Leadership Communication for the New Healthcare Environment

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**Learning Objectives**

- Identify the critical communication skills needed to support success in leading the pharmacy enterprise.
- Practice the skills necessary to be an effective communicator and manage high-stakes speaking engagements.
- Evaluate the skills required to establish an executive presence.

**Scott’s Communicate for Success**

- Know yourself
- Build relationships
- Communicate up, down, across, and outside!

**Why am I talking about communication and leadership?**

- “I’m successful because I know more ways how NOT to do things than anyone else”

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Linda’s Communicate for Success

- Make connections
- Work successfully solving problems and building teams
- Get your message out—create the buzz!

Master these skills

- Kick Start Your Career
- Improve Your Organization
- Improve Your Relationships
- Improve Your Personal Health

Integrity

- Do the right thing
  - Don’t make “special arrangements”
  - Don’t bow to pressure if it compromises integrity
    - Example - Dept Head, Dean and CEO phone call for special hiring treatment
- Deliver

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How did introductions go?

Introduction Pearls
- Take every opportunity to introduce yourself.
- "I'm just a . . . ."
- Undivided attention
- Firm handshake
- Eye contact
- Position

Executive Presence
- How you act (gravitas)
- How you speak (communicate)
- How you look (appearance)

When you leave today . . .
- Introduction and sustain conversation for 10 minutes
- Polished "Elevator Speech"
- Energize your emails
- Express gratitude and give credit
- Up your game in meetings
- Experience challenging communication situations
The Elevator Speech

- What is an "Elevator Speech"?
- What makes a good "Elevator Speech"?

Elevator Speech

- Quick (30-60 seconds – 100-150 words) overview of a service, project or proposal
- Perfect for communicating new initiatives to others outside of pharmacy
- Focuses on:
  - What the project/service is
  - Why it is important
  - What the result will look like
  - What is needed from the receiver ("The Ask")

Create your elevator speech

Give your elevator speech

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What makes good feedback?

Knowing Yourself and Others Tools

- Myers-Briggs
  - E or I, S or N, T or F, J or P
- Insights
  - Color wheel
  - Red, Green, Blue, Yellow
- DISC
- Color Code
- Strength Finders

4 question Myers-Briggs

- I like to:
  - Meet new people and take action (Extrovert)
  - Reflect on my thoughts and ideas (Introvert)
- I trust the:
  - Tangible and love the specific details (Sensing)
  - Abstract and love to generalize a pattern (iNtuitive)
- I make decisions
  - Through detached rational and logical thought (Thinking)
  - By getting a feel for the situation and looking for consensus (Feeling)
- I prefer to:
  - Have matters settled (Judging)
  - Keep decision open (Perceiving)

Meyers Briggs: What type are you?

What would you want someone to know about you when they are interacting with you?

- Scott ENTJ
- Linda INTJ/P

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What type are you?

When you communicate adapt to your audience . . .

How can you better adapt your elevator speech to your audience?
What changes would you make?

Insights Discovery Color Energies

Blue = Cool
Green = Earth
Yellow = Sunshine
Red = Fiery

https://www.insights.com/840/insights-discovery-personal-profile-.html

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Well, I knew myself…

![Bar graph showing blue, yellow, and red colors]

Our greatest strengths are our greatest weaknesses

- Strength: Passionate, goal oriented, driven
- Weakness: See above

When Red Goes Bad...

- When caught off guard...
- When feeling attacked...
- When the group gets “fired up”
- With too much coffee

DOMINANCE, INFLUENCE, STEADINESS, AND CONSCIENTIOUSNESS (DISC)

![Circle diagram with different personality types]

### Color Code

Core motivation
- Red: Getting things done, power
- Blue: Emotional relationships
- White: Peace loving
- Yellow: Fun!


### Strength Finders: Strengths

**Executing**
- Achiever
- Arranger
- Belief
- Consistency
- Deliberate
- Focus
- Responsibility
- Restorative

**Influencing**
- Activator
- Command
- Communication
- Competition
- Maximizer
- Self Assurance
- Woo

**Relationship Building**
- Adaptability
- Connectedness
- Developer
- Empathy
- Harmony
- Includer
- Individualization
- Positivity
- Relator

**Strategic Thinking**
- Analytical
- Context
- Futuristic
- Ideation
- Input
- Intellection
- Learner
- Strategic

Buckingham M, Clifton DO. Now Discover Your Strengths, 2001

### Strength Finders

Scott’s
- Executing
- Focus
- Influencing
  - Significance
  - Relationship Building
    - Relator
- Strategic Thinking
  - Strategic
  - Futuristic

Linda’s
- Executing
  - Responsibility
- Influencing
  - Self-Assurance
- Strategic Thinking
  - Learner
  - Analytical
  - Input

Buckingham M, Clifton DO. Now Discover Your Strengths, 2001

### Strength Finders as Teams

- Executing
- Influencing
- Relationship Building
- Strategic Thinking

Buckingham M, Clifton DO. Now Discover Your Strengths, 2001
You give your elevator speech and your boss says “NO!”

