



LEADING ACROSS BOUNDARIES

Dr. Bernard Lim

Director, Leadership and Organisational
Development

Three Shifts for Sustainable Healthcare

Beyond Hospital to Community

- Working together to **re-shape the healthcare delivery system** beyond acute care to appropriate settings in the community, by **increasing capacity and capability** in primary and community care, and **strengthening partnerships**, e.g. Hospital to Home

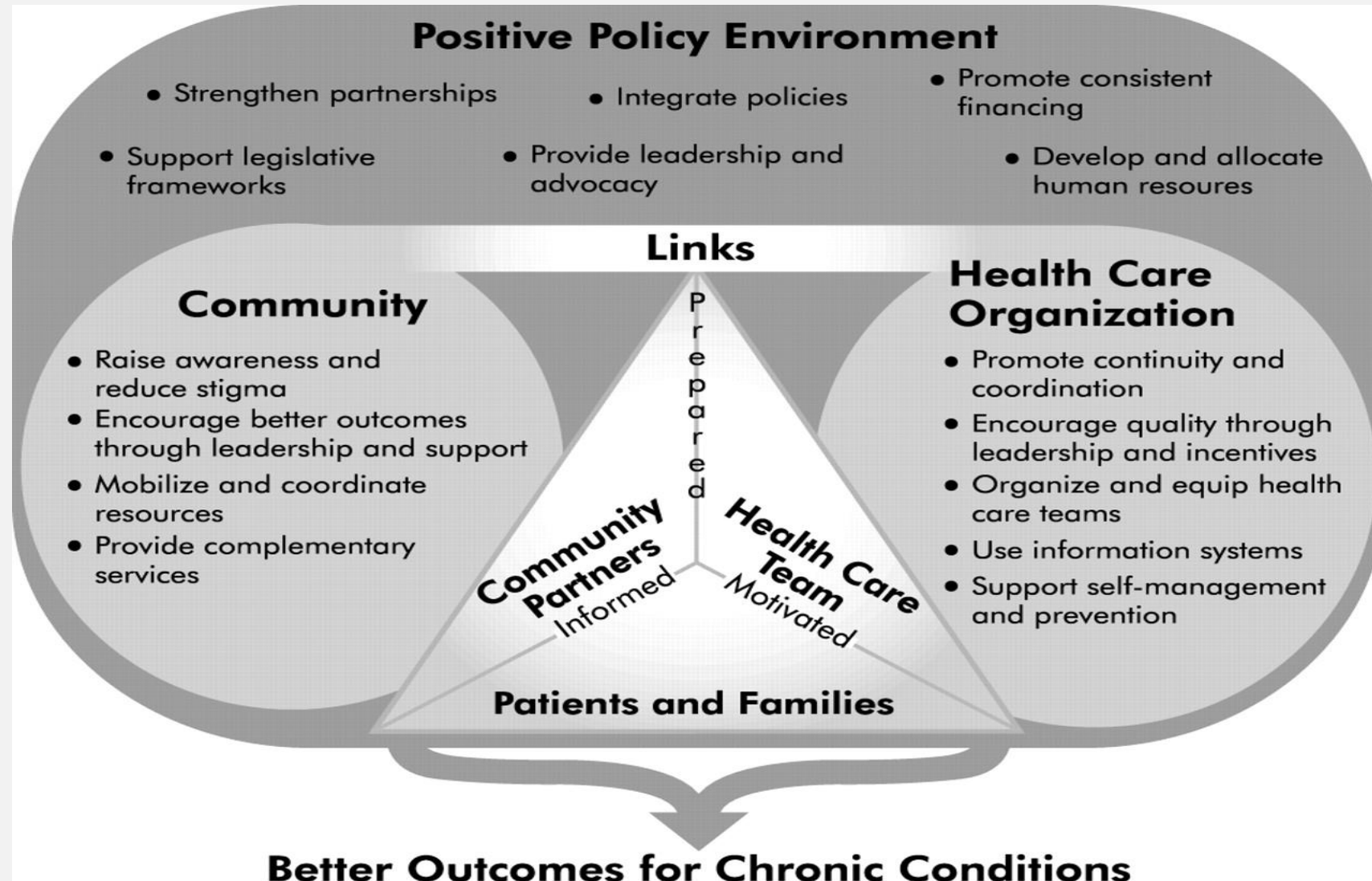
Beyond Quality To Value

- **Emphasising value alongside quality**, through common **appropriate care guidelines** and **productivity efforts** throughout the public healthcare system

Beyond Healthcare to Health

- Moving upstream to focus on **good health**, in particular, re-organising processes, and working with primary care to wage war against diabetes

DELIVERING EFFECTIVE HEALTHCARE THAT IS SUSTAINABLE REQUIRES US TO WORK ACROSS BOUNDARIES



Accompanying Shifts in Leadership Capabilities

Beyond

Towards

1

Expert as Leader

Valuing and recognizing leadership as different from and as much as clinical excellence



Expert Leader

2

Developing Leaders

Leadership as a process not a position; team-based working; valuing different perspectives and expertise



