



helping you achieve at the highest level



LGMA
**ANNUAL
CONFERENCE
2023**

**SUNSHINE COAST
29-31 AUGUST 2023**

Leadership skills and my Cancer journey

Presentation by Chris Rose PSM



Peter Mac
Peter MacCallum Cancer Foundation

**Proud Supporter
2023**

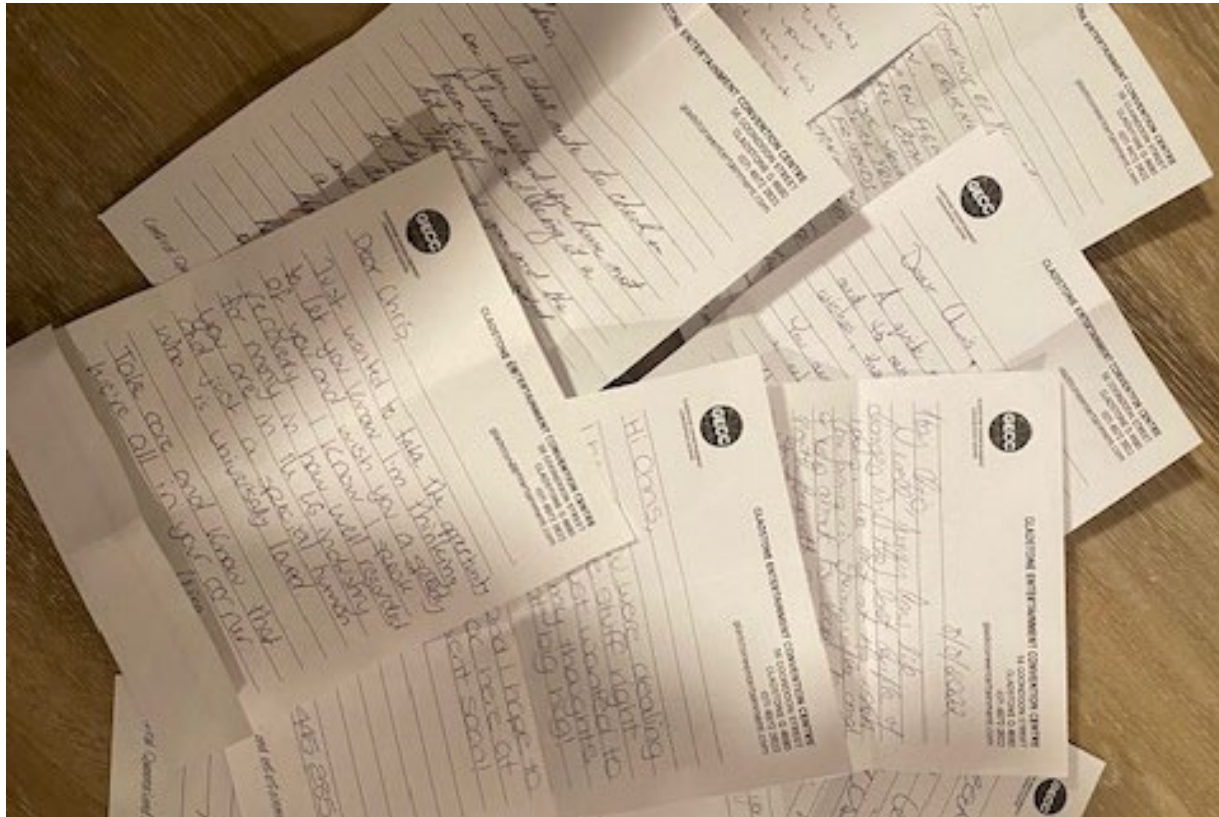
IN 45 MINUTES TODAY

- A question
- My cancer journey in a snapshot
- My key motivators
- My 8 characteristics of great leaders and some ways they have applied to my cancer journey
- Leadership and Culture (can't help myself 😊)
- Some other Leadership reflections and some observations during my 6+ years consulting
- Summary
- Questions



MY QUESTION

THANK YOU TO MY "OTHER FAMILY"



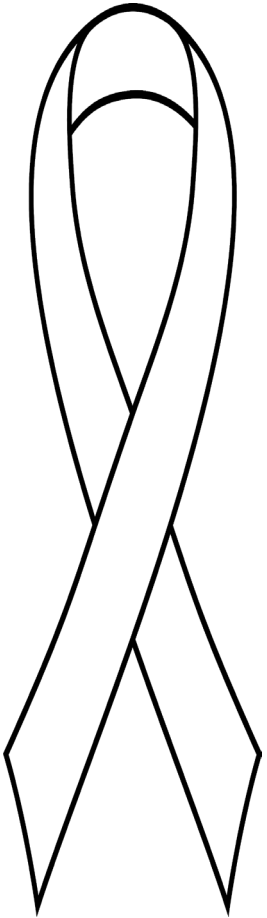
The call you don't want.....



- Hi Chris.
- It's Doctor Michelle here.
- I have just received your test results back.
- Can you please come in and see me as soon as possible
February 2021.

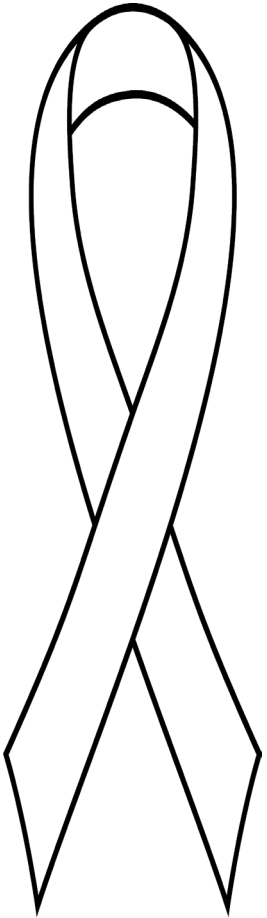
MY CANCER JOURNEY (thus far 😊)

- 15 Feb 2021 **Annual checkup**
- 16 Feb 2021 Call from Doctor
- 18 Feb 2021 Scan
- 24 Feb 2021 1st appointment with urologist
- 25 Feb 2021 MRI
- 11 Mar 2021 Biopsy
- **12 Mar 2021 Confirmation re prostate cancer**
- 17 Mar 2021 PET scan
- **23 Mar 2021 Confirmation re metastasized into bones (dalmation dog)**

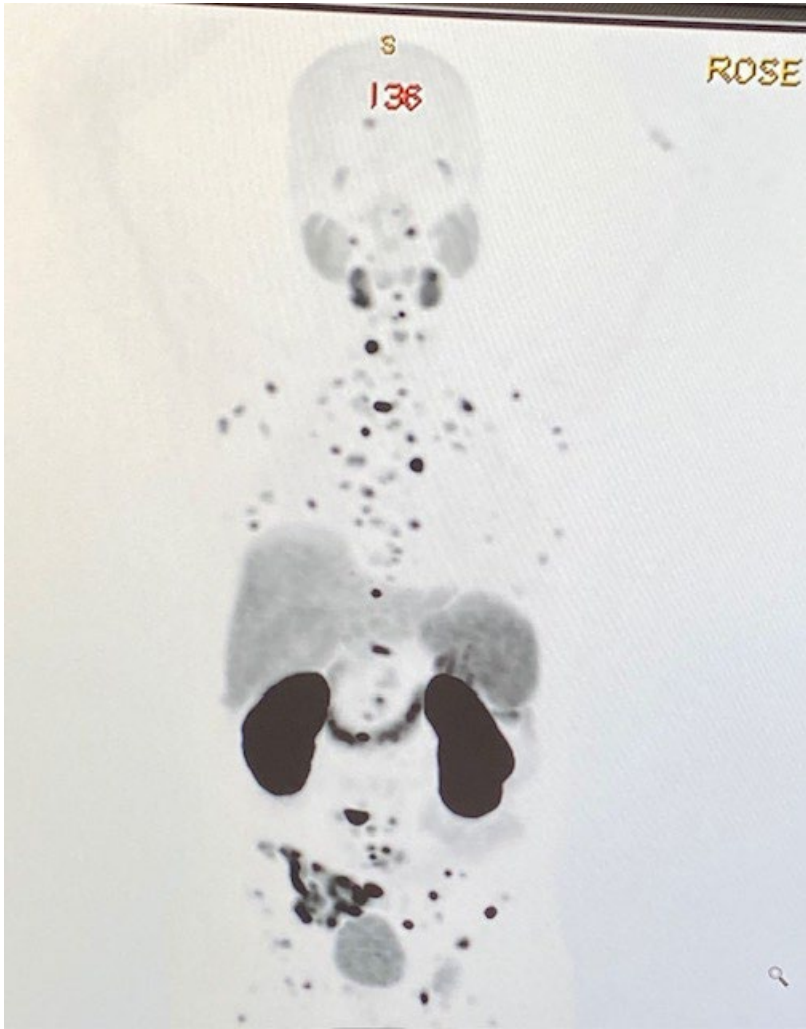


MY CANCER JOURNEY (thus far 😊)

