If you would like your organisation to be featured in this pullout, contact us at editor@leaderonomics.com.

There are 12 great leadership articles in this week’s pullout. Our website is loaded with an enormous back catalogue of articles, with 50 new online features being added every month!

Head to www.leaderonomics.com for heaps of leadership insight, thought-provoking podcasts and a library of more than 4,000 great videos.

BOOSTING PERFORMANCE WITH REST AND WELLNESS

2 THE CRUCIAL REASON EMPLOYEES QUIT
4 MAKING PROCRASTINATION WORK FOR YOU
7 FOUR SIGNS YOUR BOSS IS BAD FOR YOUR HEALTH
It's not really about the money. While you can deny this, and it is too tempting to believe you are a greater boss than the hallway gossip supports, the number one reason employees leave a job continues to be because of a bad boss or supervisor — in other words, a bad 'manager'.

We’ve certainly heard this axiom before, since there are other factors as to why employees leave, yet instead of admitting this, it is easier for you to blame the salary scale. Actually, there are other factors.

If it is not only about the money, then what is it that causes an employee to leave?

Last year, more than one million people left the US workforce because they were discouraged by their job and work environment. Surely, this idea of discouragement is prevalent in our workforces as well.

And when an employee is discouraged, it makes even a small increase appear like winning the lottery.

It is really shocking — a downright positive, it takes more than a small increase to lure someone away. Since you control the other factors, encourage and ensure growth for your employees. They will thank you by thinking twice the next time an offer of a small salary increase lands on their lap.

When the other factors are positive, it makes an employee less likely to leave.

When you have a good boss, encourage and ensure growth for your employees. They will thank you by thinking twice the next time the offer of a small salary increase lands on their lap.

Stop by or write a note to tell your employees they are doing a good job, and be specific about it. And if they are not doing a good job, then help them get better.

While studying employees at investment banks, psychologist Edward Deci found that managers who offered what is called “autonomy support” — which means helping employees progress by giving meaningful feedback, choice over how to do things, and encouragement — created greater job satisfaction and better performance.

In emerging markets, the opportunity to develop and of course see one’s career progress is a key driver of employee choice. Your employees want to grow, learn new skills and become the best they can be, so help them.

After all, your role as leader is to help others succeed in order to deliver the company its desired results. I can definitely understand why someone would accept a new job for a higher salary, but the salary by itself is not the deciding factor. That is unless it is an exorbitantly overpriced salary increase.

When the other factors are positive, it takes more than a small increase to lure someone away. Since, you control the other factors, encourage and ensure growth for your employees.

They will thank you by thinking twice the next time an offer of a small salary increase lands on their lap.

A REASON TO STAY

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GREAT LEADERS KNOW HOW TO DISCONNECT

By DAN ROCKWELL
editor@leaderonomics.com

INEFFICENT leaders might ask: “How do I hold people accountable?” Their real question is: “How do I pressure resistant people into doing what I want them to do?”

When leaders ask how to hold others accountable, ask: “How are you holding yourself accountable?”

Effective accountability:

1. Accountability is for people who row together. If you aren’t rowing in the same direction, accountability becomes threat and punishment.
2. Hold yourself accountable before holding others accountable.
3. Openly develop your leadership if you expect people to develop theirs.
4. Focus accountability on personal growth and development that adds value to self, customers, and colleagues.
5. Nurture growth in people that produces useful results.

BE ACCOUNTABLE

Six steps toward accountable growth:

1. “I imagine you’re adding even more value to teammates and/ or customers. What’s different about you?” (This question is for experienced, motivated team members.)
2. How/when behaviours might move you in the direction you want to go? (List three.)
3. How might you put one of those behaviours into practice this week?
4. What exactly will you say or do?
5. When will you put your new behaviour into practice? Find daily opportunities to practice new behaviour.
6. Avoid conversations that begin with: “I didn’t have a chance to practice my new behaviour!”

Get started:

Begin holding others accountable by holding yourself accountable.

Switch the above conversation to the “I” voice. Go to a colleague/boss and say: “I imagine myself adding even more value to the team.”

“Why are you so excited about being accountable?”

“It’s about striking a balance. The reason our time is precious is because we’re so busy. It’s about being more mindful of our time and how we spend it.”

