Physicians across the country are increasingly being asked not only to serve in their traditional role as healers, but also to lead the rapidly changing business of healthcare. Typically equipped with little formal leadership training or business education, they are pushed into challenging executive roles.
The challenge of creating physician leaders

The transition to leadership can be treacherous for even the most successful physician. Physicians soon discover that success as a leader no longer depends on their personal achievements, such as saving a life or healing a patient, but rather from their ability to influence and work through others. Nor can physician leaders continue to think in terms of discrete patient interactions. Instead they must find a way to assemble all the pieces that comprise the puzzle and business of holistic healthcare.

New roles, new behaviors, new mindsets

Being a successful physician leader requires a different set of skills and behaviors than that of a practicing clinician. Until now, most physician leadership programs have focused on teaching how to manage people and grasp the business of healthcare while learning the financial and organizational basics required of any business leader.

But to fully embrace these new leadership behaviors, clinicians must undergo a dramatic shift in mindset. It is one thing to understand on an intellectual level what it means to be a physician leader. It is quite another to emotionally accept the values, self-image, professional perspective and demeanor that a leadership role demands.

Physicians transitioning to the leadership ranks must examine and rethink many of their long-held values, biases, beliefs and perspectives. They must let go of their former self-image, and rethink their public persona.

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<table>
<thead>
<tr>
<th>Evolving role of physician leaders</th>
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<tbody>
<tr>
<td><strong>Physician practitioner</strong> → <strong>Physician leader</strong></td>
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<tr>
<td>Expert healer</td>
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<tr>
<td>Clinical expert: requiring narrow but deep knowledge of specialty</td>
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<tr>
<td>Hierarchical leader: leads through positional power, authority and by example</td>
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<tr>
<td>Independent individual contributor</td>
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<tr>
<td>Driven by personal achievement</td>
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<td>Directs others and provides solutions</td>
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A unique approach to developing physician leaders

To help physicians make this difficult transition, Hay Group has created a unique approach based on our experience working with major healthcare organizations around the country and our six decades of behavioral research on leaders and their impact on business results. Our approach focuses on those aspects of leadership that we know are critical to success in driving organizational strategy and creating desired outcomes.

Leaving development of the more rudimentary organizational and financial skills to business schools and tactical trainers, we focus on:

- **Individuals** – Their motives and values, their emotional and social competence in understanding and managing their own behavior, their ability to lead and interact with others, the way they are seen by others, and their self-perception (i.e., whether they see themselves as individual physicians succeeding based on their own expertise, reputation and social stature, or whether they see themselves as leaders who work through others to achieve objectives in patient care and organizational success).

- **The role** – The accountabilities, demands and competencies required for the role of physician leader, and the impact they have on both patient outcomes and financial results.

- **Their behavior** – The complex repertoire of behaviors that effective physician leaders utilize to engage, influence, mediate and collaborate across traditional functional boundaries with a diverse and often complex constituency.

- **Their impact on those they lead and influence** – The ways in which effective behaviors can create alignment, clarity, collaboration, teamwork and ultimately outstanding results in terms of both high-quality patient care and financial success.
An intellectually and emotionally insightful journey of development

We help physicians make the transition to leadership through a multi-module program of 12 to 18 months. This program combines classroom study, action-learning projects, team-based and individual coaching, cohort groups and communities of practice.

Participants explore issues ranging from motivation and self-image to leadership styles and collaboration with a continual emphasis on the impact of physician leaders’ decisions on people and performance.

