

TRACY SANSON  MD

Culture and Leadership

Tracy Sanson MD, FACEP



My job is:

- Rewarding
- Satisfying



**SLOWLY
CRUSHING
MY SOUL**



If you think the grass
is greener on the
other side, it's
because it's
fertilized with
bullshit.



**THE MOMENT
WHEN YOU WANT
TO QUIT, IS THE
MOMENT WHEN
YOU NEED TO
KEEP PUSHING.**

KUSHANDWIZDOM

Life's
an
uphill
climb...



...that keeps
getting
steeper.



But if
you stay
determined
& focused...



...wait. What
the f**k?!

by John McNamee



The squirrel in me recognizes the squirrel in you.

Healthcare workers during the pandemic



100% 

2019



75% 

2020



50% 

2021



25% 

2022



0% 

2023



Six subconscious needs

To be safe

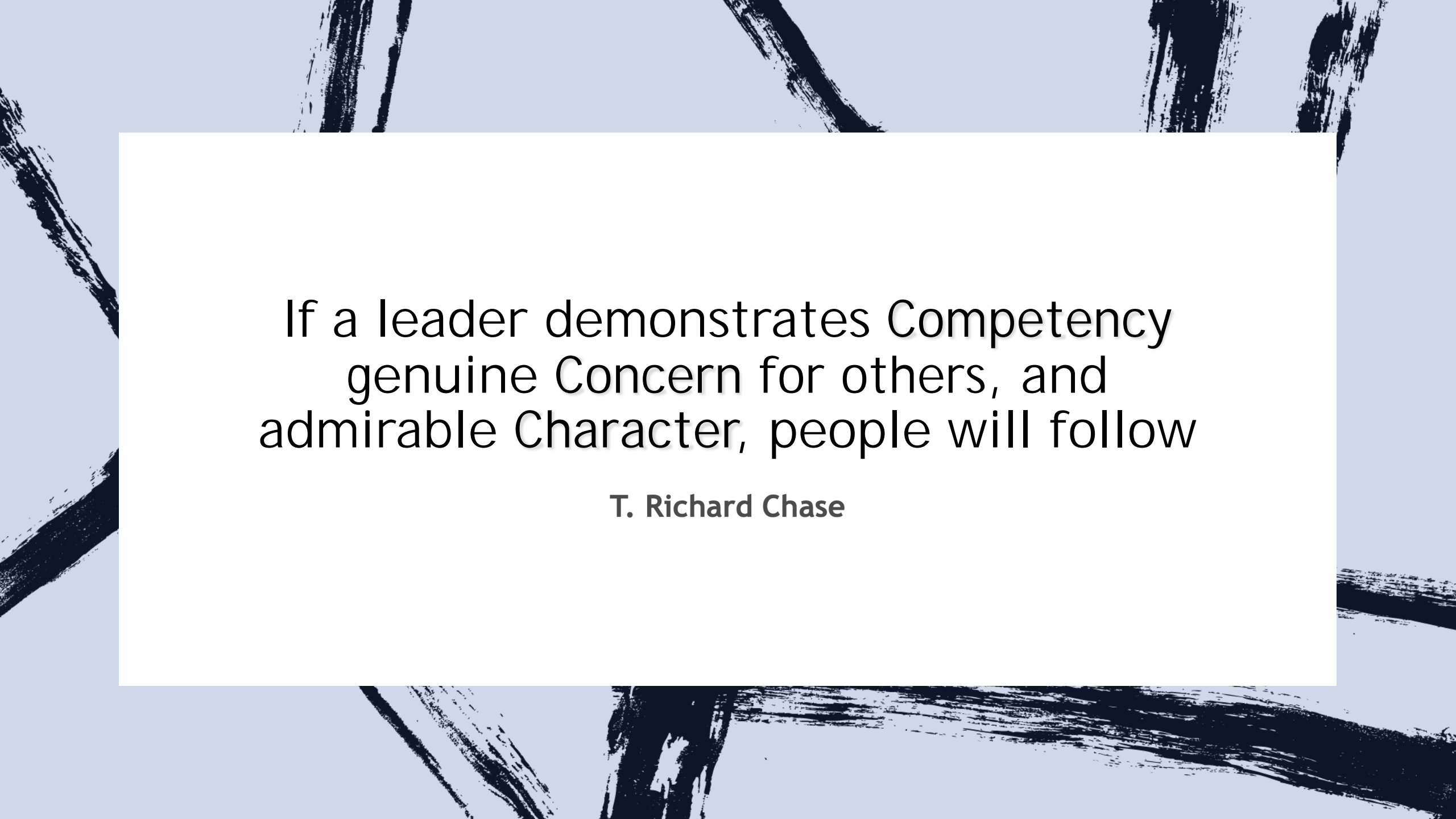
To be respected

To belong

To be liked

To be successful

To be inspired



If a leader demonstrates Competency
genuine Concern for others, and
admirable Character, people will follow

T. Richard Chase



New requirements

Humility

Authenticity

Openness

- Free flow of information
 - Collaboration
 - Mutual Respect
 - Creativity
-

When the world around you
changes,
maintaining your equilibrium is a
threat to your future existence.

Richard T. Pascale, Author

Trust and Psychological Safety

Empower individuals and teams



change!

Three-dimensional (3-D) change

It's *perpetual* — occurring all the time in an ongoing way

It's *pervasive* — unfolding in multiple areas of life at once

It's *exponential* — accelerating at an increasingly rapid rate

“It’s not so much that we’re afraid of change, or so in love with the old ways, but it’s the place in between that we fear... it’s like being between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold on to.”

To Establish Safety

Need to respect what you are saying

Trust that you have their best interests

Willingness to listen

Nurture a supportive environment

The more we think about performing better the more committed we are to change

Clear, concise
& honest
conversations

- What are we committing to achieving?
- What's our time frame?
- What organizational capability will be required to deliver these results?
- How much individual and collective capacity is available?

