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## **Enlightened Leadership and high- functioning teams: You can do this!**

**February 13, 2020**

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Principal, Health Management Associates

## OBJECTIVES

By the conclusion of this presentation, participants will:

- + Be able to describe the Five Functions of a Team as articulated by Patrick Lencioni
- + Deepen their understanding of the fundamental importance of trust and explore approaches to building an deepening trust
- + Understand the key importance of conflict management and its' role in healthy teams and optimal innovation





## OBJECTIVES

Deepen Understanding of  
Foundations of Enlightened  
Leadership



Broaden Self-Awareness of  
Leadership Strengths and  
Opportunities



Enhance Leadership Capacity  
and Skills

- Leading with Vision
- Engaging Team Members
- Addressing Resistance





■ Outstanding Leadership

Share 1 behavior you have observed in either an outstanding leader or a terrible leader you have worked with

## WHAT TYPE OF LEADER ARE YOU? The Smalley Personality Types Inventory



## LEADERSHIP QUALITIES

- ✓ Deep Honesty
- ✓ Moral Courage
- ✓ Moral Vision
- ✓ Compassion and Care
- ✓ Fairness
- ✓ Intellectual Excellence
- ✓ Creative Thinking
- ✓ Aesthetic Sensitivity
- ✓ Good Timing
- ✓ Deep Selflessness

**Gini and Green –  
Ten Virtues of Outstanding  
Leadership**

- ✓ Be Present
- ✓ Be Aware
- ✓ Be Calm
- ✓ Be Focused
- ✓ Be Clear
- ✓ Be Equanimous
- ✓ Be Positive
- ✓ Be Compassionate
- ✓ Be Impeccable

**Gonzalez –  
Mindful Leadership**

## ■ WHAT IS LEADERSHIP?

A grayscale photograph of Simon Sinek, a man with glasses and a checkered shirt, speaking into a microphone and pointing his right hand. The image is semi-transparent and serves as a background for the text.

“Leadership is not a rank or a position, it is a choice – a choice to look after the person to the left of us and the person to the right of us.”

 **SIMON SINEK**

## ■ DEFINING YOUR MISSION



[www.youtube.com/watch?v=4VdO7LuoBzMm/watch?v=HHcpG3DLIaA](https://www.youtube.com/watch?v=4VdO7LuoBzMm/watch?v=HHcpG3DLIaA)



- + A mission statement defines the organization's business, objectives and approach to reach those objectives
- + A vision statement describes the desired future position of the organization
- + Can be applied to individuals

**+ Warby Parker was founded with a rebellious spirit and a lofty objective: to offer designer eyewear at a revolutionary price, while leading the way for socially-conscious businesses.**

# **THE FIVE BEHAVIORS OF A COHESIVE TEAM MODEL**

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## COHESIVE TEAMS...

Make better,  
faster  
decisions

Are stronger  
when diverse

Tap into skills  
and opinions of  
all members

Avoid wasting  
time and energy  
on politics,  
confusion, and  
destructive  
conflict

Create a  
competitive  
advantage

Are more fun  
to be on!

HOW IS YOUR TEAM DOING IN THESE FIVE AREAS?

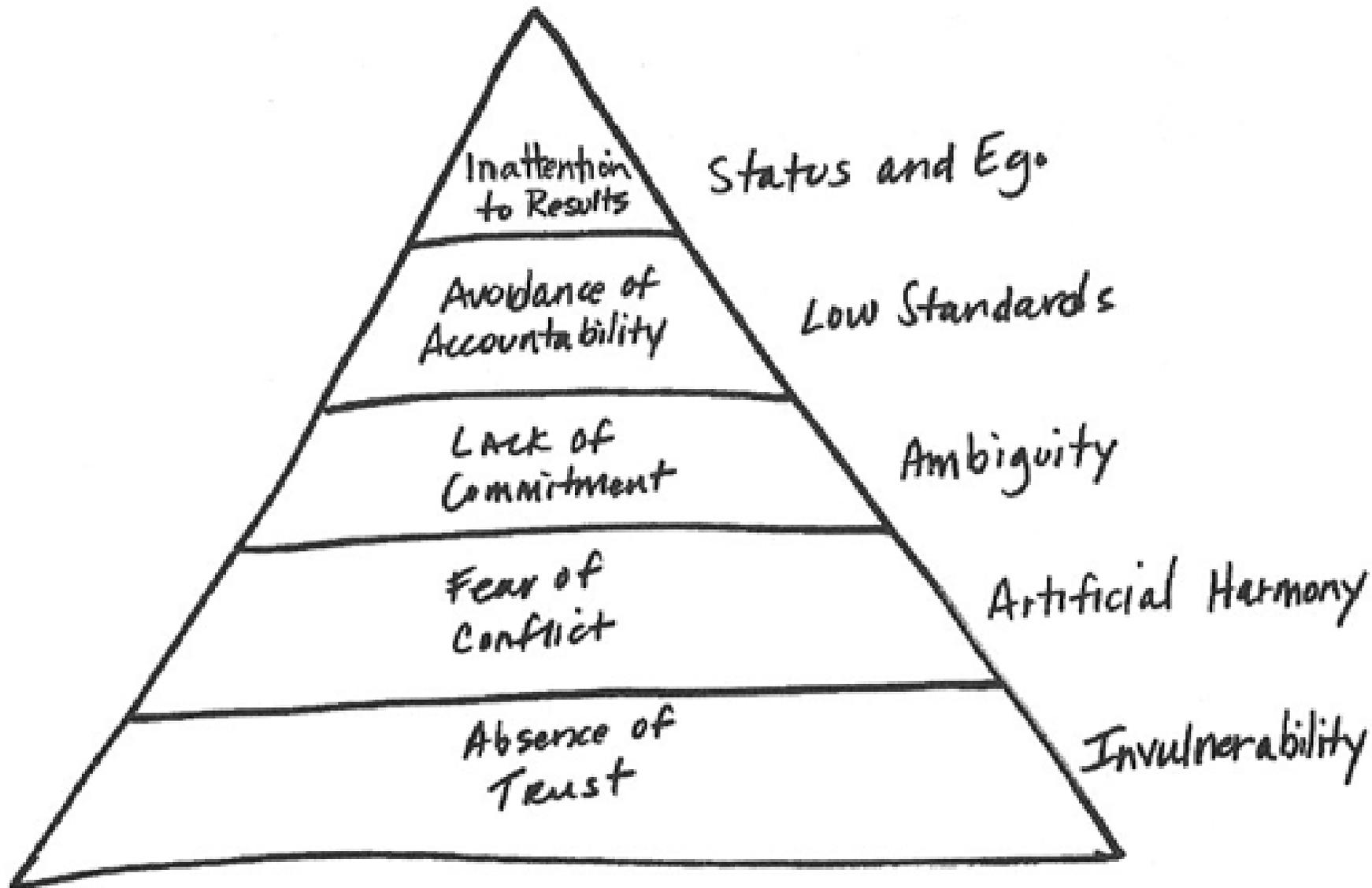
RESULTS

ACCOUNTABILITY

COMMITMENT

CONFLICT

TRUST



A grayscale photograph of three children walking away from the camera through a field of tall grass. The child in the foreground is on the right, wearing a dark t-shirt. The child in the middle is on the left, wearing a light-colored shirt. The child in the background is further away, also in a dark shirt. The text is overlaid on the lower half of the image.

