

## **Thriving in a Dynamic Market: Breakthrough Results Require Breakthrough Thinking** By Edward Hindin

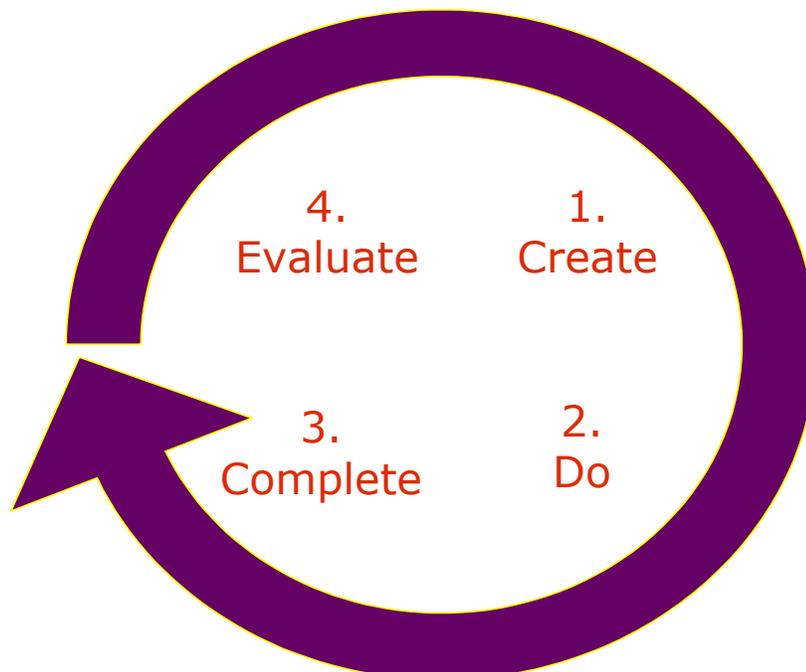
Successful healthcare leaders recognize the need to focus and align their organizations on the few key actions that matter most to their clients. They also know how easily this all-important focus gets hijacked by the pressing, yet exciting challenges that arise each day. This fast-paced, reactive environment reinforces a “think-act” management style. It provides little opportunity to examine the current mode of operation and to assess its long-term value.

Today’s ultra-competitive environment demands continuous innovation. Effective leaders know that maintaining the status quo won’t achieve breakthrough results. Sustaining competitive advantage requires new ways of thinking and new methods of operating. At the same time, ongoing improvement means ongoing work, and overloading an already-overtaxed agenda is not the answer.

*So how do successful leaders help themselves and their team members work smarter to produce the results they want and need?*

One way is to transform their organization’s approach to planning, setting priorities and executing.

The **Cycle of Productivity** below may provide some helpful perspective:



Most of us—either as individuals or as team members—work by creating an idea (or reacting to someone else’s), initiating action, completing the task and, more often than not, starting over with the next idea. Rarely do we take the time to evaluate or acknowledge what we have done. We often miss the valuable lessons to be learned from our accomplishments and disappointments.

### **Five Proven Principles of Transformation <sup>(1)</sup>**

Consider these five principles of transformation. Developed over a 25-year period, these doctrines have a proven track record of improving both personal and organizational performance.

#### **1. Appreciate Last Year’s Successes and Acknowledge Disappointments**

Start planning in quadrant four of the cycle.

***Appreciate your successes.*** Identify those things that you and your team did well and that make you proud.

*“Our new cardiac program went live on time and on budget. Patients are delighted. We are exceeding our targets.”*

***Acknowledge your disappointments and challenges.*** Review those things that did not turn out well because of your own actions or those of your team members individually or collectively or events beyond your control.

*“Our expenses per discharge are 2% higher than we planned; we didn’t act quickly enough.”*

Don’t make judgments or lay blame; appreciate and acknowledge what happened.

#### **2. Learn Your Lessons**

Take a look at what worked and why. Study what didn’t work and why not. Create short, positive and memorable statements that can act as guidelines or rules for future success in meeting new challenges.

*“Follow up, follow up, and follow up.”*

*“Keep my promises.”*

*“Do what’s important first.”*

### **3. Shift Limiting Assumptions to Develop New Vision**

Identify barriers to success and limiting assumptions that stand in the way of achievement. Create a new vision, a new reality that discards the limiting assumptions and leads to positive actions and results. Keep the new vision positive, personal and in the present.

Former limiting paradigm:

*“Why think about new programs? We don’t have the money to invest in them.”*

New vision:

*“Quality programs will succeed in this market. We will find the money.”*

### **4. Live Your Values**

Inventory your values. Decide what’s important to you and your organization. Integrate these values with your major life roles and the functions within your organization. Then, consciously and actively make them the foundation of your daily choices and activities.

*Imagine life as a game in which you are juggling some five balls in the air.  
You name them work, family, health, friends and spirit,  
and you're keeping all of these in the air.  
You will soon understand that work is a rubber ball.  
If you drop it, it will bounce back. But the other four balls—  
family, health, friends and spirit—are made of glass.  
If you drop one of these, they will be irrevocably  
scuffed, marked, nicked, damaged or even shattered.  
They will never be the same.*

—Brian Dyson, CEO of Coca Cola Enterprises

*“Patient safety comes first.”*

*“Our employees are our most important asset.”*

### **5. Set and Focus on “SMARTI” Goals**

Focus on what’s important for you, your team and the people you serve. Set your goals and strategic plan within the context of your guidelines, your vision and your values. Make your goals powerful, inspiring and, yes, make them a stretch.

Make them:

- Simple
- Measurable
- Attainable
- Relevant
- Time-focused
- Inspiring

*“Achieve a 5% increase in net revenue—50% from cost reduction and 50% from new business—over the next 12 months for reinvestment.”*

Following this time-tested approach and holding yourself accountable for your actions and attitudes will produce the results you want.

To learn how we can help you master this and other challenges, call (201) 656-1004 or email us at [ehindin@hhadvisors.com](mailto:ehindin@hhadvisors.com).

*(1) The Five Principles of Transformation were developed by Best Year Yet<sup>®</sup> over a 25-year period.*

*Edward M. Hindin is President of Hindin Healthcare Advisors, LLC a management consulting and executive coaching firm located in Hoboken, NJ. He is an accomplished executive, consultant, and executive coach with more than 30 years experience assisting successful healthcare leaders create simple but powerful responses to changing business conditions. His clients range from small specialty hospitals to large national systems.*