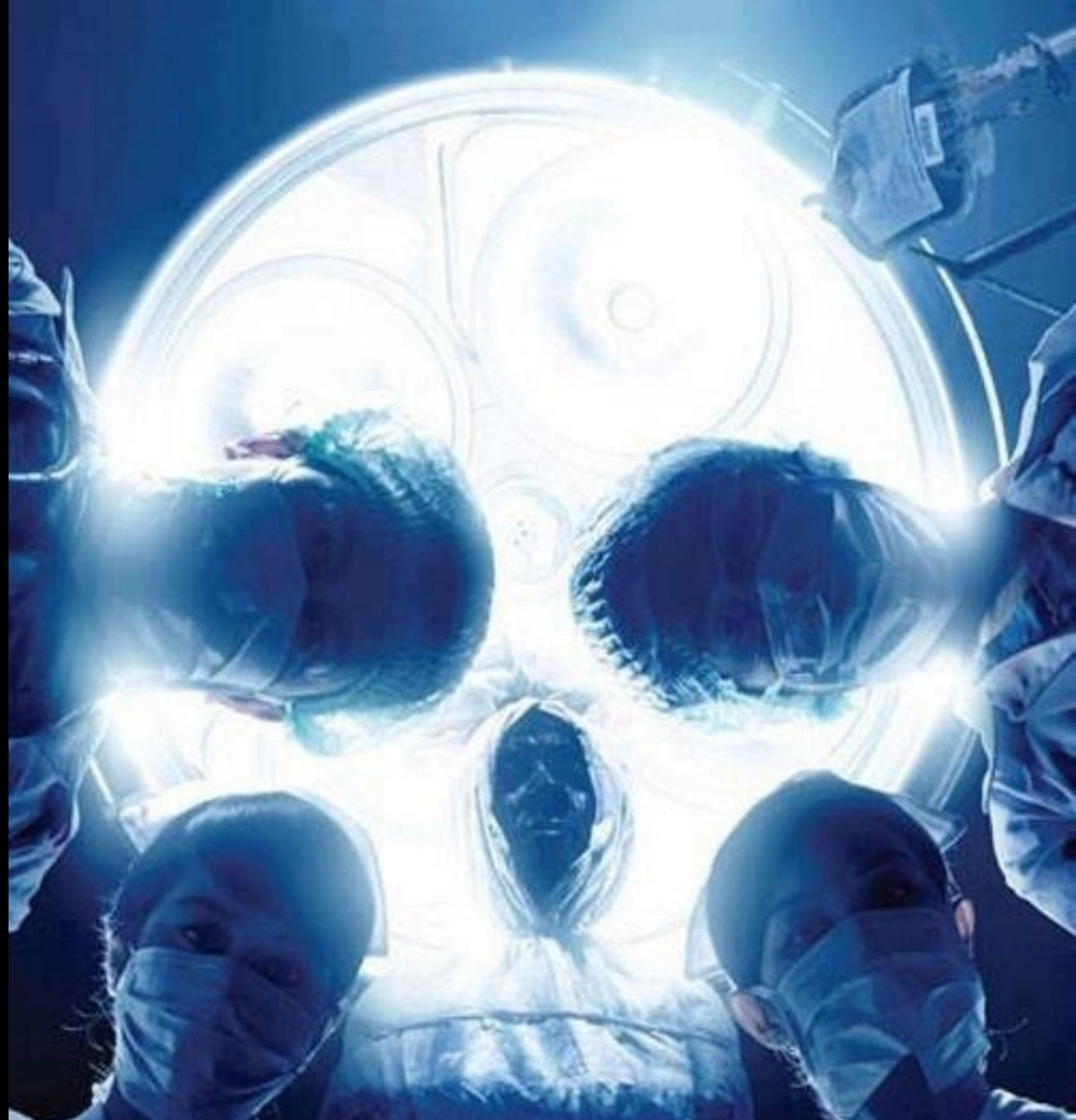
Change Threatens Our Need
to Belong

We can't
think when
we're
focused on
survival



AM I
GOOD
ENOUGH?

DO I BELONG HERE?









FIGHT

Actions today?

Clear

- Unambiguous
- Measurable
- Lead to impact
- If want change & progress, have to act
- Need to know what to act on

Strategic narrative about the organization, that is compelling and authentic, provided by leaders who are empowering and visible

engageforsuccess.org

A workforce motivated by a strong sense of higher purpose is essential to engagement

EMPLOYEE RETENTION

How an Accounting Firm Convinced Its Employees They Could Change the World

by Bruce N. Pfau

OCTOBER 06, 2015



What do you do at KPMG?

WE CHAMPION DEMOCRACY.

When South Africa voted for Nelson Mandela in its first democratic election, KPMG South Africa was there to certify the results.

KPMG. We're here for a purpose.



Inspire confidence. Empower change.

What do you do at KPMG?

I COMBAT TERRORISM.

KPMG helps scores of financial institutions prevent money laundering, keeping financial resources out of the hands of terrorists and criminals.

KPMG. You're here for a purpose.



Inspire confidence. Empower change.

What do you do at KPMG?

I HELP FARMS GROW.

When family farms and ranches need loans, KPMG works with the credit system to help secure them, furthering America's proud tradition of family farming.

KPMG. You're here for a purpose.



Inspire confidence. Empower change.





**ARE YOU
LAYING BRICKS
OR BUILDING
CATHEDRALS?**

Is this a winning organization I can be proud of?

Can I maximize my performance on the job?

Are people treated well economically and interpersonally?

Is the work itself fulfilling and enjoyable?