**THE FIVE BEHAVIORS OF A COHESIVE TEAM:  
BUILDING TRUST**

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## VIDEO TEAM MEMBERS



Chad



Perrin



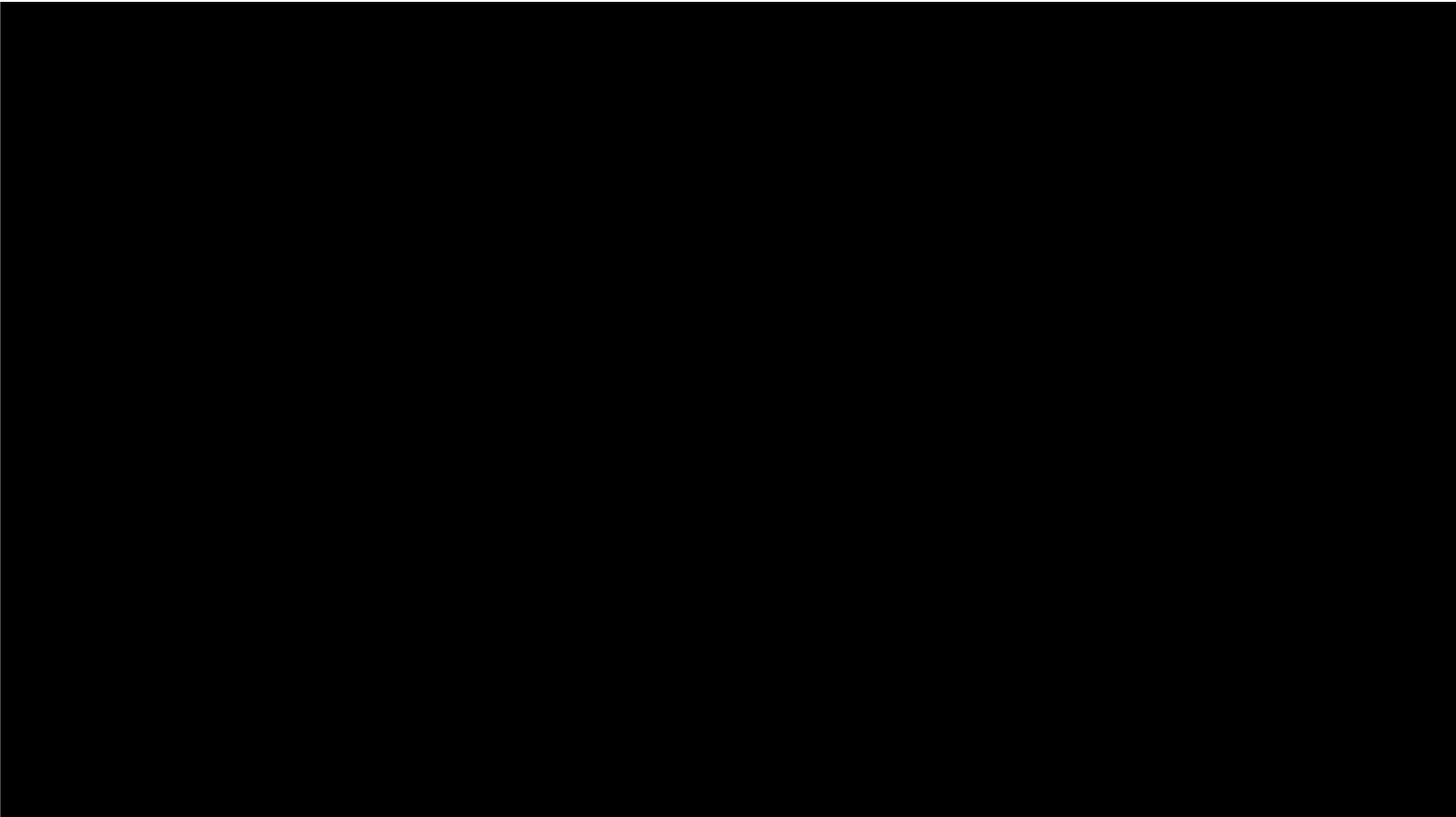
Charles

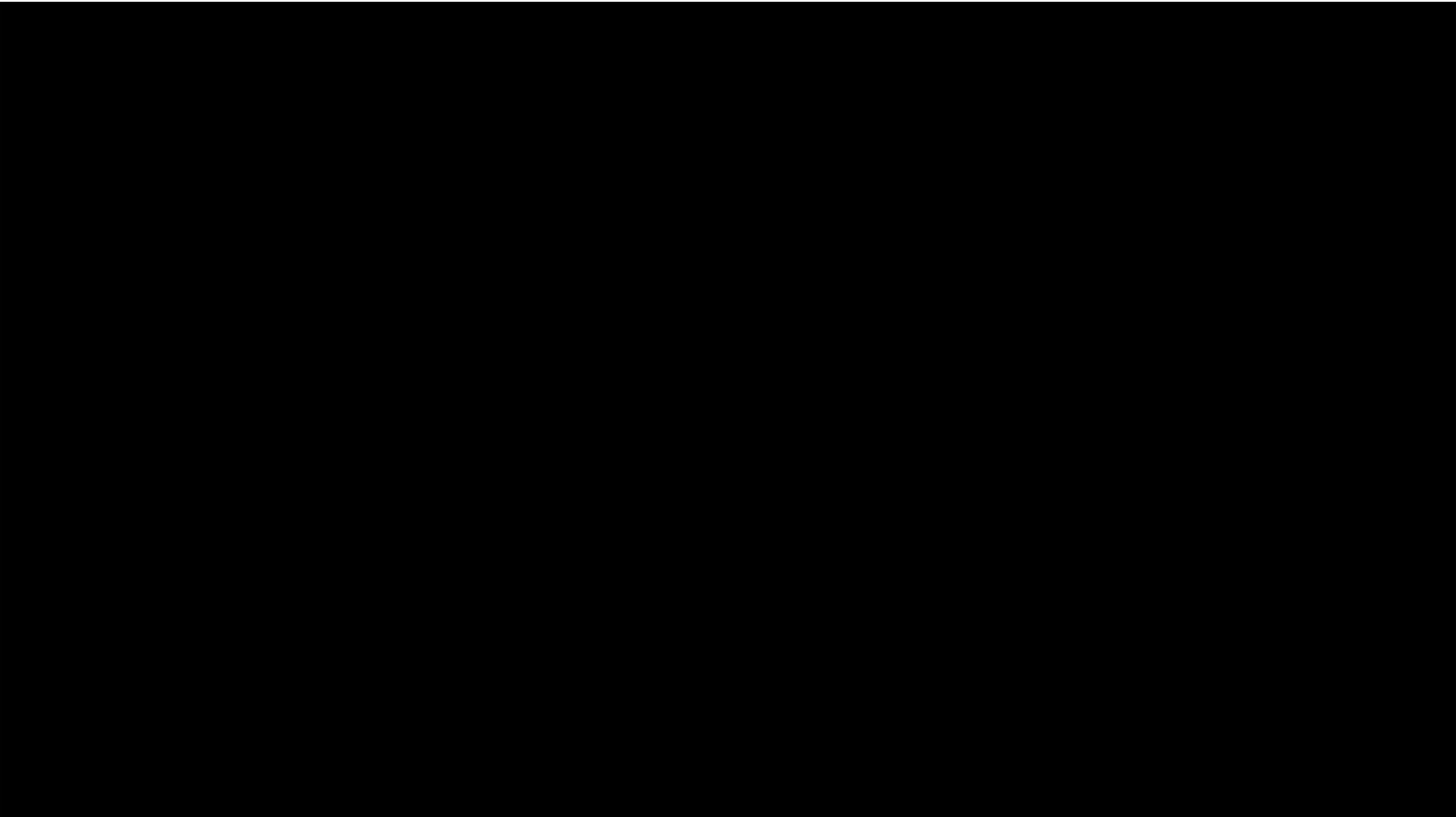


Carlos



Sun Mee





## ■ THE DEFINITION OF TRUST IN THE WORKPLACE

### TRUST

Confidence among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the group.

In essence, teammates must get comfortable **being vulnerable** with one another.

