IMPROVING TEAM OUTCOMES BY ADMINISTERING A STRONG DOSE OF SHARED LEADERSHIP MEDICINE

11/30/2018
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Where did Our Idea of Leadership Come From?

- **Railroads!**
  - One of USA’s first large scale, East to West Coast coordinated enterprise. Large scale human and capital resources.
  - Daniel McCallum 6 Principles of Management
    - One of the principles was leadership should flow from the top to the bottom using command principles.

- **Scientific Management (Frederick Taylor, 1911)**
  - Leadership flows from top to bottom, separation of responsibilities (management vs labor).
  - Subordinate involvement in management “unthinkable”.
Where did Our Idea of Leadership Come From (cont)?

• WWII
  – After the war organizations were formed around a military style command and control structure.
  – Vertical leadership control from the general (CEO) to the private (staff) was in one direction, top to bottom.
Leadership Styles

• Most define leadership as a single leader directly influencing followers. It is hierarchical, with power flowing from the leader down to the followers.

• Most Common Leadership Styles
  – **Directive leadership** uses command and control, often based on fear and intimidation.
  – **Transactional leadership** uses rewards to control followers.
  – **Empowering leadership** uses a leader’s social relationship to influence followers to expand their scope of responsibility and to motivate them to develop their skills.

Pearce & Manz, 2014
Heroic Leadership to the Rescue

- All you need are heroic leaders to solve organizational problems. Through force of will or charisma, they will ensure success.
- Alexander, Caesar, Napoleon, Washington, Churchill
- Is heroic leadership real or can something else explain their success?
What is Shared Leadership

• Mary Parker Follet (1924)
  – Logic, knowledge, and the situation should identify the group leader. The person most knowledgeable of the situation should lead.

• Pearce & Sims, 2002
  – Team members serially emerge for the life of the team to take on a leadership role based on skills, knowledge, and lateral influence to productive ends.
  – For shared leadership to emerge: (1) team members must want to take on a leadership role, (2) team members must accept leaders when they emerge, and (3) leaders must have the skills of an effective leader.

• Is Shared Leadership the same as Empowering Leadership? Shared leadership is a team process while empowering leadership is a leader’s style of leadership.
To Share or Not Share

- Leaders who don’t share, have an initial performance gain. In time that lead tops out.
- Sharing leadership scales over time, resulting in improved overall team performance.
- For short term projects, with simple tasks non-shared leadership is a better choice. For all others, sharing leadership has significant benefits.

When Should Leadership Be Shared?

Shared leadership is more complex and time consuming than vertical leadership, so when is it best to use shared leadership over vertical leadership?

<table>
<thead>
<tr>
<th>Use Shared Leadership</th>
<th>Use Vertical Leadership</th>
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<tbody>
<tr>
<td>When a team of more than 2 individuals is needed to work the tasks.</td>
<td>When a set of tasks can be performed by 1-2 team members.</td>
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<td>When tasks are highly interdependent.</td>
<td>When tasks are not interdependent or only mildly so.</td>
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<tr>
<td>When tasks require a great deal of creativity.</td>
<td>When tasks do not require creative solutions.</td>
</tr>
<tr>
<td>When tasks are complex.</td>
<td>When tasks are simple.</td>
</tr>
</tbody>
</table>

Pearce, 2004
Shared Leadership In Action

- Alcoholics Anonymous
- Southwest Airlines
- Panda Express
Ok, but we work in the Medical Field with an established hierarchy

- **Kline *et al.*, 2006 Study**
  - Shared leadership example in a Trauma Resuscitation Unit at the University of Maryland. They handle shootings, car accidents, and other traumatic blows to the human body.
  - Errors or delays may result in death. Teams of nurses, residents, and faculty treat patients. Teams change often as residents rotate through on a one month frequency.
  - **Results**: (1) senior leaders delegating authority created learning opportunities, (2) team leadership was shared between the faculty, residents, and nurses based on the situation, and (3) time and patient medical status impacted the sharing of leadership.

- **Künzle *et al.*, 2010 Study**
  - 12 anesthesia teams.
  - Shared leadership facilitates performance of complex tasks.
  - **Results**: High performing teams of residents and nurses shared leadership while low performing teams did not.
Ok, but we work in the Medical Field with an established hierarchy (cont.)

- **George *et al.*, 2002 Study**
  - Shared leadership longitudinal study about nursing leadership behavior. Consisted of three studies at 3, 6, and 12 months.
  - **Results:** (1) nurse leadership behavior occurrences increased within 3 months, (2) demonstrated significant increases in autonomy at 6 months, and (3) positive patient outcomes increased because of more leadership behaviors at 12 months.

- **Williams *et al.*, 2002 Study**
  - Case study of creating a nursing residency at a 404-bed level-one trauma center.
  - Before implementing shared leadership, only 8 nurses out of 93 remained over one year (June 1999 to June 2000). Primary reason for leaving was dissatisfaction with orientation process.
  - **Results:** after implementing a 6 month shared leadership based orientation program overall job satisfaction increased with a significant reduction in the turnover rate.
Shared Leadership Experiences

• Infirmary Health, Mr. Eddy Stephens SVP/CIO
  – Shared Leadership in Information Systems
• Ascension Health, Dr. Ara Travers MD
  – Shared Leadership in Ambulatory Care
How to Administer Shared Leadership within Your Organization

• One Injection of Vertical Leader Behavior
  – Use the empowering leadership style for vertical leader positions.
  – Design the team with shared leadership in mind.
  – Exercise boundary management by providing resources and addressing external interference.

• Physical Therapy of Organizational Systems
  – Integrate shared leadership in training and development programs.
  – Structure rewards based on team performance instead of individual performance.
  – Instill a culture of leadership, responsibility, and skill development.

Pearce, 2004
References