MANDATE



You can
demand
compliance,
but you can't
dictate
optimism,
trust,
conviction, or
creativity

Gallup has discovered
through studying what the best managers do
differently –
that great managing is an act of coaching,
not one of directing and administrating.

Transform from
administering teams
to
coaching teams

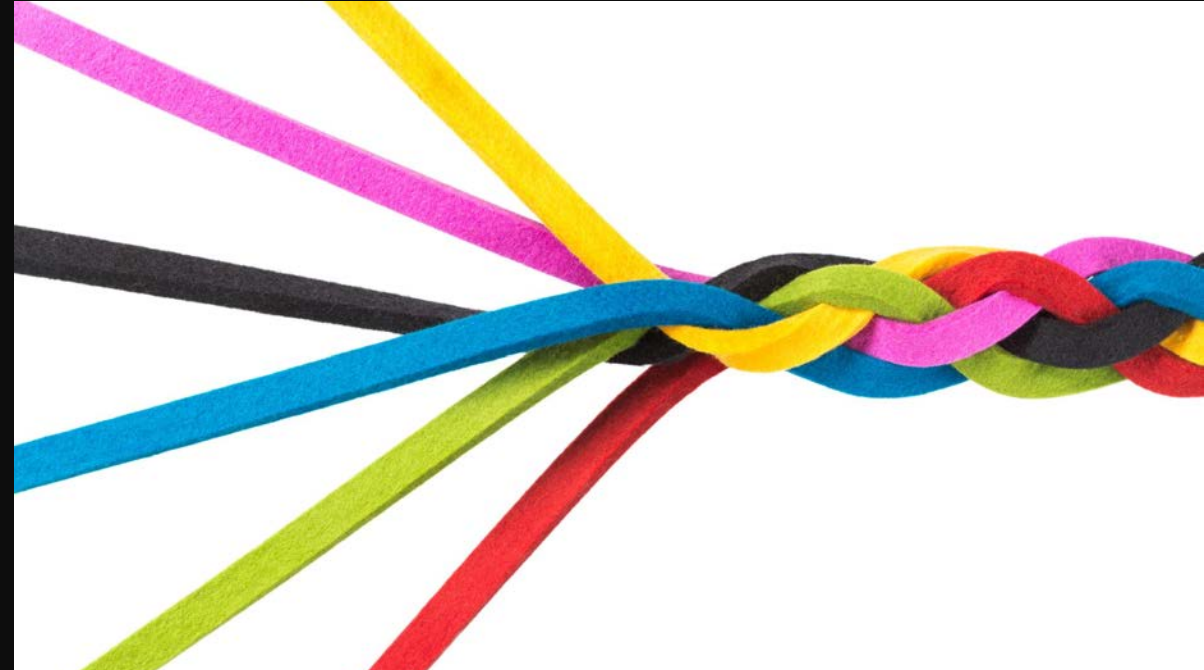


About What?

Goals

The conversation is
about progress on
goals

Lead through a habit of having one meaningful coaching conversation per week with each team member




Frame projects as a chance to learn and develop skills



Feedback

Productive and open minded

Reinforcing and promoting good behavior



High performance teams share nearly 6 x's
more positive feedback than average teams