### SAFETY

Work life balance has nothing to do with time but has everything to do with safety. When you feel safe at home as well as work, you experience work-life balance. (Sinek)

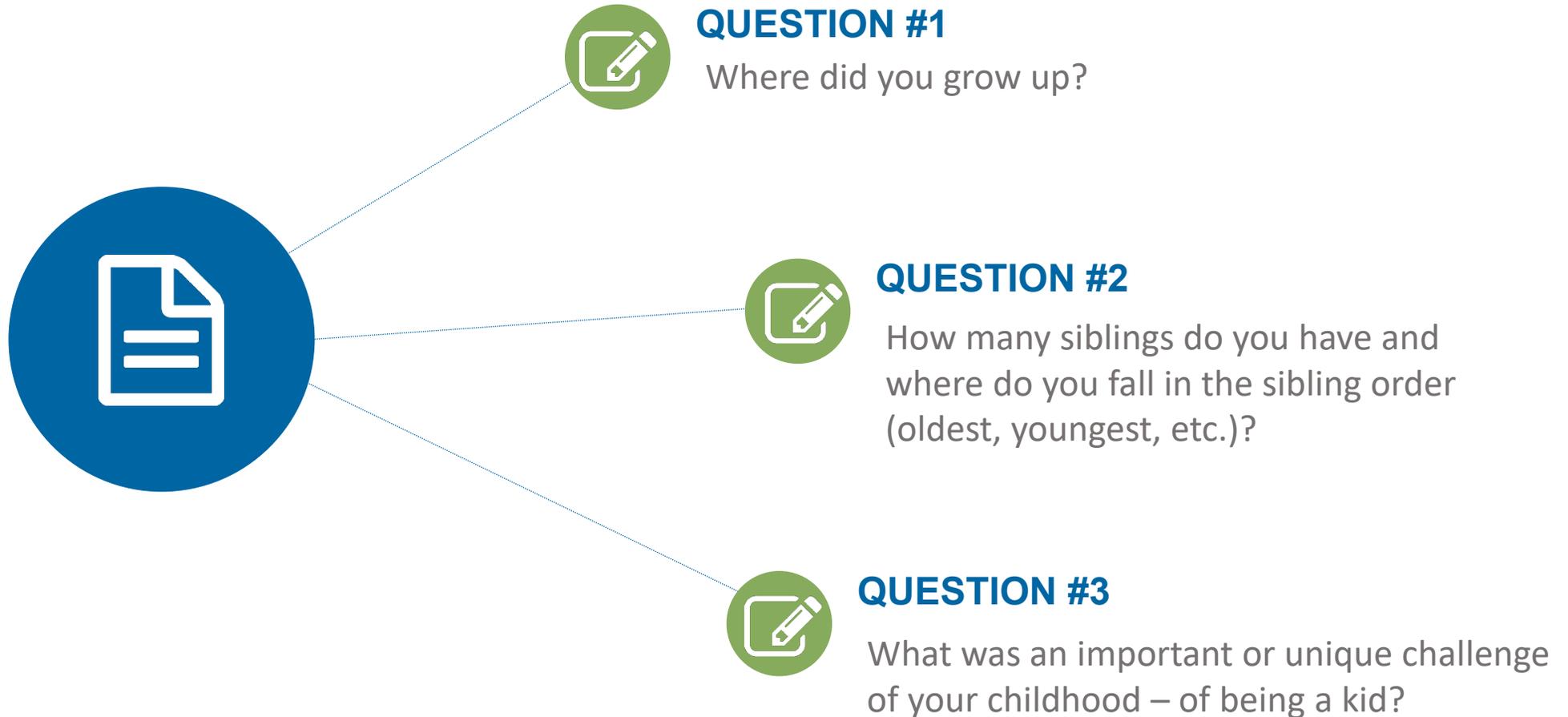
Enlightened leadership creates a culture where performers can feel safe working within their teams and become more productive.



# PERSONAL HISTORIES

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## ACTIVITY: PERSONAL HISTORIES



- **What did you learn about your colleagues that you did not know?**
- **How do you think what you've learned in this activity will impact the level of trust on the team?**

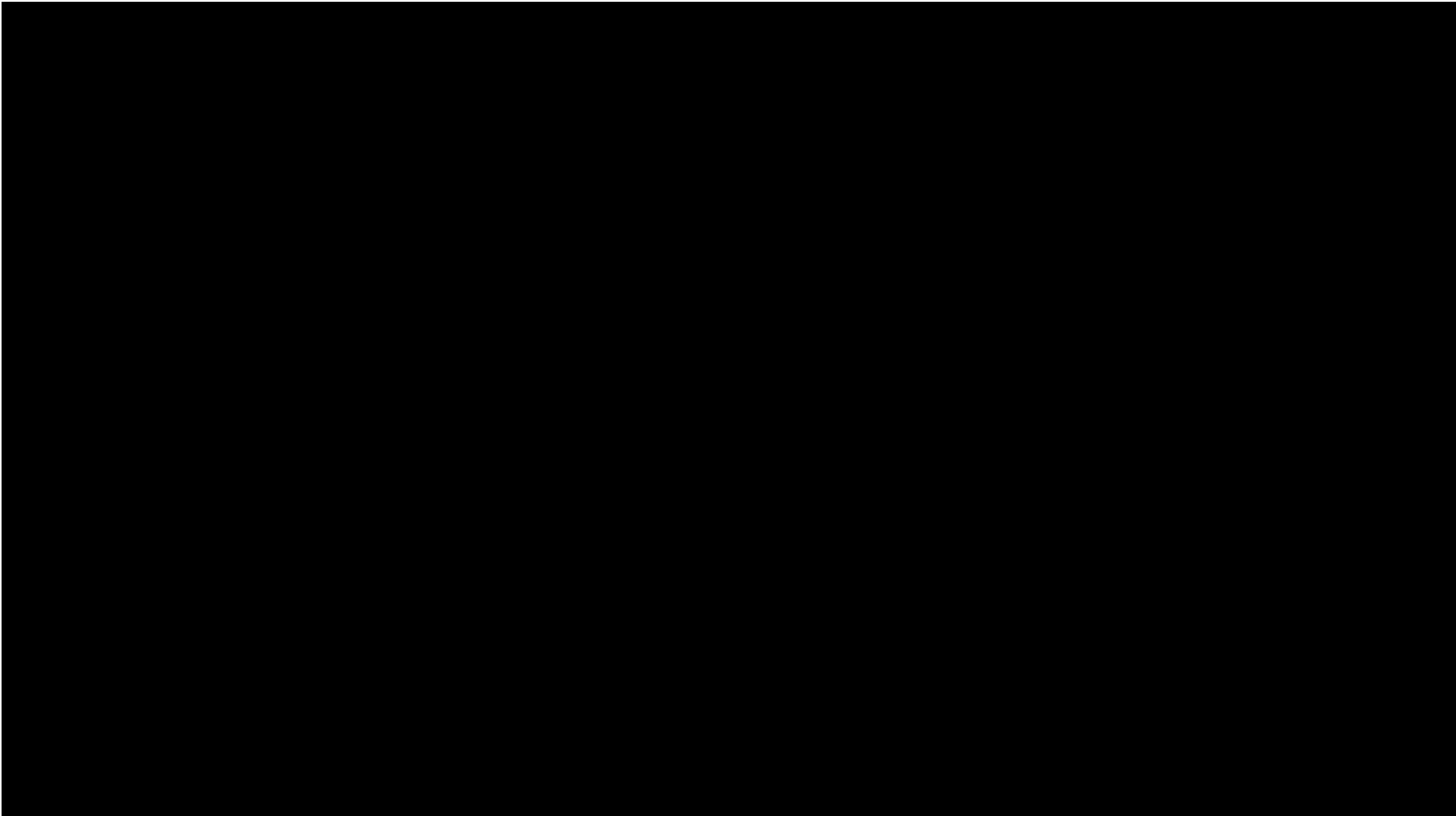


THE FIVE BEHAVIORS OF A COHESIVE TEAM:  
**MASTERING CONFLICT**

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## Equanimity + Poise in the face of discord







## HOW CAN CONFLICT BE HEALTHY?

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- + When there is trust, team members are able to engage in unfiltered, constructive debate.
- + Healthy conflict focuses on concepts and ideas to produce the best possible solution.