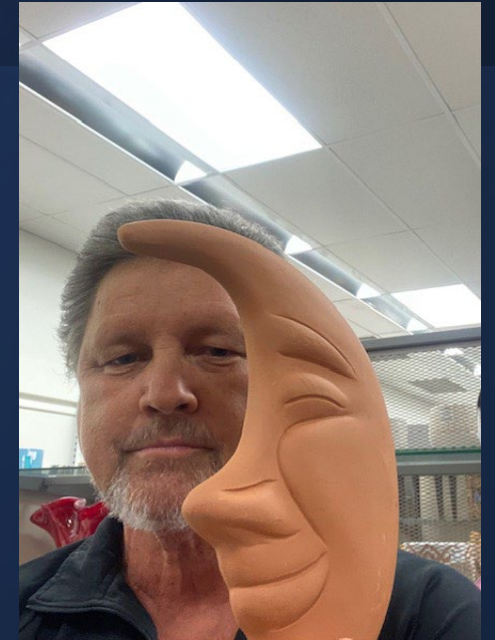
- 27 Mar 2021 - **Told our children**
- 30 Mar 2021 - 1st meeting oncologist
- 22 April 2021 - First of 5 **chemo** treatments
- 13 October 2021 PET scan – cleared most active cancer 😊
- Started **trial drug** – Abiraterone Acetate + steroids
- 24 October 2022 PET scan
- 29 November 2022 Started 3 treatments of **Radiation**
- 19 July 2023 PET scan
- 24 August 2023 First **Lutetium** treatment (5 more, 6 weeks apart – Nuclear Medicine Department St V's)



THE CANCER IN THE BONES



CANCER HEAD



FOR MY QLD MATES...
JO and Liza in particular



MY MOTIVATORS 1





A GREAT MOTIVATOR

MY MOTIVATORS 2



ANY QUESTIONS
(another chance later)



HOW WHAT I LEARNT ON MY LEADERSHIP JOURNEY HAS HELPED ME ON MY CANCER JOURNEY



**Characteristics of a
Great Leader
from my experience**

**REPETITION IS THE
MOTHER OF LEARNING,
THE FATHER OF ACTION,
WHICH MAKES IT THE
ARCHITECT OF
ACCOMPLISHMENT.**

Zig Ziglar

PICTUREQUOTES.COM

My 8 key characteristics of GREAT LEADERS 2016

1. Compelling **vision and purpose**, and they **set, communicate, manage and stick to priorities**
2. **Set the standards**
3. Great **Communicators**, and Great **Simplifiers**
4. **Authentic** people of **Values**
5. **Accountable**
6. **Self-Reflect**
7. Committed to **Personal Development**
8. **Look after themselves**

1. Great leaders

have a **compelling vision** and create a **sense of purpose and direction for staff**, and they **set, communicate, manage and stick to priorities**

Direction - where are we going, and why!

Create a sense of **purpose** and values – why do we work here? (MAD)

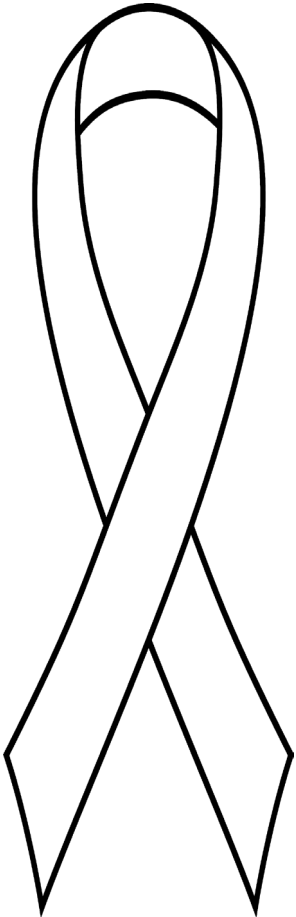
Agree and communicate priorities (ELT annually for Organisation)

And stick to the priorities (lest we create confusion and overload) **Some**

management team members need self-discipline here – sticking to priorities (Lencioni commitment)

MY CANCER VERSION

- **Understanding** what was going on – lots of **questions and research** (seek first to understand)
- Getting **a plan and priorities** sorted out
- Priority - **away with family** - 2 x a year
- **Wills** etc
- **Retire** - nearly (special people and assignments only now - around my health)
- **Leaving a legacy** - family



2. Great Leaders

SET THE STANDARDS

**and meet (or exceed)
those standards
themselves**

Standards of excellence

You'll get what you accept (walk past)

Plan well (Military = 1/3rd)

Attention to detail – good big things are made up of good little things (**LBT's**)

Set standards by being authentic and having a positive attitude – sets the tone

OUR GOOD IS THE ENEMY
OF OUR GREAT

(in both *standards* and
attitude)

“Good is the enemy of great.

And that is one of the key reasons why we have so little that becomes great.

We don't have great schools, principally because we have good schools. We don't have a great government, principally because we have good government. Few people attain great lives, in large part because it is just so easy to settle for a good life. The vast majority of companies never become great, precisely because the vast majority become quite good – and that is their main problem.

Greatness it turns out is largely a matter of conscious choice and DISCIPLINE”

Collins, Good to Great

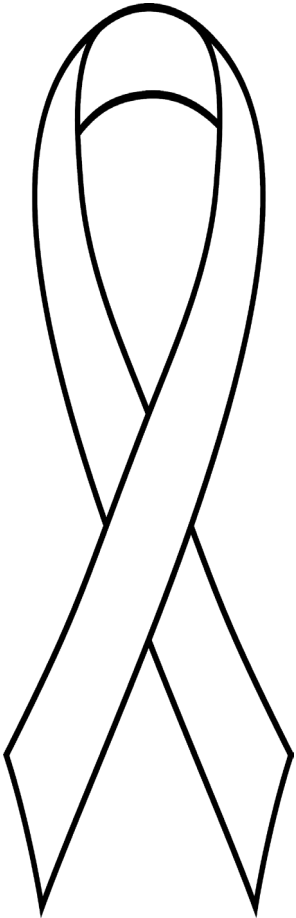
Jim

MY CANCER VERSION

Choose my **attitude every morning!!**

It's like implementing a **significant change management program** that directly impacts many people you care about

Accepting the things you can't change (eg politics in LG) but **working tirelessly for the things you can influence** (painkillers)



3. Great Leaders

are great

COMMUNICATORS,

and great **SIMPLIFIERS**

Never take your mind away from the **importance of communication**

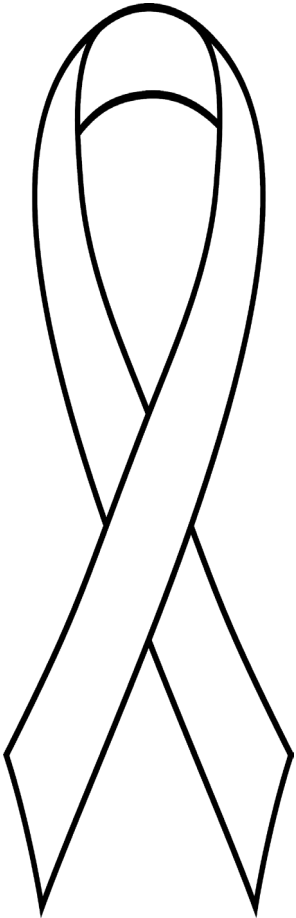
Be **relentless** in giving this thought and action – better to over-communicate than under

Make the communication **timely, accurate and relevant** (and **repetitive** until embedded)

Communicate in a way that **suits your audience**

Know where to take the team, but spend time conveying the messages in a way that the **team can understand, remember and buy in to**

MY CANCER VERSION



- Keeping my **family and friends up to date** in a timely, factual but considered way (I send a text to them after EVERY medical event)
- **They ALL get the same messages**
- **Answer as many potential questions** as I can in what I communicate
- **Keep in touch** – including visually - messages, FaceTime

4. Great Leaders

**are AUTHENTIC and people
of VALUES**

- They **know themselves** well – their values and principles
- They **don't compromise their values and principles – ever**
- They **lead by example**
- They are **people of their word – personal credibility**
- They **walk their own talk**

Walking the talk

Always

You are always on show as a leader

Teams too - the right and the same talk (key messages, values, priorities)

Credibility in leadership

Talking the talk
Vs
Walking the talk

* Make a circle with your right hand....