Chance to learn and develop skills



Feedback

Productive and open minded

Reinforcing/promoting good behavior



Part of everyday communication

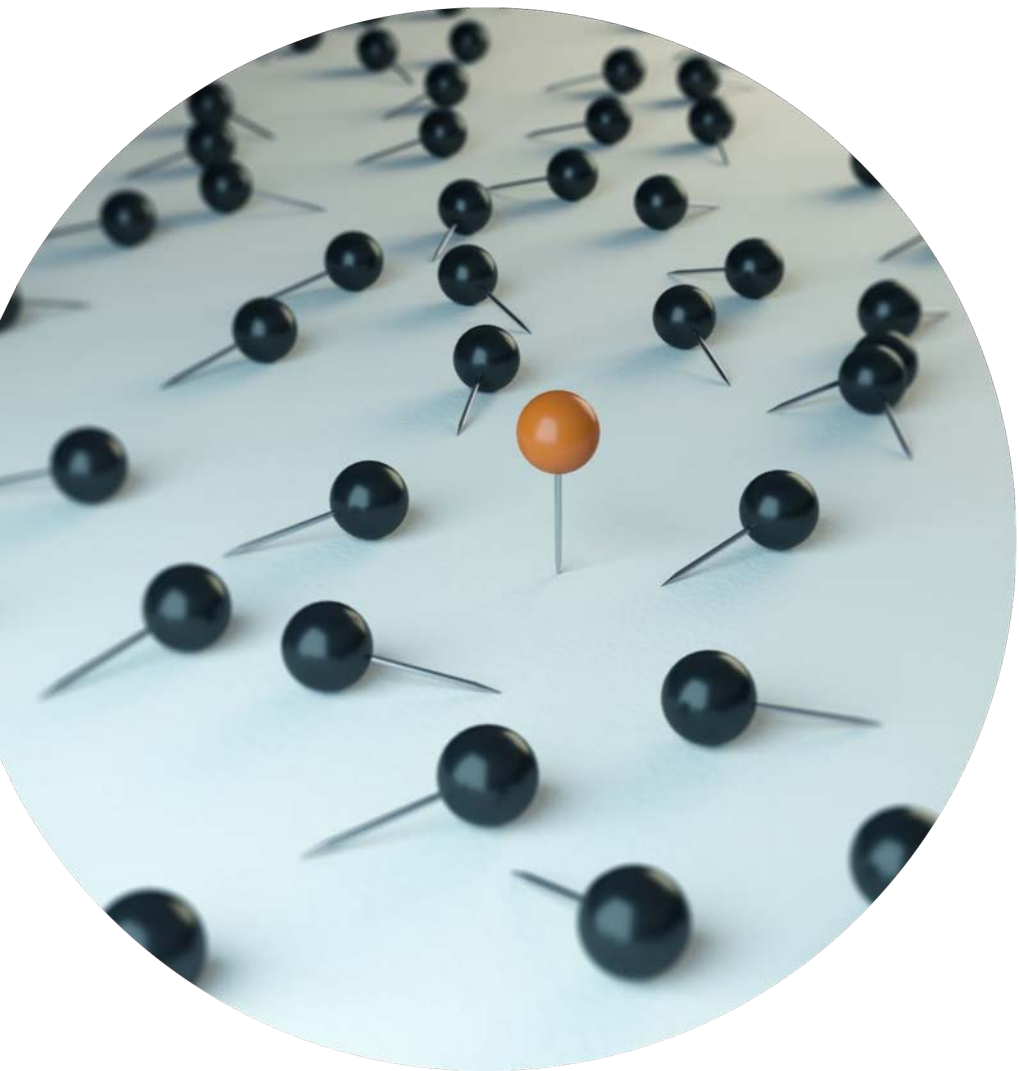
Remember!