Developing Collective Leadership

3

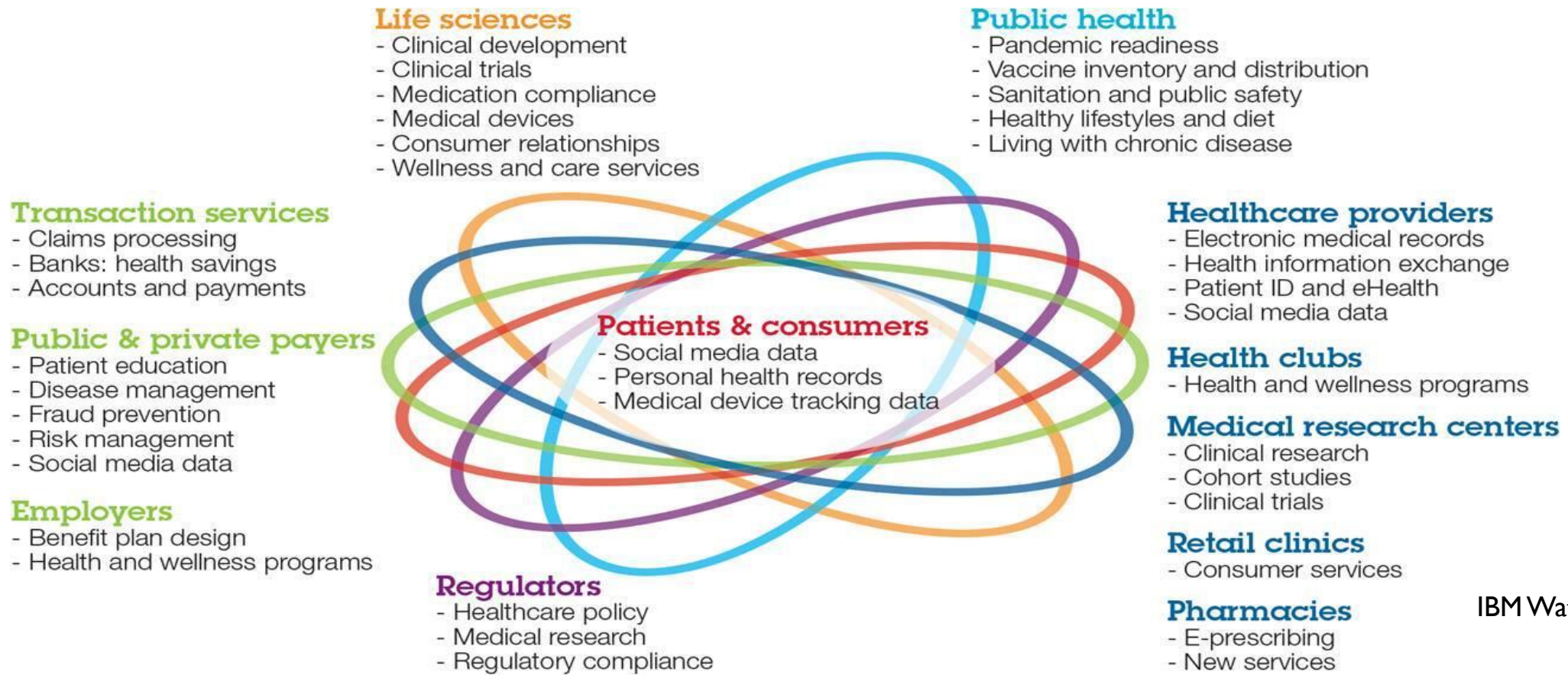
Leading Institutions

Thinking and working collaboratively across healthcare institutions, clusters, and beyond public healthcare, in partnership with all who can contribute to the health of the people of Singapore



Leading in Health Eco-Systems





IBM Watson Health

“...an ecosystem of **interconnected stakeholders**, each one charged with a mission to improve the quality of life while lowering its cost. To ensure patient safety and quality care while realising savings, these **stakeholders are building new relationships, often outside the four walls of the hospital..**”

Cause & Effect Relationships Are Not Obvious in an Eco-system

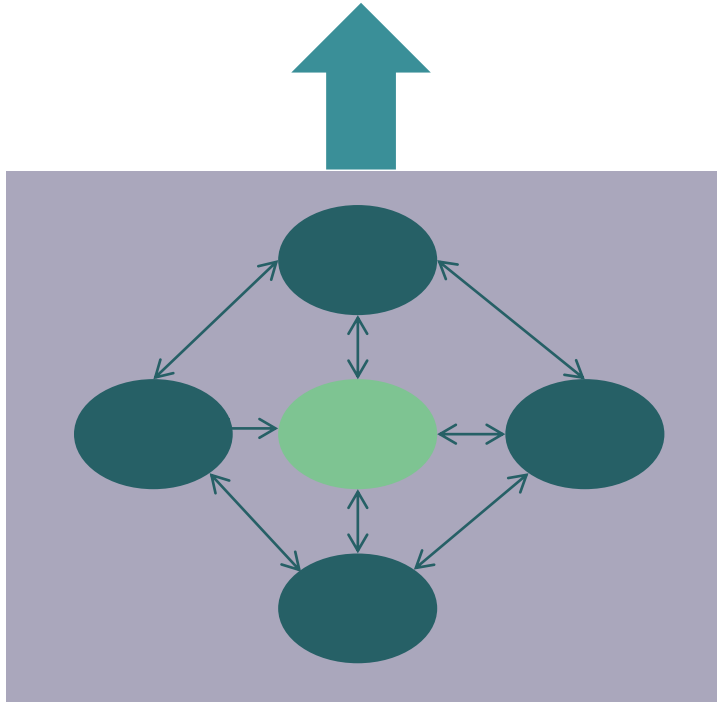
Cause and effect relationship.....

