

# Leading Through Influence

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*As go the leader, so goes the team and the culture*

Culture

Team

Self



# Objectives

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Understanding Yourself:  
DiSC Profile



Building An Effective  
Team



Coaching as a  
Leadership Style



Influencing Change

# Disclosures

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- I have no relevant relationships with ineligible companies to disclose within the past 24 months

# Impacting Lives Across Louisiana, The Nation & The World

Ochsner serves patients from across  
**LOUISIANA, EVERY STATE**  
in the nation,  
and more than **70 COUNTRIES.**



Ochsner seeks to move Louisiana into the **top 40th** healthiest states with America's Health Rankings **by the year 2030.**

**Ochsner is** .....  
**LOUISIANA'S LARGEST**

not-for-profit health system and one of the largest independent academic health systems in the United States.

47

Owned,  
Managed,  
& Affiliated  
Specialty  
Hospitals

36K



Employees

2.4M

Clinic Visits

1,304,351

Patients Served in 2021

370

Health Centers  
& Urgent Care Centers

90

Medical Specialties  
& Subspecialties

4,600

Employed & Affiliated  
Physicians

660+

clinical research  
studies

# Ochsner Health Statewide Network



# System APP Council

 <p><b>AVP – Advanced Practice Providers</b> Emilie Davis, PA-C</p>	 <p><b>Baton Rouge</b> Robbie Pitre, PA-C</p>	 <p><b>Primary Care</b> Vera Williams, NP</p>	 <p><b>Urgent Care &amp; Occ Med</b> George Kirkman, NP</p>
 <p><b>OMC - Surgery</b> Sarah Fant, PA-C</p>	 <p><b>Northshore/MS</b> Chris Schneider, PA-C</p>	 <p><b>Neuroscience</b> Amanda Bible, PA-C</p>	 <p><b>Orthopedics</b> Chris Mercadel, PA-C</p>
 <p><b>OMC – Medical Specialties</b> Jason Ledoux, NP</p>	 <p><b>OLG</b> Jeremy Terro, NP</p>	 <p><b>Hospital Medicine</b> Jennifer Burtch, NP</p>	 <p><b>Anesthesia - SS</b> James Poche, CRNA</p>
 <p><b>River Region</b> Barbara Hubbell, NP</p>	 <p><b>Patient Experience</b> Ashley Roark, NP</p>	 <p><b>Cancer</b> Erica Doubleday, NP</p>	 <p><b>Anesthesia - NS</b> Patrick Trainor, CRNA</p>
 <p><b>Baptist</b> Michelle McCloskey, NP</p>	 <p><b>APP Medical Education</b> Misty Jenkins, NP</p>	 <p><b>Emergency Medicine</b> Adam Fleming, NP</p>	 <p><b>Anesthesia – Baptist / Community</b> Allen Dennis, CRNA</p>



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**WHO WE ARE IS HOW WE LEAD. SELF-AWARENESS, KINDNESS, VISION, ACCOUNTABILITY, TRUST, JUST BASIC SKILLS OF BEING A GOOD HUMAN BEING TO OTHER HUMAN BEINGS.**

**– BRENÉ BROWN**



# Self-Leadership

## Self-Leadership



## Understanding Yourself

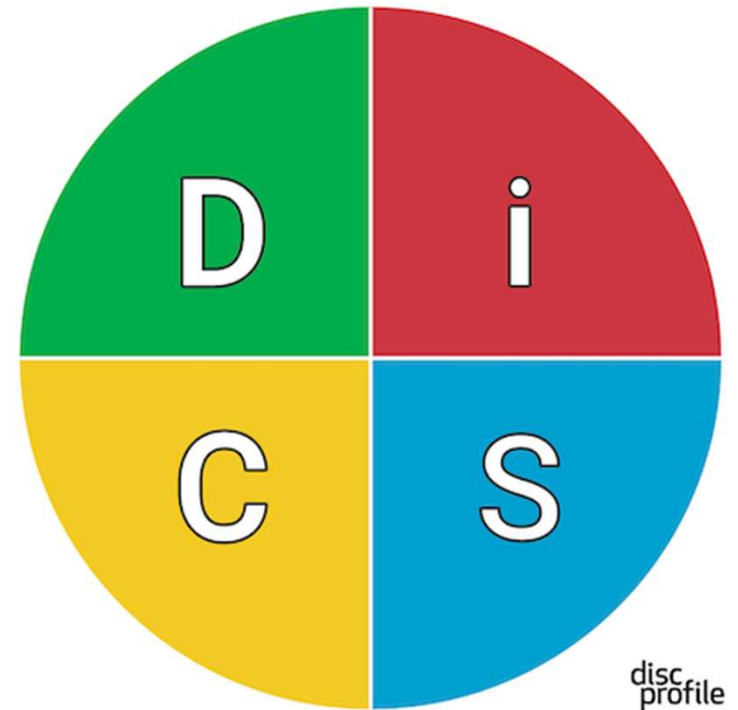
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*It starts with You!*



# Understanding Your Leadership Style

*The DISC Profile is a personality assessment (not a test) that provides insights into natural and adaptable behavioral styles in relation to the workplace, leadership, and project teams.*



disc  
profile



# The DiSC Profile

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- DiSC can help you *and* your teams:
  - Improve **self awareness**
  - Understand other people and **adapt** to their behavior
  - Learn how to work together more **productively**
  - Become more effective leaders
  - Transform **conflict into collaboration**
  - Get more enjoyment out of every relationship



