



Illuminations

A publication of the TORCH Leadership & Management Institute

MESSAGE from the EDITOR

This special conference edition of *Illuminations* focuses on **Execution** as an essential leadership discipline linking strategic planning and the strategic achievement of the desired results. The various articles included in this issue all tell a compelling story of how and why powerful conversations and alignment of the right people, strategies and operations can and do result in the desired outcome. We encourage each of you to learn more about and integrate the practice of execution in what you do and see why it will make all the difference in the world.

Hosted by TORCH and the TORCH Foundation, this year's TLMI flagship event is focused on practicing dynamic leadership and continuing the journey towards personal development and professional excellence! Once again, we are proud to have a fabulous lineup of presenters who are focused on delivering engaging, motivating and interactive education and training on topics ranging from leadership/personal development to teamwork/communication to core values.

We are grateful to our Conference Sponsors for their generous support of the TLMI program and our rural hospitals. This year's sponsors include:

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Also, we would like to express our appreciation to our conference presenters, the TLMI Leadership Council Members and TORCH staff for making this event possible, as well as TLMI Conference attendees for recognizing the importance of leadership development and continuing this journey with us towards personal and professional excellence.

TLMI PROGRAM UPDATES

We have a lot of exciting things on the horizon for the TLMI Program. Look for program updates and announcements coming this Fall!

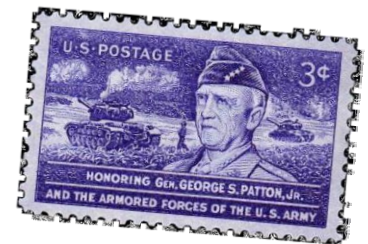
Leadership Execution: Perfection vs. Implementation

Leaders are often faced with decisions regarding the execution of policies, practices and procedures within the organizations they work. More often than we would like to admit, the leader is often faced with the dilemma of executing a decision with less than perfect information. In this case, the leader must consider the benefits of executing their decision "now," against the potential disadvantage of executing the decision at a later point in time.

During Patton's famous march into the Battle of Ardennes in 1944, he said, "It is better to execute an 85 percent plan now than to execute a 100 percent plan two days late."

Leadership "Illustrated"

"Be willing to make decisions. That's the most important quality in a good leader."



~ General George S. Patton, Jr.

Patton was skilled in training his subordinate leaders in avoidance of recidivism and cognitive dissonance. His plan and tactics, often executed "on the move," allowed him to capture more ground and engage more enemy soldiers than any other commander during World War II. Similarly, Napoleon once said to a group of young Field Artillery Officers that, "It is not as important that the round hit its mark, as it is that the projectile accomplishes its objective."

Napoleon was one of the first combat leaders of his time to realize that artillery pieces (cannon) used by ground soldiers could be different than those artillery pieces used by forces in the Navy. Up until his time, cannons were all very similar in bore and trigger and differed only in mounting and carriage. Artillery used at sea were carefully sculptured to allow extreme accuracy. An opportunity to overcome a threatening sea vessel was only achievable if the round could *hit its mark*. However, cannons of the time were difficult to manufacture and many months would pass from design to final construction. Napoleon realized that field cannon could be less accurate and could still accomplish the same violent objective against forces advancing in mass.

Continued on p. 2 (bottom grey box)

T O R C H
L E A D E R S H I P &
M A N A G E M E N T
I N S T I T U T E

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LEADERS
among US

Lance W. Keilers
MBA, CAPP, EFPM
CEO/Administrator,
Ballinger Memorial Hospital

Lance W. Keilers is a true leader among us. Lance’s passion and drive to provide healthcare to rural communities is evident through his continued involvement in organizations in the local, state and national arenas.

Lance has served as administrator of Ballinger Memorial Hospital in Ballinger, Texas, and the Regional Cancer Treatment Center in San Angelo, Texas, for more than 13 years. He is also active in many state and national committees and boards including the Texas Organization of Rural and Community Hospitals, the Northwest Texas Hospital Association and the Texas Hospital Association’s HealthShare preferred vendor organization. He will serve as president of the National Rural Health Association in 2012. Recently, Lance was awarded as “2011 Volunteer of the Year” from NRHA.

“Lance will always choose to do the ‘right’ thing over the popular thing. His ability to see the big picture in a long-term vision has made Ballinger Memorial Hospital a successful organization. Lance carries the same attitude when advocating on the state and national level.” stated Josilyn Peterson, Chief Financial Officer at Ballinger Memorial Hospital.

The number of hours Lance has spent advocating on behalf of rural facilities is countless. He has travelled to Washington DC to speak with CMS on issues concerning rural health, testified to the Texas Legislature on the physician employment bill, and numerous other activities.

