



2025-2026 Montana Healthcare Excellence in Leadership Program Session Five

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Hardwiring Leadership in Medicine



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Physician Leadership Program CME Disclosure **Hardwiring Leadership in Medicine**

Conference Goals

- A. Foster productive interaction and relationships allowing physicians to influence toward desired outcomes.
- B. Strengthen results orientation by deploying critical-thinking skills.
- C. Improving leadership influence to embrace a follower-by-choice outcome.
- D. Uncover self-preservation patterns that impact credibility.
- E. Understand mental management tools to navigate tension and annoyances.
- F. Learn to initiate robust conversations that move self and others through workplace challenges.
- G. Examine the three leadership quotients that drive positive influence.

CME Credit and Disclosure

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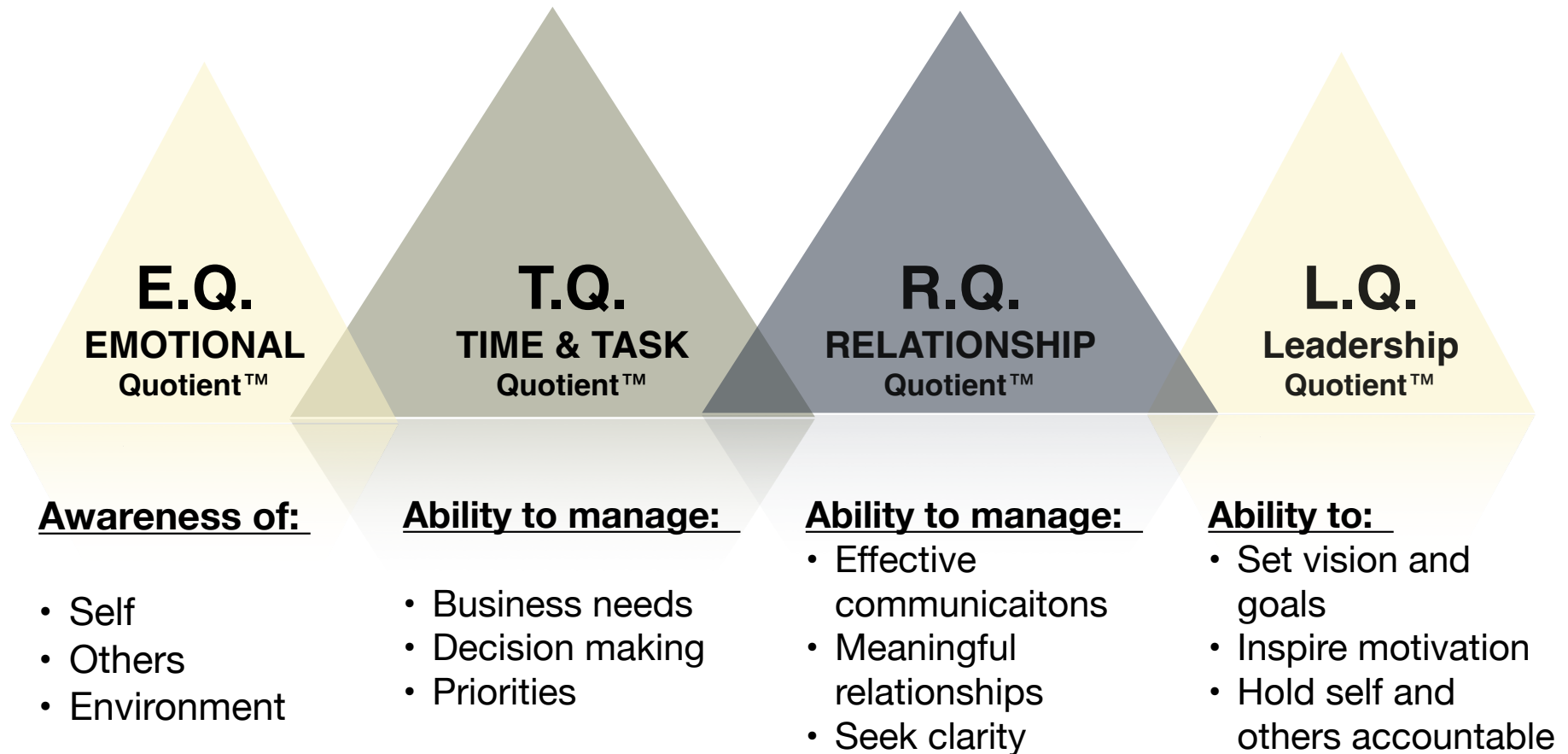
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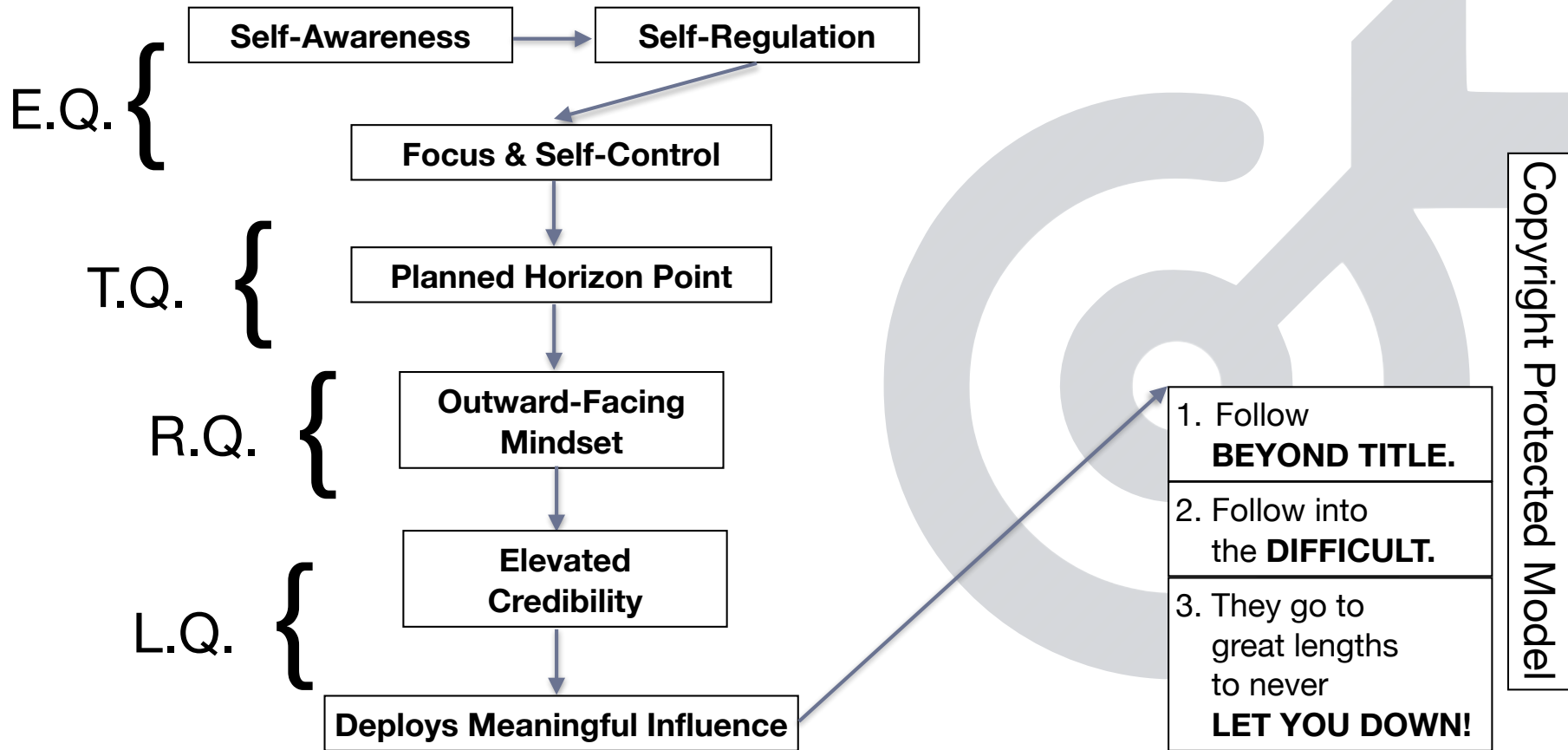
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Four Dimensions to Leadership