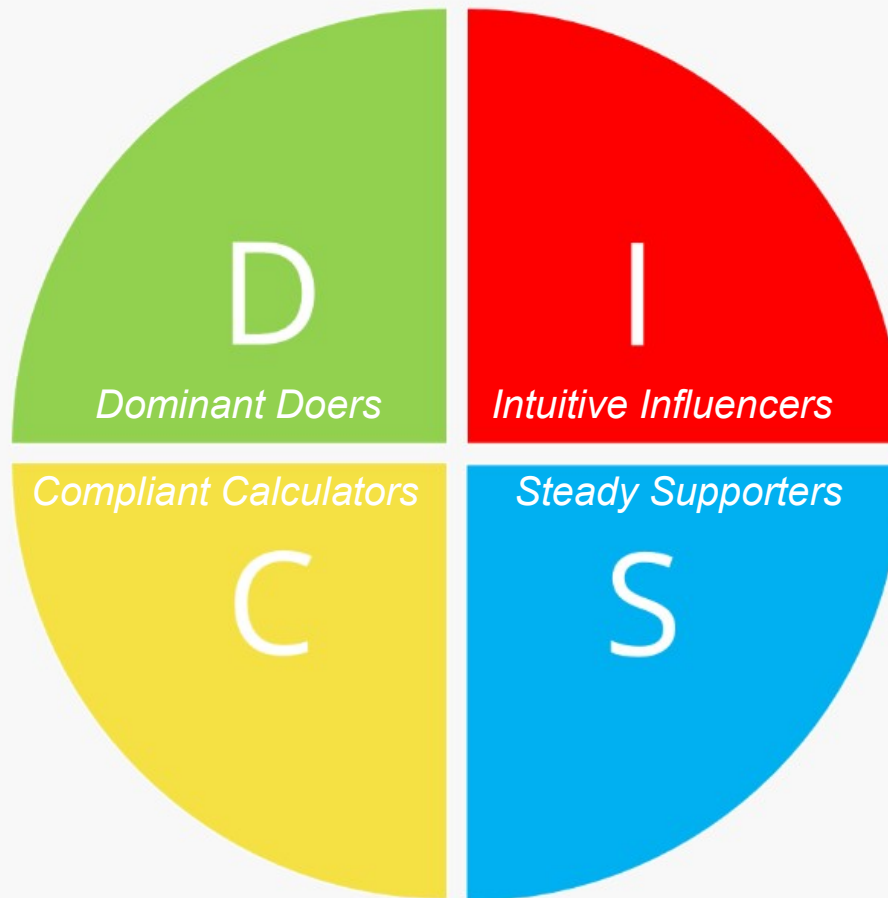
# DISC model

## Dominant

- Direct
- Decisive
- Doer

## Influential

- Impulsive
- Interactive
- Interesting



## Compliant

- Cautious
- Careful
- Conscientious

## Steady

- Stable
- Supportive
- Sincere



**Fast-Paced**

**Slow-Paced**





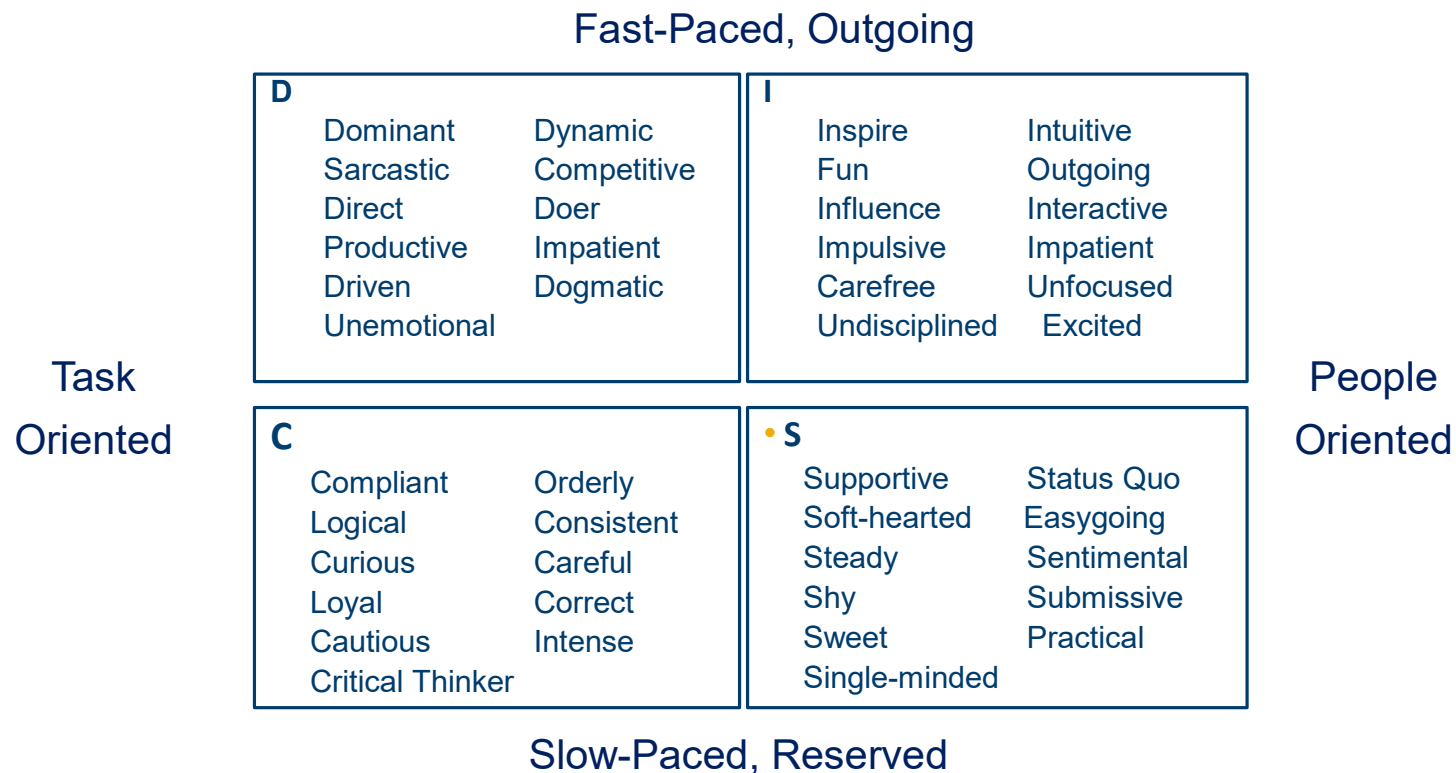
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# Which Words Best Describe Your Style?