When the walk and the talk don't align.....

People follow what you do

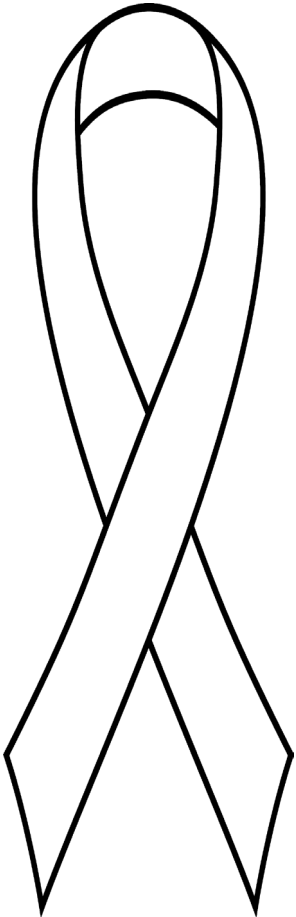
And you run the danger of being labelled a hypocrite – **hypocrisy exits in the space between language and actions**

You'll get what you accept and what you walk!

Above all else, they LIVE their values
and **SEE PERSONAL CREDIBILITY AS THEIR
GREATEST NON-NEGOTIABLE**



MY CANCER VERSION



- **Honestly share feelings**
- **Not hide anything** from f&f
- **Coffees** with people (open invitation)

5. Great Leaders
are ACCOUNTABLE

- Accountability – a personal willingness, **after the fact**, to answer for the results of your actions and behaviours (Culture without Accountability - Miller and Bedford)
- If you are more interested in being liked and popular than holding people accountable for results, you have a serious leadership weakness. (Dave Johnson – No Nonsense Leadership)
- Its **not only what we do, but also what we don't do**, for which we are accountable (Moliere – 17th Century)

– **Move from control freaks to accountability freaks**

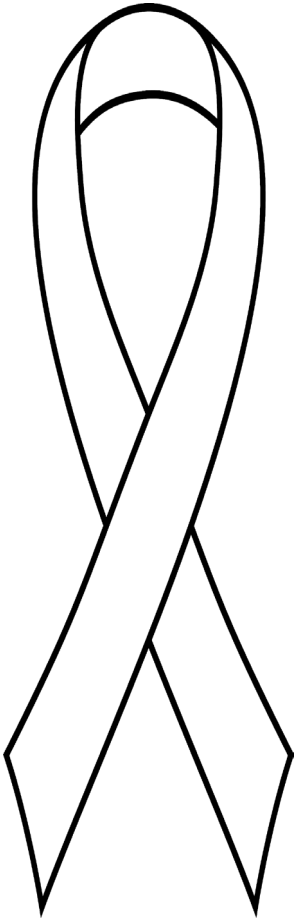
My main job was developing talent. **I was a gardener** providing water and other nourishment to our top 750 people. Of course, I had to pull out some weeds too
(Jack Welch CEO GE)

Leadership and Accountability

In order to model the way,
Leaders should follow this
process:

- Set clear expectations
(successful organisations **front-load accountability**)
- Hold yourself accountable
- Provide feedback
- Hold others accountable

MY CANCER VERSION



- **It's not all about me**
- Trust, value and use the skills of others (and hold them accountable)
- **You can't trick or short cut the cancer!!!**

6. Great Leaders

SELF-REFLECT

Have regular and real reality checks

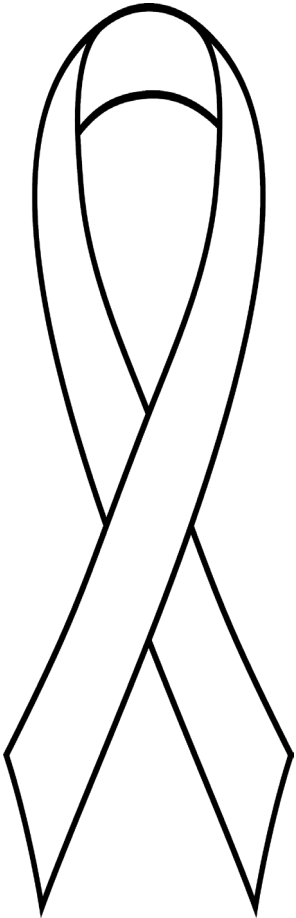
“fiercely conduct autopsies without blame”

Being on the balcony and the dance floor at the same time

Aware of their habits

Seek honest feedback

MY CANCER VERSION



- **Let others help**
- See it from **others perspective**
- **Appreciate every person who has helped me**

7. Great Leaders
are committed to
PERSONAL AND
PROFESSIONAL
DEVELOPMENT

Sharpen your saw

Great leaders are readers/learners James Clear emails



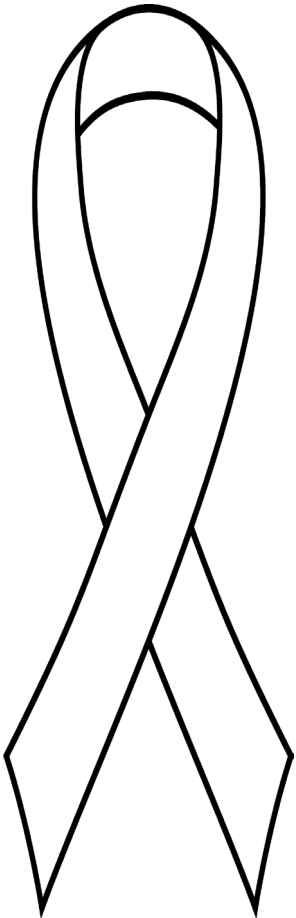
Have a mentor, and be a mentor

A never-ending journey to be successful – **“I never stop trying to be the best I can for the job”**

If we are not topping ourselves up, how do we play a creditable coaching and mentoring role?

