

Leadership Workshop

ACAP Leadership Academy

September 09, 2020

3:00-5:00 pm ET/12:00-2:00 pm PT



ACAP
Leadership Academy



Housekeeping Items

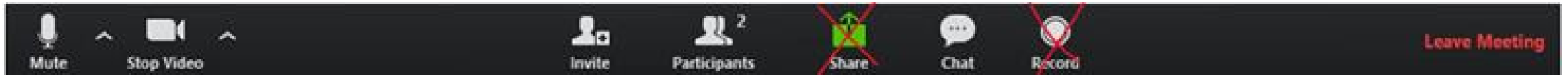
- Sessions are being recorded
- This call, like all ACAP calls, is being conducted in accordance with our antitrust guidelines which can be found on the ACAP website at www.communityplans.net
- You can visit our dedicated webpage to review a list of resources! <https://www.communityplans.net/event/leadership-academy-resources/> Password: 'academy'

If you have any collateral you want to share, feel free to email us!



Participant Instructions for Zoom

You'll see this control panel at the bottom of your screen



- **Mute / Unmute yourself:** Touching/clicking on the icon mutes and unmutes yourself. Please mute yourself during presentations, but feel free to unmute yourself if you have a comment or question to share.
 - Audio Controls (click the ^ arrow next to **Mute / Unmute**): Allows you to change the microphone and speaker that Zoom is currently using on your computer.
- **Start Video / Stop Video:** Touching/clicking on the icon turns your camera on or off.
 - Video Controls (click the ^ arrow next to **Start Video / Stop Video**): Change cameras if you have multiple cameras, select a virtual background (if enabled).
- **Participants:** You can click on this icon to view a list of all call participants
- **Chat:** Use this to ask the group a question.

About ACAP

- **Our mission** is to strengthen not-for-profit Safety Net Health Plans in their work to improve the health and well-being of lower-income people and/or people with significant health needs.
- **Our vision** is a country with accessible, affordable, high-quality care, regardless of income, provided through coordinated care entities.

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Today's Agenda



Welcome, Updates, and Fall Meeting Information



Leadership Workshop



Upcoming Webinars and Feedback Survey

November Webinar and 2020 Fall Meeting

- **Monthly webinar:** Health Plan Operations: November 10: 3:30-5:00 ET
- Our Fall Meetings will take place virtually – *More details to come soon!*
 - Chiefs Meeting: November 11 – 13
 - Quality/CMO: November 16 – 17
- Virtual Chiefs meetings will include a dedicated hour for Leadership Academy participants with COOs, CIOs, and CFOs.

November 11

- **Leadership Academy Conversation with COOs:** 12:30–1:30 pm ET
- **Joint Chiefs meeting:** 2:00–5:00 pm ET

November 12

- **Leadership Academy Conversation with CIOs:** 12:30–1:30 pm ET
- **COOs/CIOs meeting:** 2:00–5:00 pm ET

November 13

- **Leadership Academy Conversation with CFOs:** 12:30–1:30 pm ET
- **CFOs meeting:** 2:00–5:00 pm ET

