

# Bedside to Battlefield to Boardroom: Reflections on Developing Healthcare Leaders

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# Outline



MY JOURNEY



REFLECTIONS ON  
LEADERSHIP &  
LEADERSHIP PHILOSOPHY



THE IMPORTANCE OF  
CRITICAL THINKING AND  
INTUITION



SELF-CARE



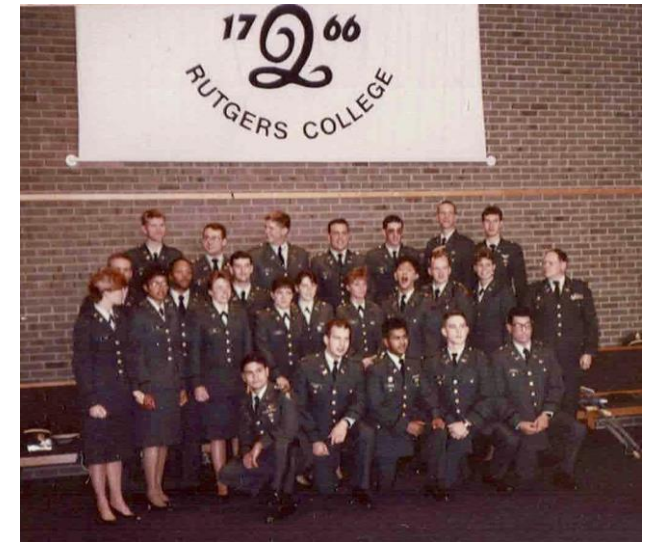
DISCUSSION

# My Journey

- Professional background and career journey
- Shift from clinical practice to leadership and healthcare administration
- What led me to this point?



**RUTGERS**  
UNIVERSITY



University of Pittsburgh  
School of Dental Medicine



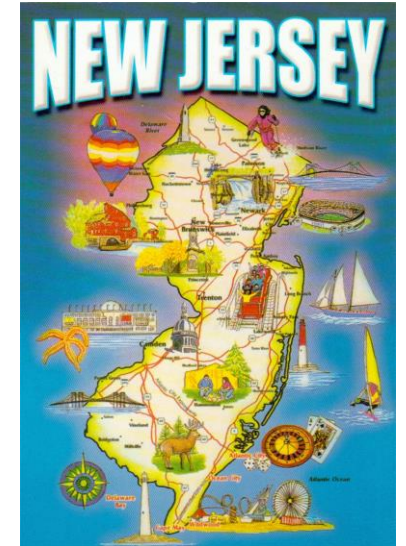
**BAYLOR**  
UNIVERSITY



Martin Luther Charles R.  
**KING/DREW**  
**MEDICAL CENTER**



**UTHealth**  
The University of Texas  
Health Science Center at Houston





# My Journey

- Clinician
- Clinic Manager
- Residency Director
- Battalion Commander (Iraq)
- Director of Human Resources
- Brigade Commander (WA)
- Army Dental Chief (worldwide)
- Army Medical Personnel, Logistics, IM/IT budget Program Manager (Pentagon)
- Deputy CG-Support (BizOps) (Army Medical Command)
- Commanding General – Level 1 Trauma Center (TX)
- Commanding General, Regional Health Command-Central (Western US)

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# Thoughts on Leadership



What is Leadership?



What makes a good leader?



What is Learning?



Why is change so painful?



Why is leadership at the strategic level different?

# Leadership Philosophy

## Leader

- Aristotle *On Rhetoric*
- Know thy self
- Self-care

## Lifecycle

- Work/life balance
- Timing is everything
- Be “happy/happy”

## Legacy

- Who are your mentors?
- Who are you mentoring?
- Look beyond the familiar

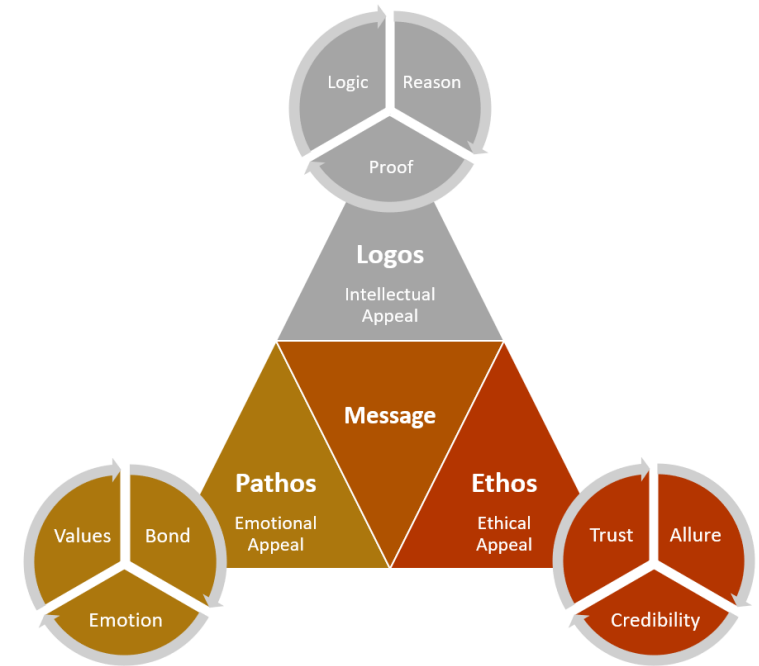
## Lifelong Learning

- What is “learning”
- Tripartite model
- “The more I see, the less I know”

# Leadership Philosophy: Leader

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- Aristotle: Logos, Ethos, Pathos (Mythos)
- Acknowledge your strengths
- Address weaknesses and biases
- Imposter Syndrome



# Leadership Philosophy: Lifecycle

You have the freedom  
to pursue any path—  
make your choices  
thoughtfully.