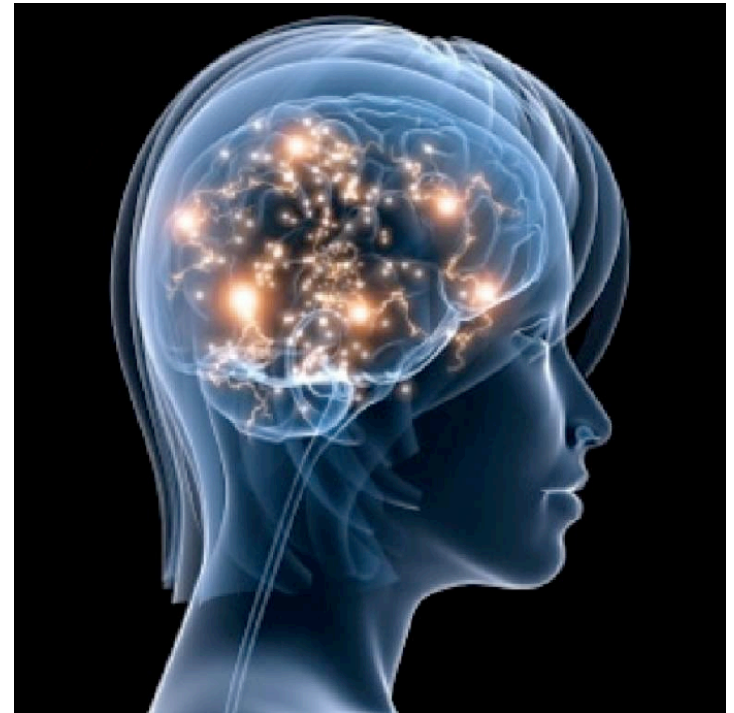


Mosaic's Leadership Model



Key Drivers to Hardwiring Meaningful Leadership

1. Managing Credibility
2. Building “We” Cultures
3. Promoting Critical Thinking And Growth Mindsets



Elevating Your Leadership



CRED **IBILITY** Y

Credibility by Design

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Credibility

A Quality of Inspiring



Trust

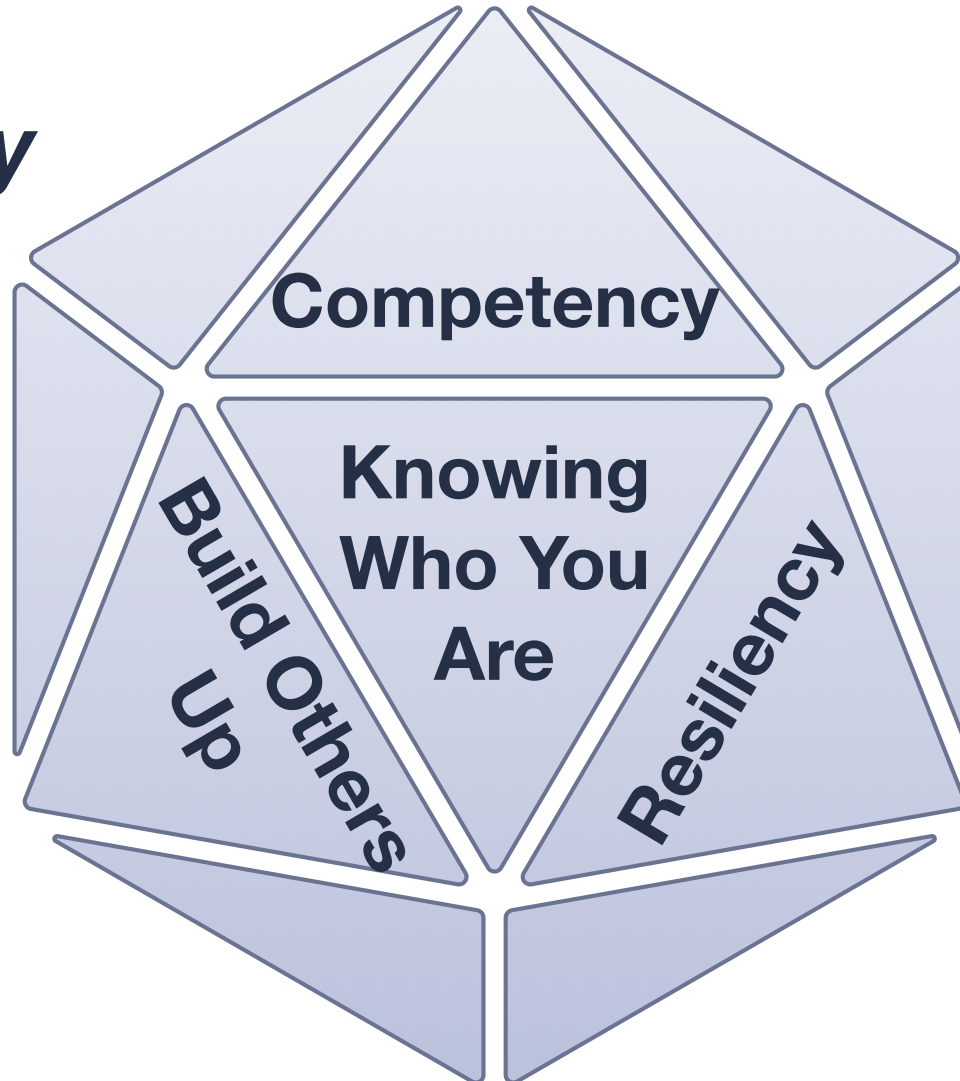
Alignment

Accountability

Self-worth, Self-concept, & Self-esteem



Credibility



***By
Design***

Foundational Competencies for Credibility

1. Building Connections Vertically & Horizontally
2. Inclusivity
3. Communication
4. Supportive in Nature
5. Getting Things Done



Activating Competencies

1. Solve something unexpected.
2. Invite others to test your thinking.
3. You don't need to have all the answers, you just need to know how to find them.



Resiliency Factors

Successful adaptation to resist emotionally-indulgent temptations and effectively manage setbacks, disappointments, and stressful transactions.

1. Optimism
2. Reducing Negative Thoughts
3. Sense of Belonging
4. Make Meaning...Daily



Activating Resiliency

What is your “Fork in the Road” Narrative?

1. Build from what is right.
Otherwise, our brains become masters of unproductive thought.
2. Hitting the Wall of the Hard.
 - a. You will be **TEMPORARILY** defined by your wins and **PERMANENTLY** defined by how well you fail-forward fast.



Building Others Up

Inspect the wake we leave behind

Be gracious with people....

Be relentless with results.....

Activating Building Others Up

1. Engage in knowing others.
2. Coach & grow conversations.
3. Set others up for success.



Your Authentic Self



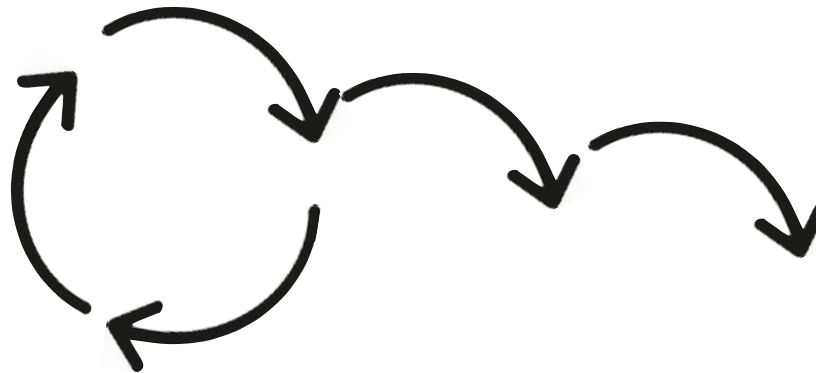
**You are always teaching people
what to think about you....**

