



# LEADERSHIP CHARACTERISTICS FOR CREATING HIGH PERFORMING ORGANIZATIONS

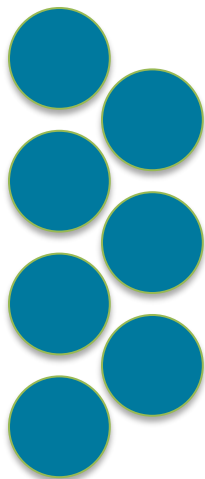
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MD, FIAP, FIMSA, FRCP (Lon), FRCP (Glas), FRCPC, FAAP

Group Medical Director, Apollo Hospitals Group

Senior Consultant, Pediatric Gastroenterologist and Hepatologist





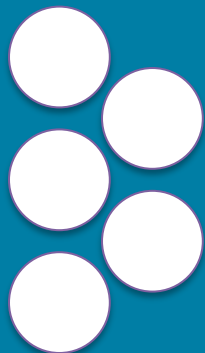
# 7

Habits of successful people

Wonders of the world

Signs of aging

Ways to become a love magnet



# 5

Ways of wellbeing

Habits of highly disciplined people

Reasons why I love you



A Leader takes people  
**where they want to go**

A Great Leader  
takes people where they don't necessarily  
want to go,  
**but ought to be**

Rosalyn Carter



To win the  
**marketplace**, you must  
first win the **workplace**

Doug Conant



# **Talent Management**



If you want 1 year of prosperity, grow grain

If you want 10 years of prosperity, grow  
trees

If you want 100 years of  
prosperity, grow PEOPLE

Chinese Proverb



# Google



People analytics

Google ideas

Global Education Leave  
Program





A wide-angle photograph of the Google Creative Lab interior. The space is characterized by large, colorful, curved structures in blue, yellow, and red. People are seen walking and interacting in the open-plan area. The ceiling is a complex, perforated metal structure with integrated lighting. Large windows on the right side offer a view of the exterior.