Strive for a balance  
between work and  
personal life.

The importance of  
timing cannot be  
overstated.

Consider career  
trajectories in relation  
to the landscape of  
opportunities.



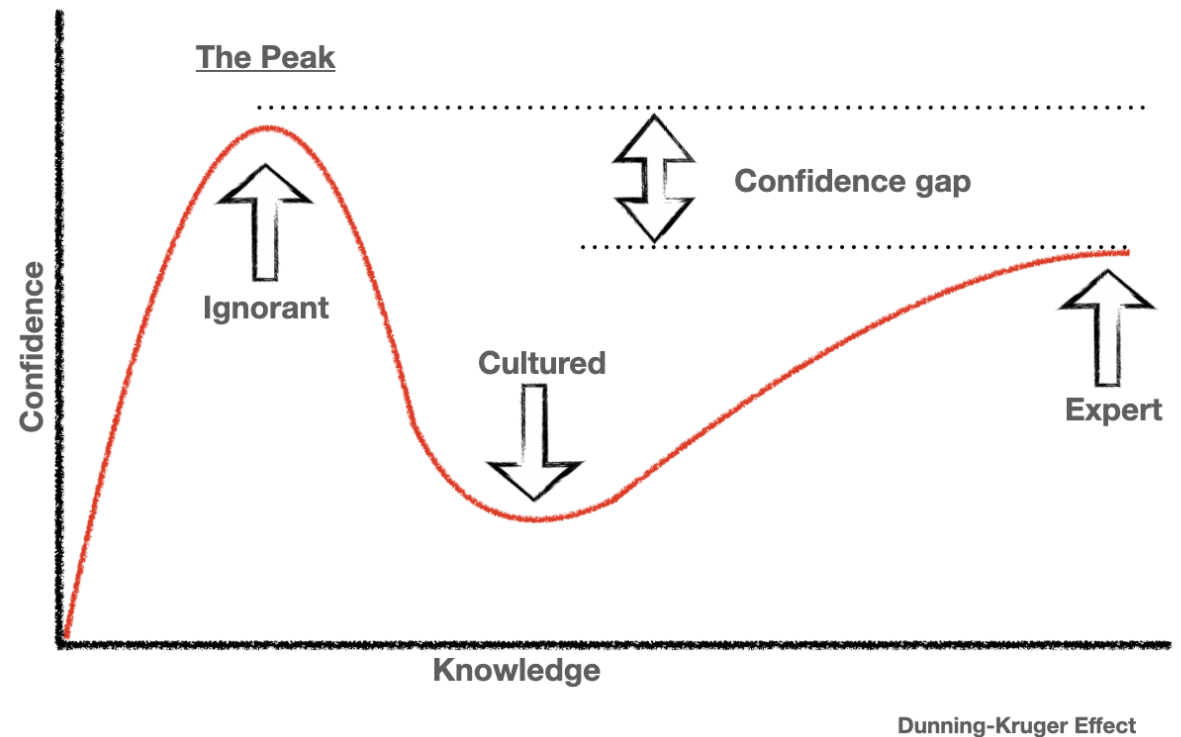


# Leadership Philosophy: Legacy

- Role models, mentors, and sponsors
- Give back, and you'll receive in return
- Expand your horizons beyond the known

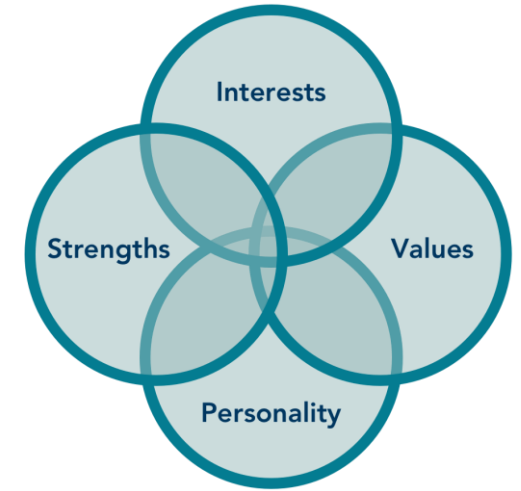
# Leadership Philosophy: Lifelong Learning


- Leaders are readers
- Tripartite model
- Dunning-Kruger effect
- Imposter Syndrome



# Thoughts on Career Development

- Occupational Domains vs. Competencies
  - Occupational Domain: direct care, public/private, for-profit/nonprofit, academic, insurance, IT, manufacturing, logistics etc.
  - Competency: capability to apply related knowledge, skills, and abilities required to successfully perform "critical work functions" or tasks in a defined work setting.