Teach them with intent!

Right Shoulder: Standards/Sage Power

The Self-Amplifying Cycles

Your "Yoda":
Your "Character Whisperer"



The Companion:
Positive Intent



Positive
Rumination

- Empathy
- Curiosity
- Critical Thinking
- Personal Accountability
- Seeing the Solve

Defining your Standards

Criteria:

1. It returns you to **YOU**. – Authenticity
2. It is of meaningful **SERVICE**. – Generosity
3. It makes your **TAIL WAG**. – Purpose
4. It gives you a story to **ENACT**. – Self-Concept
5. It becomes **INSTRUCTIVE**. – Clarifies interactions

Building We Cultures: *Examining the Relationships*



“Assumptions are the termites of relationships.”

- Henry Winkler

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The Strained Relationships

1. Dynamic changes in the structural make-up in healthcare systems
2. Dynamic changes in the delivery expectations of healthcare
3. Perceived competition between resource monitoring and patient care



Bridging the Gaps

Build meaningful influence for a meaningful change.

Intentional Aim:

1. Emotionally-intelligent communication strategies
2. Recognizing and respecting expertise
3. Decision-making collaboration.
4. Encouraging innovation
5. Patient-centered outcomes



Emotionally-Intelligent Communication

Relationships rise and fall one conversation at a time

1. Understanding stylistically modified communication
2. Seek to understand best intentions.
3. Fear-free environments



Take Action: Utilize DiSC, round with staff and administrators, manage self FIRST

Recognizing and Respecting Expertise

The ever-evolving paradigm of complex systems

1. Explore differences.
2. Role clarity & shared knowledge building
3. Get curious, not furious.



Take Action: Invite different perspectives, explore friction, and get yourself informed.