Also support pd in your team, **but with accountability**

MY CANCER VERSION

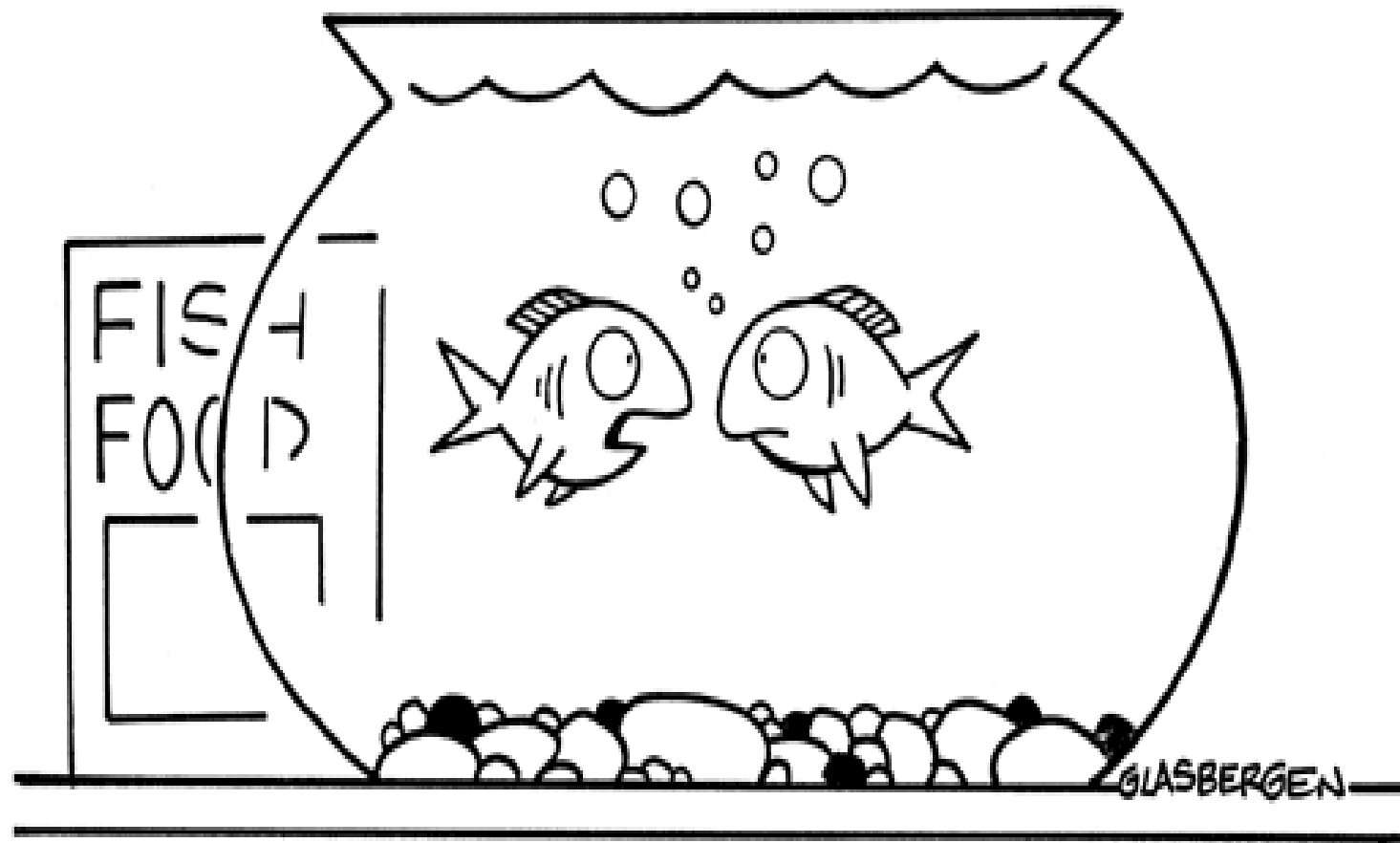


- Keep researching and discussing with my specialists – it's amazing how much THEY know
- Keep a running list of questions
- I keep striving to be the best version of me that I can
- Obama

8. Great Leaders

Look after Themselves

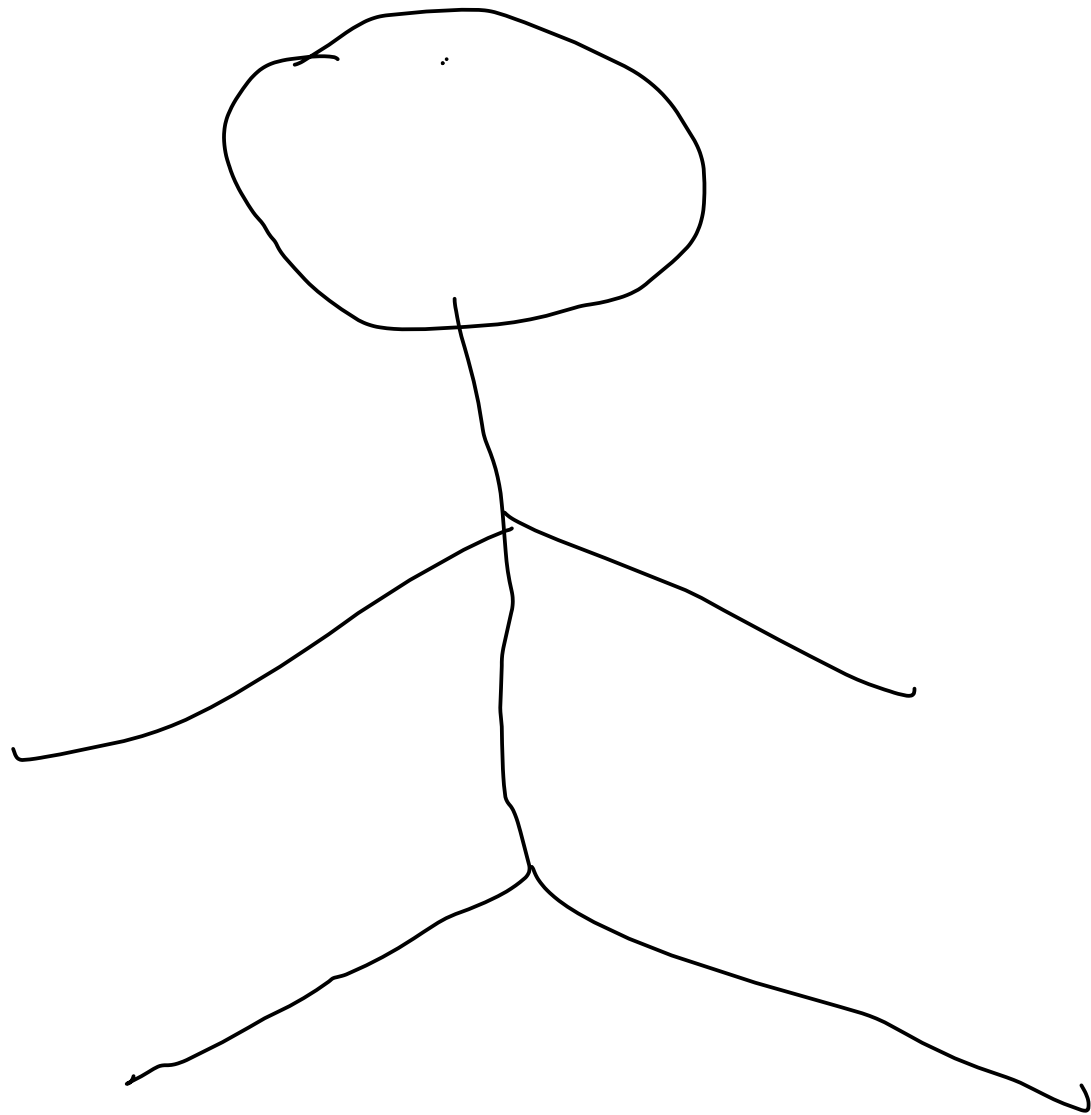
They value their WELLNESS



**“People who live in glass houses shouldn’t throw stones.
I guess that’s why we don’t have hands!”**

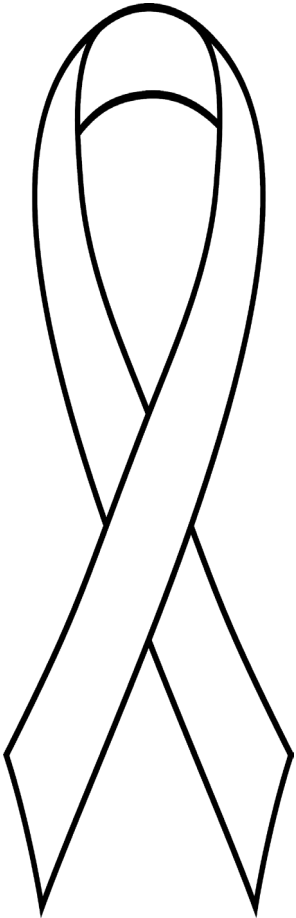
Looking after your body and mind

- **Work/Life** Balance/ integration/ “choices” – yours and your staff – ***role model or explain***
- Your health – what you eat, drink, exercise, sleep, H2O
- Meditation, yoga, stretching, pilates
- **Mental health**
- **Pressure release mechanisms** – ELT vs alcohol
- **You're no good to those you care about/ have the privilege of Leading, if you don't look after yourself**



