

# Foreword

ONE OF THE most difficult challenges related to corporate leadership is dealing with change. Change is the single constant in organizations. Change will occur whether you are standing still or growing organically or by consolidation. Organizations that adapt to change will be the survivors.

The most important element of adaptation is to have an exceptionally strong organizational culture so that everyone from the top down knows—without ambiguity—what the organization’s true values and principles are. People will be attracted to such a strong corporate culture, and anything can be accomplished.

In *Intangibles: The Unexpected Traits of High-Performing Healthcare Leaders*, Dr. Amer Kaissi has consolidated results from a broad array of research data from multiple studies, as well as his own interviews, to provide readers with a refreshing level of learning.

As a healthcare leader for more than 45 years, with 31 as a CEO, I continue to be a student. What Dr. Kaissi shows is that regardless of your station in leadership, from student to CEO, you can learn from others about the significance of personal characteristics.

Healthcare is more complex and demanding than ever before. With new presidential leadership, the Affordable Care Act and many policies in our economy will be challenged and renegotiated. Leaders will have to be prepared to try new ideas, and innovation will take center stage. Competition will dominate organizational strategy, and information technology will create an ever more aggressive environment. Things are getting tough, but experience has proven

to me that healthcare has never been easy. Aggressive negotiations with payers, suppliers, and physicians have challenged us, but the characteristics of humility, compassion, kindness, and generosity have proven to be lifesavers in all situations.

A career is not about success alone, as success is often fleeting. It is about significance. Do I exceed one's expectations and make a lasting difference rather than a temporary one? The characteristics that Dr. Kaissi shares in his book are proven ways to lead. They are the human side of the enterprise. How you treat others is a calling card that will elevate your performance beyond those who seek results by any means.

For students, young careerists, and seasoned veterans, *Intangibles* is an important read—not once, but many times.

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