

HOW TO DEVELOP FROM MANAGER INTO LEADER

Lauren K. Harris, FACMPE

Owner

Harris Healthcare Consulting, LLC

Lauren@HarrisHealthcareConsulting.com

TODAY'S OBJECTIVES

- 1- Understand the differences between managing and leading
- 2- Identify when each skillset is needed and how to pivot between them
- 3- Learn how to assess your own effectiveness as a leader

CONCEPT #1 - THE DIFFERENCES BETWEEN MANAGING AND LEADING

LEADERSHIP IS A WAY
OF THINKING, A WAY
OF ACTING AND, MOST
IMPORTANTLY A WAY
OF COMMUNICATING

- Simon Sinek

Key Roles of a Manager

Great managers are critical to businesses. They provide all the tools and training needed for employees to not be only productive, but successful.

A manager ensures all the infrastructure is in place and at the hands of their employees for the organization to be successful.

A manager has direct reports and has a position of authority within the company. They monitor and track progress and focus on systems and structures.

Managers	Leaders
Standardization	Innovation
Maintain	Develop
Problem Solving	Possibility Thinking
Views: Short Term	Views: Long Term
Enacts Culture	Shapes Culture
Reactive	Proactive
How and When	What and Why
Doing things right	Do the right things
Plans Details	Sets Direction
Initiate	Originate
Goals/Objectives	Vision
Rules	Values


LET'S GET SPECIFIC

Management Tasks


- Timecards
- Building schedules
- Recruiting and hiring staff
- A/P processes
- Billing and coding
- Job skill training

Leadership Tasks

- Mentoring and coaching others
- Developing strategy
- Communicating vision
- Relationship building



Leaders focus on motivating
people, while managers focus
on tasks, systems and structures




Leaders seek to challenge the
current state while managers try
to maintain the status quo



Leaders seek to innovate while
managers look to copy



Leaders take a long-range
perspective while managers
take a short-term view



Leaders use emotional
intelligence while managers are
more concerned with intellect



Leaders explore opportunities
while managers avoid risk



Leaders inspire trust while
managers rely on control



CONCEPT #2 - IDENTIFY WHEN EACH SKILLSET IS NEEDED AND HOW TO PIVOT BETWEEN THEM



MINDSET

The basic mindset of a manager is different than a leader.

Managers have a **bricklayer** mindset, and leaders have an **architect** mindset. Managers can use their ability to implement structure, processes and standards, and transfer those skills to work with their team to build vision and shared direction.

Managers who want to be more like leaders need to take their eye off the bottom line and focus on the horizon, instead.



INSPIRATION

A manager plans details, while a leader the sets the direction and inspires others to follow.

The goal is to make a shift from **transactional** interactions to **transformational**.



LEVERAGING TALENT

A manager will delegate tasks to individuals, while a leader will create teams of people whose strengths and weaknesses balance each other to reach peak performance, frequently exceeding the end goal.

Leaders learn to identify and relate to a wide variety of personalities and talents. They build relationships that are mutually beneficial and rewarding.



TRUST THE TEAM

A leader will give the team direction and trust everyone can handle the task at hand without micromanaging. However, they remain available to help when needed.

There is a delicate balance when a great leader trusts the team, inspires them to exceed expectations and only steps up when needed.

DESCRIBE THE BEST LEADER YOU EVER HAD

Collaborative

Compassionate

Passionate

Coach

Knowledgeable

Relational

Visionary

Committed

Team-Builder

Are these traits ***innate*** or ***learned***?

ESPECIALLY
when they
know more
than you!

**"Your role as a
leader is to
bring out the
best in others,
even when
they know
more than
you."**

Dr. Wanda Wallace

The Inspirational Leader
Leadership First



CONCEPT #3 - HOW TO ASSESS YOUR OWN EFFECTIVENESS AS A LEADER

The Seven Things You Must Give Up When You Become a Leader –

Exceptional Leaders Lab

1. The need to always be right.

You are in the recognition business now. Let everyone else be right.

