

Hedwig van Ameringen

Executive Leadership in Academic Medicine
Program for Women

2002 Forum on Emerging Issues
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**Building the Leadership Engine
for Academic Health Centers**

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“The challenge for
leaders is to develop
other leaders.”



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ADVANCING WOMEN'S LEADERSHIP IN ACADEMIC MEDICINE AN OVERVIEW OF THE ELAM PROGRAM



Founded in 1995, ELAM is the only in-depth national program that focuses on preparing women faculty at academic health centers (AHCs) to move into positions of institutional leadership. As part of the Institute for Women's Health and Leadership at Drexel University College of Medicine, ELAM continues the long legacy of advancing women in medicine that began in 1850 with the founding of the Female Medical College of Pennsylvania, the nation's first women's medical college, and a predecessor of today's Drexel College of Medicine.

ELAM's year-long program mixes traditional executive seminars and workshops on topics pertinent to AHC management with group projects and individual assignments aimed at developing personal leadership skills. Throughout the year, Fellows interact with advisers and guest faculty representing the best and the brightest in academic health management, culminating in a 1 ½ day Forum, when the Fellows, their Deans, and other invited guests gather with top experts to explore a timely, substantive issue facing AHC leadership.

Recognition of ELAM's importance and the leadership potential of its graduates is evidenced in the following statistics: 78% of allopathic medical schools and 40% of dental schools in the U.S. have sponsored ELAM Fellows. ELAM participants now hold senior posts (Department Chair or higher) at close to 100 U.S. academic institutions. ELAM has received the Association of American Medical Colleges' Women in Medicine Leadership Development Award and the American Council on Education's Office of Women in Higher Education Network Leadership Award. Because of its pre-eminence in the field of women's leadership education, ELAM received a five-year grant in 2001 from The Robert Wood Johnson Foundation to conduct an in-depth evaluation of the program's effectiveness and long-term impact on Fellows and their institutions as well as develop theory on how women learn leadership. Additional funding for this research project was provided by the Mayo Medical School and Mayo Clinic Rochester, the University of Michigan, Vanderbilt University, Wright State University, and the Jessie Ball duPont Fund.

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FORUM ON EMERGING ISSUES



The Forum on Emerging Issues is the capstone event of the ELAM spring session, when Fellows are joined by senior delegates from their home institutions, most often the Deans, along with invited guests (see Appendix A for list of this year's participants). Each year, the ELAM Forum provides a structure for focusing on the future of academic health centers (AHCs), exploring the diverse perspectives of participants, and framing present efforts and future directions in healthcare education and delivery. The topic for the 2002 Forum was Building the Leadership Engine for Academic Health Centers.

The 2002 Forum was facilitated by Dr. Noel M. Tichy, Professor of Organizational Behavior and Human Resource Management at the University of Michigan Business School, where he is the director of the Global Leadership Program (see Appendix C).

This year's Forum continued the partnership established in 2001 between ELAM and the University of Michigan's Medical School, School of Dentistry, and Office of the Provost.

Past Forum Topics

"Innovative Thinking and Creativity Tools to Improve Academic Health Centers" (2001). Led by Paul Plsek, MS, Paul E. Plsek & Associates, Inc. Sponsored by the University of Michigan's Medical School, School of Dentistry, and Office of the Provost.

"The Balanced Scorecard: Strategy and Performance for Academic Health Centers" (2000). Led by Stephen Rimar, MD, MBA, Yale University School of Medicine. Sponsored by the Colgate-Palmolive Company.

"Exploring Complex AHC Systems with Computer Simulation" (1999). Customized simulation software enabled participants to explore the impact of implementing various management decisions on complex systems such as AHCs. Led by Bruce Gresh, PhD. Sponsored by the Colgate-Palmolive Company.

"Planning, Learning and Rehearsing the Future for Academic Health Centers: Success in the Face of..." (1998). Led by Paul Batalden, MD, Dartmouth Medical School. Underwritten by a grant from the Josiah Macy, Jr. Foundation.

"Creating Learning Organizations" (1997). Peter Senge's Five Disciplines were applied to academic health center systems.

"Academic Medical Centers 2010: An Organizational Odyssey" (1996). Participants used future search methodology to explore the optimal governance structures and leadership styles essential for the future.