MY CANCER VERSION

- **Gym** - first time in my life 🤖
- **Alcohol** - half bottles
- 10,000 steps
- Indulge myself



I believe

if we have **great TEAMS/ELT's**,

if we are **clear about priorities and stick to them,**

if we insist on **great meetings,**

and create the **right environment for our staff to be successful,**

we will be **looking after ourselves better**

(< pressure; > satisfaction)

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6. Self reflect
7. Committed to personal development
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SOME OTHER LEADERSHIP RELECTIONS



- You MANAGE things, you LEAD people
- Leadership is not a DO, it's a **BE**
- Leadership and Culture are “Siamese twins” (LCC Leadership and Culture Journey)
- You get the culture your leadership delivers
- Leadership and Culture must be Managements' No 1 priority (all team leaders – see yourself as the CEO/Leader of your team)
- Good leaders create good cultures

- Credibility/ authenticity fundamental – so you have to truly know yourself
- You need to keep it alive - embed and sustain
- Leadership and the power of saying hello
- In the absence of Leadership – Leadership will be found
- It's about the importance of Leadership **in our lives**, not just at work

The world is changed
by your **example**, not by
your opinion.

Paulo Coelho

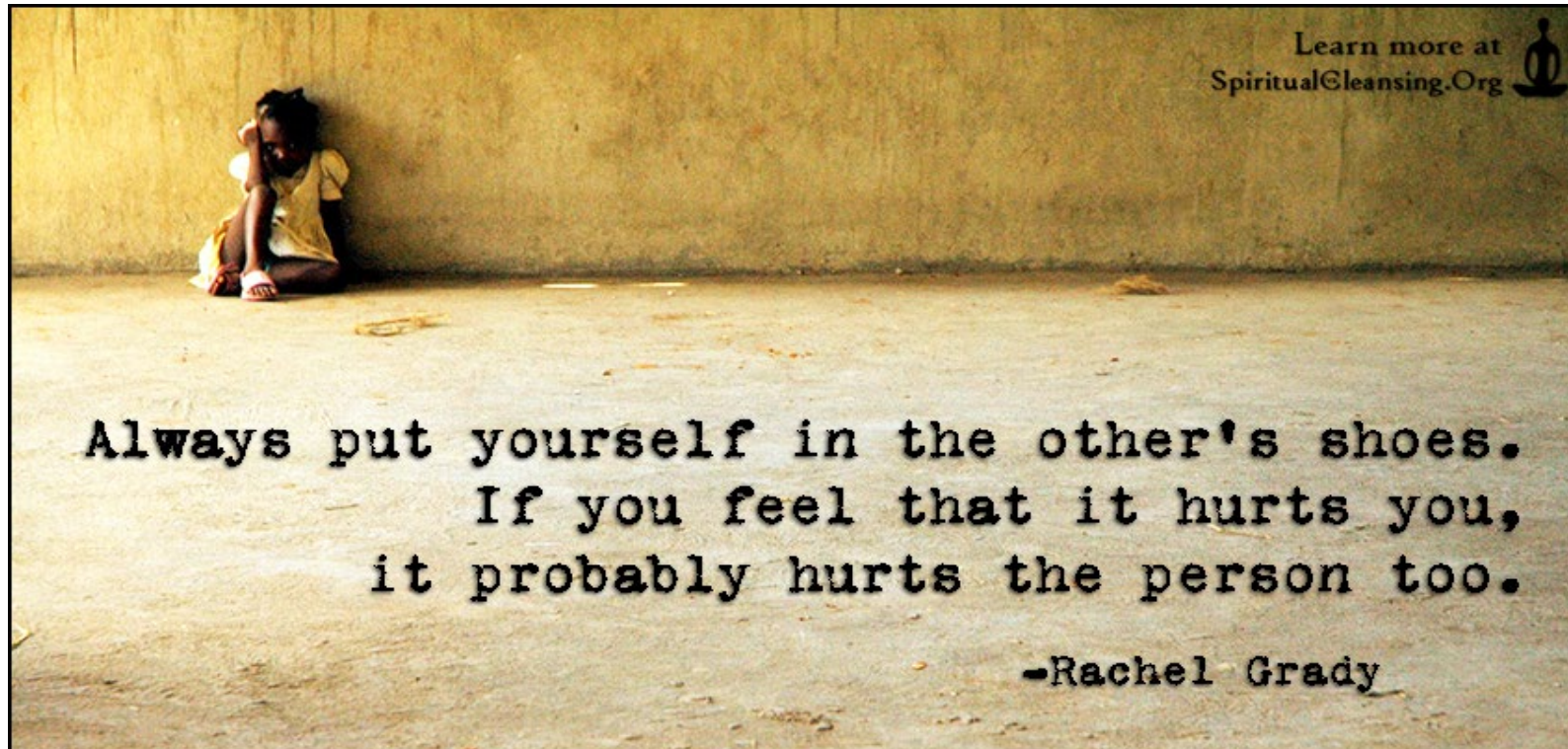




Fun matters – helps our state of mind

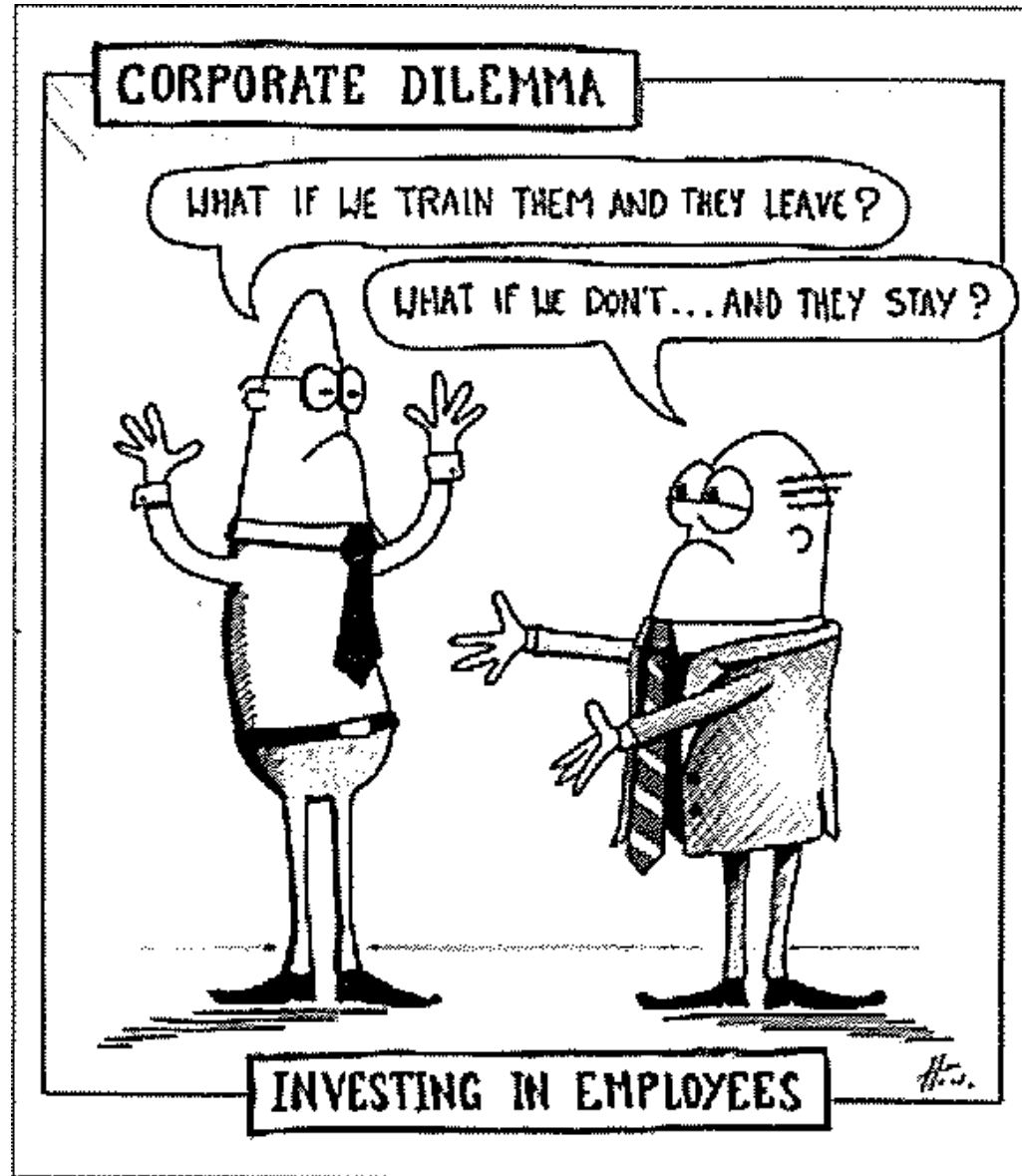


ONE OF THE MOST IMPORTANT SKILLS TO HAVE – IN WORK AND IN LIFE



EMPATHY VS SYMPATHY

Personal and professional development is a key success factor



TOGETHER WE ARE
SMARTER THAN
EITHER ONE OF US

using our collective wisdom





Staff are our greatest asset?

