



**IFCC General Conference 2018**  
**Laboratory medicine:  
Preparing for the 2020's**

10th – 11th November 2018  
Hotel Novotel Budapest City, Hungary

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 **Committee on Clinical Laboratory Management** 1

**The Role of Management  
Innovation and Leadership for the  
Clinical Laboratory**

**Sedef Yenice  
Edward Randell**

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## Outline

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- Survey on Laboratory Leadership Learning Needs
- Overview of Laboratory Leadership Training Program
- A Sneak Peak into Module 1
- Innovation Leadership and the Significance for the Clinical Laboratory Management
- Q & A



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## Survey on Laboratory Leadership Learning Needs



# C-CLM Leadership Survey

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266 RESPONDENTS FROM 56 COUNTRIES



43% from accredited labs  
26% from labs pursuing accreditation



# C-CLM Leadership Survey

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## TOP FOUR TOPICS (%)



The most acknowledged professional designations/ activities included:

- 38.1% were Clinical Laboratory Specialist;
- 19.4% were Professor/Instructor;
- 15.6% indicated laboratory manager, and
- 14.2% identified as physician laboratory director and
- 13.8% as non-physician laboratory director.

**C-CLM Leadership Survey – Published on IFCC eNews October 2018 Issue**
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**266 RESPONDENTS FROM 56 COUNTRIES**

**43% from accredited lab**  
**26% from lab pursuing accreditation**

**of Management with the assessment, suggest self-assessment knowledge gap.**

Although results may have been different, respondents' assessment knowledge of the top areas addressed were already, such as: (a) a) Leadership of personnel changes in training of staff and a recognition of the potential for further education.

When asked to identify areas upon which they felt to be a significant knowledge gap, 86 respondents addressed various topics. The top four results were:

- Health administration and effective communication with stakeholders and customers (21.7%)
- Human management and leadership (20.3%)
- Financial management and budgeting (18.1%)
- and quality management (16.6%)

Other areas identified by four or more respondents (16.3%) included:

- Developing and monitoring quality culture and a quality management system (per ISO 9001 or C-CLM)
- Self-management and business development (Building a business case)
- Marketing and growing the laboratory, Safety and Risk Management

**Table 1: Summary of survey questions and survey objectives**

Survey Objective	Percentage of Respondents
I can identify the main spring factor in their working situation	88.3
I can identify with several different ways of staff in different types of staff situation	88.3
I can confidently identify common barriers to effective change management	79.0
I can describe the principles for effective change management	65.0
I can confidently describe why strategic planning is difficult to implement	64.7
I can confidently describe the strategic planning process	49.7
I can confidently develop a comprehensive evaluation plan	38.9
I can confidently describe the types and purposes of evaluation	37.0

**Table 2: Summary of survey questions and survey objectives**

Survey Objective	Percentage of Respondents
I can confidently describe the differences between leading a laboratory versus managing a laboratory	72.0
I can confidently identify and describe my leadership style	71.0
I can confidently describe how to build an effective laboratory team in spite of the challenges presented by generational, cultural, and ethnic differences	70.0
I can confidently describe how to effectively manage human resources including their interests, how they work and how to manage them in the laboratory	65.0
I can describe the differences between organizational values, mission, goals, and objectives and describe how they apply to the lab in laboratory leaders and to the laboratory	61.0
I can describe the principles of good communication, and describe how to communicate effectively during a crisis or during the development of the laboratory	57.0
I can confidently describe the principles and tools of risk assessment and risk management for the laboratory	55.0
I can confidently describe the principles and practices of ethical leadership	55.0

**Acknowledgment:** Thanks to the staff members Edward Randell and Sedef Yenice from the C-CLM who worked and worked together in the preparation of this short communication.

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## Overview of Laboratory Leadership Training Program

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### DESCRIPTION

The program curriculum is designed to assist the lab professionals in developing their own strategies for leading change within a rapidly evolving lab practice and service delivery system.

Teaching/learning formats include case studies, interactive educational workshops and webinars.

