leadership role, *The Emerging Healthcare Leader: A Field Guide* provides the advice and ideas you need to advance your career. "More than theory, *The Emerging Healthcare Leader: A Field Guide* is your road map for that journey. A refreshing and practical tool, this should be your handbook, your back-pocket how-to resource as you traverse the early years of your leadership career." --Rulon F. Stacey, PhD, FACHE, Chairman (2011-2012), American College of Healthcare Executives

"*Superbosses* is the rare business book that is chock full of new, useful, and often unexpected ideas. After you read Finkelstein's well-crafted gem, you will never go about leading, evaluating, and developing talent in quite the same way."—Robert Sutton, author of *Scaling Up Excellence* and *The No Asshole Rule*

"Maybe you're a decent boss. But are you a superboss? That's the question you'll be asking yourself after reading Sydney Finkelstein's fascinating book. By revealing the secrets of superbosses from finance to fashion and from cooking to comic books, Finkelstein offers a smart, actionable playbook for anyone trying to

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become a better leader.”—Daniel H. Pink, author of *To Sell Is Human* and *Drive* A fascinating exploration of the world’s most effective bosses—and how they motivate, inspire, and enable others to advance their companies and shape entire industries, by the author of *How Smart Executives Fail*. A must-read for anyone interested in leadership and building an enduring pipeline of talent. What do football coach Bill Walsh, restaurateur Alice Waters, television executive Lorne Michaels, technology CEO Larry Ellison, and fashion pioneer Ralph Lauren have in common? On the surface, not much, other than consistent success in their fields. But below the surface, they share a common approach to finding, nurturing, leading, and even letting go of great people. The way they deal with talent makes them not merely success stories, not merely organization builders, but what Sydney Finkelstein calls superbosses. After ten years of research and more than two hundred interviews, Finkelstein—an acclaimed professor at Dartmouth’s Tuck School of Business, speaker, and executive coach and consultant—discovered that superbosses exist in nearly every industry. If you study the top fifty leaders in any field, as many as one-third will have once worked for a superboss. While superbosses differ in their personal styles, they all focus on identifying promising newcomers, inspiring their best work, and launching them into highly successful careers—while also expanding their own

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networks and building stronger companies. Among the practices that distinguish superbosses: They Create Master-Apprentice Relationships. Superbosses customize their coaching to what each protégé really needs, and also are constant founts of practical wisdom. Advertising legend Jay Chiat not only worked closely with each of his employees but would sometimes extend their discussions into the night. They Rely on the Cohort Effect. Superbosses strongly encourage collegiality even as they simultaneously drive internal competition. At Lorne Michaels's Saturday Night Live, writers and performers are judged by how much of their material actually gets on the air, but they can't get anything on the air without the support of their coworkers. They Say Good-Bye on Good Terms. Nobody likes it when great employees quit, but superbosses don't respond with anger or resentment. They know that former direct reports can become highly valuable members of their network, especially as they rise to major new roles elsewhere. Julian Robertson, the billionaire hedge fund manager, continued to work with and invest in his former employees who started their own funds. By sharing the fascinating stories of superbosses and their protégés, Finkelstein explores a phenomenon that never had a name before. And he shows how each of us can emulate the best tactics of superbosses to create our own powerful networks of extraordinary talent.

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"The 21 Indispensable Qualities of a Leader gets straight to the heart of leadership issues. Maxwell once again touches on the process of developing the art of leadership by giving the reader practical tools and insights into developing the qualities found in great leaders." - Kenneth Blanchard, Coauthor of The One Minute Manager® "Dr. John Maxwell is the authority on leadership today. His innovative yet timeless principles on how to effectively lead others have personally impacted my life and my business. This is a must-read for any organization that wants to succeed in the new millennium." -Peter Lowe, President of Peter Lowe International and Peter Lowe's SUCCESS Seminars "My dear friend John Maxwell has proven his ability to lead leaders. I anticipate learning even more from his new book." -Max Lucado, Author of Just Like Jesus The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal

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distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog

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Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

Intangibles

Leadership for a Changing Health System

16 Critical Competencies for Healthcare Executives, Second Edition

Leadership and Nursing Care Management - E-Book

Organizational Culture and Leadership

The 10 Qualities of Superior Executive Performance

Developing Leadership Talent

Winner of the 2014 ACHE James A. Hamilton Book of the Year Award! The changes coming from health reform legislation, cost reduction, work redesign, growth in

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physician employment, greater consumer involvement, the introduction of ACOs, and the emphasis on value-based purchasing are having a profound and long-term impact on healthcare. Clinical integration is a must, and inclusion of physician leaders is essential for successful clinical integration. For healthcare organizations to maximize their potential during this transition, effective physician leadership is needed more than ever. Unlike other physician leadership books, this is an intensified examination of the development of clinically integrated organizations and the significantly expanded physician leadership role within them. Together Dye and Sokolov evaluate multiple clinically integrated organizations, clinical models, business models, and techniques to involve physicians to a greater degree. They also offer insights and suggestions on the cutting-edge topic of clinical integration and explore in detail the role physician leadership will play in the future. Themes include: Making physicians key stakeholders in the clinical transformation, business modeling, and strategy development Identifying physicians who have a propensity for leadership Understanding the difference between management and leadership Addressing issues physicians face as they make the transition from clinical roles to leadership positions Embracing clinical integration--why this new entity calls for greater physician leadership and how to build a successful clinically integrated organization Learning from case studies and practical approaches Creating leadership development programs with an emphasis on the experiential side of leader development Examining on the significant impact of physician leadership

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derailment as compared with other leaders

Finally in paperback: the New York Times bestseller by the acclaimed, bestselling author of Start With Why and Together is Better. Now with an expanded chapter and appendix on leading millennials, based on Simon Sinek's viral video "Millenials in the workplace" (150+ million views). Imagine a world where almost everyone wakes up inspired to go to work, feels trusted and valued during the day, then returns home feeling fulfilled. This is not a crazy, idealized notion. Today, in many successful organizations, great leaders create environments in which people naturally work together to do remarkable things. In his work with organizations around the world, Simon Sinek noticed that some teams trust each other so deeply that they would literally put their lives on the line for each other. Other teams, no matter what incentives are offered, are doomed to infighting, fragmentation and failure. Why? The answer became clear during a conversation with a Marine Corps general. "Officers eat last," he said. Sinek watched as the most junior Marines ate first while the most senior Marines took their place at the back of the line. What's symbolic in the chow hall is deadly serious on the battlefield: Great leaders sacrifice their own comfort--even their own survival--for the good of those in their care. Too many workplaces are driven by cynicism, paranoia, and self-interest. But the best ones foster trust and cooperation because their leaders build what Sinek calls a "Circle of Safety" that separates the security inside the team from the challenges outside. Sinek illustrates his ideas with fascinating true stories that range from the military to big business,

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***from government to investment banking.
Superbosses***