



From the OR to C-Suite
8 Operating Principles

But first, some hot takes...

- There is no recipe
- There is no “easy button”; anything worth doing will require *suffering*
- Degrees, credentials, certifications, are *almost* meaningless
- Most of what we have been taught about success, fulfillment, and happiness is wrong

The Great Leader Success Profile

- You're **identifying and developing new leaders**, and unlock the potential of individuals, teams, and organizations
- You're **casting vision and direction** with a purpose driven orientation
- You're **solving problems with both a short-term and long-term orientation**
- You must have **influence** with key stakeholders

Principle: Kind over nice

Being courageous

Nice

- Is focused on self
- Comes from a desire to be liked
- Lacks courage

Kind

- Is focused on others
- Comes from compassion
- Takes courage



Principle: Outcome over Ego

Karma is real

Ego focused

- Core drivers
- Focused on **zero sum** solutions
- Being right
- Perceived as **arrogant**, promotes a fear-based culture

Outcome focused

- Core drivers
- Focused on **win-win** solutions
- Getting the job done regardless of who gets the recognition
- Perceived as confident, promotes team confidence

Principle: Velocity over deliberation

Progress over perfection

- Everything that matters requires boldness
- Indecision is the thief of opportunity
- One way vs. two-way doors



Principle: Long-term over the short-term...

Hot take: Virtually all bad decision making is caused by short-term thinking

Hyperbolic discounting bias: If you can't decide between 2 choices, take the path that's more difficult/painful in the short term



Ability over experience

Hire for potential, not resume

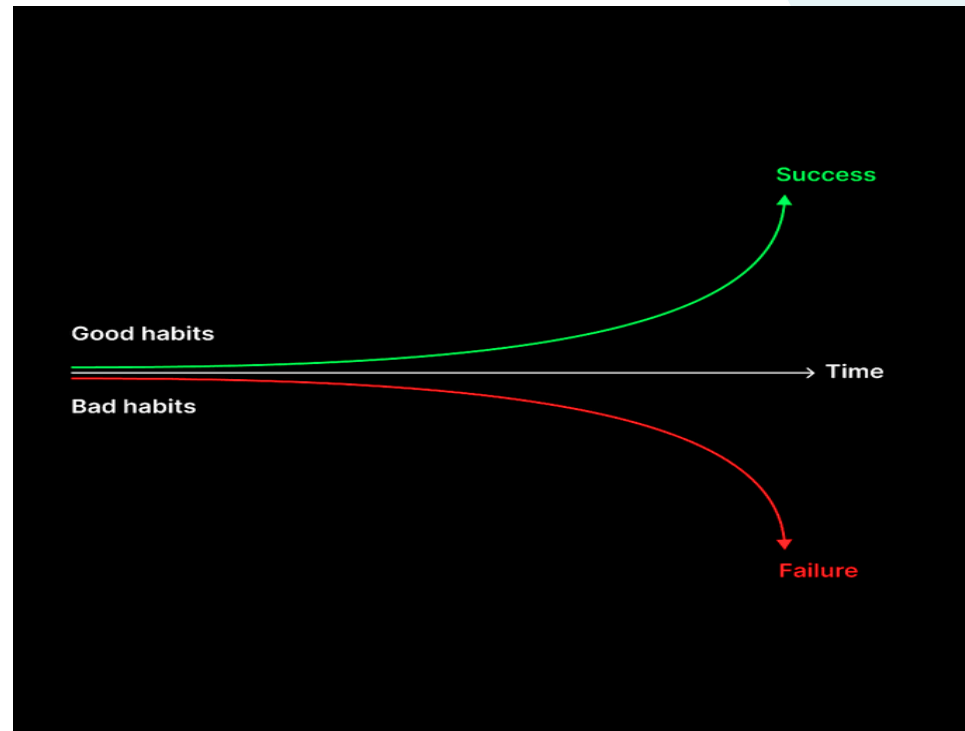
- Where to place your bets: Internal vs. external bets – my preference
- Fire fast, hire slow
- My desired qualities:
 - Humility
 - Curiosity
 - Purpose orientation
 - Mindset orientation (growth vs. fixed)
 - Communication skills
 - Problem solving skills