***Executive
Communication
and
Influence***

EDWARD O'NEIL, PHD,
MPA, FAAN





Leadership Frame

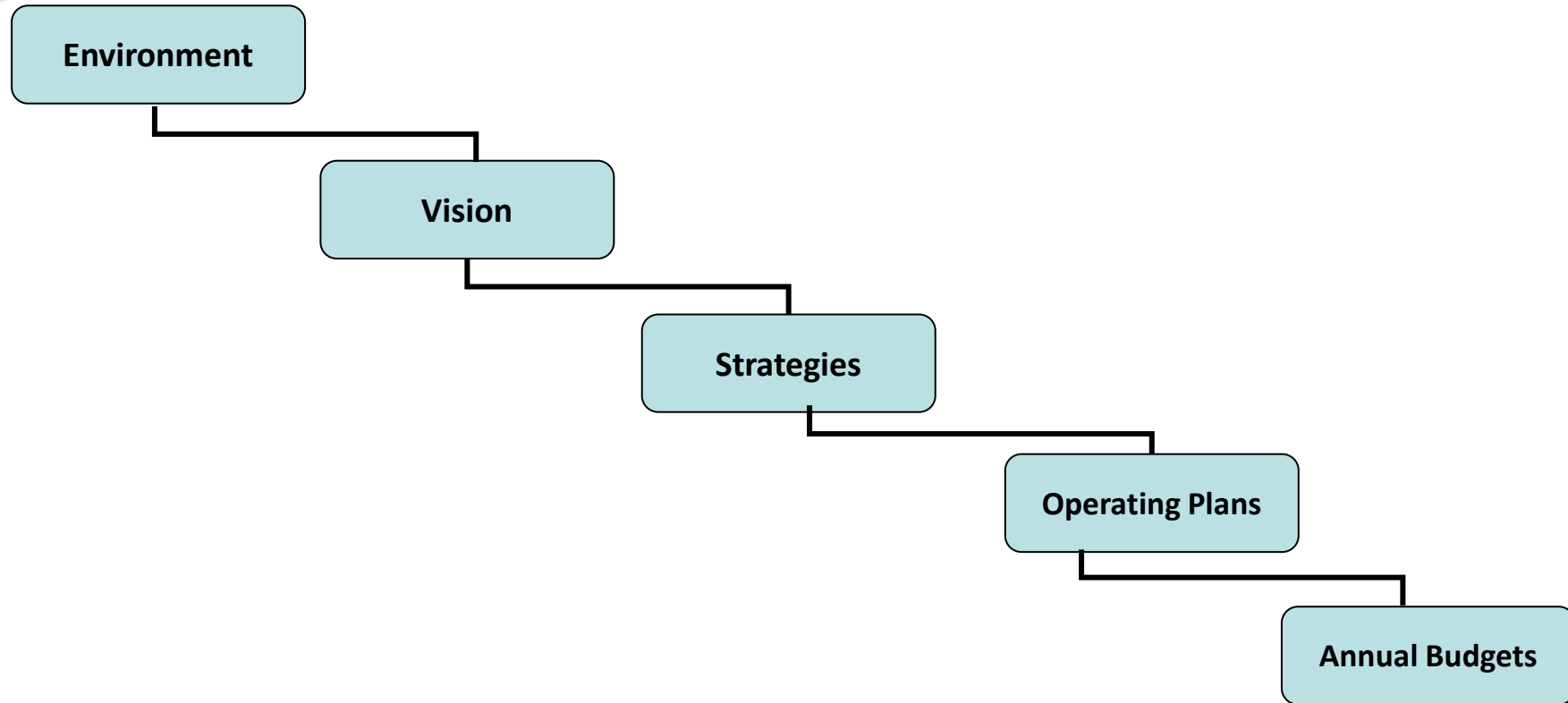
$$\textit{Leadership} = \textit{Vision} * \textit{Relationship} * \textit{Task}$$

