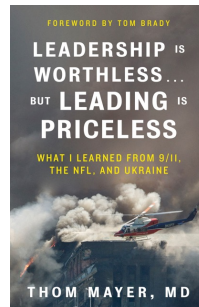


Changing Culture and Creating Hope & Resiliency:  
**Leadership** Leading in Times of Crisis  
Associated General Contractors of Minnesota



1

The Most Important Slide?

[thommayermd@gmail.com](mailto:thommayermd@gmail.com)

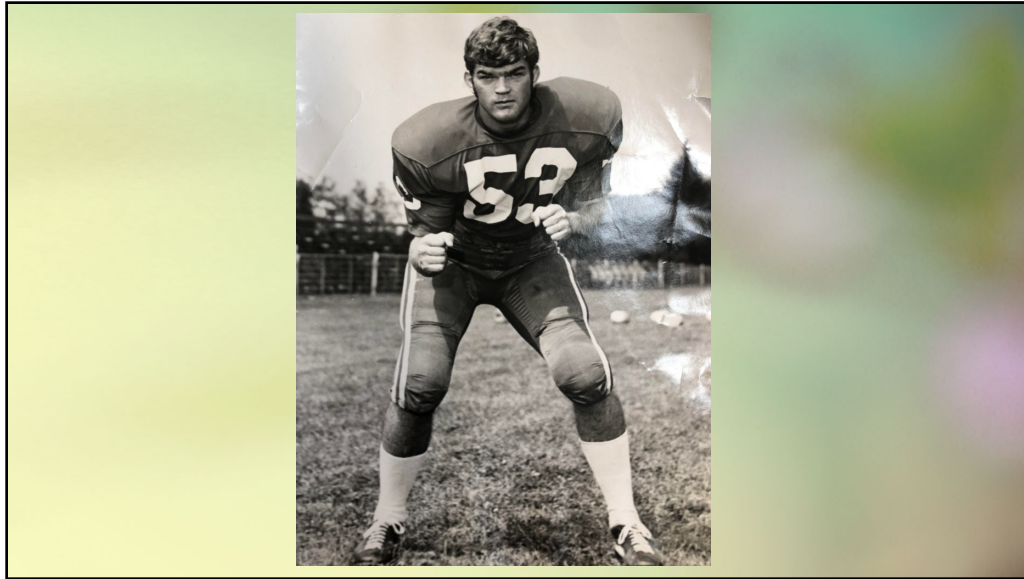
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6

## 20+ Practical Strategies to Change the Culture

- Think, Act, & Innovate
- Innovation-Speed of Trust
- Ban the term "Future Leader"
- Abandon "Someday" for "Today"
- No Leading Except in Crisis
- Are you in the right place?
- Don't build resumes...build relationships
- Deep Joy, Deep Needs
- Culture = Actions = Every Day
- Team Culture = Coaching/Mentoring
- Making Failure Your Fuel-No "If Only"
- Choose Influence over Power
- A team of experts vs. expert team
- A Team vs. B Team
- Huddle Up-who calls the play?
- Chief Story Teller...of the Team
- Burnout is the inability to feel your Deep Joy-22 Tools of Burnout
- Don't suck up...suck down
- C-Suite vs. We-Suite
- Limits Begin Where Vision Ends
- Say Thank You 50 times/day
- Listen...Silent
- Go Get Crazy!

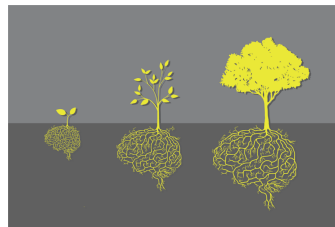
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## Leading in Times of Crisis

- **Don't Aspire** to Lead...You already are Leading
- **Embrace** the fact of leading and delight in it!
- **Inspire** each and every member of the team to Lead



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## Leading in Times of Crisis

- **Think** about Leading in a Radically Different Way..
- **Act** on those Thoughts Within the Week
- **Innovate** You and Your Team to Evolve the System...and Yourselves!