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THE ART OF PROCRASTINATION
TAKING YOUR MIND OFF A PROBLEM CAN ACTUALLY HELP SOLVE IT

By SANDY CLARKE
editor@leaderonomics.com

HAVE you ever been in the shower when, all of a sudden, a creative solution to a problem you’ve been mulling over comes to mind? Or perhaps you’ve found yourself washing the car or walking the dog when an amazing idea comes out of nowhere for starting a business or writing a book. It’s funny how some of our best ideas present themselves when we least expect them, particularly after we’ve spent so long racking our brains over how to best overcome our biggest challenges and obstacles.

Why is it that a lot of our creative thinking comes during those moments when we’re consciously detached from the problem at hand? It turns out that, when it comes to solving a problem, our minds continue to search for solutions even when our thoughts are elsewhere on a superficial level.

In other words, when we solve a problem, we mentally file it away. But even when we stop consciously thinking about existing challenges, ideas incubate and develop in the deep recesses of our minds. As it turns out, a healthy dose of procrastination might just be what the doctor ordered when it comes to finding creative solutions to overcoming even the most stubborn obstacles.

Procrastination generally gets bad press; however, when used properly, it can work wonders for broadening our creativity and sparking innovative ideas. Professor Adam Grant of Wharton Business School (and author of Origins: How Non-Conformists Rule the World) is a self-confessed precrastinator – a term used by psychologists to describe those who are compelled to begin and finish a task as soon as possible. In an article for the New York Times, he describes how one of his former students showed him, by conducting a survey of company employees, that procrastinators were rated as more creative than their colleagues. Not convinced, Professor Grant asked for more evidence.

As he wrote: “Jihae, now a professor at the University of Wisconsin, designed some experiments. She asked people to come up with new business ideas.” Some were randomly assigned to start right away. Others were given five minutes to first play Minesweeper or Solitaire. Everyone submitted their ideas, and independent adjudicators rated how original they were. The procrastinators’ ideas were 28 percent more creative.” Professor Grant suggests that the ideas that first spring to our minds are usually the most conventional. However, when we put off tackling a creative task for a period of time, we begin to explore more novel ideas. Procrastination encourages divergent thinking. Before avid procrastinators get excited, there are a couple of things to consider. First, of all, people who played games before being told about the task experienced no increase in creative thinking. It was only when they knew the details of the task and encouraged to put it off that they found themselves inspired.

Second, if procrastinating goes too far (i.e. if you’re a ‘last-minute’ kind of person), you’re likely to rush making the most convenient solution work rather than be able to conjure up something creative. So, how can you pack a punch with procrastination to help you arrive at your most creative ideas? Here are a few tips:

1. Consider your urgent problems early in the morning. After you’ve woken up sufficiently, think clearly enough, ask yourself a few pointed questions about a pressing issue. Maybe you have a presentation to deliver at the end of the week. Ask yourself: “How can I bring my presentation to life?” or “What can I do to really capture my audience’s attention?” or “What are the main points that I should highlight?” Consider these for a few minutes, and then forget about them.

2. Carry a notebook around with you. Ideas can pop up at anytime, anywhere. Granted, writing in the shower can be tricky, so make sure to at least have a notebook nearby to ensure you get those ideas down on paper as soon as possible. It’s better to take notes with a pen than on your smartphone, as this helps to deepen the creative process. However, if a smartphone is all you have to hand, type out a memo of your ideas. You’ll be surprised at how many solutions and creative ideas can pop up over a short period of time.

3. Meditate. Listen to music. Or go for a walk. Or hit the gym (Or do all four!) Take regular time out for a hobby that’s not in any way related to work. The mental energy produced from these renewal processes – activities that help you de-stress – will help you to generate even more ideas. Nothing great ever came from anyone being constantly under stress and overworked. Especially in the case of business leaders, the more this point is realised (and embraced), the better.

Think of all the great ideas that could be borne from employees having some time to genuinely relax and take their mind off spreadsheets, deadlines and emails!

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YOUNG GRADUATES (1–3 years working experience)
Date: Tuesday, 28 Nov 2017
Time: 7.30 – 9.30pm
Venue: Help University, Jalan Sri Semantan 1

COLLEGE/UNIVERSITY STUDENTS
Date: Thursday, 7 Dec 2017
Time: 7.30 – 9.30pm
Venue: Help University, Jalan Sri Semantan 1

NGO LEADERS
Date: Tuesday, 5 Dec 2017
Time: 7 – 10pm
Venue: Menara Star, Phileo Damansara 2

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*Each workshop is limited to 30 pax. Admission is by registration only, on a first come, first served basis.
FROM MALAYSIA WITH LOVE

THE PETALING JAYA-BASED COMPANY REVOLUTIONISING HOSPITALS ALL OVER THE WORLD

By MATT NAYLOR

THE concept of Breaking America is often reserved for the American Dream and the pursuit of the American Dream. However, in the case of Petaling Jaya-based technology company Strateq Health Inc., breaking America is not a pipe dream – it is a real possibility.