Vision: Make it Coherent



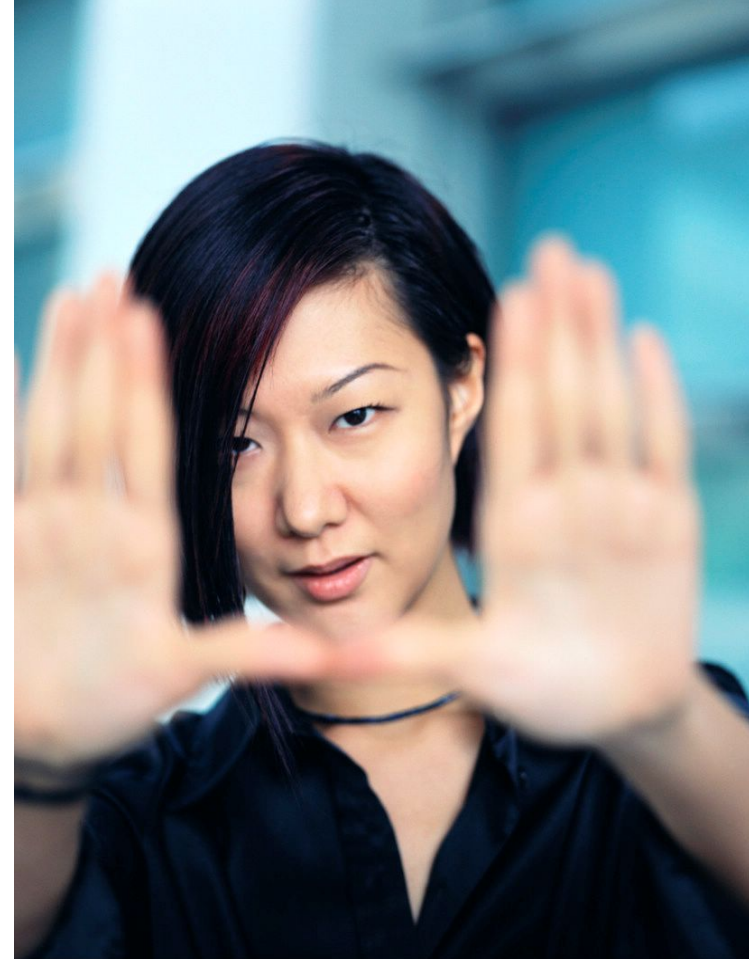
- Culture
- Values
- Direction

Strategy Cascade



Task Work

- Put the work in a coherent frame
- Be more engaged on priorities
- Pull out of unneeded details
- Check-in and/or be available
- End, celebrate (quickly), move on



Relationship Work



- **Engaging**
- **Listening**
- **Building**

Frame It



- Background
- Sequence
- Context
- Common Ground

Focus It

Where should their attention be?

- Problem
- Analysis
- Solution



Own It

- Knowledgeable, open, easy
- Empathy
- Passion
- Dialogue



Connect It

- Connect to their understanding
- Tell your story in context of their story



Use It

- How they take action.



Sequence It

- No Ocean Boiling
- Remind them of how far they have come
- Tee up next



Effective Communication in Small Settings

- Stay engaged
- Short bursts
- Ask more questions
- Frame
- Summarize and connect
- Check
- Solicit

Review

- From frame to ask, be orderly in communication
- Do not forget the purpose of the communication for this audience
- Clear about what you want



Homework

- Send Ed an email for homework for communications audit. Use it to identify one area for improvement. Then use guidelines in lab book to design a two-week improvement plan.



Influence

Edward O'Neil, PhD, MPA, FAAN



You and Influence

Briefly describe the situation:

Which individuals or groups need to be influenced?

What is the nature of your influence in this situation?

What advantages do you have?

How were you limited?

