“Leading Osteopathically”: Adopting A Holistic Model of Leadership

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LEADERSHIP MODELS

• What are some of the leadership models that are out there?
• Why would thinking osteopathically be important in leadership?
• Examples of “holistic thinking” and “holistic leadership”.
• Putting it altogether.
Situational Leadership

- S1- High Directive, Low Supportive
- S2- High Directive, High Supportive
- S3- High Supportive and Low Directive
- S4- Low Supportive and Low Directive
Tribal Leadership

• Stage 1-Life sucks
• Stage 2-My life sucks
• Stage 3- I'm great and you're not
• Stage 4-We're great
• Stage 5- Life is great
Transformational Leadership

1. Charismatic Vision Gives Meaning to Work
2. Empathetic Communication Inspires Teams
3. Confidence and Trust Increases
4. Innovation & Creativity Solves Problems
5. Kaizen Continuous & Never-ending Improvement
6. Individual Output Increases

Transformational Leadership Results
Functional Leadership Model

• Not as a person who leads, but as a set of behaviors that are instilled into a group to obtain a desired outcome.

• The leader “functions” only to enable the group in their needs and tools to obtain the outcome.
Active and Passive Leadership

What you say...
What you do...
What you practice...

MISTAKES
If Could Be that the Purpose of Your Life Is Only to Serve as a Warning to Others.
Holistic Leadership

• What exactly is meant by Holistic?
• Are their “negative” connotations?
• Can you make thinking in a 360 degree way a habit?
• Can you “step outside yourself”.

[Image: abstract pattern]
Personalized Holistic Model

- Mind
- Body
- Spirit

Total Leadership
- Work
- Self
- Home
- Community


Stewart Friedman, University of Penn, Wharton
*Be a Better Leader, Have a Richer Life*
Harvard Business Review, April 2008
ACES Holistic Model

Analytical Domain
Understanding and managing the trees

Conceptual Domain
Understanding and managing the forest

Emotional Domain
Embracing and leveraging emotion

Spiritual Domain
Fostering higher order purpose

The Universal Holistic Model?

- Holistic in Self Leadership
- Holistic in Decision Making
- Holistic in Vision
- Holistic in Leading Others
- Holistic in Patient Care
- Holistic in Crises
Looking at an Issue in a 360° way
Leading Up, Down, and Sideways

- Boss
- Me
- Subordinates
- Colleagues

LEADING UP
HOW TO LEAD YOUR BOSS
SO YOU BOTH WIN
MICHAEL USEEM
Tipping Point

• It's that ideas and behavior and messages and products sometimes behave just like outbreaks of infectious disease. They are social epidemics. *The Tipping Point* is an examination of the social epidemics that surround us.
Inflection Point
Inflection Points, both Business and Personal
Disruptive Innovation

- Disruptive Innovation is a “holistic view” and has consideration of the end-state, influencing forces, and inflection points.
Incremental vs Disruptive Innovations: Picking Your Spot

- Low risk, many competitors
- High risk, high reward
- Customer experience; cost savings
- High risk, defensive strategy
Success, Failure, and Ambiguity from a Holistic Standpoint

“When written in Chinese, the word "crisis" is composed of two characters. One represents danger and the other represents opportunity”.

- John F. Kennedy
Hindsight

Those really were the droids you were looking for.
Mentorship, Followership, and Realization of Self

• Mentoring those below you on techniques and lessons learned.

• Following the boss, but lending advice and viewpoints that allow the boss to either actively or passively obtain a better decision.

• Confront and become aware of your biases, your strengths, weaknesses, your ability or inability to grasp “the 30,000 foot view” or the complete picture.
The “Pottery Barn” Test
Clairvoyance or patterns?
If I pour this water out what will happen?
The Holistic Leader would reply...

...it depends.
The Water Droplet...
Patterns of Thought Depend Greatly on Your Reference Frame
Drilling for the C-Suite
Is there a Holistic Communication Style?

Communication Breakdown
- Nonverbal: 55%
- Tone: 38%
- Words: 7%
People and Contacts

- Joe Smith, MD
- Went to Penn State
- Football fan (has season tickets)
- Two kids- Brian (16), Patrick (18)
- Wife- Donna (has MS)
- Has Family Practice
- Fly Fishing
- Interested in VPMA spots

Business Card Memory Joggers, Use to show empathy, interest, and to practice Holistic View of a person
Same Place, Different Reference Frames
1967 Chevy NOVA
From “Good to Great” ...to bankrupt?