***“Every system is perfectly designed to
get precisely the results it gets.”***

Dr. Paul Batalden

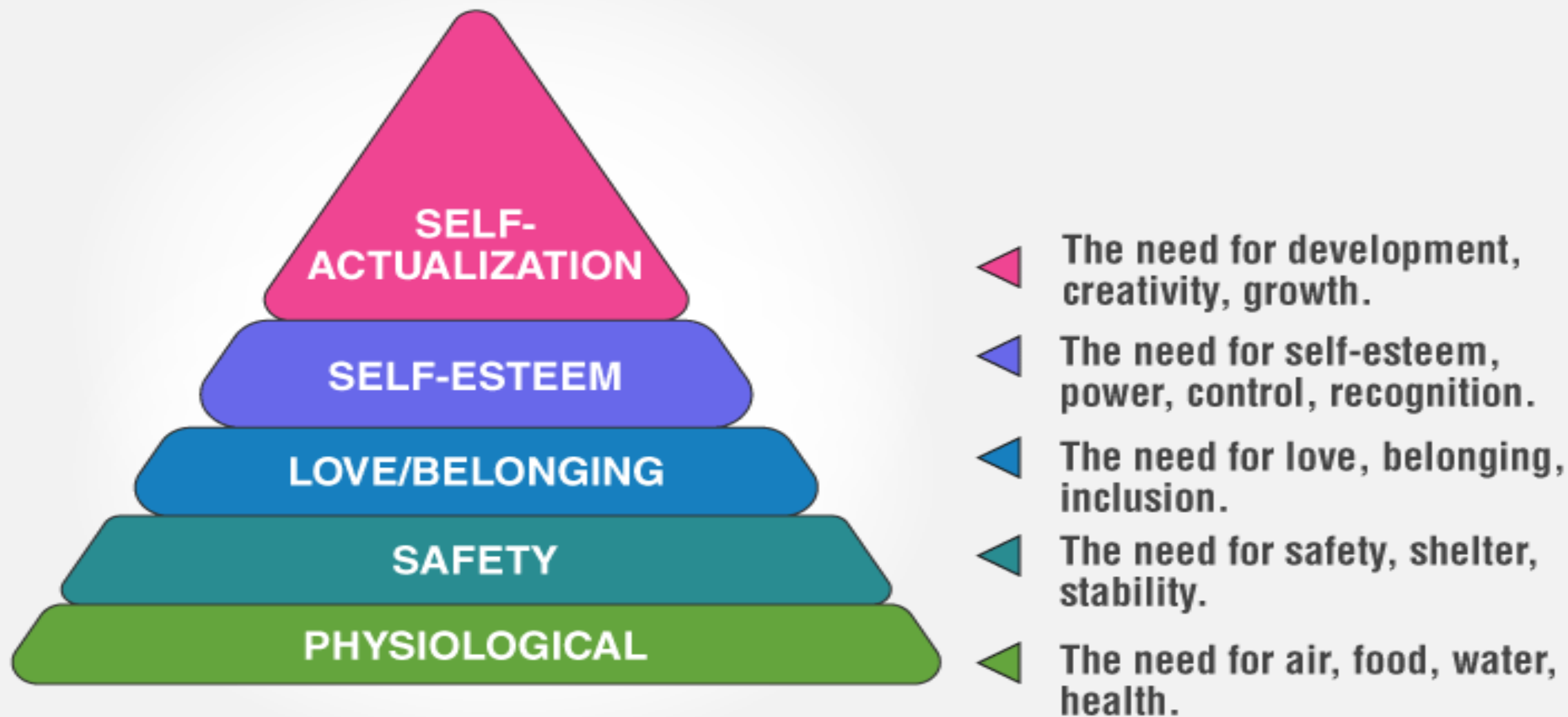
Communication

- We focus on the management issues of day to day operations and neglect the specific “value” conversations