FALSE

The right staff are our greatest asset?

They make us successful (or otherwise)

AND whether they stay or leave
depends on their relationship with **YOU**

And how much they love their job
(culture)

DEALING WITH POOR PERFORMANCE

DO IT!!!!

Whether attitude, behaviours or work quality

Big impact on your **culture** – **if you do or don't**

Clarity of expectations fundamental

Never attack the person – it's their behaviours

EVIDENCE - he who has the best evidence wins

Customer/Employee focus

Your customers **will never be happier** than your employees

Employees who **don't feel significant** rarely make significant contributions

If you want staff to give great service, **give great service** to staff

SOME OTHER
OBSERVATIONS
FROM MY
CONSULTING
WORK

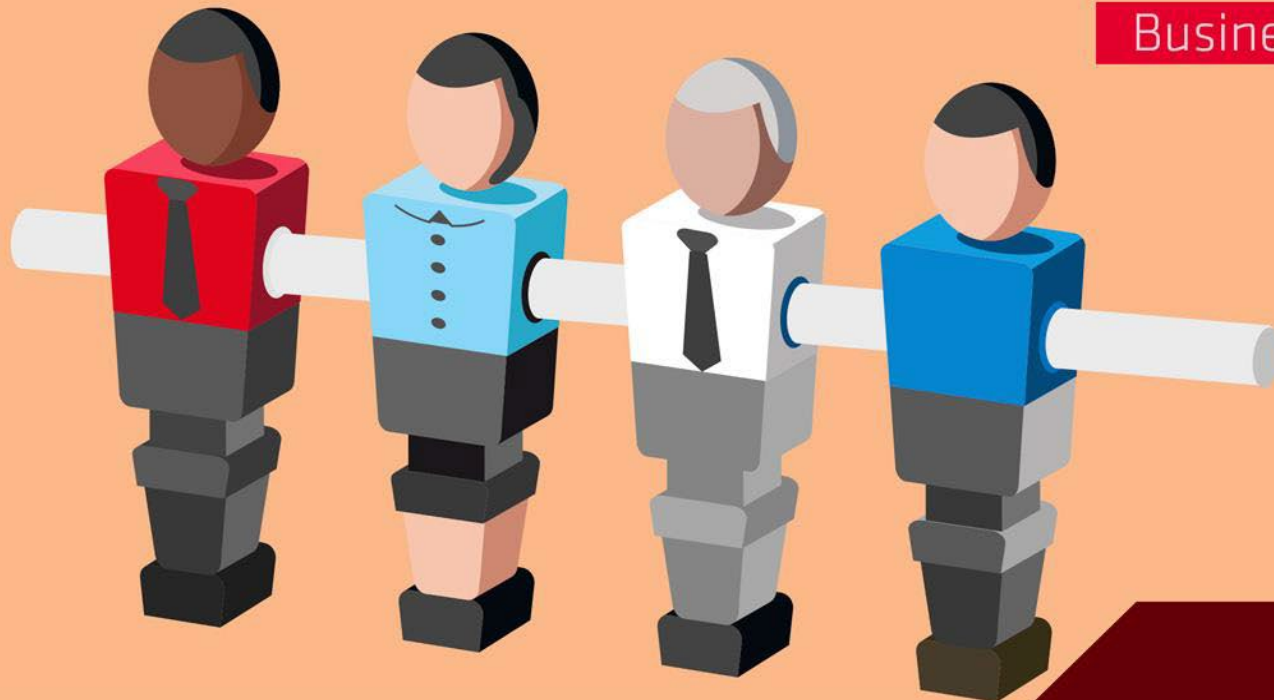


- Too much “**unjustified**” **CEO turnover**
- **Not many** Corporate Plans **driving decision making** (have a good framework that incorporates community surveying, and a mid-term review)
- As a CEO it's about the **privilege you have of creating the environment for your staff to be successful**
- **CEO's too “busy”** – but there is usually capacity in our organisations
- Move from **control freaks to accountability freaks**
- Need to be aware of **Habits**
- Need to have good **Relationships**
- **Attitude matters**

CULTURE

What's the big deal about **Company Culture**?

Business Pros Respond



Culture

- Is the way we do business around here
- What happens when management leaves the room
- Our staff make us successful (or not)
- Value for money, business improvement, customer service, innovation, service levels, cost of service etc – in changing times, we *MUST* build important things into our culture
- Leadership - it starts at the top

Why start a culture journey?
The light bulb moment FOR ME!



“Every organisation has a culture,
Which either works for you or against you.
And it can make the difference between
success and failure.
Either you will manage your culture, or it
will manage you.
Doing it well is not an option; it’s a
necessity”

CHANGE THE CULTURE, CHANGE THE GAME

- Connors and Smith

THE LINK BETWEEN LEADERSHIP AND CULTURE



From my experience.....

**Leadership is the major determinant of
culture,**

**and if you get your
culture right the people in that culture
will continue to amaze you!**

Our staff make us successful!
(or otherwise)