### ACCREDITATION and CERTIFICATION


The Lab Leadership Program will be accredited by The Canadian Academy of Clinical Biochemistry (CACB) in compliance with the CACB accreditation requirements. Certificates will be issued to those successfully completing the program.

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<p><b>Self-discovery and Self Management</b></p>	}	<ul style="list-style-type: none"> <li>Leadership Attitudes and Styles</li> <li>Conflict Resolution</li> <li>Prioritizing and Managing Personal Workloads</li> </ul>
<p><b>Leading Change</b></p>	}	<ul style="list-style-type: none"> <li>Project Management Fundamentals</li> <li>Managing Change</li> <li>Strategic Planning</li> <li>Program Evaluation Methods</li> </ul>
<p><b>Laboratory Leadership and Management: Inside and out</b></p>	}	<ul style="list-style-type: none"> <li>The Leader versus the Manager</li> <li>Recruiting and developing talented Laboratory Staff</li> <li>The ethical Laboratory Professional</li> <li>The Laboratory Leader as Communicator</li> <li>Championing Patient Safety</li> </ul>

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 **C-CLM Clinical Laboratory Leadership Training Certificate Program** **10**

**December 2018** **Module 1** • Self-discovery and self management

**June 2019** **Module 2** • Leading Change

**November 2019** **Module 3** • Lab Leadership and Management: inside and out

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A Sneak Peek into Module 1

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## MODULE 1

### Self-Discovery and Self-Management

**Leadership Attitudes and Styles**

**Conflict Resolution**

**Time Management and Balancing Workplace Workload**

Leadership Attitudes and Styles

Leadership style and impact on relationships in the workplace

Defining Conflict

Personal Responses to Conflict

Conflict Resolution Process

Barriers to Effective time management

Strategies to Effective Time Management

Effective management of meetings

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- Challenges in the Medical Laboratory Environment:
  - Leadership in the Medical Laboratory Environment: .....
- Leadership Styles:
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  - Leadership and Power .....
  - Activity 1: Self-Assessment of Leadership Style .....
- Leadership Attributes:
  - Leadership and personality: The "Big Five" .....
  - Emotional Intelligence .....
  - Managing up .....
  - Leadership pitfalls .....
  - Activity 2: Self-Assessment of Problem Solving Styles and Personality .....
- Leading with Limited Resources .....
- Becoming a Better Leader:
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### Module 1: Leadership Attributes and Styles

**Learning Objectives**  
The following sections will provide you with information to:

- Describe the attributes of good leadership
- Describe emotional intelligence and its impact on leadership performance
- Describe different leadership styles and the pros and cons of each style
- Develop and improve your leadership capabilities

**Introduction**  
This chapter provides an overview of what makes a leader. This is coupled with practical information on how to improve leadership skills. This section will cover some of the different leadership styles and leadership attributes important for team building. As a focus of this section is self-management towards improving personal value to the organization, improving emotional intelligence, self-reflection and self-awareness will be emphasized.

**Defining Leadership**  
"I am more afraid of an army of 100 sheep led by a lion than an army of 100 lions led by a sheep!"  
—Talleyrand

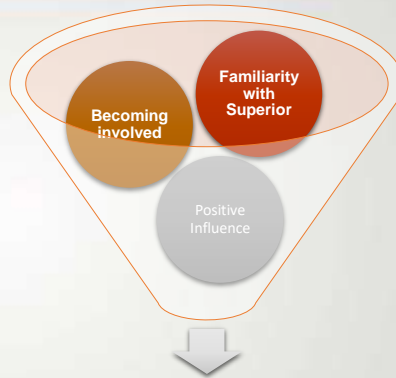
Leadership, simply defined, indicates the ability to influence others toward fulfilling vision and goals. Leaders challenge the status quo, create a vision for the future, and inspire others towards achieving the vision. Leadership is distinguished from management in that leaders sets paths, but

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# “Managing up”

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“...active and conscious working toward benefiting both yourself and your superior.”



Drives innovation and change by mobilizing your superior.