Simple	Is obvious
Complicated	Requires analysis, investigation or expert knowledge
Complex	<i>Can only be perceived in hindsight</i>
Chaos	Is at system level



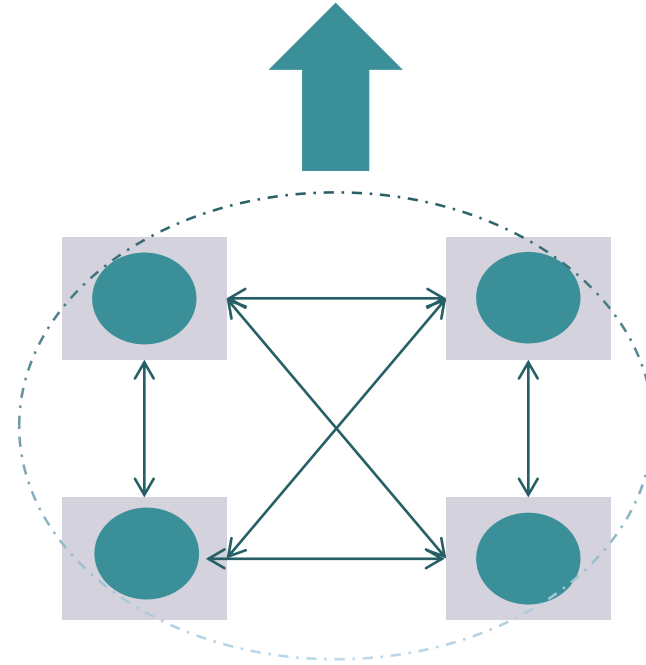
Cynefin Framework

COLLECTIVE LEADERSHIP



- Tends to operate within an organization
- Leader plays a facilitative role to harness diversity in the group/team.

COLLABORATION



- Spans across boundaries
- Leaderless
- Individuals engage, influence and mediate (collective intelligence) for shared outcomes.

POTENTIAL BENEFITS OF COLLABORATIVE WORKING

- Improved/wider range of services for patients & citizens through partnerships with other agencies
- Wider reach/access to new beneficiaries
- More integrated approach to address health & healthcare issues
- Better use of resources
- Better co-ordination of activities

POTENTIAL RISKS OF COLLABORATION

- Loss of flexibility in working practices
- Loss of autonomy
- Complexity in decision-making, eg PDPA
- Cultural mismatch between agencies (WoW)
- Lack of consistency & clarity on roles & responsibilities between agencies

Winds

What is visible and explicit (e.g. vision, goals, strategy, plans, policies, and espoused values)



Currents

What is unspoken and implicit (e.g. fears, beliefs, prejudices, organisational norms, habits, patterns, and cultural taboos)

BARRIERS TO COLLABORATION



Collaboration in Practice: Developing & Operating a Co-Sharing Space



Success Factors

- ✓ Shared vision
- ✓ Nurturing Relationships: Trust, Respect & Communications
- ✓ Personal characteristics
 - ✓ Learning agility, Curiosity
 - ✓ EQ
 - ✓ Resilience
 - ✓ Flexibility, Ability to manage ambiguity
- ✓ Leaders as role models: Partnership stance

Towards a New Operating System for Leaders

Ego System

“Its About Me”

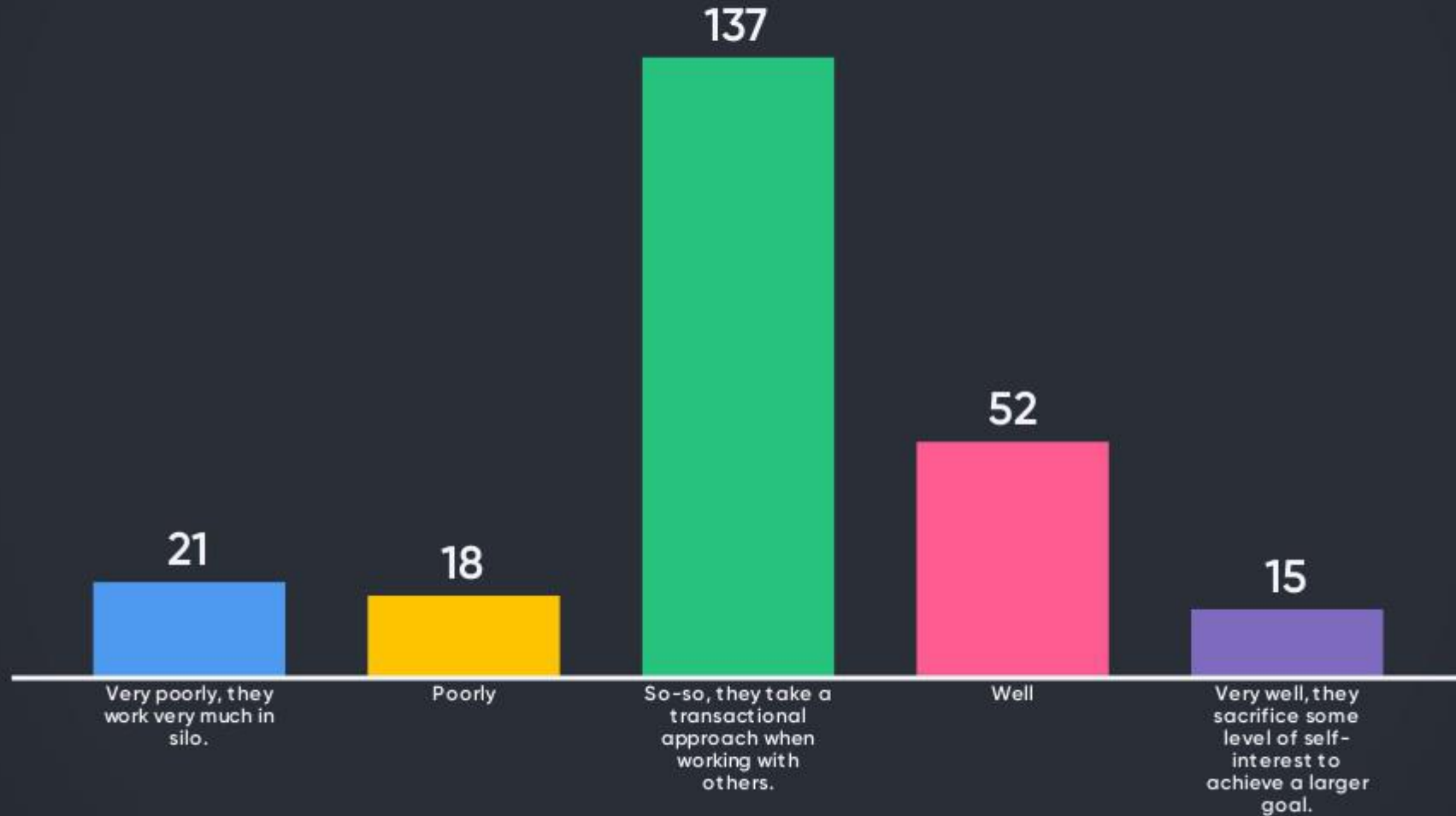
Top Down Control
Command
Independent Silos
Territoriality
Power Struggles
Self-Interest
Withholding Information
Blaming