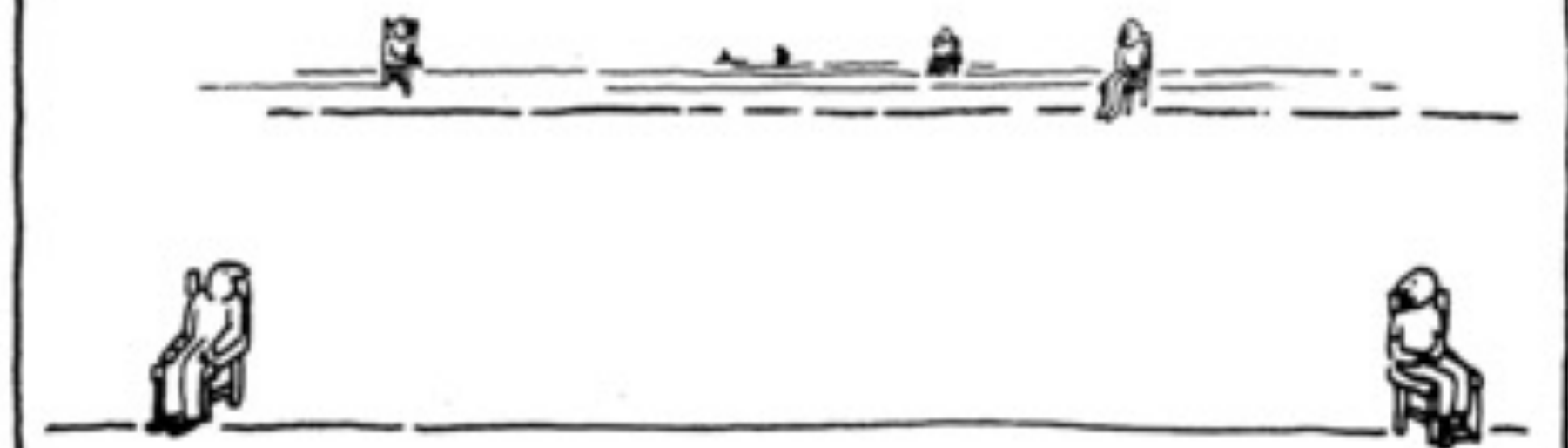
Problem solving is not creating

MASLOW'S HIERARCHY OF NEEDS





FEAR OF INTIMACY SUPPORT GROUPS



©1990 by [Signature]



















Methodically
cultivate
relationships

- Interest in your people
*We do more for those
who appreciate us*
- Appreciation is a
priority
- Difference between
excellent & mediocre
leader =

Methodically
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relationships

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priority
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excellent & mediocre
leader = **amount of
caring displayed**



Ritualize your team

- Rituals reinforce your values
- Connect team members to the leader, each other, a compelling cause
- Enhances team flow & interactions
 - Comfortable and natural
 - Fun, simple and meaningful
 - Special
 - Never compromised





Has anyone
told you yet today
just how absolutely,
positively, incredibly
amazing you are?

No matter where you are in life,

We can all agree with the following statement:

**I'm shaped to be part
of something significant!**



**TO CATCH THE SQUIRREL, YOU MUST
BECOME THE SQUIRREL.**

I Matter





Communicate about
expected behaviors and standards

Provide specific examples of unacceptable behaviors
and
clearly communicate possible disciplinary actions

- Be Proactive
 - Use clear communications
-

We're motivated when

We believe that if we try
(Effort)

We will succeed
(Performance)

and

Be rewarded
(Payoff)



AND

We believe that if we don't succeed

we will feel consequences

and the consequences will be severe

enough to avoid

-
- 90% of new hires decide whether to stay within the first six months
 - Costs between 100% and 300% of a position's salary to refill a position
 - Takes at least six months to be fully productive in a position and time to hire is increasing