Focused on generalists

Expand the aperture - do something new

Look for Smart Creatives

LAX Test

Google







SISTERS of CHARITY  
HEALTH SYSTEM

ST. VINCENT CHARITY MEDICAL CENTER

In house coaching program  
Simulation model





**Monthly managers meeting in groups to focus on development plans on employee engagement**

**Focus on how to have difficult performance conversations**



# Respect

Our

# Elders







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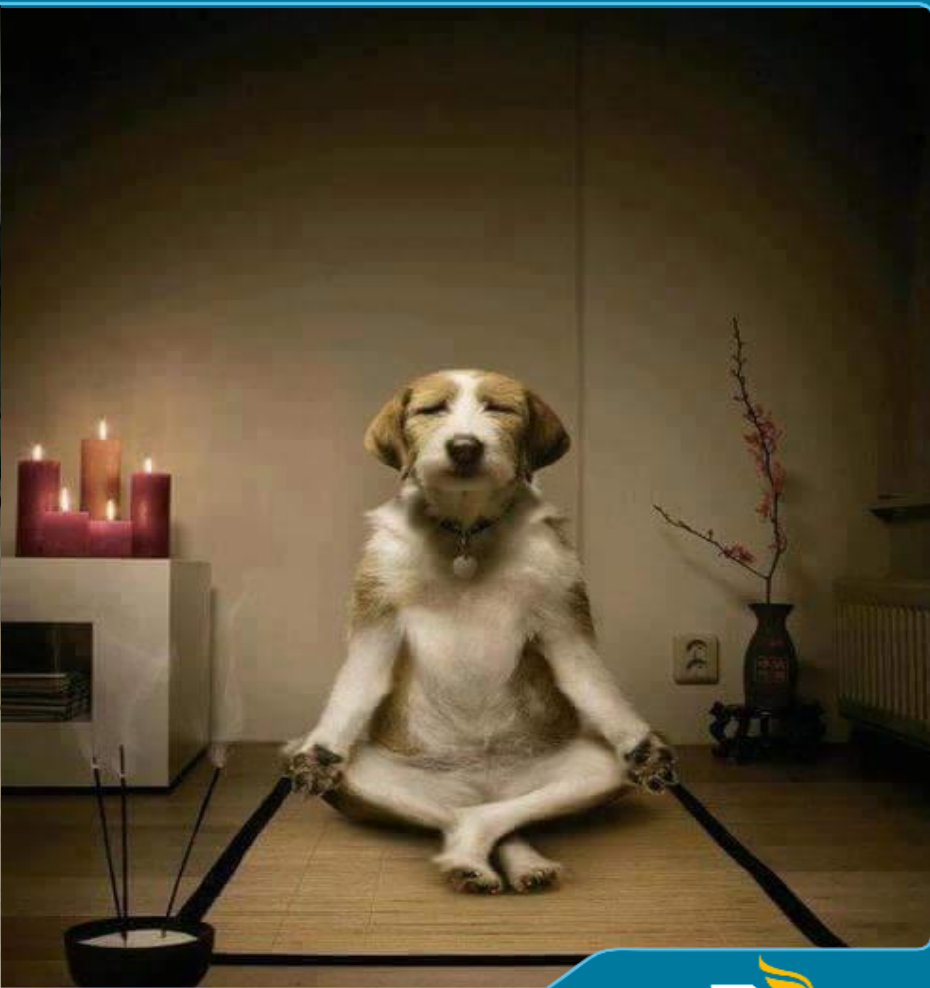
One Apollo Family



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## Great Place to Work







To conquer frustration, one must  
remain intensely focused on the  
**outcome**  
and not the obstacles

T.F Hodge



# **Focus on Outcomes**



You cannot manage what  
you do not

**Measure**

Lord Kevin



**Just In Time (Kamban)**  
**Continuous Improvement (Kaizen)**  
**Quality at the source (Jidoka)**





**Go to the source to find the facts to make correct decisions (Genchi Genbutsu)**

**Make decisions slowly by consensus, thoroughly considering all options; implement decisions rapidly (Nemawashi)**



## **OutcomesMiner**

**Sub-population specific outcomes for treatments**

**Phenotypic characteristics and specific medical associations**



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## ACE @ 25

**64 hospitals**

**Variable sizes**

**Diverse geographies**

**Clinical balanced scorecard**

**25 parameters assessed against  
international benchmarks**

**Apollo Light House**

**ACAT**







## CABG mortality rate

Benchmark: 0.60%

Numerator: Number of in-hospital deaths after CABG

Denominator: Total number of CABG conducted

Indicator	Benchmark	Range	Score
CABG mortality rate	0.60%	≤0.80	4
	Cleveland Clinic	0.81-1.20	3
		1.21-1.60	2
		1.61-2.00	1
		>2.00	0



