Inform        Engage        Inspire

The Heliotropic Effect
&

Leadership

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The Heliotropic Effect

• The tendency in all living systems
  - Toward that which gives life
  - Away from that which depletes life

• Positive Energy vs. Negative Energy
  - Bad is “stronger” than Good
  - Good is more “influential” than Bad

• What is a “Deviant”
## A Deviance Continuum

<table>
<thead>
<tr>
<th></th>
<th>Negative Deviance</th>
<th>Normal</th>
<th>Positive Deviance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual:</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Physiological</td>
<td>Illness</td>
<td>Health</td>
<td>Vitality</td>
</tr>
<tr>
<td>Psychological</td>
<td>Illness</td>
<td>Health</td>
<td>Flow</td>
</tr>
<tr>
<td><strong>Organizational:</strong></td>
<td></td>
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</tr>
<tr>
<td>Economics</td>
<td>Unprofitable</td>
<td>Profitable</td>
<td>Generous</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Ineffective</td>
<td>Effective</td>
<td>Excellent</td>
</tr>
<tr>
<td>Efficiency</td>
<td>Inefficient</td>
<td>Efficient</td>
<td>Extraordinary</td>
</tr>
<tr>
<td>Quality</td>
<td>Error-prone</td>
<td>Reliable</td>
<td>Perfect</td>
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<tr>
<td>Ethics</td>
<td>Unethical</td>
<td>Ethical</td>
<td>Benevolent</td>
</tr>
<tr>
<td>Relationships</td>
<td>Harmful</td>
<td>Helpful</td>
<td>Honoring</td>
</tr>
</tbody>
</table>

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Positive Leadership

• Positively Deviant Performance
  - Outcomes that exceed the norm

• Affirmative Bias
  - Focus on strengths, capabilities and affirming the human potential

• Facilitating the Best of Everyone
  - Fostering Virtuousness
Positive Climate

• Positive emotions predominate
• Leaders significantly impact climate
• We pay more attention to the negative
• We are energized more by the positive
Enabling a Positive Climate

• Compassion
• Forgiveness
• Gratitude
Enabling a Positive Climate
Compassion

• Collective Noticing
• Collective Feeling
• Collective Responding
Enabling a Positive Climate
Forgiveness

• Acknowledge situation
• Associate with purpose
• Maintain high standards
• Provide support
• Pay attention to language
Enabling a Positive Climate
Gratitude

Changing Heart Rhythms

FRUSTRATION

HEART RATE
90
80
70
60

APPRECIATION

HEART RATE
90
80
70
60

TIME (SECONDS)
100
150
200

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Enabling a Positive Climate

Gratitude

- Gratitude journal
- Gratitude visits
- Self-perpetuating cycle
Enabling Positive Relationships

• Many ways to accomplish
• Focus on Strengths
• Positive Energy Networks
  - Positive Energizers
  - Negative Energizers
Enabling Positive Relationships

• Focus on Strengths
• Identify Do’s – not Don’ts
  - Self-fulfilling Prophecy
• Celebrate the positive
Enabling Positive Relationships

Positive Energizers

• Create and support vitality
• Uplift and boost others
  - 4 times more likely to succeed
• Learned Behavior
Enabling Positive Relationships
Positive-Energy Networks

• Leaders need to facilitate
• Identify PE’s
  - Positive energy hubs
  - Peripheral members
• Building PEN’s
  - Recognize PE’s
  - Reward PE’s
  - Support PE’s
Enabling Positive Relationships

Negative Energizers

• Deplete enthusiasm
• Sap strength
• Leave others
  - Exhausted
  - Diminished
Enabling Positive Relationships
Addressing Negative Energizers

• Provide direct and honest feedback
• Provide development
• Place in non-central role
• Provide opportunity to flourish elsewhere
Enabling Positive Communications

• Communication Style
• Supportive Communication
  - Evaluative statements
  - Descriptive statements
    * Objective description
    * Describe consequences
    * Suggest alternative
• Corrective Messages
Enabling Positive Meaning

• Meaning and Work
  - Job
  - Career
  - Calling

• Meaning and Relationships
  - Compliance
  - Identification
  - Internalization
Enabling Positive Meaning

- Establish positive impact on human well-being
- Associate with important virtue
- Impact extends beyond immediate time frame
- Builds supportive relationships or sense of community
Fostering the Best in You
Characteristics of a Positive Leader

• Virtuous
• Loyal
• Persuasive
• Courageous

• Optimistic
• Tenacious
• Resourceful
Virtuous

• Must be above reproach
• Communicate directly and honestly
• Keep team and superiors grounded
  - Don’t water down the truth
  - Don’t have to be blunt but don’t evade
• Must keep your word and commitments
Optimistic

- Optimism is a force multiplier
- Use Positive Humor
- Inspire Others to action
  - It ain’t as bad as it looks.
  - It will look better in the morning.
  - Right will prevail
  - It can be done
  - Don’t take counsel of your fears or naysayers.
Loyal

• Must be Loyal to the “Cause”
• Loyal to the Team
• Disagreement is not Disloyalty
• The whole man goes into combat
Tenacious

• Must have Physical & Emotional Tenacity
• Keeps going even when going is tough
• Willing to do the “little things”
Persuasive

• Convince others to go where you want
• Know the facts and use them wisely
• Use silence as a weapon
Resourceful

- Make best use of available resources
- Must get the resources needed
- Rework plan when resources aren’t available
Courageous

• Be willing to go into uncharted territory

• Over come fears by:
  - Planning
  - Experience
  - Resourcefulness

• Stand behind Decisions
  - Don’t be wishy-washy or uncertain
Final Considerations

• Leading Self
  - Don’t forget to develop you!
  - Keep learning - Read Every Day

• Leading Others
  - Don’t eat lunch alone
  - Serve in other capacities

• Leading the Organization
  - Plan but Adapt
  - See it, Own it, Solve it, DO IT
Final Considerations

• Be a PE
  - If life was easy – it wouldn’t be hard
  - Be a positive influence
• Develop PEN’s

Questions?