Work satisfaction  
Respect & Confidence  
Influence & Advancement

# Leadership and Personality

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The “**Big Five**” is a framework illustrating major predictors of Leadership.






**Polling Question**
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- <http://etc.ch/PaPM>
  
- <https://directpoll.com/r?XDbzPBdJ2bAX0ZEoyWNVjfp9rPU9mLnIr3qIlg6XFf7>



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**Leadership and Followers**
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***“A leader is someone who can get things done through other people...”***

**Warren Buffet**

### Why People Follow Leaders:

Trust	Compassion	Stability	Hope
<ul style="list-style-type: none"> <li>• Honesty</li> <li>• Integrity</li> <li>• Respect</li> </ul>	<ul style="list-style-type: none"> <li>• Caring</li> <li>• Friendship</li> <li>• Happiness</li> <li>• Love</li> </ul>	<ul style="list-style-type: none"> <li>• Security</li> <li>• Strength</li> <li>• Support</li> <li>• Peace</li> </ul>	<ul style="list-style-type: none"> <li>• Direction</li> <li>• Faith</li> <li>• Guidance</li> </ul>

**Based on a Gallup survey done over 2005 to 2008 of over 10,000 followers**

In: Conchie B, Rath T. Strengths based leadership: great leaders, teams, and why people follow. Gallup Press; 2008.



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# 🌐 18 Emotional Intelligence

REGULATION RECOGNITION

SELF

Self Awareness

- Emotions, Moods, Drives
- Effects on others

SOCIAL

Social Awareness

- Other's thoughts & feelings
- Showing empathy

EI

Self Management

- Control disruptive impulses & moods
- Think before Acting

Relationship Management

- Building bridges, bonds, & teams
- Conflict management

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# 🌐 19 Activity... Small steps to big change

*Transformational leadership style is one of the most effective and is distinguished in that it elevates followers through four different dimensions*

- Consistent & reliable role model

- Raise expectations & set high standards

- Treat each as an individual

- Challenge others to think for themselves

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## Activity... Small steps to big change

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Think about past leadership experiences...

- Write down your strengths & weaknesses

Pick a transformational practice you need to improve...

- Idealized Influence
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

Set a challenging & measurable goal and begin working on it...

- Determine how you will measure your progress.

Think about who & what you will need to meet goal, and barriers and how to overcome.

- Monitor your progress over a few months

## Question: Leading and Managing ...

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The **MOST** effective way to improve your leadership effectiveness involves working on...

- 1) Becoming better informed on current events
- 2) Changing your personality
- 3) Improving your Intelligence Quotient (IQ)
- 4) Improving your social interactions (EQ)
- 5) Improving your motivation

**C-CLM Clinical Laboratory Leadership Training Certificate Program**

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**Program Content and Design**

- Web-based Text
- Recorded Presentations
- Training Exercises
- MCQ Based Examinations

**Certificate of Accomplishment**  
(Accredited by Canadian Academy of Clinical Biochemistry)

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**Innovation & Leadership**

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## Innovation & Leadership

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*Innovation*  
distinguishes between  
a leader and a follower.

- Steve Jobs

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## Innovation & Leadership

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### What Leaders Need Now is Innovation Leadership



Image retrieved from <http://www.hroot.com/>

**Innovative Leadership —**  
the use of innovative thinking  
and the leadership that  
supports it—is the key to  
finding

- what's new,
- what's better, and
- what's next.

**Innovation & Leadership** 26

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**JOURNAL REPORTS LEADERSHIP**  
**The Experts: How Should Leaders Spur Innovation?**  
 March 12, 2016 6:09am ET

What's the most important thing leaders can do to spark innovation at their institutions? The Wall Street Journal put this question to The Experts, an exclusive group of industry and thought leaders who engage in in-depth online discussions of topics from the print Report. This question relates to a recent article on the drivers of innovation.

The Experts will discuss topics raised in Horowitz's Unleashing Innovation Report and other thought-provoking articles. Find the Experts' insights below.

