

Transition Guide

Leadership in Healthcare: Essential Values and Skills, Third Edition

September 2016

Changes to the New Edition

This edition remains true to its original premise. However, to better illustrate and highlight the concepts, the author added new elements and expanded the discussions. These additions facilitate teaching, dialogue, and self-reflection.

This edition includes four new chapters and a new appendix:

- **Chapter 2, “A Review of Academic Leadership Theories and Concepts”**

The first two editions of this book provided a very brief review of the academic theories of leadership. To provide a more comprehensive review, this new edition delves into the rich academic history of leadership theory. Academic theories of leadership can provide a great foundation for better understanding how to enhance one’s leadership skills and competencies.

- **Chapter 3, “Is the Popular Literature Worthless?”**

For purposes of the discussion in this chapter, popular literature comprises those books that are read zealously by practitioners of leadership. The primary intent of this chapter is to get readers to be more judicious with the material they read, study, and adopt.

- **Chapter 21, “The Need for Leaders,” written by Christy Harris Lemak, PhD, FACHE**

This chapter articulates the need to identify and develop new types of leaders in healthcare.

- **Chapter 22, “Does Leadership Matter,” written by Patrick D. Shay, PhD**

This chapter reviews the extensive work of researchers who have examined the impact of leadership on organizational outcomes.

- **Appendix D, “Grading Healthcare Team Effectiveness”**

In this appendix a fictional evaluation of a poorly performing team is followed by space for readers to perform a similar evaluation for a team.

Additional new elements in this edition:

- New or expanded treatment of the concepts of servant leadership, change makers, employee engagement, emotional intelligence, and groupthink
- Suggested readings
- Strategies and examples, many of which have been revised, with a number of new examples and strategies added

Reorganized and Relocated Material

Part I—Leadership in Healthcare—has been expanded from three chapters to five chapters. The two new chapters, Chapter 2 and Chapter 3, offer expanded coverage of leadership models and theories. This part of the book sets the current stage on which the field and its leaders perform their roles.

Parts II—Personal Values, Part III—Team Values, and Part IV—Evaluation are comprised of the same chapters as the previous edition. However, the chapter numbers have changed due to the addition of new content in the front of the book. Each chapter has been updated; many include new examples and strategies.

Part V—Academic Perspectives—is new to this edition. It contains Chapter 18 (now labeled as Chapter 20) from the previous edition as well as two new chapters—Chapters 21 and Chapter 22.

New and Returning Contributors

The author's work is enhanced by the academic perspectives of the following contributors:

Christy Harris Lemak, PhD, FACHE, is professor and chair of the Department of Health Services Administration at the University of Alabama, Birmingham. She is a nationally recognized leader on healthcare administration education, serving as the chief academic officer for the National Center for Healthcare Leadership and as a board member of the Association of University Programs in Health Administration (AUPHA).

Jared D. Lock, PhD, is a licensed industrial/organizational psychologist. He is founder of the JDL Group, an international assessment and consulting firm focused on maximizing productivity and

cofounder of Convergent, LLC, creator of the world's first change management software, which manages the complete life cycle of culture and change initiatives.

Patrick D. Shay, PhD, is an assistant professor in the Department of Health Care Administration at Trinity University in San Antonio, Texas, where he teaches graduate students in courses such as health services organization and policy, population health management, and healthcare organization theory and behavior. Prior to his doctoral studies, Dr. Shay worked as a healthcare administrator for a post-acute care system in south Texas.