ANCHORS FOR LEADERSHIP AND CULTURE WORK

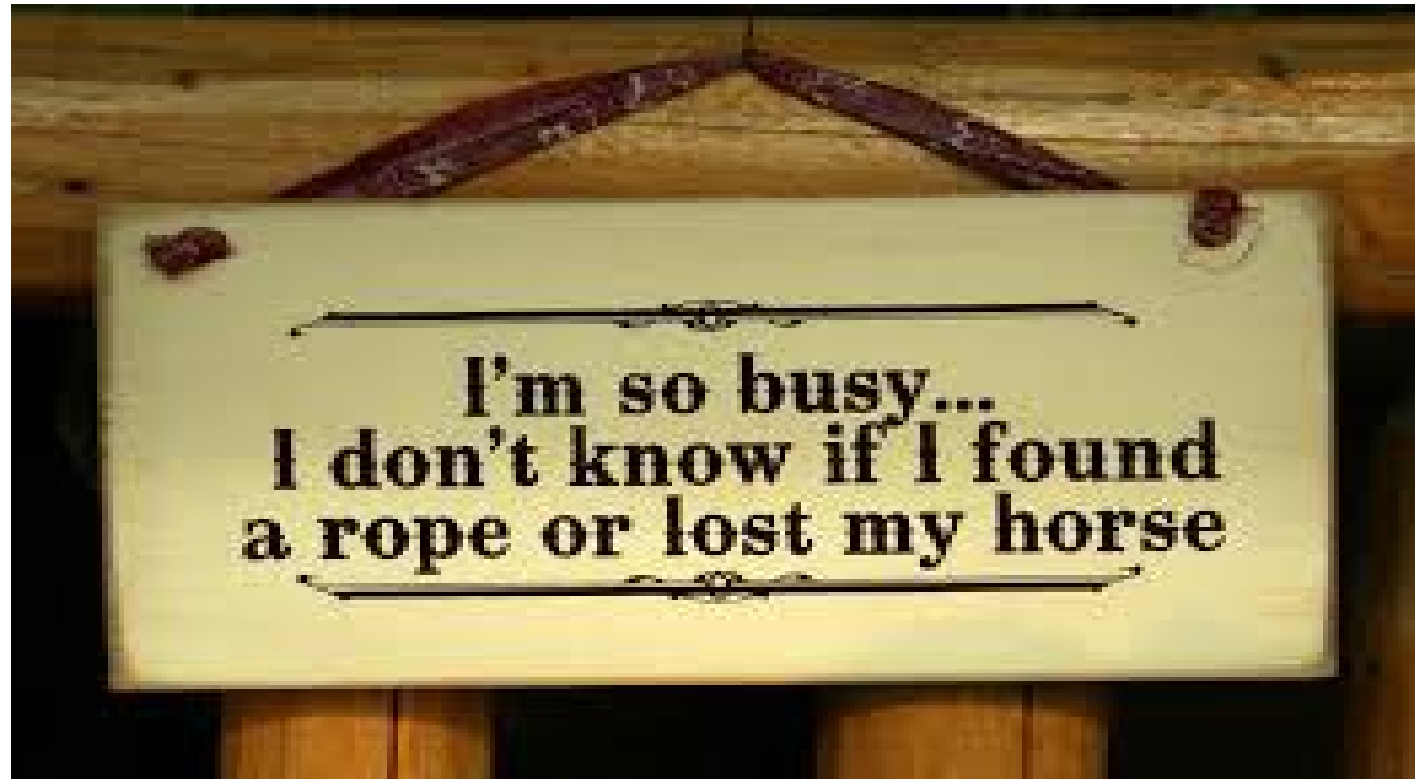


Our twin goals:

Our staff will **pursue excellence** in all they do, and

Our staff will enjoy **high levels of personal job satisfaction**

THE BUSYNESS BUBBLE





Some busy reflections



You don't improve in ground hog day – you just survive

Busy doing what?

Roles and responsibilities clarity (and that's what you should be doing!)

Getting out of bad habits and into good habits

If you keep doing what you are doing.....

A strategy worth reflecting on.....

What do you do when you go on leave

How is it when you get back?

A scenic view of a large bridge over water with a stone sculpture in the foreground. The bridge has multiple arches and spans across the water. In the foreground, there is a stone sculpture of a person sitting on a rock, looking out at the water. The sky is blue with some clouds.

**“Time Flies
...the good news is
you’re the **pilot**”**

~ Michael Altshuler

*the
teachingcave*

GET INTO GOOD HABITS AND OUT OF BAD ONES!!

“We are what we repeatedly do.
Excellence then, is not an act, but
a habit”

Aristotle

SUMMARY

My 8 key characteristics of GREAT LEADERS

1. Compelling vision and purpose, and they set, communicate, manage and stick to priorities
2. Set the standards
3. Great Communicators, and Great Simplifiers
4. Authentic people of Values
5. Accountable
6. Self Reflect
7. Committed to Personal Development
8. Look after themselves

- Commit to being the **best leader you can be** – a great one
- **Leadership is the major determinant of culture....**
- **You already have a culture**
- Create the **right environment** for your staff to **pursue excellence** in all they do and to enjoy **high levels of personal job satisfaction**
- Have **great teams and great meetings**

- **Sharpen saws** – yours and your staff - continue to develop YOU, and those around you
- We live in times of change – **we must be able to adapt - and so must our culture**
- **Build accountability** into what you do, and the WDRC culture
- **Evolve a creditable PMS**
- **The right staff are our greatest asset**

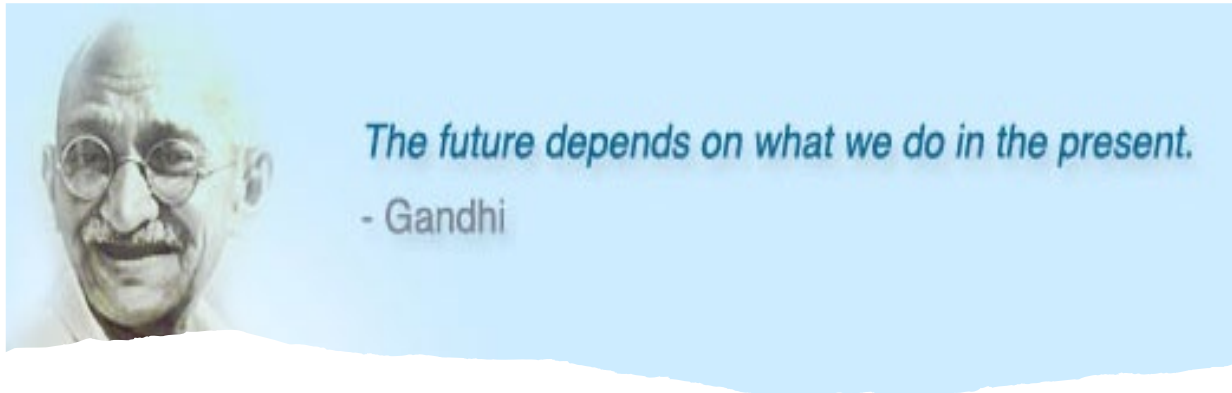
- Build your **ELT a safe haven and a pressure release space**
- **Develop leadership and build culture**
- **Focus on LBTs** – doing the important little things consistently well
- **Set, over communicate and stick to priorities**
- **Look after your mind and your body** – have a plan and hold yourself accountable

- Choose a **positive attitude**
- **Be aware of your habits**
- **Enlist the help of others** – conference syndrome
- **The only thing we know for sure....** our personal credibility and our health
- ***It's too late when it's too late!!***

YOUR WELLNESS MATTERS MOST OF ALL!!

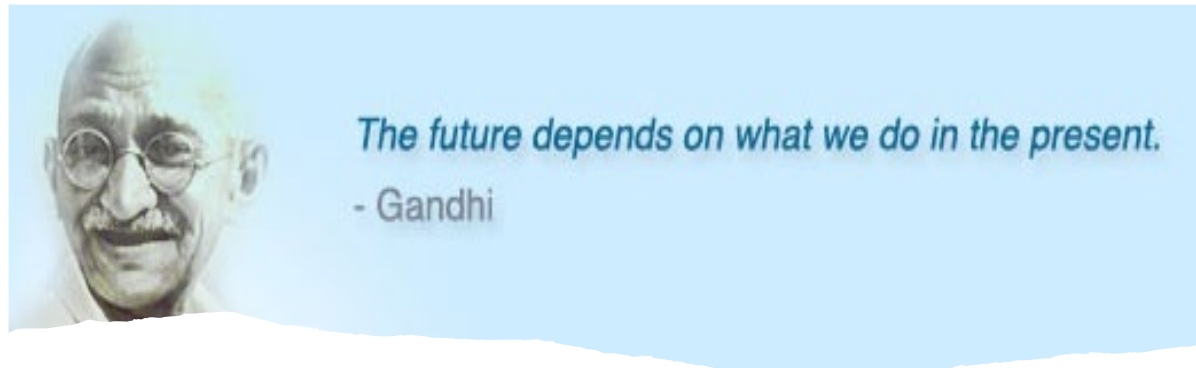
TOP 3 PERSONAL FOCUS AREAS - **HAH**

- **HABITS**
- **ATTITUDE**
- **HEALTH**



TOP 3 PROFESSIONAL FOCUS AREAS – L, C, P/M

- **LEADERSHIP**
- **CULTURE**
- **PRIORITIES MANAGEMENT**



QUESTIONS OR COMMENTS?



I AM ALSO HERE BECAUSE

**Join me to help
change the lives
of people affected
by cancer**



Peter Mac
Peter MacCallum Cancer Foundation

**Proud Supporter
2023**

I AM ALSO HERE TO....

