



illuminations

A publication of the TORCH Leadership & Management Institute

MESSAGE *from the* EDITOR

Happy 2011! In addition to a brand new year, 2011 marks the start of a brand new decade, and our hope is that you have an era richly filled with good health, happiness and great success.

In this **Winter Edition** of *illuminations*, we challenge our readers to step outside their comfort zones and move onwards and upwards towards excellence in both their careers and in life! We hope that the articles, examples, quotes and literature highlighted in this issue will help support these efforts.

TLMI PROGRAM UPDATES

2010 proved to be a year of notable accomplishment for the TORCH Leadership & Management Institute (TLMI). We expanded and improved various program elements and hosted a successful TLMI Annual Conference & Retreat last September. Once again we would like to extend our appreciation to TLMI Leadership Council Members, distinguished presenters, generous sponsors and participating hospitals and students for making this event a great success!

We would like to take this opportunity to introduce our newest member of the TLMI Leadership Council, Dr. Howard Prince, who is currently serving as the Director of the LBJ School's Center for Ethical Leadership at the University of Texas at Austin. We are thrilled to have him onboard and thank him for his participation, expertise and contribution to our program. You can find an updated profiles/biography page on TLMI Leadership Council members on our website.

The year ahead looks even better! The 2011 TLMI Annual Conference and Retreat, scheduled for September 7th – 8th at Hyatt Regency Hill Country Resort & Spa in San Antonio, will be even more interactive, while continuing the trend of outstanding topics, speakers and presentations. This leadership retreat is designed to be beneficial to executives, mid-level managers, hospital staff and students, offering quality personal and professional advice, exercises and training. In addition to the conference, we will soon be releasing information on leadership webinars, student shadow mentoring/internship opportunities, scholarships and the fellowship training program for rural healthcare professionals. We are excited about TLMI's progress and look forward to the future!

THRIVAL MODE *not* SURVIVAL MODE

Oftentimes people get stuck in “survival mode” in both their professional and personal lives. They lock away their dreams, ambition, talent and inner potential, and instead, settle for mediocrity, simply accepting things the way they are...mostly because it feels like the “safer” and more “comfortable” option.

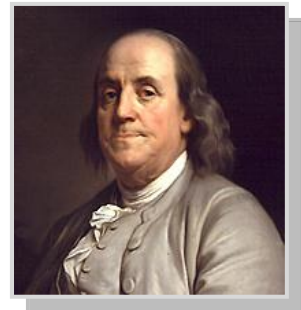
Surviving does not a true leader make. Sure you can get by, be productive and contribute to the overall functioning of your organization and/or life, but you have not maximized your potential. If you take a few minutes to reflect on leaders throughout history and individuals you know who are truly inspiring and impactful, you will find they operate

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Leadership “Illustrated”

“All mankind is divided into three classes: those that are immovable, those that are movable, and those that move.”

~ Benjamin Franklin



Benjamin Franklin is a clear example of an individual who was able to step out of his “comfort zone” and thrive in the world around him.

One of seventeen children, Benjamin was born into a fairly poor working class family. With the expectation that he would become a clergyman, his parents sent him to school. Unfortunately, his parents could only afford to send him for two years, so his formal education ended at the age of 10.

Despite this, he refused to settle for mediocrity and educated himself through extensive reading. For a while he remained a proud member of the working class as a printer. But he knew there was more out there. Throughout the rest of his life, Ben seized opportunities and was held in high regard as a leading author, respected publisher, scientist, political theorist, accomplished inventor and honored statesman.

Benjamin Franklin was a leader in many ways and one important characteristic to note is that he refused to merely survive!

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LEADERS among US



David Pearson
MPA, FACHE, PMP
TORCH President/CEO

As I began my career, of course I wanted to do my best, to learn, to exceed expectations and ultimately, to succeed at whatever it was I was destined to do. As I continued to follow the path that was laid out before me, I found that several aspects of my personality began to emerge and a leadership style began to take shape. I am not suggesting that my way is the right way or that there aren't more important things that a strong leader must possess in certain roles or situations.

However, I am certain that as it relates to the positions that I have held over the years and the responsibilities I've had, these characteristics are ones that are now permanently engrained in me. I can't list them all, so let me start with these four:

Look First – You wouldn't drive out into the middle of a busy intersection without first surveying the situation and making sure it was safe to proceed. In leadership situations, the same rules apply. We've all heard the phrase —shoot first and ask questions later. Some people view leaders as the risk takers who must be quick on the draw, lest they miss a golden opportunity. However, almost all good decisions were due to the careful research and consideration given to both the possibilities and the implications. So take the time to listen, to plan, to prepare and to execute properly. Pulling the trigger to quickly and making hasty decisions are not what experienced leaders are usually known for.