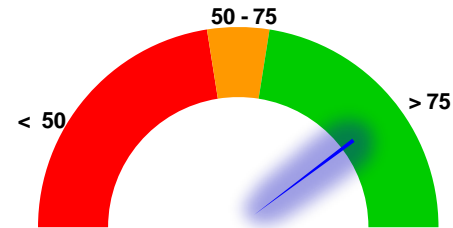


## ACE@25

**Parameters scored as a percentage**

**Maximum score attainable 100**

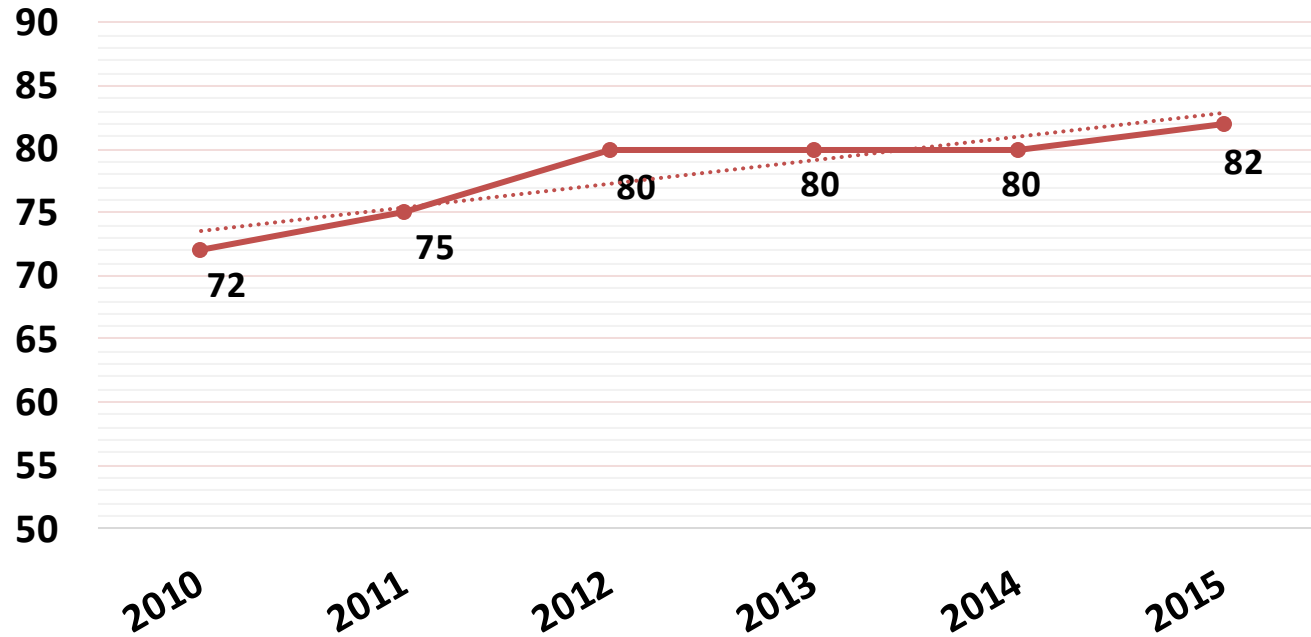
**Over all hospital cumulative scores**



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## Group Average ACE@25 Score



**Competitive advantage is a company's ability to perform in one or more ways that competitors cannot or will not match.**

Philip Kotler



# **Change Management**



The secret of change is to focus all of  
your energy not on fighting the old  
but on building the new