Principle: Systems over goals

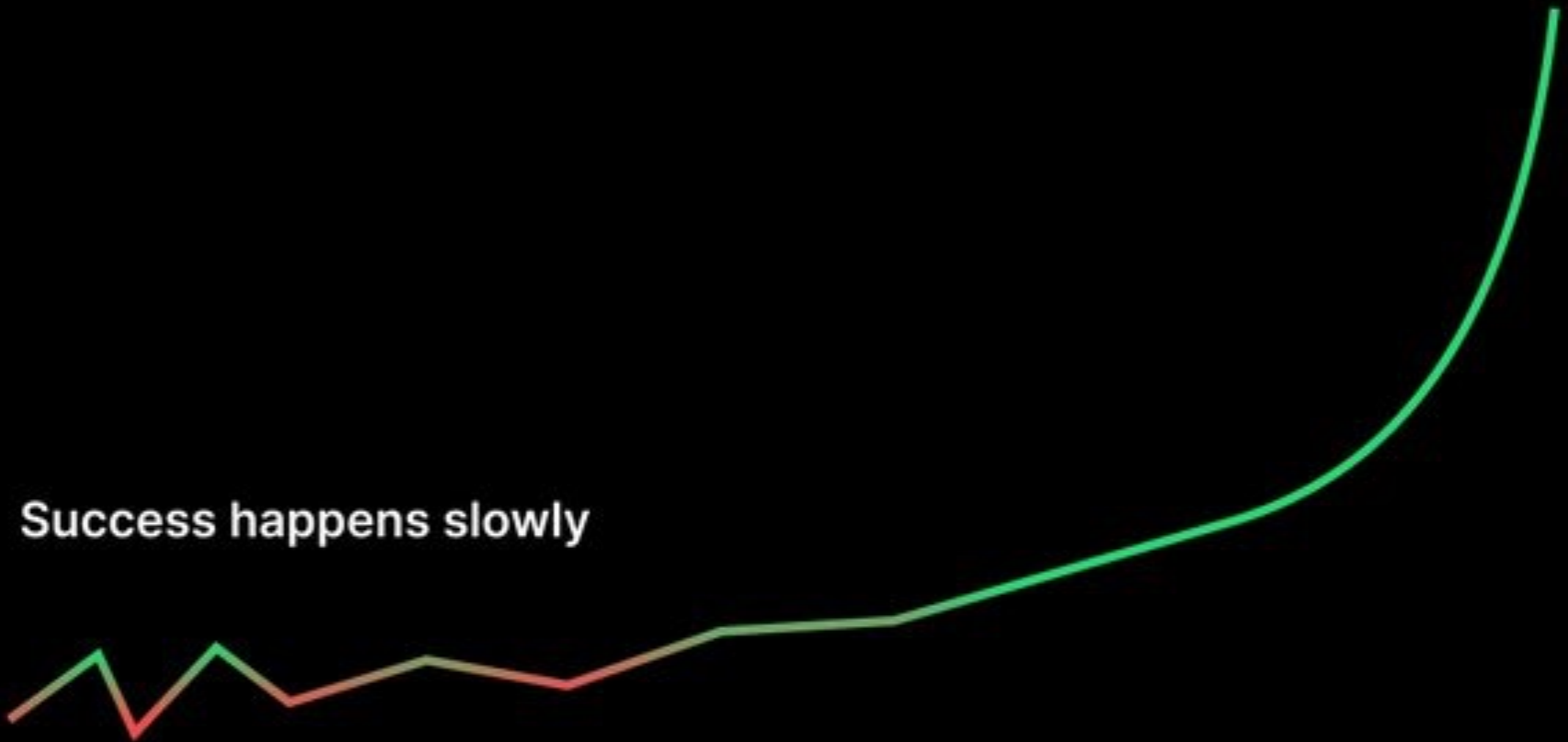
Losers have goals, winners have systems

- Great goals fail because of poor system design
- All the benefits in life come from **compound interest** – relationships, money, habits – anything of importance
- A word about “execution”



