Summary

Dr. Steve Allen, executive emeritus at Nationwide Children's Hospital, joined our discussion of leading a healthcare system. Yet, it turned out to be an engaging, thoughtful conversation about leadership ideas and applications for managers and CEOs alike.

> "An attitude and atmosphere of optimism is one of the best, if not the best, way to help people build resilience." Who said this?
> — **Dr. Steven Allen**
> Executive Emeritus, Nationwide Children's Hospital

Key Takeaways

Communications is Key[1]
You must communicate before, during and after what the institution's fundamental mission is and how it aligns to the greater good of the employees and organization.

Lead by Example[2]
As a leader, you must demonstrate the values that represent the organization and identify the behaviors that show employees you value them on a daily basis.

Employees First[3]
Leaders must convey a genuine and consistent concern for all employees. If employees believe that a leader is concerned for them, this will cultivate resilience.

Cultivate Resilience[4]
Cultivating resilience in employees is essential. Communicate a message of optimism. Offer programs for employees to support them. Celebrate stories of resilient employees.

Be Visible[5]
Leaders need to be seen by all employees through: periodic in-person check-ins, full transparency, continuous communication and offering open two-way communication.

Behaviors Set the Tone[6]
Identify and exhibit fundamental personal values that you live every day. Make yourself and others accountable for those behaviors. The organization can add them to performance reviews.

1. Jujjavarapu, M. (2020, February 18). Enforcing and Communicating Policies. Retrieved from https://fisher.osu.edu/blogs/leadreadtoday/blog/leadership-best-practices/enforcing-and-communicating-policies/
2. Boiral, O., Talbot, D., & Paillé, P. (2013). Leading by Example: A Model of Organizational Citizenship Behavior for the Environment. Business Strategy and the Environment, 24(6), 532–550.
3. Pfeffer, J., & Veiga, J. F. (1999). Putting people first for organizational success. Academy of Management Perspectives, 13(2), 37–48.
4. Shanahan, J. K. (2018, June 27). A Formula for Resilience. Retrieved from https://fisher.osu.edu/blogs/leadreadtoday/blog/a-formula-for-resilience/
5. Tucker, B., Stone, G., & Franz, G. (2000). The Importance of Leader Visibility in Servant-Leadership. JBIB, (Fall), 8–25.
6. Dawson, K. (2019, August 14). 6 Humble Leadership Behaviors That Will Maximize Your Team's Performance. Retrieved from https://fisher.osu.edu/blogs/leadreadtoday/blog/the-6-humble-leadership-behaviors-that-will-maximize-your-teams-performance/

THE OHIO STATE UNIVERSITY
FISHER COLLEGE OF BUSINESS

fisher.osu.edu/leadership