



Amping Up Your Impact as a Health Care Executive

February 7, 2023



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Agenda

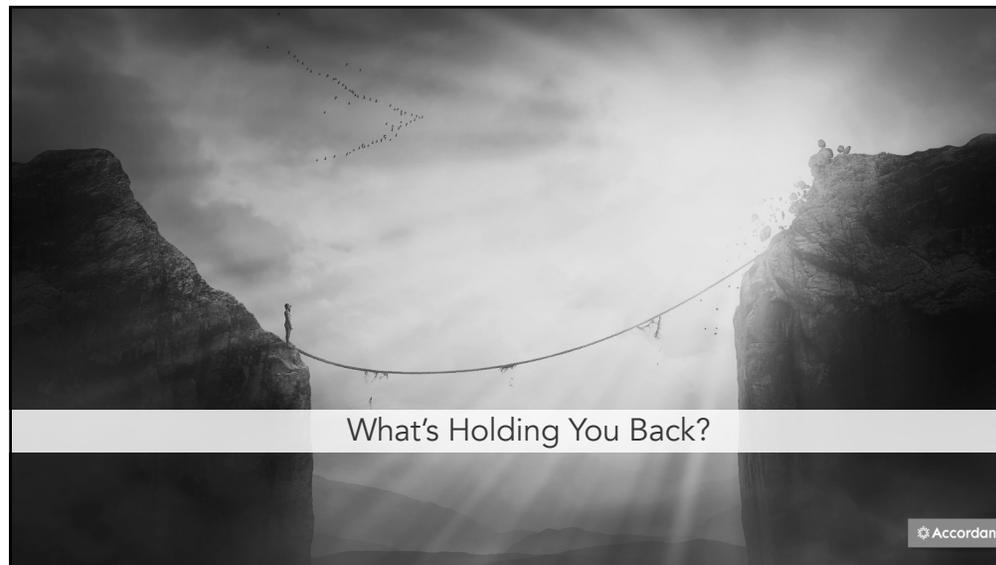
- Section 1 Barriers to our success
- Section 2 Developing skills to overcoming barriers
- Section 3 Applying these skills in the C-Suite
- Section 4 Leading a joyful, inspired team towards high performance



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Lack of Compelling Projects

- Lack of strategic vision
- Projects with little to no donor appeal
- Not enough lead time to raise significant dollars
- No clinician champions to help tell the story or share the potential impact of philanthropy



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Limited C-Suite Engagement

- Lack of strategic involvement
- Not having a seat at the table
- Lack of awareness on the role of the CPO and the foundation

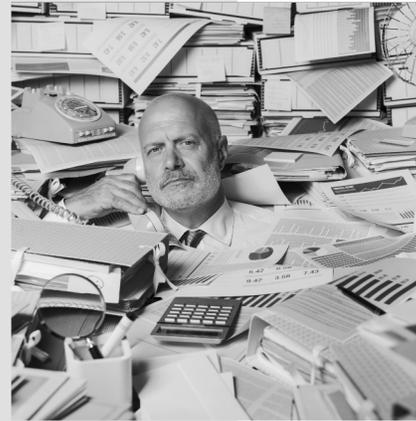


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Limited Resources

- Limited financial resources
- Not enough staff
- Not enough qualified staff
- Too many tasks with too much to do



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Limited Board Involvement

"I ask for feedback from my board members and I don't get much."

"They show up for meetings sporadically."

"They ask how they can help but have limited follow through."

"They're great at telling me what to do but are short on help."