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**Why Innovation Matters** 27

- As problems and circumstances become more complex, they don't fit previous patterns.
- We don't recognize the situation.

Unknowns and Mysterious Forces

This requires skills beyond everyday analysis.

It requires innovation leadership.

We must have a grasp of the whole of the situation

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# Innovation & Leadership

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### What innovation leaders say they do right

% of respondents by performance quartile

Practice	Top quartile	2nd	3rd	4th
Aspire	55	39	20	15
Choose	31	18	14	4
Discover	44	18	12	7
Evolve	37	10	9	2
Accelerate	36	8	4	2
Scale	33	15	8	2
Extend	28	18	7	2
Mobilize	42	23	17	8

The survey tested for 27 innovation practices spread across eight assemblies

N = 221. Performance defined as a weighted index of revenues for organic growth (% of growth from new products or services developed in-house) and innovation performance (% of sales from new products and self-assessment of innovation performance). Respondents who answered "yes to some degree," "no," or "don't know/not applicable" are not shown.

Source: McKinsey survey of 2,500 global executives, Nov 2012

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# Components of Innovation Leadership

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Do you really innovate?	Underlying elements	
<b>ASPIRE</b>	Do you regard innovation-led growth as critical, and do you have cascaded targets that reflect this?	<ul style="list-style-type: none"> <li>Innovation vision and model</li> <li>Required growth contribution from innovation</li> <li>Cascaded targets and accountabilities</li> </ul>
<b>CHOOSE</b>	Do you invest in a coherent, time- and risk-balanced portfolio of initiatives with sufficient resources to win?	<ul style="list-style-type: none"> <li>Clarity of innovation themes</li> <li>Portfolio balancing time and risk</li> <li>Resources sufficient for initiatives to win</li> <li>Portfolio governance</li> </ul>
<b>DISCOVER</b>	Do you have actionable and differentiated business, market, and technology insights that translate into winning value propositions?	<ul style="list-style-type: none"> <li>Customer orientation</li> <li>Multiple-lens insight generation</li> <li>Differentiated value proposition</li> </ul>
<b>EVOLVE</b>	Do you create new business models that provide defensible, robust, and scalable profit sources?	<ul style="list-style-type: none"> <li>Exploration of new business models</li> <li>Changing value-chain economics</li> <li>Diversifying profit streams</li> <li>Delivery – model changes and new customer groups</li> </ul>

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## Components of Innovation Leadership 30

	Do you really innovate?	Underlying elements
<b>ACCELERATE</b>	Do you regard innovation-led growth as critical, and do you have cascaded targets that reflect this?	<ul style="list-style-type: none"> <li>Innovation vision and model</li> <li>Required growth contribution from innovation</li> <li>Cascaded targets and accountabilities</li> </ul>
<b>SCALE</b>	Do you invest in a coherent, time- and risk-balanced portfolio of initiatives with sufficient resources to win?	<ul style="list-style-type: none"> <li>Clarity of innovation themes</li> <li>Portfolio balancing time and risk</li> <li>Resources sufficient for initiatives to win</li> <li>Portfolio governance</li> </ul>
<b>EXTEND</b>	Do you have actionable and differentiated business, market, and technology insights that translate into winning value propositions?	<ul style="list-style-type: none"> <li>Customer orientation</li> <li>Multiple-lens insight generation</li> <li>Differentiated value proposition</li> </ul>
<b>MOBILIZE</b>	Do you create new business models that provide defensible, robust, and scalable profit sources?	<ul style="list-style-type: none"> <li>Exploration of new business models</li> <li>Changing value-chain economics</li> <li>Diversifying profit streams</li> <li>Delivery – model changes and new customer groups</li> </ul>

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## Roles and Responsibilities for INNOVATION vary by Leader Level 31

**Our Role in Innovation Depends on Where We Sit**

There isn't a one-size-fits-all solution.