Don't Panic – As a leader, you will often be confronted with situations that look bleak or appear to require an immediate reaction. Again, this can often lead to uninformed decisions and unnecessary upheaval among those you are trying to lead. Solid decision making leads to confidence. As a leader, you must be able to control your emotions and react in a positive way to all the various and sundry situations that you will be placed in. Things are rarely as bad as they might first appear to be and negative emotions tend to be at their highest when uncertainty is the prevalent emotion your employees are feeling. So don't simply wait around for things to get better, but try to look a little deeper and make sure that you thoroughly understand each situation before you act.

Be Nice – Well, that sounds simplistic doesn't it? Here comes another saying, —Nice guys always finish last. Not so and in leadership situations, creating mutual respect and building trust are most often done in an atmosphere that is polite and where people truly demonstrate that they value the contributions that everyone brings to a given team or situation. Again, leaders are often stereotyped as overly aggressive individuals who will stop at nothing and step over anyone in order to meet their objective. However, I have found that people prefer to work for and work with people who let their knowledge and experience do the talking and who exhibit equal parts of humility and compassion.

Make Sense – A leader is most effective when the leadership they provide is consistent and rational. Wild swings aren't good in the stock market or in baseball. Strong performers in both these arenas are likely to be recognized for maintaining a long-streak of stable decision making that created situations where their company or team could succeed. You know when everything seems to be making sense. It is when the next decision you need to make just seems natural or when the project you are working on comes together without a hitch. Again, it depends a lot on establishing a track record of small wins that lead to bigger successes, but there is clearly a logical progression that seems to accompany the careers of strong leaders.

Every leader is different, but these are some of the things that I feel I've learned about myself along the way. I hope that they will inspire you to feel confident that you can be a strong leader who truly cares about people and who knows that inspiring strong leadership in others is far more valuable than getting to the top immediately or regardless of the cost.

Will You Grow or Plateau?

Seldom does someone consciously choose to stop growing. Yet we all know people whose influence has leveled off or gone into decline. Why do hard-working, well-intentioned leaders plateau? How can people ascend the levels of influence throughout their careers, but then suddenly stop climbing?

About five years ago I facilitated an all-day roundtable with 15 leaders. During Q&A, a very successful leader, a man who had done wonders with his organization, spoke up to voice a concern. "John," he said, "the last two years I've hit a plateau. For the first time in many years, I've stopped growing as a leader. Could you help me?"

After prodding him with a few questions, I diagnosed his problem. As a leader, he had accomplished all of his goals! His company was bigger than he had ever anticipated it to be, it was reaching more customers than he had ever hoped to reach, and revenue was coming in higher than he could ever have imagined. Instead of concentrating on continual growth, he had stagnated after hitting all of his goals.

Goal-Conscious Versus Growth-Conscious

I have discovered that goal-conscious people plateau more often and for longer stretches than people who are growth-conscious. I'm certainly not saying, "don't have goals." I have goals, you have goals, and there's nothing wrong with goals. But I am saying that there is something more important than setting goals.

If you're goal-conscious, then you focus on a destination—a sales target, a prestigious position, or a certain level of income. Whereas goal-conscious people lock onto a destination, growth-conscious people focus on the journey. They see the big picture, and they understand that success comes through a process.

If you're goal conscious, you motivate people. You put a target in front of your team and drive them to achieve it. If you're growth-conscious, then you're more concerned about maturing your people. Outcomes, while

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THRIVAL Mode... (Continued from p.1)

at a different level. If you pay close attention to these individuals, who are clearly not mere "figureheads", you will witness from them a heightened energy, confidence, drive, ability to execute and magnetism. Why is this? One reason is that whether on a conscience or sub-conscience level, these impactful leaders refuse to function in survival mode. In spite of their roots, conditions they were/are exposed to or obstacles in their path, they were and are able to transcend hardships, capitalize on their talents and take progressive steps towards excellence. They operate in, "THRIVAL Mode"! The transition to this mindset requires effort and change, but if you can detach yourself from the survival instinct and redirect your focus, attitude and actions, you too can be more productive. Being in THRIVAL mode means you strive to:

- ✓ Transform your outlook & life for the better;
 - ✓ live life in **H**igh gear with an inspired attitude;
 - ✓ be a person of conviction, ethics & **R**esolve;
 - ✓ positively **I**mpact the world around you;
 - ✓ increase **V**ision, creativity & ingenuity;
 - ✓ be one who follows-through & **A**chieves results; &
 - ✓ have the confidence, inner strength & capacity to **L**ead others!
- ~ Dawn Haberkorn

PEARLS of WISDOM

“My mission in life is not merely to survive, but to thrive; and do so with some passion, some compassion, some humor, and some style.”