# D — DOMINANCE



The Lead Dog

**Emphasize:** shaping the environment by overcoming opposition and challenge

**Tendencies:** getting immediate results, taking action, accepting challenges

**Motivated by:** challenge, power and authority, direct answers

**Fears:** loss of control in their environment; being taken advantage of

**You will notice:** self-confidence, decisiveness, and risk-taking

**Limitations:** lack of concern for others, impatience



# I — INFLUENCE



The Energizing Honey Bee

**Emphasize:** shaping the environment by persuading and influencing others

**Tendencies:** involvement with people, making a favorable impression

**Motivated by:** social recognition, group activities, relationships

**Fears:** social rejection, disapproval, loss of influence

**You will notice:** enthusiasm, charm, sociability

**Limitations:** impulsiveness, disorganization, and lack of follow through



# S — STEADINESS



The Oasis Super Power

**Emphasize:** achieving stability, accomplishing tasks by cooperating with others

**Tendencies:** calm, patient, loyal, good listener

**Motivated by:** infrequent change, stability, sincere appreciation, cooperation

**Fears:** loss of stability, the unknown, change, unpredictability

**You will notice:** patience, a team player, stability, methodical approach, calm

**Limitations:** overly willing to give, putting their needs last



# C — COMPLIANT



The Quality Control

**Emphasize:** working within circumstances to ensure quality and accuracy

**Tendencies:** attention to standards and details, analytical thinking

**Motivated by:** clearly defined performance expectations, quality and accuracy being valued

**Fears:** criticism of their work, slipshod methods

**You will notice:** behavior that is cautious, precise, diplomatic, restrained

**Limitations:** overly critical of self and others, indecision because of desire to collect and analyze data



# DiSC Blends: What is Your Mix?

**DC** – challenge, results, accuracy  
 Goals: Independence, personal accomplishment  
 Fears: Failure to achieve to their own standards  
 Leadership qualities: Setting high expectations, speaking up about problems

**D** – results, action, challenge  
 Goals: Bottom-line results, victory  
 Fears: Being taken advantage of or appearing weak  
 Leadership qualities: Showing confidence, taking charge, focusing on results

**Di** – action, results, enthusiasm  
 Goals: Quick action, new opportunities  
 Fears: Loss of power

**ID** – action, enthusiasm, results  
 Goals: Exciting breakthroughs  
 Fears: Fixed environments, loss of approval or attention  
 Leadership qualities: Finding opportunities, promoting bold action

**I** – enthusiasm, action, collaboration  
 Goals: Popularity, approval, excitement  
 Fears: Rejection, not being heard  
 Leadership qualities: Showing enthusiasm, building professional networks

**IS** – collaboration, enthusiasm, support  
 Goals: Friendship  
 Fears: Pressuring others, being disliked  
 Leadership qualities: Being approachable, acknowledging contributions

- **CS** – stability, accuracy, support
  - Goals: Stability, reliable outcomes
  - Fears: Emotionally charged situations, ambiguity
  - Leadership qualities: Showing modesty, being fair minded
- **C** – accuracy, stability, challenge
  - Goals: Accuracy, objective processes
  - Fears: Being wrong, strong displays of emotion
  - Leadership qualities: Communicating with clarity, promoting disciplined analysis
- **CD** – challenge, accuracy, results
  - Goals: Efficient results, rational decisions
  - Fears: Failure, lack of control
  - Leadership qualities: Creates high standards, improving methods

- **SI** – collaboration, support, enthusiasm
  - Goals: Acceptance, close relationships
  - Fears: Being forced to pressure others, facing aggression
  - Leadership qualities: Creating a positive environment, acknowledging contributions
- **S** – support, stability, collaboration
  - Goals: Harmony, stability
  - Fears: Letting people down, rapid change
  - Leadership qualities: Staying open to input, showing diplomacy
- **SC** – stability, support, accuracy
  - Goals: Calm environments, fixed objectives, steady progress
  - Fears: Time pressure, uncertainty, chaos
  - Leadership qualities: Maintaining composure, being fair minded

# NOTES ON MY STYLE

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What are key characteristics of my style?

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What key characteristics best describe my direct reports style?