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## Innovation is NOT For Everyone



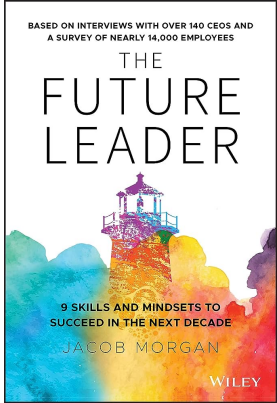

***“Never, ever, think outside the box.”***

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**Don't EVER Call Someone a "Future Leader!"**  
Demeaning, Demoralizing, Disfiguring, Demonic, Satanic...

lealth

11

**Lessons from a Life of Leading in Times of Crisis**



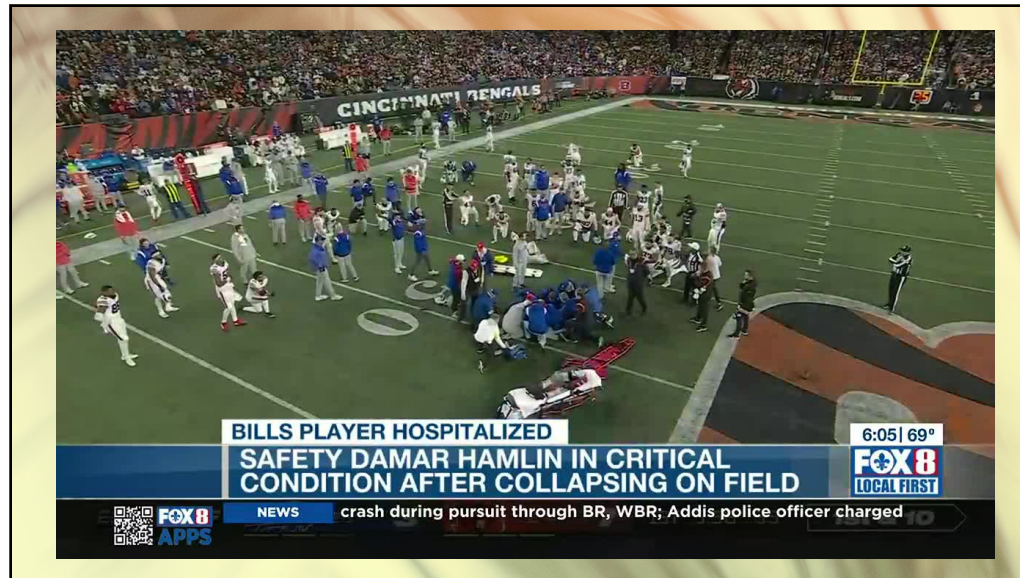
12



13



14



15



16



## Planning for the Crisis

1. Preparation
2. Planning
3. People
4. Performance
5. Post



Simple things done savagely well.

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17

## Deep Joy, Deep Need...



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18

What are you Doing?  
It's All in the Viewpoint-Attitude vs. Aptitude



19

Who Would You Rather Be?  
Would You Rather See?



20



21



22



23



24






25

The Way We're Working...Isn't Working!