Eco System

“Its About Us”

Influence
Conversation
Aligned Agility
Partnership
Mutual Empowerment
Mutual Support
Joint Knowledge Development
Mutual Accountability

How well do our leaders collaborate?



Be

The Blind Spot of Leadership

RESULTS:

What



PROCESS:

How



SOURCE:

Who

Blind spot: Inner place from
which we operate



Values



Compassion



Humility



Integrity



Public Service Purpose

Personal Qualities



Emotional Intelligence

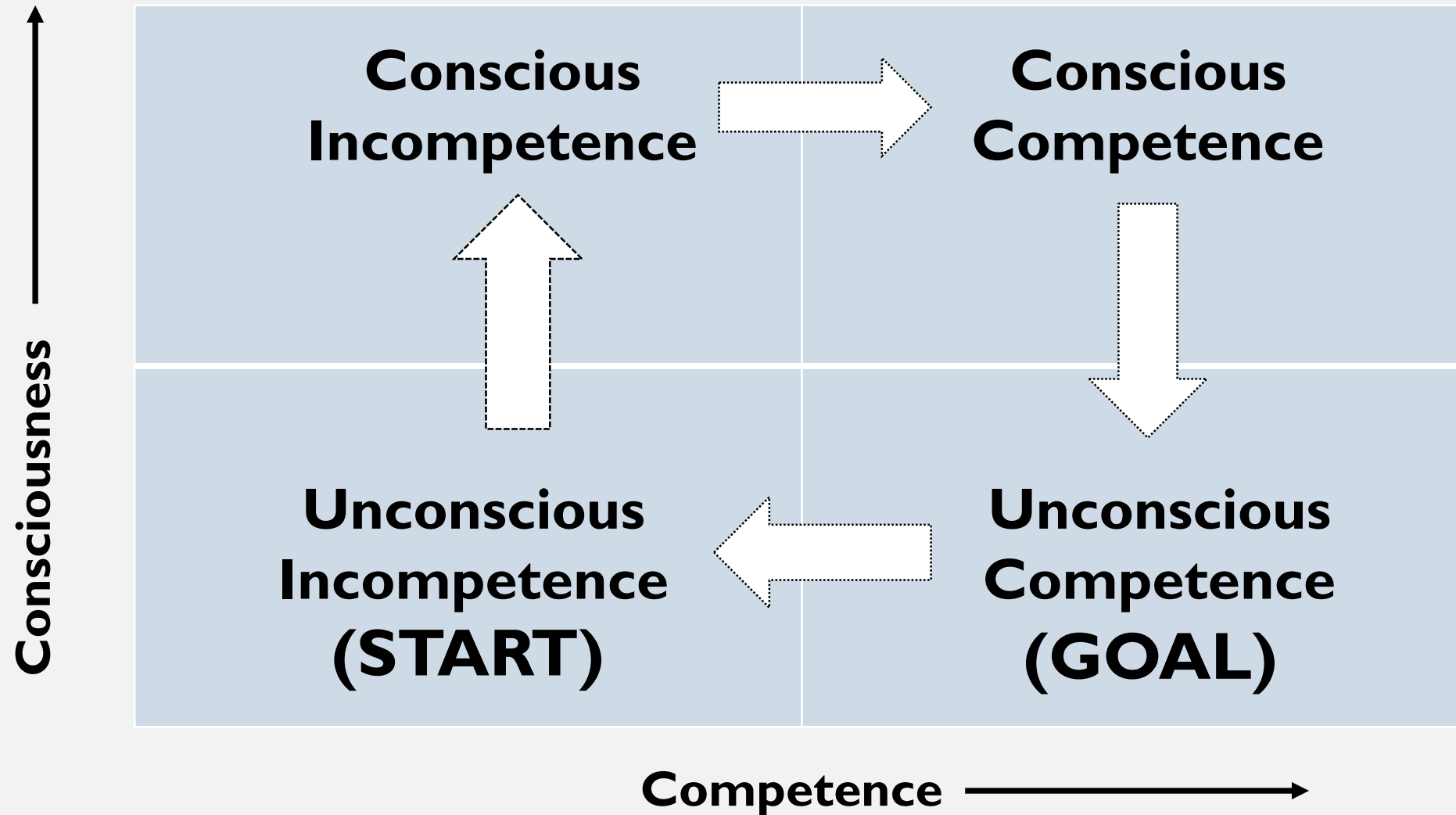


Resilience



