

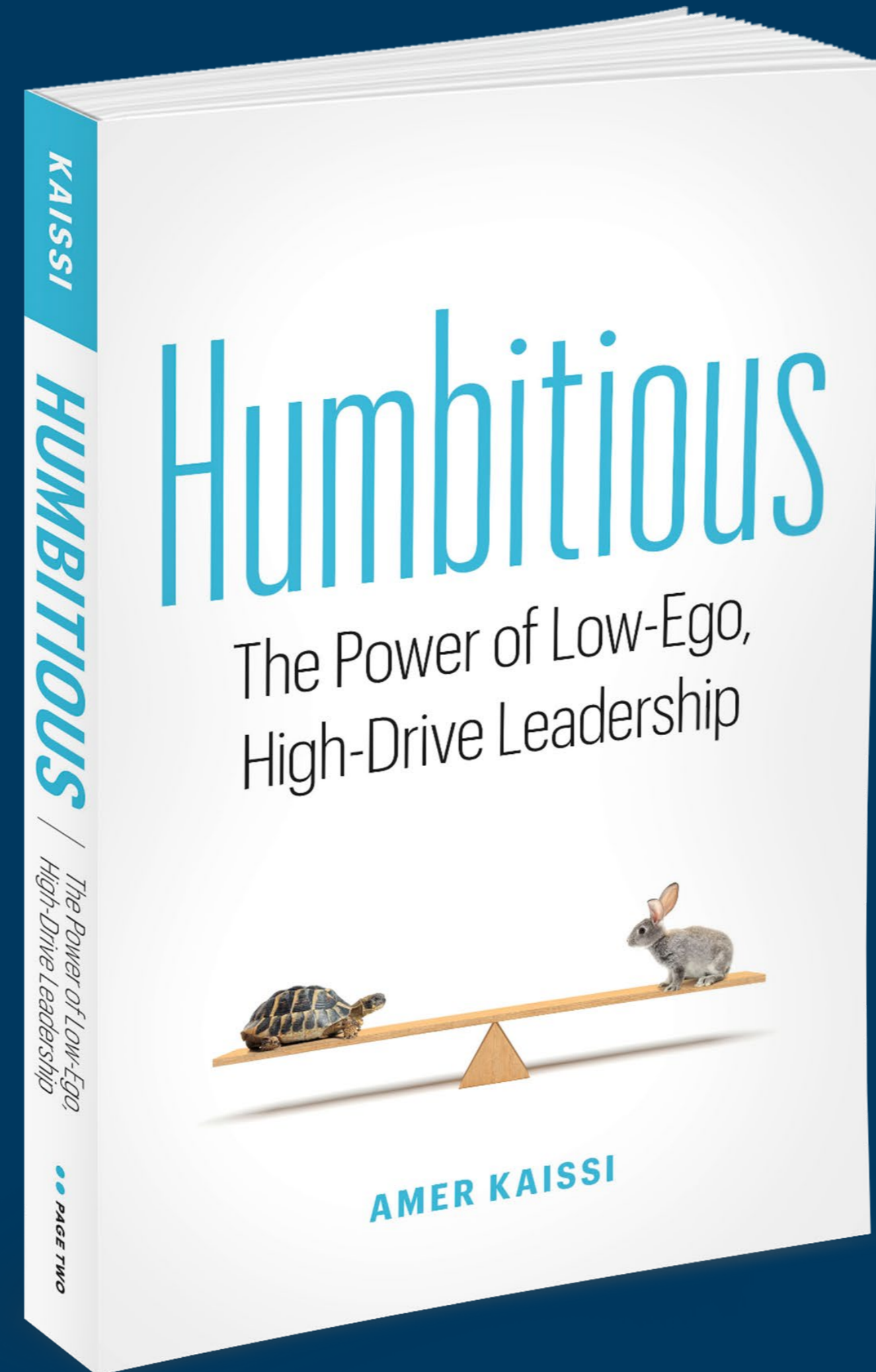
# Human-Centered Leadership in Healthcare