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26

## What are YOU Doing? The Shooter



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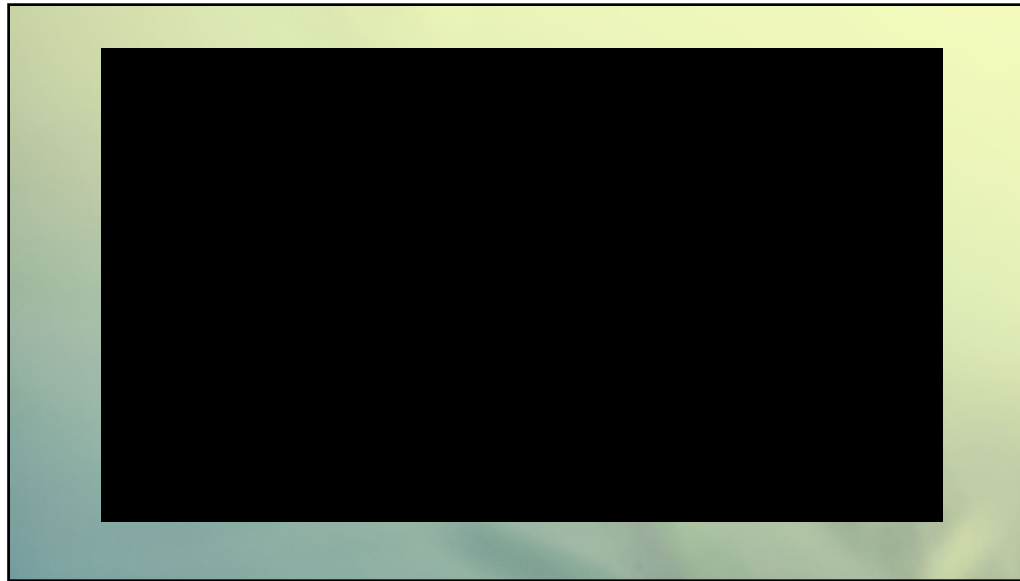
27

IF YOU WANT TO GO FAST, GO ALONE.  
IF YOU WANT TO GO FAR, GO TOGETHER.  
- African Proverb



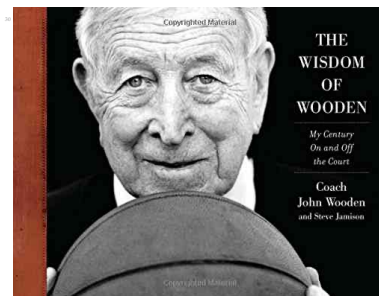
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29

## Culture of Team Success + Coaching and Mentoring= Mutual Accountability



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## From “Leading” to “Leading Teams” The Paradox of Team Work?

- We can confidently assure our patients that they will be cared for by a team of experts...



- But can we assure them they will be taken care of by an expert team?

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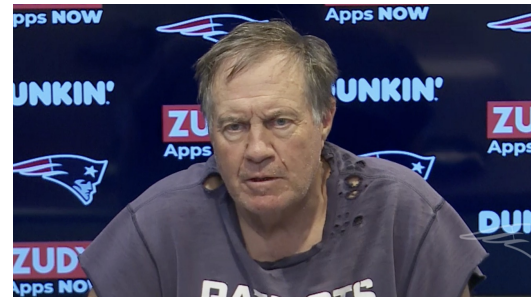
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## Hire Right!

**Talent sets the floor of a team...**

**But character sets the ceiling.**

(The other AFC Coach...Not Andy Reid)



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32



## Are You A Team? Are You An "A Team"?



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"The fundamental paradox of the human condition is that the most important questions are simultaneously those asked least often."

Søren Kierkegaard



33

## A Team Members

- Positive
- Proactive
- Confident
- Competent
- Compassionate
- Communication
- Teamwork
- Trust
- Teacher
- Does whatever it takes
- Sense of humor
- Makes things work



34

## B-Team Members

- Negative
- Reactive
- Confused
- Poor communication
- Lazy
- Late
- Constant complainer
- BMW club
- Can't do
- Always surprised
- Nurse Ratched
- Dr. Torquemada



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**How many B Team Members Does it Take to Destroy  
An Entire Day's Work?**

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## Huddle Up!-What do Huddles Do?

- Create shared mental models
- Identify bottlenecks
- Assign clear accountability
- Identify opportunities to leverage flow
- Parallel vs. sequential processing
- Accentuates safety
- Progress when it's not obvious
- Creates hope



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## The Great Resignation - The Second Pandemic Re-Recruitment = The Great RE-SIGNation

- Workforce staffing is the single largest issue facing us
- People may not know what job they want...but they know which job they don't want!
- Construction Industry = 4 x suicide rate of other industries
- Our team is 5 X more likely to die from suicide than construction injuries
- Re-recruitment is the key
- Rediscovering deep Joy
- A culture of coaching and mentoring-mentors or tor-mentors?
- Emphasize "3 Good Things"

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## Sir Alex Ferguson-Manchester United Anticipation-Don't Be Surprised

"I don't think many people fully understand the power of observing. I came to see observation as a critical part of my management skills. The ability to see things is key-or, more specifically, the ability to see things you didn't expect to see."