## ■ QUICK QUIZ: TRUE OR FALSE?

+ The most successful teams have very little conflict.

**FALSE**

+ The best teams are made up of people who are comfortable passionately arguing for their ideas.

**TRUE**

+ No matter what their cultural background and family norms, people generally feel the same way about conflict—they prefer to avoid it.

**FALSE**

+ Understanding team members' differing experiences with and feelings about conflict helps a team engage in unfiltered, productive debates.

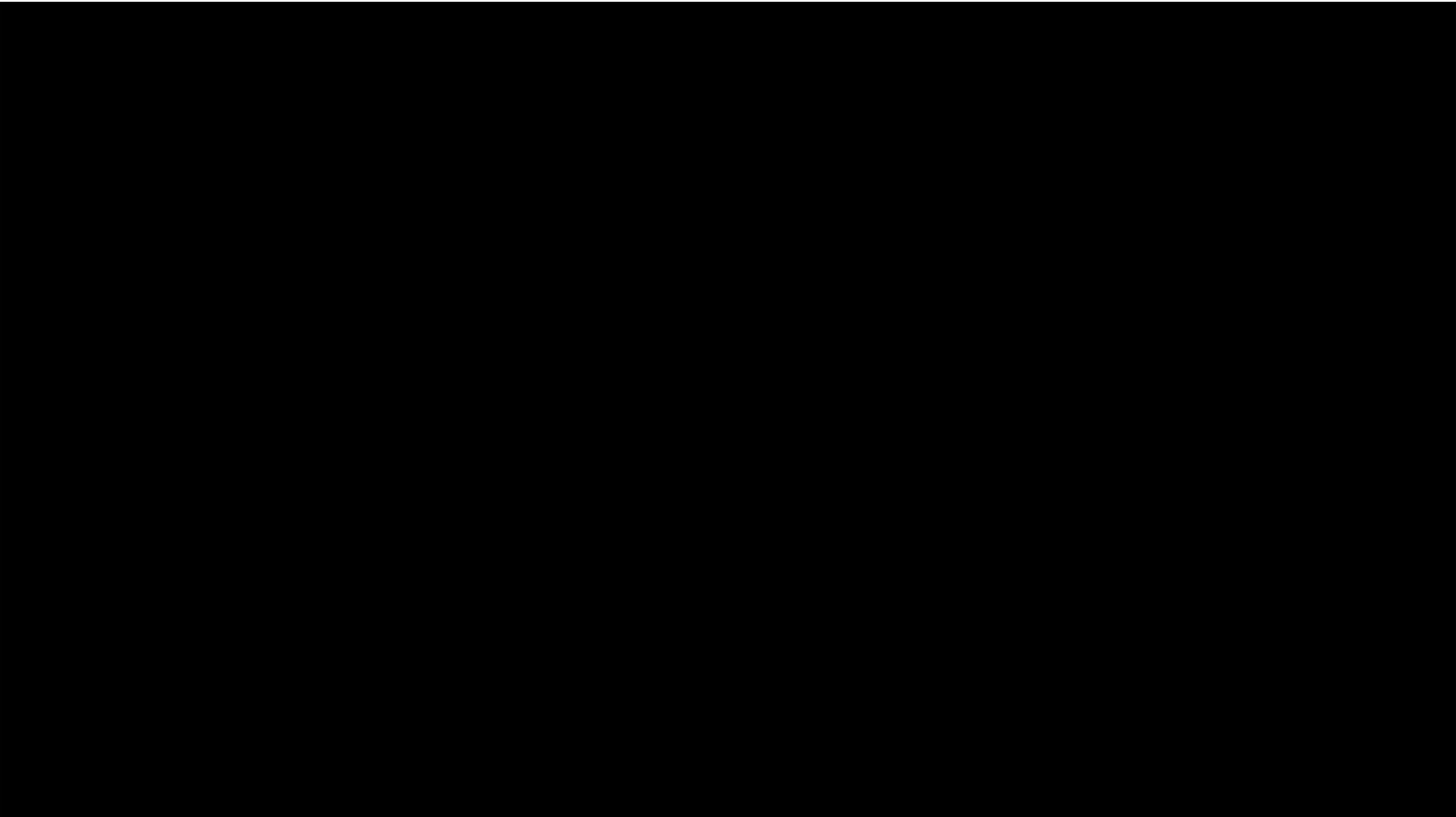
**TRUE**

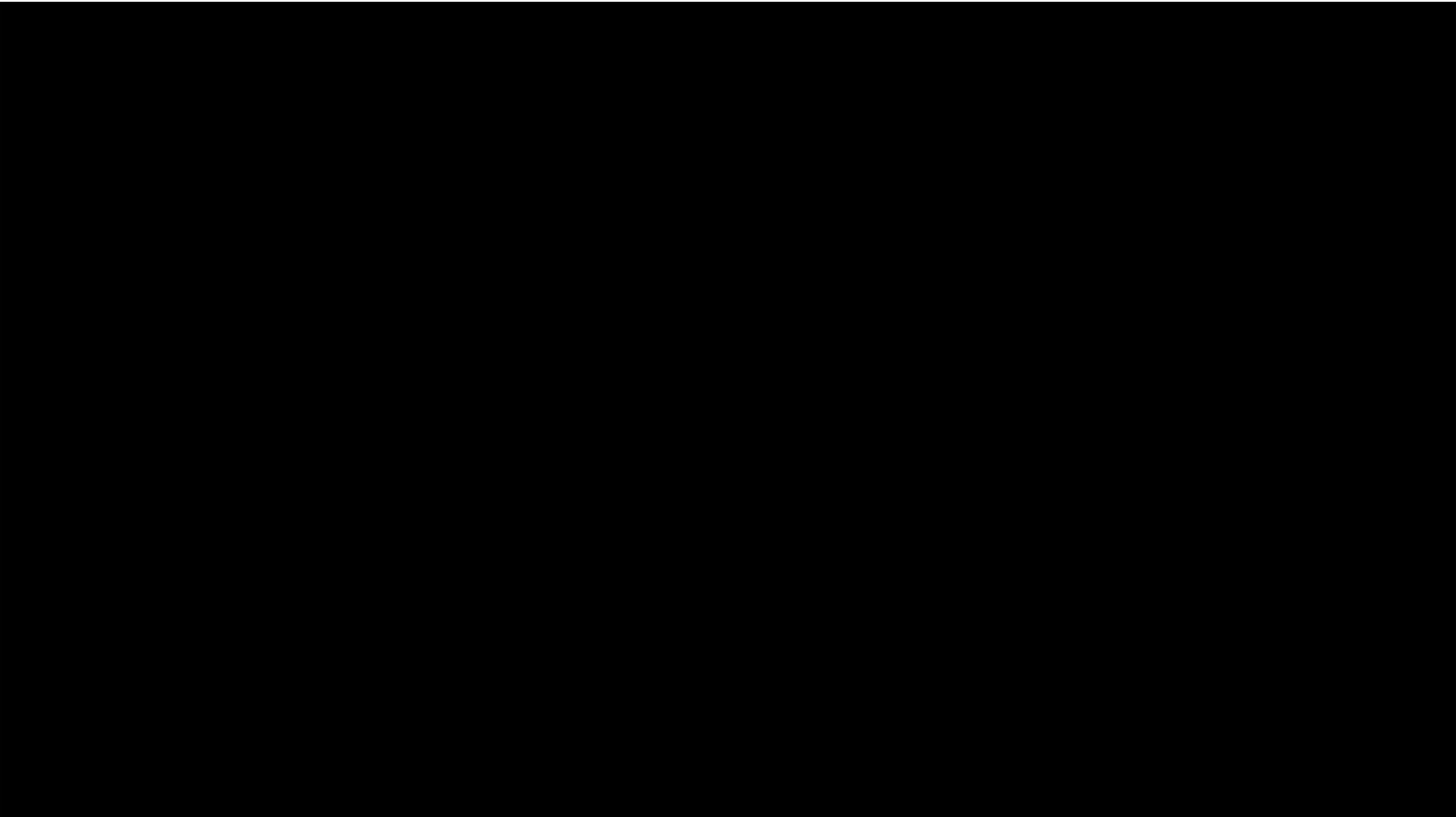


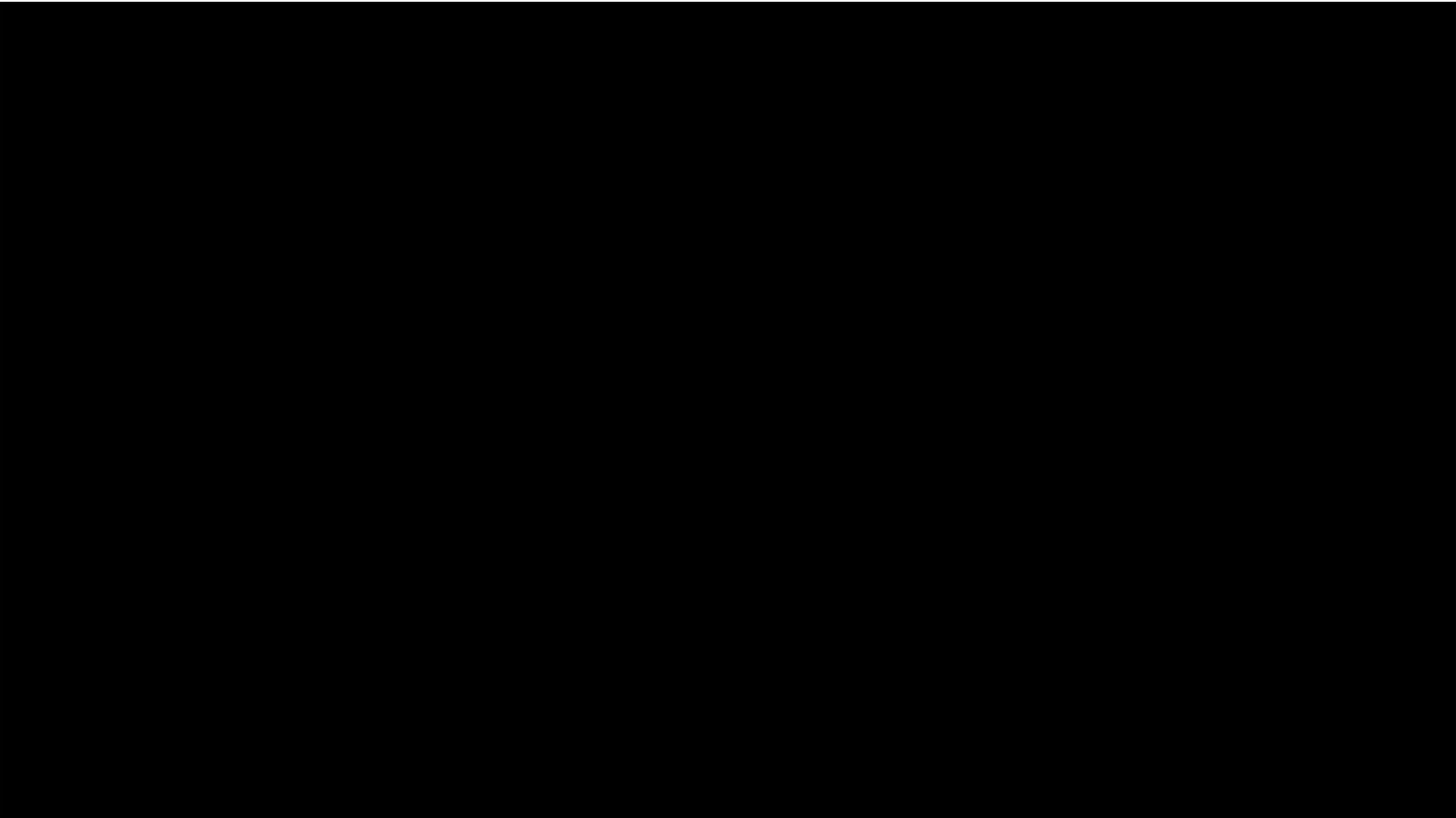