Intentional Collaboration

1. Inclusive decision processes
2. The power of change management
3. Improved transparency



Take Action: Ask administrators to attend physician/provider/staff meetings.

Innovative Learning Cultures

1. Inspiring leading from the ground up
2. Climbing over the “Wall of the Hard”
3. Embrace “What don’t I know?”



Take Action: Improve and inform onboarding, lunch with the CEO

Bottom Line: Patient-Centered Outcomes

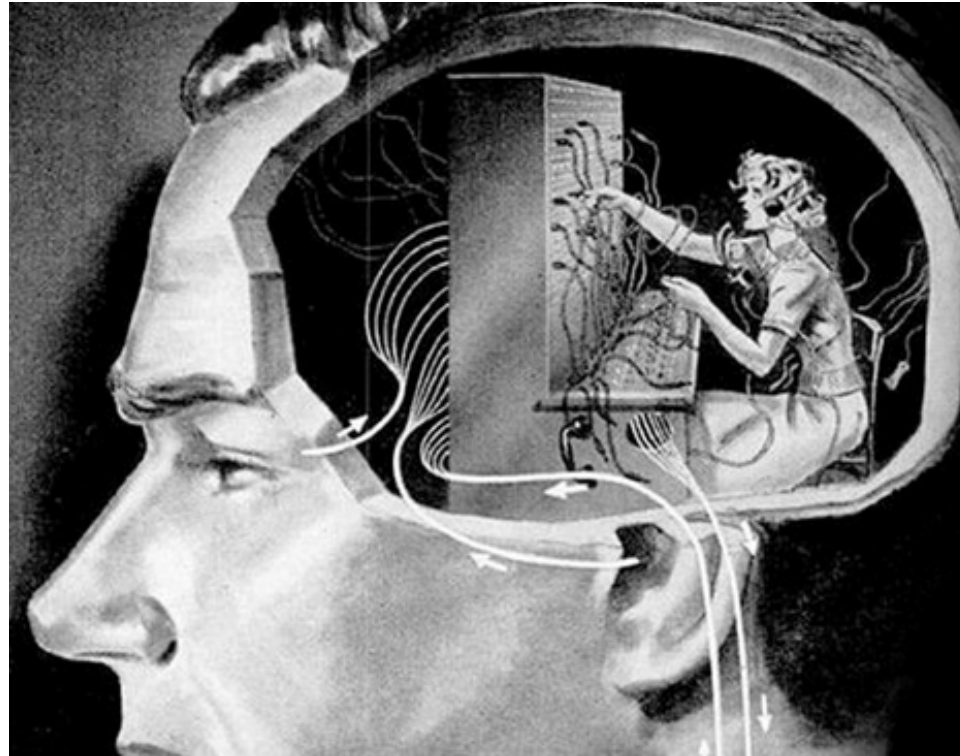
1. Focus on unified outcomes.
2. Build autonomy into the work.
3. Continuous learning and education



Take Action: Invest and encourage reinvigorating your mission, vision, values

Leading with Resiliency Part II

Code Switching and Managing Burnout



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CME Disclosure
Leading With Resiliency: Code Switching and Burnout

Conference Goals

- A. Apply effective critical-thinking skills that build set-back resiliency.
- B. Practice sustaining focus on the right outcomes regardless of challenges and distractions.
- C. Increase Mosaic's Stamina Quotient (SQ)[™].
- D. Discover how to lead with strength without production of unhealthy levels of anxiety.
- E. Apply tools for greater clarity regarding high stress situations and their impact to employee engagement.
- F. Deploy FSI's "self-authored thinking" tactics of "Lock On/Lock Out".
- G. Understand how to manage the "blind-sided" dynamics with tact and intent.

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**The number one enemy in
organizations today is
CHRONIC STRESS**



Chronic stress....

1. Is the physiological and psychological response to emotional pressure.
2. Involves the endocrine system response in which corticosteroids are released.

The Brain-Body System - Launching Implosion

When we are in a prolonged stress state,

1. Brain cells begin to die out.
2. Brain circuits start to change.
3. Critical thinking begins to reduce.

Discussion

When you are in a prolonged state of stress, what do you notice begins to happen to your thinking/interacting processes?

Brain-Body Implosion Increases the potential of **BURNOUT**



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Resiliency

1. Resiliency is the ability to “bounce forward” during and after challenging situations.
2. The level of resiliency capability is closely tied to the level of social safety and personal experiences.
3. Building environments with high levels of social safety can increase personal and organizational resiliency.

Where are your resiliency tank levels?

Depleted

- Overwhelmed
- Frustrated
- Poor concentration
- Low energy
- Poor immunity
- Digestive or skin problems
- Negative outlook
- Comfort eating/drinking



Topped up

- Feel positive
- High energy
- Sleep well
- Productive
- Able to deal with set backs
- Recover quickly from illness

Cultivating Resiliency Growth

Key Drivers:

1. Cognitive Agility - mindset shifts
2. Emotional Regulation - tools to prevent emotional highjack
3. Self-compassion - social connections, relationships, hope, & locus of control
4. Optimism
5. Self-efficacy - having control over our lives



Mindset Matters

Mindset

Attention + Effort = Mindset

RULE:

What gets your attention will get all of your energy and focus!

QUESTION:

Are you INTENTIONAL about what gets your attention?

Intentional Choice-Making Vision & Focus-Setting Practice

When my life is ideal, I am...

(Make a list of 10-15 things that complete the above sentence.)

