A New Kind of Leader for Infection Prevention and Safety

Organization for Safety, Asepsis & Prevention
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Objectives of the Presentation

- Focus on a vision of leadership & skill sets for the future
- Focus on skills necessary for successful networking & communication
- Focus on core values inherent in effective leadership
- Identify different leadership styles
- Describe characteristics of great leaders
- Lessons learned from highly successful leaders
Core Values are the Soul of Effective Leadership

- Integrity and Truthfulness are the heart and soul of effective leadership
- Trust – without integrity, there can be no trust
- Without Trust, leadership is non-existent

Leadership Working Definition I

“A leader is one who mobilizes others toward a goal shared by leader and follower”

Willis, G., Certain Trumpets – The Call of Leaders, NY, Simon and Shuster, 1994

Leadership Working Definition II

“Leadership is a dynamic relationship based on mutual influence and common purpose between leaders and collaborators in which both are moved to higher levels of motivation and moral development as they effect real, intended change.”

Roost, J, Leadership for the 21st Century
New York, Praeger, 1991
Ingredients for Successful and Effective Leadership

- Agreement on process of establishing common goal
- Agreement on common good (goal)
  - Context
  - Environment
- Agreement on outcomes (success)
  measures/intended change

Summary Thoughts

- Leadership is about creating a caring culture: People Come First!
- Leadership is the practice of helping people envision and then participate in creating a better world
- Leadership is about exceeding expectations (Disney)
- Leadership is about comfort with power and the ability to share it.
- The true test of leadership is to ask: “Are those who would participate in leadership equipped to serve the common good?”
- Influencing change is the business of leadership!

Walt Disney

- Visionary
- Entrepreneur
- Dreamer
- Legend
- Folk Hero
- Imagination
- Optimism
- Creativity
- Self made success
- Brought us closer to the future, while telling of the past
- Brought joy, humor, fun to countless children and adults
Attributes Of The Effective Leader

In order to achieve the common good, leadership must have definitive characteristics

The **ABILITY** to
- move multiple constituencies
- be flexible and tolerant of disparate positions
- be "savvy" about the political/social landscape
- create coalitions, partnerships and collaborations
- nurture interdisciplinary and cross-cultural approaches

The **WILLINGNESS** to
- take risks and push the envelope
- challenge traditional values and the status quo
- exhibit tenacity and sustained resolve

Leadership Signifies The Act of Making a Difference

- Leadership is at its best when vision becomes strategic, the leader's voice persuasive and the results become tangible

Creating a Sustained Culture of Caring

- Employees
- Customers
  - (consumers, students/patients/faculty)
- Shareholders/Trustees
POSITIONAL TITLES ARE NOT NECESSARILY LEADERSHIP POSITIONS

Leadership Styles Are Judged On Goals And Their Pursuit:

+ Arrogant - "our" goals are best
+ Confrontational - conflicting goals
+ Plodding - meeting perceived needs
+ Regressive - low level goals
+ Status quo - goals may be good but implementation is slow
+ Visionary - pushing the "envelope" – true shared Vision

Leadership

• Simple: Objective/Goal
• Transformational: Raising Organization to higher levels of moral development
Steps in Transformative Change*

1. Establishing a Sense of Urgency
2. Forming a Powerful Guiding Coalition
3. Creating a Vision
4. Communicating the Vision
5. Empowering Others to Act on the Vision
6. Planning & Creating Short-Term Wins
7. Consolidating & Continuing
8. Institutionalizing New Approaches

*John P. Kotter

Real Intended Change for the Common Good is the Product of Effective Leadership

• Status quo is not effective leadership
• Change is not just large institutional movement but also includes the excitement and thrill of every segment and cohort working towards a common good
• Leadership is all about making things happen!

“The Far Side” by Gary Larson®

“Well, thank God we all made it out in time. Course, now we’ve still got a problem.”
“Nothing is permanent but change”
- Heraclitus
(circa 500 BC)

Change in Organizations
- New Choices
- New Technology
- New Players
- New Goals
- New Methods
- New Challenge

“Change has no constituency”
- Niccolo Machiavelli
(circa 1500 AD)
Change in Higher Education

- Structure
- Student Needs
- Funding and Fund-Raising
- Administrative Requirements
- Workload Demands
- Knowledge Demands
- Technology
- Communications
- Growth of Information and Curriculum Change

How do YOU Respond to Change

- Do you dread it?
- Do you initiate it?
- Do you avoid it?
- Do you reject it?
- Do you embrace it?
- Do you go along when you have to?
- Do you work to control it?

