

**Leadership Commitments in Action:
Newsletter Article Series Excerpt for Health Care Client**

Greg Gerard on Leading by Example

Greg Gerard tells a story of a front-line employee who went above and beyond to help a patient, emphasizing that the employee's actions stemmed from her understanding of what's important to the organization. "If people know what's important to you as a leader, and you model it, they will follow that lead." Greg recently discussed the Leadership Commitment "I will lead by example, and model the way by holding people accountable for behavior that is inconsistent with our mission or values. I will respect uniqueness and learn from others' best practices with my commitment as an engaged leader."

The front-line employee Greg spoke of encountered a hysterical patient while walking down the hall in the hospital. "A lot of people wouldn't have gotten involved. But this employee took time. She thought, service matters, and we're about great quality care and a providing a good service environment. She found out this patient had just experienced an embarrassing service issue and had been treated rudely by a staff member. She got her manager, and we addressed it. This front-line employee knows that service matters and that's the kind of organization we want to be, and we thanked her for being a leader."

Greg has been president since 2007.

As a leader, Greg knows his attitude sets the tone. "Even when you don't think people are watching, they are. If I'm positive and we have a vision and I embrace it, the rest of the organization will pick up on it."

In the face of change, Greg encourages people to assume positive intentions and that there is a reason for things. "It's easy to get sucked into rumors – people need to resist that." He notes that there has always been change in health care, though now there is a great deal of change in the industry and the organization. "We have to change and reinvent ourselves. To me, as a leader, that's fun. For some people it's scary. As leaders we need to say, 'Here's where we're going, here's why, and here's how you can help.'"