The background of the slide features a silhouette of the famous 'The Thinker' statue by Auguste Rodin. The statue is positioned on the right side, facing left, with its hand resting on its chin in a contemplative pose. The background is a gradient of warm colors, transitioning from a bright yellow-orange at the top to a deep purple and blue at the bottom, suggesting a sunset or sunrise over a body of water. The sun is visible as a bright, glowing orb on the horizon line.

# Critical Thinking and Developing Intuition

# What is “Intuition”? (1 of 2)

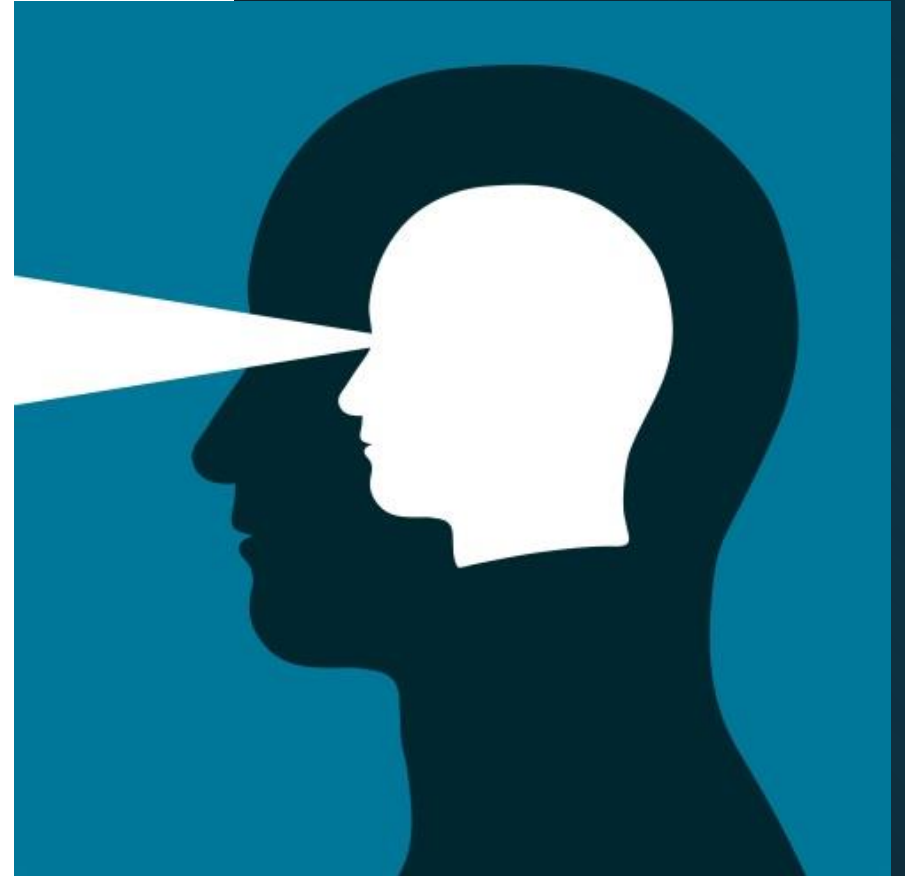
- *Noun*
- “A phenomenon of the mind”
- “The ability to understand something immediately, without the need for conscious reasoning.”
- “A thing that one knows or considers likely from instinctive feeling rather than conscious reasoning.”