Annual salary of new hire

of days it takes to fill position

Salary of hiring manager

of hours to screen resumes

of hours to conduct interview

Cost of advertisements

Cost of drug screening and background checks

Cost of lost productivity

Onboarding



of days to trains the new hire

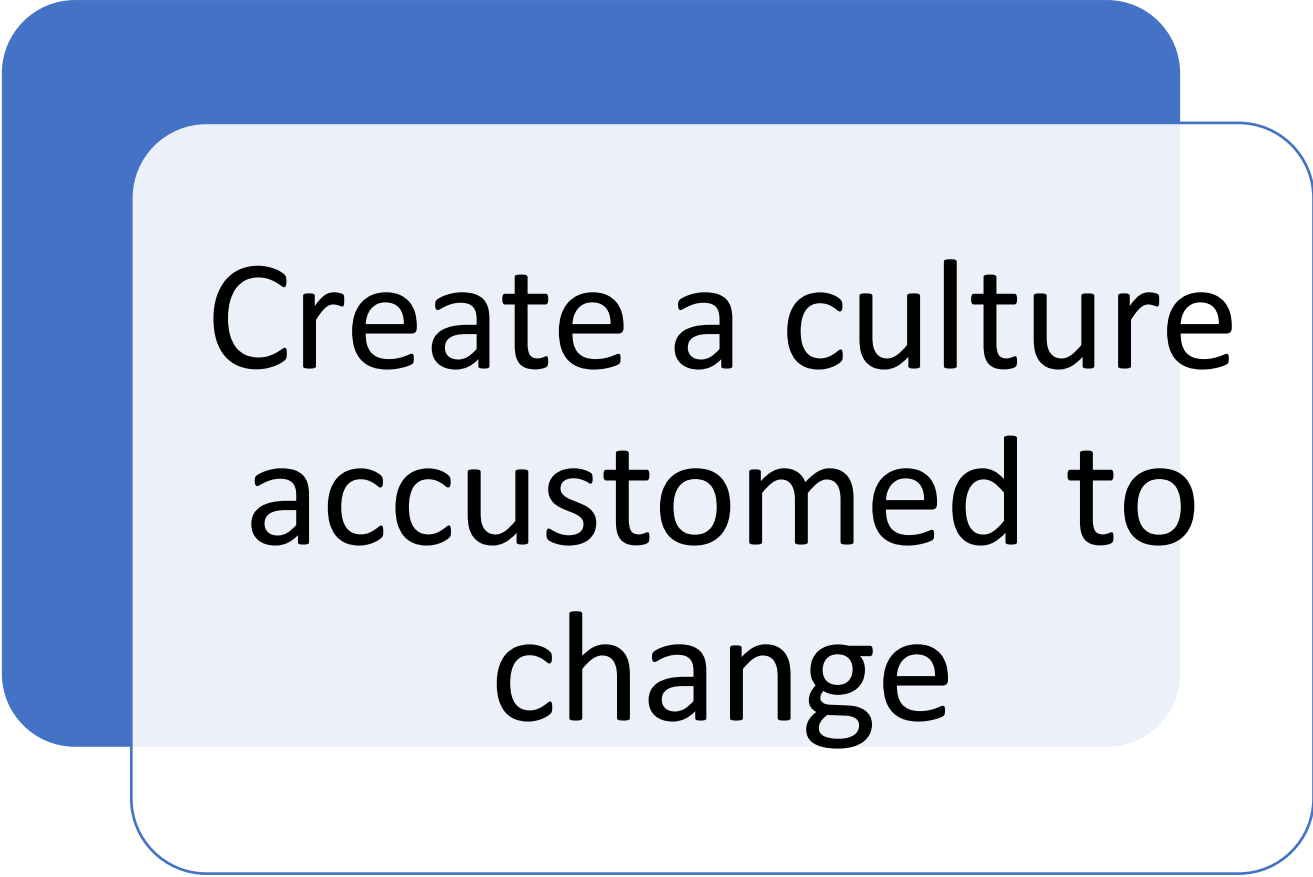
- Cultivate leadership throughout the organization
- Build a culture of performance
- Create an environment where people see that they really matter

When we focus only on problems-- we don't have time to look at possibilities

Problem solving: is making problems go away

Creating: is bringing something new into being

Trust and Psychological Safety



Create a culture
accustomed to
change

Business paradigm
needs to change Q 3-5 years

Doesn't change

- Values
- Brand
- Message
- Mission
- Relationships

Does change

- How you do what you do
- What you offer

Each of us influences ~
10,000 people in our lifetime

It is not whether you will
influence someone, but how
you will use your influence

Make a
positive
change
every day

- Be the difference maker
- Make positives changes
- Pursue Distinction for you and the people around you

Distinction

