

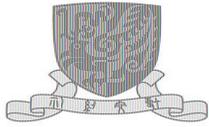
香港中文大學
The Chinese University of Hong Kong



Meeting the leadership challenges in a complex health system and environment.

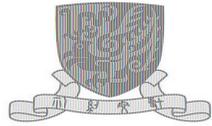
CT Hung

**The Chinese University of Hong Kong
Hong Kong**



Contents

- Leadership Challenges
- Complex Environment
- Crossing the boundaries
- Developing the right Leadership skills



Health Leadership Challenges

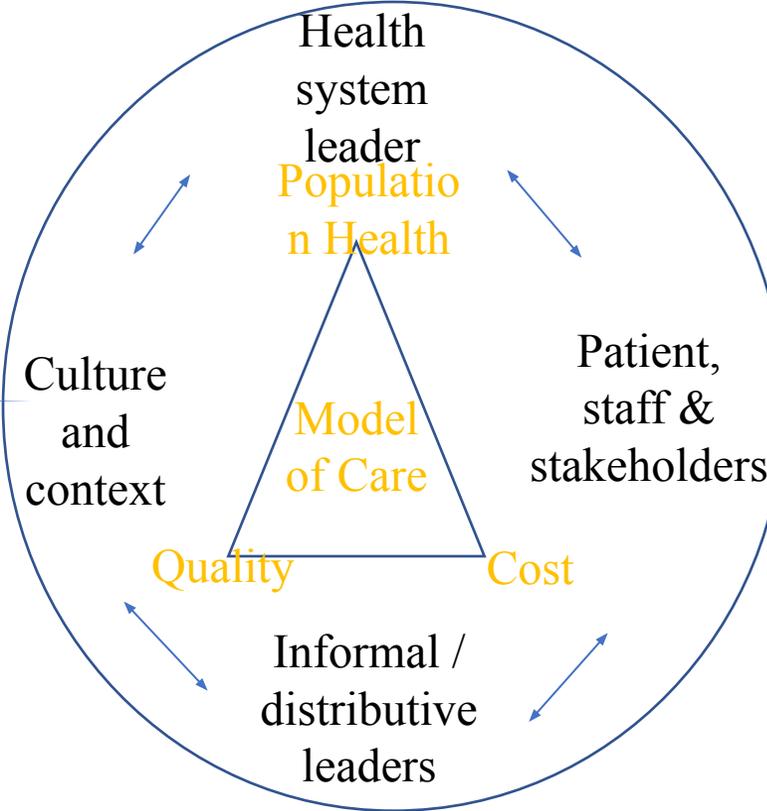
- Climate Challenges on health
- Emerging diseases
- Natural & man-made disasters
- Ageing population
- Increasing burden of non-communicable disease
- Manpower shortages
- Burnout
- Mental wellbeing
- Financial sustainability
- Generation and culture divide.....

Health system is a complex adaptive system

External Environment

Supra-national influences
National influences
Government Policies
Political Climate
Socio-economic changes
Payer & Insurance sector
Public Expectations
Social sector interaction
Other organizations
Technology Advancements

Healthcare Organizations (public, private, NGO)



Outcome

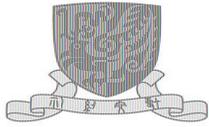
Vision aligned,
stakeholders
engaged,
Accountability

Positive
organizational
transformation
and system
strengthening,
improved health
outcome

+

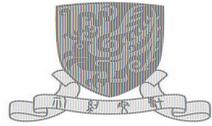
Innovation

Emerging Diseases, natural and man-made disasters



Modern sophisticated leadership: who & how

- No single leadership theory sounds good enough
 - Charismatic
 - Transformative
 - Distributive
 - Authentic
 - Servant.....
- Not dealing with complex interactions of policies / leaderships / initiatives between organisations / sectors / boundaries



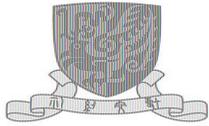
Complex issues

- Leadership as contextualized practice – micro level
- Embedded in complex social cultural political macro environments
- Going beyond a single person
- Power-sharing
- Collaboration: different person taking different leadership roles at same time



