

# *Becoming a Leader*

Greg Nielsen

Becoming a Leader

# *Meet Our Speaker*

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# *Today's Objectives*

- Understand the competencies of an effective leader
- Apply ideas that help you transition into your first leadership role
- Describe challenges and opportunities in leading in healthcare today
- Illustrate ways to position yourself for increased leadership responsibility

## *What is an effective leader*

- You are hired to do your boss's work- have ultimate clarity on what's important to your boss
- Tune into your boss's radio frequency- what's important to him/her, how to communicate, what results are critical

# *What is an effective leader*

- Leader = influencer
- Leader ≠ manager
- Leader achieves results through other people
- Reward, recognize, motivate, develop, retain

# *What is an effective leader*

- Cutting through the headwinds (staffing, regulations, reimbursement, medical staff issues) and still achieving results
- Listening
- Ability to give and receive candid feedback

# *What is an effective leader*

- Set out to become a “true executive”
- Root of “executive” is to execute
- **What are you executing?**
  - Quality, service, profitability, productivity, satisfaction
  - How do you know?
    - Need to objectively measure
    - Examples: sepsis mortality, HCAHPs, EBITDA, staffing ratio, employee engagement

# *What is an effective leader - what are you known for?*

- Should only be 1 thing (2 at most)
- Has to be measurable
- Look at past evaluations



# *What is an effective leader - who knows you (and your brand)?*

- How deep and wide is your network?
- Do they know your brand?
- Is the relationship one-sided?

# *What is an effective leader - how do you improve your brand?*

- Identify what you're known for
- Network (the right way)
- Communicate your brand
- Help others

# *Transitioning into your first leadership role*

- Do your boss's work- that's why you were hired
- Stay close to your boss- ask for feedback regularly
- Monitor results daily- know where your department is operating at all times  
(example: staffing, volume)

# *Transitioning into your first leadership role*

- Be intentional- know where you are going
- Remember- you are not a leader without followers
- Don't overuse your position of authority- strive to be an influencer vs. "the boss"

# *Transitioning into your first leadership role*

- **Communication is vital**
  - Email is not communication!!! Only use for follow up or reminders
  - 1 on 1 is always the best, especially for important messages
  - Meet regularly with your employees and stick to it (monthly or weekly)
  - Ask, "From 1-10, how is your experience working here?" Then ask, "What's keeping it from being a 10?" You will get great feedback.

## *Transitioning into your first leadership role*

- Realize you will never have all the answers- no one expects you to so don't pretend
- Ask others for their advice- let them know you will make the decision, however you value their feedback and input

# *Leadership challenges and opportunities today*

- Doing more with less- we are in an era of declining reimbursement. Don't fight it- accept it.
- Employees have options- create (you as the leader) the best environment possible to retain them
- Don't be a victim- realize challenges exist that are outside of our control and do what you can (control what you can control)

# *Leadership challenges and opportunities today*

- Regulatory environment- get involved (local, state, national)
- Uninsured and underinsured population- less \$\$ for health systems
- Competition- for patients and employees



# *Leadership challenges and opportunities today*

- “Do something, expect nothing, and blame nobody”  
-- Bill Parcells

# *Positioning yourself for increased leadership responsibility*

- Be known for achieving results
- Be trustworthy
- Be able to take candid feedback
- Be a learner

# *Positioning yourself for increased leadership responsibility*

- Be part of the solution- don't just point out problems
- Be loyal
- Be known for telling the truth- don't be a pleaser
- Be coachable

THE PRESENTATION TITLE GOES HERE

# Q & A

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