## The Power of Low-Ego & High-Drive

Delta Region Community Health Systems Development Program - Annual Summit 2023



# Humbitious: The Power of Low-Ego, High Drive Leadership



# Low Ego & High Drive

High

Selfless Pushover

**Humbitious**

**Humility**

Selfish Slacker

Bulldozing Jerk

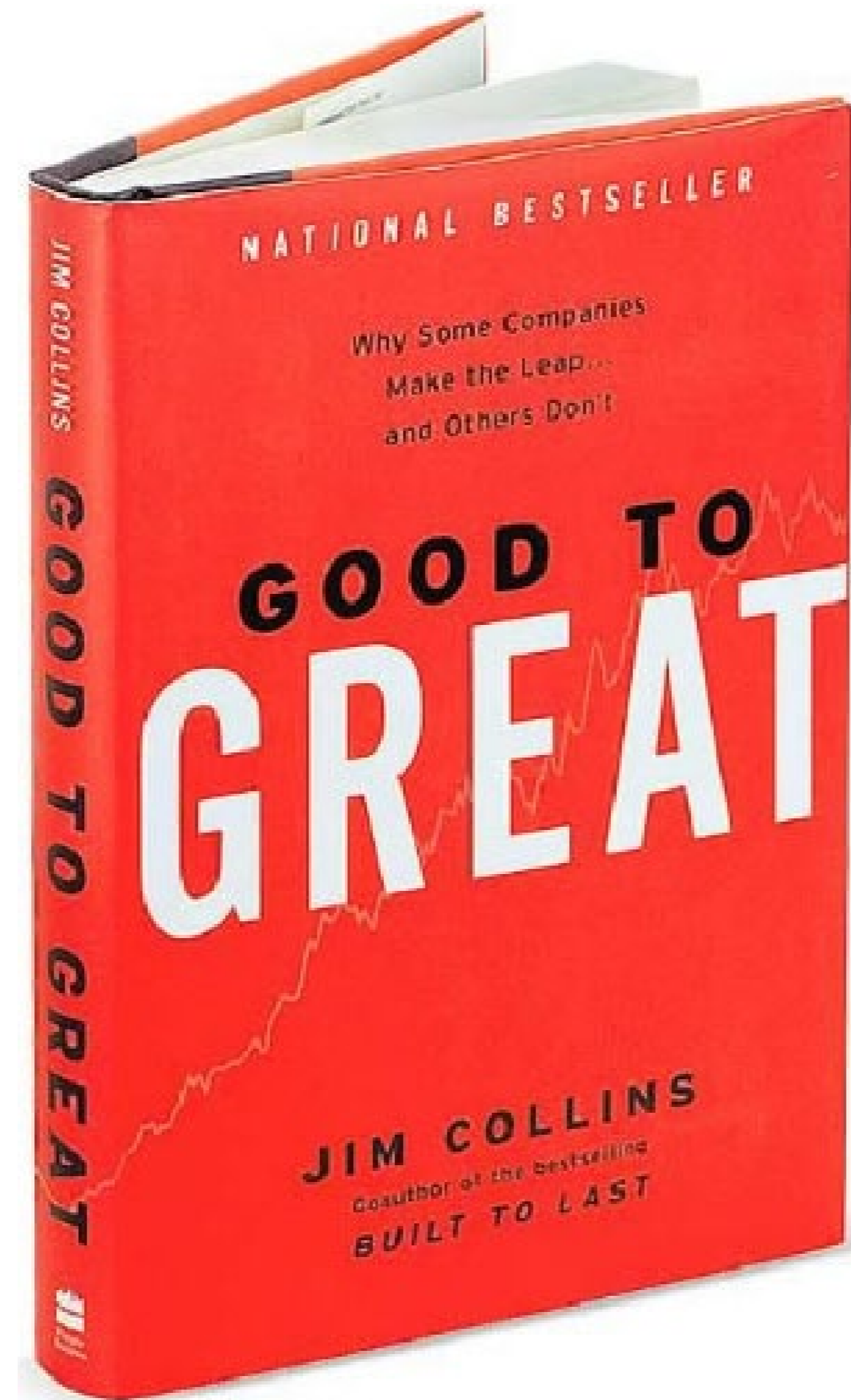
Low

Low

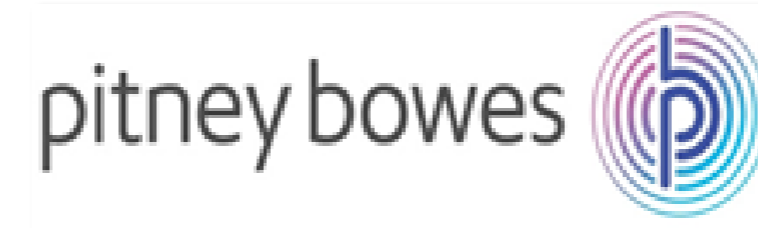
**Ambition**

High

# Good to Great



# Sponsors



# Reinventing Your Leadership Team

Your organization's future depends on getting this right. By  
Paul Leinwand, Mahadeva Matt Mani, and Blair Sheppard

## **Humble hero**

Has the confidence to act decisively in an uncertain world and the humility to admit mistakes



83%



# Jacinda Ardern

Prime Minister of  
New Zealand



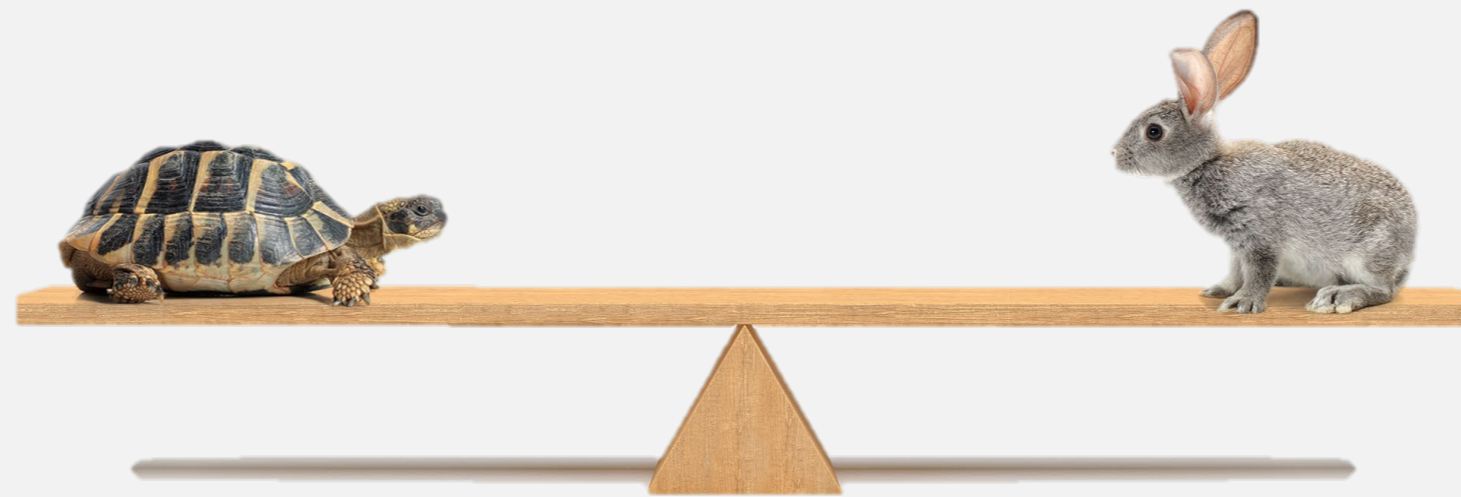






*“I refuse to believe that you cannot be both compassionate and strong”*

Jacinda Ardern



# Humility

*humus*











**r**  
**o**  
**o**  
**t**  
**s**

166 W. HAYWOOD ST. ASHEVILLE, NC 28801

**MANGO SRIRACHA HUMMUS**

**Ingredients:**  
Garbanzo Beans, Safflower Oil, Mango, Wheat-Free Tamari (Soy), Tahini (Sesame Seeds), Distilled White Vinegar, Garlic, Lemon Juice, Lime Juice, Red Chilies, Cumin, Celtic Sea Salt™, Cayenne Pepper, Ginger, Acacia, Black Pepper

NET WT. 8 OZ (227 g)

 **GLUTEN-FREE VEGAN**

ROOTSFOOD.COM

*humus*

close to the ground

# Jim Sinegal

Costco CEO



# Research



October 2015

Are your high-potential leaders at risk of derailment?

# Risk of Career Derailment



Self-Aware  
Leaders

Non Self-Aware  
Leaders



# Self-Awareness



# Internal Self-Awareness

# Just think: The challenges of the disengaged mind

Timothy D. Wilson, 1\* David A. Reinhard, 1 Erin C. Westgate, 1 Daniel T. Gilbert, 2  
Nicole Ellerbeck 1, Cheryl Hahn, 1 Casey L. Brown, 1 Adi Shaked 1





# Reflection

“Heads-up” time

# How CEOs Manage Time

Time is the scarcest resource leaders have. Where they allocate it matter –a lot. By Michael E. Porter and Nitin Nohria