"I am in such a 'big space' from all the aha's. This workshop really helped me focus on the future of my Action Project. Also, some great ideas for leading groups."

QUALITIES OF LEADERSHIP



Tichy set the stage for the Forum by describing the approach used by several corporations in developing their leaders. To be successful in today's world, he said, organizations need to place a much greater emphasis on developing their intellectual capital – people – than ever before. Development of leadership bench strength across all levels of the organization is essential. Academic health centers have lagged behind in developing leaders – partly because of a culture that says that faculty are “fully formed” and that there is nothing more to learn.

What Does it Take to be an Effective Leader in Today's Environment?

Tichy's research and experience in working with corporate and non-profit leaders has led him to identify eight qualities that characterize successful leaders:

- Integrity, maturity and energy – the foundation on which everything else is built.
- Business acumen – a deep understanding of the business and a strong profit orientation – an almost instinctive feel for how the company makes money.
- People acumen – judging, leading teams, growing and coaching people, cutting losses where necessary.
- Organizational acumen – engendering trust, sharing information, and listening expertly; diagnosing whether the organization is performing at full potential; delivering on commitments; changing, but not just running, the business; being decisive and incisive.
- Curiosity, intellectual capacity, and a global mindset – being externally oriented and hungry for knowledge of the world; adept at connecting developments and spotting patterns.
- Superior judgment.
- An insatiable appetite for accomplishment and results.
- Powerful motivation to grow and convert learning into practice.

Effective Leaders Develop Other Leaders

An effective leader not only embodies the above qualities but works to cultivate them in others throughout the organization, said Tichy. Central to this “leadership transfer” process is what he calls the “Leadership Engine: A Teachable Point of View”™ (TPOV) – a personalized, teachable view on (1) leadership, (2) growing the business, and (3) creating change. Leaders must be able to articulate clearly and persuasively the ideas, behaviors, and values that they believe will lead to organizational success and to support these with appropriate action. TPOV involves four basic concepts:

- **Ideas** – establishing the intellectual framework for how productive work is to be accomplished in the organization.
- **Values** – communicating the desired behaviors that will support this intellectual framework.
- **Emotional Energy** – creating an emotionally engaging process that encourages participants to take risks and learn from experiences.
- **Edge** – having the courage to back up the ideas and values with tough decisions/actions.

™ Tichy and Cohen, 1998

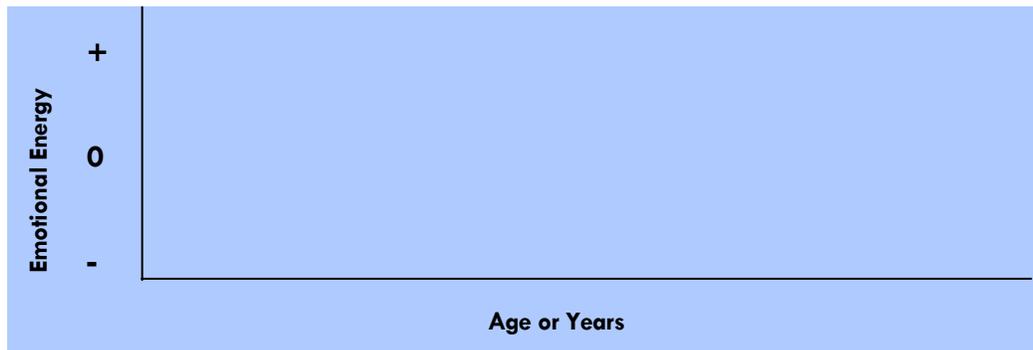
Leadership is Autobiographical: What Have You Learned and How Will You Teach Others?

Your life experience shapes who you are as a leader. Being able to speak authentically and personally about the evolution of your own leadership style – to tell your “leadership story” – is an important motivator for others and a way to personally connect with those whom you are seeking to influence and lead.

To help participants understand the influences that have shaped their personal style of leadership, Tichy asked them to create a “leadership journey line” – mapping the experiences, both good and bad, that shaped their values, ideas and actions as leaders.

After completing their journey lines, participants shared them with their partners.

Tool...Leadership Journey Line



Plot the emotional ups and downs of your leadership development journey. Label the critical events and the emotional peaks and valleys. Think about how ideas, values and emotional energy were shaped.

