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Section III

INTEGRATE AND LEAD

Class 9

O. Regroup
1. Personal Power
2. Total Team Leadership

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Section 3

INTEGRATE AND LEAD

Class 9

O. Regroup
1. The 5 Stages -- Your Map
2. Personal Power
3. Total Team Leadership
4. Introduction to Section 3 -- NEXT

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CAPSTONE PROJECT

5-10 minutes

1. State the goals of the clinic.
2. Describe its strengths and weaknesses. (Pick 2-4 of each)
3. Propose a general plan to help the office get closer to its *goals through better support of its strengths* and improvement of its weaknesses, with a focus on strengths.
4. Include the following areas for improvement:
 - Improve income.
 - Improve patient service experience.

Pick at least 2 of the following areas to improve:

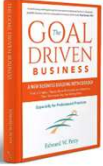
- Improve individual team member's performance.
- Improve the team's performance as a unified team.
- Make a more significant positive impact as health leaders in your community.
- Create a more enjoyable work environment.
- Allow the doctor/owner to be freer to see more patients and have more time to be a leader and innovator.

What I want to see...

- *Improvement* in your skills and knowledge as a manager.
- I am interested in whether you can *apply the information* of this course to improve the business, the team, the services to patients, and yourself.
- Also, interested in *what you did* to learn: listen, study, practice, debate, etc. *Interested in your journey.*
- Your presentation doesn't have to be formal. We are in the Breakroom, we all have been there.

Just do it, and no matter how rough, it's a win!!!

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Section 3

1.The 5 Stages: Your Map to Success

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How does a plant, or life, continue to grow?

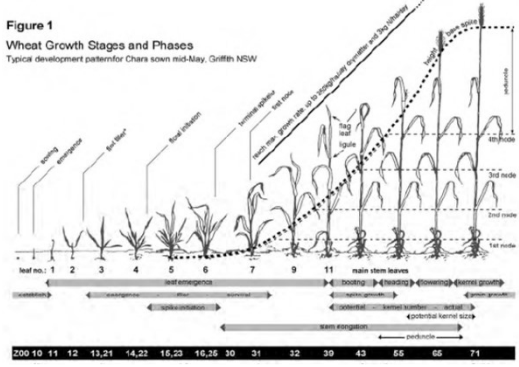
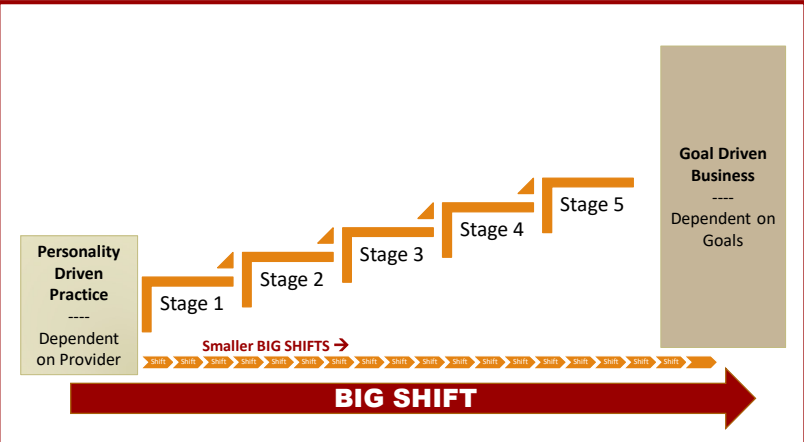


Figure 1
Wheat Growth Stages and Phases
Typical development pattern for Chars sown mid-May, Griffith NSW

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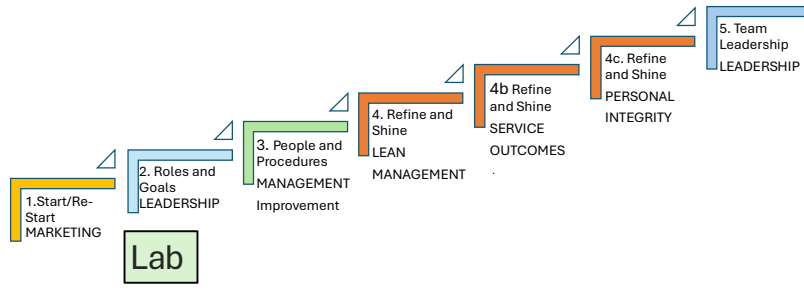