MON

4

TUE

5

WED

6

THU

7

FRI

8

GMT-05

REMINDER DUE DATE 4/8: UPMC slic

7 AM  
8 AM  
9 AM  
10 AM  
11 AM  
12 PM  
1 PM  
2 PM  
3 PM  
4 PM  
5 PM  
6 PM  
7 PM  
8 PM

Staff Meeting  
7 – 9am

Chat with Jenny  
8:30 – 9:30am

Quality Metrics Meeting  
9:45 – 10:45am

HCAHPS Discussion  
10:30 – 11:30am

Working Lunch with Directors  
11:30am – 1:30pm

Coffee with Board Chair  
1:45 – 2:45pm

Supply Chain Monthly Meeting  
2:30 – 4:30pm

Medical Executive Committee  
5 – 8pm

Root Cause Analyses  
7:30 – 8:30am

Strategy Brain Storming  
8:30 – 10:30am

1:1 with Enrique  
10:45 – 11:45am

Working Lunch- New Building Design  
11:30am – 1:30pm

Cardiology Service Line  
2 – 5pm

1:1 with Shana  
5 – 6pm

Dinner with Kyle  
6:30 – 7:30pm

Meeting with Dr. Ahmad  
7 – 8am

C-Suite Weekly Meeting  
8 – 10am

1:1 with Jen  
10 – 11am

Working Lunch- Volunteers  
11am – 1pm

1:1 with Andre  
1 – 2pm

Pulmonology Analyses  
2:15 – 4:15pm

Meeting with Chief of Staff  
4:30 – 6:30pm

Board Dinner  
6:30 – 8:30pm

Prep for Off-site  
7:30 – 10:30am

Nursing Forum  
10:45am – 12:45pm

1:1 with Sharon  
1 – 2pm

1:1 with Amy  
2 – 3pm

Employee Engagement Survey  
3 – 5pm

Service Line Analyses Dinner  
5 – 7pm

Urgent Care Strategy Meeting  
7 – 9am

1:1 with Minerva  
8:45 – 9:45am

Off Campus Meeting- Dr. Patel  
10am – 12pm

Working Lunch- Cost Containment Committee  
12 – 2pm

Employee Awards Celebration  
2 – 5pm

# Improving Internal Self-Awareness

**Don't**

Stay in reactive mode

Spend all free time  
answering email

**Do**

Create heads-up time

Block time on calendar for  
self-reflection

# Questions & Comments

# External Self-Awareness

April 2011

# Others Sometimes Know Us Better Than We Know Ourselves

Simine Vazire and Erika N. Carlson  
Washington University in St. Louis

# Feedback

# Loving Critics

# Specific Feedback



# Improving External Self-Awareness

**Don't**

Rely on yes-people

Ask for *general* feedback

Become defensive

**Do**

Find loving critics

Ask for *specific* feedback

Appreciate the feedback

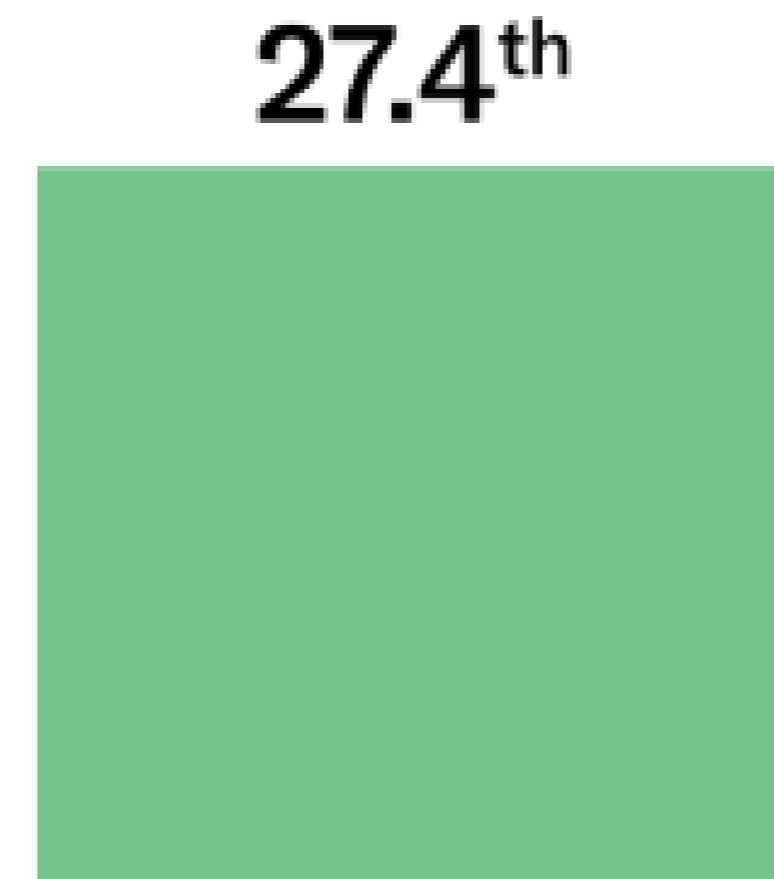
# Self-Awareness

# Do You Tell Your Employees You Appreciate Them?

By Jack Zenger and Joseph Folkman

Do You Tell  
Your Employees  
You Appreciate  
Them, cont.

Employee engagement  
percentile, by leaders'  
rating for providing  
recognition



Leaders rated in  
the **bottom 10%**  
for providing  
recognition

Leaders rated in  
the **top 10%**  
for providing  
recognition



**TRINITY  
UNIVERSITY**

Danny J. Anderson

President

(210) 999-8401

TUpresident@trinity.edu

April 8, 2019

Dear Amer,

Thank you for making time to present in the Dallas Trinity on tour. It was a pleasure to see you in action. You are engaging as a presenter and knowledgeable as a scholar. That's a fantastic combination. Thank you!

Best wishes,

Danny

# Improving Appreciation

**Don't**

Keep gratitude to yourself

Express appreciation only  
by texts & emails

**Do**

Express gratitude in person

Write hand-written  
thank-you notes that are  
*specific, timely, and genuine*

# Self-Awareness Appreciation

# Open-mindedness



# Listening

Listening to reply

VS.

