



SEPTEMBER

FEATURED ASA EVENT

06

EXECUTIVE PHYSICIAN LEADERSHIP PROGRAM

Sep 6 - 8, 2019 | James L. Allen Center at Northwestern University, Evanston, United States of America

Topics

- Value Based Leadership
- How in Influence without Authority
- Negotiation
- Conflict Resolution
- Financial Statements
- Strategy – Formulation, Implementation, and Change

Value Based Leadership – Harry Cramer

- Keep Things Simple – See the Forest



Value Based Leadership

‘Those Guys’



Value Based Leadership - Principles



Value Based Leadership - Principles

Am I confusing activity with productivity?

What are my values? What really matters?

Get the most important things done



Investigative Negotiation

- Figure out what your counterparts want – and why they want it
- Find solutions for their problems
- Interpret demands as opportunities – use the new information to create value
- Create common ground

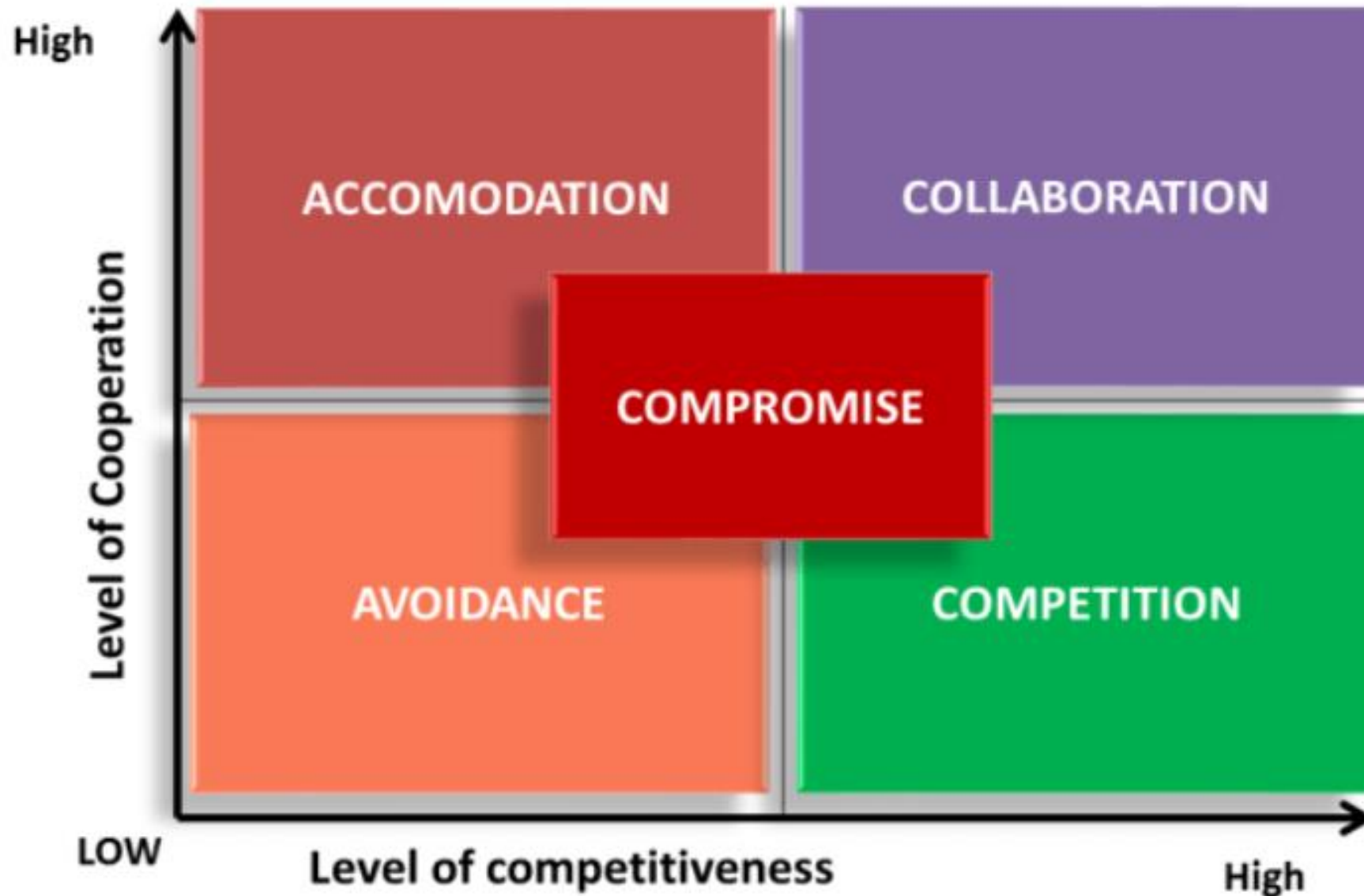
GOAL: MAXIMIZE OVERALL GAINS

Conflict Management



GOAL: MINIMIZE LOSSES

Negotiation & Conflict Management Styles



Strategy – How to create change?

- Rational Organization (20%) – everyone works towards common goal

Education & Communication

- Political Organization (60%) – conflicting goals & agendas

What's in it for me? Negotiation

- Bureaucratic Organization (20%) – rules, roles, and responsibilities

Hand Holding

Influence Without Authority: “Ethical Manipulation”

The Source – “How people perceive me”

- Show warmth – hand written notes, come early to meetings and learn about someone
- State your objectivity – “I’m not trying to change your mind”
 - If you have an agenda, you lose accountability

The Message

- Create favorable comparisons (add extreme option or keep less desirable one)
- Social proof – “Most people...”
- Create the path of least resistance

Influence Without Authority: “Ethical Manipulation”

The Audience

Commitment

“Are you willing to hear a different opinion?”

“Will you...?”

Get smaller commitments first

Reciprocity

If you want others to give to you, give to them first