Tichy then led Forum participants through each of the four components: ideas, values, emotional energy, and edge. For each he

- described the concept
- provided a benchmark of an effective practice, often using a video clip. Participants then identified the teachable point.
- asked participants to practice the concept with partners, using various tools
- had each partner serve as a coach and provide feedback to the other participant

“Terrific! Loads of new tools to take home and use.”



IDEAS	Intellectual framework for how productive work is accomplished for the institution
VALUES	<p>The desired behaviors to support the ideas</p> <p>How people should behave</p> <p><u>How these values are exhibited:</u></p> <ul style="list-style-type: none"> ▪ Leadership Stories: who am I; who are we; where are we going ▪ Ideas that are clear (set direction; direct implementation details) ▪ Ideas that are current and appropriate (lead to significant added value) and are the framework for actions at all levels (context for decision-making; motivating)
EMOTIONAL ENERGY	A point of view on how to energize people around the ideas and values
EDGE	<p>The courage to make the tough, yes/no decisions regarding people</p> <p><u>How exhibited:</u> E³ : Emotional Energy & Edge</p> <ul style="list-style-type: none"> ▪ Stories that express <i>urgency</i> and paint a compelling picture of the future ▪ Clear expectations ▪ Role modeling behavior you want every time ▪ Alignment with the ideas and values

IDEAS – The Heart of Leadership

Winning organizations are built on clear ideas, said Tichy: “Quantum” ideas, which set the big picture and the direction for everyone, and “incremental” ideas, which concern strategy, structure and implementation.

Leaders make sure that these governing ideas are current and appropriate; they continually assess changing realities and amend them as necessary. Ideas are the framework for action at all levels, providing the context for everyone’s decision making and the motivation toward a common goal. As such, ideas can contribute significant added value to the organization.

Tichy showed a number of videos featuring leaders in the corporate and nonprofit sector who have led their organizations to success using a simple set of ideas to frame their vision for the future. What these leaders have in common is an ability to convey to employees and the outside world – through both personal example and established benchmarks and standards – the values and goals that they believe are essential to organizational success.

Tichy then provided Forum participants with two templates to help them clarify the underlying “business theories” (motivating ideas) of their own institutions and to assess how well they are understood.

Tool...Drucker’s Questions for Identifying an Organization’s Business Theory

	From (Past)	To (Future)
Assumptions about the environment, mission and core competencies.		
How these assumptions fit together into a “Business Theory”		
Understanding of the Business Theory throughout the organization		
Testing of the theory and its capacity for change		

Tool...Identifying Stakeholders and their Needs

NEEDS	New		
	Existing		
		Existing	New
	CUSTOMERS, STUDENTS, PATIENTS, INTERNAL STAFF		

VALUES – Speaking with Words and Actions

Winning organizations have strong values that define desirable behaviors and support the organization’s central goals, said Tichy. Winning leaders “live the values,” privately and publicly. “Values are a pretense if you are not willing to go to the Edge and constantly exhibit them,” he said. The “Teachable Point of View” captures both the Ideas and the Values.

Forum participants were given the following tools to work on their values individually, and then were asked to discuss them with their partners (participants were divided into Dean-Fellow dyads).

Tool...Identifying and Analyzing Values

Values	Why it is Important	Positive Behavior (when you exhibit value)	Negative Behavior (when you exhibit value)	Paradoxes (holding seeming opposites for deeper new meaning)

As an example of how to teach values throughout an organization, Tichy provided the following diagram for how you might encourage the “value of reduced bureaucracy.” His message was that there are “rattlesnakes” in any organizational culture that should be “shot on sight” (gotten rid of quickly).

Activities preventing people from paying full attention on value-added activities	What are unnecessary? What activities do NOT add value at the following control levels?		
	Self	Team	Organization
Reports			
Meetings			
Measurements			
Policies			

EMOTIONAL ENERGY – Energizing people and building positive emotional energy into the operating mechanisms of the organization

Winning leaders are high-energy people. They are focused and determined; they like challenges, and enjoy their work. These attitudes create energy in others. Through their enthusiasm and actions, leaders motivate others, stretching goals to inspire ambitious effort.

Particularly critical, noted Tichy, was a leader’s ability to use times of transition as “teachable moments,” transforming problems into opportunities and turning potentially negative energy into a positive force for change.