Listening to understand

Prove < *Improve*

# Improving Open-Mindedness

**Don't**

Make statements

*"We all agree that my idea is great, right?"*

Listen to reply

**Do**

Ask questions

*"Who would like to share why this is a bad idea?"*

Listen to understand

Self-Awareness  
Appreciation  
Open-mindedness

# Ambition

Competence

Confidence

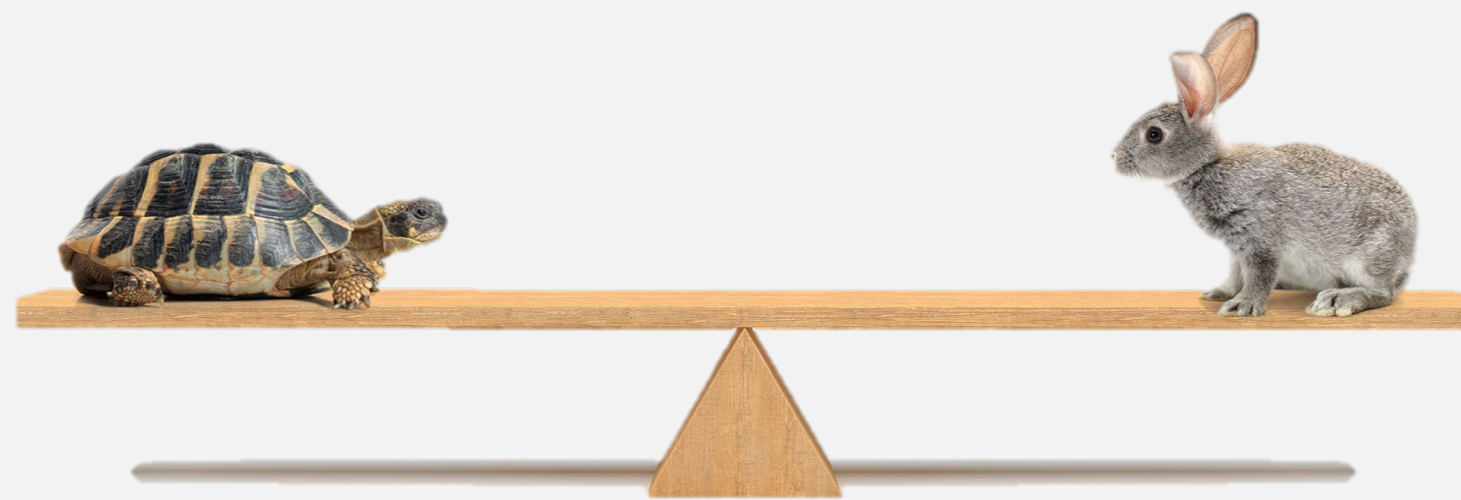
Courage





*I don't care what names they call me. I'm a fighter, I am very focused on what I'm doing, and relentless in what I want to achieve*

Dr. Ngozi Okonjo-Iweala



# Improving Ambition

**Don't**

Sit on the sidelines

Avoid uncomfortable  
situations

**Do**

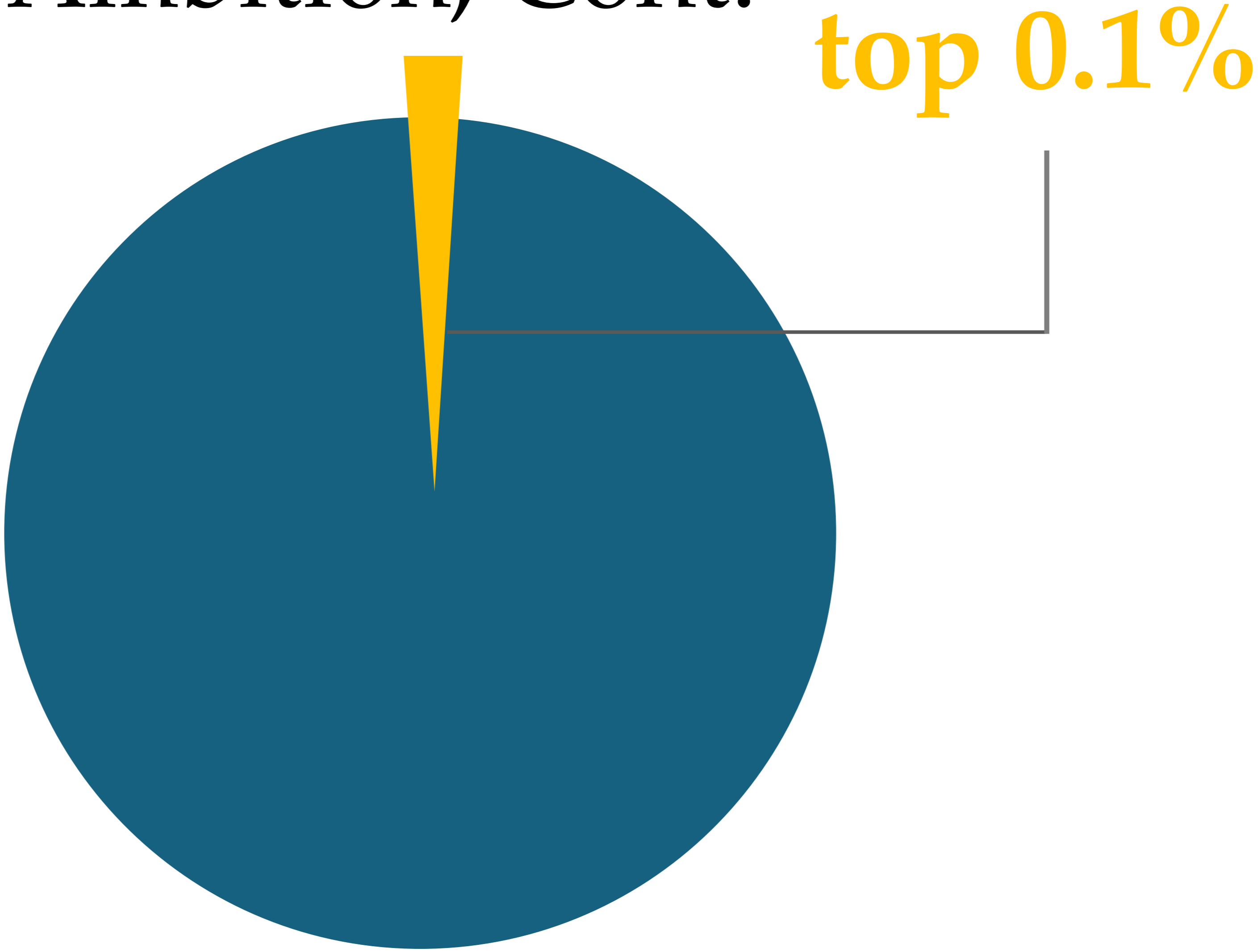
Speak up & get involved

Have difficult conversations  
& hold others accountable

# Team Benefits

# Sport Dynasties

# Improving Ambition, Cont.



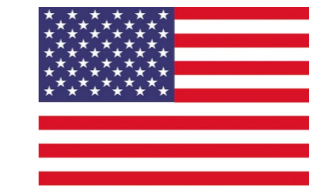
# Sport Dynasties, Cont.



