

Lynne Cunningham's
Book Review

I just read a great book that I think should be added to your Leadership Library.

Book	<i>Gold Standard Management: The key to high-performance hospitals</i>
Author	V. Clayton Sherman and Stephanie G. Sherman
Pillar of Excellence	All – this is a leadership book
Publisher's Book Description	Your management team is the backbone of your hospital. Achieving operational excellence is impossible if even a few leaders are ineffective. Raise the performance of the entire management team with Gold Standard Management (GSM.) The GSM model will help you eliminate poor managerial performance by establishing organization-wide standards for all leaders. Worried that standardizing management practices will diminish creativity? In fact, it has the opposite effect. Standardization eliminates confusion and reduces conflict. It frees leaders to focus on operational excellence and create innovative solutions to problems. Eliminate mediocre management in your organization. This book describes key habits and management techniques used by successful healthcare leaders. Build from these best practices to identify the management behaviors that will work best in your organization. Learn how to use the GSM model to not only develop standardized management objectives, but implement them at your organization. The book includes strategies for managing change and for holding leaders accountable for poor performance. Use GSM to clear the way for hard-working but results-poor leaders to make significant improvements in operations, profitability, and customer satisfaction.
LC Review	This is a very energizing book. It's a quick read because the concepts make so much sense and are presented in an easy-to-read, well-organized manner. The Sherman's present a message of hope – excellent leaders with attention to a vision and clear accountabilities really can make a difference in health care.
Page	<i>Lynne suggests that you pay special attention to some of these features in the book.</i>
1+	<p>Michelangelo management – the management behind a delightful product or a smooth-as-silk organizational interaction. This book guides rapid transformations in management.</p> <p>Gold Standard Management:</p> <ol style="list-style-type: none"> 1. An edgy attitude and unrelenting commitment to the best 2. A complete and thorough implementation of best-management practices in every department 3. Integration and unification of various management philosophies and schools of thought so that management is an integrated system rather than a group of independent components or disconnected programs 4. Specific management objectives and accountability that put work in the hands of competent people, give freedom to make change, expect results, use tough measures, and apply consequences

	5. A requirement that all professional and technical staff implement their specialty's standards and best practices.
4	The era of gold standard healthcare has arrived and both medicine and management face a win-win opportunity.
8+	<p>Benefits of Gold Standard Management</p> <ol style="list-style-type: none"> 1. Increased customer satisfaction ratings 2. Significant cost savings in their first year and a sustained, healthy economic performance with substantial improvement on cost and quality targets 3. A specific model that gives hardworking but results-poor leaders a method to make significant improvements in profitability, customer satisfaction, associate satisfaction, and work and quality processes 4. Managers who are on the same page and show people how to work together to achieve the highest levels of performance 5. Rapid dominance in competitive markets <p>Rx for Success: (A good LDI exercise) Ask managers to rate the following on a scale of 1 – 10. How excellent:</p> <ul style="list-style-type: none"> • Are we as an organization? • Do customers think we are? • Is staff morale? • Are we as a team? <p>Ask the managers what they think should be done to improve the scores. Take notes and brainstorm for about an hour; most of the ideas will emerge in that amount of time.</p> <p>The Mom Test: Would your mom approve of the management of your shop? If not, it is probably not gold standard.</p>
12+	<p>Targets of Deconstruction – those that need to be deconstructed prior to launching GSM:</p> <ul style="list-style-type: none"> • Managers – who don't perform and have not improved • Committees • Conflict • Negative energy • Drift • Bureaucratic drag • Performance expectations
15	<p>Most managers are doing the best they know how to do.</p> <p>Words of Wisdom: Amateurs work to get it right. Professionals work so they cannot get it wrong.</p>
18	<p>Values-Drive Performance. High performance hospitals are not market driven; they are values driven. One of the values of a high-performance hospital is customer</p>

	satisfaction, whereby leaders choose to serve the market, not be driven by it.
22+	<p>Making the Scorecard Effective:</p> <ol style="list-style-type: none"> 1. Establish high targets and stretch goals 2. Keep it simple 3. Share measured information 4. Make goal labels user friendly 5. Connect goals to people 6. Use best-people measures universally 7. Drive change with the scorecard 8. Tie goal achievement to compensation, rewards and recognition
27	GSM only happens with gold standard managers. Key to attaining GSM performance is the reassignment of managers who are currently ineffective in their tasks.
31+	<p>12 Key Habits for Results: The most basic realization coming from the studies of managerial effectiveness is that success results from doing fewer things, but doing them extremely well.</p> <p style="padding-left: 40px;">Work Approach</p> <ol style="list-style-type: none"> 1. Be ruthless with time 2. Stick to priorities 3. Gate work – don't do everything – say "no" to useless work. <p style="padding-left: 40px;">Business Focus</p> <ol style="list-style-type: none"> 4. Act with urgency 5. Get to yes 6. Wear a CEO mantle <p style="padding-left: 40px;">Team Impacts</p> <ol style="list-style-type: none"> 7. Grow people 8. Create synergy/energy 9. Release ideation – find ways to say "yes" to the creative thinking in others <p style="padding-left: 40px;">Inner Person</p> <ol style="list-style-type: none"> 10. Manage self 11. Be proactive 12. Be a warrior with a mission

43+	The Gold Standard Management Audit							
51+	<p style="text-align: center;">A typical hospital team on a managerial grid</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td rowspan="3" style="writing-mode: vertical-rl; transform: rotate(180deg); text-align: center;">Concern for People</td> <td style="text-align: center;">Country Club</td> <td style="text-align: center;">Team</td> </tr> <tr> <td style="text-align: center;">Impoverished</td> <td style="text-align: center;">Task</td> </tr> <tr> <td colspan="2" style="text-align: center;">Concern for Production</td> </tr> </table> <p>Successful organizations exist only in the upper right hand quadrant (team organization).</p>	Concern for People	Country Club	Team	Impoverished	Task	Concern for Production	
Concern for People	Country Club		Team					
	Impoverished		Task					
	Concern for Production							
52+	<p>Improving the Management Mix:</p> <ol style="list-style-type: none"> 1. Hire selectively 2. Fire quickly 3. Develop managers 4. Set expectations 5. Provide feedback 6. Reward system 							
59+	<p>GSM requires an organized system to collect associate ideas. <i>At Studer Group, this is what we call Bright ideas.</i></p>							
61	<p>A former criticism of the old TQM movement was that associate ideas were “low-hanging fruit,” a put-down of bubble-up ideation. Never make the mistake of harvesting only high-hanging fruit.</p>							
63	<p>A last question for the leader: Healthcare is at a point of being ready for a significant upgrade in how it manages. Are you ready to lead it?</p>							
65+	<p>The Leaders’ Credo</p> <ol style="list-style-type: none"> 1. We believe “the customer is king” 2. Management is about winning 3. We are a family 4. We are intolerant of mediocrity and bureaucratic thinking 5. We believe happiness in life is in direct proportion to our commitment to excellence 6. We understand that leaders are not bosses, critics, or memo issuers 7. Our task is to find answers for many difficult problems 							

	8. We will not wait for perfect answers 9. We embrace contrarianism 10. Failure in our task is not an option	
Overall rating	Outstanding. A must read. This will definitely be one of my top recommendations for the year.	
Publisher and Year Published	2008	Health Administration Press
Price	\$39	
Recommended by	The publisher	