Anticipate-see the things you didn't expect to see...



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39

*"All sorrows can be borne if you can put them into a story or tell a story about them."*



40



## “What was Leading at the Pentagon/Concussion/Covid Like?”

### The Path to the Head is Through the Heart- Become the Chief Story Teller

*“About suffering, they were never wrong, the Old Masters. How well they understood its human position.”*

-WH Auden, Musee de Beaux Arts



*“In the middle of the road of my Life  
I awoke in a Dark Wood  
Where the True Way was wholly lost  
Death could scarce be more bitter  
But if I would show the good that came from it  
I must talk about things other than the good.”*

-Dante Alighieri



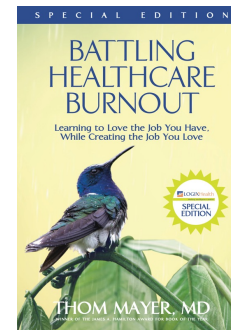
41

## Definitions Drive Solutions Burnout is the Inability to Feel Your Deep Joy

Burnout  $\propto$  Job Stressors  
Adaptive Capacity/Resiliency



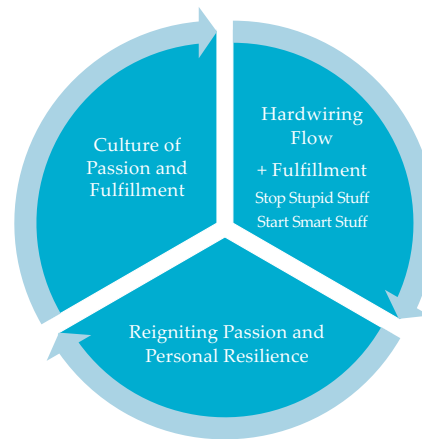
Cardinal Symptoms  
Emotional Exhaustion  
Cynicism  
Loss of Meaning at Work



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42

## The Battle for Personal and Organizational Resiliency



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43

## 3 Fundamental Insights Drive it All

1. Every member of the team is a **leader**...
  - Lead yourself
  - Lead your team
2. Every team member is a **performance athlete**...
  - Invest in yourself
  - Invest in your team
3. **The Work Begins Within!**

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44

## The 22 Tools of Battling Burnout

### Tools for Personal Passion and Resiliency

1. "Love, Hate, Tolerate"
2. "Deep Joy, Deep Need"
3. "Sing with All Your Voices"
4. Stress Tolerance Level
5. Strategic Optimism/Creative Energy
6. Disconnect Your Hot Buttons
7. Leave a Legacy
8. "Do The Best You Can"
9. Keeping a Gratitude Journal
10. Who Do You Burnout and Why?

### Tools for Shaping Culture

1. Mutual Accountability Jumbotron
2. A Team/ B Team-Re-Recruitment-Mentor or Tormentor
3. Leading From The Front
4. What Kind of Leader Are You?
5. Innovation at the Speed of Trust
6. Shadow Shifting

### Tools for Hardwiring Flow and Fulfillment

1. Stop Doing Stupid Stuff, Start Doing Smart Stuff, Send a Signal of Hope
2. Taxi, Take-Off, Flight Plans, Landings
3. Making the Patient Part of the Team
4. Precision Patient Care
5. Clinical Huddles and 5 Demand-Capacity Questions
6. The EHR Solutions

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45

## The "Love, Hate, Tolerate" Tool

- What do I Love? → Maximize It
- What do I Hate? → Eliminate it
- What do I Tolerate? → Minimize It