LEADING SELF	LEADING OTHERS	LEADING MANAGERS	LEADING FUNCTIONS	LEADING THE ORGANIZATION
CREATING KNOWLEDGE AND HOW TO GENERATE creative solutions	obtain resources from outside the unit	Support and protect the team, build a case for grassroots innovation	Clear direction for the scope of innovation	Foster a culture of innovation and model behaviors

2017 Center for Creative Leadership. <https://www.ccl.org/> Advancing excellence in laboratory medicine for better healthcare worldwide





# C-CLM Collaborates with TF-YS

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## Keynote Articles

- Clin. Chem. 58:3, 2012, 505-10.
- Clin. Chem. 61:9, 2015, 1129-32.

Special Report

### Advancing Laboratory Medicine through Innovation: A Tale of Six Inventors

Abstract: Authors: Susan Hsu, MD, PhD, University of Toronto; ...

... (text continues) ...



... (text continues) ...

Q&A

### Disruptive Innovation in Laboratory Medicine

Abstract: Authors: Susan Hsu, MD, PhD, University of Toronto; ...




... (text continues) ...

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## Sedef Yenice & Edward Randell The Role of Management Innovation and Leadership for the Clinical Laboratory

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# Innovation Leadership for the Clinical Laboratory Management

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# What is Innovation?

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*“The design, invention, development and/or implementation of new or altered products, services, processes, systems, organizational structures, or business models for the purpose of creating new value for customers and financial returns for a firm”*

Advisory Committee on Measuring Innovation in the 21<sup>st</sup> Century Economy.

**Innovation in laboratory medicine takes 3 major forms.**



Ref: Omachonu & Einspruch. The Innovation Journal: The Public Sector Innovation Journal. 2010 ;15:1-20.



# Two Innovation Impacts...

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## Non-disruptive

- Incremental
- Evolutionary
- Sustaining

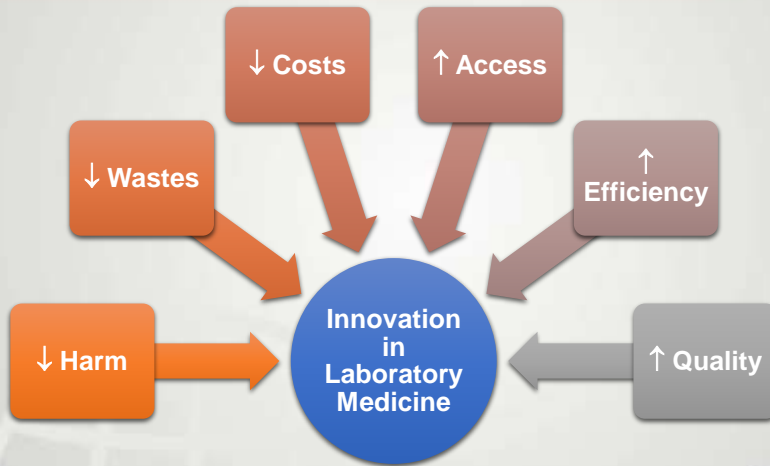
## Disruptive

- Radical
- Revolutionary
- Transformational



## Drivers of Innovation

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## Polling Question

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- <http://etc.ch/PaPM>
- <https://directpoll.com/r?XDbzPBdJ3cBY1aFpzXOWkgQAsQVAnMoJs4rJh7YGg8>



## Polling Question

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- <http://etc.ch/PaPM>
- <https://directpoll.com/r?XDbzPBdJ4dCZ2bGq0YPXlhRBtRWBoNpKt5sKi8ZHh9>



## Culture: The Major Barrier to Innovation

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- **Culture** is the collection of beliefs and behaviors of a group of people.
  - It affects the operation and strategic vision of an organization
  - Shaped by leadership
- Innovation is difficult in cultures that are:
  - Hierarchical
  - Formal
  - Risk Averse



No innovation will survive that the organizational culture cannot tolerate.