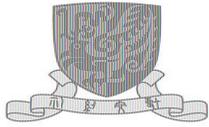
Fit-for-purpose Leadership

- Leader, Leadership and Followership
- Understands Persons and human nature
 - East and West
 - Psychological safety
- System Thinking
- Boundary Crossing



Rise of followers

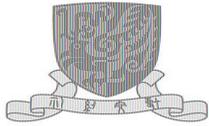
- Middle class appears at industrial revolution
 - Less dependent on kings, think as free agents, not dependents
 - Not support bad leaders
- Disillusion about political / business leaders
 - Corporate scandals increasing demotivation
 - aware of social & ethical issues search leadership meaning
 - Society too focused on leader development and devalued the followers
- Drucker wrote in *The Effective Executive* (1967)
 - *“In an era dominated by knowledge workers rather than manual workers, expertise can-and often does-trump position as an indicator of who is really leading and who is really following....”*



Followership

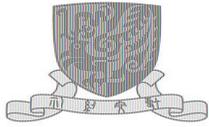
- Organizational value
 - Linked to performance improvement
 - Followers' (not leaders') EQ most important in team performance
 - Follower help build / create leaders
- Personal value
 - more freedom to take initiative, more job satisfaction
- Distinct skill that requires development





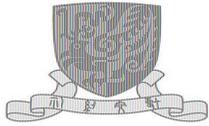
Leader – Follower Duality

- What followers are looking for in leaders (*Goffee R, Jones G. Followership, Its personal too. HBR 2001*)
 - Feeling of significance
 - Feeling of community
 - Excitement, challenge and edge in their lives
- To be a good Leader, start by being a good follower (*Peters K, Haslam A. Research: To be a Good leader, start by being a good follower. HBR Aug 2018*)
 - Research in marine officers
 - Emphasis now on “WE”, not “I”
 - Hand picked leaders by outside party, from those who behave as leaders, often fail to deliver



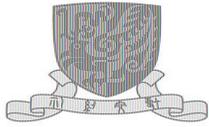
Great Followers make best leaders

- We are followers in addition to being leaders
- Qualities of great followers and leaders
 - Honest but not embarrass or blame
 - Supportive to make leader / organization successful
 - Reliable
 - Big picture
 - Ask constructive and thoughtful questions
 - Aware of your assumptions



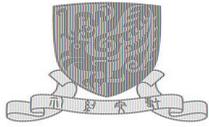
Minimalist Leadership

- Let employees shine, help people grow
- *“Goal to be Least Powerful CEO”* to build stronger innovative business
- Better performance than conventional
 - Coercion kills intrinsic motivation
 - Innate drive better quality of motivation better performance
 - Servant leadership stronger service culture higher performance
- 4 practices (Finnish experience)
 - Establish clear shared vision
 - Teach them to think like CEO
 - Replace control with trust
 - Balance freedom with clear boundaries



Eastern Leadership Wisdoms

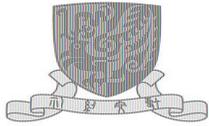
- Managing yourself first before others, the family, society and nation (it starts from you)
- Taoist wisdoms in Tao De Ching
 - The best rulers are scarcely known by their subjects; the next best are loved and praised; the next are feared; the next despised: they have no faith in their people, and their people become unfaithful to them. When the best rulers achieve their purpose, their subjects claim the achievement as their own. (Chap 17)
 - The best of man is like water, which benefits all things and does not contend with them, which flows in places, that others disdain. Where it is in harmony with the way. (Chap 8)



Why build psychological safety?

Teams with higher psychological safety

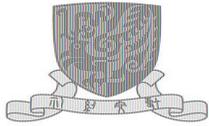
- perform better
- likely to be engaged and motivated
- feel contributions matter so they contribute more
- diverse perspectives are considered leading to better decision making
- culture of continuous learning and improvement
- greater innovation, creativity, and resilience



Building psychological safety

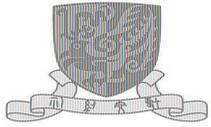
Teams with uncertainties and interdependence

- Frame as learning problem, not executive issue
- Acknowledge fallibility: honesty, vulnerability
- Replace blame with curiosity
- Anticipate reactions and plan countermoves; information sharing
- Ask for feedback on delivery
- Measure psychological safety