“The reason it is possible is because we have been very successful in Malaysia,” says Tan Seng Kit, group managing director and chairman of Strateq Health Inc.

And that success has been nothing short of remarkable. In 1983, when Strateq was founded, the company had just 14 employees. Today, they are a shining beacon of the Malaysian start-up scene, with their systems in use in over 200 hospitals around the world.

But it hasn’t been easy. As Tan explains, it was a tough start for the company.

“We joined GAIN because we are very committed to developing a socially responsible company international and entering the competitive, yet potentially highly lucrative American market, are evident. Despite the high number of American brands we see opening their doors on Malaysian soil, there is still a belief that it is very difficult for companies here to make the reverse journey.

HUMBLE EXPANSION

This could be a question of humility, though. Many companies that expand do not wish to do so particularly bullish. To “storm the gates” and aggressively enter a new country with millions spent on marketing and pricing out competitors is a risky move.

“It’s definitely not easy for a Malaysian company to enter the US, it’s an expensive bet that you are putting on yourself,” says Tan.

“There are plenty of Malaysian companies that have gone abroad and found great success. They may not have shouted particularly loudly about it and we were not the first to begin with. We wanted to enter the market quite quietly.”

These years operating in the US and Strateq is still quietly building its brand overseas, with its corner of the market largely flying under the radar. Yet, this is a company that is truly saving lives – at home and abroad.

Today, they are a shining beacon of the opportunities that exist for a Malaysian company to expand overseas and are proudly proving their doubters wrong. How?

AN ACCIDENTAL OPPORTUNITY

When Strateq began its operations in 1981, they were working with banks, insurance providers and other financial institutions to develop technological software to keep them up to date with the new technologies being introduced.

Later, they expanded their operations into the oil and gas sector, providing system integration between petrol pumps, points of sale and the back office. Linganam was but nothing more efficient in making a customer’s visit to filling their car as seamless as possible. They quietly entered the markets of Singapore, China, Hong Kong and Thailand.

Their emergence into the health space was, then, almost entirely by chance.

“It was never really part of the plan; we were happy doing what we were doing,” says Tan.

“You have got to be constantly on the lookout for new opportunities though and a new chance presented itself to us.” In 1997, as digitisation was taking off, Hospital Putrajaya approached Strateq and a new chance presented itself to us.”

Tan Seng Kit, Pic courtesy of Strateq.

about helping them become a fully electronic, paperless medical facility. Taking the same advanced solutions they had used in bringing banks up to speed, Strateq introduced new technological processes to the hospital that would minimise mistakes and, ultimately help save lives.

“From this initiative, we continued to build. It was supposed to be a one-off project, but it turned into its own product almost by accident,” says Tan.

BREAKING AMERICA

It was through a technology partner that Strateq first began casting their eye over American hospitals in 2014. Having introduced their systems to multiple hospitals around Malaysia, Strateq’s ambitious move to the US was one they felt ready for.

“In today’s disruptive environment, we need to be constantly ready for change and we are making sure that we are ahead of the curve on that,” says Tan.

“We know that what we have been using up to this point will not be as relevant in the future. To move into the US healthcare scene in 2014 was a very bold move. People said to me: ‘You’re crazy to go into such a huge and complex market’.”

“Our partners in the US were the ones who noted that we have a very comprehensive list of services. They said that it’s as good as, or better than, the ones that were currently in the US, so they were the ones that suggested that we bring it to the American market.”

“I did my research of the market, compared our products to the competitors that were already there. I realised that what we had could really work there.”

“This validation gave me the confirmation I needed to pursue the ambitious jump over the Pacific.”

“It was a tough start, we were a small Malaysian company with no branding or contacts looking to enter a fiercely competitive market.”

But that initial research, development and perseverance paid off, as Tan was able to notice a niche gap in the market in which Strateq could operate. They targeted the small-town rural hospitals and introduced their system for an affordable price and brought the centres up to international standard.

“Without technology and without funding from the government, these small hospitals would be forced to close down,” Tan says.

For businesses, the possibilities of taking their company international and entering the competitive, yet potentially highly lucrative American market, are evident. Despite the high number of American brands we see opening their doors on Malaysian soil, there is still a belief that it is very difficult for companies here to make the reverse journey.

“Without public hospitals and local-level care, the small-town population would be medically underserved, something that would be critical to their nation’s economy.”