2. Gossip.

You must give it up as an instigator and a willing recipient.

3. The need for frequent praise.

Your work and results may have to speak for themselves.

4. Distractions.

Focus is the new IQ, and a leader's ability to maintain it is crucial.



5. Labels and biases.

Stereotypes and biases are risky judgment inhibitors.

6. Excuses.

Leaders are in the performance business, and excuses are accountability leaks.

7. The fear of change.

More than ever before, leaders must be change agents.



Good leaders are selective and conversational about initiating change

Do you focus first on people and gathering input?

Do you announce change or discuss it?

Do you take time to build relationships and trust?

TIPS if you have recently been promoted from PEER to MANAGER/LEADER

Start with relationships – prepare yourself and others.
Talk about it!

What needs to change?

- Setting boundaries

 - For example: social interactions outside of work, connections via social media

What stays the same?

- Giving your input

- Sharing your expertise


- Communication with the team

- Can you keep some of “the work” while you adjust to your new role?

HOW DO I KNOW WHEN I AM *LEADING OR MANAGING?*

ASK OTHERS AND MAKE TIME TO REFLECT





The most impactful thing you can do to improve as a leader is to work directly on your own skills and understanding of leadership. It is not working on the people on your team, not tracking goals and targets, not prioritizing and optimizing...it is working on your own skills as an influencer and leader.

– Tracy Spears, Author, The Exceptional Leaders Playbook

Symptoms of Failure to Lead

- Lack of Alignment with a Clear and Shared Vision
- Pretending to Know It All
- Failing to Change the Status Quo
- Lack of Conversation
- Absence of Trust
- Silenced Complaints
- Consistent Lateness
- Lack of Accountability
- Trying to Please Everyone



HOW CAN I LEARN TO IMPROVE MY LEADERSHIP SKILLS?

Podcasts

Boss Better Now – Joe Mull

Real Life Leadership – Tracy Spears

HBR Idea Cast – Harvard Business Review

Work Life – Adam Grant



**Take
away**

Books

The Leadership Gap - Lolly Daskal

Crucial Conversations: Tools for Talking When Stakes are High – Patterson and Grenny

Drive: The Surprising Truth About What Motivates Us – Daniel Pink

Patients Come Second: Leading Change by Changing the Way You Lead – Spiegelman and Barrett

Dyad Leadership in Healthcare: When One Plus One Is Greater Than Two – Sanford

How to Say Anything to Anyone - Harley



Online Training

<https://exceptionalleaderslab.com/>

Leadership Playbook Course \$49

<https://www.vickihess.com/>

Free leadership resources and tools

<https://edhub.ama-assn.org/steps-forward/pages/leading-change>

Free modules on multiple aspects of practice transformation

1:1 Coaching

- Personalized advice, planning and feedback
- Accountability
- Dedicated time



*If we can learn to
speak the
vocabulary of
leadership, we not
only motivate
people, but inspire
them to succeed*

Go For It!

What Do You Think?

I Trust You

Let's Try It

Here's What's Going On

Let's Remember This

I Messed Up



100 WAYS TO SAY THANK YOU AS A LEADER

<https://www.lollydaskal.com/leadership/100-ways-you-can-express-love-as-a-leader/>

1. I appreciate you
2. You're a necessary piece to this puzzle
3. You are one of the reasons for our success.
4. You have taught me so much
5. You're the heart and soul of this team
6. I respect you
7. We are better because of you
8. Thank you from the bottom of my heart for your commitment
9. I am thankful for you
10. Sincerest thanks for all your dedication and hard work

If your actions
inspire others
to dream more, learn more,
do more and become more,
you are a
LEADER.

Our next workshop: Employee Engagement and Teambuilding

Thursday, February 25th from 12-1pm

My contact information:

Lauren@HarrisHealthcareConsulting.com



www.linkedin.com/in/laurenkempeesharris



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