What do you do next?
What are the barriers?
How can you address these?

Emotional Intelligence

“Ability of individuals to recognize their own and other people’s emotions, to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behavior.”

Daniel Goleman, Emotional Intelligence 2.0

Emotional Intelligence—Know yourself

- Self awareness: Knowing one's strengths, weaknesses, drives, values, and impact on others
- Self regulation: Controlling or redirecting disruptive impulses and moods

Goleman, D. What makes a leader? 2001

Emotional Intelligence—Interacting with others

- Motivation
  - Passion for work
  - Unflagging energy to improve
  - Optimism in the face of failure
- Empathy—Understanding others
  - Recruit and develop talent
- Social skills
  - Persuasiveness, lead change
  - Extensive network
  - Build and lead teams
Be Positive!

- Honor relationships
- Brutally optimistic
- Engagingly positive
- Use “We” instead of “I”
- Positive!!
  - Instead of “no, but...” try “yes, if...”

It’s all about Relationships

- Be Honest
- Listen and don’t interrupt
- Diplomatically negotiate win-win solutions
- Be flexible and open minded
- Don’t be too forceful when speaking
- Say “we”, not “I”
  - In times of confrontation, say “I really need your help”

Non verbal response to hearing “NO!”

- Manage your body language
- Explode
- Implode

Improving Your Emotional Intelligence

- Desire, motivation
- Feedback
- Practice
- Repeat
  - Increases with age

Communication Tools: The 5 Basics

1. Know your audience
2. Find and support your main point
3. Choose the right channel
4. Anticipate and prepare for questions
5. Listen!

1. Know your Audience

- Without a solid relationship you will be less effective
- Identify your key stakeholders
- Both supporters and opponents
- Understand their agenda
- Identify common goals
- What are potential barriers

2. Find and support your MAIN POINT

- Pharmacists are naturally detail orientated
- Too often the main point gets lost in the details
- Find and focus on your MAIN POINT
  - The one sentence or statement that you would keep
    - Recommendation
    - Request
    - Conclusion
    - Announcement

What is the main point of your elevator speech?
2. Find and support your MAIN POINT

- Tailor the MAIN POINT to fit your audience
- Identify the key supporting facts
- Keep it simple – and focused
- Don’t drown in detail!

3. Choose the right channel

- E-mail
- Meetings
- 1:1/face-to-face
- Live phone vs. voice message
- Instant messaging
- Conference call (tele- or video)
- Write clear documents and emails
- Delivery = short and concise

Five Key Communication Basics

4. Anticipate and prepare for questions
5. Listen!
Tools

- Elevator Speech
- SBAR – use for both written and verbal
- Better e-mails – make your rules today
- Meetings
  - Presence
  - WWW

SBAR Technique

- Situation
- Background
- Assessment
- Recommendation

Useful for verbal and written communication

- Change of shift
- Transfer patient care
- Communicate emerging issues
- Communicate action items

Developed by Michael Leonard, Kaiser Permanente

3. Choose the right channel: emails

- E-mails are great for:
  - Communication with “bad” listeners
  - When you want a written record
  - When you need to communicate something too complicated for a verbal exchange
- E-mails are NOT:
  - A substitute for a phone call or conversation
  - Confidential – assume they will be forwarded
  - A good way to communicate bad news

Scott’s E-mail Tips

1. Are you using the right channel?
2. Who really needs to get this?
3. List “To” for replies and “CC” for no reply needed
4. Do not select reply all – does everyone need to see it?
5. Use main point in the subject and first sentence
6. Rewrite subject lines
7. Use headings and bullets
8. Keep it short – try for 7 lines!
9. Use <EOM>
10. Break chains – no instant messaging!
11. Avoid controversial subjects

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Linda’s Email tips

- Positive, positive, positive
- Say please and thank you
- Use action verbs
- Distinct subject line
  - Consider audience: how will they find your email again?
- When you add attachments, what is the file name?
- Cut the chain if necessary
- Use signature line

“The problem with most communication is that it is easy. Anyone can thoughtlessly type out a 20 second text or a three sentence email.