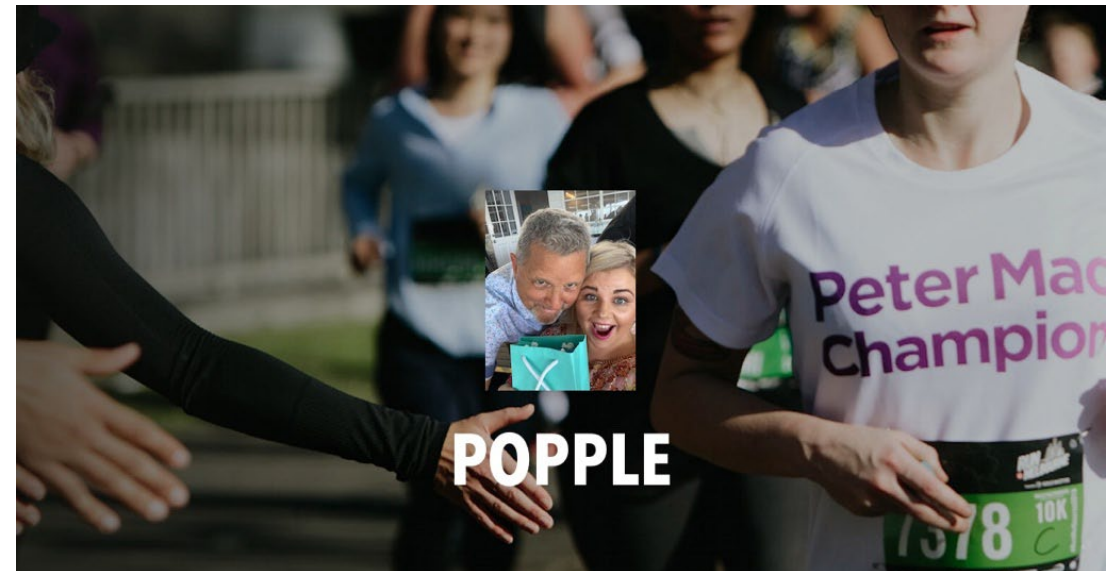
Peter MacCallum Cancer Centre is **internationally recognised for its leading role in accelerating the search for cancer cures.**

It is a **world leading cancer research, education and treatment centre** and **Australia's only public health service dedicated to caring for people affected by cancer.**

Funds raised are directed towards supporting the **exceptional researchers and scientists** at Peter Mac (3900 staff 750 researchers and scientists), empowering them to **make significant strides in understanding, preventing, and treating cancer.**



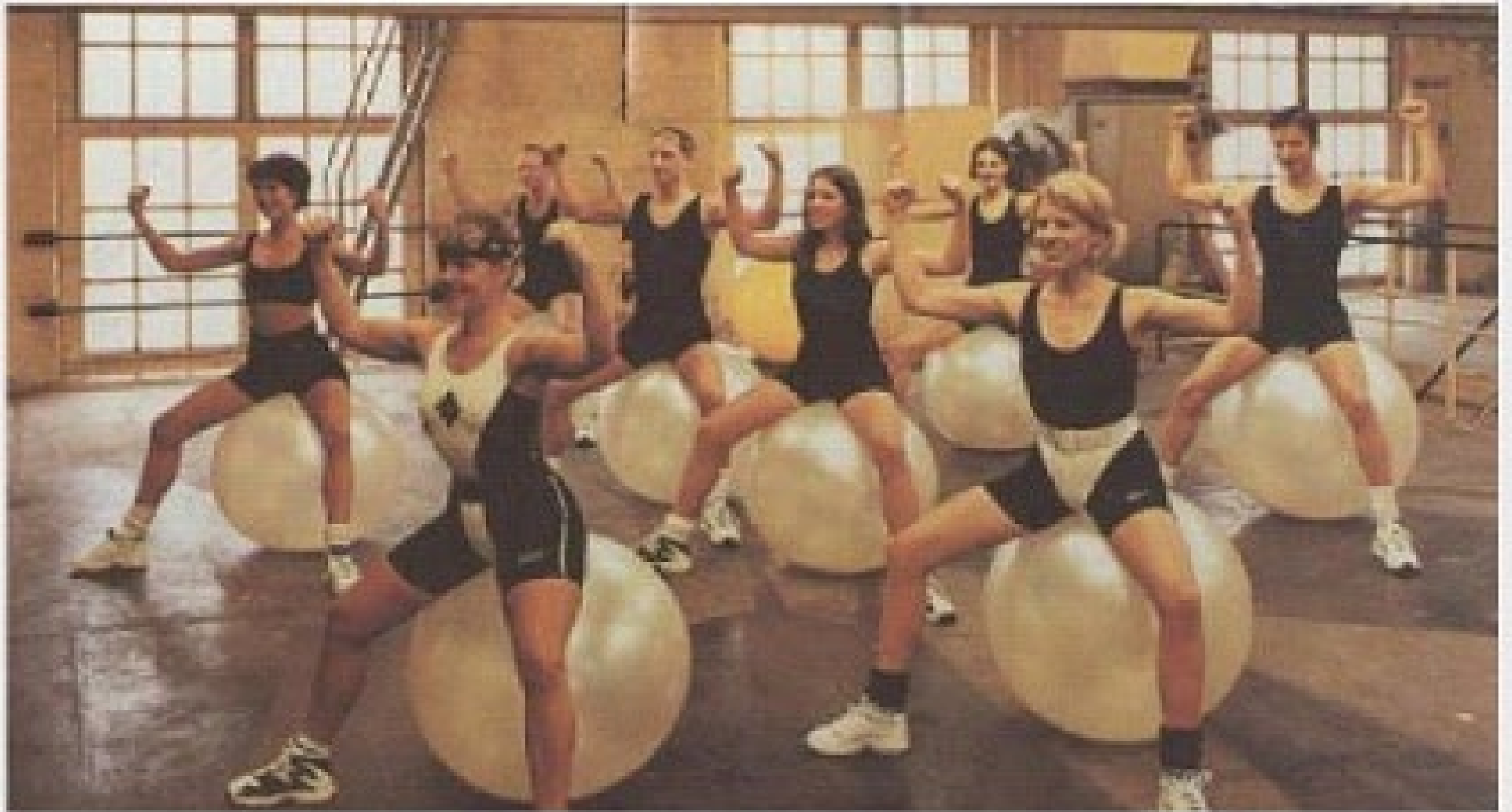
<https://fundraise.petermac.org.au/popple>



Latest Queensland Health Warning



**DO NOT
SWALLOW
CHEWING-GUM !!**



ANY OTHER QUESTIONS





THANK YOU FOR YOUR KINDNESS

"A SINGLE ACT OF KINDNESS THROWS OUT
ROOTS IN ALL DIRECTIONS, AND THE
ROOTS SPRING UP AND MAKE NEW TREES."

- AMELIA EARHART

THANK YOU



Think of a **Great LEADER**

What **TWO KEY characteristics** stand out?
Write them down please

These should become your key goals for
your leadership

Do you have your own
personal definition of a
great leader?

JOHN QUINCY ADAMS
The Paradox of Power

**If your actions inspire others to
dream more,
learn more,
do more, and
become more,
you are a leader.**

Leadership – the
ability to inspire the
head, the heart
and/or the hands of
others to achieve a
certain outcome

What do great leaders do that our staff value?

- They have credibility – they are respected as people of values, who can be trusted
- They genuinely CARE (Safety)
- They put themselves in others shoes
- They know their staff well – and that they are unique individuals – and they know what to do to get the best out of them (if not, ask!)
- They turn up when and where it matters **to others**
- They look to **catch staff doing good things**
- They **Praise in Public** - and Criticise in Private


Reflection

Have I missed
any that would
be in your top 8?



REFLECTION

Have I missed any that would be in your top 8?

- Resilience
 - Empathy/emotional intelligence
 - Positive/uplifting
 - Focus on leaving legacies
 - It's not all about you (sharing the stage)
 - Empathy
 - Empowerment
 - Influence
 - Motivation
 - Positivity
 - Resilience
 - Effectively Solving Problems
- 

- Active listening skills critical (being present)
- Ask good questions
- Other persons shoes – art of war
- Prepare well (visualise)
- Want to be respected, not just liked
- **Choose your attitude** – you will be judged by this – and it makes a difference – self-talk (that little voice in your head); focus on the good; value your credibility)

- Don't play the person – ever (don't attack their soul)
- Be careful not to damage important relationships (winning at the expense of the relationship)
- Try to find a solution, not be a roadblock
- Think win:win
- Have self-control
- Move on