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46


## Do the Things You Tell Others to Do... Be Kind to... Yourself!



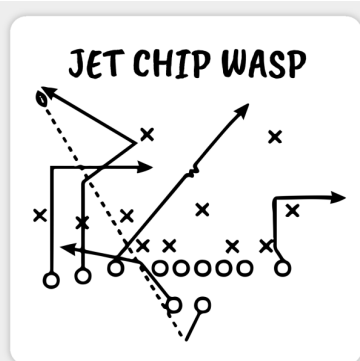
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47

## The Sting of the Wasp



- Super Bowl 54, February 2, 2020, Hard Rock Stadium
- 4<sup>th</sup> quarter, 7 minutes, 13 seconds remaining
- Chiefs trail 20-10, "Mahomes Magic"
- Patrick "Do we have time to run Wasp?"
- Gun, Trey Right, 2-3 Jet Chip Wasp, Y funnel
- 49ers in Cover 3
- 7 step drop, 14 yards deep, DeForest Buckner
- Chiefs score on the next 3 possessions
- Chiefs 31, 49ers 20



JET CHIP WASP

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49

## Let's Eat!

- Super Bowl 57, State Farm Stadium
- Eagles touted as best NFL team in years
- Eagles lead at halftime, 20-10
- "Relax, 10 points in nothing, just go play."
- 4<sup>th</sup> quarter, 12 minutes, 8 seconds left
- 27-21 Eagles, 3<sup>rd</sup> and 3 on the Eagles 5
- Eagles are in Press Man coverage, Cover 1
- Here's the play diagrammed
- It has been run only once all year...

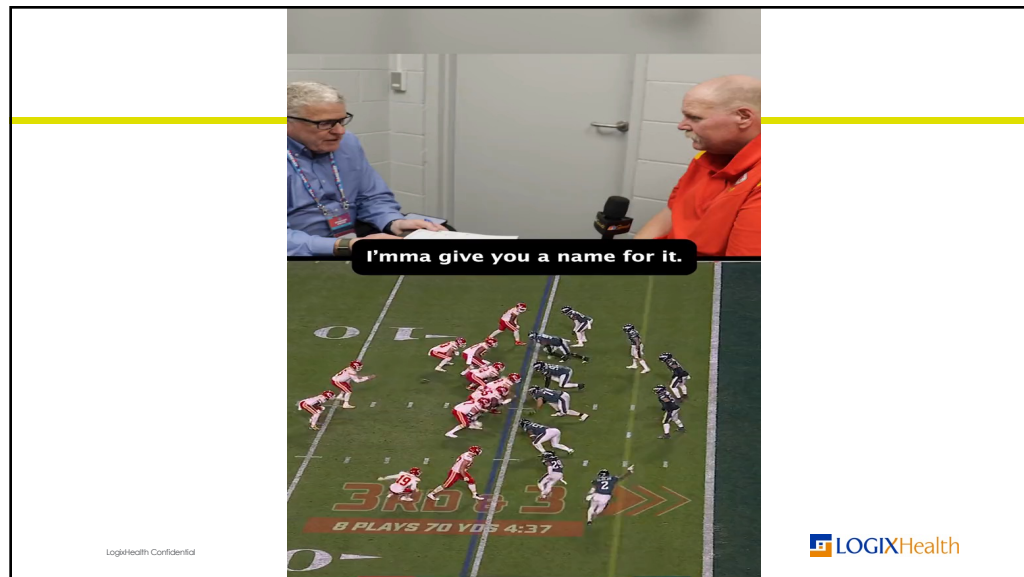
Super Bowl 57  
 State Farm Stadium, 12 February 2023  
 KANSAS CITY  
 PHILADELPHIA