- A. Answer as if time and resources are no object.
- B. Complete it in the positive.
- C. Don't censor; there is no wrong answer.
- D. Consider: Career, finances, health, family, relationships, spirituality, society/culture, fun/recreation, service

—Special thanks to Dr. Shaun Gillis for her work in this area

Building Leadership Resiliency

Research has discovered that by practicing the following top 3 elements, resiliency can improve, neural pathways can regenerate, and the overall brain-body health system can improve:

1. Mindfully practicing **optimism** can reduce chronic stress and increase goal-directedness.
2. Reducing **negative intrusive** thought patterns can also decrease chronic stress and improve self-worth.
3. Identifying your **sense of belonging** to a group can increase dopamine levels in the brain, improving motivation.

Daily Mental Management Tactics

1. Reduce anxiety by controlling "Your Shark Music" (*intrusive thoughts and images*):
 - Activate *LIFE'S PRINCIPLES & BRAND STANDARDS*
 - *The Power of THREE (RIGHT SHOULDER THINKING)*
 - Create a narrative in which the failure is seen as a **"fork in the road"**



Daily Mental Management Tactics

2. 5-Minute Workout—**Constructive self-examination:**

- Ask the "Code-Switching Questions"

What don't I know?

What is REALLY at stake for me?



Daily Mental Management Tactics



3. Building from "**WHAT'S RIGHT**"

Depending on which neurons get stimulated, certain connections become stronger and more efficient, while others become weaker.

- A. Be careful what gets your attention; it will get all your focus and energy.
- B. If your attention is on what is **WRONG**, you are failing to **SOLVE** from a **POSSIBILITY** standpoint.

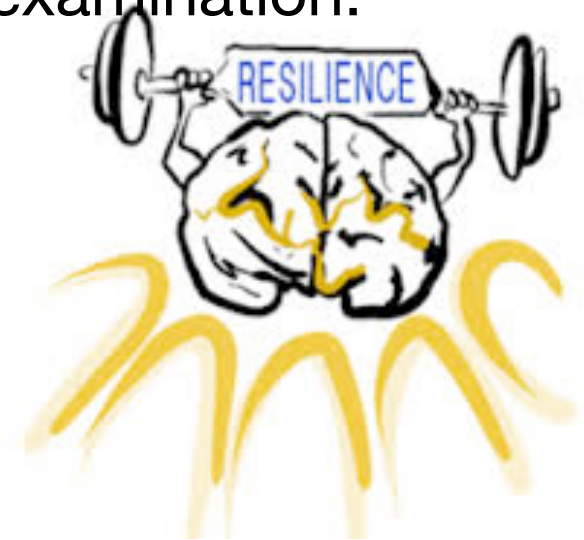
Daily Mental Management Tactics

4. 30-Minute Workout— Constructive self-examination:
- Directing your attention

P=Push back & ask WHY

A=Adopt the neutral observer position

R=Reconstruct the STORY, don't just re-live it!



Resiliency and the "3-P DO NOTS"

P=Personalization:

- Not taking failures personally allows us to recover—and even to thrive

P=Pervasiveness:

- The belief that everything is bad
- This is **LOCKING ONTO** the wrong things and **LOCKING OUT** the right things