Learning Agility

Four States of Competence



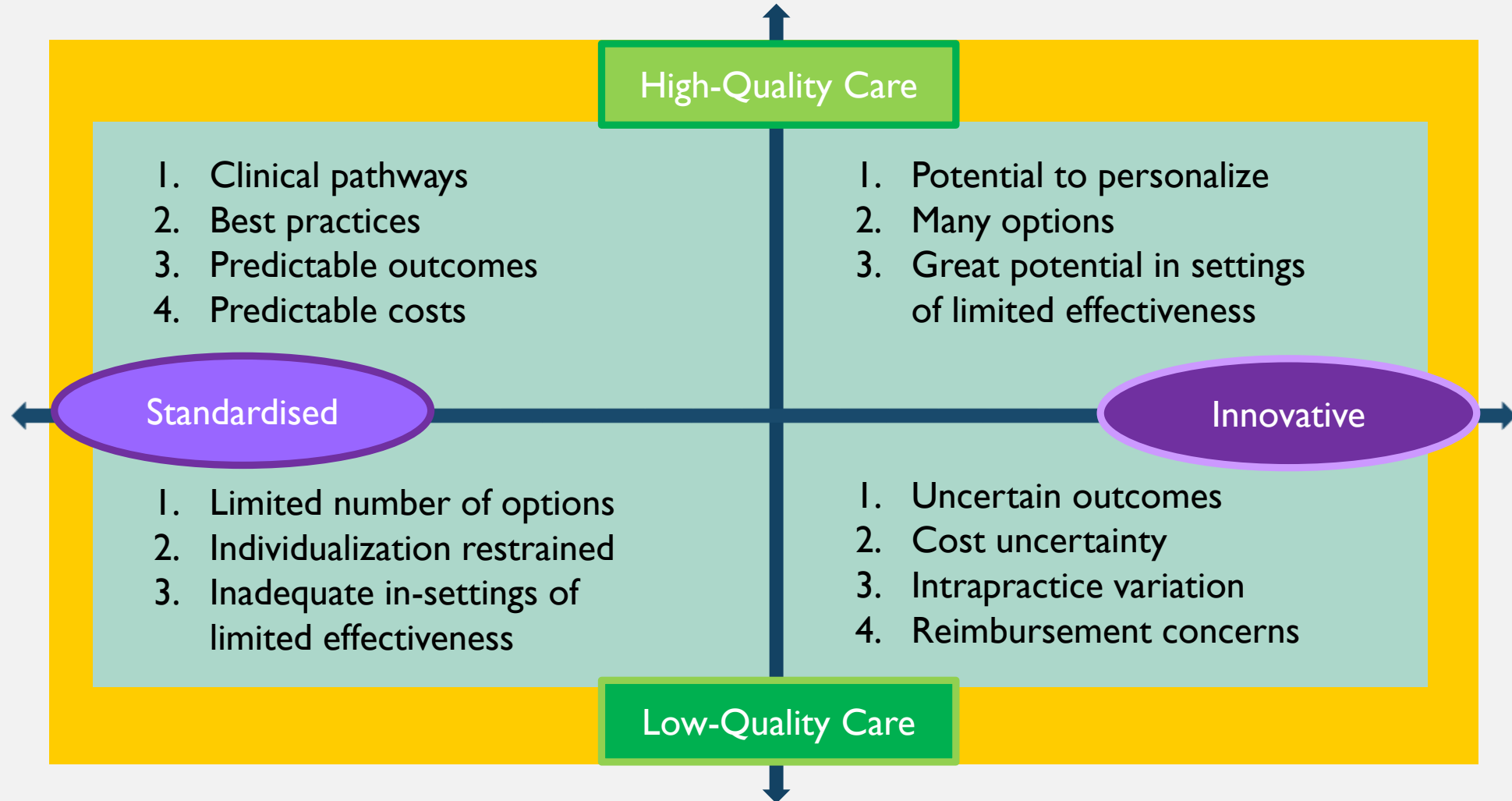
Know

The Leadership Context

- The community
- The nature of the problem
- Barriers to collaboration
- The group's capacity for change



Polarities in Healthcare



Polarities in Leadership

Maintaining close contact

Being highly visible / Leading the way

Showing confidence in subordinates

Being open-minded

Fighting for your own unit

Tight scheduling of your time

Being direct

Forgetting today (being visionary)