Smaller BIG SHIFTS →

BIG SHIFT

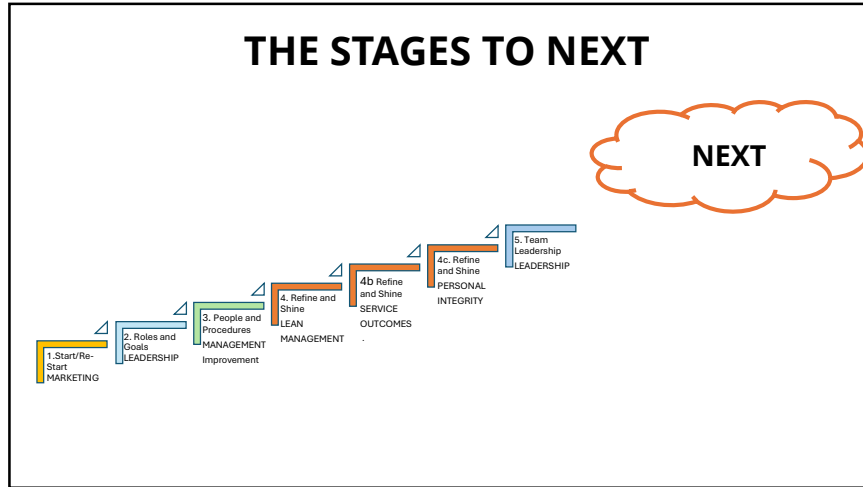
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THE STAGES TO NEXT



Lab

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Section 3 INTEGRATE AND LEAD Class 9

O. Regroup
1. The 5 Stages Your Map
2. Personal Power – How Integrity unleashes it.

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Personal EmPOWERment

You have more power than you know, or others may have let you know.

We have goals – dreams
 Innate – Self-determination
 Reach out... no reservation, no stops.

Let's unleash it, and help you *unleash it in others!*

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Personal Empowerment

Why this is important for you and each member of your team

Goals The Individual 1. Security 2. Happiness 3. Meaningful (Greater) Goals	→	Goals Team member 1. Pay 2. Expertise 3. Greater Goals	→	Goals Business 1. Profit 2. Expertise 3. Greater Goals	→	Goals Patient 1. Relief 2. Correction & Strengthen 3. Maintenance/Wellness
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1. Urgent and Important
 2. Important, not Urgent
 3. Meaningful

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Personal Empowerment

3 Goals Personally


- 1. Secure. (\$, roof, food, safety.)**
 - (Personal Business Cycle! -- 1. Hustle and market yourself as valuable. 2. Hustle and deliver!)
- 2. Happiness.**
- 3. Meaningful.**



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Personal Empowerment

BIG SHIFT 17

 * PERSONAL INTEGRITY & POWER *

How to be happy?


- Modern day methods – glib, fast, cliché
- Shallow ways to be “happy.” Examples?

Turns out happiness is function of Virtue!


Benjamin Franklin.
As a co-author of the Declaration of Independence, he may have had much to do with the fact that “happiness” is mentioned twice.

The Declaration stated the pursuit of happiness was a right given to us all by our Creator.

Franklin later offered a practical example of how one might secure their own happiness. Succinctly put, according to Ben, happiness is achieved by being virtuous.



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Personal Empowerment Virtue

He worked out 13 separate rules or precepts in his autobiography published in 1791. They included the concepts of:

- industry,
- frugality,
- sincerity,
- justice,
- cleanliness,
- humility,
- and others.




He made a small book with charts, consisting of a column for each day of the week and 13 rows marked with the first few letters of each of the 13 virtues. Franklin evaluated himself at the end of each day. He placed a dot next to each virtue he had transgressed. His goal was to minimize the number of dots so he had a “clean life” free of vice.

The Autobiography of Benjamin Franklin 93							
FORM OF THE PAGES							
Temperance.							
<i>Eat not to Fullness Drink not to Intoxication.</i>							
	S	M	T	W	T	F	S
T							
S	••	•		•		•	
O	•	•	•		•	•	•
R						•	•
F		•			•		
I			•				
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C.							
H							



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Personal Empowerment Virtue

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A Clean Life is a Happy Life

As he wrote in The Art of Virtue,

“Since the foundation of all happiness is thinking rightly, and since correct action is dependent on correct opinion, we cannot be too careful in choosing the value system we allow to govern our thoughts and actions.”



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Personal Empowerment
Virtue

The connection between good behavior and personal happiness goes back even further than Franklin.

Aristotle's theory of happiness, which is discussed in Nicomachaen Ethics.