Socrates







**Manufacturing**

to

**Service Sector**

Back to

**Manufacturing**





Lighting



Aircraft Engines



Capital Services



Power Systems



Appliances



Transportation



Industrial System



Plastics



Global Exchange System



Medical Systems



NBC

**2300%**  
Company value growth in 30 years



**“The goal has to be solutions that benefit everyone. Real change, not workarounds.”**

**THE UNIVERSITY OF TEXAS  
MD Anderson Cancer Center**

**Moon Shoot program**

**Positive impact on outcome of 8 cancers**





# **The MD Anderson Cancer Center Sheikh Khalifa Bin Zayed Al Nahyan Institute**

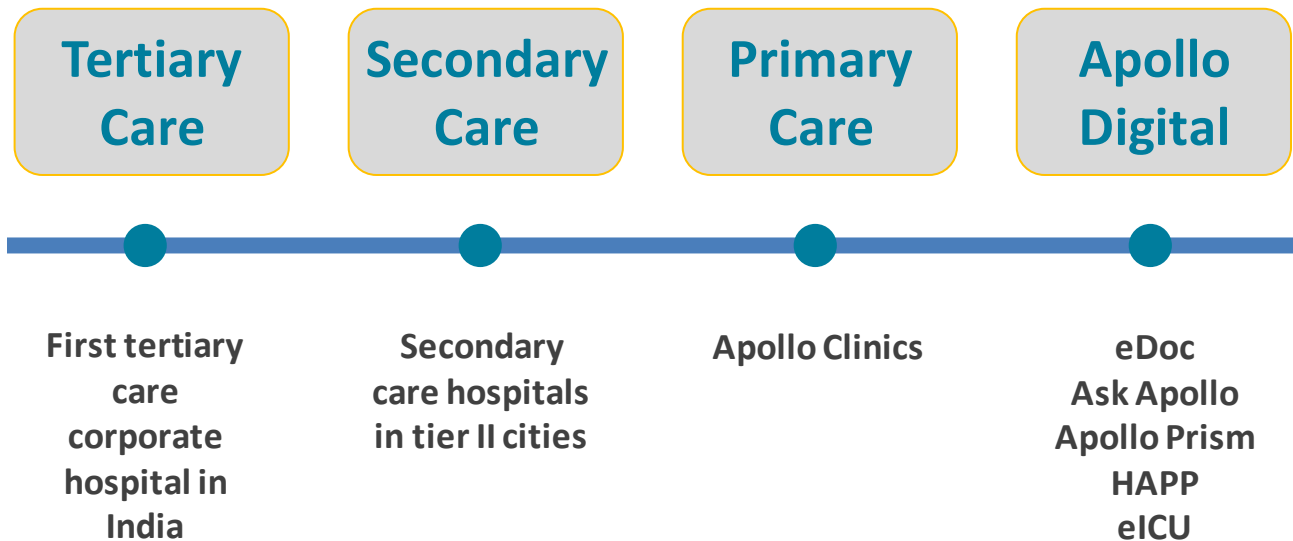
Personalized Cancer Therapy

Improved Patient Outcomes

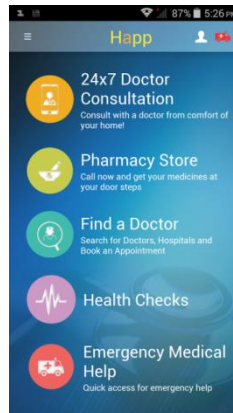




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It is not only

**what we do,**

but also

**what we don't do**

for which we are accountable

Jean Baptiste Moliere





# **Culture of Accountability**



**Responsibility**

**equals**

**Accountability**

**equals**

**Ownership**

Pat Summitt





**Training for top 40 DHA leadership team**  
**Improved communication and promoted respectful confrontation**  
**Better preparedness for unforeseen circumstances**