What Keeps Us from Influencing



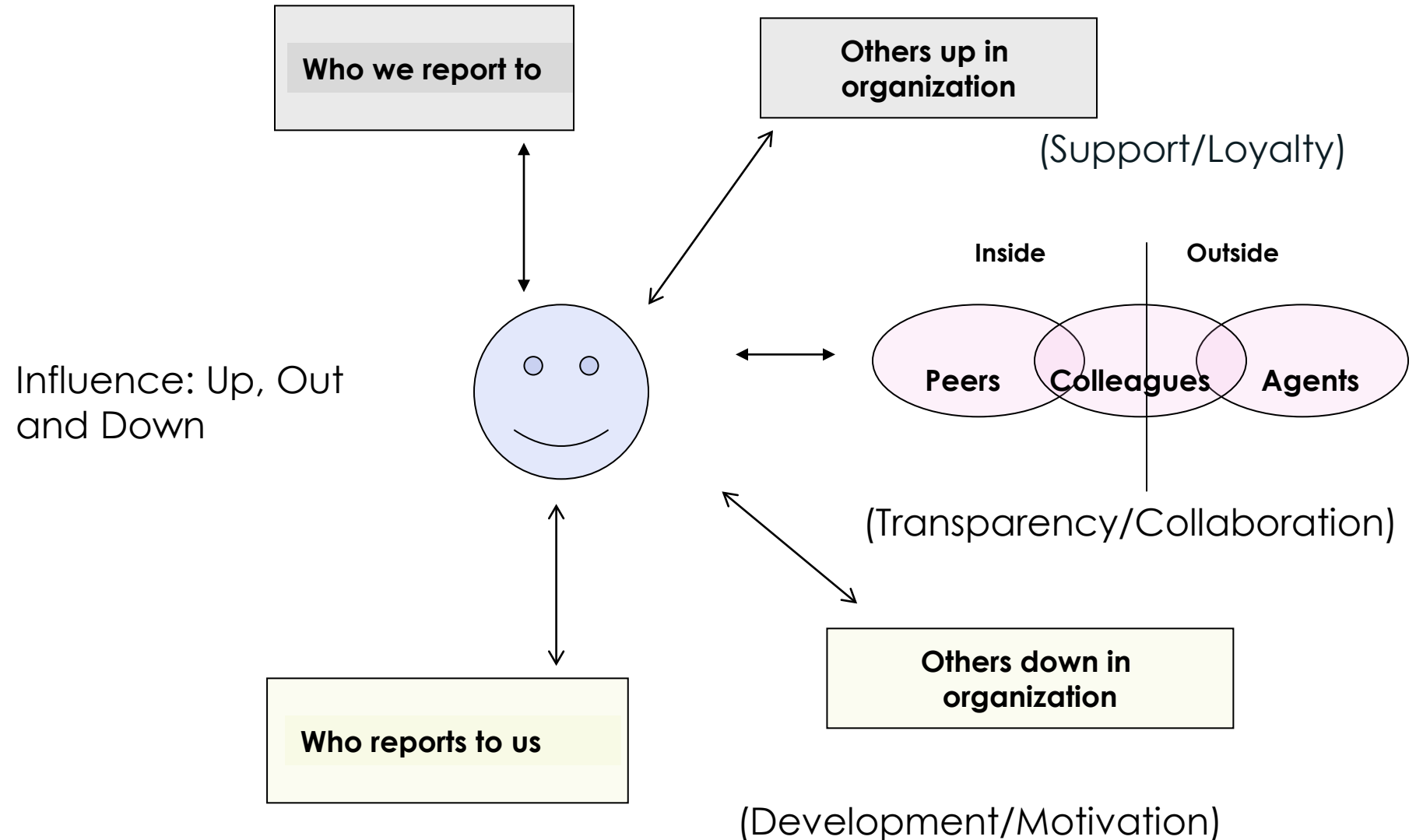
- Not my job
- Not good at it
- Expect the rational
- Discomfort outside my silo
- ?

What is Influence?



Influence – positive impact on how something is understood, decisions are made, processes are advance, and outcomes achieved when you do not have positional authority or power.

Model for Influence?



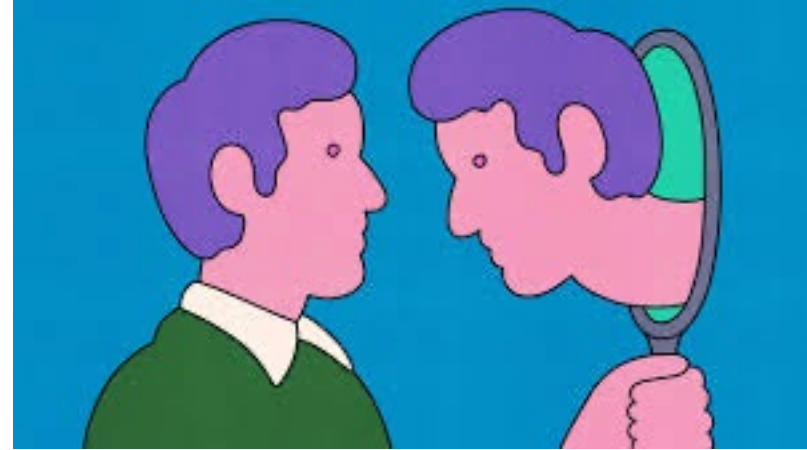
Key Influencing Elements

- Know you, know them
- Common ground
- Relationship Capital
- Reciprocity and Exchange
- Engaged work