Forum participants then considered the operating mechanisms of their own academic health center. They were asked to examine how well the four leadership components drive the “balanced growth” teachable point of view in the following contexts: preparation work, face-to-face work (in meetings and one on one), and follow-up work. They then shared the results with their partners. Emphasizing more of the elements rated 3 and decreasing those elements rated 2 served as a focus for developing energizing operating mechanisms.

Tool...Identifying and Optimizing Operating Mechanisms

	PREPARATION	FACE-TO-FACE	FOLLOW-UP
STRATEGY	<u>Ideas Values Energy Edge</u> ____ _	<u>Ideas Values Energy Edge</u> ____ _	<u>Ideas Values Energy Edge</u> ____ _
BUDGET	<u>Ideas Values Energy Edge</u> ____ _	<u>Ideas Values Energy Edge</u> ____ _	<u>Ideas Values Energy Edge</u> ____ _
PEOPLE	<u>Ideas Values Energy Edge</u> ____ _	<u>Ideas Values Energy Edge</u> ____ _	<u>Ideas Values Energy Edge</u> ____ _

Rate each element on a scale of 1-3 where: 1 = little or no reinforcement (negative), 2 = moderate reinforcement (slightly positive), and 3 = strong reinforcement (very positive)

EDGE – the courage to see reality and act on it

Winning leaders never take the easy way out, explained Tichy; they face the hard facts and make the tough calls. Neither risk nor pain deters them. Tichy identified two categories in which leaders use Edge: “Portfolio” – the pursuit of new businesses and the abandoning of old ones, and “People” –promotion of risk takers and removal of failures.

Edge isn’t cruel, said Tichy, it’s honest. Winning leaders pursue the truth with a clear mind and are able to explain their actions to others. Without Edge, expedience wins over necessity and the organization drifts into “mediocracy.”

Tichy emphasized that Edge is one of the most difficult issues for leaders.

Forum participants grappled with the following matrix for assessing performance of faculty and staff in comparison with the Values of the organization. Considerable discussion ensued, since this concept is relatively alien to academic settings.

Tool...Performance Decision Matrix

PERFORMANCE	High			"A" PERFORMERS (keep)
	Mixed		"B" Performers (develop)	
	Low	"C" Performers (remove)		
		Low	Mixed	High
FIT WITH VALUES				

The discussion centered on these precepts:

- Make it a sin to lose "A" players. Stretch, excite and reward them.
- No one can be an "A" player if they have "C's" on their staff.
- You must relentlessly develop your "B" players.
- You must have the courage to remove "C" players, and the courage to have "A" players who may challenge you.

The Teachable Point of View Exercise

Participants explored each of the four points (Ideas, Values, Emotional Energy, Edge) in depth through an exercise in which Deans and Fellows, working in pairs, practiced communicating their TPOV and receiving feedback from their partner.

As a benchmark for participants, Tichy showed video clips of Jack Welch, former chairman of General Electric, and other leaders such as Eleanor Josaitis, head of the nonprofit organization HOPE, telling their leadership stories.

Developing a Compelling Vision for the Institution

As a way to help Forum participants integrate the concepts they had been learning and begin to think about how they might apply what they had learned, Tichy assigned them a visioning exercise in which they were asked to describe their academic health centers two years into the future, assuming all performance goals had been achieved. What would these organizations look like and how would they behave? The scenarios were to incorporate the four learning engine components.

Tool...Vision from the Future

You are a reporter for *Academic Medicine* or the *Journal of Dental Education* in the year 2004. You have been assigned to do a cover article on your academic health center which captures the incredible success it has had over the past two years. Your organization embraced the theme of "Leaders Developing Leaders™" which was the catalyst for its current success. You have selected one of your academic health center units to feature in this article. Outline the elements of your story below. Remember to focus on the leadership role of at least one of the individuals in the unit featured. (THIS MEANS YOUR LEADERSHIP ROLE IN THE NEXT TWO YEARS.)

1. Fill in your academic health center metrics and performance (select appropriate measures for your environment and unit).

BUSINESS IDEAS

2. Which competitors did your organizational unit beat? How did your unit do it? (Be as specific as you can about the products and services, the customer/student/patient base, etc. that made up the winning strategy.)

VALUES

3. In order to execute the winning strategy and beat the competition, what were the critical cultural changes that took place? How did this support the business ideas?

EMOTIONAL ENERGY

4. How did the leadership of the unit or organization energize people in the unit to overcome resistance? (What was hard for people to change, what excited them enough to change?)