"He is happy who lives in accordance with complete virtue and is sufficiently equipped with external goods not for some chance period but throughout a complete lifetime."



Aristotle
384 - 322 BC

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Personal Empowerment
Virtue

Virtue = conformity to a *standard* of right
a commendable quality or trait
a *beneficial* quality or power of a thing

Beneficial = producing good results or helpful effects

Why is virtue a source of happiness?

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Personal Empowerment
Virtue

Virtue = conformity to a standard of right
a commendable quality or trait
a beneficial quality or power of a thing

Beneficial = producing good results or helpful effects

Why is virtue a source of happiness?

Self-Determination Theory: We want to produce good results and create helpful effects, but when we don't, when we transgress our own agreements, our own core values.

Regrets - Shame
We pull ourselves back.

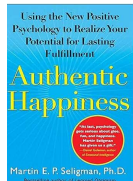
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Personal Empowerment
Virtue

In 1998 a new branch of psychology was launched with virtue as its key principle.

It was called Positive Psychology. Martin Seligman, a psychology professor at the University of Pennsylvania, has been the promoter of positive psychology and has written several books on the subject. With others, Seligman defined six basic virtues common around the world. They include:

1. **wisdom/knowledge**
2. **courage**
3. **humanity**
4. **justice**
5. **temperance**
6. **transcendence**



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WISDOM

- Creativity**: Originality, imagination, ingenuity
- Curiosity**: Interest, novelty seeking, epistemic openness to experience
- Judgment**: Critical thinking, thinking things through, open-minded
- Love of Learning**: Mastering new skills & habits, systematically adding to knowledge
- Perspective**: Wisdom, providing wise counsel, seeing the big picture view

COURAGE

- Bravery**: Voice not shrinking from fear, speaking up for what's right
- Perseverance**: Persistence, industry, finishing what one starts
- Honesty**: Authenticity, integrity
- Zest**: Vitality, enthusiasm, vigor, energy, feeling alive and activated

HUMANITY

- Love**: Both loving and being loved, making close relations with others
- Kindness**: Generosity, nurturance, care, compassion, altruism, "niceness"
- Social Intelligence**: Emotional intelligence, aware of the emotions/feelings of self & others, knowing what makes other people tick

JUSTICE

- Teamwork**: Citizenship, social responsibility, loyalty
- Fairness**: Just, not letting feelings bias decisions about others
- Leadership**: Organizing, group activities, encouraging a group to get things done

TEMPERANCE

- Forgiveness**: Mercy, accepting others' shortcomings, giving people a second chance
- Humility**: Modesty, letting one's accomplishments speak for themselves
- Prudence**: Careful, cautious, not taking undue risks
- Self-Regulation**: Self-control, disciplined, managing impulses & emotions

TRANSCENDENCE

- Appreciation of Beauty and Excellence**: Awe, wonder, elevation
- Gratitude**: Thankful for the good, appreciating basics, feeling blessed
- Hope**: Optimism, future-orientation, future orientation
- Humor**: Playfulness, bringing smiles to others, light-hearted
- Spirituality**: Religiousness, faith, purpose, meaning

VIA INSTITUTE ON CHARACTER
(where the world finds strength)
www.viacharacter.org

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Personal Empowerment Strengths

This leads us to STRENGTHS.

Some values we have are easier to achieve and maintain than others. These are our Top Character Strengths.

We have an idea of what they are. Someone may be better at discipline and others at creativity.

Discover yours:

- Positive Psychology – Seligman – free first test <http://www.viacharacter.org>
- 3 Strengths Exercises (also on *References and Tools*.) <https://PositivePsychology.com>
- Strength Based Leadership – Gallup (fee) <https://www.gallup.com/cliftonstrengths/en/253868/popular-cliftonstrengths-assessment-products.aspx>

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Personal Empowerment Strengths

Strengths based management.

Minimize weaknesses but...
DEVELOP strengths

Your character strengths are the foundation of your true self. When you tune into and use your strengths, it's like having a superpower for building stronger connections and creating meaningful relationships. Focusing on your strengths allows you to accomplish more which generates more confidence. It can become an upward spiral.

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Personal Empowerment Strengths

Strengths based management.

- Share your Top Strengths and Lesser Strengths.
- Make the space safe enough to let everyone know each other's strengths and lesser strengths.
- Everyone supports each other – this creates synergy.

Examples:
Entrepreneurial mindset (energetic but scattered) balanced by policy and procedure mindset (structured.)
Synergy!