Going for consensus

Being dynamic

Being self-assured



AND

Keeping a distance

Receding into the background to allow others to step up

Holding people accountable

Being normative

Going all out for company objectives

Being accessible for spontaneous moments

Being diplomatic

Forgetting tomorrow (addressing today's problems)

Making decisions quickly

Being prudent

Being humble



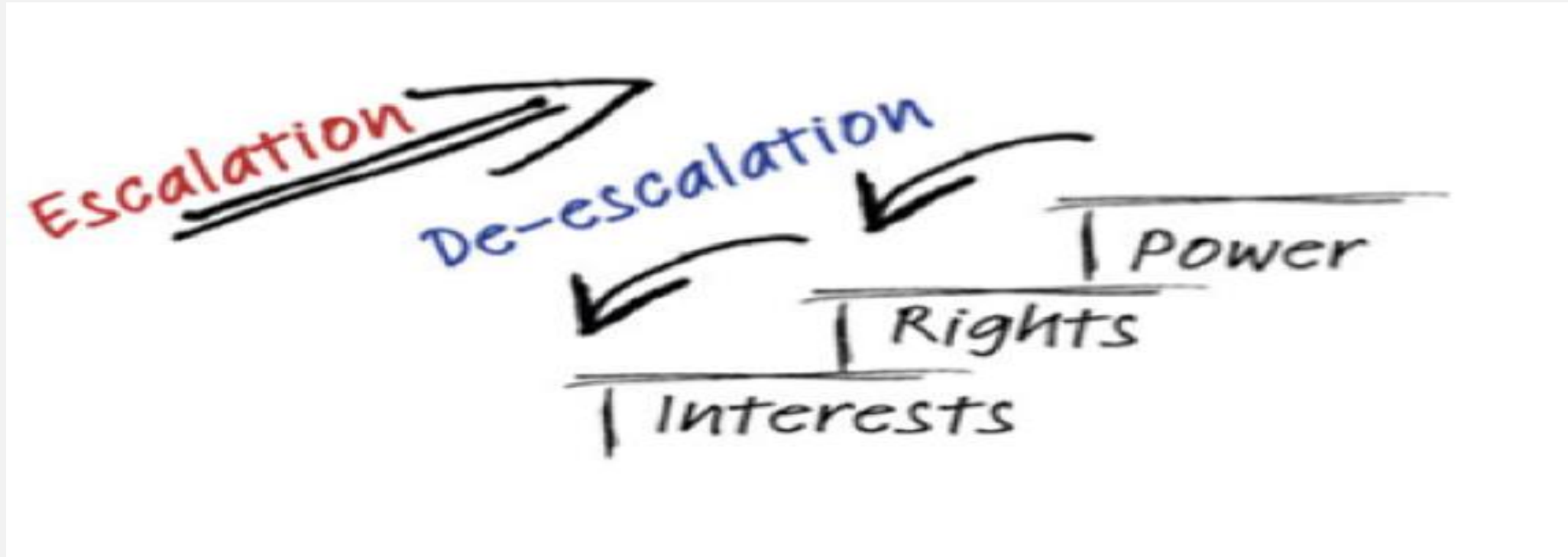
Do



**Collaborative Leaders Seek Developmental Experiences,
Build Networks & Facilitate the Process**

- **Seek different roles to develop leadership skills and systems perspective**
- **Build relationships across boundaries**
- **Tolerance for and understanding of how to use conflict**
- **Ability to involve everyone and make sure all voices are heard**
- **Capacity to restate arguments, ideas or issues so that everyone's clear on them**
- **Help the group create and use mechanisms for soliciting ideas**
- **Maintain collaborative problem-solving and decision-making**
- **Keep group focus on collective instead of individual interests**
- **Guide, coordinate, and safeguard the decision-making process to achieve group goals**

Collaborative Problem Solving



Foundation of Positive Collaboration



The Trust Equation

$$\begin{array}{c} T \\ \text{Trustworthiness} \end{array} = \frac{\begin{array}{c} C \\ \text{Credibility} \end{array} + \begin{array}{c} R \\ \text{Reliability} \end{array} + \begin{array}{c} I \\ \text{Intimacy} \end{array}}{\begin{array}{c} S \\ \text{Self-orientation} \end{array}}$$