A blue-tinted photograph of a meeting table. In the center, a person's hand is writing on a document. To the left, a hand holds a pen over a mug. To the right, another hand holds a mug. The background shows other people at the table, partially obscured. The overall scene suggests a professional meeting or conference.

# DEFINITION OF CONFLICT

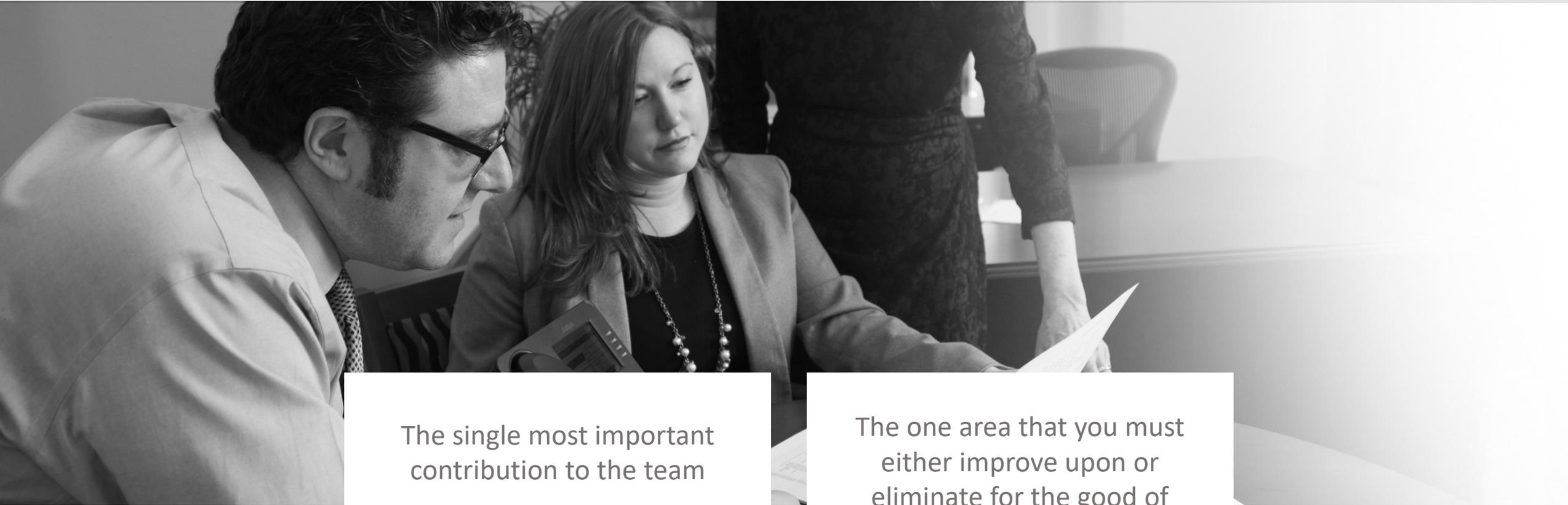
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## TEAM EFFECTIVENESS GROUP EXERCISE



The single most important contribution to the team



The one area that you must either improve upon or eliminate for the good of the team





