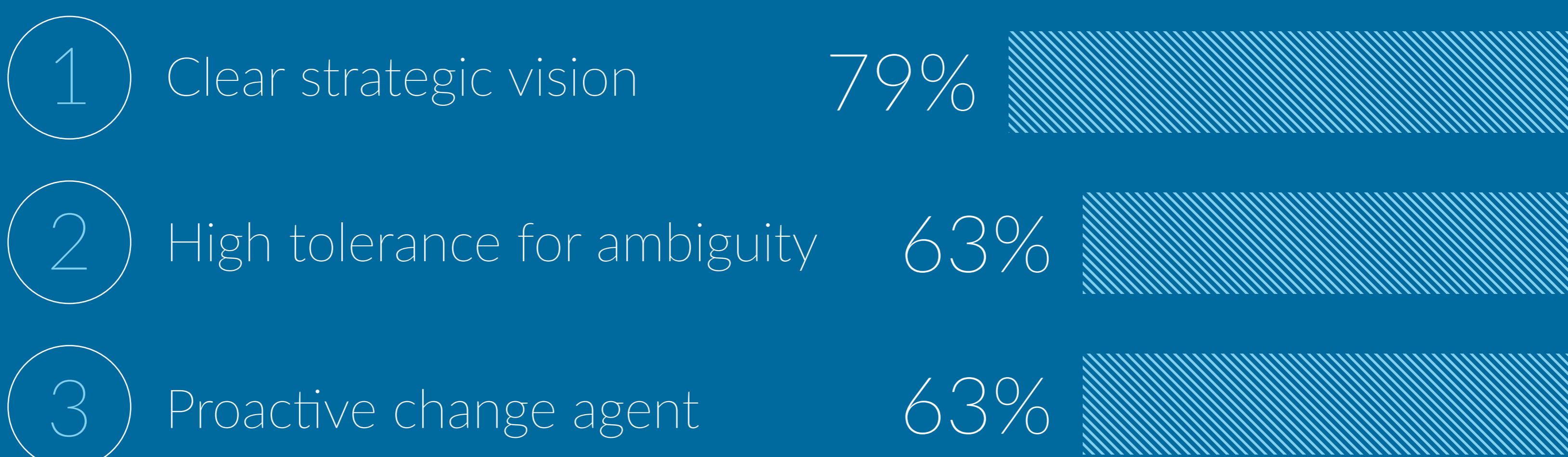


The 3 Skills You Need to Be a Leader

At Huron's CEO Forum, CEOs from some of the nation's top healthcare systems were asked what they believed to be the most important leadership skills. Three skills rose to the top:




These skills allow leaders to think, plan and act differently as they build a strong organization today while guiding their organization through changes to position it for future success.

Clear Strategic Vision

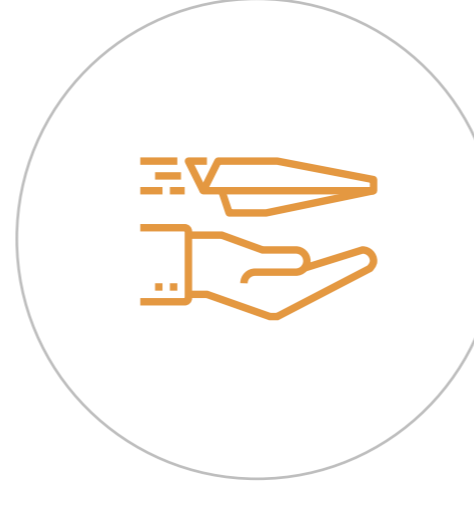


Creating a strategic plan that defines what you want your organization to be in the future is crucial for moving your organization forward especially during times of change. When plans fail, it's not because they're bad plans, but because people don't get behind them. Leaders must engage employees in their plan and get them to act differently for it to be a success.


Leaders must communicate to their employees that they:



KNOW THE FACTS
Understand what the organization is facing today.



HAVE FORESIGHT
Envision what's possible for the organization.



HAVE A PLAN
Develop a roadmap for how the organization will reach that future state.

← **Key takeaway: Leaders must engage employees in their plan and get them to act differently for it to be a success.**

High Tolerance for Ambiguity

Leaders must be comfortable with volatility, uncertainty, complexity and ambiguity. While these conditions paint an accurate picture of today's healthcare landscape, leaders who understand the healthcare industry and patterns of disruption that have occurred in other industries can remain unflappable during uncertainty and proactively create a roadmap for the future.



Leaders must identify ways to:

Do things better:
Sharpen performance capabilities for today's environment.

Do things differently:
Foster innovation and find new sources of growth for the future.

Get people to do these things:
Motivate employees to activate these changes. Employees can't be forced to engage, but the environment can foster this behavior.

→ **Key takeaway: The best leaders are unflappable and you can only get to that state of calm because you've been there in the past. You can't get there because someone said you'd be okay or you read a case study.**

Proactive Change Agent



Change is more predictable when you know where you are and where you are going. Leaders cannot wait for the future to unfold; instead, they must define their organization's path to success and embrace the discomfort of the unknown.

Leaders must:



KNOW YOUR DESTINATION
Clearly picture what your organization will need to succeed.



SET THE PACE
Change is easier when you control how quickly the organization is adapting.



GUIDE YOUR SYSTEM THROUGH A SYSTEMATIC PROCESS
Find a roadmap for change — for example [John Kotter's 8-step change model](#) — and use it as a guide. This will help you see what you've overcome, where you are and what you must prepare for in the future.

← **Key takeaway: It's true that change is uncomfortable. Be comfortable with the uncomfortable.**

Those who take proactive steps to develop these skills and apply them to their healthcare system will be well positioned for success.

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