“This became our vision and the real driving force for all of us that are operating in the healthcare space. We are committed to developing a socially responsible, fairly-priced solution so that these hospitals, in the US and all over the world, can survive and serve the people that need them.”

“Arméd with that vision and attracting talent from all over the world, Strateq continues to make an enormous difference both locally and abroad.”

There is a true success story of a small Petaling Jaya-based technology company making an impact and thriving, while continuing to expand. The cynics who initially told Tan that he was “crazy” to think that he could break into America are now following his example of what it takes to have long-lasting success.

THE NEXT GENERATION

As Strateq have become proof positive of the opportunities for a Malaysian company to thrive in the US and other highly competitive overseas markets, their influence is ever-growing, something that they are very keen to share with the next generation of Malaysian start-ups.

Wanting to see more local organisations make the leap internationally, Strateq joined MDEC’s GAIN programme to offer advice and provide valuable connections.

“We joined GAIN because we are very proud to be a Malaysian company that is well established internationally,” says Tan.

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“The Global Acceleration and Innovation Network (GAIN) programme was inceptioned to catalyse the expansion of local technology firms like Strateq into the global marketplace. Their efforts to move into a challenging and competitive market like the US is exemplary,” says Gopi Ganesalingam, VP for Enterprise Development at MDEC.

“Our MDEC office offers companies with US market expansion plans the opportunity to leverage on our influential network of contacts as well as to help accelerate the companies in setting up their operations there.”

GAIN also provides provide customised assistance based on each and every GAIN company’s needs and goals; whether it is elevating brand visibility, facilitating market access, upskilling capabilities, match-making for mergers and/or acquisitions or accessing funding ecosystems. To further understand GAIN’s mission and offerings, visit mdec.my/gain

Like this article? Follow us @Leaderonomics on Facebook, Twitter, LinkedIn and Instagram.
The Leadonomics Media team caught up with Henry Patterson (fourth from left), Britain’s youngest entrepreneur, to find out why he’s before 30. The interview was held at his home in London’s Mayfair district. He is a co-founder of TechTlectron and recently authored “Thinking Outside the Box: How to Fix Celebrity in Unruly Situations.” This article first appeared on Forbes. To get in touch with Jeffrey at leadonomics.com. The Leadonomics team is excited to bring you an exclusive interview with Jeffrey Patterson, the youngest entrepreneur in Britain. To read the full interview, please visit leadonomics.com.

In this exclusive interview, Jeffrey Patterson shares insights on leadership, innovation, and the future of technology. He discusses his journey from a young entrepreneur to a successful leader and highlights the importance of thinking outside the box. Jeffrey also offers valuable advice to aspiring entrepreneurs and future leaders.

**BY TRAVIS BRADBERRY**

Dr. Travis Bradberry is a bestselling author, expert on emotional intelligence, and the cofounder of TalentSmart, the world’s largest emotional intelligence training company. He is also the lead developer of the popular EQ-I 2.0 assessment.

The Leadonomics team recently spoke with Dr. Bradberry about leadership and emotional intelligence. The interview was held in London at the offices of Leadonomics.

In this exclusive interview, Dr. Bradberry shares insights on leadership, emotional intelligence, and the future of business. He discusses his research on leadership and emotional intelligence and offers valuable advice to aspiring leaders and business owners.

**TIME TO GET OUT?**

Four Signs Your Boss Is Bad for Your Health

**They don’t just give you important feedback, they bitch at your ass putting your ego at any price, even more so if they are an audience.**

While you don’t necessarily want a “bad” boss, if you can’t get tough feedback, you definitely don’t want to work for someone who’s always criticizing and blaming. If that’s the kind of boss you have, get out right now, for the sake of your health.

**2 TEMPER TANTRUMS**

Like everyone else, bosses have bad days. Your boss might make your boss look like an angel, but that shouldn’t happen on a regular basis. If your boss flings the handle anyway, it’s time to move on. Don’t wait until you’ve had your worst day, get out before you have your best.

**3 UNREASONABLE EXPECTATIONS**

Some bosses see their employees the same way that young children see their teachers. They can’t stop their minds around the importance of family obligations, hobbies, or anything else outside of the office that doesn’t concern them. They see the boss that expects you to put in 16-hour days or more. If you’re feeling like you’re not getting enough time to work on your health, cut ties with your boss.

**4 FAILURE TO LEAD BY EXAMPLE**

If bosses don’t walk the talk, it’s going to be extremely difficult to feel inspired and to take your job seriously when the person above you doesn’t. If your boss isn’t walking the talk, it’s time to get out. They make people timid and cautious. People stop speaking up and sharing their creative ideas because they’re afraid they might be laughed at. It’s time to get out before you get to that point.

