



# Illuminations

A publication of the TORCH Leadership & Management Institute

## MESSAGE *from the* EDITOR

You may notice that our TORCH Leadership & Management Institute (TLMI) newsletter, *Illuminations*, has a new look from layout to content! Because we believe in the importance of leadership development and understand that to stay successful our hospitals must engage and invest in organizational development to identify and cultivate the talents of their most important asset—their staff—we have designed the TLMI program to harness and develop the critical leadership skills and management training, with a specific focus profession and personal development for current and emerging healthcare leaders.

As part of the TLMI program enhancement, *Illuminations* will be published quarterly, with each issue focusing on an essential leadership concept or theme. Readers will find in each issue articles, discussions and sometimes musings on a specific leadership topic, both from the personal growth as well as professional development perspectives; a special feature highlighting an exceptional leader among us; a column that features a hospital, healthcare leader, emerging leader or industry professional with their thoughts, insight and stories; a fun visual “Leaders Illustrated”; a brief review of a book or article relevant to the edition theme (“Coffee Break Snippets”); “Pearls of Wisdom” containing some of our favorite thought-provoking quotes and tips; and guest articles from other contributors.

We hope you will enjoy our new *Illuminations* newsletter. As always we welcome your input and look forward to hearing from you.

## TLMI PROGRAM UPDATES

*Illuminations*’ redesign, both in format and content, represents our commitment to provide an improved, quality leadership program. Key features of the TLMI program includes specially designed leadership education programming through onsite conference and workshops, as well as through online webinars; the new leadership council to help guide the development and growth of TLMI; the new mentoring program for healthcare students; the new fellowship program for healthcare professionals; and a plethora of tools, resources and networking opportunities to support your personal and professional growth.

For more information, check out our TLMI brochure or visit our online Leadership Center. We hope you and your leadership and professional staff at all levels will join us in this exciting journey.

## MUSINGS *on* INFLUENCE

As we look to develop the leadership skills and capacity among our rural and community members, we would like to share with you stories, thoughts and anecdotes from current and emerging leaders in rural healthcare. With this issue of *Illuminations* focusing on “influence,” let us consider its role and importance.

How is “influence” an important leadership skill? Influence is the attribute that characterizes a leader’s ability to get things done in the way that he or she wants them done. We wield influence when we can articulate our vision and can motivate and direct others to achieve and actualize it. Often, our ability to influence and inspire others to action depends on the execution of other key leadership traits like passion, honesty, trust, respect, decisiveness and communication.

**“The higher you want to climb, the more you need leadership. The greater impact you want to make, the greater your influence needs to be.”**

~ John Maxwell  
in *The 21 Irrefutable Laws of Leadership*, 2007

## LEADERS *among* US

When focusing on leadership development, it is important to learn of those who have already earned the reputation as a true impact leader. Whether in their respective fields or in general, it is a great way to gain knowledge and insight that you can apply to your own professional and personal growth.

In the Texas rural healthcare community, there are several influential leaders that deserve recognition. In this edition of *Illuminations*, we are highlighting John Henderson, CEO at Childress Regional Medical Center and recently elected Board Chairman of TORCH. John is truly an influential leader who has made a notable impact on his hospital and his community by playing an active role as a leading healthcare advocate in Childress and across the state. John Henderson is well-known for his honest and open leadership style, sense of humor, his ability to passionately communicate a clearly-defined vision and his ability to inspire his employees and colleagues to pursue excellence.

We thank John for sharing a bit of his story and a few of his thoughts on leadership and influence. See page 2 for the interview.

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MANAGEMENT  
INSTITUTE

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**LEADERS  
among US**

**John Henderson,**  
*CEO of Childress  
Regional Medical  
Center, Childress,  
Texas*

An interview of John Henderson by David Pearson

***How did you come to be involved in rural healthcare leadership?***

I grew up in rural Texas and come from a healthcare family. My undergraduate degree was in business, but knew I wanted to work in healthcare, so my graduate work focused on health organization management. During that time, I worked summers and holidays with a rural hospital leader (Frances Smith) who walked the walk. My first job after graduate school was in a suburban hospital, but I jumped immediately at the chance to return home and manage my hometown community hospital.