It is vital for rural healthcare to have a strong voice and Lance W. Keilers can always be heard. Rural Health is stronger and is better served because of Lance’s leadership.

“Leadership is action, not position.”

~ Donald H. McGannon

Are You Inspiring to Lead!

The term “inspirational leader” can be deceiving. In organizations that “win” year after year, often against stiff odds, the inspiration generally is not top down; rather, it is generated from the bottom up. As a coach, I searched for Strivers, recruits who inspired me in a way that transcend their talent level or skill set. Often their efforts to ‘inspire’ create tension. But just as tension is required to build strong muscles, it is also crucial to building strong relationships. Strivers provide positive tension. They are “good high maintenance.”

Unlike Strivers, “Arrivers” on the other hand can burden an organization with different kind of high maintenance. Upon *arrival* they all, but announce: “Hey, you’ve seen my resume. Look what I’ve accomplished. I *deserve* some props! And if I don’t get it, you’re going to hear from me!”

Strivers show up for work every day with “I know I’m good, but I have to get better,” written all over them. It is unspoken and palpable! Yet because they are the ones who are going to have to go out and execute under pressure they’re going to make darn sure that their leader is guiding them down the right path!

Arrivers (the extreme variety) are all about the goal. They are consumed with the trophy or the promotion or the raise. The perception of greatness is more important to them than working to achieve greatness. To Strivers, goals are mileposts along the way to a destination they’ll never reach. Instead, they live for the next challenge. Because they take full responsibility for their actions, engaging in a tug of war with them is fueled by a *mutual* desire to OVERachieve.

Strivers can be difficult, but they’re incredibly inspiring to work with!

~ Jeffrey Moore

Leadership Consulting, Moore Leadership, LLC

Teambuilding Takes More than Just You!

The foundation for personal and professional success lies in understanding yourself and others. In this new era of shared leadership, effective teambuilding has never been more crucial. Successful relationships result from the skills of adapting to situational needs. In order for an organization to execute flawlessly, its members must become more sensitive to the needs of all team members. It is essential that all team members learn how to flex in various team situations; interact and manage relationships with others more effectively; and improve overall listening communication skills. Team members must understand and follow team communication strategies such as adapting to the various types of communication styles, understanding how and why conflict exists and strategies for resolving issues within and between groups.

Team members must accept responsibility for how their communication affects others—both the intent and the impact it has. Learning how to and then following through by adjusting your style to fit differing individual and group requirements can enhance your team’s overall productivity. Developing the ability to treat others the way they would like to be treated (Platinum Rule) increases performance effectiveness. This added sensitivity to others will help to improve your relationships both inside and outside of work. Being able to quickly recognize a person’s communication style and interact appropriately are critical to this process. Understanding your own behavioral traits teaches you how to recognize overall behavioral patterns. Teams must develop adaptive skills that increase the ability to communicate successfully with others—the basic foundation for effective team building interaction.

~ Mary Jo Huard

Owner of Southwest Training Institute

Leadership Execution... *(Continued from p.1)*

Similarly, leaders today are faced with executing decisions not only dealing with objective and intent, but also one of accuracy and detail. Software companies are often faced with dilemma of getting a product to the market “today” with known bugs and flaws to make a profit; versus the disadvantage of fine tuning the product and releasing it after a competitive advantage has been missed. In some cases, detail can be sacrificed for immediate implementation.

In situations where a leader is exercising some connotative dissonance in regards to executing decisions today with imperfect information, versus delaying decisions over time in lieu of additional information, issues of mortality, cost, stakeholder approbation, competitive loss/advantage and human resources must all be considered. While there are no hard and fast rules for any one decision maker, the leader executing the decision should always weigh carefully the pros and cons of delayed decision making versus the immediacy of executing decisions today.

~ Nicholas Coppola, MHA, Ph.D.,
FACHE, Program Director and
Associate Professor, Texas Tech
University Health Sciences Center
(TLMI Leadership Council Member)

PEARLS of WISDOM

“Leadership is practiced not so much in words as in attitude and in actions.”

~ Harold S. Geneen

“A leader has the vision and conviction that a dream can be achieved. He inspires the power and energy to get it done.”

~ Ralph Nader

“Leadership without the discipline of execution is incomplete and ineffective. Without the ability to execute all other attributes of leadership become hollow.”

~ Larry Bossidy, Chairman of Honeywell

Are You a High Definition Leader?