It’s obvious that bad bosses have a disastrous impact on their employees’ health and productivity. In fact, the CEO of Forbes recently conducted a study on the 5 signs of a bad boss. To read the full study, visit leadonomics.com.

**MEMORY CHARGE**

If you’re thinking about quitting your job, you’re likely to be feeling motivated to get out of a bad situation. In this exclusive interview, Dr. Travis Bradberry shares insights on leaving a job and transitioning to a new one.

**LEAVE IT BEHIND**

If you’re feeling burned out, it’s time to leave. If your job is taking a toll on you, your health, and your family, it’s time to move on. Dr. Bradberry shares insights on the importance of leaving a job and transitioning to a new one.

**THE LEADonomics WAY**

Dr. Travis Bradberry offers insights on leadership, emotional intelligence, and the future of business. He discusses his research on leadership and emotional intelligence and offers valuable advice to aspiring leaders and business owners.

**BY DR. TRAVIS BRADBERRY**

*editor@leaderonomics.com*

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**Follow us on Facebook, Twitter, LinkedIn, and Instagram.**
By KENNEDY OKONKWO

FINDING the perfect balance between the time we spend at work and the time we dedicate to other aspects of our lives is essential to maintaining good health and well-being. As our age, stage of life and work demands change, so does our flexibility and perceived ability to manage “work-life balance.” Choosing the right company or employer can make all the difference to how we cope with our workload in the workplace. Stress is the main health and safety issue in the workplace worldwide. According to the World Health Organisation (WHO), workers who are stressed are more likely to be unhealthy, poorly motivated, less productive and feel less safe at work.

Work-related stress is the reaction people may have when challenged to cope with work demands and pressures that do not match their knowledge and abilities. To some extent, we all have to learn new skills and remain flexible and knowledgeable in the different aspects of our companies’ operations.

However, when our roles are defined by the parameters of our expertise, we become more confident and can perform our duties better. If you feel stressed at work, it is important that you take the necessary steps to address it, like speaking to your manager about your workload or about your job profile, speaking to HR about your employer’s commitment to improving the health and wellbeing of its employees, or speaking to a trade union to find out what your rights are.

Although employers cannot protect their employees from stress that arises outside the office, they should be committed to reducing stress at work. It is true that an understanding employer can make all the difference in supporting our needs as people to stay healthy, be productive and successful at work, but it is also important to remember that we can take actively take control of our circumstances to create a better balance in our lives.

Now? Here is how I do it.

**Step 1: Identifying What Makes You Feel Good During Your Non-Working Hours**

This will differ for everyone depending on their age, family commitments, hobbies etc. I am a young man with a passion for basketball and films. I just got married and will be welcoming my first child in a few months.

Nothing makes me feel better than spending quality time with my wife, watching films together and playing basketball with my friends. For a physically active person like me, sleep is key to maintaining a healthy lifestyle. You can’t perform well if your body and mind are shattered from day-time activities. So, I always make sure I get a good eight-hour sleep. What makes you feel good?

**Step 2: Identify and Implement Routines**

Managing your time can seem difficult at first. Time, or the lack of it, is the number one reason why people fail to achieve balance and progress in their lives, but it does not have to be so. You might need to alter your current routine a bit but the long-term effect it will have on your life will be worth it.

When I started my current job, I used to wake up at 7:30am, get ready and go straight to work. By the time I was back home around 6pm, I was too tired to workout. Sometimes, I pushed myself to do it but soon I noticed that I was only becoming more tired, I could not sleep well at night and, as a result, I looked exhausted at work next day.

I decided to change my routine and exercise early in the morning — before work. This meant waking up an hour earlier every morning, which was hard at first but I committed to it. After a week, I noticed I slept better, felt more energised in the morning and was in a better mood all day.

On top of that, once I was home in the evening, I had enough time to cook dinner, watch the news and spend the evening with my wife while allowing my body clock to relax and get ready for a good night’s sleep.

**Step 3: Be in the Now**

Being in the now seems to contradict the way we live today, in a very fast-paced society with constant changes in technology and increased work demands. Having said this, full immersion in any activity, work or leisure, is crucial to reducing stress levels and developing joy and fulfilment.

Whether you are cooking, cycling, talking to your friends in a café or replying to work emails, learn to enjoy each activity for what it is.

By Kennedy Okonkwo.