But communication is a direct line into a complex web of emotion that explodes easily.”

Gratitude: Strengthen Relationships

- Receiver
  - Long lasting effects
  - More willing to help
  - Play it forward
  - Creates a culture of gratitude
- Benefits for the giver
  - Cope with stress: improve health and well being
  - Increase resiliency
  - What are you grateful for? (once a week)

“Assume no ill intent until proven otherwise.”

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Craft the Thank You

- Be specific
- Acknowledge the effort
- What did it mean personally
- What did it mean to the organization

Ways to Thank People in Your Network

- Send a specific thank you note
- Send something fun
- Make an introduction
- Offer to help—and deliver
- Circle back at a later date
- Make a good old fashioned phone call

- Executive Presence: End the meeting thanking everyone for the effort and what they accomplished.

Gaehr E. 7 Ways to thank people in your network. Harv Bus Rev; 2015 Dec.
Relationships

“You can accomplish anything in life, provided you do not mind who gets the credit.”

Harry Truman

Give the Credit to the Team

- Mark Ruben, Chairman and CEO of Colgate Palmolive when asked to explain his success:
  “That’s easy. I make absolutely sure nothing creative or important is ever identified as my idea”

- Give the credit away
  - In front of groups
  - In front of their boss

Credibility – Your Management Team

“A good manager is someone who isn't worried about his/her own career but rather the careers of those who work for them. My advice: Don’t worry about yourself. Take care of those who work for you and you'll float to greatness on their achievements.”

H.S.M. Burns – 1988 President Shell Oil Company

Make Your Boss Look Good

- Offer solutions, not just problems
- Give them data
  - Executive Summary with cost justification
- Thank them for their support in front of their boss
Credibility – Your Boss

- Face tough issues
- Follow-through (Deliver)
- Communicate pro-actively
  - If it is bad news, it comes from you first
- Always say “yes” to your boss:
  - May have to say: “We can do that, but…”
- Never forget where your paycheck comes from

Establish Credibility and Trust

- Put the patient at the center of every decision that you make

Meetings: How do you facilitate?

- As a leader
- As a facilitator
- As a team member
- Share purpose of meeting

Introverts

- Unconscious bias: smart people think on their feet
- Extroverts need to talk to think
  - Introverts need to think to talk
- During a meeting
  - Proactively get introverts involved
  - Pull into the conversation
  - What stands out to you?
  - What should we think about that we haven’t gotten to?

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**Gender**

- Unconscious bias: Men have more to contribute
- Women more likely to be interrupted or not take seriously
  - Manterupting
  - Manspaining
  - Broproprating
- Not just gender, but any minority

Cullinan R. Run meetings that are fair to introverts, women and remote workers. HBR blog 4/29/16

**Are you effective in meetings?**

- What men see about women
  - Point not clear
  - Off on tangents
  - Passionate
  - Say the same thing 3 different ways
  - Defensive
  - Lack confidence
- What women feel
  - Unsupported
  - Hard to advocate for point of view
  - Uncomfortable with conflict
  - Women opposed to repeating what others say


**Imposter Syndrome**

- What is it: Fear that you are not worthy, not qualified
  - More frequently women, but can be anyone
- How to handle
  - Pretend as if you are confident!
  - Visualize
  - Recognize benefits of being a novice
  - Focus on what you are learning (vs how you are performing)
  - Power of perspective
    - Often feel you are the only one feeling or thinking that way when you are not

Molinsky A. Everyone suffers from imposter syndrome—here’s how to handle it. HBR Blog 2016 Jul 7

**Leader’s Attitude**

There are those who believe they can and there are those who believe they can’t. Usually both are right.

Henry Ford
Exude Confidence!

- Think positively
- Watch and learn
- Use bold, expansive body language
  - Sit up straight
  - Lean in (Sheryl Sandburg)
  - Chest held high
  - Stand tall—Look bigger than you are
- Power poses

Knight R. How to fake it when you're not feeling confident. Harv Bus Rev 2016 Jun.

Reframe: Performance Issue!