***Describe for us how you came to be in a leadership position?***

I'm very fortunate to have had the opportunities I had and the great mentors along the way that made it seem (now looking back) as if it all just kind of happened. I was never an overly ambitious career person, but I've always strove to be productive and been willing to learn. The stars aligned to give me the opportunity to assume an important leadership position at a very young age. I've made some mistakes along the way, but have worked hard to get along with people and make small, meaningful improvements to an already good organization. I'm a lucky guy.

***Why is strong leadership so important?***

Because the work we do (healthcare) is so important. I'm not old, but I have been around long enough to see small communities really struggle following the failure of a local hospital. We take care of our people one at a time, but we also sustain rural communities and a rural quality of life. I can't emphasize enough what a solid hospital and dependable healthcare access mean to a rural community or region.

***What advice would you give to others seeking leadership opportunities?***

Don't seek leadership...if you are capable, you will have more opportunities than you can accept. Take responsibility as it is given to you. Work hard, be consistent, learn from mistakes and develop character.

**THE ART of INFLUENCE**  
*for Personal Growth*

The idea of *influence* may seem a simple concept to grasp and its role on one's ability to lead may appear obvious. Yet, it is perhaps one of the most fundamental and essential leadership attributes required to lead others effectively. As John Maxwell observes, the true measure of leadership is influence. The *sine qua non* of leadership quality, influence is thus the focus of this issue of *Illuminations*.

To lead successfully one must first be able to influence those they are leading. But the art of influencing and motivating others is not always easy to achieve. What must be realized is that influence is a powerful leadership skill that requires cultivation.

**THE POWER of INFLUENCE**  
*for Professional Development*

To lead or not to lead, that is the question...but so is *how* or *when* to lead. The answer is multifaceted, but undoubtedly in any measure of successful leadership, influence is an essential component. The power of influence, therefore, is the power to lead.

Whether you are in an executive, managerial or professional staff position, your ability to influence and motivate others to achieve the desired goal is a key factor in demonstrating performance excellence and leadership capacity.

If you maintain a strong character, build trust, show dedication, display confidence

**Leadership**  
*“Illustrated”*

***Think you're a leader?  
Is anyone following?***



For some, it is a raw, natural talent. For others, it is often a learned skill that takes time to develop. In either case, it is an invaluable facility to harness and master for those in pursuit of personal growth and for those aspiring to affect a genuine and lasting impact on others throughout life.

Your ability to inspire and motivate others to action towards a desired outcome means that you were able to gain their confidence, trust, respect and loyalty. To be considered a true leader, these achievements must never be abused. Continuing to lead with integrity, purpose and strength is magnetic and will encourage others to strive and work towards achieving your vision.

Focusing on your personal character development and honing your leadership skills takes effort and dedication, but it is well worth the time invested. Whether a natural or learned skill set, everyone has the potential to influence others to make a positive difference, and with the right intention and commitment, can succeed in becoming an authentic leader—and *that* is something to honor and cherish!

and continue to improve your knowledge and work-related expertise, you have the potential to influence anyone at any level, including peers, subordinates or leaders.

You can also encourage others to follow you if you are able to condition the ability to persuade. But, influence and leading often takes time. Staying current on the various leadership techniques, resources, thoughts and methods is extremely helpful in improving this skill. Conversing with and learning from influential individuals and industry leaders is also helpful.

Realizing the power to influence and increasing your leadership capacity is important if your focus is on professional development. And, with the right motives and intentions, you can eventually guide others down the same path to reach their own leadership potential.

*Continue to grow!*

## PEARLS of WISDOM

“The very essence of all power to influence lies in getting the other person to participate.”

~ Harry A. Overstreet

“The key to successful leadership today is influence, not authority.”

~ Kenneth Blanchard,  
in *Managing By Influence*, 1986

“Some of the greatest knowledge that you can tap into exist right in your circle of influence.”

~ Brian Klemmer  
in *The Compassionate Samurai* 2008

“Leaders don't create followers, they create more leaders.”

~ Tom Peters

“trying”? Have I made a commitment to being a true leader, exercising integrity that my people so desperately need? Or, am I merely “trying” to get by?

Stop “trying.” Firmly establish your intention and go for it! Simply put, when you make a commitment to be at a specific place at a certain time, don't just “try” to be there on time. Be there on time. Lead by your actions and eliminate “trying”.