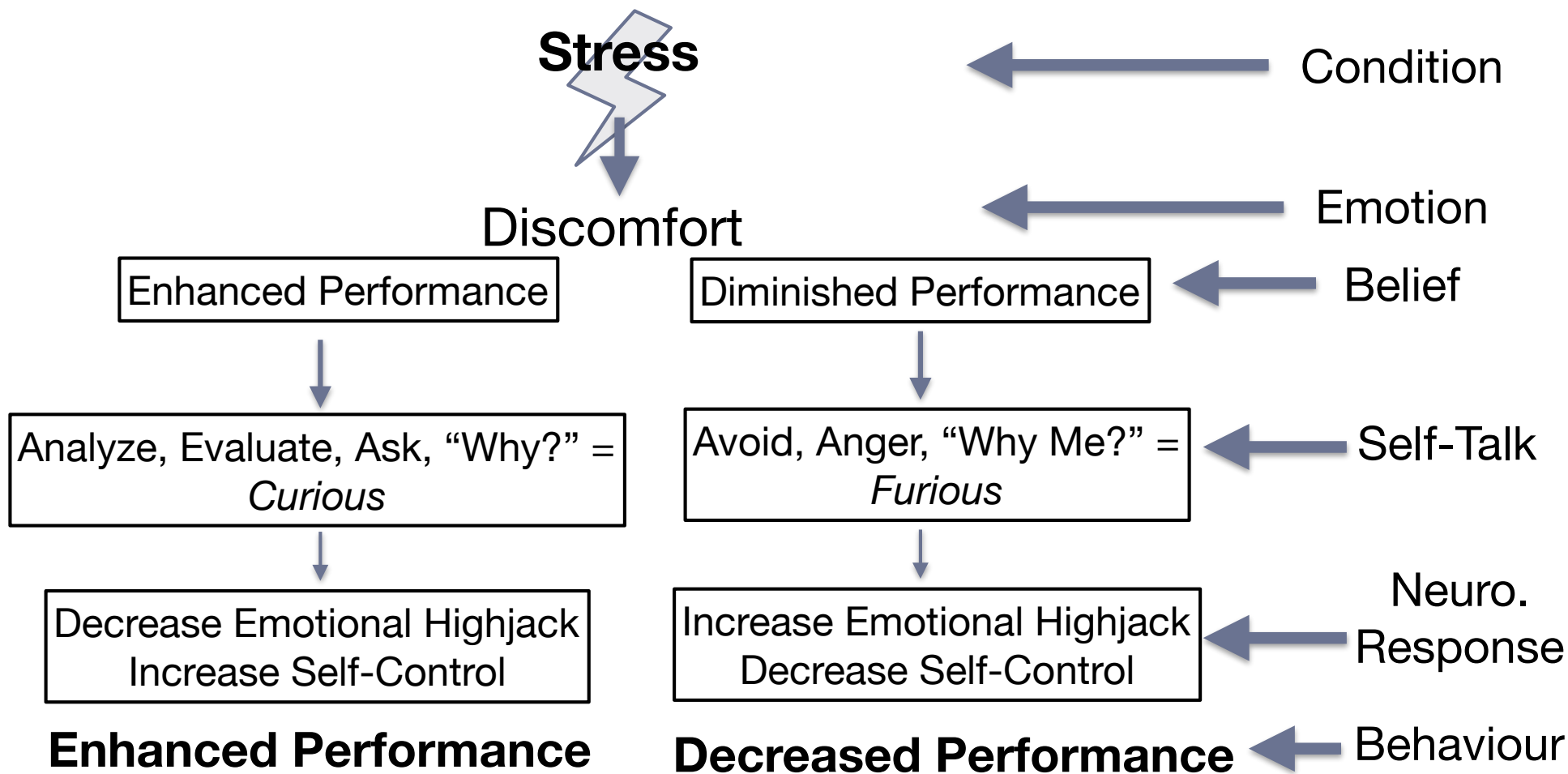
Flawed
Thinking
Traps

P=Permanence:

- The belief that this hard thing will last forever
- Finding gratitude and appreciation is the muscle memory for a resilient life

—Martin Seligman, Psychologist

Managing Thinking & GROWTH MINDSET Connection



Conversations of Consequence



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Physician Leadership Program CME Disclosure **Conversations of Consequence**

Conference Goals

- A. Examine the differences of conversations – casual or consequential?
- B. Apply solution-based tactics by preparing, setting the tone, being intentional, and finishing well.
- C. Apply the navigational rules to conduct Deep Dive Conversations.
- D. Learn how to have robust conversations that move self and others through workplace dilemmas.

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Table Discussion

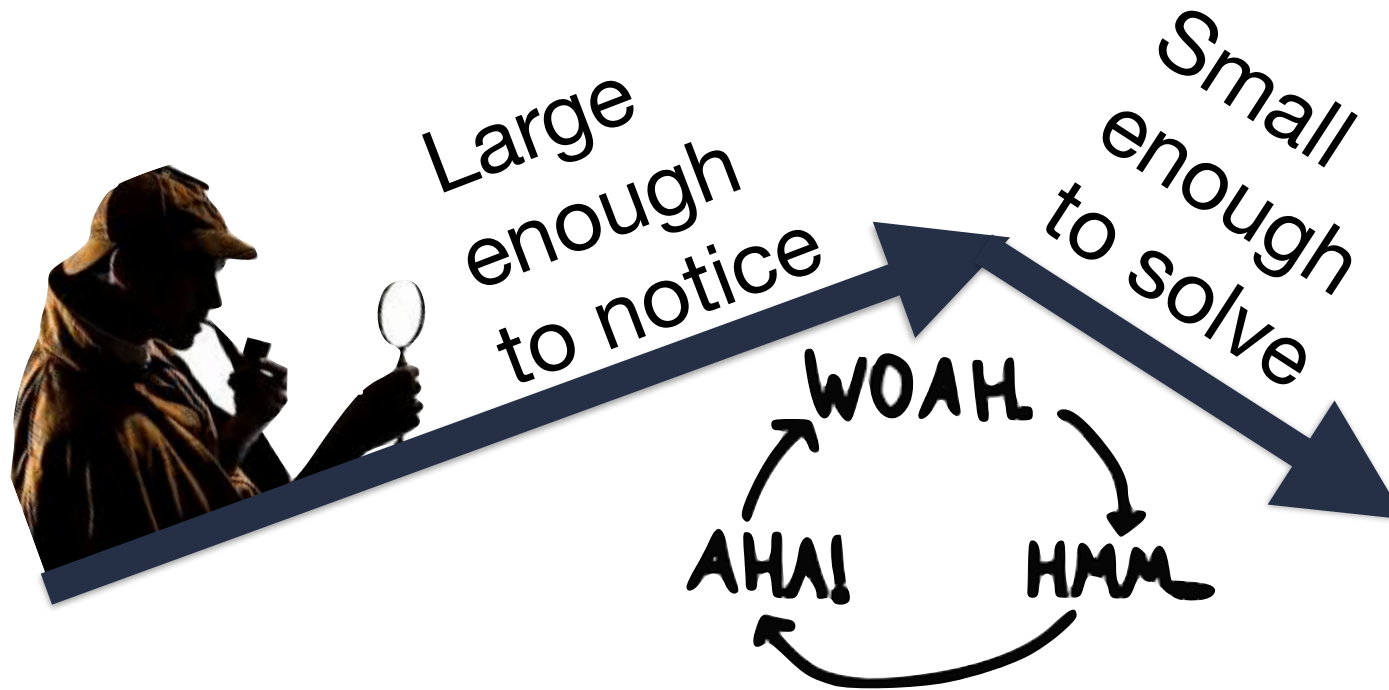
What makes having difficult
conversations so challenging for you?
What gets in your way?

Stressful Interactions

1. Heightened levels of perceived threat
2. Shut down of critical thinking
3. Decision-making becomes limited
4. Focus on self-preservation
5. Physical reactions