**The Collingwood Magpies**  
Australian rules Football  
(1927-1930)



**The Pittsburgh Steelers**  
NFL  
(1974-1980)



**The United States**  
Women's Soccer  
(1996-1999)



**The New York Yankees**  
MLB  
(1949-1953)



**The Soviet Union**  
Men's Ice Hockey  
(1980-1984)



**The New England Patriots**  
NFL  
(2001-2018)



**Hungary**  
Men's Soccer  
(1950-1955)



**New Zealand All Blacks**  
International Rugby Union  
(1986-1990)



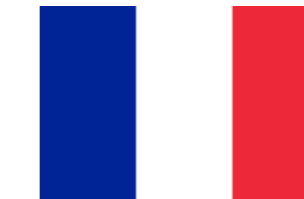
**Barcelona**  
Professional Soccer  
(2008-2013)



**The Montreal Canadiens**  
NHL  
(1955-1960)



**Cuba**  
Women's Volleyball  
(1991-2000)



**France**  
Men's Handball  
(2008-2015)



**The Boston Celtics**  
NBA  
(1956-1969)



**Australia**  
Women's Field Hockey  
(1993-2000)



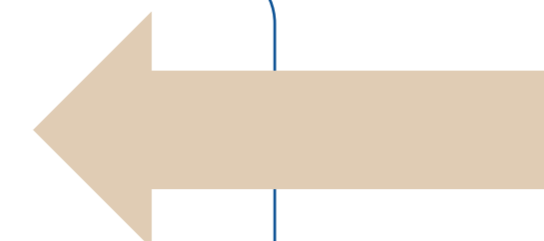
**New Zealand All Blacks**  
International Rugby Union  
(2011-2015)