- Abbott
- Circuit City
- Fannie Mae
- Gillette
- Kimberly Clark
- Kroger
- Nucor
- Philip Morris
- Pitney Bowes
- Walgreens
- Wells Fargo
Apple

Steve Jobs
1955-2011

We owe every design we created to you.
REDELME, a research and design firm
Warren Bennis
“Worldwide, we invest about $1 billion every year on training and education programs for the people of GE. The results can be measured in the increasing leadership capabilities of our own people and ultimately in the value and opportunity generated for our customers and their communities. Over the course of 15 years, our most senior executives spent at least 12 months in training and professional development”.
The Chilean Mine Disaster

- Survival
- Treatment of Medical Maladies
- Nutrition
- Spiritual Needs
- Mental and Emotion Needs
- Long Term Psychological Impacts
- Convalescence
- Rescue
The STS-400 Mission

- Survival
- Atmosphere
- Nutrition
- Disposal of Damaged Vehicle
- Medical Concerns
- EVA
- Vehicle Proximity Operations
- Transfer
- Rescue Vehicle
Important Substrates to Holistic Leadership

• Ability to look at all issues in a 360 degree way
• CORE Values
• Charisma
• Persistence
• Adaptability
• Integrity
• Vision
• Confidence
What makes a Good Osteopathic Leader?

• Patient Centered
• Holistic in their approach to patient care, but also in their personal life, and their approach to leadership.
• Is both an Active and a Passive leader.
CORE Values
Charisma...but not the kind you think

Both men had Charisma...but you must take a Holistic View of Charisma
Persistence

“Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent. The slogan "press on" has solved and always will solve the problems of the human race”

- Calvin Coolidge
Adaptability...the Art of the Learning Organization and Leader

- Change is necessary
- Continuous Learning is necessary
- It must be engrained in the culture
- It must be part of your CORE values
Confidence versus Arrogance
Integrity

Integrity is the uncompromising adherence to a code of moral values and principles. It requires soundness of ethical strength.
The Desired End State

Integrity

Charisma

CORE Values

Persistance

Confidence

360 Degree Vision

Adaptability
Mrs. Marcum’s pain...
Mr. Mason’s Multiple Sclerosis

- Medical Needs
- Emotional Needs
- Spiritual Needs
- Family Support
The Financial 360

Value to the Customer

- Accounts Payable
- Accounts Receivable
- Foundational Services
- Revenue
- Liabilities
- Assets
- Investment in Future Services
- Infrastructure
- Cost Containment
Quality as an End State

- Clinical Practice Guidelines
- Checklists
- Consideration of the home and work environment
- Patient Education
- Emotional Support of the Patient
- Clinical Decision Support
- Electronic Medical Record
- Culture of Safety
- Six Sigma

Quality Patient Care
Monkeys, Elephants, and Asses
Make a Template...

Where do I want to be in five years?

What skills will I need to have?

What are the barriers I will need to overcome?

Additional interests and considerations?
Make a Template...

End State

What do I need to change in my diet?

What do I need to change in my exercise routine?

What do I need to change in my relationship?

What education and self insight do I need to gain?
Make a Template...

End State

What does the patient need physically or medically?

Does the patient have a good emotional support system?

What are the spiritual needs of the patient?

What are the barriers to the patient’s success?
Make a Template...

End State

View from My chair

Influencer

View from the opposite opinion

Additional interests and considerations
Pilot Projects

• Try a few pilot projects at home and work.
• Typically three. Don’t bite off more of the apple than you can chew until you make them a habit.
• Write them out. Assess at the six week mark.
Leading Osteopathically is applying your Holistic foundations to Leadership
Questions?
Recommended Reading for the Evolving Leader...

Books

1. The Fifth Discipline-
2. The Contrarians Guide to Leadership-
3. The Essential Bennis
4. The Innovator’s Prescription
5. Why Smart Executives Fail
6. The Checklist Manifesto
7. The Effective Executive
8. The Essential Drucker
9. Results that Last
10. The 21 Irrefutable Laws of Leadership
11. Only the Paranoid Survive
12. Freakonomics
13. The Well Managed Healthcare Organization
14. The Black Swan
15. The Tipping Point
16. A Purpose Driven Life
17. Team of Rivals
18. The Seven Habits of Highly Effective People
19. On Becoming a Leader-
20. In Search of Excellence
21. Questions of Character