

This is a sample of the instructor manual (teaching notes) for Michael E. Frisina, *Influential Leadership: Change Your Behavior, Change Your Organization, Change Health Care*.

The complete instructor manual includes 18 single-spaced pages organized according to the parts and chapters of the book. This sample consists of the first two pages of the manual.

If you adopt this text, you will be given access to the complete manual. To obtain access, e-mail your request to hapbooks@ache.org and include the following information in your message:

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Influential Leadership:
Change Your Behavior, Change Your Organization, Change Health Care
Teaching Notes

PART ONE

Introduction – Influential Leadership

Everyone thinks of changing the world, but no one thinks about changing himself. —Leo Tolstoy

Influential Leadership is about making a difference. It is about making things happen. Perhaps you have heard the saying, “Some people make things happen. Other people watch what happens. Still other people ask, ‘What happened?’” Leadership is about making things happen, and great leadership is about making things happen that really matter—making a difference in lives of people, their organizations, and the people those organizations exist to serve.

Achieving Performance Excellence

Achieving performance excellence is going to require you to do more than just read the principles outlined in each chapter of this workbook. You must willingly develop the *habit* of applying and practicing these principles in the *daily* events of your work and your life. Leadership character, values, and behavior are more important now than ever before given the complexity of our problems, the pace of change, and the instantaneous access to information.



The primary objective of this book is to provide you with the tools that will enable you to part ways with old, ineffective, and oftentimes destructive thoughts, emotions, ineffective habits, and self-limiting behaviors. Your willingness to break with your current habits will allow you to acquire new habits where you can experience higher levels of achievement and performance outcomes. You will learn tangible, reasonable, and practical tools you can apply to your thoughts, emotions, attitudes, and behavior to improve your effectiveness in personal and professional relationships that are the key to driving performance excellence.

Leadership Development

Organizations that blossom and flourish are blessed with leaders who have an understanding of the fundamental principles of influential leadership (self-awareness, collaboration, and connection). These leaders also have the discipline to intentionally and purposefully apply the behavior skills associated with these principles on a daily basis and in every human relationship. The key to understanding practical leadership development is that leadership can be (1) taught, (2) learned, (3) practiced, (4) applied, (5) repeated, and (6) evaluated. Then the cycle starts again.

One of the key attributes of influential leaders is that they are deeply committed to the behavior skill of lifelong learning.

Focus on Behavior, Not Technical Skills

Individual leader behavior is the singular most important predictor to organizational performance. People engage their leadership in positive and productive emotional connections before they engage in their work. So the key elements of behavior competency are the leverage to technical skill performance.

There have been well-documented examples of the importance of behavior skill competency from many spheres of life, including work life in both the private and public sectors.

An international petroleum company wanted to understand what differentiated superior from average performers across a number of job roles, and in particular people who had to operate in an international environment. What it found were ten core skills that differentiated these people in their level of performance. These results were achieved in an industry where behavior and relationship skills historically have not been valued. People are hired and almost always promoted based on their technical abilities. The author of this study said that people's behavior skills gave "traction" to their technical abilities and high intelligence. Traction is a good way to describe how behavior intelligence works in relation to other abilities.

Very recently the U.S. Army has implemented what it calls the Comprehensive Soldier Fitness Program. This is a multifaceted approach to help soldiers maintain their health across all aspects of their lives, including their social and emotional well-being. Resilience training is a key component to this program. (We will discuss more on the power of resilience in chapter two.) This program is unique because rather than treating soldiers who have already suffered the effects of combat, it's a proactive approach that provides soldiers with the skills needed to be more resilient in the face of adversity. So it prepares soldiers for what they can expect, and how best to manage and cope with these adversities. This is an enormous program that will affect over one million individuals, and it should help reduce the rate of post-traumatic stress disorder that affects many returning soldiers.

Organization of This Book

Influential leadership consists of learning key behaviors that exist in the three domains of influential leadership. Those domains are (1) self-awareness, (2) collaboration, and (3) connection.