Success happens slowly

Then suddenly

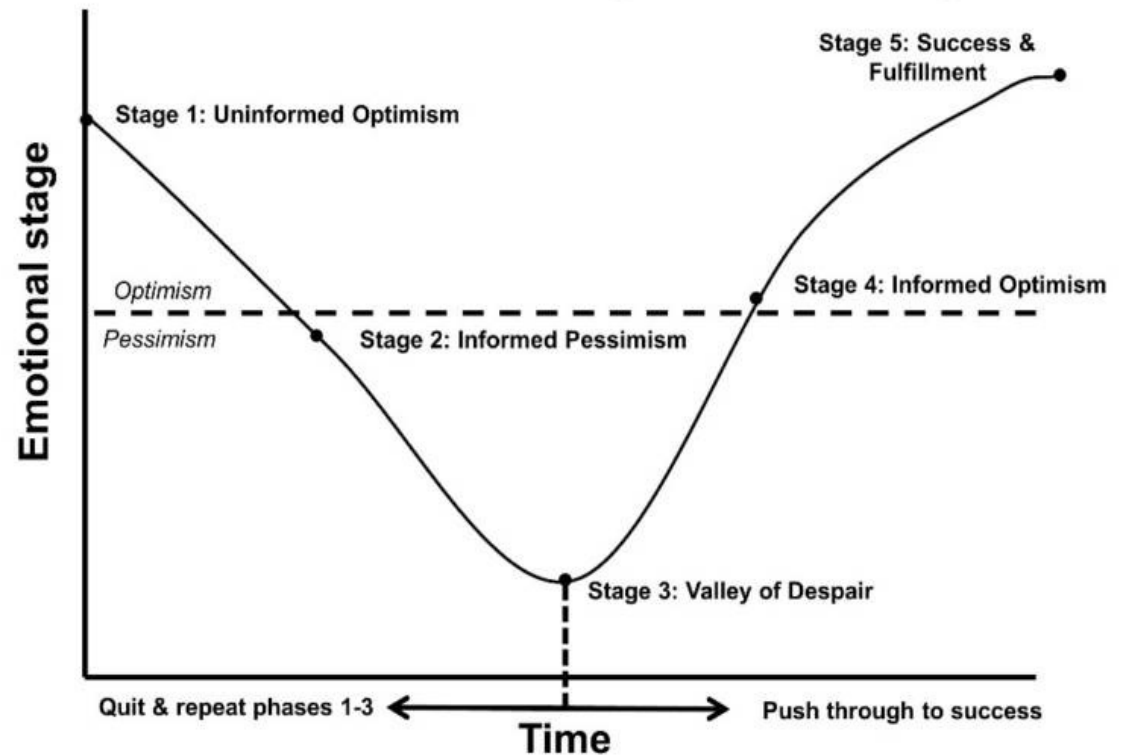


Principle: Courage over comfort

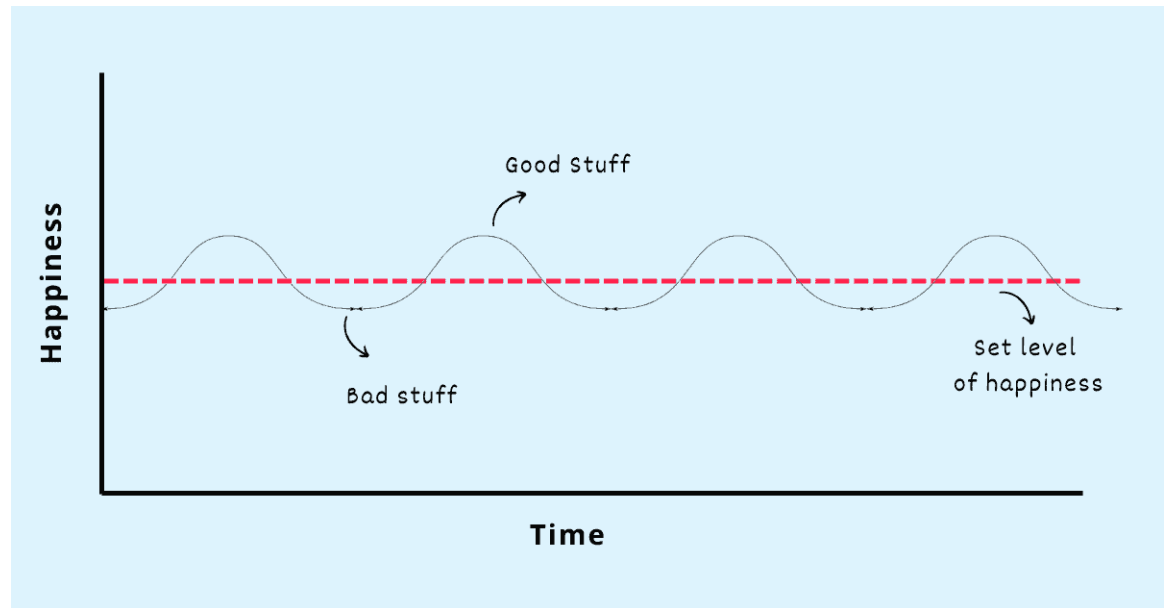
Growth and comfort do not coexist

- You can choose courage, or you can choose comfort, but you cannot choose both
- Take risks with your career
- Growth is a non-linear journey

The Emotional Cycle of Change



Principle: Internal over the external scorecard



Eulogy virtues vs. resume virtues

From the OR to leadership tactical considerations...

Things to consider

- Take calculated risks with your career
 - Don't base your career path exclusively on compensation
- Common and not so common trajectories
 - Hospital leadership
 - Group leadership (beware of the “ceiling effect”)
 - State/national leadership
 - Entrepreneurship
 - Academia
- Clinical vs. non-clinical trajectories
- Find mentors – don't re-invent the wheel
- Develop your differentiators