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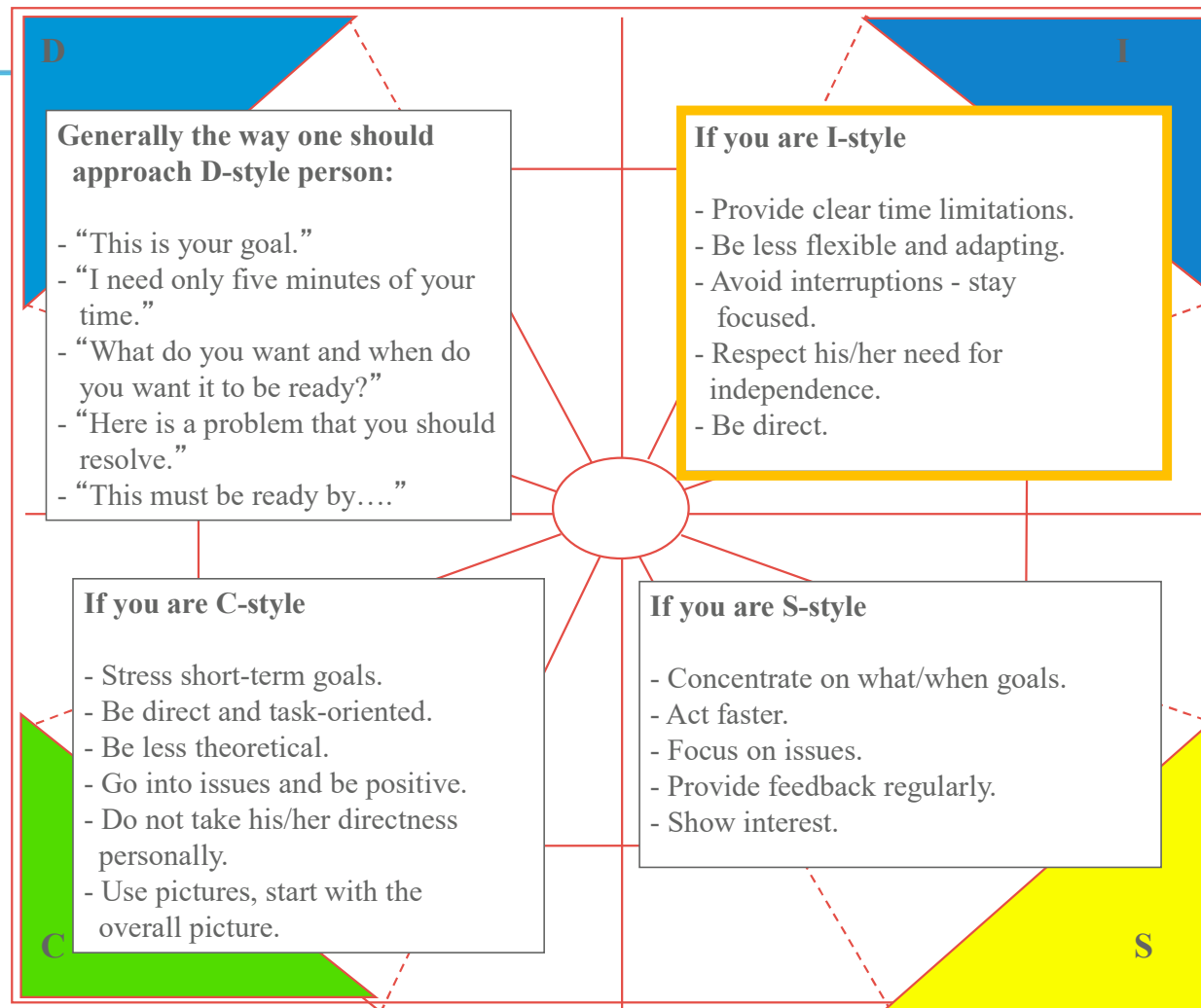


# DISC Body Language

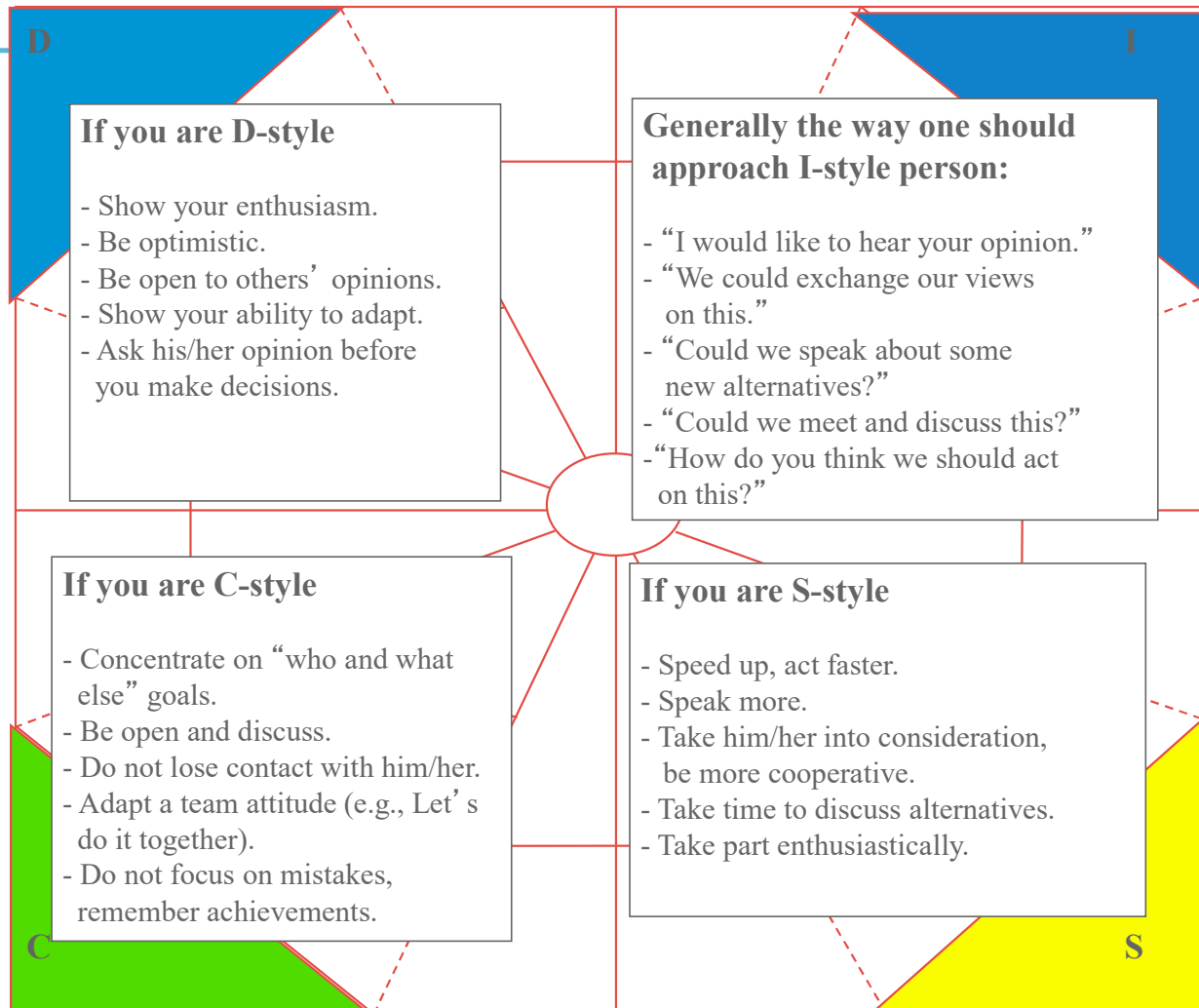
Fast	Fast talker - D or I
Slow	Slow talker – S or C
Fast	Fast walker, big hand gestures – D or I
Slow	Slow walker, minimal hand gestures – S or C
Sit forward	Sit forward, intense, alert posture – D or I
Lean back	Lean back in chair, relaxed posture – S or C