Nothing makes me feel better than spending quality time with my wife, watching films together and playing basketball with my friends. For a physically active person like me, sleep is key to maintaining a healthy lifestyle. You can’t perform well if your body and mind are shattered from day-time activities. So, I always make sure I get a good eight-hour sleep. What makes you feel good?

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By Kennedy Okonkwo.
LESSONS FROM THE WARD

MY EXPERIENCES WITH THE GOOD AND THE BAD OF HEALTHCARE

By AMANDA CHUA

ost of us have had brushes with the healthcare system sometime in our lives. I’ve had my fair share recently – the good, the bad, and the ugly – as my dad was admitted to two hospitals over the course of several months.

The contrast in treatments from both hospitals was stark, and from this experience I derived six leadership lessons which I would like to share for the benefit of those in healthcare and medical fields, as well as the system as a whole.

1 TRUST AND COMMUNICATION

The ability to communicate with multiple stakeholders is not only a prerequisite, it is a necessity. The ability to influence others, especially when it comes to high risk strategies and decisions is needed to create an efficient environment and effective way of working.

Communication enables those in the medical team to know what to expect, and they are, as a result, calmer and better prepared to care for patient. One of the chief surgeons operated on my dad. It was a high risk surgery due to the nature of the surgery combined with my dad’s critical condition, but she was able to communicate confidence and influence us to go ahead with the surgery while painting a conservative view of the situation in order to cautiously manage our expectations.

Concurring with Tim Rath and Barry Conchie’s theory based on their book, Strengths Based Leadership: Great Leaders, Teams, and Why People Follow, trust is one of the main components of communication and a core foundation to building trust and followership.

With trust and mutual respect for each other’s role in the team, the team is more engaged and will enjoy better and more frequent communication.

When it came to influencing her team to go ahead with a high risk surgery, the chief surgeon commanded her followership with trust and strong communication skills. They did not necessarily have to fully agree with the leader on the decision, but they understood the why behind it.

Creating a safe space for risk-taking with sufficient support is the psychological safety that is necessary in functional workplaces so that teams perform better and learn from mistakes.

Some of the worst outcomes happen in environments where employees are afraid to share failures, and take risks which lead leaders in the dark. Here, problems fester and grow.

For example, a nurse might suspect that a patient was being given a dangerously high dosage of medication, but might not call the doctor to check, because the last time she spoke up, the doctor questioned her competence.

In this situation, not speaking up could have fatal consequences for the patient. Strong communication in teams allows healthcare practitioners to make better informed decisions.

By engaging with the leadership through effective communication of needs, there is active validation. Real-time adaptability is needed in the practice to address the changing demands of patients and healthcare environment.

As such, encouraging dialogue and sharing knowledge and experiences between multiple stakeholders not only streamlines redundant activities and reduces complexities in healthcare organisations, it also fosters better collaboration and teamwork.

2 TEAMWORK AND COLLABORATION

Medical care is one of the few sectors where the lack of teamwork can actually cost lives. The failure to develop a strong managed care team is one of the most damaging practices in operating room efficiency.

I have personally observed this. When my dad was wheeled into surgery last year, the surgical and anaesthetology departments were working closely together with frequent updates on my dad’s condition while he was in the ICU for surgery and if he missed the cue, he would have had to wait until the next turn which could take hours.

The very moment his condition got better, the anaesthetologist quickly updated the surgical team, making use of the small window of opportunity to do the necessary preparation in coordinating the patient’s care. Here, a seamless schedule flow – from anaesthesia to surgery – was necessary to ensure a smooth transition into surgery and optimise operation time without delays that could put a patient’s life at stake.

Effective teamwork encourages multiple parties to work together and facilitates integration through interdependency among multiple stakeholders across different departments. A hospital setting needs this to foster a collaborative working environment with synergistic practices that enable teams to achieve more as a collective team.

It has been ingrained into healthcare practitioners that no one member of the team can do it alone - not the physician, nurse, pharmacist nor physiotherapist. They must all work together as a collective team, with the patient, and for the patient.

Unified by the shared vision and values with each patient’s best interest in mind, individuals are motivated to optimise team efficiency, improve healthcare practices and processes to reach the common goal. This also fosters greater autonomy and encourages the adoption of leadership behaviours among staff which leads to improved patient care.

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Coordination between the anaesthetologist and the surgical team in that period was paramount to ensure patients are ready for surgery in the nick of time. Initially, the situation seemed bleak as he was deemed not fit for surgery due to multiple organ failure. His condition needed to stabilise before any surgery could take place.