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50



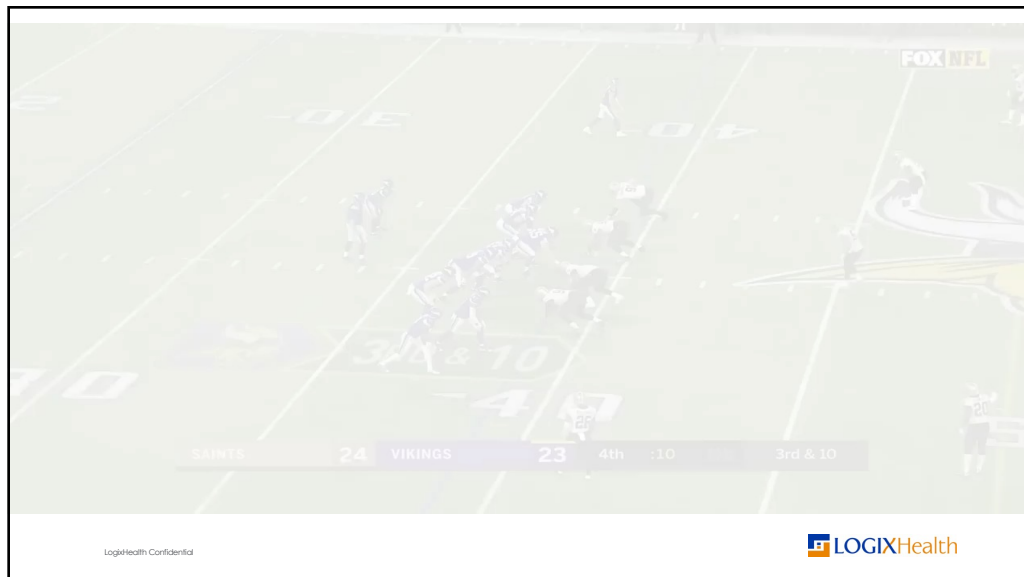
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52



53

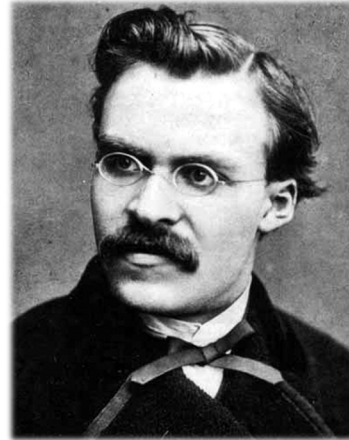


54

**Getting the Why Before How  
It Makes the Job Easier!**

*"He who has a strong  
enough 'Why' can bear  
almost any 'How.'"*

-Frederick Nietzsche



55

*"All meaningful and  
lasting change is  
driven by INTRINSIC  
motivation..."*



56



The Work Begins Within!  
Change Yourself to Change Systems

***“Every system is perfectly designed to get precisely the results it gets.”***

Dr. Paul Batalden



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57

Hardwiring Flow + Fulfillment  
“Every system is perfectly designed...”

Hardwiring Flow

- Start Doing “Smart Stuff”-Adding Value
- Stop Doing “Stupid Stuff”-Decreasing Waste
  - Send a Signal of Hope

+

Hardwiring Fulfillment

- “Fully Filling” Our Passion
- Fueling Our Fires to “Burn In” Instead of Burning Out

58

If They Aren't with You on the Take-Off...  
They Won't be with You on the Landing!



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30

59

From the "C-Suite" to the "WE-Suite"  
Don't Suck Up...Suck Down!



Investoped



60

## The Perpetual Whitewater of Change



"Becoming the high-quality, low-cost provider of care"  
 Becoming expert change "Evolvers"/ Leaders  
 Resistance = Uncertainty  
 Staunch Resistance = Deep Uncertainty  
 All meaningful and lasting change is intrinsically motivated

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61

## Limits Begin Where Vision Ends

- What's the significance of this date?

**May 6, 1954**

- Until that date, no one in the history of mankind had done it ...

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62

## Limits Begin Where Vision Ends

- What's the significance of this date?
- May 6, 1954
- Until that date, no one in the history of mankind had done it ...
- 3:59.4
- How long until 10 people had done it?