Know You

- Aim and goal
- Style
- Your crazy
- Bias
- Your comfort level as “influencer”



Influencing Style

- Big picture – Details
- Ends - Means
- Engaged - Reflective
- Critical - Positive
- Curious - Consistent
- Friendly - Challenging
- Sensitive - Secure



Know Them

- Their goals
- Pressures and limitations
- Individual style
- Culture; including history
- Benefits for them



Special Case: Knowing your boss

- Strategic direction
- Reputation
- Pressures
- Style and fit with yours
- Strengths and development needs
- Communication
- Boss's idea of you and your job

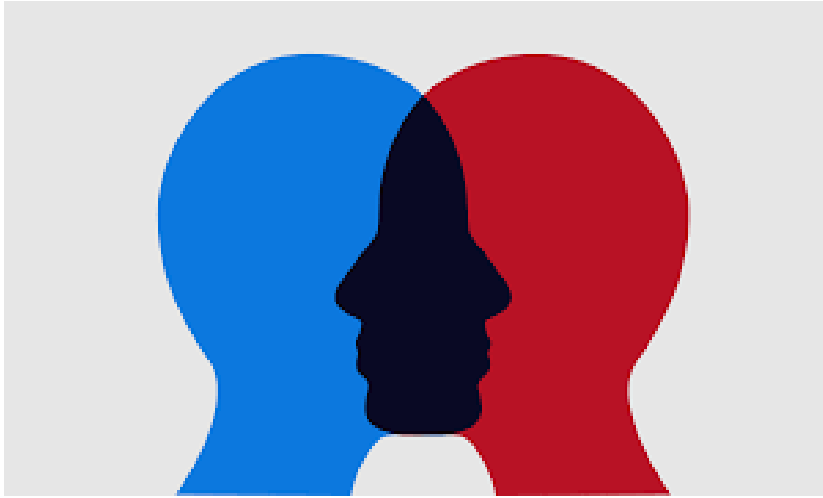


Self-Awareness Around Boss Relationship

- Strengths
- Development needs for this job
- Critical weaknesses
- Your leadership style
- Aware of how others see you



Engaged Work – Build Common Ground



- Always “we”
- Clear – goals, roles process
- Symbols of group
- Public pledge
- Measure gains
- Share rewards
- Continue to cheerlead

Relationship Capital

- OUT Based in trust, but not always absolute
- Authentic - immediate frank discussions strengthen the relationship
- Exchanges build capital
- Positive
- Servant leader



Influence Means Trading

Reciprocity

Exchange

Currency



Different Needs



- **Mutual**
- **Delayed**
- **Compensated**

Currency



Influencing Work – Keys to Persuasion

- Positive and familiar
- Reciprocal – now and in the past
- Peer or competitor validity
- Patterned behavior – early and often
- Expertise and authority – data
- Opportunity cost, “lost if they don’t move today”



Influencing Work – Don't be Dumb

- No hard sell up front
- Don't dismiss compromise
- Don't think everything is essential
- Don't think of it as a one-time exchange
- Don't hope things will get better on their own
- Don't fall into trap of grudges and not forgiving



Review

- Knowing yourself is the first step
- Knowing the fit with who you are leading up to is step two
- Clear about what you want



Homework

- Take 15 minutes to take stock of your relationship with your boss and ID 3 ways to improve it. (Extra Credit: Share it with your boss).
- Complete currency inventory and identify five things you should add



Questions and Discussion



Looking Ahead



October 7

Delivery System Reform

3:30-5:00pm
ET/12:30-2:00 PT



November 10

Health Plan Operations:

3:30-5:00pm
ET/12:30-2:00 PT



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Take our Evaluation Survey!

Tell us how we did! You can take the survey at the link below or scan the QR code:

<https://www.surveymonkey.com/r/acapleadershipacademy99>



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