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Example of a virtue:
Courage

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Personal Empowerment





Reshma Saujani
Girls Who Code, *Brave, Not Perfect,*
Pay Up (Mother's Do More!)

<https://www.youtube.com/watch?v=oCpkQ92TFe8>




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THE GOAL DRIVEN MANAGER



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Personal Empowerment
Barriers to empowerment

Reshma Saujani
Girls Who Code, *Brave, Not Perfect,*
Pay Up (Mother's Do More!)

Few



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As the practice manager, she also does the billing in this office.

The doctor had treated a patient who had suffered a motor vehicle accident. She submitted the bill to a 3rd party, reducing what was owed slightly as the doctor agreed to discount some of the services. The 3rd party company came back and said they could only pay 70% of the bill.

This was the manager's response:

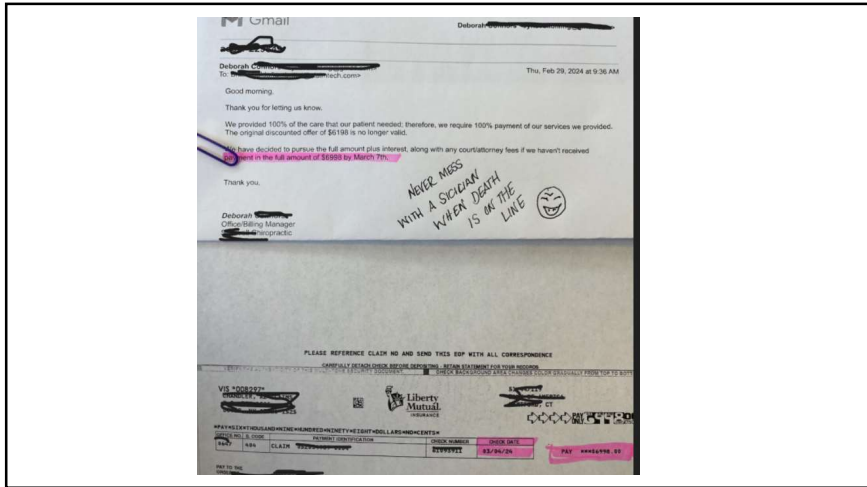
"Good morning,
 "Thank you for letting us know.
 "We provided 100% of the care that our patient needed; therefore, we require 100% payment of our services we provided. The original discounted offer of \$X,XXX is no longer valid.
 "We have decided to pursue the full amount plus interest, along with any court/attorney fees if we haven't received payment in the full amount of \$Y,YYY by March 7th."
 Thank you,
 [Signature]
 Manager of Health Clinic

She received the full amount before March 7th."

Our manager made a copy of the correspondence with the claims company with a copy of the check. She gave it as a surprise to her clinic director, who sent me a text with the image of what she gave him. On the copy of the email, she included a handwritten quote from the classic comedy movie *Princess Bride*:

"NEVER GO AGAINST A SICILIAN WHEN DEATH IS ON THE LINE."
 Stay Brave and Goal Driven -- and Have Fun.

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NEXT

The Future

You are as happy as you can perceive future goals attainment.

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NEXT

The Future

**“Almost every successful person begins with two beliefs:
the future can be better than the present,
and I have the power to make it so.” - Seligman**

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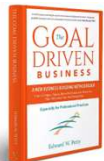
Personal Empowerment

Greater Purposes

-- Integrity --

1. Be true to your values
2. Use your strengths
3. Work on your lesser strengths
4. Stay true to your goals.

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Section 3 INTEGRATE AND LEAD Class 9

- O. Regroup
1. The 5 Stages -- Your Map
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Team Leadership

**Everything we have covered so far leads
to a team that drives itself to its goals.**

**Each stage creates a more solid
organization that becomes more
committed to its goals.**

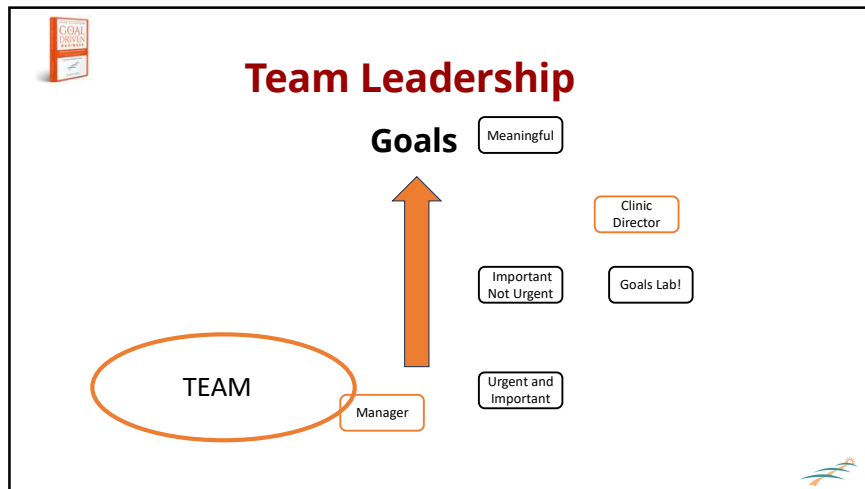
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NEXT