Trusted Advisor Associates

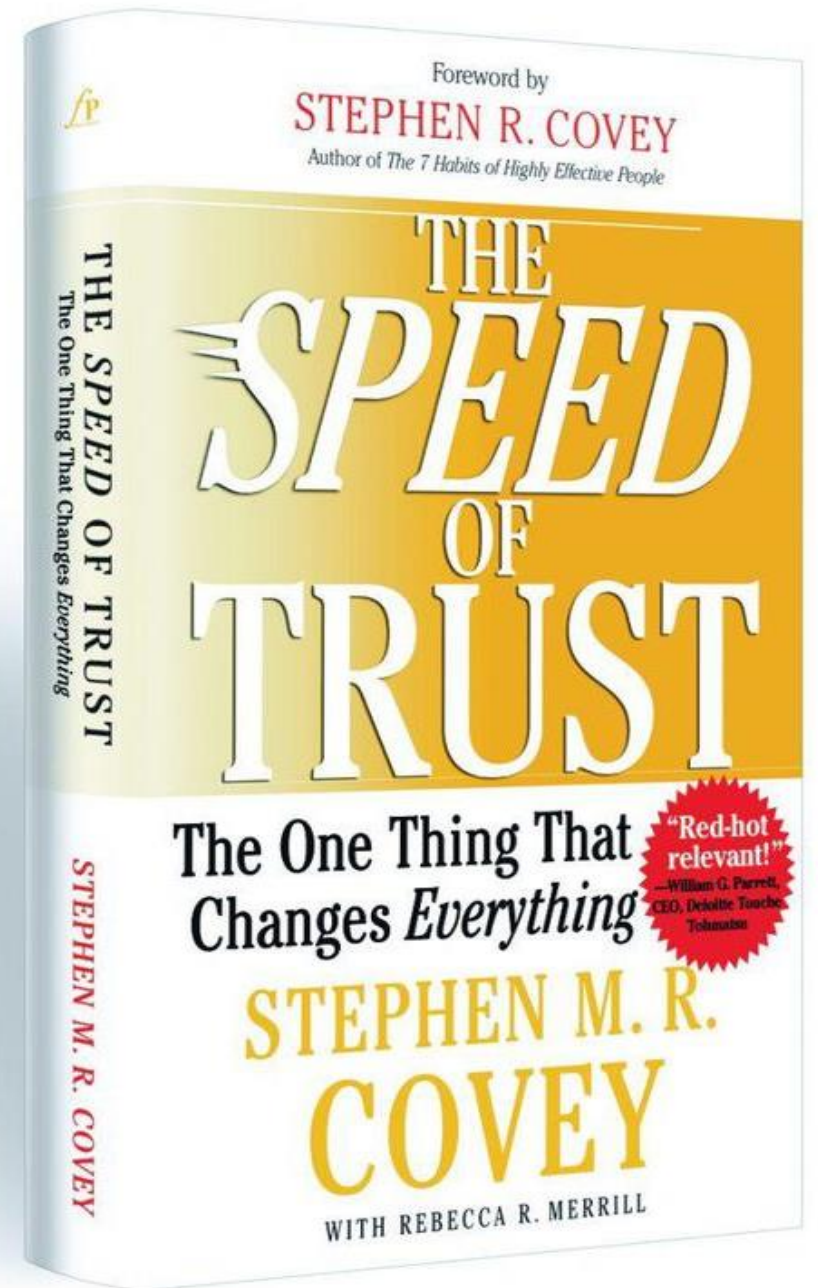
Take the quiz at <https://trustsuite.trustedadvisor.com/>

TRUST MULTIPLIES RESULTS

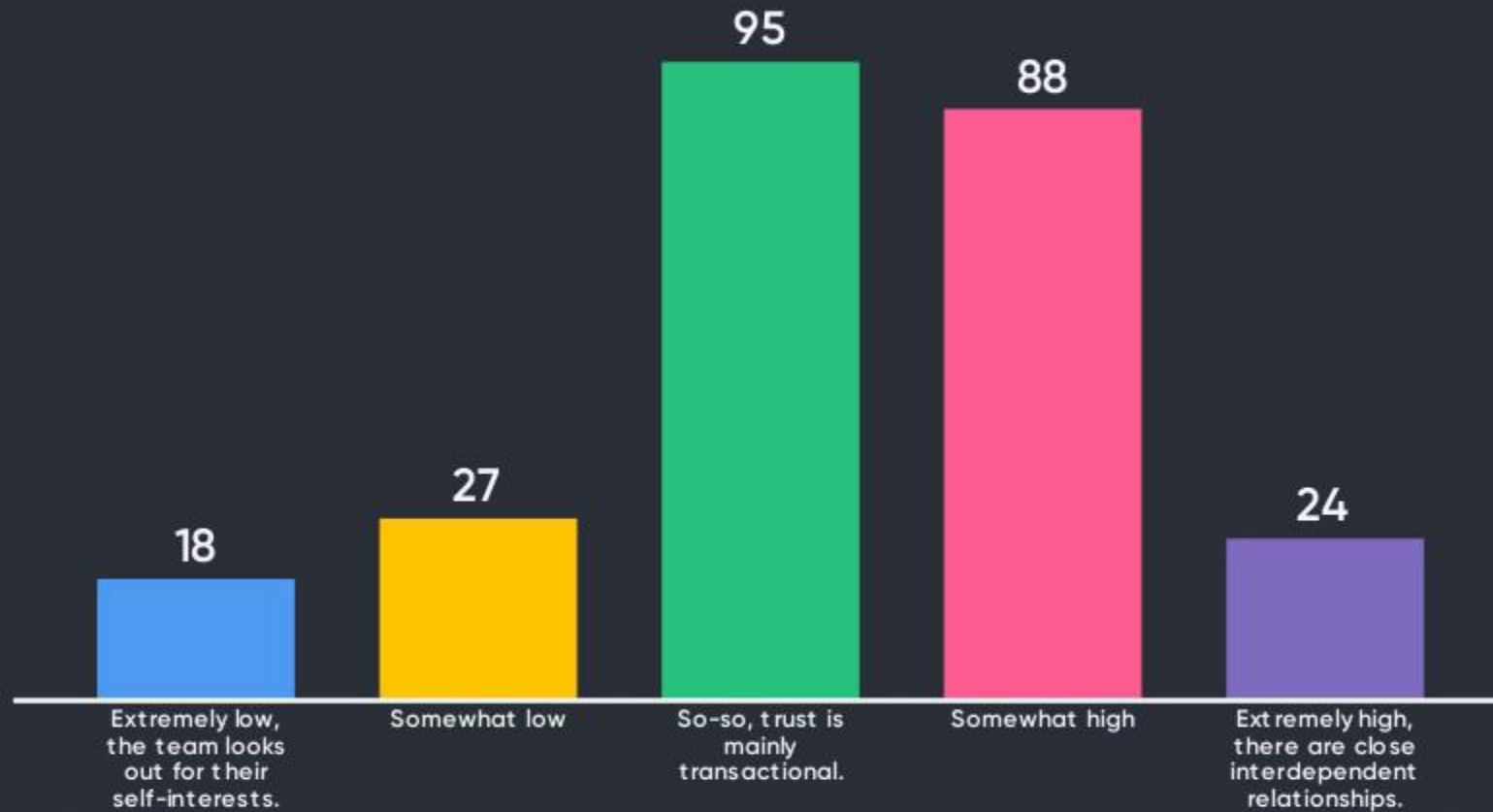
(Strategy x Execution)