# **CONFLICT CONTINUUM**

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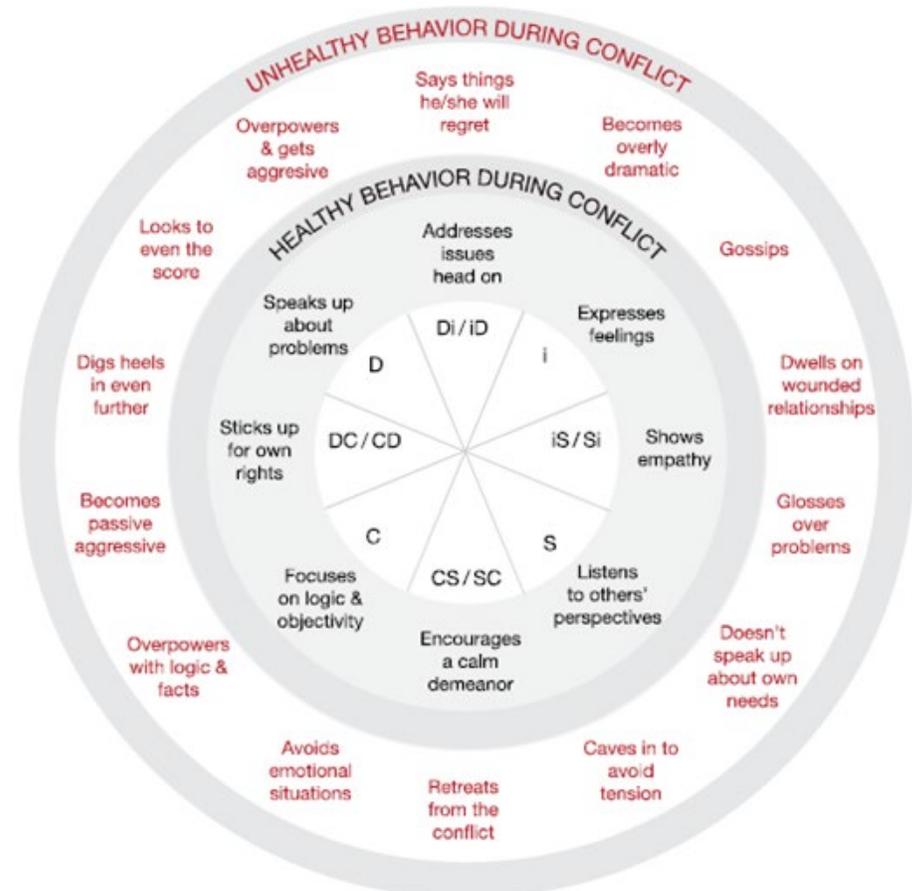
## ACTIVITY: HEALTHY AND UNHEALTHY CONFLICT

- + How does your style react/behave during conflict?
- + What pushes your style to move from healthy behaviors to unhealthy behaviors?
- + Draw three circles around accurate descriptors
- + Draw three squares around skills you want to grow



### Conflict Team Map

The descriptions on the inner, gray circle illustrate what healthy behavior during conflict might look like. The descriptions in red on the outer circle illustrate unhealthy behavior related to each style. The numbers in the innermost circle reflect the people on your team who fall into each of the style regions (10 people).





“I’ve always felt that a person’s intelligence is directly reflected by the number of conflicting points of view he can entertain simultaneously on the same topic.”



**ABIGAIL ADAMS**

1744 – 1818



**THE FIVE BEHAVIORS OF A COHESIVE TEAM:**  
**ACHIEVING COMMITMENT**

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- + When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.**
- + It's not necessary to achieve consensus, but clarity and buy-in are key to commitment.**



## **TEAMS THAT FAIL TO COMMIT**

- + Create ambiguity about direction and priorities**
- + Lose windows of opportunity from excessive analysis and delay**
- + Breed lack of confidence and fear of failure**
- + Revisit discussions and decisions again and again**
- + Encourage second-guessing**

The background features a collage of green-toned images including papers, a marker, and abstract shapes. The word 'WIN' is written in large, hand-drawn letters across the center of the papers.

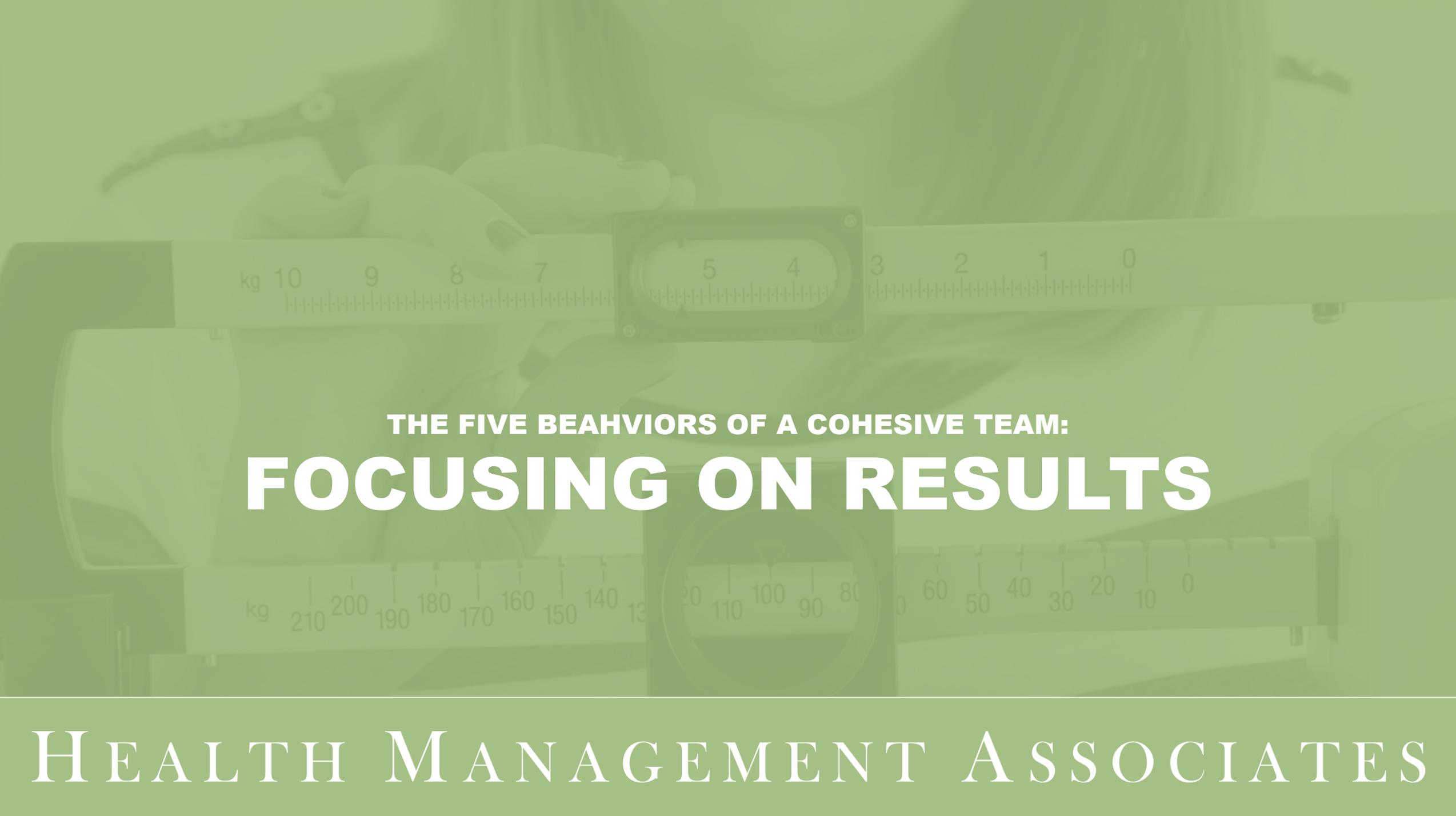
THE FIVE BEHAVIORS OF A COHESIVE TEAM:  
**EMBRACING  
ACCOUNTABILITY**

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## ACCOUNTABILITY

- ✔ When everyone is committed to a clear plan of action, they are better able to hold one another accountable.
- ✔ Team members must be willing to call one another on behavior or performance that isn't up to agreed-on standards or that hurts the team.

