



Briefing

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EDITOR

In this issue, leadership experts share their best thinking on what it takes to succeed—and even thrive—when escalating demands and stress are driving more than a few managers and CEOs out of healthcare.

If you're thinking, "Oh no, more of the same on how I must prepare for the future and cope with change," you'll be pleasantly surprised by what you are about to read. Sure, the articles talk about managing change—that's been a theme of writers from Lao Tzu to Peter Senge. But they also zero in on specific ways you can stay fresh and motivated. One way is by systematic reading, which Dee Groberg advocates on p. 34. So carve out a little time to read this issue and reflect on its insights.

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For starters, Robert L. Veninga gives five strategies for making your work life more satisfying. Then the research of Rev. David J. Nygren, CM, and Sr. Miriam D. Ukeritis, CSJ, reveals distinctions between outstanding leaders and average ones. Douglas A. Woodard offers 10 practices of transformational leaders, and Wess Roberts recommends concentrating your energies on performing the leader's 10 key roles.

Maybe you're a little skeptical—"There's no way to fix my complex problems with 5 or even 10 snappy techniques." But the ideas here are not quick fixes. For most leaders, they mean altering ingrained habits and attitudes and trying new ways of working. Many of the concepts require further research and planning before you can implement them in your organization.

Although change usually causes some pain, continually learning, as Dee Groberg says, builds competence and confidence—attributes of successful leaders at any organizational level.

HEALTH PROGRESS UPDATE



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