“The future ain’t what it used to be.”

- Yogi Berra
  (circa 1960 AD)
Change Style Indicator

The **Change Style Indicator** (CSI) measures your most frequently preferred, or chosen approach to dealing with situations involving change.

Change Style Preferences

<table>
<thead>
<tr>
<th>CONSERVERS</th>
<th>PRAGMATISTS</th>
<th>ORIGINATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accept the structure</td>
<td>Explore the structure</td>
<td>Challenge the structure</td>
</tr>
<tr>
<td>Prefer change that is incremental</td>
<td>Prefer change that is functional</td>
<td>Prefer change that is expansive</td>
</tr>
</tbody>
</table>

CSI Continuum

Conserver | Pragmatist | Originator
---|---|---
25% | 50% | 25%
These are some clips from real responses of students to exam questions (Jay Leno):

- $\text{H}_2\text{O}$ is hot water; and $\text{CO}_2$ is cold water
- Water is composed of two gins, Oxygin and Hydrogin. Oxygin is pure gin and Hydrogin is water and gin
- Vacuum: a large empty space where the Pope lives
- The place where people speak Gaelic is San Francisco
- For a nosebleed; put the nose much lower than the heart until the heart stops
- Pyramids were built for shade

Success/Timeline of a Project

This is all about Buy-in and effective leadership
Leadership: Eight Steps to Rapid Change

Equipped with the necessary attributes and passion, leaders spring into action:

1. Sound a Bugle
2. Give Them a Compass
3. Shake Up the Status Quo
4. Sing from the Same Songbook
5. Focus Your Workforce
6. Ignite Unbeatable Performance
7. Let Go of the Present
8. Unleash Your Change Ninjas

Questions to Ponder:

1. What kind of leadership do you practice? Simple or Transformational?
2. Does the leadership you exhibit move you and your collaborators (followers) to a higher level of moral development?
3. Do you take public need and social responsibility seriously?
4. Does your team have the appropriate mix of qualities?
5. Is there attention paid to cross-sector partnering?
6. Are your priorities connected to perceived and/or real public values and need and to that of the parent organization, e.g. OSAP?
7. How do you identify connections and linkages for infection control with other health care professionals?
8. Is partnering with the community a critical approach to improve health outcomes?
9. Are your colleagues and students prepared to exercise their citizenship and moral responsibilities?
10. How do you turn someone who is passive but interested into a change agent?
11. Are you willing to act as a catalyst for change or do you need to take credit for the change?
12. Do you regularly assess change?
13. Can you admit mistakes and try again?
If Benjamin Franklin had tried to be a General and George Washington had tried to be an Inventor, we would probably be living in a British Colony without electricity!

LEADERSHIP FOR THE PUBLIC OR COMMON GOOD

What is the “Common Good”

- Increase access to care and effective use of access
- Eliminate/prevent infections and advocate for safety
- Eliminate oral health disparities
- Expand community-based education and clinical care
- Improve functional and oral health literacy
- Engage the community in expanding the community capacity for enhancing the wellness of its population
- Improve public schools
- Engage in health care reform debate, including appropriate reimbursement models
- Work toward a unified health system
The Future of Health

Diagnosis  Prediction

Treatment  Prevention

Prognosis  Control

MARKERS

Techniques

Products

Disease Progression

Low Quality of Life

High

Optimum Treatment Time

Intolerable

Tolerable

Asymptomatic

Birth  Age  Death

- Intervene before symptoms appear
- Understand preclinical molecular events
- Early detection of patients at risk
- More effective and reduced costs

Preventable Diseases Are a Major Health Problem

Are preventable diseases and injuries in this country today a major health problem, a minor health problem or not a health problem?

Major problem: 54%
Minor problem: 39%
Not a problem: 3%
Don’t know: 4%

Source: "Taking Our Pulse: The PARADE/Research America Health Poll" conducted by Charlton Research Company, 2004
To gain community support, the effective leader must:

- Exhibit caring, passion and compassion about the public good
- Communicate a shared vision for the public good
- Engage the consumer and communities of interest in an advocacy role
- This is where the rubber meets the sky!
Based on an understanding that a public good is worth pursuing, leadership must:

+ Understand community need
+ Understand community capacity
+ Be willing to engage societal issues consonant with academic or public health mission of OSAP
+ Be willing to establish shared goals and implementation strategies
+ Be willing to understand community expectations
+ Be willing to measure success outcomes
+ Be willing to be both flexible and persistent!