A pair of hands is shown holding a beam balance scale. The scale has two pans and a central beam with a sliding weight. The background is a solid green color. The text is overlaid on the image.

**THE FIVE BEAHVIOIRS OF A COHESIVE TEAM:  
FOCUSING ON RESULTS**

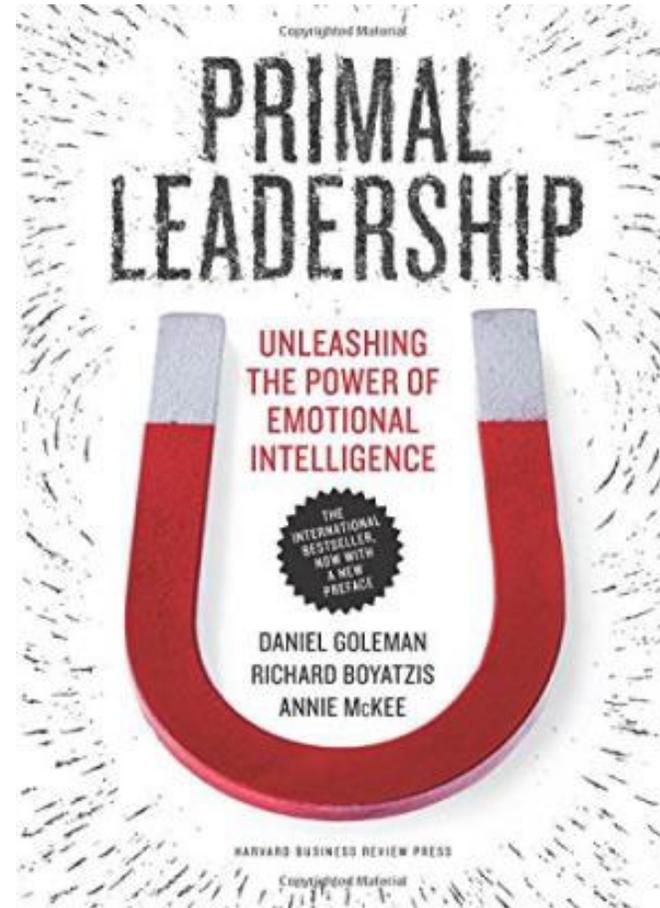
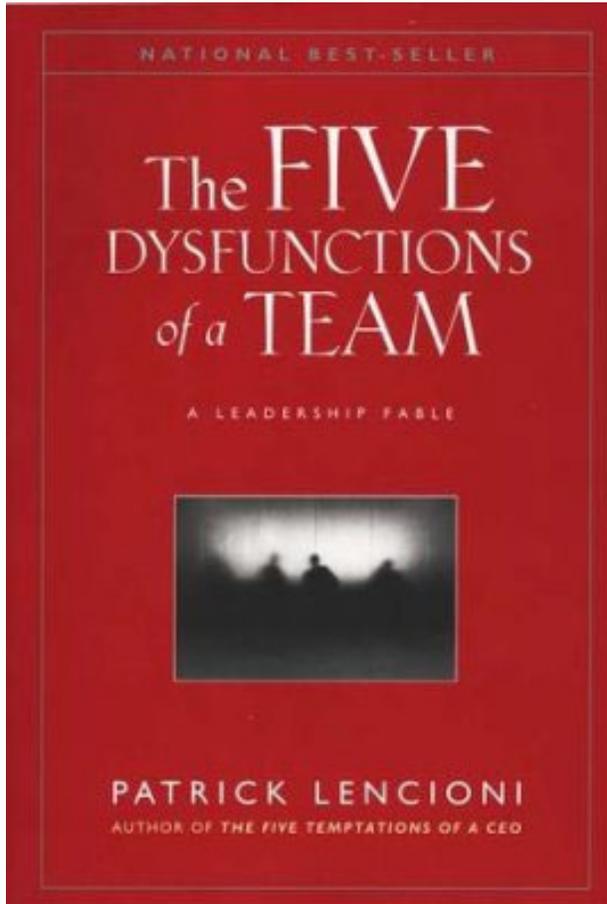
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The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is the achievement of results.



Team members need to make collective results their top priority.