**Slowly disappearing 'artificial harmony' and 'territorialism'**

**More comfortable discussions consequently increasing accountability**

**Respectfully holding others accountable, leads to results**



***"Accountability gives people the skills to hold challenging conversations and maintain respect."***

***Dr. Gillian Kernaghan, President and CEO***

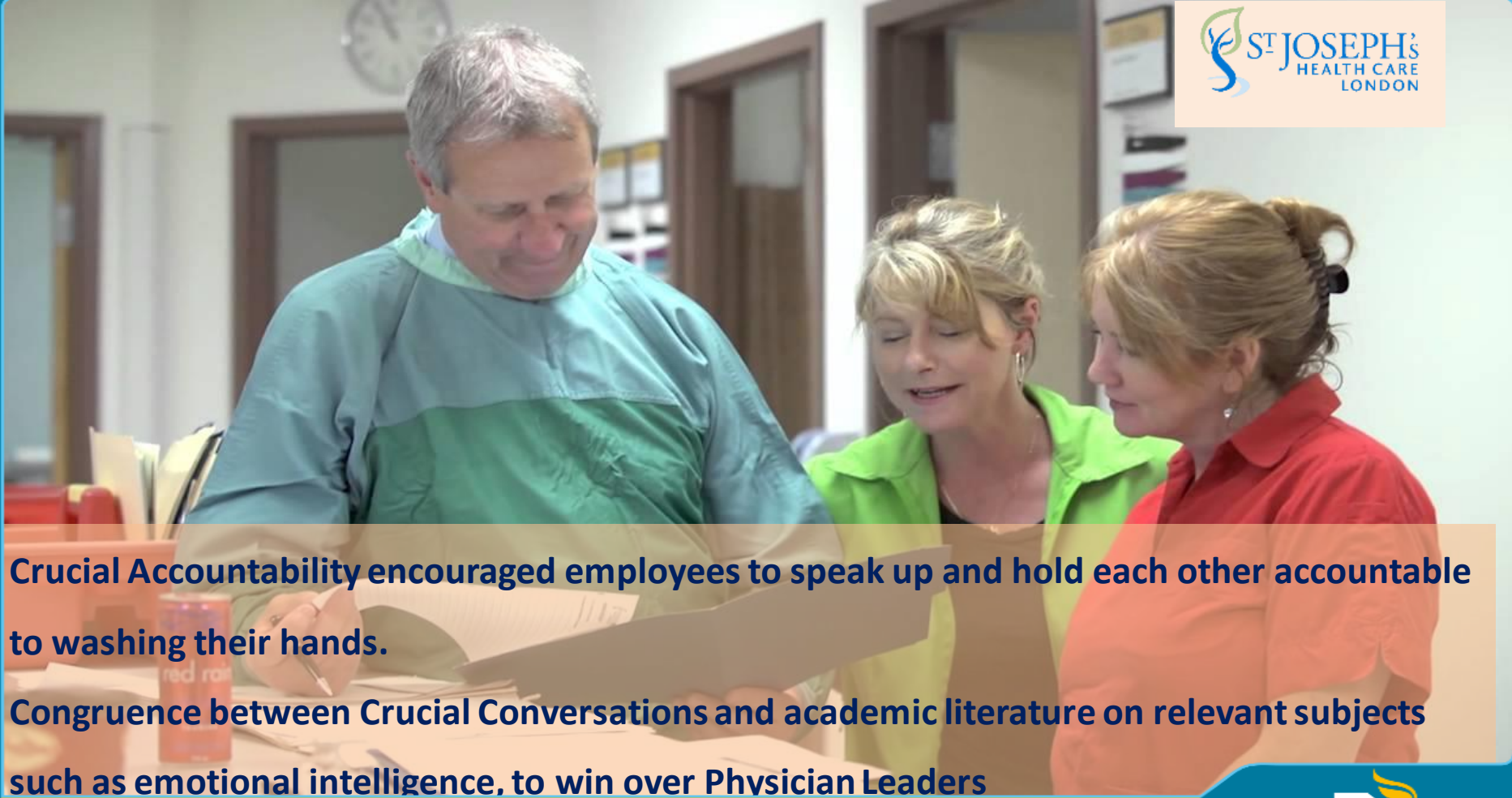


**Crucial Conversation and Crucial Accountability Program**  
**Improved communication, Reduced Absenteeism,**  
**Improved Accountability**

**Millions of dollars saved in**  
**reduction of sick days**





A photograph of three healthcare professionals in a meeting. A man in a light blue and green scrubs is looking down at a document. Two women, one in a bright green shirt and one in a red shirt, are looking at the same document. They are in a clinical setting with a clock on the wall and a red container on the table.

**Crucial Accountability encouraged employees to speak up and hold each other accountable to washing their hands.**

**Congruence between Crucial Conversations and academic literature on relevant subjects such as emotional intelligence, to win over Physician Leaders**



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Incident Reporting



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360°

Peer Review Process for Senior Leadership







Your most  
**unhappy**  
**customers**  
are your greatest source of  
**learning**

Bill Gates



# **Patient Engagement**



**Tell me and I forget**

**Teach me and I may remember**

**Involve me and I learn**

**Benjamin Franklin**





*"Constantly wowing customers and staying ahead of competition requires a fresh look at even the most high-functioning services"*

*Michelle de Haaf, VP Marketing - Medilla*

## Blue Water Initiative

Comprehensive view of all customers from arrival to checkout  
Real time performance view and action insights