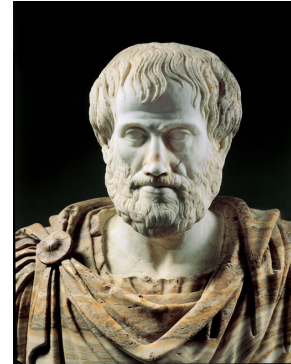


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63

## Culture of Personal Passion and Resilience Culture is Created Every Day, Every Team, Every Action

- Definitions drive solutions
- Don't make this complicated
- "We are what we repeatedly do. Excellence is not a virtue but a habit."
- Culture = Actions = Leading
- We constantly, daily, iteratively redefine our culture
- Leave a legacy



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## Words on the Walls vs. Happenings in the Halls



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## Smart People ≠ Smart Teams



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## Calling an Audible Changing the Play, Not the Game Plan




67

## Say "Thank You!" 50 Times Per Day




68




Leading Commands Communication

**LISTEN**

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69



Leading Commands Communication

**SILENT**

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70

## The Dynamic Tension of Communication

- *Advocate* as if you are certain you are right...
- *Listen* as if you are certain you are wrong!

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71

## 20+ Practical Strategies to Change the Culture

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>▪ Think, Act, &amp; Innovate</li> <li>▪ Innovation-Speed of Trust</li> <li>▪ Ban the term "Future Leader"</li> <li>▪ Abandon "Someday" for "Today"</li> <li>▪ No Leading Except in Crisis</li> <li>▪ Are you in the right place?</li> <li>▪ Don't build resumes...build relationships</li> <li>▪ Deep Joy, Deep Needs</li> <li>▪ Culture = Actions = Every Day</li> <li>▪ Team Culture = Coaching/Mentoring</li> <li>▪ Make Failure Your Fuel-No "If Onlys..."</li> </ul> | <ul style="list-style-type: none"> <li>• Choose Influence over Power</li> <li>• A team of experts vs. expert team</li> <li>• A Team vs. B Team</li> <li>• Huddle Up-who calls the play?</li> <li>• Chief Story Teller...of the Team</li> <li>• Burnout is the inability to feel your Deep Joy-22 Tools of Burnout</li> <li>• Don't suck up...suck down</li> <li>• C-Suite vs. We-Suite</li> <li>• Limits Begin Where Vision Ends</li> <li>• Say Thank You 50 times/day</li> <li>• Listen...Silent</li> <li>• Go Get Crazy!</li> </ul> |
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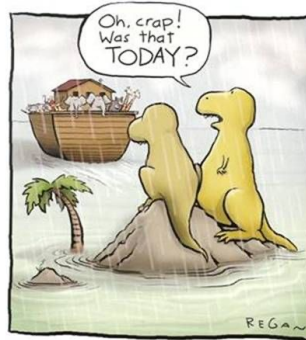
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72



## Timing is Everything...



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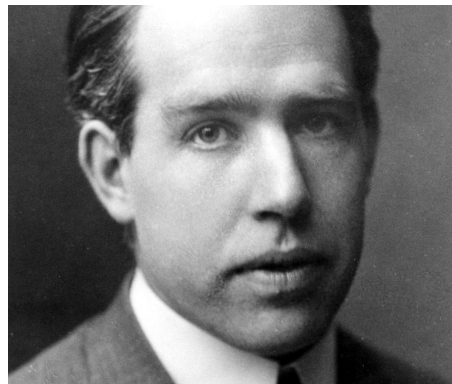
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73

## From Courage to Crazy



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74

## George Washington Carver



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*"How far you go  
in life depends  
upon..."*



75

## George Washington Carver



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*"How far you go in life depends upon  
your being-  
Tender with the young  
Compassionate with the aged  
Sympathetic to the striving  
And tolerant of the weak and strong  
Because someday in your life  
You will have been all of these things"*

Courtesy Chuck Stokes, FACHE



76



77

## The Star Thrower



78

Thank you

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