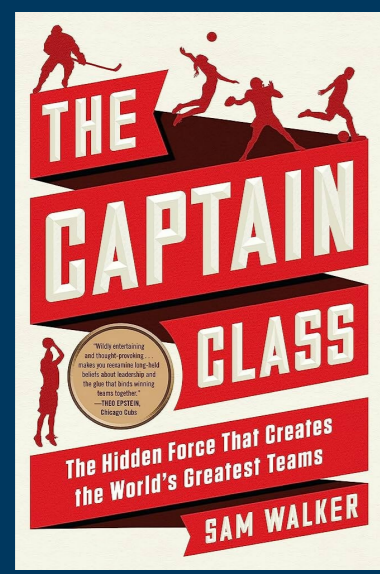


**Brazil**  
Men's Soccer  
(1958-1962)



**The San Antonio Spurs**  
NBA  
(1997-2016)

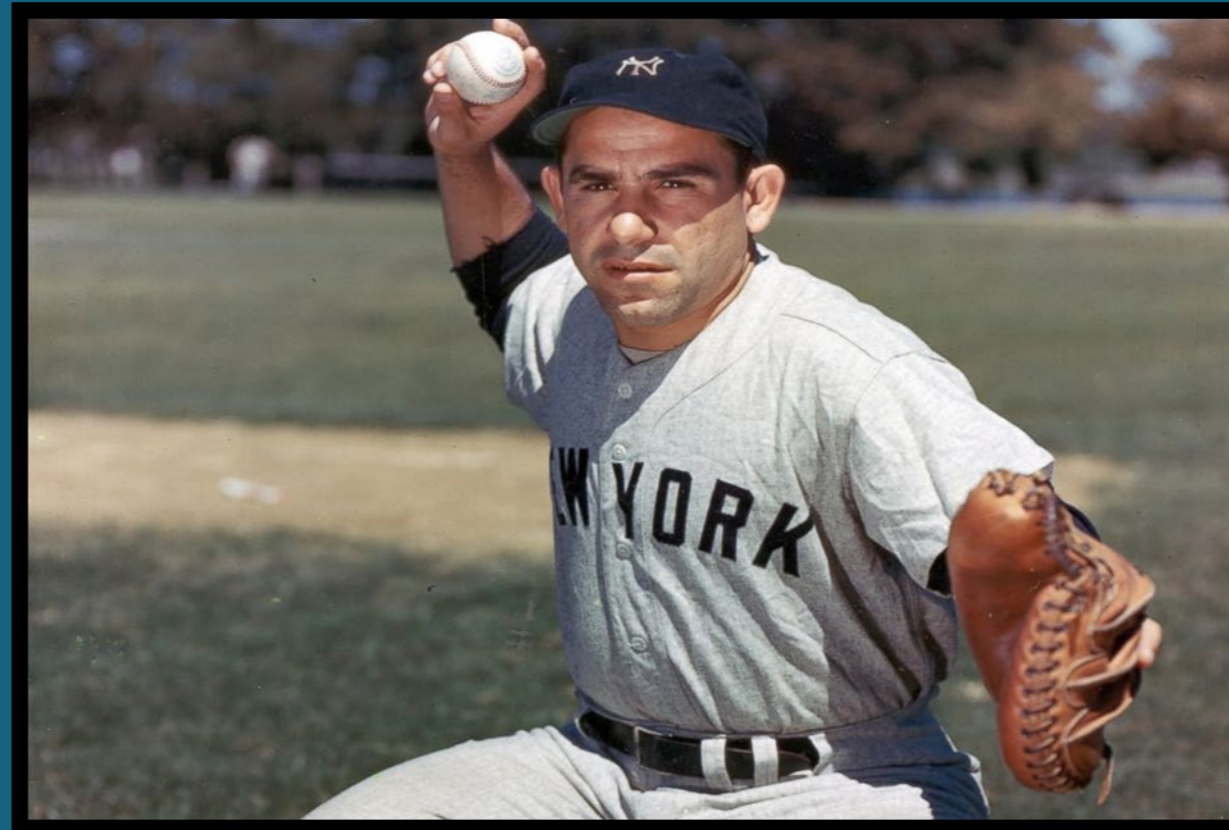




2018

# The Captain Class

## Sam Walker



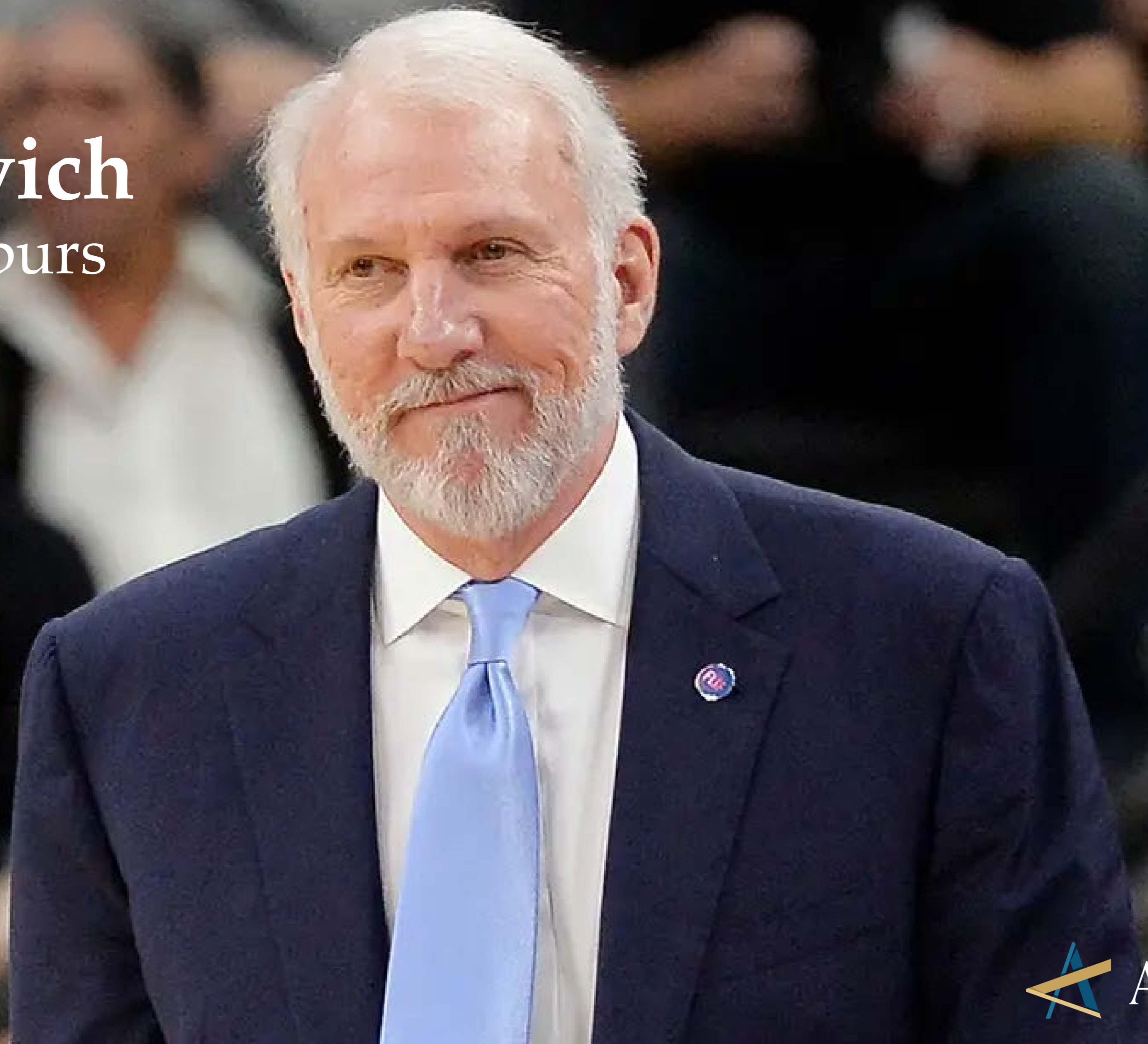


# Resilience

2013



Coach  
**Greg Popovich**  
San Antonio Spurs



2014



# Questions or Comments

# Engagement

# Expressed Humility in Organizations: Implications for Performance, Teams, and Leadership

Bradley P. Owens

The State University of New York at Buffalo, Buffalo, New York 14260, [bpowers@buffalo.edu](mailto:bpowers@buffalo.edu)

Michael D. Johnson, Terence R. Mitchell

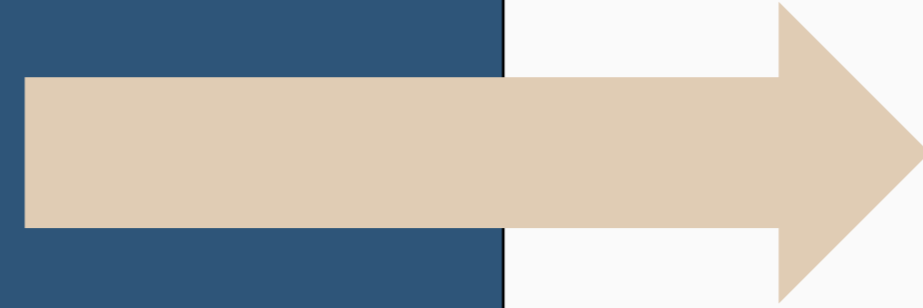
University of Washington, Seattle Washington 98195

[mdj3@uw.edu](mailto:mdj3@uw.edu), [trm@uw.edu](mailto:trm@uw.edu)

# Humble Leader

**My Leader is  
Humble**

- ✓ Self-aware
- ✓ Appreciative
- ✓ Open-minded



**Team member**

- *I am happier*
- *I feel more empowered*
- *I am less likely to leave*
- **Performed better  
individually and in  
teams**



# Innovation

# Understanding How Leader Humility Enhances Employee Creativity: The Roles of Perspective Taking and Cognitive Reappraisal

Juan Wang<sup>1</sup>, Zhe Zhang<sup>1</sup>, Ming Jia<sup>2</sup>



# Humble Leader, Cont.

## My Leader is Humble

- ✓ Self-aware
- ✓ Appreciative
- ✓ Open-minded



## Team Members

- More able to see the perspective of others
- More able to integrate novel ideas into how they solved logistical problems
- Displayed more creativity



# Steve 2.0





1998

Interpersonal Relations and Group Processes

# Interpersonal and Intrapsychic Adaptiveness of Trait Self-Enhancement: A Mixed Blessing?

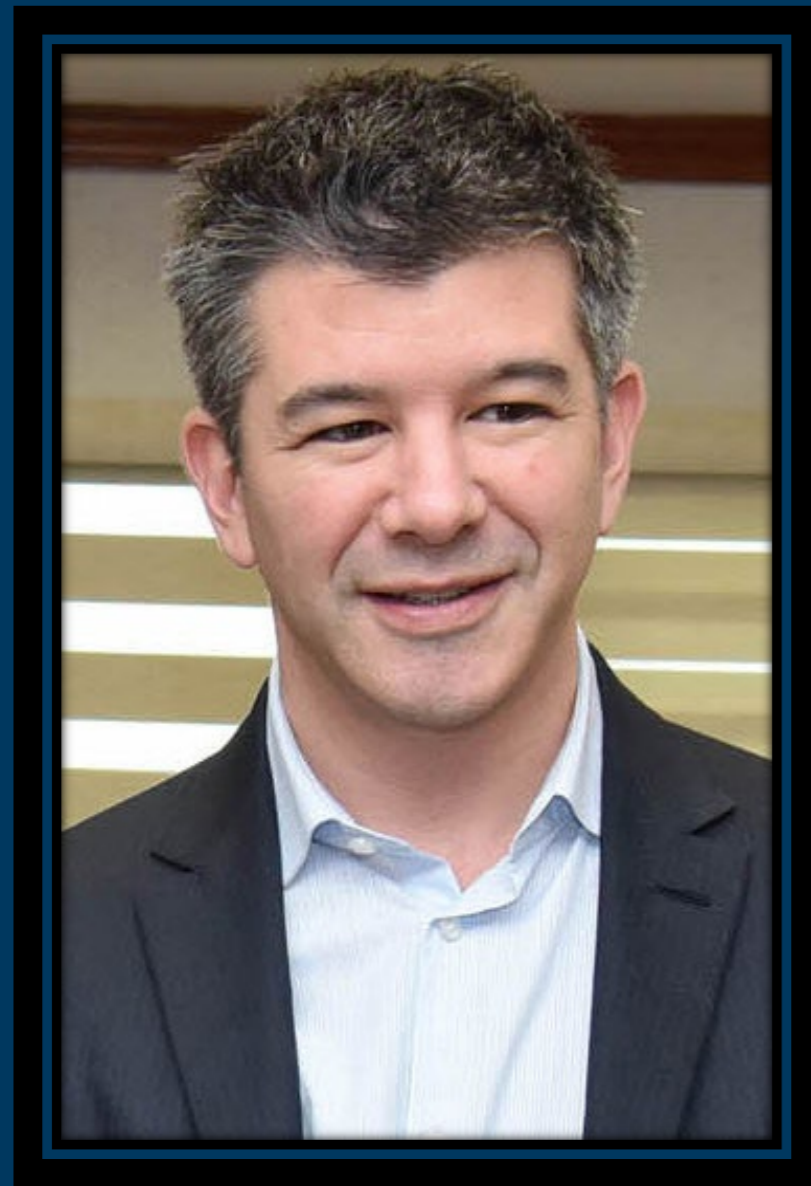
Delroy L. Paulhus  
University of British Columbia