Watching programs in high definition is amazing isn't it? The picture is so clear, alive and vibrant. Well *high definition people* share many of the same qualities. Here are three actions you can take to motivate and inspire yourself and others:

- (1) **Embrace the Olympic Coach Mentality:** Have you ever noticed the relationship between an Olympic athlete and their coach? The athlete greatly values the guidance and direction of the coach. The coach is totally focused on helping the athlete win the gold. By setting goals, providing training, giving feedback, recognizing success, instilling accountability and more—an Olympian is born! Each day you have an opportunity to encourage your colleagues, coach your staff, be accountable and embrace the Olympian mindset.
- (2) **Engage staff - create a learning experience:** When learning, development and participation stops, disengagement sets in. With training and budgets cut, it's easy to become stagnant or bored if we are not growing. Often employees in support areas or those with less patient contact may not feel valued. If you or any of your staff need to rekindle a passion for serving, get out of your cubicle and visit one of your internal customers or departments, attend their staff meeting and walk in their shoes.
- (3) **Inspire everyone to Dream Big!** I remember doing this empowering exercise in a 90-minute leadership program. We created Dream Boards with department goals including patient satisfaction. Everyone also posted pictures representing their personal dreams as well. I'll never forget the electric energy and excitement from the group—try it!

~ Barb Sanfilippo, CSP, CPAE
Partner, High Definition People®
Author of *Dream Big! What's the Best That Can Happen?*

What Makes the Art of Conversation a Key to Dynamic Leadership?

Communication is critical to your being a successful leader. True or False?

I maintain *false* is the correct answer. Surprised? I hope so.

Communication means too many things in too many contexts to name a critical leadership factor. It is a catch-all word; consider how many different ways you use “communication.”

Conversation is critical to your being a successful leader. True. True. True.

Conversation, as used in this article and in our TLMI Conference workshops (see below), means “specific spoken interaction between two or among several people.” Everything that happens in an organization results from and relies on conversations:

- Processes
- Procedures
- Services
- Organizational changes
- Strategies
- Action Items

Conversation impacts such a quantity of organizational efforts that the quality of your team's conversations demands continuous attention. The quality of a conversation comes from how much participants collaborate in interacting sharing content. An effectively collaborative conversation is open and authentic.

An open conversation produces higher value information and interaction. Participants willingly share their data and their interpretations with others. Their objective is to produce mutual learning that will produce shared interpretation and shared commitment to action.

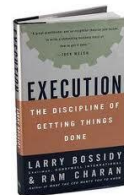
An authentic conversation involves interpersonal relationship and trust issues. Conversations that are authentic generate respect and trust and focus that contribute to lasting alignment and commitment among the team members.

Specific tactics can increase and improve your team's open and authentic conversation skills quickly. A good first step is simply to introduce the idea and definitions of “open” and “authentic” at your next meeting.

See you at TLMI!

~ Tim Wright, MBA
President & Founder of *WrightResults, Inc.*
(TLMI Leadership Council Member)

COFFEE BREAK SNIPPETS



Written by Larry Bossidy, one of the world's most acclaimed CEOs, and Ram Charan, an insightful, legendary advisor to executives and boards of directors, this book provides a

great account of “how to get it done,” why some organizations are successful and others are not, and provides a compelling leadership prescription for how to close the gap between strategies (results promised) and execution (results delivered). Most strategies fail not because the strategies themselves were wrong, but because they were not executed well—or at all. At the heart of execution, the authors claim, lie three core processes that transform winning strategies to results: the people process (most important of all), the strategy process, and the operation process.

The authors further illustrate the importance of being deeply and passionately engaged in an organization and show how and why robust dialogues about people, strategy and operations result in desired performance. Effective, results-oriented leadership, therefore, should focus on developing an execution culture that manifests the intersection of these areas.

“If you want to be a CEO—or if you are a CEO and want to keep your job—read *Execution* and put its principles to work.” (Review of the book from Michael Dell, Chairman & CEO, Dell Computer Corp.) A must read—*Execution* is our recommendation for leaders wanting to learn more about a discipline and system of behaviors and techniques they need to master in order to get things done and have the competitive advantage.

UPCOMING EVENT:

**Hospital Information
Technology Conference &
Tradeshow**

November 2-3, 2011

Omni Colonnade in San Antonio, TX
More information coming soon!

Illuminations is a publication of the TORCH Leadership & Management Institute, a program of the Texas Organization of Rural & Community Hospitals (TORCH). To learn more about TLMI, please contact Dawn Haberkorn, Director of Education & Member Services, at (512) 873-0045 or at Dawn.Haberkorn@torchnet.org.

Visit our online Leadership Center at: www.torchnet.org/leadership_center.php

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