leadership is about

The Future

Games!

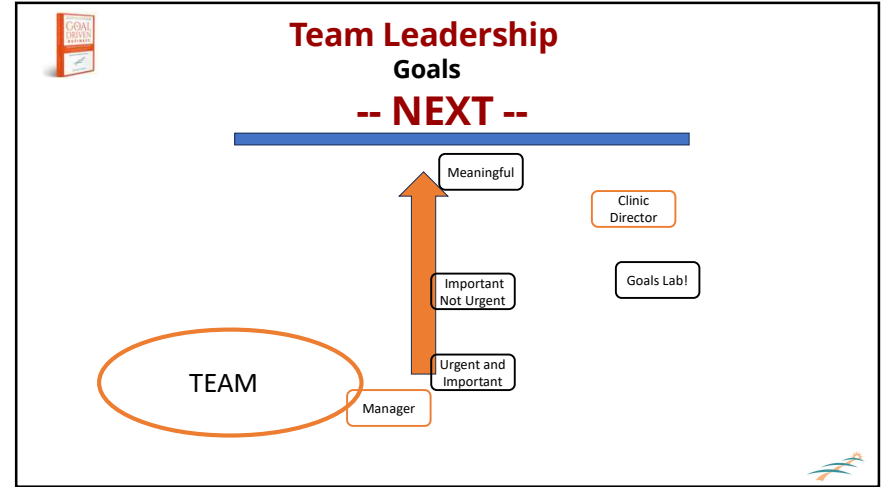
This slide contains text centered on the page. 'NEXT' is in bold red. 'leadership is about' is in regular black. 'The Future' is in bold black. 'Games!' is in bold red.

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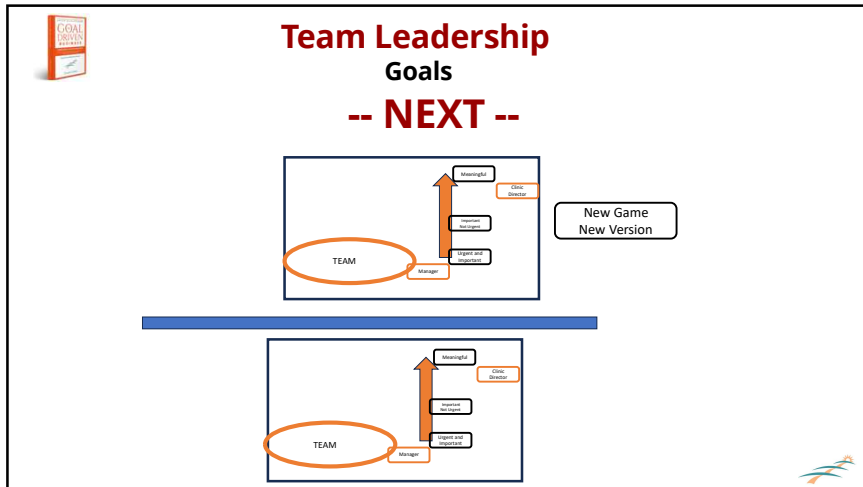


Groundhog Day

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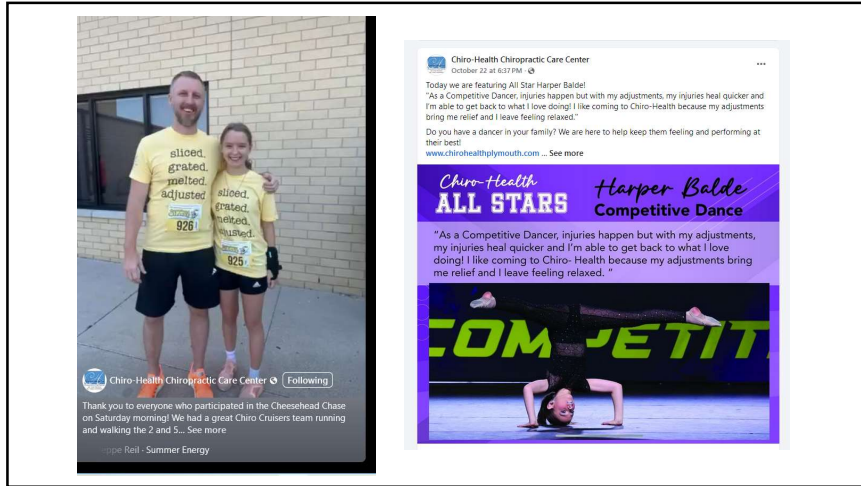
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Planning your NEXT