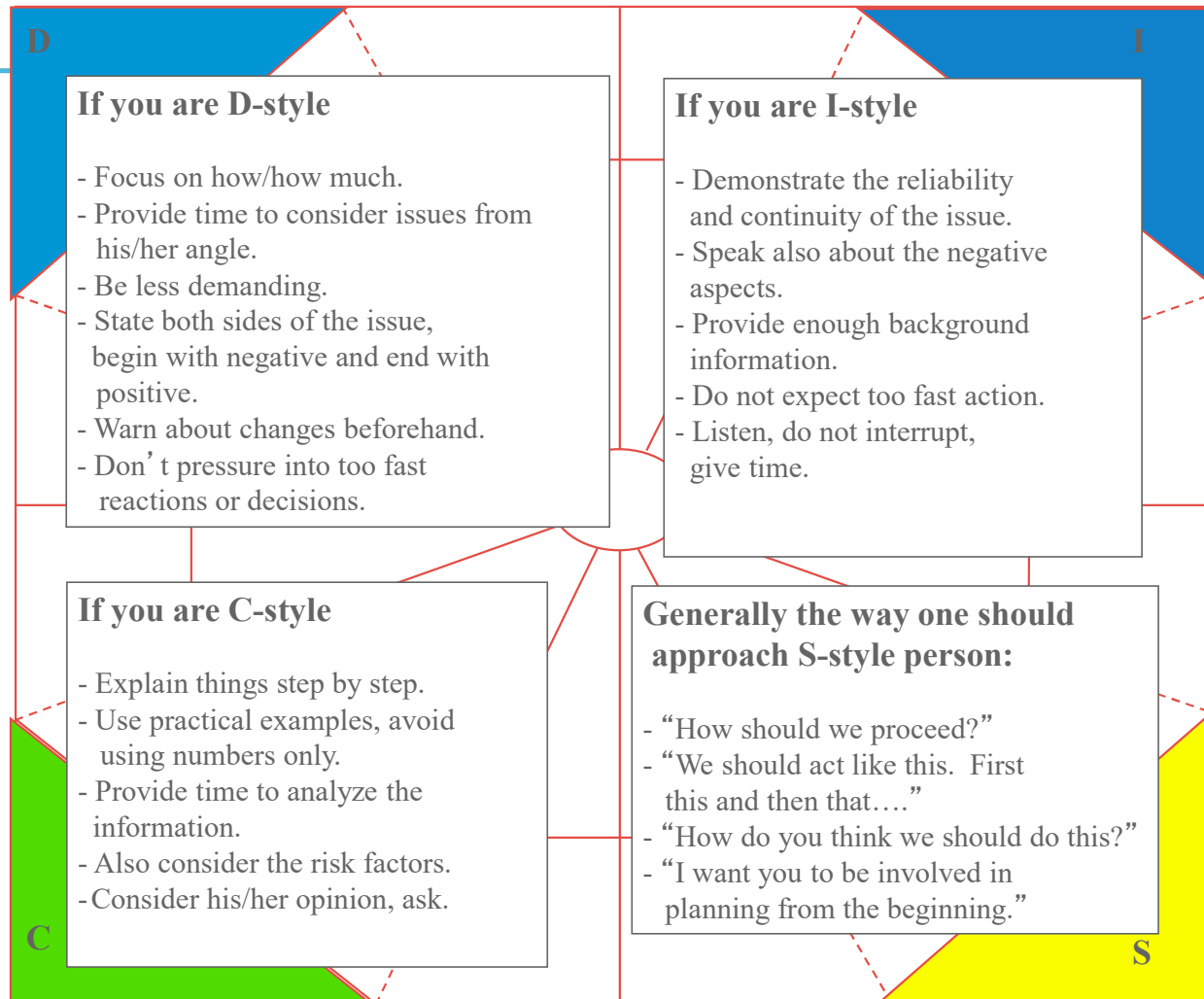
# When you communicate with a D-style



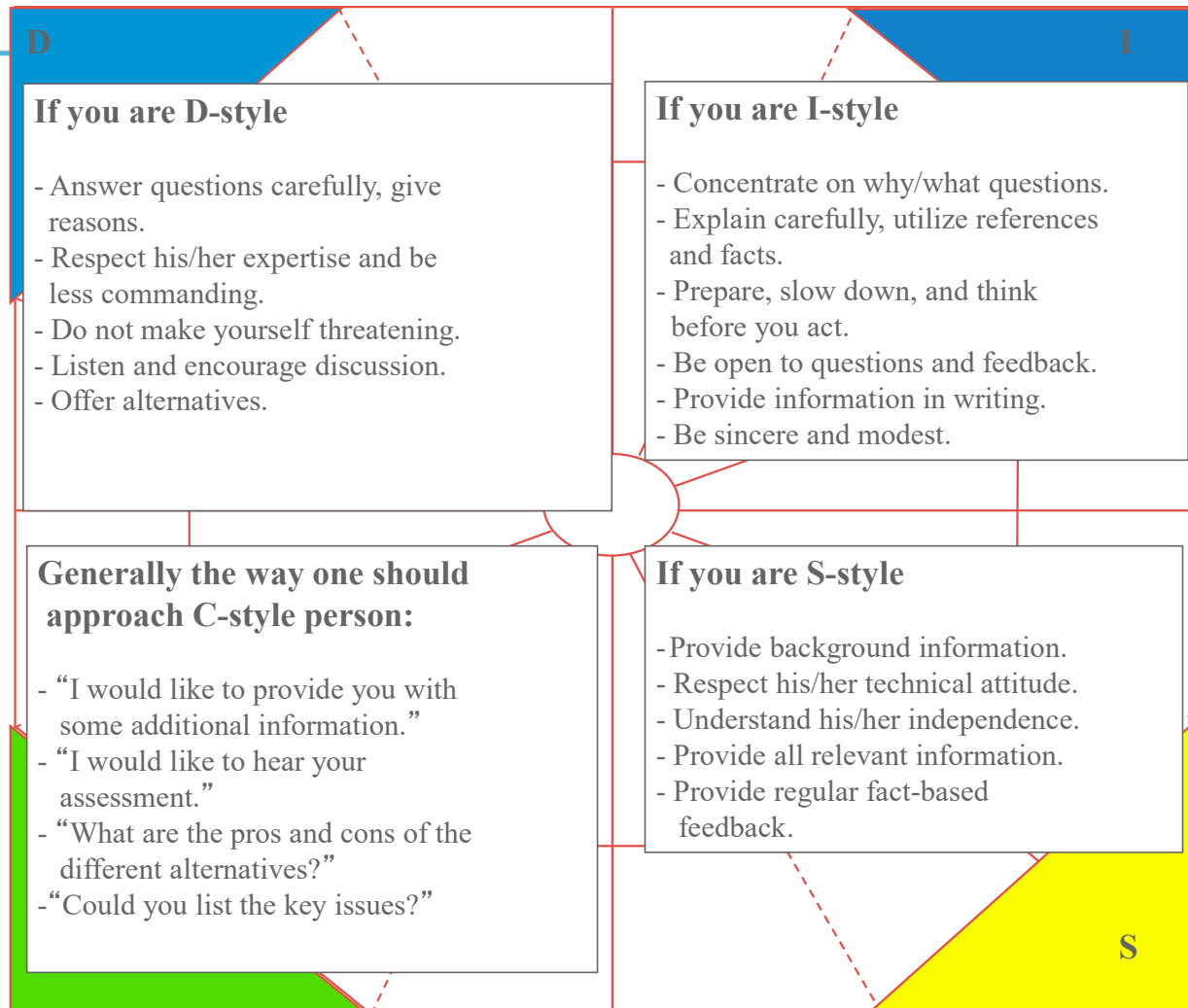
# When you communicate with a I-style



# When you communicate with a S-style



# When you communicate with a C-style



# Understanding your Team

*Teams offer the promise to improve clinical care because they can aggregate, modify, combine, and apply a greater amount and variety of knowledge to make decisions, solve problems, generate ideas, and execute tasks more effectively and efficiently than any individual working alone*



# Team Dynamic



## Factors to consider:

- How is each profile represented?
- Do you have a **diverse** pipeline for leadership positions?
- What is your **Leadership Development** plan?
- Do you encourage healthy **debate** and perspective sharing?
- How do you seek **feedback** and input?



# DISC in **the office**



**D**

Assertive • Likes Control • Hates Losing



**I**

High-Energy • Seeks Approval • Tells Lots of Stories



**S**

Patient • Supportive • Non-Confrontational



**C**

Follows Rules • Enforcer • Likes Order and Structure

disc



# The Four DISC Profiles

## Giving and Receiving Feedback



### When giving feedback to a....



#### D Profile

- Get to the point; move quickly
- Don't spend time on non-essentials
- Provide feedback immediately
- Show clear results

#### I Profile

- Keep it simple; don't overuse data
- Allow time for interaction
- Focus more on emotion and feelings
- Remain as positive as possible

#### S Profile

- Know that head nodding does not mean they agree, but that they're listening
- Slow down and provide sincere and detailed feedback
- Provide support and time to process

#### C Profile

- Provide detailed information; in writing and ahead of time if possible
- Present feedback logically
- Give them time to process and ask questions and know they may just listen

#### D Profile

- Keep emotional responses to a minimum
- Know they will be in control
- Understand they may be quick, tough and direct
- Try to provide immediate response

#### I Profile

- Be sociable and engaged
- Do not react negatively
- Know they may not focus on tasks and results
- Know they will talk a lot

#### S Profile

- Don't fail to deliver on promises you make
- Slow down: take time to listen
- Be considerate
- Be aware new ideas may make them uncomfortable

#### C Profile

- Be patient and respond with detailed facts and data
- Understand criticism is often based on facts and not personal
- Know they are often economical in their words; don't use lots of superlatives

