

Leadership Profile

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“Between stimulus and response lies a space. In that space lies our freedom and power to choose a response. In our response lies our growth and our happiness.”

-- Viktor Frankl

High Reliability Organizations: Managing the unexpected resilient performance in an age of uncertainty

1. Preoccupation with failure
2. Reluctance to simplify
3. Sensitivity to operations
4. Commitment to resilience
5. Deference to expertise

-- Weick and Sutcliffe

Leadership: Creating the context for people to thrive and to advance business objectives

- Collaborative problem resolution context:
 - Creating a new future:
 - Vision: long term view
 - Mission and values
 - Change to produce new results:
 - Change is not an indictment of the past; it just feels that way
- Relationships and influencing others to accomplish a purpose or goal
- Requires deep understanding of yourself and those you lead:
 - Motivations, effective communication, tensions, resistance

“Systems awareness and systems design are important for health professionals, but they are not enough. They are enabling mechanisms only. It is the ethical dimensions of individuals that are essential to a system’s success. Ultimately, the secret of quality is love. You have to love your patient, you have to love your profession, you have to love your God. If you have love, you can then work backward to monitor and improve the system.”

-- Avedis Donabedian

“The keynote of progress ... is system and organization — in other words, ‘team work.’”

-- Charles Mayo, MD

Leadership cont.

- It's not complicated, just hard.
- Do hard things. Say yes and knock on the door. Ask.
- Always learn and grow. Adversity and failure are opportunities.
- Build a better future - small things matter.
- Be heroic. Firm and reasonable.
- It's hard and nobody cares, and that's ok. It's not personal (usually).

Leadership cont.

- “It is impossible to make good decisions without infusing the entire process with an honest confrontation of the brutal facts.” -- Jim Collins
- “Most subsets of persons make the right decisions when all the information is truly before them. We in the health sciences must have that information and get it before them.” -- John W. Kirklin
- “Thinking in Bets” -- Annie Duke

Leadership cont.

- “Setting an example is not the main means of influencing others, it is the only means.” -- Albert Einstein
- “The measure of leadership is results.” – Peter Drucker
- Strategy without execution is fantasy, execution without strategy is chaos and waste. Knowledge without execution is pathetic.
- “The definition of insanity is doing the same thing over and over again and expecting different results.” -- Albert Einstein

“Don't aim at success. The more you aim at it and make it a target, the more you are going to miss it. For success, like happiness, cannot be pursued; it must ensue, and it only does so as the unintended side effect of one's personal dedication to a cause greater than oneself or as the by-product of one's surrender to a person other than oneself. Happiness must happen, and the same holds for success: you have to let it happen by not caring about it. I want you to listen to what your conscience commands you to do and go on to carry it out to the best of your knowledge. Then you will live to see that in the long-run—in the long-run, I say!—success will follow you precisely because you had forgotten to think about it.”

“Man's Search for Meaning” by Viktor Frankl