~Maya Angelou

“Ninety to ninety-five percent of people will withdraw to the comfort zone when what they try doesn’t work. Only that small percentage, 5 or 10 percent, will continually improve themselves; they will continually push themselves out into the zone of discomfort, and these are always the highest performers in every field.”

~Brian Tracy

“If you want to succeed you should strike out on new paths, rather than travel the worn paths of accepted success.”

~John D. Rockefeller



2011 TORCH Leadership & Management Institute Conference & Retreat

September 7-8, 2011
Hyatt Regency Hill Country Resort & Spa
San Antonio, TX

Watch for Announcements!

Will You Grow...(Continued from p.2)

important, cease to be the sole determinant of success to a growth-conscious leader. He or she is more concerned with improvement, progress, and learning the right lessons.

If you’re goal-conscious then your measures of success are seasonal. In other words, you have a time period during which you’re focused on reaching the next level. If you fail, it’s easy to get discouraged and to derail temporarily as a result of the setback. If you succeed, it’s tempting to coast on your recent accomplishment. However, when you’re growth-conscious, you’re a lifelong learner. Win or lose, rain or shine, growth-conscious leaders press on toward their potential all of the time—not just in spurts.

Leaders Develop Daily, Not in a Day

Growth occurs during a process, not by arriving at a destination. In my book *The 21 Irrefutable Laws of Leadership*, I talk about the Law of Process, which says, “Leaders develop daily, not in a day.” It’s human nature to overestimate the event and underestimate the process. We want instant results, but instead of focusing our attention on the endpoint, we would be wise to make the most of the present day.

Summary

Influence and personal growth are intertwined. When you quit growing, you relinquish the privilege of leadership. You simply can’t take others to a place you’ve never been yourself.

To keep your influence growing, trade a goals-oriented mindset for a growth-conscious way of thinking. Goal-conscious people get wrapped up in a destination, and consequently they are in danger of reaching a plateau in their

personal development. Hitting goals causes them to coast, while missing targets causes them to mope. In contrast, growth-conscious individuals put goals into proper perspective. The path they’re traveling matters more to them than the place where they’re going.

~ John C. Maxwell,
GiANT Impact, Copyright 2010,
www.giantimpact.com/store

COFFEE BREAK SNIPPETS

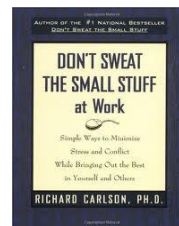
“...we can’t change the behavior of others but we can control our reactions to them.”

~ Richard Carlson, PhD

Office politics and drama exist in almost every work environment, whether in small or large organizations. Unfortunately, this can both directly and indirectly impact an individual’s performance and happiness. Don’t let negativity hinder your ability to excel!

The real key is to find ways to keep your morale high and mind focused on your goals, your actions, your behavior and your success. One book that offers practical advice is, *Don’t Sweat the Small Stuff at Work*, by Dr. Richard Carlson.

This book provides 100 strategies on how to deal with the world around you and how to alter how you see and deal with the world around you. It is a valuable guide with enlightening tips and helpful suggestions. Each lesson is different and is only two to four pages in length. To get the most out of this book, we recommend that you read one section per day, perhaps in the morning when you first get in to the office. This will give you the chance to focus on employing one strategy throughout the day and will start your workday on a positive note!



Reference: Richard Carlson, PhD.
Don’t Sweat the Small Stuff at Work. MJF Books, 1998.

UPCOMING TORCH & TORCH FOUNDATION EVENTS:

TORCH Annual Conference & Tradeshow

April 6-8, 2011
Hotel Intercontinental
in Dallas, TX

2011 Texas Critical Access Hospital (CAH) Conference & Tradeshow

June 1-2, 2011
Omni Hotel Southpark
in Austin, TX
Co-Hosted with the Texas Department of Rural Affairs

Hospital Information Technology Conference & Tradeshow

November 2-3, 2011
Omni Colonnade
in San Antonio, TX

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 & 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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The bottom left corner features a large, stylized flame graphic in shades of teal and grey. The text "TORCH LEADERSHIP & MANAGEMENT INSTITUTE" is arranged in a grid-like format, with each letter of "TORCH" on its own line, followed by "LEADERSHIP &" on the next, "MANAGEMENT" on the third, and "I N S T I T U T E" on the fourth, with wide letter spacing.