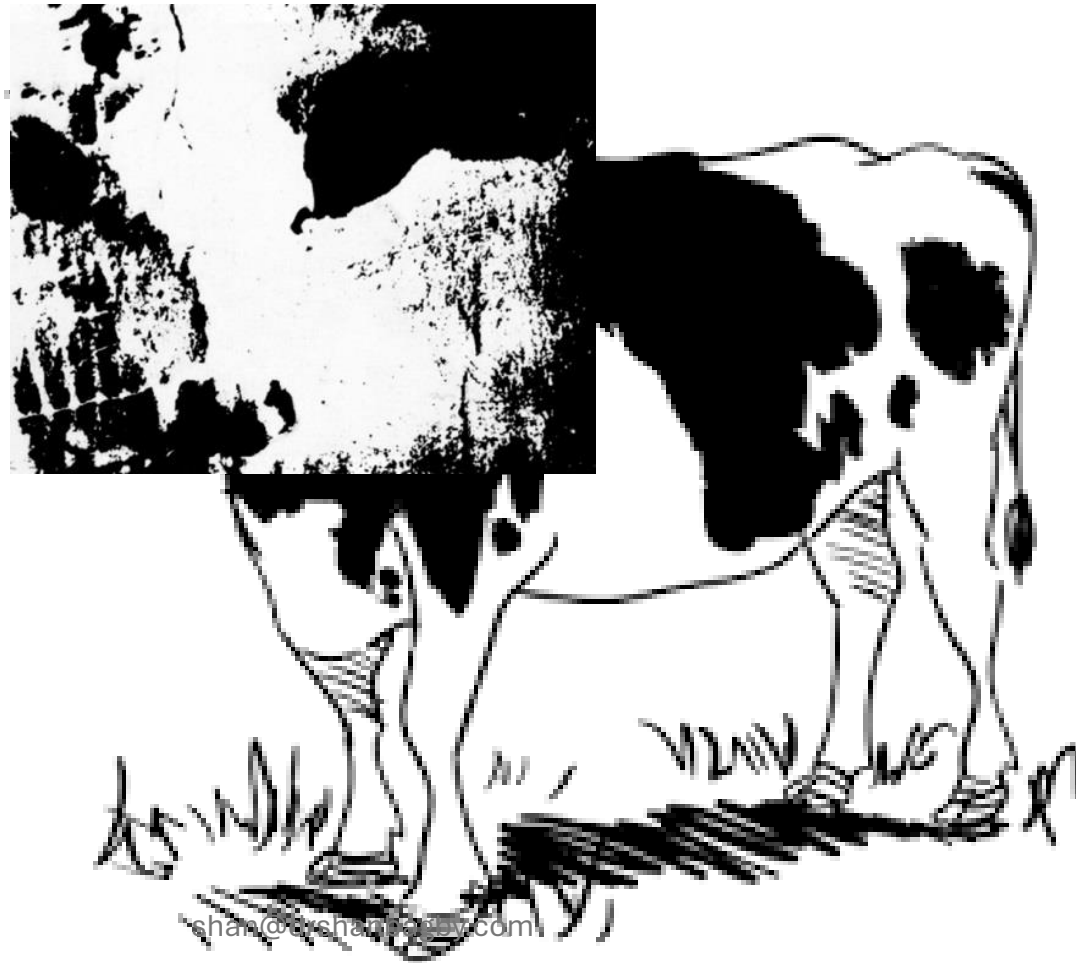


# What is “Intuition”? (2 of 2)

- Unconscious process
- Tacit knowledge
- Gained by experience
- Reinforced by repetition









# Who Uses Intuition?

- Mission-critical performers:
  - Medicine
  - Law
  - Competitive sports
  - Professions (e.g. “professional judgment”)
  - Strategic leadership





# Epistemic Foundations (1 of 3)

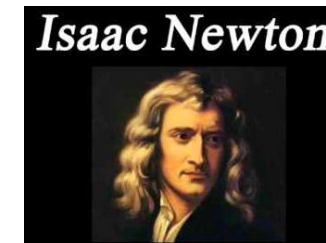
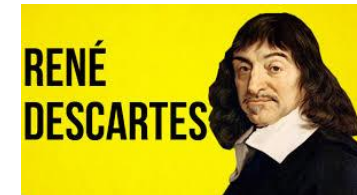
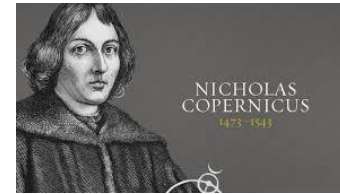
- Epistemology (e·pis·te·mol·o·gy)/noun:
  - The theory of knowledge, especially with regard to its methods, validity, and scope. Epistemology is the investigation of what distinguishes justified belief from opinion.
- How do we know what we “know”?
- Limits of language in describing cognitive processes
  - “In the gut”
  - “Gut feeling”



# Epistemic Foundations (2 of 3)

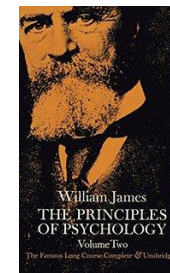
- Foundational philosophical traditions:

- Empiricism
- Rationalism
- Scientific Method



- Contemporary neurocognitive inquiry:

- Dual process theory



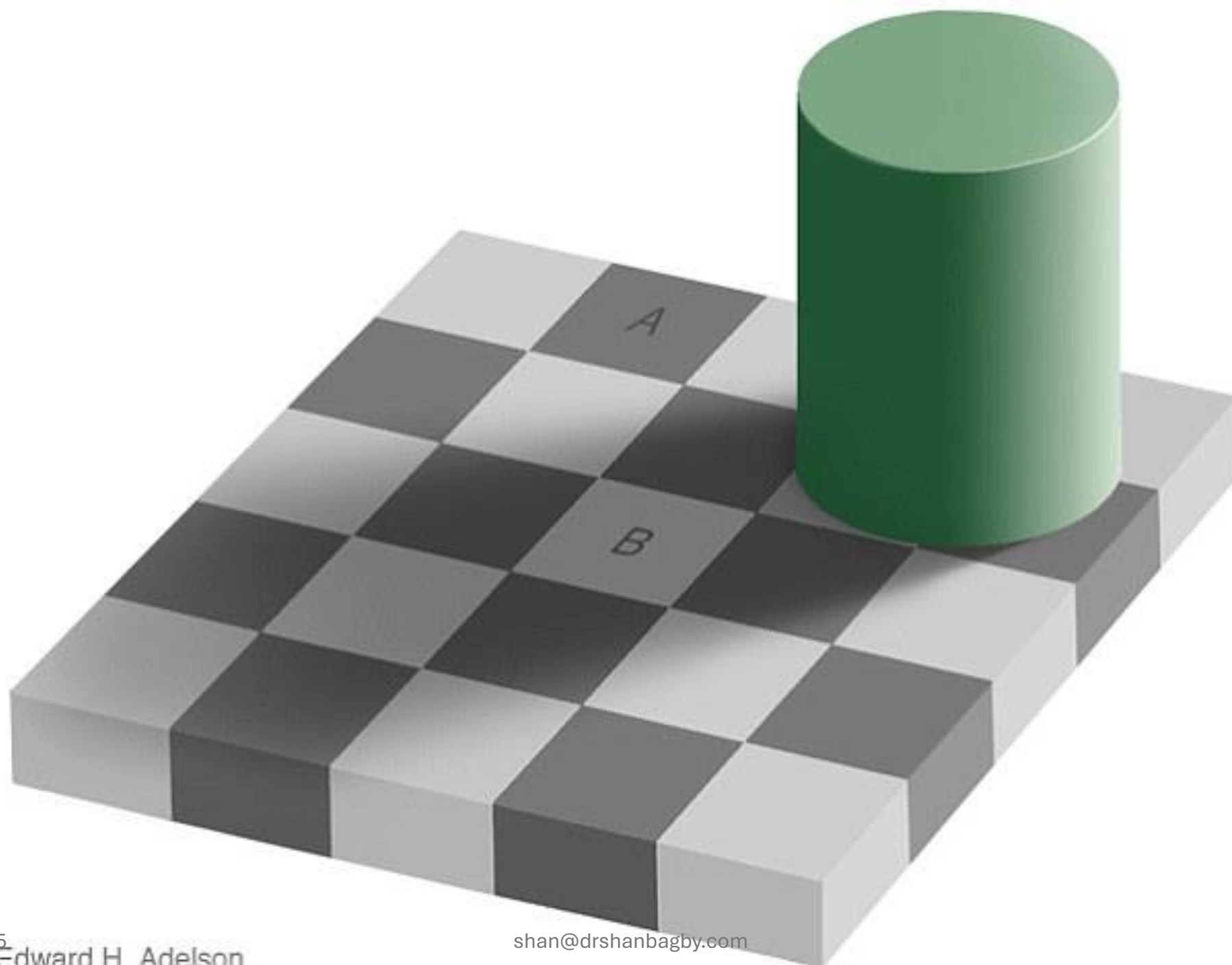
# Epistemic Foundations (3 of 3)

- Linking Intuition with Expertise
  - Bloom's findings
  - Deliberate practice
  - Performance in a “like environment”
  - Accurate and timely feedback
  - Trusted teacher/coach/agent



# When Intuition Misleads Us (1 of 6)

- False patternicity (or history)
- Very large/small numbers and statistical outcomes
- Long timelines





# When Intuition Misleads

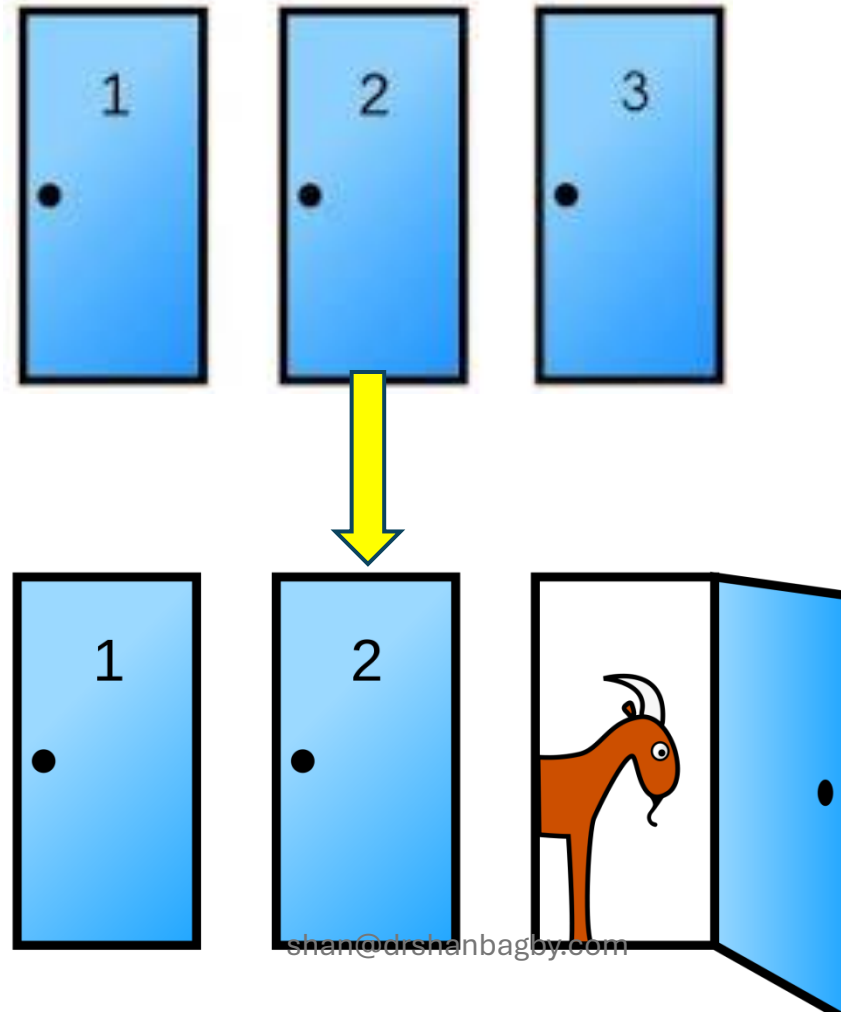
(2 of 6)

