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## *Are You the Healthcare Leader You Think You Are?*

*InveniasPartners, a Chicago-based executive search, assessment and talent management firm, supports hospitals, health systems, payers and medical groups in their quest to find top c-suite and board talent.*



Here's an opportunity to develop your personal leadership scorecard by reflecting on questions that reflect the needs and preferences of thousands of healthcare leaders. For information on how you can work with InveniasPartners as a client, candidate or advisor, see <http://www.inveniaspartners.com> or call 312-321-1100.

**The following ten traits score high among executive decision makers at leading healthcare organizations:**

- **Question:** Are you flexible and adaptable?

How do you operate in unanticipated, delicate or uncomfortable situations? Can you adapt to new and unique environments and cultures, doing your best to adjust and move forward with the fulfillment of goals and objectives?

- **Question:** How well do you share and communicate?

Do you listen carefully to others, working to understand their values, beliefs, needs, priorities and preferences? Are you able to pose questions, consider every option and move people in the best or most appropriate direction?

- **Question:** Do you demonstrate consistent, across-the-board respect for others?

How well do you demonstrate respect and unconditional positive regard toward others-- from executive colleagues and managers, to business leader, employees and community residents? Do the respect you show toward others result in greater respect for you -- as a person and as an executive?

- **Question:** How do you reveal enthusiasm for other people, your organization and the healthcare industry?

Are you enthusiastic and passionate about your life and work -- and the future of healthcare? Can you build enthusiasm in others-- from c-suite and board members, to clinicians, patients and family members? Does your enthusiasm and excitement about an idea program, project or campaign motivate others to follow your lead?

- **Question:** Are you open to peoples' opinions, ideas and approaches?

Do you solicit and consider the opinions of others before making important decisions? Do you carefully weigh competing perspectives and evidence prior to moving ahead? Do you embrace and integrate the perspectives of varied industries, markets, disciplines and populations?

- **Question:** Are you resourceful?

Do you evaluate and fully utilize available financial, material and human resources? If resources are limited or non-existent, do you champion solutions to fill resource gaps? If you can't solve a problem, do you solicit others' ideas? Do you generate and sustain a free flow of information and ideas --within the c-suite and board and throughout the enterprise?

- **Question:** Do you recognize and reward others?

Do you regularly recognize the achievements and loyalty of others--from peers and clinicians, to employees and patients? Do you reinforce positive attitudes, beliefs, values and actions via formal reward and recognition programs? Do you say, "thanks you," "good job" and "I really appreciate that" early and often?

- **Question:** Are you open and receptive to change?

Are you open to change-- within your workplace community, state, region, and nation? Are you motivated and driven by new and emerging healthcare challenges--from personalized medicine and patient engagement, to value-based care and population health? Are you willing to tweak or re-engineer outdated policies, programs and traditions that no longer benefit core constituencies?

- **Question:** Do you work to optimize your leadership performance?

Do you know how people feel and think about your leadership traits and skills? Do you regularly ask colleagues, board members, clinicians and employees for input on how you could improve? Do you view candid feedback as a tool to enhance your own leadership performance and the clinical, financial and operational performance of your organization?

- **Question:** Are you organized and disciplined?

How well do you prepare for and manage meetings, presentations , events and service launches? Do you support and coach others to be as prepared and organized as you are? How well do you enforce accountability and adhere to timetables and deadlines?

- **Question:** Do you practice consistency in what you say, write and do?

Are you consistent in the way you communicate, resolve conflicts, solve problems, delegate, lead projects and make decisions? Are you also consistent in how you address and work with diverse

groups--from community residents and c-suite colleagues, to employees and clinicians Are people convinced that you're the same person--no matter what the setting, agenda or level of conversation?

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Definition of Invenias

In\*ven\*i\*as verb \in -`ven - ē - əs\

1. To Find
2. Discover
3. To come upon by searching or effort