What added to the pressure was that there was a long line of patients waiting for surgery and if he missed the cue, he would have had to wait until the next turn which could take hours.

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3 LEADERSHIP AND CULTURE

To raise levels of teamwork and nurture collaboration through interdependency between different healthcare practitioners, leaders need to be the first to model collaborative behaviours by adopting more inclusive leadership styles - leadership through influence, not authority, position or power.

However, many physicians are not trained to be team players; rather, they use the military-style, “command and control” leadership approach during their medical training.

Applying this “command and control” approach which glorifies all-knowing heroic healers challenges collaboration and creates silo mentality in healthcare.

The industry needs to shift towards a non-hierarchical style of leadership to create a collaborative work environment with team-centred leadership styles. This allows individuals to work together towards organisation and patient benefit.

Unfortunately, I was on the receiving end of the detrimental effects of hierarchy and an unhealthy culture in the workplace. When my dad was transferred to one of the best specialist hospitals in the country (Thinking that was for the better) we observed their rude and impolite way of treating their patients.

This could partly be attributed to overconfidence that they are “the best in the country”, but I could clearly see that it was because the head of department was rude to patients and colleagues, and this breeds the same type of behaviour among those in their chain of command.

Unconsciously, the rest of the staff were behaving in the same way, thinking that that is the way the staff should function and get things done. It also sends a message that behaving like their bosses to gain their favour and approval is the way to the top.

There was lack of care and compassion when treating their patients and handling caretakers like us, where their dignity was compromised - leaving their patients on a wet bed for hours and scolding their patients out in the open for not adhering to their advice.

As great as their technical expertise and medical knowledge were, it was the way they treated their patients which made a drastic impact on patient recovery.

But wait, there’s more! To read the rest of Amanda’s story and her experiences with both the good and bad of hospital care, visit bit.ly/hospitalleadership.
LEADERSHIP THAT CHANGES THE WORLD

SANDHI’S LEADERSHIP PRINCIPLES FOR TRANSFORMATION

BE CONSISTENT AND AUTHENTICALLY YOU

“Always aim at that state of harmony of thought and word and deed. Always aim at purifying your thoughts and everything will be well.”

Part of why it’s important that your evolution is genuine is that it means your behaviours have congruency and you don’t have to exert energy to seem genuine – because you are being authentic and sincere.

Socially, this is crucial for leaders because it means they can enjoy their interactions and foster good relationships – as their thoughts, words and actions are aligned and in harmony. You don’t have to keep it act going – you can just feel good about yourself and who you really are.

Furthermore, seeing leaders embody their promises and values mobilises peers and followers to join your cause and move with you.

IN CONCLUSION

“Transformational leaders are inspirational, trustworthy, and charismatic role models who lead by example.”

Gandhi led a revolution by focusing on his own transformation and staying grounded. Simply put, he embodied the idea of leading by example and that’s a promise that leaders need to embrace if they hope to have anywhere near the legacy Gandhi himself left has.

WHY TAKING TIME OFF IS GOOD FOR YOUR BRAIN

1. **BRAIN BENEFITS**: Taking time off helps your brain function better. You can think more clearly and creatively during breaks.

2. **PRODUCTIVITY IMPROVE**: Being refreshed, you can return to work with a clearer head.

3. **MINDFULNESS**: Time off allows you to breathe and relax, which is crucial for mental health.

4. **COLLABORATION**: You return to work with fresh ideas and a more open mind.

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www.leaderonomics.com

Saturday 18 November 2017

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LIFE never stands still, no matter how much we try to pin it down. Change is the only constant and good leaders take stock of this and evaluate how they proceed within themselves and within their organisations.

Leadership is an intrinsic quality – something that is within you made explicit. When asked about his life message, Mahatma Gandhi is reported to have replied, simply. “My life is my message.”

The success of an organisation and its leaders typically rests upon how managers and staff understand the psychological influences and process of thinking. Leaderonomics has suitable workshops for those in managerial roles to learn the right techniques for critical, analytical and creative thinking for self and organisational improvement.

Contact Leaderonomics for more details.

Louisa is currently pursuing her postgraduate studies in Development Psychology. Louisa is a freelance writer for Leaderonomics. An extrovert, she loves to bring her team and always yearns to be outdoors. She thinks change is exciting and should be embraced.

By LOUISA DEVADASON

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By MINDA ZETLIN

editor@leaderonomics.com

It’s Sunday evening but instead of relaxing with your family, you’re sitting in front of your home computer. There are just a few emails you have to send out before the weekend starts, a couple of projects you want to complete in the quiet of the evening before the phone calls and urgent emails begin arriving the next morning.