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- Biases, prejudices, desires and emotions
  - Past success
  - Luck vs. skill



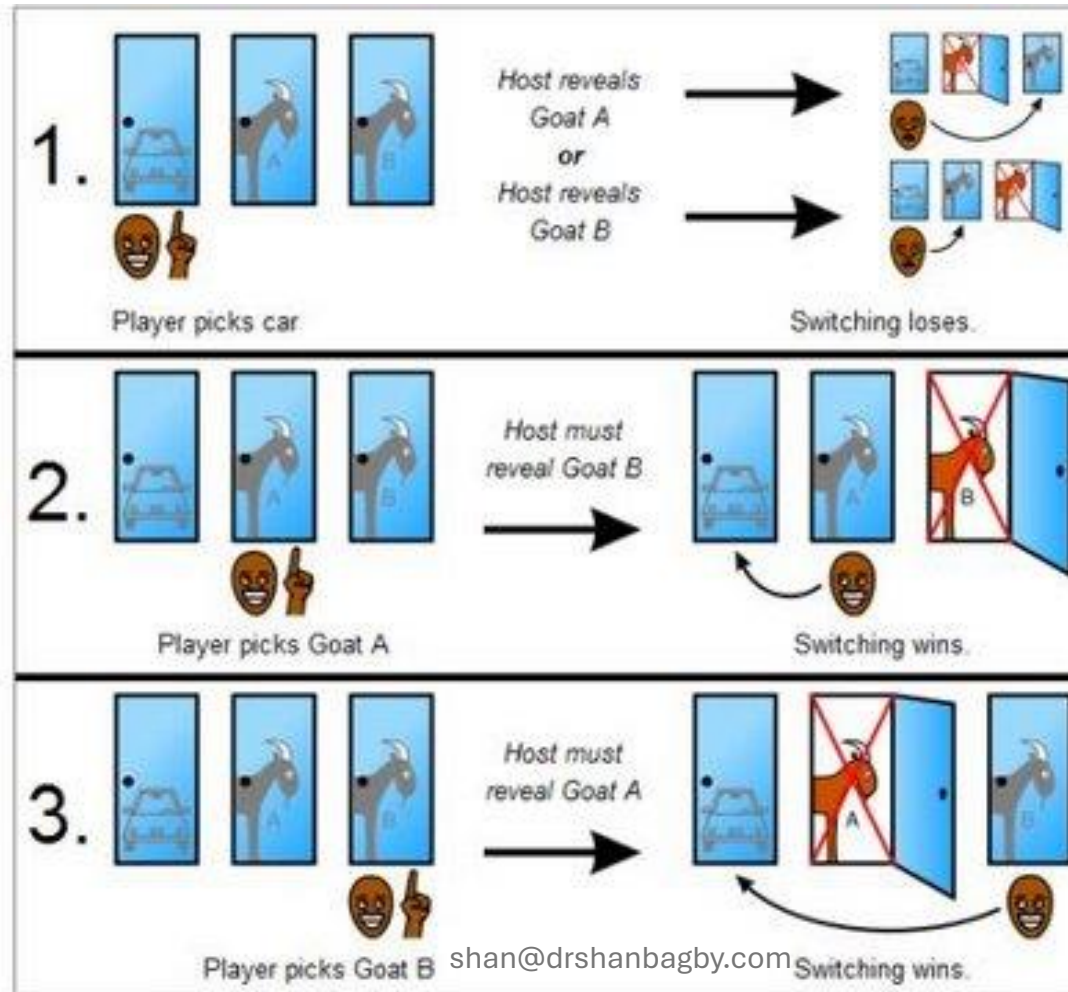
# When Intuition Misleads (3 of 6)