Navigating Critical Conversations



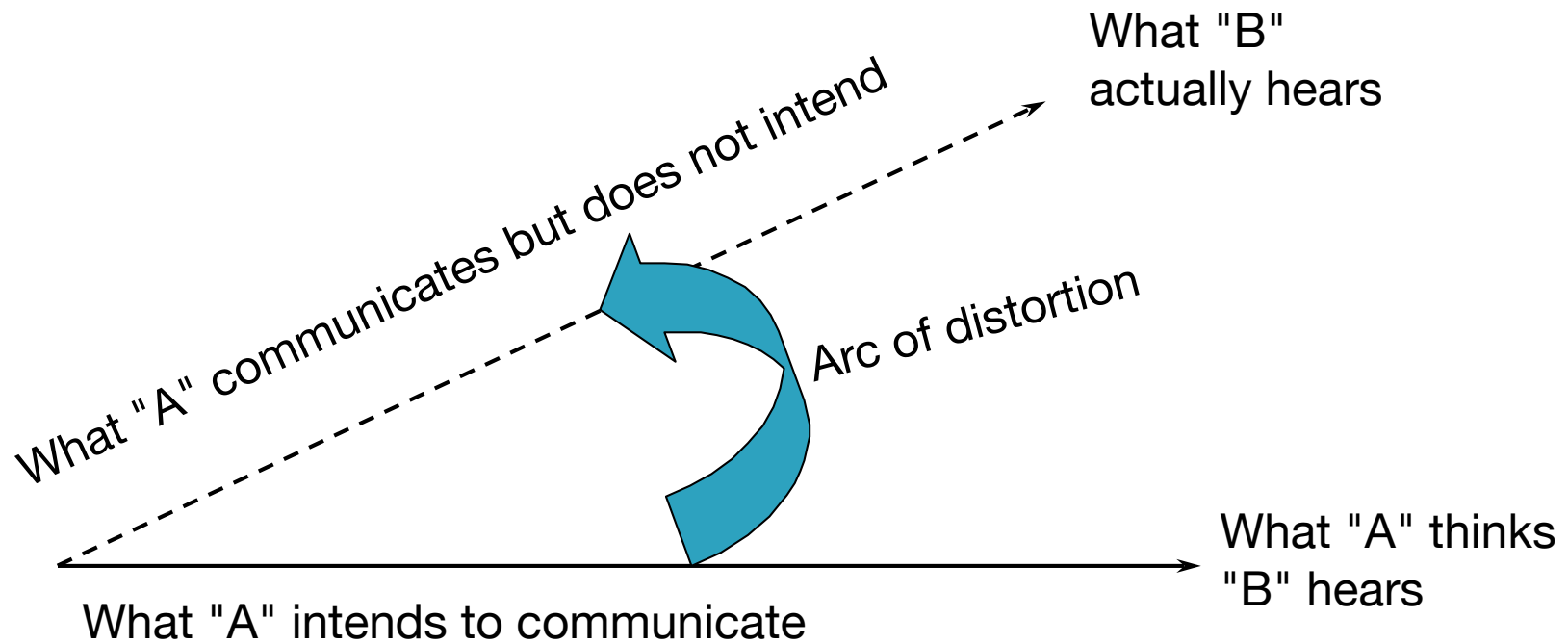
B i t t e r n e s s
has great study habits!

Engage Mindful Messaging

What Message are you sharing?

Coaching	Developing	Consequential Conversation
<ol style="list-style-type: none"> 1. Guiding process improvement 2. Guiding competency Improvement 3. Intent to improve performance 	<ol style="list-style-type: none"> 1. Advancement of skill/ knowledge 2. Expanding view points 3. Provide learning avenues for practice 	<ol style="list-style-type: none"> 1. Systematic conversation to improve inadequate performance 2. Designed to course correct behaviors 3. High stakes outcome clearly identified