You’re tired, and vaguely cranky, and you certainly need more rest than you’re accustomed to working every week. In another, executives instructed to take one day off every week. In another, executives accustomed to working every evening were told to keep one evening work-free.

If napping is completely out of the question, you can also help yourself with a brief daily meditation break – even as little as five or 10 minutes. That will help your brain by releasing more alpha waves and it will make you happier for the rest of the day.

Minda Zetlin is a business technology writer and speaker, co-author of The Geek Gap, and former president of the American Society of Journalists and Authors. To get in touch with Minda, email editor@leaderonomics.com

WHY A LITTLE PAUSE IS GOOD FOR YOUREN”S BRAIN

1. **COMPETITIONS have diminished as well as the need for a relentless work ethic.**

2. **BEING ADAPTIVE, not just efficient, is the key to survival.**

3. **SUCCESS comes slowly – it takes time and commitment.**

4. **COACHING is as important as personal development.**

5. **LEADERS must be open to new possibilities and disruptive qualities.**

6. **LEADERS need to take charge and be proactive.**

7. **LEADERS must not allow others to have power over how they feel and behave.**

8. **LEADERS have learnt from unpleasant and disruptive experiences.**

9. **LEADERS are not supposed to be a day of rest. But find yourself working on what’s not supposed to be done.**

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PDF This article is available at www. leaderonomics.com, where you can download the PDF version.
YOUR JOB IS NOT YOUR IDENTITY

By JOHN EADES
editor@leaderonomics.com

At 5 he sat down with me nearing the last day of his employment at the company he helped build, and asked the question: “How are you handling the thought of retirement?” His answer was something I will never forget: “I am not what I do.”

While I had known for some time how great of a leader he was, those words cemented the sentiment for me and taught me such a valuable lesson about identity.

He went on to share how much joy and accomplishment he felt because of the positive impact he had made on the thousands of customers, employees and family members of those employees who were a part of his journey.

When I ask most people: “Who are you?” I typically get answers that go right to their professional title like; CEO, accountant, lawyer, project manager, CFO or athlete, because people believe “I am what I do.”

There are a lot of reasons for this, but it boils down to the amount of time, energy, and effort we expend doing our jobs. I don’t want to leave you mistaken or confused. I am not saying great leaders don’t work hard, raise the bar and accomplish great things.

A great leader knows that it’s about the impact they have. They will tell you the lessons they have learned, the value they have given to others, and how well they have led their teams. It’s about the lives they have touched throughout their career.

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A great leader knows that it’s about the impact they have. They will tell you the lessons they have learned, the value they have given to others, and how well they have led their teams. It’s about the lives they have touched throughout their career. THIS IS YOUR LEGACY

MAKE YOUR LEGACY ABOUT IMPACT

I love the example Oprah Winfrey gave at a commencement address once. “The biggest reward in life isn’t financial benefits. Those things are great but they don’t fill up your life, only living a life of substance will. Maya Angelou taught me an incredible lesson. Your legacy is every life you touch.”

If your mindset as a leader is focused on making an impact through those you come into contact with, your identity will centre around service (as opposed to your profession).

DON’T ALLOW YOUR AUTHORITY AT WORK TO GO TO YOUR HEAD

Many companies are still structured in a hierarchical way. While I don’t believe this is the best way, it’s the reality of the world we live in.

Having said that, just because you are higher up the food chain and have more control over daily decisions, doesn’t mean you have higher powers or that others great leaders know their responsibility and act accordingly.

SERVE OTHERS OUTSIDE OF WORK

Winston Churchill famously said: “We make a living by what we get. We make a life by what we give.”

This isn’t about financial contributions. Look for ways to volunteer in your community or start a support group. If you give up your free time to serve others in your community, when you change professions, careers, or even retire, you will have places to go to add immediate value.

FOCUS ON CREATING MORE LEADERS

Most people think about their own career and development, (which is important) but great leaders focus as much, if not more on others development.

I love the quote from Noel Tichy: “Winning companies win because they have good leaders who nurture the development of other leaders at all levels of the organization.”

When you are focused on helping others become the best version they can be, your identity shifts away from simply doing your job to creating a butterfly effect of people that value having you in their life. You have control over your habits and can start implementing some of these ideas to begin the process of transformation.

John is the CEO of Learnia and host of the Follow My Lead Podcast. He is also the author of F&M: Standing Out. Being a Leader, and is passionate about the development of modern professionals. To connect with him, email editor@leaderonomics.com.
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