~ Jack Walker,  
National Meditech Practice Director, maxIT

## COFFEE BREAK SNIPPETS

“The proof of leadership is found in the followers”.

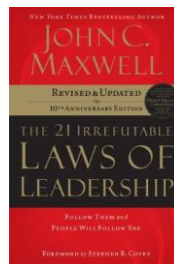
~ John C. Maxwell

In this first edition of our “Coffee Break Snippets,” we feature a New York Times bestseller *The 21 Irrefutable Laws of Leadership* (2007) by renowned author and internationally recognized leadership expert John C. Maxwell. As the quote above depicts, influence is an important characteristic in leadership. For Maxwell, influence constitutes a major focal point, so much so that he identifies influence as an “Irrefutable Law” (Chapter 2) and makes a compelling case that without influence one is not able to actually lead others.

Maxwell stresses that neither a person's title nor position is a determinant for effective leadership. Instead, he places emphasis on the person's ability to persuade and motivate others. The degree to which one is capable of influencing and leading others is impacted by a combination of key factors and personal strengths including character, existing relationships, intuition, knowledge, past success, experience and ability. People who either possess and/or develop these strengths have a greater propensity to influence others.

Maxwell's chapter provides an in-depth view on the power of influence and offers several stories, examples, tips and inspirational quotes that make for thought-provoking, enjoyable reading.

A true leadership classic, we recommend this book for your next coffee break. Pick up a copy and learn how influence (and his other 20 irrefutable laws) can be used both for your professional and personal growth.



If you are interested in purchasing this book through [www.giantimpact.com/store](http://www.giantimpact.com/store), use the coupon code “21LAWS” to download the 21 Irrefutable Laws of Leadership Lunch and Learn for free!

## TORCH Leadership & Management Institute Conference & Retreat

September 8-9, 2010

Horseshoe Bay Resort outside of Austin



Our Annual Leadership Conference & Retreat is the premier education and network event that focuses on professional and personal leadership development. Don't miss out on this unique opportunity to learn from and network with nationally recognized experts, industry professionals, healthcare leaders and your peers. We encourage hospital executives, their leadership and professional staff, as well as healthcare and MHA students to attend. Look for more information coming soon!

## UPCOMING EVENTS

### Northwest Texas Hospital Association (NTHA) Annual Convention

July 14-16, 2010

MCM Elegante Hotel in Abilene, TX

### Regional Grant Workshop

August 10, 2010

Columbus Community Hospital's Education Center in Columbus, TX

### Hospital Information Technology Conference & Tradeshow

October 20-21, 2010

Westin Austin at the Domain in Austin, TX

## FIRST, Realize YOU are Important and YOU Make a Difference!

Unfortunately, leadership lacking integrity has become a common trend for many organizations and businesses in today's world. One culprit leading to this reality is a small word we frequently use. It is a word that is so toxic, that I often ask people to remove it from their vocabulary.

The word is “TRY.” Each time I hear this word, I immediately think of a commitment I have made that has not yet been fulfilled, that possibly without even realizing it, causes me to lose credibility with myself and with those following me, those counting on me. Each time I use this word with an individual, it speaks of a lack of commitment and reveals my true intentions. It impacts my overall integrity and the results I say I want.

When a person says “I will try to get this task accomplished,” I have discovered they are really uncommitted—even lying to themselves. Why you ask, is that true? My experience has shown that a person who is “trying” will more than likely “try” once, twice or more, hit an obstacle, throw their hands up in despair and say, “oh well, I tried”, and then conveniently give up.

There is a sure-fire strategy that will produce the results you want and truly desire when you live a life committed to a cause much greater than yourself. The question is: *Do I want the results I say I want, or am I “just*

*Illuminations* is a publication of the TORCH Leadership & Management Institute, a program of the Texas Organization of Rural & Community Hospitals (TORCH). We welcome your input and look forward to hearing from you. To learn more about TLMI, please contact Dawn Haberkorn, Director of Education Services, at [Dawn.Haberkorn@torchnet.org](mailto:Dawn.Haberkorn@torchnet.org) or visit our online Leadership Center at [www.torchnet.org/leadership\\_center.php](http://www.torchnet.org/leadership_center.php)

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