Profile: What Every Leader Should Use When Building A Team

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Danny Scott
CIO, Good Samaritan

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Welcome

Danny Scott
CIO / Good Samaritan
Conflict of Interest

• Danny Scott

• Has no real or apparent conflicts of interest to report.
Agenda

- Learning Objectives
- Leadership Goals for New Team Members
- Criteria for New Team Members
- Professional Experience Use Case
- Coaching and Mentoring Gaps
- Questions
Learning Objectives

• Define a new team member profile to be used during the interview process as a means to evaluate someone for a positive match to the larger team.

• Describe the 7 criteria, of the new team member profile, used to differentiate between a potential candidate and one who would not serve the team well.

• Demonstrate, through professional experience, the use of the new team member profile in hiring new team members.
Team Membership

• New Team Members
  • Leadership Goals (Suggested)
    • High-functioning team
    • Agile - Adaptable - Dependable - Innovative - Problem Solvers – Integrity – Respectful – and on and on and on and on.
    • Should a new team member be expected to give 100% in their role?
    • What VALUE will this person bring to the organization and your department?
      • “Must Know” after an interview.
Criteria for New Members

1. **Work Ethic**
   - Encompassing mentality to do great work.
   - Integrity
   - Discipline
   - Personal Accountability
   - Passion

2. **Cultural Fit**
   - Know your culture.
   - Family?
   - Corporate?
   - Be honest and able to articulate it.

3. **Consumer Experience Mentality**
   - “The first and... most important...is customer obsession” (Jeff Bezos)
   - Tough lesson learned.

4. **Collaborative**
   - You HAVE to be able to work with others.
   - Common Goal
   - Negotiate
   - Conflict
Criteria for New Members

5 Trainable / Coachable
Learning never stops.
Preparing yourself for success.

6 "Can Do" Attitude
So critical!
Focus on CAN and eliminate CAN’T.

7 Technical Skills
Experience is always helpful, but not the decision maker in some cases.
I can teach you anything....
The "7"

1. Work Ethic
2. Cultural Fit
3. Consumer Experience Mentality
4. Collaborative
5. Trainable / Coachable
6. "Can Do" Attitude
7. Technical Skills
**Culture**

1. “Culture eats strategy for breakfast” – Drucker

2. Every organization is its own ‘country’.
   - Set of beliefs, customs, traditions, and “way of life”.
   - Your culture is your organization regardless of what is written on the walls.

3. How is this person going to fit in with your existing team?
   - Do they prefer to work alone or in a group?
   - How do they deal with change?
   - Do they need constant direction or can they guide the boat?
   - Are they mild-mannered or direct?
   - Serious or sense of humor?
   - Emotional Intelligence?
The "7"

- The list must fit your culture and what YOU want. Create your own list.
- Hiring someone is making an investment in their future and yours!
- The interviewee must prove, show you real world examples, of each.
  - “This is what I’m looking for. Is something you want to be a part of? If so, give me examples of demonstrating these criteria. If not, thanks for coming by.”
- Why is this so important?
  - Level sets expectations!
  - Increases your ability to hire the right person.
  - It’s all part of shaping your culture.
Demonstrating Through Professional Experience

- Project Manager Role
- Candidate: Mid-20’s, 2 years experience, no healthcare.
- Used profile as the agenda for the interview.
- Discussed my expectations and let them provide input and examples related to each profile item.
- So much better than “where do you see yourself in 5 years”!
- One year later?
Coaching and Mentoring Gaps

- A person may meet some criteria, but not all. Now what?
  - Rely on your experience and intuition.
  - Remember: You can’t teach work ethic, etc; a person has it or they don’t.
  - Your job as a leader is to enhance, develop and grow existing qualities.

- This is where you earn your Leadership $$$!
  - Lead by Example.
  - Coach/Mentor: Every day and at every opportunity.
  - Provide people the tools to perform their role with a loaded tool belt.
  - Continue to discuss the “7” at regular checkpoints.
    - Institutionalize
    - Make it your culture
Questions
Thank You!

• Email:  dscott@gshvin.org

• LinkedIn: Danny Scott