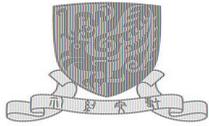
Be a humane leader

- **Wisdom:** understand motivations, transparent, do the needed even if uncomfortable
- **Compassion:** genuine care & concern for others, positive intention to support & help
 - When either present, employees enjoy, less burnout
 - When both present, high job satisfaction with ↑productivity
- Leadership: seeing, hearing, setting direction, letting go of controlling what comes next
- Chris Toth, Varian CEO ”*our role is not.. the smartest person in the room....that could be exceptionally dangerous if.. decision-making always go to ..leader...must create a culture of compassion & empowerment that is acceptance of diverse perspectives. This unlocks people’s creativity, productivity and happiness.*”
- Golden rule: *Do unto others as you would have others do unto you*
- Listen intently and ask “*how can I be of benefit?*”
- Stretch people to see their potential



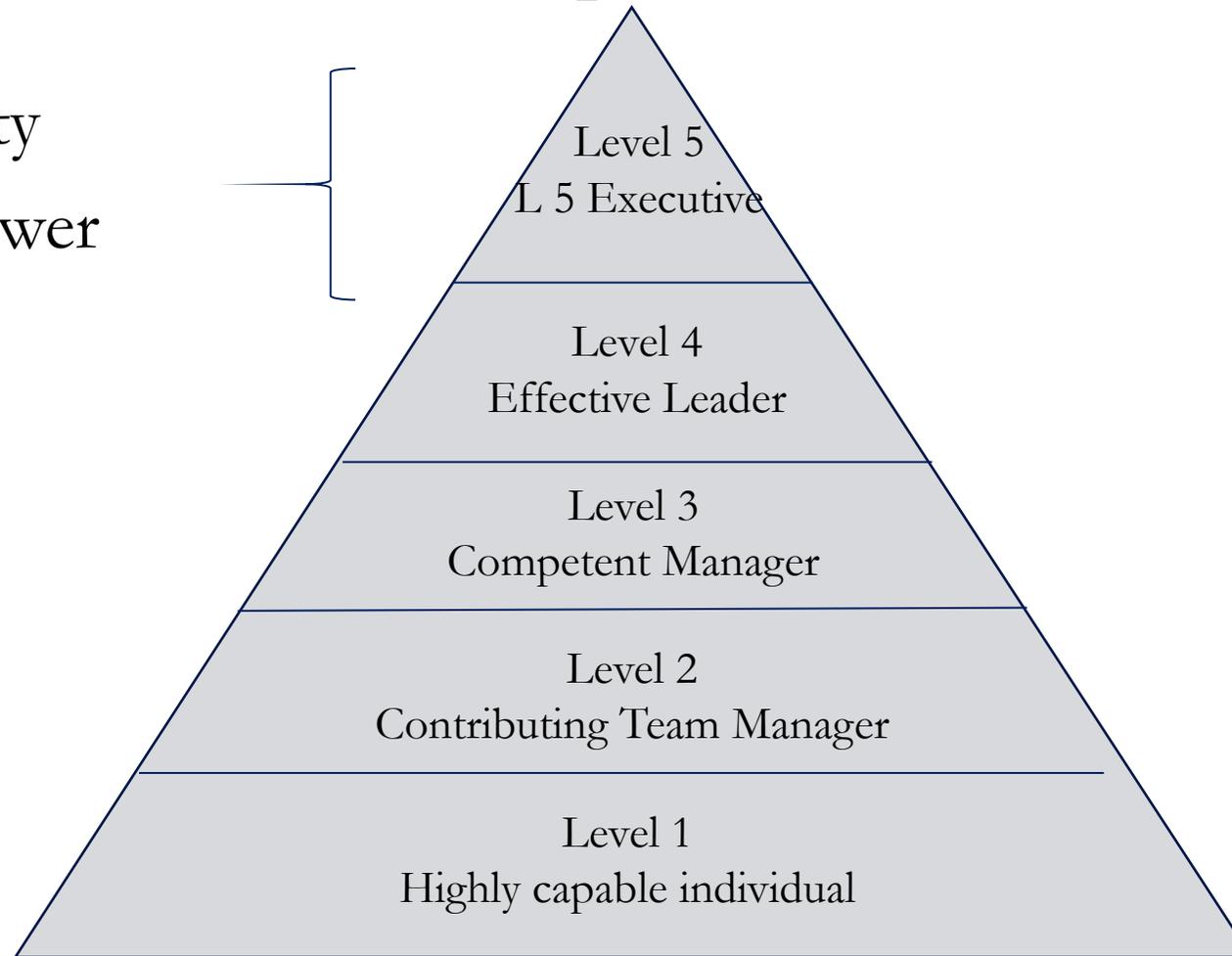
8 essential qualities of successful leaders