We tailor our approach to your specific organization and level of leadership, from high-potential to senior physician executive. During each program, our experienced facilitators will:

- Articulate the needs of the organization in terms of the changing role, required capabilities and necessary behaviors of physician leaders
- Help participants better understand how they see themselves, and how they can redraw their mental and emotional self-images to make an effective transition from clinician to physician leader
- Give participants a broader exposure to organizational issues, senior executives and the overall healthcare industry
- Assess participants’ current leadership capabilities relative to the needs of the organization and the requirements of future leadership roles
- Help participants connect newly gained knowledge and insights back to the workplace in ways that create lasting and positive change
- Take participants through a series of structured, working assignments that provide the opportunity to practice their newly-acquired leadership skills in a low-risk environment
- Build a robust network of sponsors, coaches and cohort groups to support the experiential-learning process and help the physician leader through key transitions
- Engage the organization’s senior executives to support and advance the program
The Hay Group advantage

We welcome the opportunity to partner with your organization to develop the physician leadership talent necessary to enable your future success. Here are some of the advantages Hay Group brings to the table:

- Hay Group is the largest provider of human resource and advisory services to the US healthcare industry. Our success working with healthcare clients stems not just from our proprietary methods and our data resources, but also on the quality of our consultants who apply a strong business focus to deliver actionable insights for immediate application in the workplace.

- We have deep expertise in assessing and developing talent built on over six decades of working with thousands of executives worldwide.

- We are one of the few consulting firms with a dedicated research and development center: the McClelland Center for Research and Innovation. Named for its founder, Harvard psychologist David McClelland, the center conducts ongoing research on leadership and its impact on organizational performance. In addition to our own work, we partner with external academic and business thought leaders, allowing us to develop processes and tools that are reliable, valid and insightful.

- We regularly win praise from industry analysts. In 2011, the annual Kennedy report named Hay Group as the 2nd largest provider of global leadership development services and placed us among the “Vanguard of Human Capital Management Providers.” More recently, “White Space” named us among the top global consulting firms in terms of thought leadership.

“Physicians transitioning to the leadership ranks must examine and rethink many of their long-held values, biases, beliefs and perspectives.”
The Hay Group Physician Leadership program

Program objectives

**Understand** and embrace the changing context and what is required of physician leaders in an integrated delivery system

**Cultivate** awareness or insights into who you are as a physician leader, and your strengths and areas for development

**Develop** the skills required to lead and operate effectively in an integrated delivery system, including the ability to:
- Effectively navigate the system through the use of influence, collaboration and visionary leadership
- Drive and lead others through change.
Program curriculum

**Module 1 Understanding and managing self**
- Develop insights into who you are as a physician leader, what you value, what drives your behavior and your unique strengths and areas for development
- Identify what has made you successful in the past and what you will need to do differently to be effective leaders in the new context/organization
- Understand the role self-image plays in your performance as a physician leader in the organization
- Reframe your self-image to lead effectively within your organization

**Module 2 Understanding and leading others**
- Deepen understanding of the business implications of leadership behavior and create common understanding of leadership effectiveness
- Learn a new role and the nuances of leading other leaders
- Increase self awareness of your own leadership effectiveness with respect to:
  - The necessary leadership competencies
  - The leadership styles you demonstrate
  - The organizational climate you create
- Prepare a personal development plan to help enhance your leadership effectiveness in order to lead others through change

**Module 3 Understanding and working in the system**
- Explore your current healthcare system, in context of the external environment, and diagnosis broader organizational changes where you can make an impact
- Understand the implications of your survey feedback and how that impacts your ability to influence across the network or system
- Provide tools and approaches to help you make decisions regarding where to focus and how to leverage the network to drive change and collaboration
- Apply the elements of effective influence (i.e., networking, leveraging the network, storytelling, visioning, etc.) across organizational lines to gain buy-in, drive change at the enterprise level, and to deliver quality, patient-centric, and cost-effective solutions
- Explore how to create a culture of collaboration and conditions for increasing collaboration in the organization, enabling you and others to partner effectively and sustainably in an integrated delivery model

Intersession activities
Peer and group coaching session
Capstone project
Hay Group is a global management consulting firm that works with leaders to transform strategy into reality and to help people and organizations realize their potential. We have over 3000 employees working in 87 offices in 49 countries.

For more information please contact your local office through www.haygroup.com.