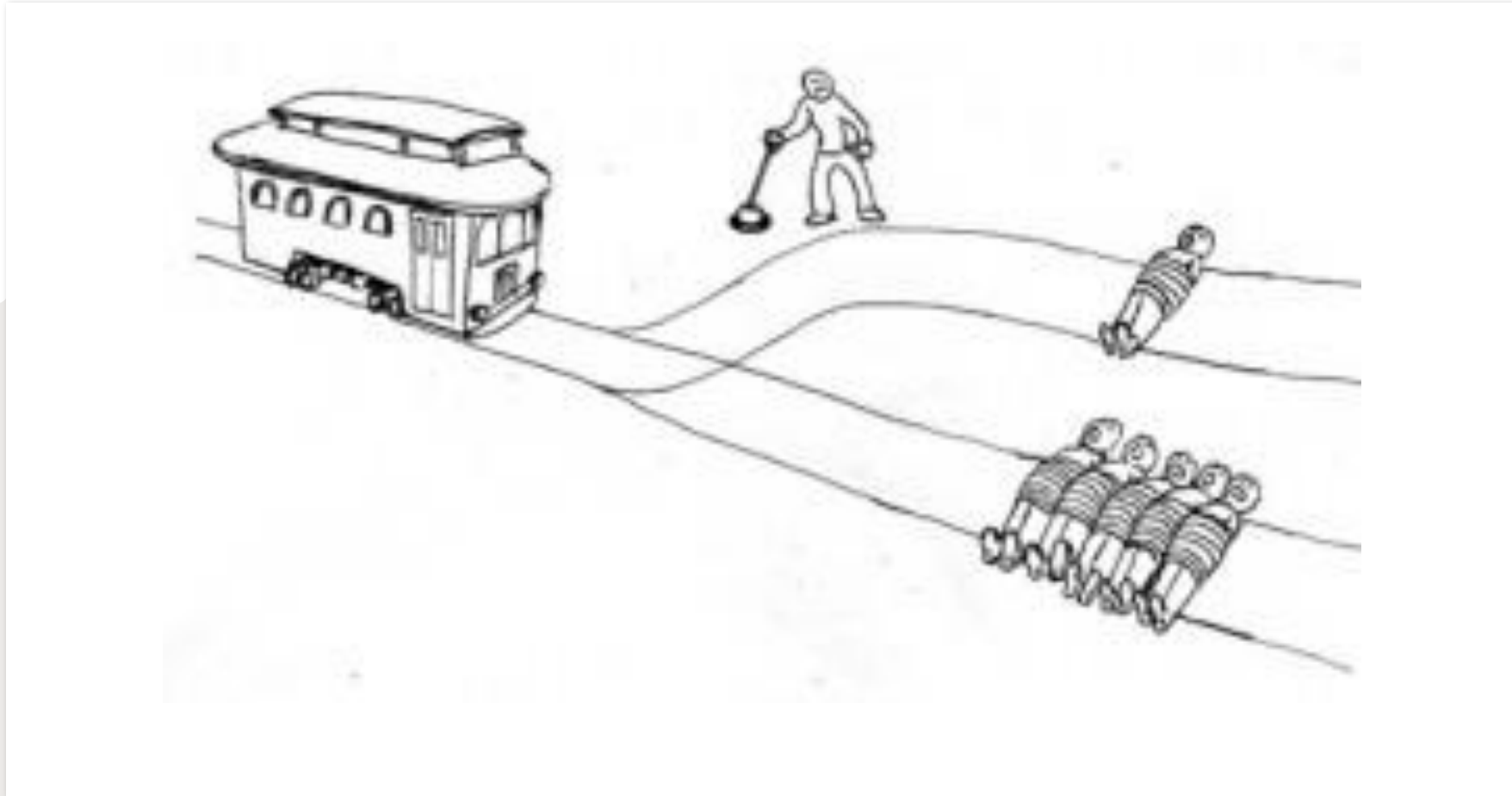
- Monty Hall Problem (conditional probabilities):



# When Intuition Misleads (4 of 6)

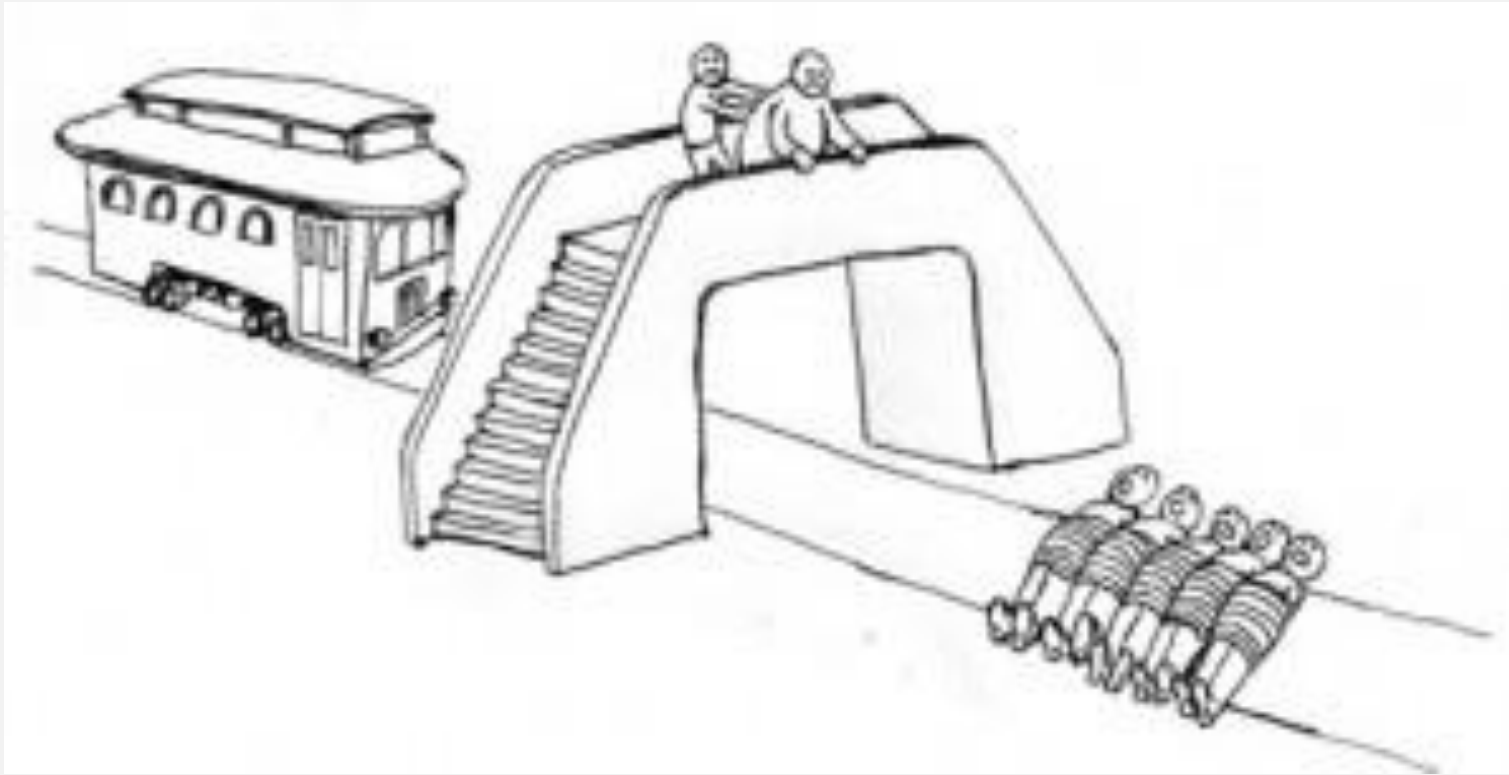
- Monty Hall Problem (conditional probabilities):