x Trust

= Results



What is the level of trust in the teams or groups you work with?



QUESTIONS TO LEAVE YOU WITH...



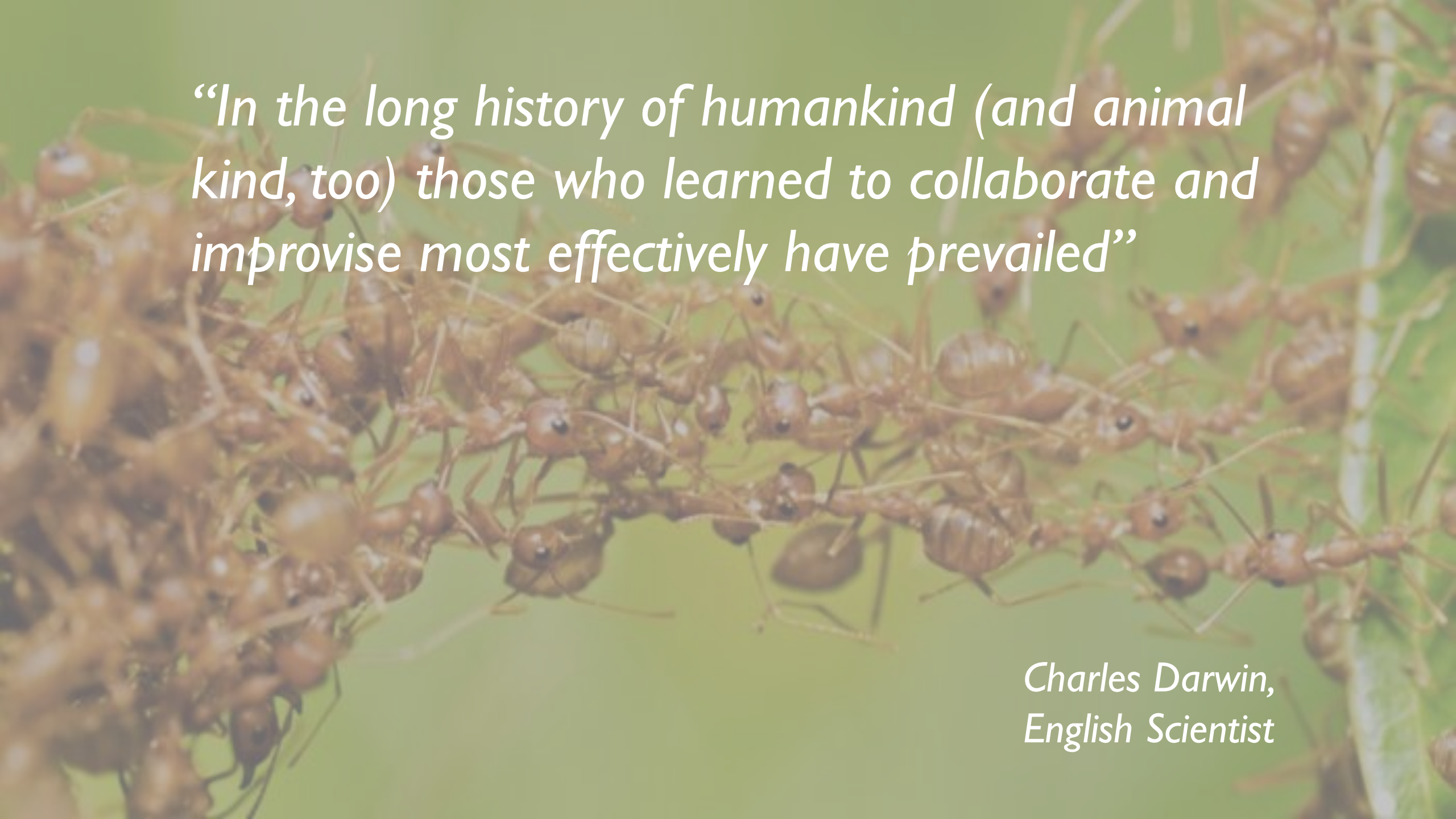
How do I deal with complexity?



What can I do to enable more collaboration in the teams/groups I lead?



How can I build trust in the teams/groups I lead?



“In the long history of humankind (and animal kind, too) those who learned to collaborate and improvise most effectively have prevailed”

*Charles Darwin,
English Scientist*



"Collaboration has No Hierarchy. The Sun collaborates with Soil to bring Flowers on the Earth" – Amit Ray