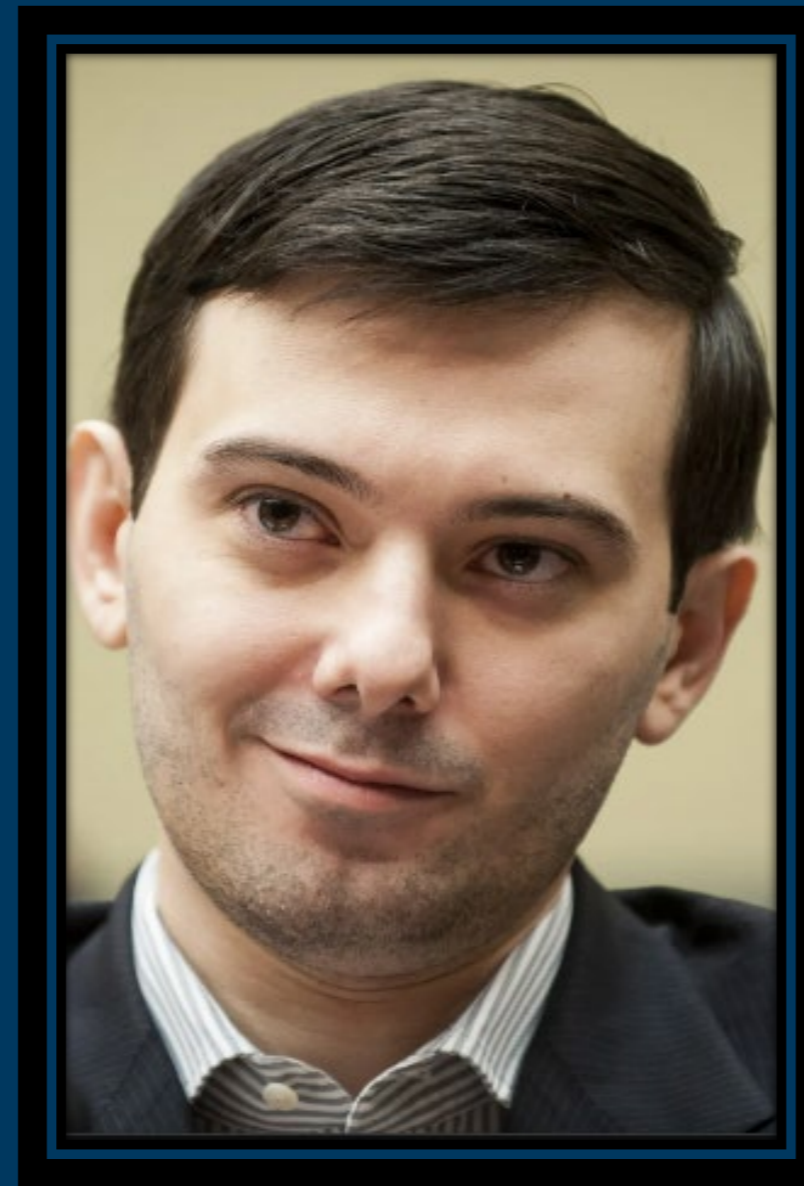
Narcissists tend to be chosen more  
for leadership positions.

But in the long-term,  
they are bad managers and lousy team players.