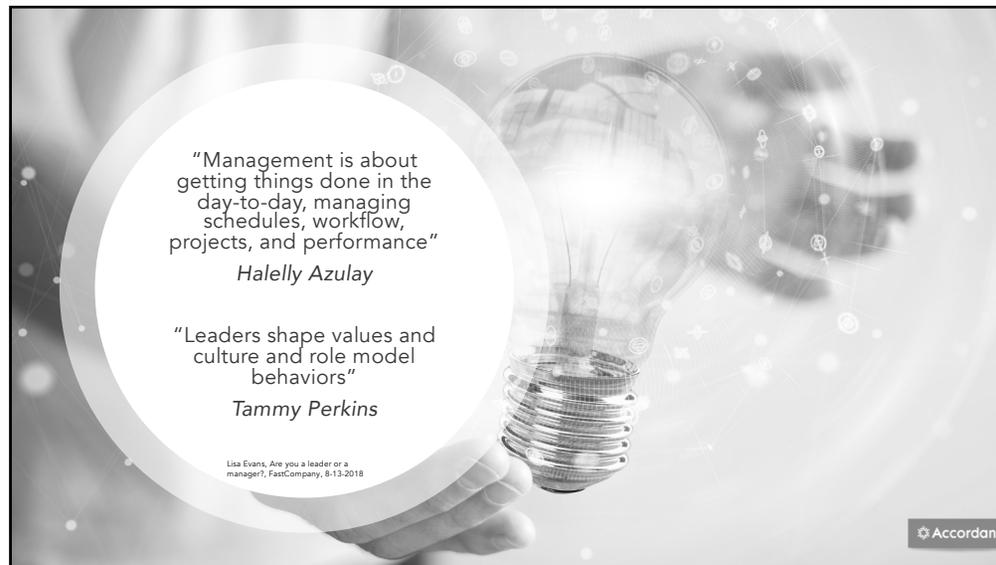


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Nine Differences between being a Leader and a Manager

- Leaders create a vision. Managers create goals.
- Leaders are change agents. Managers maintain the status quo.
- Leaders are unique. Managers copy.
- Leaders take risks. Managers control risk.
- Leaders are in it for the long haul. Managers think short-term.
- Leaders grow personally. Managers rely on existing, proven skills.
- Leaders build relationships. Managers build systems and processes.
- Leaders coach. Managers direct.
- Leaders create fans. Managers have employees.

William Arruda, Forbes, 9 Differences being a leader and a Manager, 11-15-16

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Is There an Opportunity for Growth?

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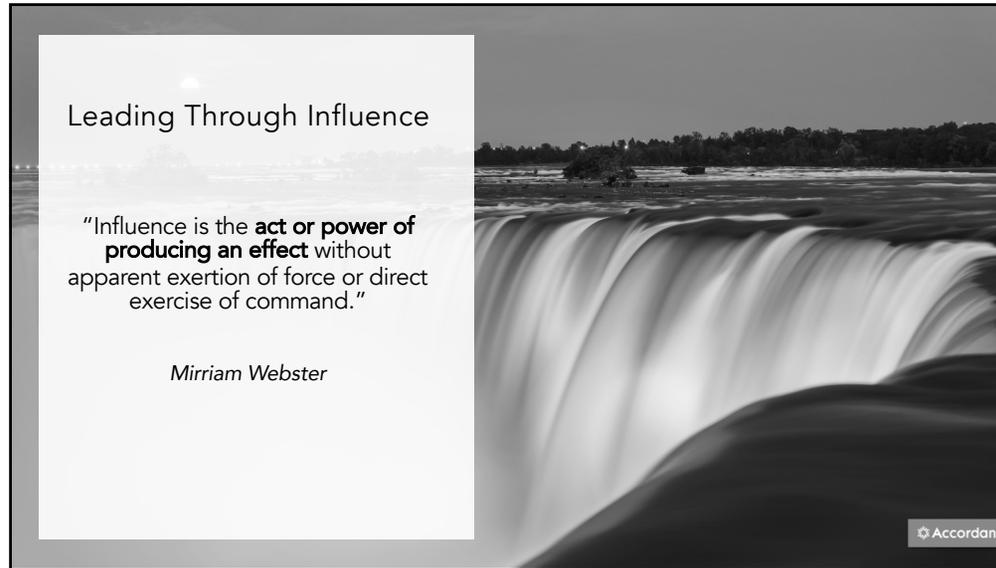
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Leading Through Influence

"Influence is the **act or power of producing an effect** without apparent exertion of force or direct exercise of command."

Miriam Webster

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Strengthening Your Influencing Skills

- Acquire a valuable expertise or areas of knowledge
- Be a thought leader
- Strengthen relationships across your healthcare system
- Build on existing strengths
- Improve interpersonal skills
- Go first as a leader
- Develop a more positive mindset
- Be authentic, passionate and enthusiastic
- Demonstrate greater confidence
- Be engaged and committed
- Be willing to learn and constantly get better
- Be focused, productive, and efficient
- Remain agile, flexible, and resilient
- Give and reciprocate in relationships
- Give credit to others; and
- Be willing to engage in influence conversations to achieve wants and needs

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Questions to Ask

- What strategies can you use to be more influential in your work?
- With whom and/or in which situations?
- What do you want the person to do, say, think, or feel differently?
- What will motivate the other person in this situation?
- What reasons might influence him or her?
- What are his or her primary interests and concerns in this situation?
- On which points are you willing to be open to his or her ideas?
- What questions can you ask to more fully understand the other person's position and interests?
- What did you learn from the conversation about being better at using influence in one-on-one high-stakes conversations?
- If you didn't achieve your goal, what are next steps?

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Strengthen Your Strategic Voice

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In a meeting ask yourself...

