



Engaging Up: Getting Leaders to Support Your Work

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Connection Challenges





Leading from
your position

Managing
your boss





Myths



Mysteries

Myth #1:
QI or safety
projects
require
senior
leader
engagement



Myth #2:
QI
requires
resources
from
senior
leaders

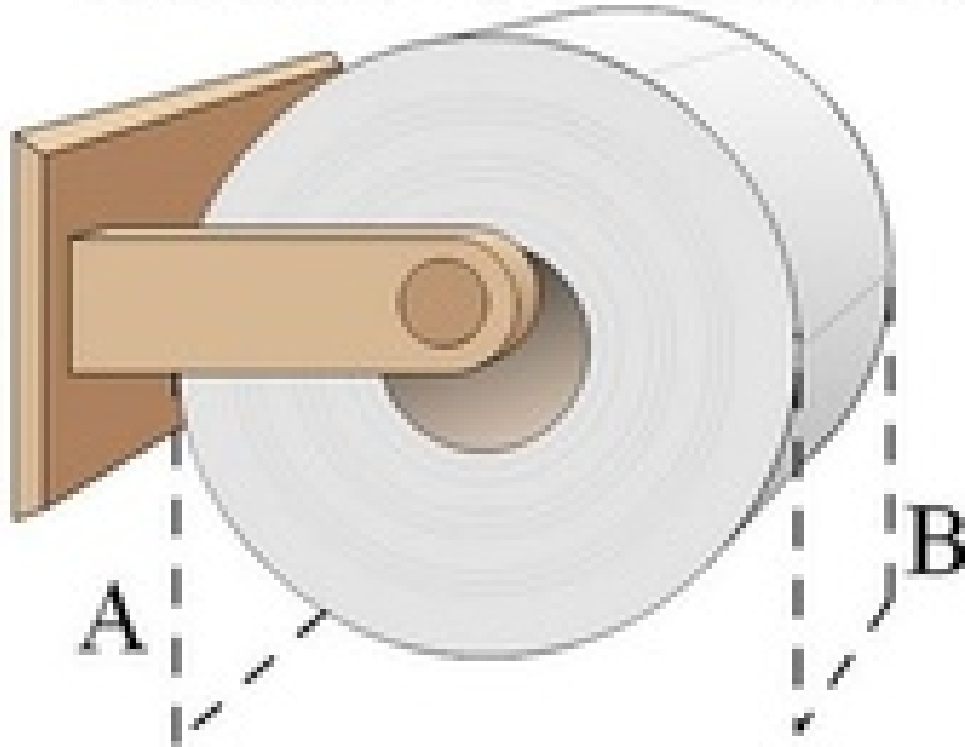


Myth #3: QI
requires
authorization
from senior
leaders



Myth #4: Senior leaders best understand front-line issues

THE GREAT



DEBATE

Myth #5: Senior leaders value \$

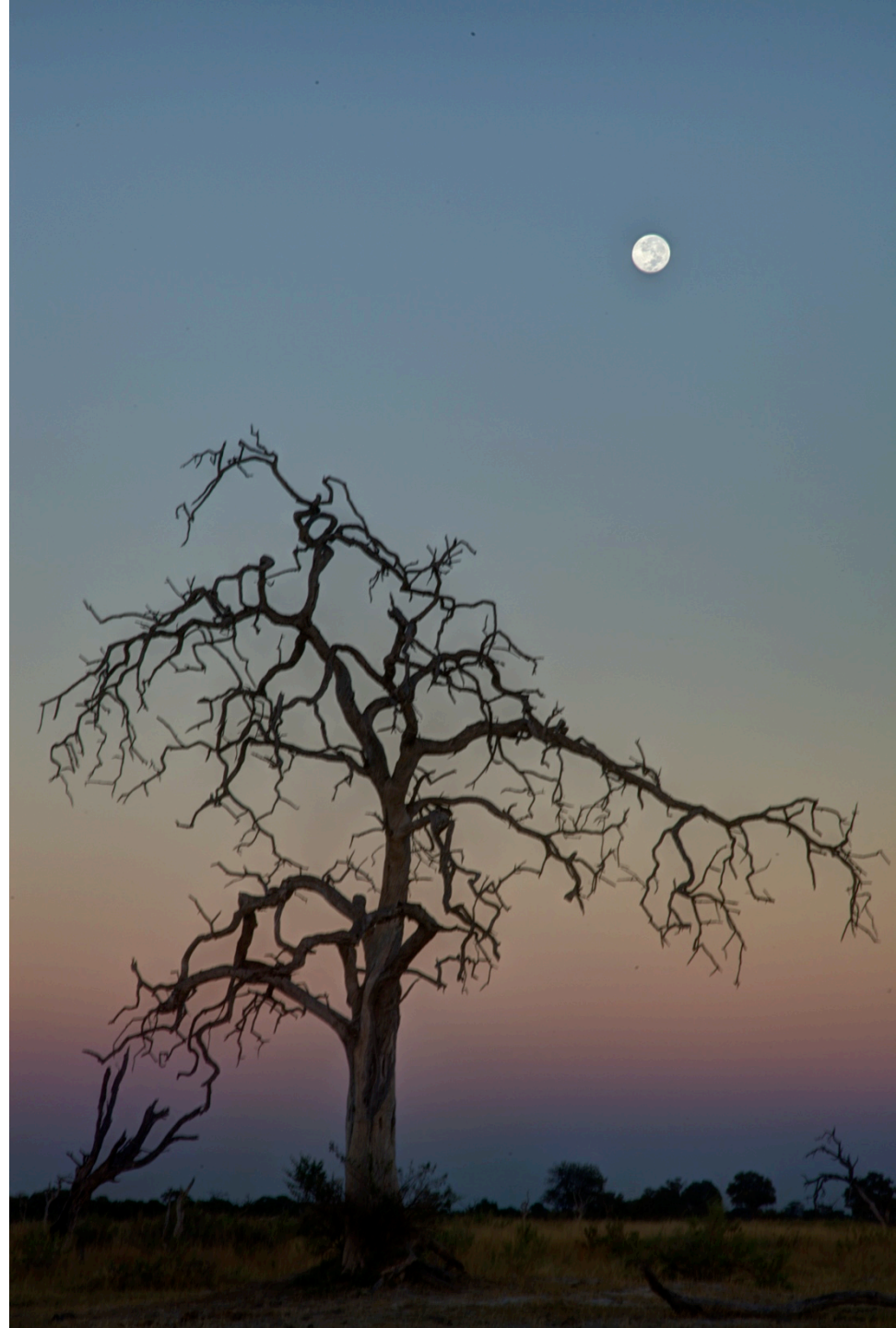


more than quality/safety



Myth #6: When
you are a
senior leader,
you will make
different
decisions

Breaking
Through the
Myths: Steps
for Successful
Leadership
Engagement






**Step #1:
Lighten
Load**

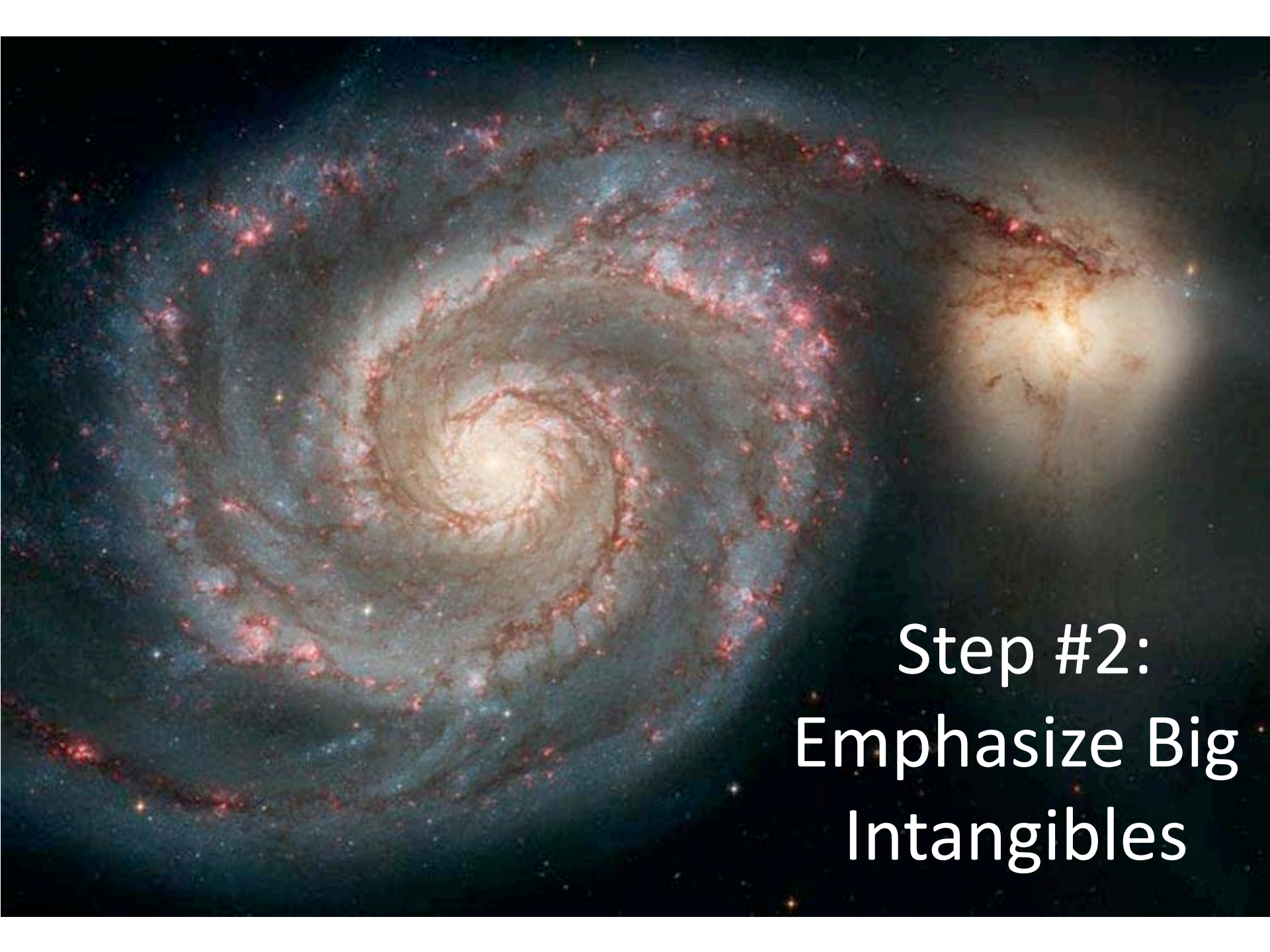


Step 1: Lighten the Load