- Need everyone's input
- Lead by example
- Use ground rules: don't interrupt, respect everyone's opinion
- Have everyone contribute
  - May need to ask for input
  - Go around the table
- Call out if someone is silenced in a discussion

Cullinan R. Run meetings that are fair to introverts, women and remote workers. HBR blog 4/29/16

Meeting tactics

- Master “pre-meeting” and “meeting after”
- Build allies
- Prepare to speak spontaneously
  - What do you want to talk about?
  - Prepare questions and comments: Have you thought of this? What if we looked at it this way?
- Keep an even keel
  - How passionate can you be?
  - Speak deliberately
  - Avoid: frustration, sarcasm, curtness


Meeting Minutes

- Always have “to do’s” and assign accountability
  - W = what needs to be done
  - W = who is going to do it
  - W = when / date
Credibility – Customers and Peers

- Find loudest critics and get them to the table
- Establish relationships based upon trust and mutual respect
- Work toward common goals
  - Be seen as collaborative, not just “Pharmacy Kingdom” based
  - Do the right thing for the patient
- Deliver (integrity)
  - Do what you say you will do! (DWYSYWD)

Polish Your Presentations

- Do you really need powerpoints?
- Use pictures
  - Google images
  - Clip Art
  - iStockPhoto
- TED talks

Crucial Conversations

- 3 elements
  - Opinions vary
  - Stakes are high
  - Emotions run strong
- Options
  - Avoid them
  - Face them, but handle poorly
  - Face them, and handle well

What are examples of crucial or difficult conversations at work?
“Common” Crucial Conversations

- Giving the boss feedback about their behavior
- Critiquing a colleague’s work
- Giving an unfavorable performance evaluation
- Talking to an employee about personal hygiene
- Asking a friend to repay a loan
- Ending a relationship

Case Studies

--Direct report
--Your boss or other senior leaders
--Your peer
--Code of conduct issues
--Spontaneous conversations

What made the conversation more difficult?

What made the conversation go well?
What feedback was most useful? Why?

Role Play

Principles

Get Unstuck: Spot the conversations that are keeping you from what you want.
Start with Heart: Focus on what you really want.
Learn to Look: Notice when safety is at risk.
Make it Safe: Make it safe to talk about almost anything.
Master My Stories: Stay in dialogue when you’re angry, scared, or hurt.
STATE My Path: Speak persuasively, not abrasively.
Explore Others’ Paths: Listen when others blow up or clam up.
Move to Action: Turn crucial conversations into action and results.

Disagreeing with Senior Leaders

- Be strategic
  - Do you have the good of the organization in mind?
  - Why do you disagree
- Make sure you are right—are you missing anything?
- Prepare a presentation—Stick to the facts, the objective data
- Bounce idea off some peers first
- Find a credible person to review
- Find someone at the same rank to review with you


Claman P. 6 Ways to Disagree with Senior Management. HBR Blog 2016 June 14.
Executive Presence in Difficult Conversations

- Ability to handle difficult conversations well enhances executive presence
- Gravitas—how we act
  - Grace under pressure: composure, confidence
  - “Show teeth”: have backbone at the appropriate times
  - “Speaking truth to power”: speak from values and principles
  - Emotional intelligence

Crucial Conversation Pearls

- Have the conversation! It won’t get better without it.
- Be comfortable with uncomfortable silence
- Stay composed
- Redirect!!

Develop a Vision

- How do you see the future?
  - Where you need to be
  - Where your team needs to be
  - Where the profession needs to be
  - Where healthcare needs to be
- How to get there?

Focus on the Patient

- Every decision is made with the patient’s best interest in mind
- Ensure that pharmacy has a consistent voice
- All parts of the Pharmacy Enterprise to “Think and act as a Unit”
Develop a vision

What are 3 strategies or tactics that support your vision?

What did you do to strengthen your vision and tactics?

Feedback

- We only get better if we ask for feedback and respond
- As a learning organization, we want those who ask for and accept feedback, ask for help, and are willing to learn new things
- Ask permission
- Role model
- Up-down-across
- Commit to improving your own feedback skills
  - Ask for feedback on your feedback

Adams K. Why leaders are easier to coach than followers. HBR Blog, 2015 March 5.
How Can You Stand Out?

- Bias for yes
  - Volunteer
  - Go first
  - Take it to the next level
  - Take on additional projects that have system impact

- Success breeds success
  - High performance will be punished with more work
  - Do you see it as work or opportunity?

- Be flexible

Executive Presence

- Own the room
- Eye contact
- Prepare for questions
- Match dress with occasion

Leadership

- Every day is a job interview . . .

Leaders are not born, they are made.

Scottism

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Summary

- Elevator Speech
  - Craft a message
  - Adapt to “type” and audience
  - Feedback
- Exciting email
- Make meetings stronger
- Strengthening communication
- Gratitude and sharing credit
- Grace under pressure: having the difficult conversation

Key Takeaways

- Key Takeaway #1
  - How you say it is often more important than what you say!
- Key Takeaway #2
  - It’s about the relationship!
- Key Takeaway #3
  - If you don’t tell your story, someone else will!