**7** Points  
NPS  
increase





Extraordinary Experiences





**Patient experience officer**  
**Open medical records policy**  
**Patient reported outcomes**



**“Thank you for calling Cleveland Clinic.  
Would you like to be seen today?”**

**After 4PM the greeting rolls over to:**

**“Would you like to be seen tomorrow?”**





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## Hamza and Sachin Tendulkar



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# Innovation

distinguishes between a

# leader

and a follower

Steve Jobs



# Innovation

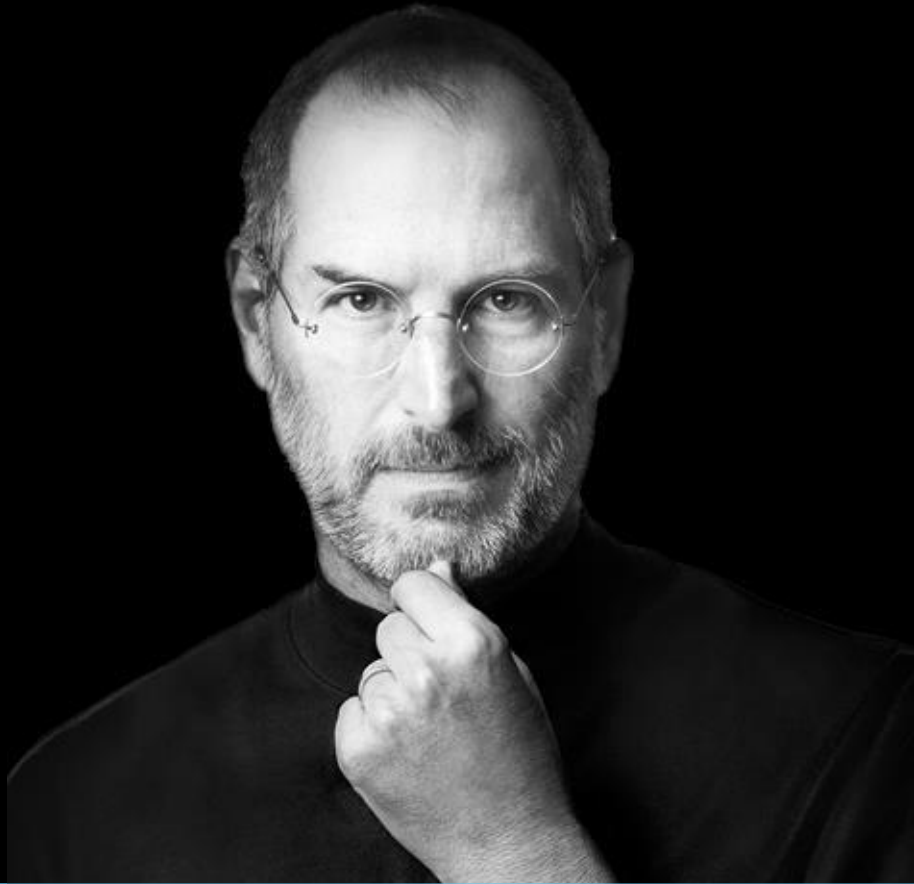




**Innovation** is a  
change that unlocks  
new value

Jamie Notter





Macintosh

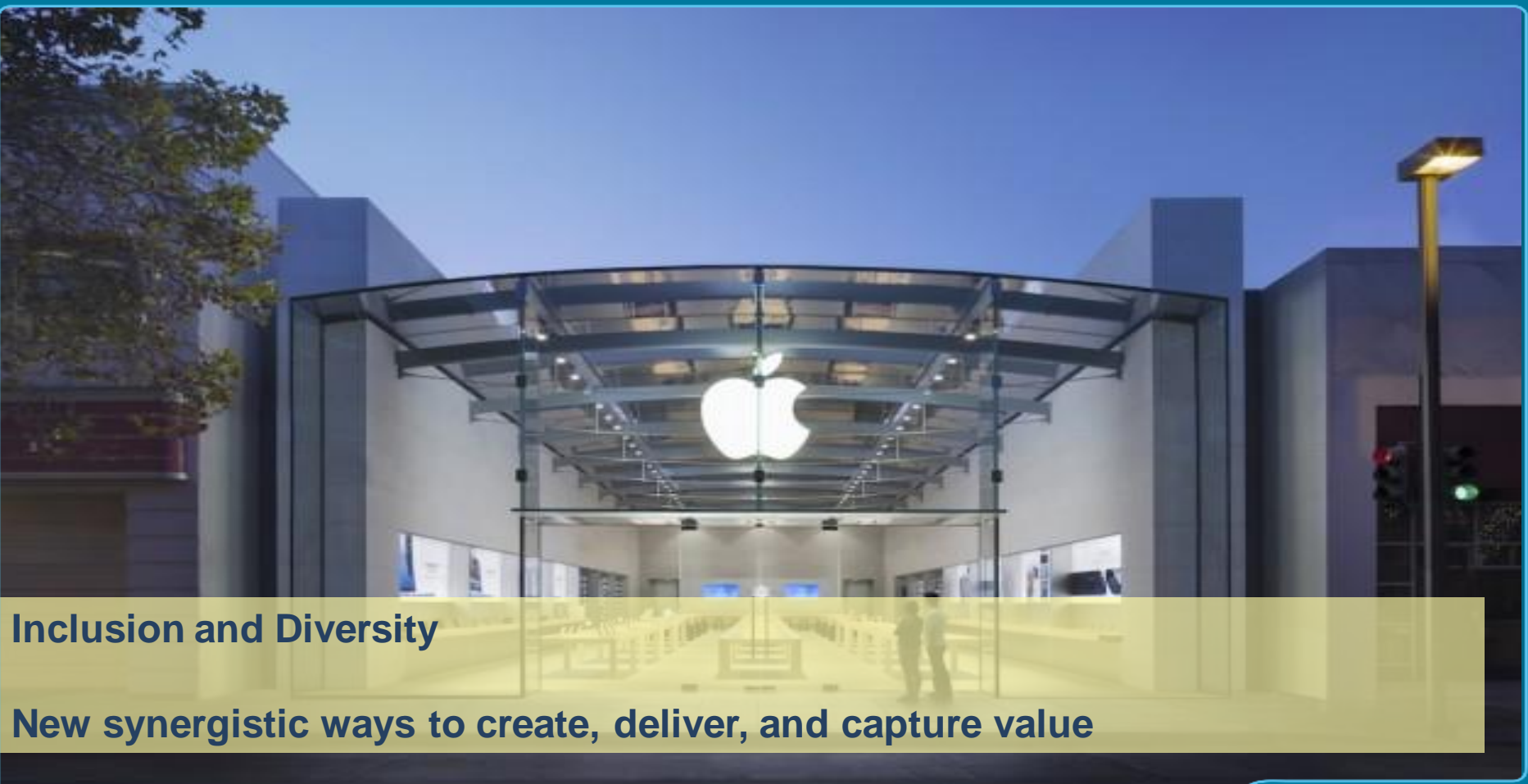
Ipod

IPhone

IPad

Macbook





## **Inclusion and Diversity**

**New synergistic ways to create, deliver, and capture value**



**"Think big, Start small, Move fast"**



**Endoscopic sleeve gastropasty**

**Human fecal microbiome-based biomarkers**

**The Stroke Genetics Network**



THINK **BIG** start small **MOVE FAST**™



**Paediatric Phlebotomy Chair**

**Project RED** Imagining new ways to deliver dialysis to patients

**OB Nest** Exploring prenatal care at a distance





# @ Apollo Telemedicine



Kaza, Himachal Pradesh 12500 feet



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Minister of Information Technology and Communication (ITC), launched  
**60,000 Apollo Tele Clinics in the Common Service Centers (CSCs)**  
at an event in Delhi