EDGE

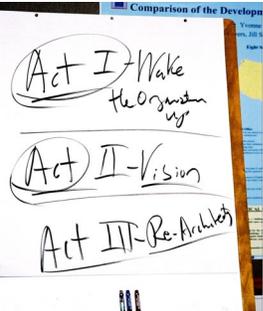
5. What have been the toughest decisions to make in the last two years? (people, services, individuals)

THE STORY LINE

6. How did the organizational unit make it from April 2002 to its new level of performance in April 2004? (Include specific milestones, crises and events. Outline the dramatic story line, how did the organizational unit get from 2002 to 2004?)

Each Forum participant spent 30 minutes writing a scenario. Participants then interviewed each other, playing the role of a reporter. After sharing their scenarios, they discussed the implications of the specific actions they chose to take for both their organizational units and themselves as individual leaders.

TYING IT ALL TOGETHER – WRITING YOUR OWN SUCCESS STORY



Tichy ended his presentation by encouraging the participants to return to their institutions and apply what they had learned at the Forum. He presented the following action plan as a way to begin implementing the Learning Engine and developing leadership.

ACT 1 Wake the Organization Up -- Case for Change

- Build the case for organizational change
- Tell stories that engage followers emotionally and rationally
- Stories should weave together ideas, values and modes of behavior

ACT 2 Where We're Going – Establish a Clear Vision for the Future

- Paint a compelling picture
- Describe a winning future

ACT 3 How We're Going to Get There – Re-Architect the System

- Change structure and behavior and reward systems to support Act 2
- Cast workers as protagonists who make change happen
- Guide participants to identify their own roles

“This session changed the way I am going about recruitments and my definition of excellence – redefined as performance and shared values.”

For more extensive coverage of Tichy’s concepts and methodology, see his new book, **THE CYCLE OF LEADERSHIP: How Great Leaders Teach Their Companies to Win** (Harper, 2002)



APPENDICES

- A. 2002 Forum Participants**
- B. Bibliography**
- C. Forum Faculty**

APPENDIX A: 2002 FORUM PARTICIPANTS

Note: Titles and institutions as of time of Forum

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APPENDIX B: BIBLIOGRAPHY

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APPENDIX C: FORUM FACULTY

Dr. Noel M. Tichy is a Professor of Organizational Behavior and Human Resource Management at the University of Michigan Business School, where he is the director of the Global Leadership Program. The Global Leadership Program is a 36-company consortium of Japanese, European and North American companies who are partnered to develop senior executives and conduct action research on globalization. He also directs the Global Business Partnership, which links global companies and research centers in North America, Japan and Europe.

Between 1985 and 1987, Dr Tichy was Manager of Management Education for General Electric where he directed its worldwide development efforts at Crotonville. Prior to joining the Michigan Faculty, he served for nine years on the Columbia University Business School faculty.

Professor Tichy is the author of numerous books and articles. His most recent book is *Every Business Is A Growth Business* (with Ram Charan), published October 1998 (Random House). He co-authored *The Leadership Engine: How Winning Companies Build Leaders at Every Level* (with Eli Cohen), named one of the top 10 business books in 1997 by BUSINESSWEEK. In addition, Tichy is also the co-author of *Control Your Destiny or Someone Else Will: How Jack Welch is Making General Electric the World's Most Competitive Company* (with Stratford Sherman). He has served on the editorial boards of the *Academy of Management Review*, *Organizational Dynamics*, *Journal of Business Research*, and *Journal of Business Strategy*.

Noel Tichy consults widely in both the private and public sectors. He is a senior partner in Action Learning Associates. His clients have included: Ameritech, AT&T, Mercedes-Benz, BellSouth, CIBA-GEIGY, Chase Manhattan Bank, Citibank, Covad Communications, Exxon, Ford Motor Company, General Electric, General Motors, Honeywell, Hitachi, Imperial Chemical Inc., IBM, NEC, Northern Telecom, Nomura Securities and 3M. In 1997, Tichy and partner Eli Cohen entered into an alliance with Coopers & Lybrand Consulting Center of Excellence in Change Management to establish a new transformational leadership service called Leaders Developing Leaders.

Dr. Tichy donated his ELAM consulting fee for conducting the Forum to a nonprofit organization with which he is involved.

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