**OBSTACLES** are those frightful things you see when you take your eyes off your GOAL.

Henry Ford

**EFFECTIVE LEADERSHIP UNFOLDS FROM THE PUBLIC GOOD!**
Making Things happen:
- Going from A to Z
- Strategies and Tactics
- Communication and networking

Lessons learned from some exceptional leaders: Making leadership come Alive!
- Herb Kelleher
- Walt Disney
- Art Dugoni
- Stephen Jobs
- Patrick Lloyd
- Michael Alfano
- Burt Edelstein
- Herb Reynolds

Characteristics of Effective Leaders:
- Integrity/trust/truth
- Passion
- Compassion
- Resolve
- Energetic
- Risk-taking
- Ability to move multiple constituencies
- Thoughtful
- Visionary – Dreamer
- Communication
- Willingness to change
- Creative
- Innovative
- Willing mentor
- Politically savvy
- Ability to create coalitions and partnerships
- Ability to attract resources
- Advocate for the consumer and all the caring people
- Persistence – a bit neurotic
- Ability to nurture ideas
- Ability to create a sense of calm at all times
- Ability to admit mistakes and redo when necessary
Herb Kelleher

- Entrepreneur
- Tenacity
- Maverick
- Imaginative with a sense of adventure
- Quirky spirit infused into business strategy
- Business model: Places needs of shareholders last. After employees and customers.

- “We are in the customer service business and we happen to operate an airline”
- Keep the flame burning – renewing creativity
- “You can do all of the wrong things right”
- Mission of Southwest airlines is dedication to the highest quality customer service delivered with a sense of warmth, friendliness, individual pride, and company spirit

Arthur A. Dugoni

Ritz Carlton of Dental Schools

Nurtures pride and passion of excellence in students, faculty and staff

“Leadership involves not just management but vision. Leadership is Where do we want to go? Management is implementation.”

Instills social conscience and responsible citizenship

Major investment is in people – to create a sense of family

Humanistic and citizenship approach to education

“Education is not just about making a living, it’s about making a life”

Pendant for making seemingly disparate groups work together

Makes things happen

Visionary  Pride and Passion
Leadership  Putting People First
Persistent  Dreamers
Energetic  Creativity
Unbridled Optimism  Innovation
Exceeding Expectations  Nurturing Ideas
Practical Leadership:

- Make work fun!
- Use celebrations to create relationships
- Equip people to make decisions
- Become a “risk doctor” – help people recover from mistakes
- Make your organization and personal mission, vision and values clear – then hold the reins loosely
- Stamp out bureaucracy – make rules your servants
- Deal with people, not positions
- Train for skill – Hire for spirit, spunk and enthusiasm
- When serving others (the community), make sure that “good enough” is never good enough
- Look for creative, unconventional ways to tell your story
Godfather Principles

1. Make them an offer they can’t refuse!
2. Keep your friends close and your enemies closer!
3. Never let anyone outside the family know your business!
4. Leave the gun – take the cannolis!
5. Multi-tasking
6. Don’t get into a business that you think will be a bad fit for the future
7. Literacy – communicate clearly
8. Don’t be afraid to make a decision; if it’s wrong, but done with appropriate input, you can change it.
9. Use the couch — get advice
10. Don’t get caught up in the zero sum game.
Key Principles of leadership for the 21st Century

• Greatness starts with superb people; recruitment of talent is essential.
• Great groups and great leaders create each other.
• Every great group has a strong & effective leader.
• The leader of great groups love talent & know where to find it.
• Great groups think they are “on a mission from God”.
• Every great group is an island – but an island with a bridge to the mainland.
• Great groups see themselves as “winning underdogs”.

From Bennis and Thomas, “Geeks & geezers: How era, values and defining moments shape leaders (2002)

Key Principles of leadership for the 21st Century

• Great groups always have an external threat or “enemy”.
• People in great groups are enormously focused and “have blinders on”.
• Great groups are optimistic, not realistic, and sense that “anything is possible”.
• In truly great groups the right person has the right job.
• The leaders of great groups give them what they need, remove obstacles, and always promote creativity.
• Great groups produce dreams with deadlines (they are action groups).
• Great work is its own reward (incentives help).

From Bennis and Thomas, “Geeks & geezers: How era, values and defining moments shape leaders (2002)
References


DePaola DP. Beyond the University: Leadership for the Common Good in Leadership for the Future: The Dental School in the University. American Association of Dental Schools, 75th Anniversary Summit Conference Proceedings, October 1998; 94-102