- Will my words add value to the conversation?
- Can I ask a question that helps to clarify the situation?
- Am I talking to just have a presence in the room or do my words have merit?
- Am I simply repeating a question or statement that has already been expressed?
- Am I pushing my own agenda or am I genuine?
- If I'm thinking of a question, am I really listening to the speaker?
- Is my point of view unique?
- Why am I talking? (W.A.I.T)

An 'Accordant' logo is visible in the bottom right corner of the image.

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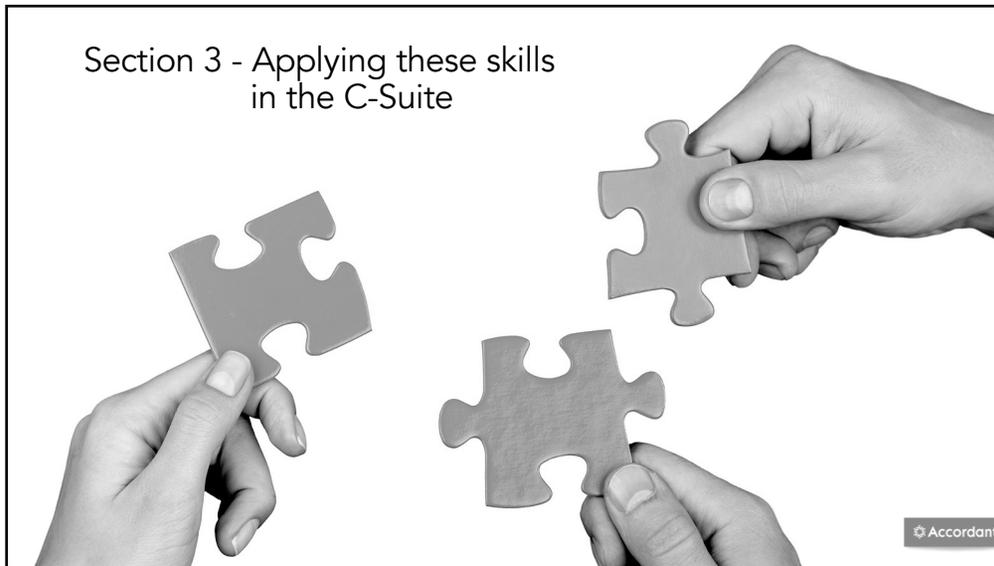
Exude Gravitas!

- Take time to be centered in your work
- Try speaking less and saying more
- Slow down before you enter the room



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Section 3 - Applying these skills in the C-Suite



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Lack of Compelling Projects?

- Strategically Aligned Project Selection (SAPS) is a practice utilized by many progressive, high performing health systems to determine a more strategic use of charitable dollars.
- This process proactively selects funding initiatives before dollars are raised rather than allocating philanthropic revenues after the fact.
- This ensures the philanthropy organization has leadership-endorsed, strategic initiatives that create a powerful case for support to engage donors.
- Accordant has developed a robust process to identify potential projects, to pressure test them against a range of filters and to prioritize opportunities for advancement.
- The linchpin on this process is a facilitated session with key leaders who must be decisionmakers, owners and advocates of the supported priorities.



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Limited C-Suite Engagement

- Leading your C-suite through SAPS allows them to identify strategic projects but allows them to see projects through the lens of the donor.
- Provide solutions
- Strengthen your influencing skills
- Exercise your strategic voice
- Position yourself to be included in strategic discussions
- Become a health care executive who specializes in philanthropy. See the big picture!

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Limited Resources

Financial Resources-

- a) Advocate for your foundation

Not enough staff-

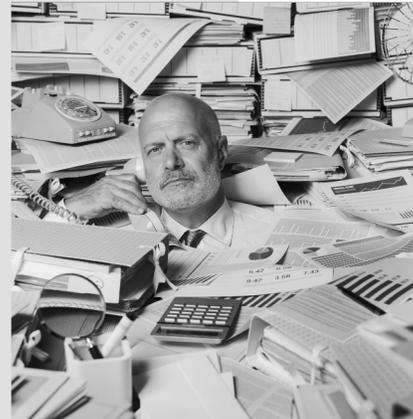
- a) Demonstrate ROI in a way the C-suite will understand
- b) Utilize benchmarking data
- c) Resources through AHP, AFP
- d) Consultants

Not enough qualified staff-

- a) Invest in training or coaching
- b) Provide timely and consistent feedback
- c) Know when it's time to part ways