# When Intuition Misleads (5 of 6)

Trolley Car Problem (moral framing):



# When Intuition Misleads (6 of 6)

Trolley Car Problem (moral framing):



# Strategic Problems are Different

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- High levels of complexity
- Ill-structured problems
- Risk to human/financial capital
- Any action produces reaction
- Problems mutate over time



# Strategic Leaders and Intuition (1 of 2)

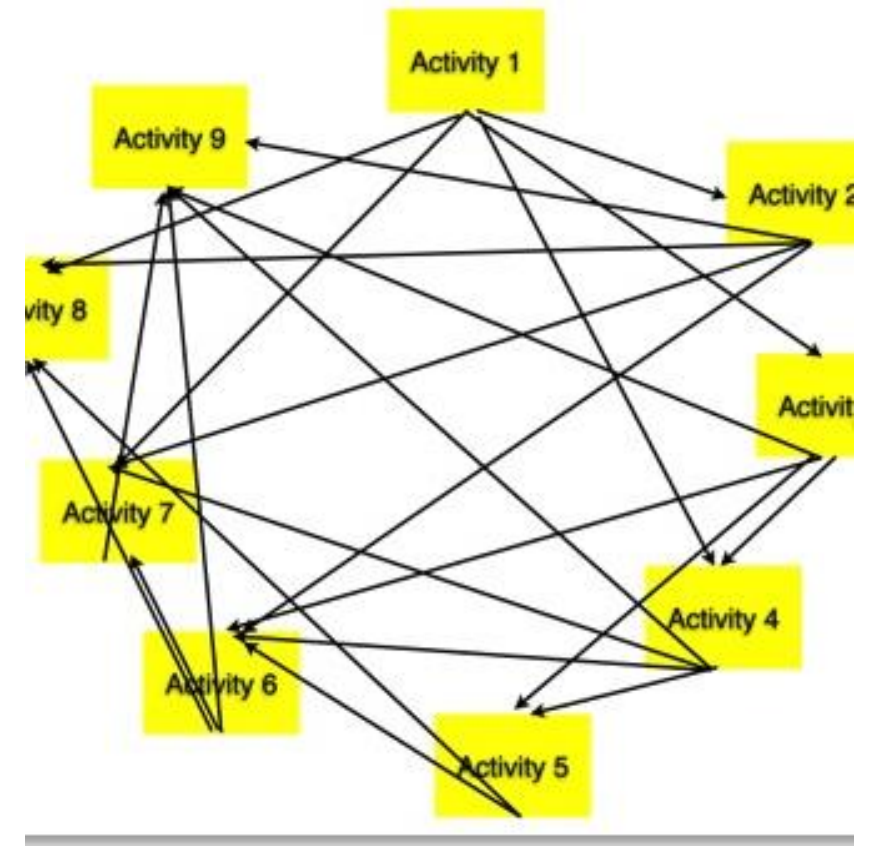
- Cunningham's study (2012)
- Must influence resources not under direct control
- Problems inherently ambiguous



# Strategic Leaders and Intuition (2 of 2)

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- High risk
- Intangible dependencies
- Organizational culture and values have impact



# Developing Critical Thinking (1 of 2)

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- Recognize evidence-based practice is a strength
- Consistent exposure to complex, ambiguous, problems
- Scenario-based modeling
- Mentorship



(2 of 2)

- 



# Self Care

- Every action comes with its own price and cost.
- Results are not guaranteed, so cherish the experience.
- Your physical and mental well-being is an invaluable asset.
- The mental health situation in the US is currently at a critical juncture.
- Cultural stigma continues to pose a challenge.
- It is essential for leaders to promote self-care as a regular practice.

MENTAL HEALTH  
SUPPORTIVE  
RESPECTIVE  
STOP STIGMA  
STIGMA LISTEN  
RECOVERY





# Summary

- My Journey
- Reflections on Leadership & Leadership Philosophy
- The importance of critical thinking and intuition
- Self-care
- Questions





# Thank you!



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