### When receiving feedback from a...



# Coaching Tip: Talking to the Room

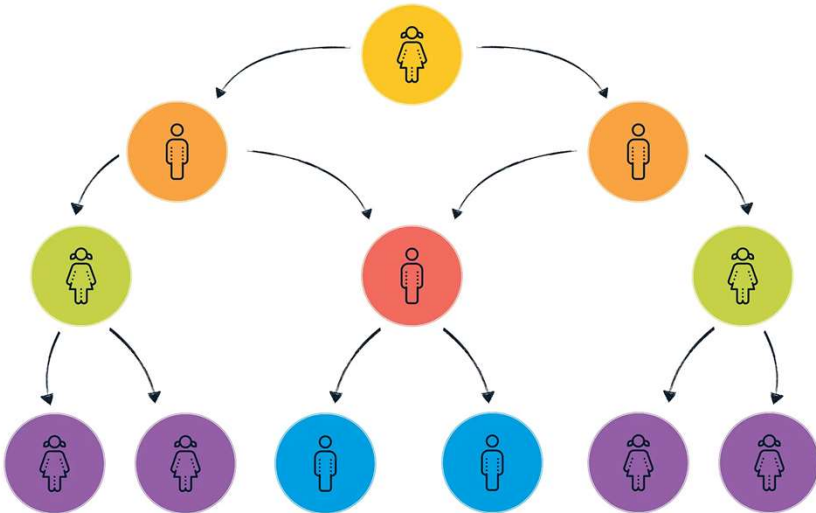
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# A Knowledge Economy Requires Different Leaders

## HIERARCHICAL ORGANIZATIONAL STRUCTURE



Traditional “command and control” leadership styles dominated preceding eras of management thinking

Directive leadership works well when knowledge is largely known (manufacturing, customer service, etc.) or when strict adherence to rules is needed (military, nuclear power, etc.)

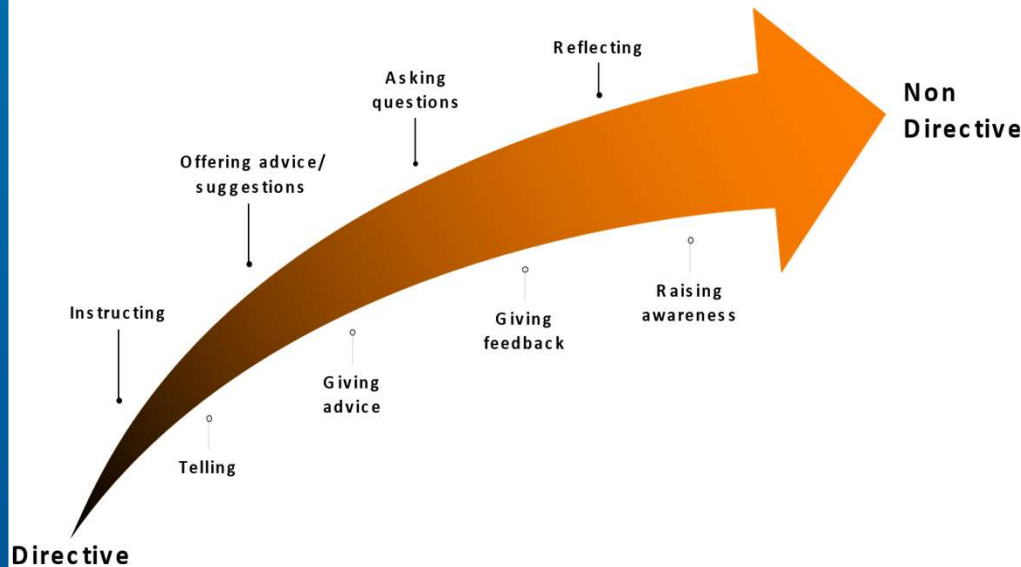
Assumes the leader has the answer

When used extensively often results in:

- Low engagement
- Lower performance
- Higher turnover
- “Learned helplessness”