- Do your own job well
- Suggest solutions, not just problems
- Go the extra mile ... where it is less crowded
- Be willing to do what others won't
- Stand up and stand in

A photograph of a house with a message painted on its side. The house has a grey shingled roof and a white gutter. The wall is light-colored with horizontal siding. To the left, there is a window with a white frame and a brown board covering the lower part. The message is painted in a dark, hand-drawn font. In the foreground, there is a large amount of dry, brown grass and weeds. A utility pole with wires is visible on the right side of the house.

Speak the
truth, even if
your voice
shakes



Step #2:
Emphasize Big
Intangibles



Step 2: Emphasize Big Intangibles

- Connect with the community
- Organizational identity, brand
- Promote staff morale and joy
- Take advantage of timing, national trends



Step #3: Make it Count



Step 3: Make It Count

- Use your time with leaders wisely
- Be ready for the ‘ask’
- Describe progress concretely
- Give leaders credit



Step #4: Align with their goals





Step 4: Align with Their Goals

- Understand hopes and dreams
- Build on organizational goals
- Encourage with the heart
- Use storytelling



#5: Lead
yourself
exceptionally
well



Step 5: Lead Yourself Exceptionally Well

- Be the go-to person
- Let the best idea win
- Know when to push and when to back off
- Model the behavior you desire

Summary





References

- The 360 Degree Leader. John Maxwell. 2005. Thomas Nelson
- The Five Practices of Exemplary Leadership. James Kouzes, Barry Posner. 2011. Pfeiffer
- The Role of the Middle Manager in Patient Safety. Doug Bonacum, Frank Federico. 2009. Institute for Healthcare Improvement