- **Authenticity** – seek feedback, home on positive
- **Curiosity** – always ask moonshot ideas
- **Analytic prowess** – look out for potential biases
- **Adaptability** – for agile culture, beyond comfort zone
- **Creativity** – create environment, learn from failure
- **Comfort with ambiguity** – know inside out, mindful & reflect
- **Resilience** – assignments without clear idea of success
- **Empathy** – reach out to people from different backgrounds



Level 5 Leadership: from Good to Great

- Humility
- Will power



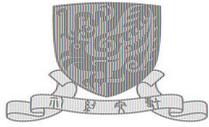
L5: Builds enduring greatness thru paradoxical combination of personal humility & professional will

L4: Catalyses commitment, vigorous pursuit of clear compelling vision, stimulates high performance

L3: organizes effective efficient pursuit of predetermined objectives

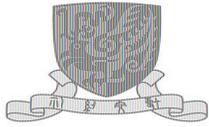
L2: achieve group objectives, works effectively in group setting

L1” contributes thru talent, knowledge, skills, good work habits



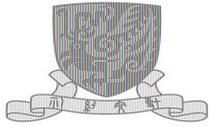
Leadership for Common Good Framework

- acting in accord with shared-power world and use forums, arenas and courts wisely
- navigating policy change cycle effectively
- exercising leadership capabilities:
 - Leadership in context – understanding social, political, economic and technological ‘givens’
 - Personal leadership – understanding self and others.
 - Team leadership – building productive work groups.
 - Organizational leadership – nurturing humane and effective organizations
 - Visionary leadership – creating and communicating shared meaning
 - Political leadership – decision making in legislative, executive and administrative arenas
 - Ethical leadership – adjudicating disputes, sanctioning conduct
 - Policy entrepreneurship: coordinating leadership tasks over course of policy change cycles



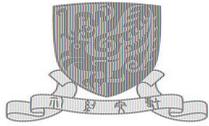
Boundary Issues, between

- formal leadership constellations
- managerial and clinician roles
- formal leadership and team members
- professional groups
- Personal experience and professional roles
- Team and environment



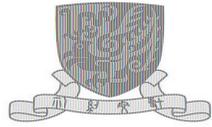
Managing the boundaries for leadership

- Opening
 - Sharing knowledge / skills
 - Opening decision making / cooperation
- Closing
 - Protecting scope of practice
 - Separate personal feelings from professional responsibilities
- Contesting / negotiating
 - Contesting practices / Renegotiate roles
 - Limits and exercise of authority



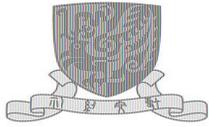
Becoming a Cross Sector Leader

- Building Teams
 - Develop Trust
 - Manage power dynamics & conflict
 - Foster Innovative culture
- Achieving Impact
 - Understanding impact on people
 - Taking Systems Approach
 - Defining results and using data
- Solving Problems
 - Aligning motivations and values
 - Using leverage points
 - Sharing knowledge and learning



How to get there

- Start being a good follower
- Long term vision / goals
- Putting the good of the organisation and people it serves above others
- Humane, compassionate and authentic
- Start in small ways as early as possible—needs large crowds to be trained
- Look macro and Do micro (and meso)
- Always be mindful & reflective and clear about the priorities, learn as you go
- System Thinking
- Coaching, support and alliance (Canada)



Conclusion

- Tackling complexity is challenging & requires good understanding of issues and collaboration
- Widespread leadership required
- Biggest barrier is still yourself, recognize & compassion your imperfections & anxieties
- Will power: Leadership as part of our daily lives
- Building a safer environment
- Smoother boundary / sector crossing

