Lynne Cunningham’s
Book Review

*I just read a great book that I think should be added to your Leadership Library.*

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<th>Book</th>
<th><em>Dyad Leadership in Healthcare: When One Plus One is Greater Than Two</em></th>
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<tbody>
<tr>
<td>Authors</td>
<td>Kathleen Sanford and Stephen Moore</td>
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<tr>
<td>Pillar of Excellence</td>
<td>All – this is a leadership book</td>
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| Publisher’s Book Description | For a practical and insightful how-to on creating shared health care management, dive into Dyad Clinical Leadership. Offering expert guidance from a successful clinical dyad, this unique, forward-looking reference maps the way to enacting clinical co-leadership, while avoiding the pitfalls of power imbalances, communication gaps, and lack of management training. Use the authors’ proven methods and everyday examples to create collaborative co-management among clinicians from a range of disciplines—while reducing costs and improving patient outcomes. Topics include:  
- History of healthcare management, leadership models and payment systems  
- Integrating and maximizing the skills of clinical and nonclinical professionals  
- Forming dyad-led teams and multiple partnerships: Choosing or being assigned a partner, challenges of shared leadership; essential skills; sharing power; learning dyad skills  
- Handling internal team problems, dynamics and power shifts  
- The next era of health care management – leadership in hospitals, units, and clinics  
- “Dyads in Action” – Real-life stories in each chapter detailing examples of team-building and how different teams have dealt with dyad challenges  
  - Numerous dyad examples, such as CMIO and CNIO, CMO and CNO, Chief Quality Officer and CNO  
  - Detailed, real-world direction on creating integrated management teams - Individual roles, providing management training, choosing leaders with complementary skills, making data-driven decisions  
  - Discusses organizational change management models and how to enact change management, develop high-functioning, multidisciplinary teams led by dyad leaders, and use design development tools  
  - Theoretical management models presented within real-life co-leadership scenarios  
  - Excellent guide for clinical and nonclinical leaders alike, including nurses, physicians, and all those interested in the new healthcare leadership model |
| LC Review | Having read many book with multiple contributors, I was really impressed with how these authors carried the principal content and let others add their thoughts through examples and case studies. That really made the book flow easily.  
The book is very well researched and footnoted. The case studies are excellent with position descriptions and goals for dyad leaders. |
<table>
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<th>Page</th>
<th>Lynne suggests that you pay special attention to some of these features in the book.</th>
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<td>xii</td>
<td><em>Dyad Clinical Leadership</em>, and the first step that it represents, is not just about the clinical side of healthcare delivery but also about the leadership required to oversee and manage the large and complex organizations that have been formed to deliver care.</td>
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<td>4</td>
<td>Excellent table comparing the “very real differences between Administrator and Physician Culture.”</td>
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| 7+ to 10 | Dyads are, as the name implies, mini-teams of two people who work together as coleaders of a specific system, division, clinical service line, or project. They may also consist of two leaders from different departments or service lines whose work is so interdependent that the organization's goals can best be accomplished when they consistently and continually partner to meet those goals.  
Dyad partners are perceived (and perceive themselves) to manage as equals.  
The skills and responsibilities of Dyad partners will probably overlap, but they should not have identical job descriptions, and each should have identified primary accountabilities that are complementary to the other’s duties. |
| 16   | It is only when the partners respect each other as skilled professionals that they can learn to lead together. |
| 89   | **Communication: The First Relationship Reinforcer.**  
Communication competencies are basic to leadership.  
The vast majority of miscommunications do not result in catastrophes. However, miscommunication is almost always present when catastrophes do occur.  
Poor communications is blamed for failures in personal connections as well as organization’s ability to meet goals. |
| 93   | **Assumptions that Block Communications:**  
- Assumption of Superiority.  
- Assumption about Knowledge.  
- Assumptions about Group membership.  
- Assumptions about the Universality of Our Own Cultural Lens. |
| 102+ | **Trust: The Second Relationship Reinforcer**  
To create credibility with each other, and to inspire trust, Dyad leaders must behave in a way that demonstrates a concern for the best interests of their partners, as well as the organization.  
**Respect: The Third Relationship Reinforcer**  
In an on-line article on relationships, author R. Grad asks, “In all honest, do you want to be around anyone who does not respect you? In other words, thinks that you are meaningless, and not worth the time?” |
| 105  | To form the partnerships necessary for success, individuals in Dyads strengthen their leadership |

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teamwork by concentrating on communication skills, trust and respect.

| 114 | Four P’s of partnership that both leaders need to understand. These are Power, Persuasion, Politics, and Perception. |
| 133 – Chapter 5 | Excellent material about culture and diversity and how to approach male/female, ethnic and generational diversity. |
| 163+ | **Our “Best Practices”**  
- The Dyadic leadership relationship is acknowledged, supported, and expected by the other leaders of the organization.  
- While there are two leaders, CNO and CMO act as one in the context of the partnership and do so visibly for the organization.  
- The duality of the partnership is embraced, with attention toward eliciting complementary skills.  
- Opportunities to foster the partnership are created geographically and temporally. |
| 164 | Dyads are not necessarily the best leadership model for every situation. Accountability is another word for ownership. In a Dyad partnership model, the accountability or ownership belongs to both parties. |
| 175+ | **Leaders That Might Not be a Good Fit for the Organization**  
- Authoritarian Leaders  
- Power Seeking Leaders  
- Machiavellians  
- Self-Serving Leaders  
- Arrogant Leaders  
- Leaders Lacking Essential Traits, e.g., cognitive reasoning abilities, basic ethics, moral reasoning, integrity or authenticity |
| 217 | **Preparing for Dialogue with the Dyad Partner**  
12 sample questions which include:  
- What is the best and most satisfying relationship you have had with a partnership, preferably in your work life or outside your family life? What key elements made that working relationship rewarding and satisfying to you?  
- What do you want others to say about your Dyad relationship? What do you NOT want others to say about your Dyad relationship? |
| 231+ | Individuals need to consider their convictions about what needs to change (in the healthcare system, hospital, etc.) “Do you believe . . .” (For example)  
- That the future is about population health management?  
- That home care is going to be as important as hospital care?  
- That honest, uncomfortable conversations with physicians about the required standard of care and about their incomes are a prelude to partnership and not career-limiting |
conversations or a prelude to a vote of “no confidence?”

- The quality and safety must improve in your organization?
- That transformation requires breaking (disrupting) the present reality and implementing much more change than simply tinkering with current systems?

| 237 | We must consider the possibility that our culture is less than truly patient centered. To turn around, a culture will require a leadership team that makes it a standard operating procedure to vet every policy, procedure, and decision by asking, “How will this affect our customers and how will they perceive this?” |

| 239 | **Employee and Physician Engagement**

Knowing the scores is important, but believing they make a difference to your organization’s ability to thrive is more important.

| 250 | A successful dyad partnership is one where you learn from each other.

| 275 | **10 Leadership Questions: Do You Love the Employee Team? (examples)**

- Do you know your associates’ career goals?
- Do you champion your associates’ causes with other department or higher management?
- Do you really listen to your associates with heart and mind?
- Do you accept and maintain accountability for leadership?

| Overall rating | Outstanding – this is a must read |
| Publisher and Year Published | Wolters Kluwer 2015 |
| Price | $64.99 - Discounted at [www.amazon.com](http://www.amazon.com) Available as a Kindle book |