Contents

Foreword ix
Preface xiii
Acknowledgments xvii
Introduction xix

Part I: The Leadership Challenge

1 Leadership Clarity: Bedrock for Legacy Thinking 3

Part II: Building Blocks for a Career of Impact

2 Self-Reflection and Awareness 17
3 Integrity and Character 25
4 Visioning: The Long View 47
5 Mentoring and Leadership Development 57
6 Managing Diversity 71
7 Leading Innovation 101
8 Celebration Matters 113

Part III: Your Career Life Cycle

9 Encore Performance 127
10 Conclusion: Map Your Journey 143

Appendixes

A American College of Healthcare Executives *Code of Ethics* 151

B American College of Healthcare Executives Policy Statement "Increasing and Sustaining Racial/Ethnic Diversity in Healthcare Management" 159

C American College of Healthcare Executives Ethical Policy Statement "Creating an Ethical Culture Within the Healthcare Organization" 167

D American College of Healthcare Executives Ethical Policy Statement "Ethical Decision Making for Healthcare Executives" 171

E American College of Healthcare Executives Ethical Policy Statement "Ethical Issues Related to a Reduction in Force" 175

F American College of Healthcare Executives Ethical Policy Statement "Impaired Healthcare Executives" 179

G American College of Healthcare Executives Policy Statement "Responsibility for Mentoring" 183

H American College of Healthcare Executives Policy Statement "Preventing and Addressing Workplace Abuse: Inappropriate and Disruptive Behavior" 187

I American College of Healthcare Executives "Ethics Self-Assessment" 193

References 205

Interviewed Leaders 209

Index 211

About the Authors 217