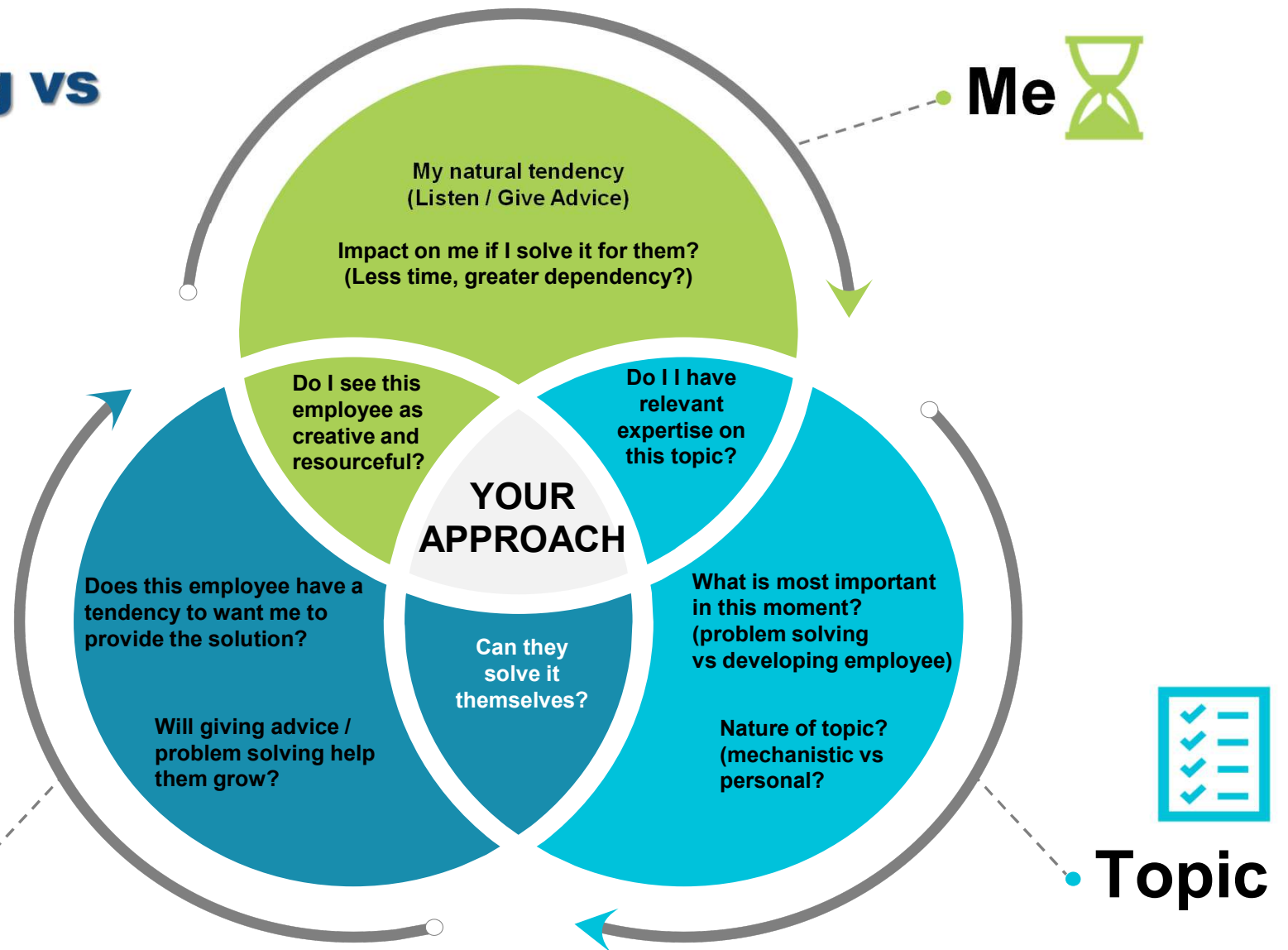
# How to Help Direct Reports

And get them to do stuff



- Directing: Do as I say
- Mentoring: Sharing knowledge, experiences, and skills to guide a mentee through an experience
- Consulting: Giving the answer, which is rooted in deep industry knowledge and experience
- Coaching: Posing the right questions, providing the space, trust, and confidence for the coachee to consider their alternatives, how they can achieve more, reach their objectives, and find capabilities within themselves

# Mentoring vs Coaching





# What Is Coaching?

Rooted in neuroscience

A **thought partnership** that assumes the coachee is creative, resourceful, and whole

Generally, a conversation that is rooted in:

Inquiry (questions)

Observation-based (thinking and behavioral patterns)

Highly effective in shifting deep-rooted thinking and behavioral patterns

Leads to long-term learning and development



# Coaching Tips and Tricks

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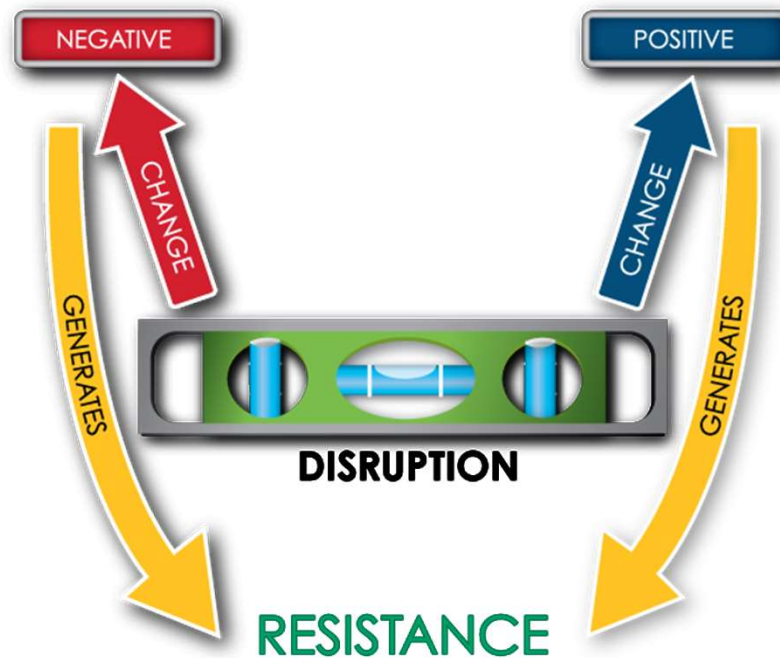
- Learn to quiet down your advice monster
- Lead with questions that start with “what” and “how”
  - **“What”** questions tend to unlock underlying thinking patterns
  - **“How”** questions tend to unlock process focused answers
- Questions beginning with “why” tend to put people on the defensive
- Sharing behavioral observations can be powerful
- More Information: Books / Podcasts



## **Influencing Change**

# Does it matter if it is a good or bad change?

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It does not matter whether the change is perceived as a positive or negative, resistance to major change is **inevitable**.

Resistance is not a function of liking or understanding the change. It is a function of **disruption**.

# ORGANIZATION ICEBERG







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The more constrained the formal reinforcement system, the more emphasis, not less, is placed on the manager/direct-report relationship.



# REINFORCEMENT STRATEGY

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	Old Behavior	New Behavior
Effort (during the behavior)	 Make harder or impossible	 Make easier
Reward (immediately after the behavior)	 Remove	 Add immediately & at strength
Negative Consequences (immediately after the behavior)	 Add immediately & progressively increase strength	 Create environment of experimentation

Promote Migration



Thank you

The challenge is not to  
manage time, but to  
manage ourselves.

Stephen R. Covey

quote fancy