# Narcissistic Leaders



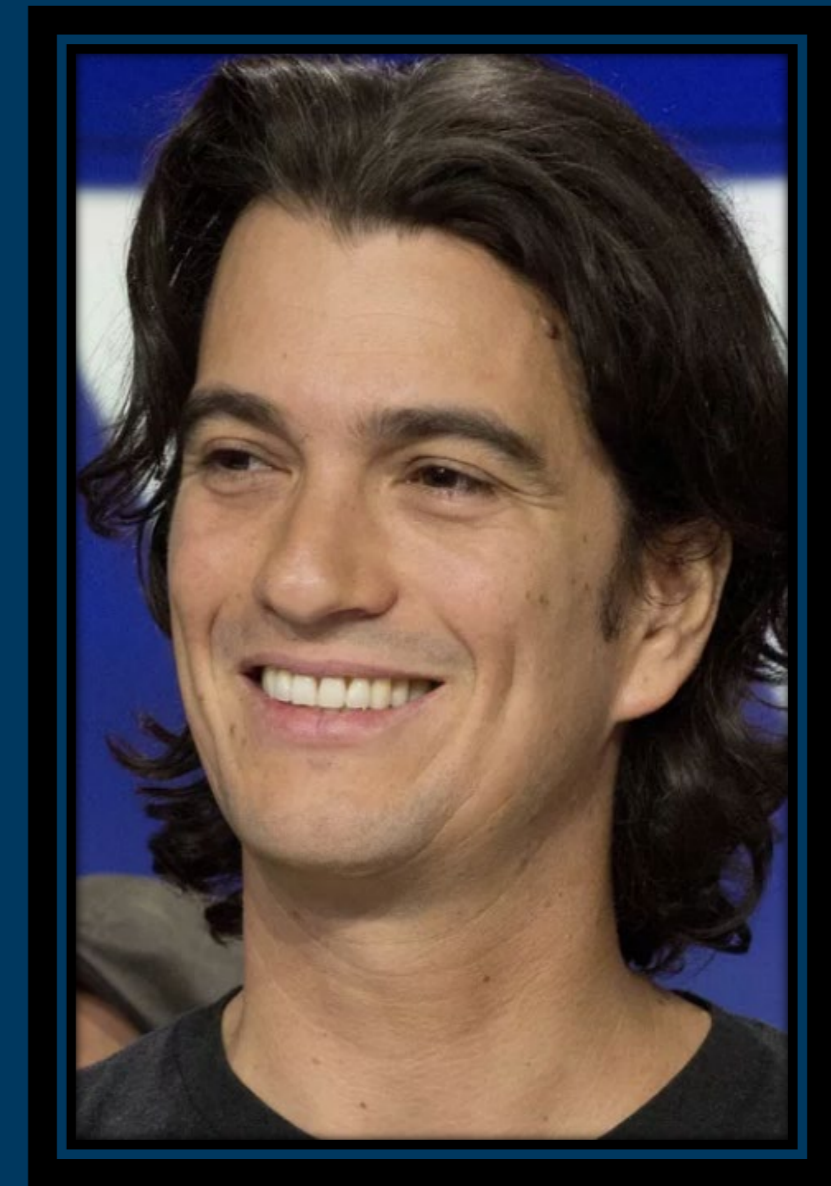
Uber



TURING  
PHARMACEUTICALS



theranos



wework

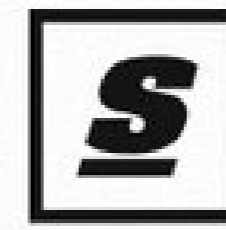
# Leadership Emergence vs. Leadership Effectiveness





***BEIJING 2022***





BEIJING 2022 WINTER OLYMPICS




































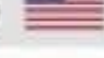





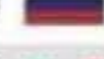


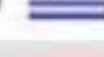





# MEDAL COUNT





tasteatlas CURRENT RANKING (MAY 2023)

# Best Dips in the World

1	 Mutabal	4.8	26	 Guasacaca	4.3
2	 Toum	4.7	27	 Salsa a la Huancaína	4.3
3	 Hummus Beiruti	4.7	28	 Tahini	4.2
4	 Guacamole	4.6	29	 Labneh	4.2
5	 Tzatziki	4.6	30	 Mango Chutney	4.2
6	 Muhammara	4.6	31	 Melitzanosalata	4.2
7	 Kashke bademjan	4.6	32	 Salată de icre	4.2
8	 Blatjang	4.6	33	 Katuk	4.2
9	 Ssamjang	4.5	34	 Chutney (collectively)	4.1
10	 Aji Criollo	4.5	35	 Taramasalata	4.1
11	 Salsa de rocoto	4.5	36	 Coconut Chutney	4.1
12	 Hummus (collectively)	4.4	37	 Mast o khair	4.1
13	 Romesco	4.4	38	 Salsa de palta	4.1
14	 Cacik	4.4	39	 Kyopolou	4.1
15	 Baba ghanoush	4.4	40	 Pantzarosalata	4.1
16	 Haydari	4.4	41	 Ispanakhis pkhali	4.1
17	 Fava	4.4	42	 Tapenade	4.1
18	 Salată de vinete	4.4	43	 Blue Cheese Dressing	4.0
19	 Fasole batută	4.4	44	 Acılı ezme	4.0
20	 Skordalia	4.3	45	 Zaalouk	4.0
21	 Ajika	4.3	46	 Suero	4.0
22	 Gzik	4.3	47	 Choriqueso	4.0
23	 Tirokafteri	4.3	48	 Tamarind Chutney	3.9
24	 Urnebes	4.3	49	 Green Chutney	3.9
25	 Pkhali	4.3	50	 Bagna càuda	3.8

# The Olympics of Delicious Dips

1		Mutabal	4.8
2		Toum	4.7
3		Hummus Beiruti	4.7
4		Guacamole	4.6





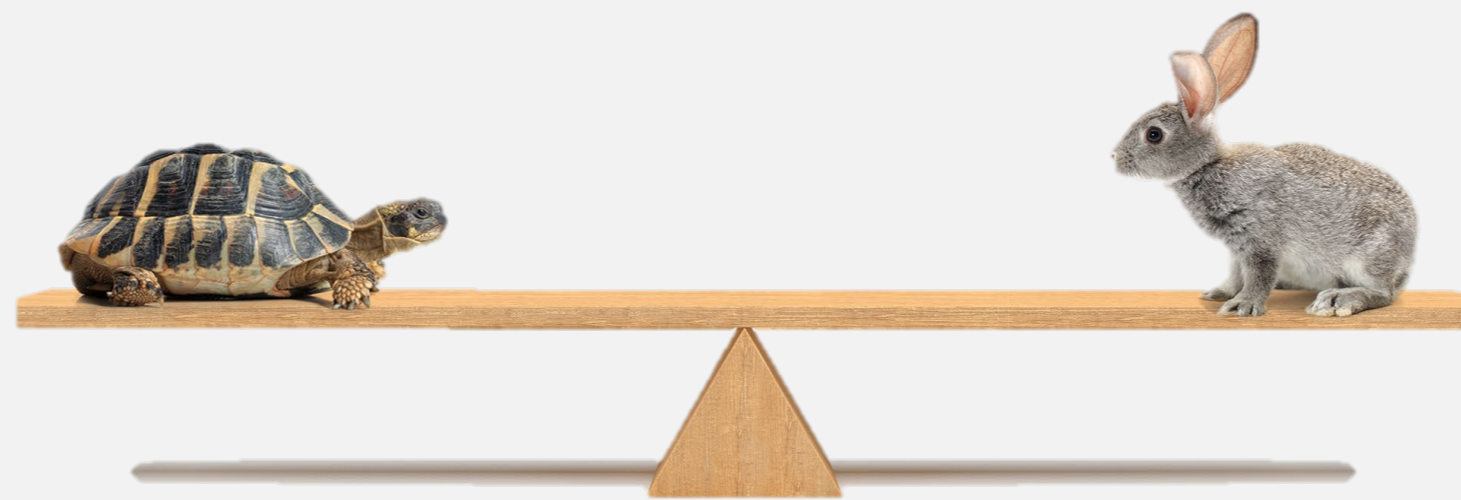
BEIJING 2022 WINTER OLYMPICS

# MEDAL COUNT



*“No jerks”*

Tore Ovrebo  
Director, Norway's Olympic Team





## Give feedback to Amer

1. Scan this QR code



or go to [talk.ac/amerkaissi](https://talk.ac/amerkaissi)

2. Enter this code on the screen

DRCHSD

Dr. Lee

KAISSI

HUMBITIONOUS

The Power of Low-Ego,  
High-Drive Leadership

PAGE TWO

# Humbitious

The Power of Low-Ego,  
High-Drive Leadership



AMER KAISSI

Navigating the Top Threats  
Facing Rural Healthcare  
3:00 – 4:00 pm  
Southeast Ballroom



**DRCHSD Summit**

Delta Region Community Health  
Systems Development Program

2023