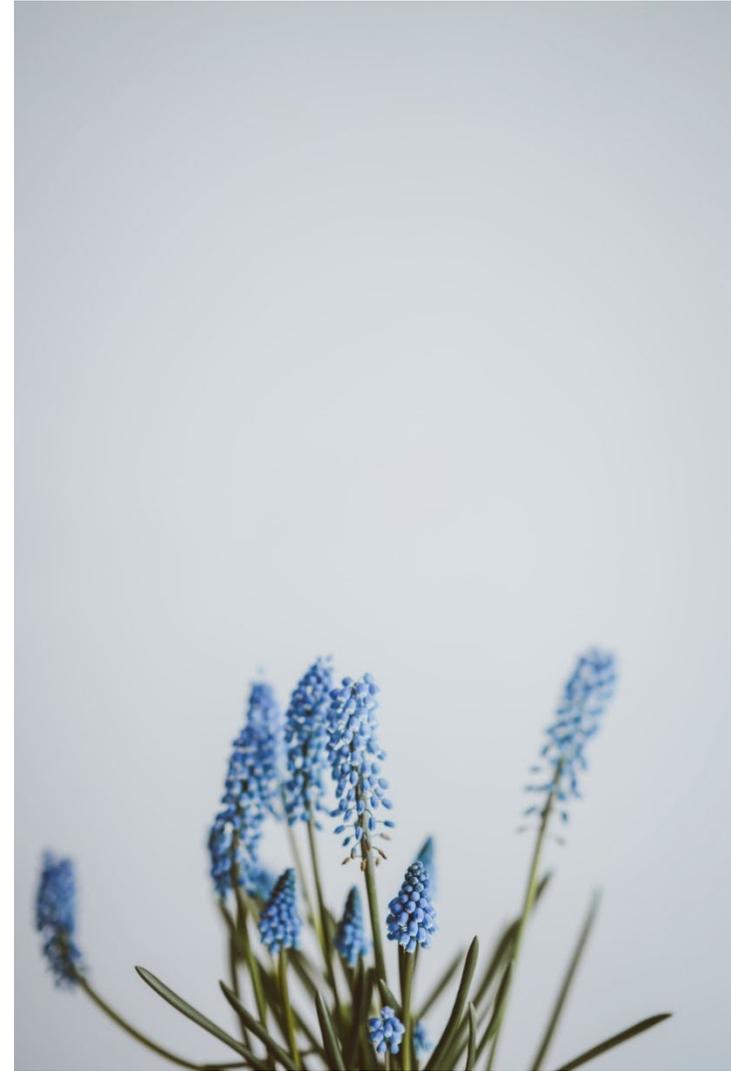
# Self-Awareness

- Emotional Self-Awareness
- Accurate Self-Assessment
- Self-Confidence



# Self-Management

- Self-control
- Transparency
- Adaptability



# Self-Management

- Achievement
- Initiative
- Optimism



# Social Awareness

- Empathy
- Organizational Awareness
- Service



# Relationship Management

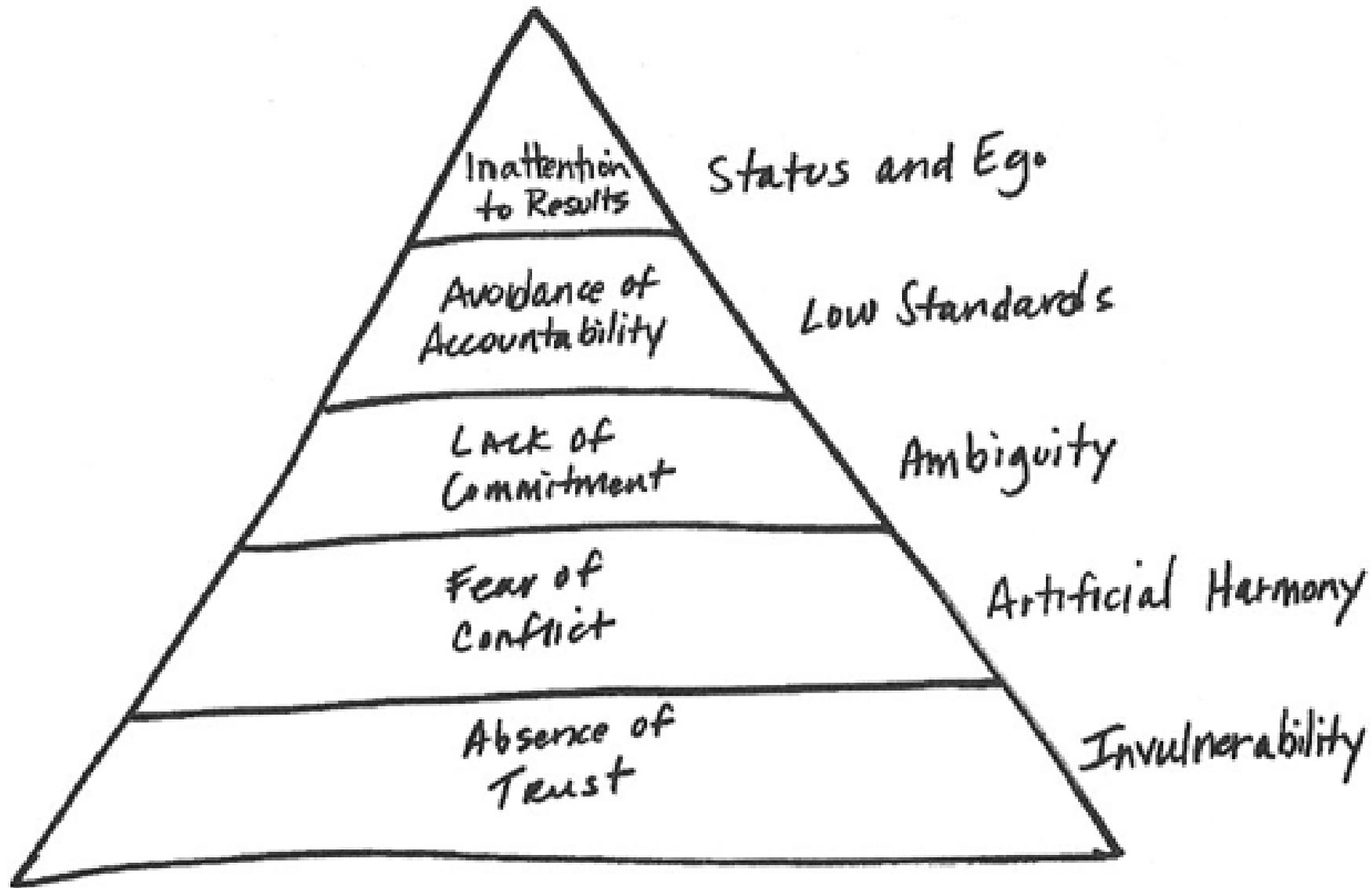
- Inspiration
- Influence
- Developing Others

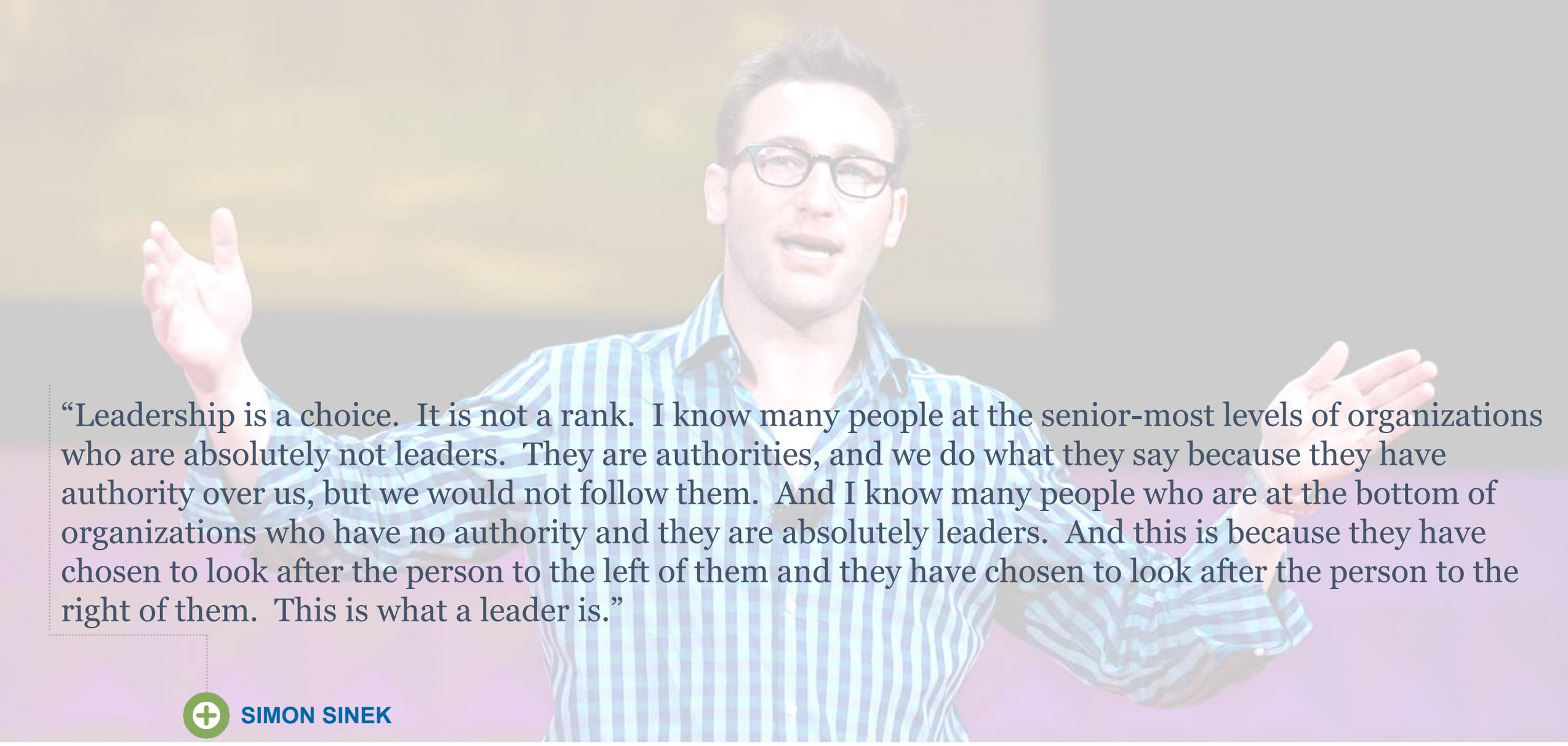


# Relationship Management

- Change Catalyst
- Conflict Management
- Teamwork and Collaboration





A man with glasses and a blue and white striped shirt is speaking, with his arms outstretched. The background is a blurred indoor setting.

“Leadership is a choice. It is not a rank. I know many people at the senior-most levels of organizations who are absolutely not leaders. They are authorities, and we do what they say because they have authority over us, but we would not follow them. And I know many people who are at the bottom of organizations who have no authority and they are absolutely leaders. And this is because they have chosen to look after the person to the left of them and they have chosen to look after the person to the right of them. This is what a leader is.”

 **SIMON SINEK**

## Final Reflection

Please share one thing you intend to strive to grow/stretch/improve in your leadership.

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