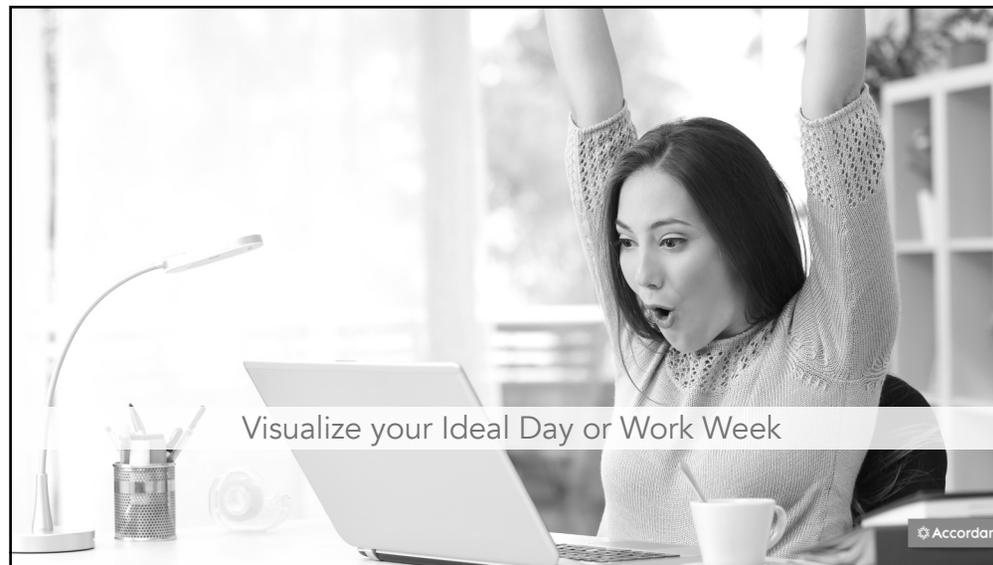
Too many tasks and too much to do-

- a) Do a thorough analysis to discover how you spend your time
- b) Discover ways to delegate more
- c) Be consistent with your boundaries-be laser focused



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Visualize your Ideal Day or Work Week

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Unrealistic Expectations

- Exercise your strategic voice!
- Advocate for yourself and your team
- Explain why the expectations are unrealistic
- Educate those around you

EXPECTATIONS

REALITY

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Limited Board Involvement

- Rework your board agenda to include dynamic discussion.
- Evaluate your onboarding process so clear expectations are set
- Encourage feedback with yearly board surveys
- Institute a yearly engagement plan




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Questions to Ask Yourself?

- What boundaries do you need to set and with whom?
- What are your top three priorities? How will you allocate more time to these?
- How can you delegate some of your less strategic activities to others?
- What can you do to reduce the number of meetings you attend?
- What technologies can help you be more productive?
- How can you use a gatekeeper, such as an administrative assistant, to make you less accessible?
- How can you schedule specific activities so that you are not interrupted except for emergencies?
- How can you schedule more time for you to recharge so that you can get more done in less time?
- What will you stop doing?
- What will you do less well?
- What limiting beliefs might be making it hard for you to get things done more efficiently?
- How can you set specific times to manage email and texts rather than constantly checking?
- How can you reduce interruptions?
- How can you create more consistent processes that run without you?
- How can you eliminate the need to fight frequent fires by fixing the root cause of the issue?



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Some Helpful Ideas:

- Establish a learning atmosphere - one that encourages curiosity.
- Encourage open dialogue and explore different points of view.
- Encourage a free flow of information and ideas.
- Support people's desire to study, learn and investigate. Encourage cross-training. Be generous!



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As a Leader, be Accountable to Each Other

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Develop Career Plans

- Identify opportunities such as conferences and classes for them to attend.
- Initiate individual coaching to bridge gaps in learning.
- Formulate a strong retention strategy to keep top performers.
- Examine how you can improve your ability to engage top talent and avoid unnecessary turnover.
- Explore what resources the system has for growth
- Provide opportunities for networking with peers, fundraising seminars, conferences and webinars.
- Enlist the aid of other team members to conduct educational seminars for your team.
- Allow for education and training in your budget not as something you hope to have some day but a necessary part of staff development.

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Extrinsic Motivation

- Pay
- Bonuses
- Commissions
- Profit-sharing
- Fringe benefits
- Improved working conditions
- Promotions
- Praise

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Intrinsic Motivation

- Autonomy
- Mastery
- Purpose



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Know your purpose & thrive on positivity

- Measure what's important
- Coach your team
- Anticipate a positive outcome
- Frame difficult challenges as learning opportunities
- Keep the situation in perspective
- Adjust your expectations
- Don't dwell on disappointments
- Concentrate on what you can control and what you can't
- Control your attitude
- Be bold and daring
- Exercise your strategic voice!
- Lead with courage and inspiration, not fear



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