## Drivers & Challenges to Innovation 40

**Resource Sufficient**

Changing Patient Demographic

Changing Disease Spectrum

Managing Costs

Quality Improvement

Risk aversion

Fear of Failure

Financial Implications

Acceptance by physicians & patients

**Resource Challenged**

Service Gaps

Adequacy of Care

Rising Incidence of Chronic Disease

Constrained Budgets

Constrained Resources

Constrained Infrastructure

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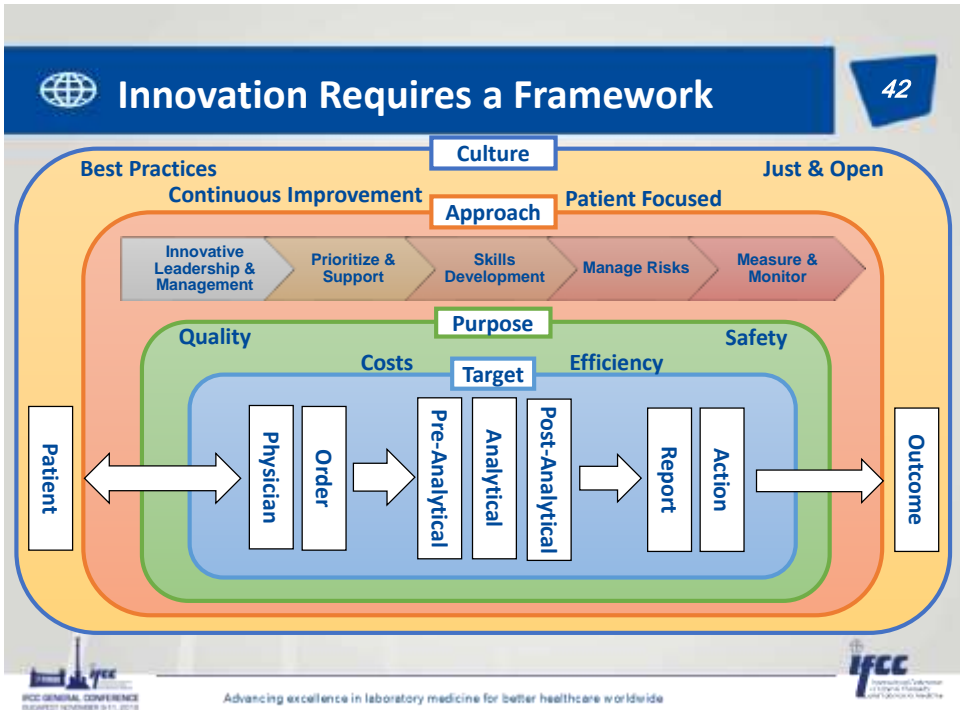
## Implementation of Innovative Change 41

<b>Culture</b>	<ul style="list-style-type: none"> <li>Provide Resources</li> <li>Remove Barriers</li> <li>Open to New Ideas</li> <li>Build on Differences</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>Internal &amp; External</li> <li>The “right people”</li> <li>Time commitment</li> <li>All levels</li> </ul>
<b>Piloting</b>	<ul style="list-style-type: none"> <li>Small and Focused</li> <li>Designed for success</li> <li>“Living Lab”</li> <li>“Err on the side of execution – not planning”</li> </ul>

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## A "HYBRID MODEL" for Clinical Laboratory Leadership 43

**We need a Laboratory Leadership Model one that balances technology, strategy and innovation.**

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## Leaders and The Clinical Laboratory Innovation Process 44

Build Capacity  
Build Momentum  
Create Culture

Design & Create	Measure & Monitor	Pilot & Study	Standardize
<b>Build Teams</b> Stakeholders Frontline staff Vendors Experts	<b>Use Metrics</b> Quality Cost Efficiency Safety	<b>Start Small</b> "Living Lab" "Learn early and fail cheap"	<b>Innovate</b> Optimize Disseminate Customize CQI

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## C-CLM Clinical Laboratory Leadership Training Certificate Program 45

Self Discovery &  
Self  
Management

Leading Change

Laboratory  
Leadership &  
Management:  
Inside and Out

Inspiring & Preparing  
Innovative Leaders for the Clinical Laboratory

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