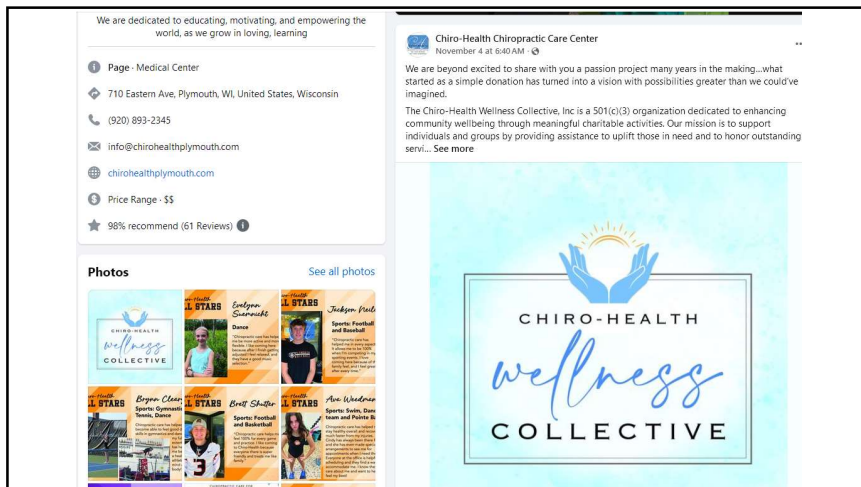
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Voice is Leadership

Voice is *unique personal significance* – significance that is revealed as we face our greatest challenges and which makes us equal to them.

When you engage in work that taps your talent and fuels your passion – that rises out of a great need in the world that you feel drawn by conscience to meet – therein lies your voice, your calling, your soul's code.

There is a deep, innate, almost inexpressible yearning within each of us to find our voice in life.

**"Find your voice and inspire others
to find theirs..."**

Stephen Covey



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Section 3 INTEGRATE AND LEAD Class 9

O. Regroup

1. The 5 Stages -- Your Map
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4. Introduction to Section 3 -- Next



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Alignment

- Greater practice goals
- Greater professional goals
- Greater personal goals

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The Goal Driven Manager Code of Integrity

The following is a professional code for the Goal Driven Manager to consider and voluntarily follow as they see fit.

1. Be a professional, always striving to meet your own high standards regardless of the standards of others.
2. Seek to understand the goals of the business in which you work and dedicate your actions to achieving those goals and helping others in the business do the same.
3. Be honest with yourself and with others. Your integrity is more important than your employment.
4. Call it like you see it.
5. Face the facts, and don't shy away from difficult situations.
6. With a servant's heart and a fighter's spirit, never stop working to improve the team's performance and the performance of everyone on the team.
7. Set an example by working to improve your performance in service to the goals of the office.
8. Use and develop your strengths. Never minimize them. Help others to do the same.
9. Take ownership of the success of the business. If you find that you are not effective despite your continued best efforts, discontinue your role as manager.
10. Keep alive the spirit of play -- and don't let seriousness darken the day.

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Assignments include:

INTEGRITY

*****Your Ben Franklin List.** Work out your own personal values. For example:

"I seek to be: Wise, courageous, kind, just, forgiving, disciplined, spiritual, grateful, studious..."

*Optional. Take the VIA test.

***Next Class: **Share** some of your personal values and strengths with your colleagues.

*****Code of Integrity** – Apply 1 of the codes during the week and share at class.

**With your training partner, discuss which code you can apply the easiest, and which one might be more challenging.

LEADERSHIP

*****Tell your training partner** 2 approaches on how you are going to help create a Goal Driven Team

NEXT

*** Consider **your NEXT.** Dream! What you would like for professional goals, personal goals, and your practice

***Next Class. **Share** some of your higher goals – professional, personal, and practice.