Arc of Distortion



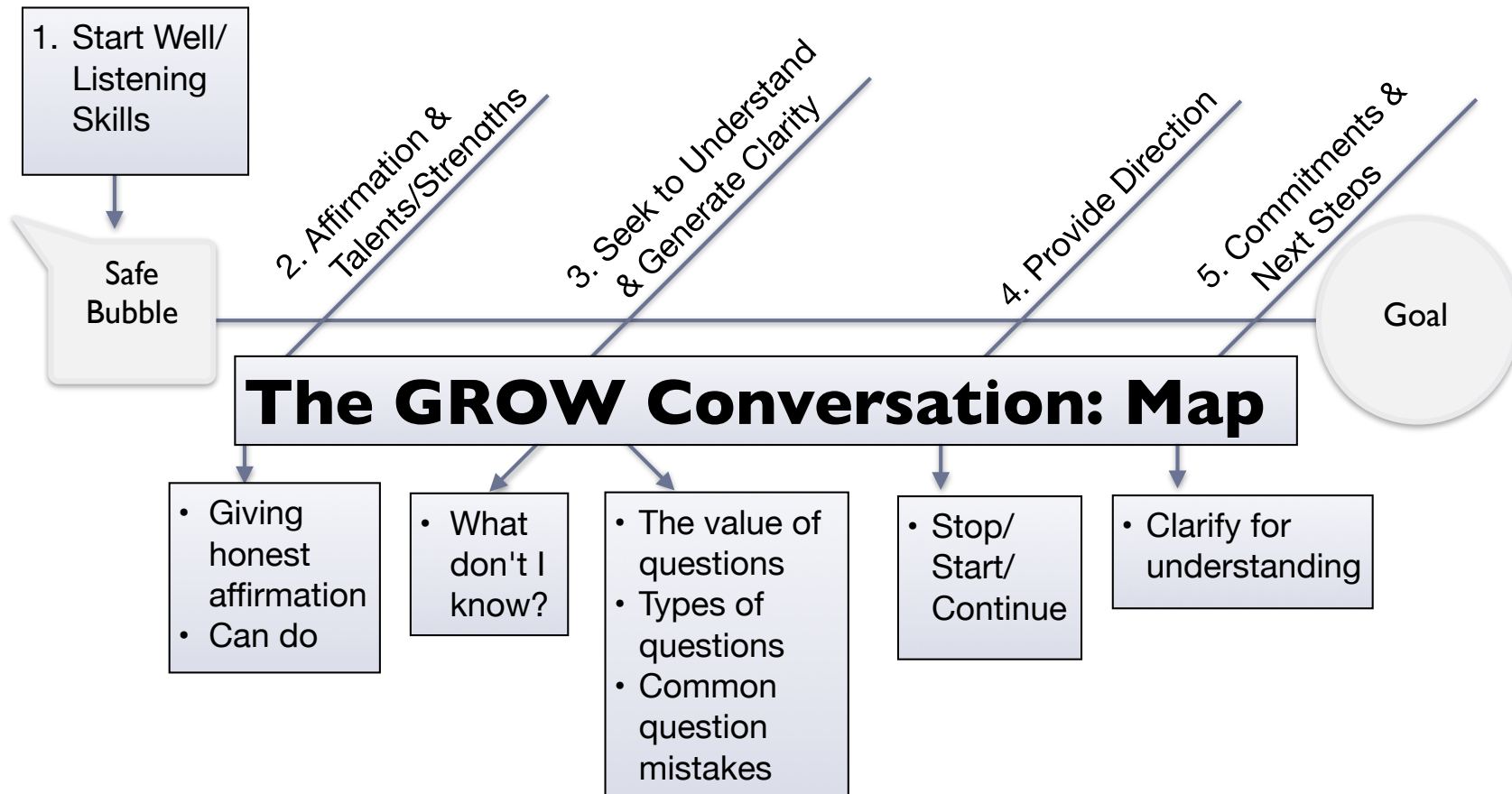
Knowing *What* Type of Feedback to Give

Assess & Invest

\$=Coach & Develop	\$=Difficult Conversation & FF
Can	Can't
Will	Won't

Define the RIGHT OUTCOME & HOLD ACCOUNTABLE.

Coaching and Grow Conversations



The Architecture of Difficult Conversations

Prepare: Emotions, intent, and commitment

Set the Tone: Create a "gracious space".

Be Intentional: Stay in the tactical.

Finish Well: Design past the transaction
in order to preserve the relationship.

Solution-Based Tactics

Prepare: Emotions, intent, and commitment

1. Apply the "4 R" acid test:
 - A. Is this the RIGHT THING TO DO?
 - B. Am I doing it for the RIGHT REASON?
 - C. What is the RIGHT TIME?
 - D. What is the RIGHT WAY?
2. What are my unmet emotional needs?
3. What are my specific requests?

Solution-Based Tactics

Set the Tone: Create a "gracious space".

1. Create a SAFE Tone.
2. Start by stating who we are and what our greater purpose means to us.
3. Invite one another to "check into this dialogue" and "out of toxic nostalgia."

Solution-Based Tactics

Be Intentional: Stay in the tactical.

1. "Lean into" best intentions, not worst behaviors.
2. Operate from the position of- "What don't I know?"
3. Let the silence do the heavy lifting.
4. Welcome the fumble and stutter.
(The brilliance of Columbo!)

Solution-Based Tactics

Be Intentional: Stay in the tactical.

5. Take TWO FULL BREATHS before speaking (right after the last person finished).
6. Slow down. Slow down again. Slow it down a third time.
7. Explore only solutions.
8. Apply the 40-word, "non-monologue" limit.

Solution-Based Tactics

Be Intentional: Stay in the tactical.

9. Mentally manage yourself. Own your own emotions and distortions.
10. Mentally manage yourself. Ask, "What am I really reacting to here?"
11. Mentally manage yourself. Ask, "Am I really making a request, or am I judging, pointing fingers, or condemning?"
12. Mentally manage yourself. Stay in a state of "appreciative inquiry".

Solution-Based Tactics

Be Intentional: Stay in the tactical.

13. Listen past the words and hear the pain of the "unmet needs" triggered by our interactions.
14. Get out of the state of "my here" and into the state of "their there".

Solution-Based Tactics

Finish Well: Design past the transaction
in order to preserve the relationship.

1. Talk about how this conversation helped you.
2. Talk about how this conversation benefited them.
3. End by stating your best intentions and commitments.
4. Check in within 24 hours. Follow up on Day 5 and Day 10.

Critical Incident Conversation

Use key words or phrases that all understand to mean- STOP! LISTEN!

Examples:

“I need clarification.”

“We need to stop here.”

“I’m not ready to move forward.”

Others...

Safety Concern(s) Conversation: CUS

Use key words or phrases that all understand to mean- STOP! LISTEN!

I am **c**oncerned.

I am **u**ncomfortable.

This is a **s**afety issue.

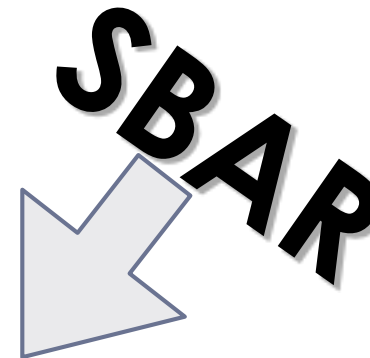
The Clarity Conversation

S = Situation

B = Background

A = Assessment / Analysis

R = Recommendation



The 6 W's Conversation

1. Who should I talk to?
2. What do I want to say?
3. Why do I want to say it?
4. When's the best time?
5. Where's the best place?
6. What outcome do we, together, want to achieve?

Mosaic: Radical Honestly

The "THREE Guiding Questions"

1. Do I facilitate conversations that need cover-up afterwards?
2. Do I facilitate conversations that I would need to change the content of if others were present?
3. Do I facilitate conversations that need follow-up later that could have been finished in the first conversation?

Connecting the Dots...Leadership is a **CHOICE**

Leadership is a **choice**, not a title. The target of leadership is **meaningful influence** in the right way, at the right time, and for the right reasons. Leadership is the intentional practices that grow your **credibility** and elevate consciously-competent approaches to proactively **managing your relationships**.

Leadership is leading self first with high levels of **emotional intelligence** in a way that demonstrates **personal accountability** and **eliminates blame**. Leadership is about staying **solution focused** and graciously holding others accountable to do the same.

Leadership is the ability to **communicate** effectively through coaching, development, and even difficult conversations. Leadership is **inspiring** teams to become better than they thought they could be. **LEADERSHIP IS A CHOICE....NOT A TITLE.**