The end of the semester is drawing quickly to a close, and while everyone is scrambling to finish coursework and meet deadlines before the proverbial timer runs out, some of you are closing a chapter in your life and moving on. For those who are graduating, let me say a well deserved congratulations and way to go! As you go out and change the world, remember your experience here at ETSU and the lessons that you have learned about success and about how to pick yourself back up if and when you fall. Here are some inspirational quotes to remind you that you can make a difference...

“A Few Quotes for Your Thoughts”

"Few will have the greatness to bend history itself; but each of us can work to change a small portion of events, and in the total of all those acts will be written the history of this generation."

– Robert F. Kennedy

"You cannot teach people anything. You can only help them discover it within themselves."

– Galileo

"If we did the things we are capable of, we would astound ourselves."

– Thomas Edison

"Success is never final. Failure is never fatal. It is courage that counts."

– Winston Churchill
For those of you graduating and for those of you still completing a degree, the following question focuses on developing your experiences to better prepare for a career in healthcare administration. These are suggestions made by our professors, and I hope you find them insightful.

**Question:** How can students go about building up career-focused experiences throughout their time in the Health Services Administration program?

**Answers:**

- “Build your resume while building your self-confidence, communication skills, and leadership”
- “Participate in community service learning projects through the PHSA (public health student association)”
- “Attend professional meetings such as TPHA”
- “Join the student chapter of professional associations (APHA) or start your own chapter”
- “Arrange for mini-field experiences, also called job shadowing, in your area of interest prior to your last semester culminating field experience”
- “Participate in career-oriented seminars, such as the Breakfast with the Expert program”
- “Build your portfolio with high quality class projects, analytical papers, and case studies”
"Present yourself well to potential employers by staying current and on top of advances in your field of study"

"Attend the Leading Voices in Public Health series and learn about major public health issues, nationally and globally"

"Do your best in class and around the department; it pays off"

"Participate in lectures and build relationships with professors because you will need letters of recommendation; Trust me -- employers can easily differentiate between a generic and a strong letter of recommendation!"

**Answers:**

- "Present yourself well to potential employers by staying current and on top of advances in your field of study"
- “Attend the Leading Voices in Public Health series and learn about major public health issues, nationally and globally”
- “Do your best in class and around the department; it pays off”
- “Participate in lectures and build relationships with professors because you will need letters of recommendation; Trust me -- employers can easily differentiate between a generic and a strong letter of recommendation!“
Who is an effective leader, really? In today’s healthcare landscape, how do we even begin to lead others with so many challenges and a constantly changing environment? Leadership is something we can all learn, and it takes vision, persistence, creativity, and a real “want to” attitude to lead effectively and to inspire others to lead as well.

My father always told me, “Jennifer, always be a leader not a follower!” Well, I first heard that when I was five years old. Puzzled but willing, I spent the first three weeks of kindergarten in “time out,” because I would try and always be first in line. Many years later, my dad clarified what he meant by leadership. He told me that “a true leader stands up for those who cannot stand up for themselves, encourages you whether you succeed or fall short, and always steps back so others can stand in the spotlight.” Thank you dad for your wise words! I encourage all of you to remember that no matter what it is you are setting out to accomplish, please, always be a leader and not a follower.

I have included two flyers about leadership in healthcare that are based on research on the subject. There are some effective tools that can be implemented to help you along your way. I invite you to look over them and come to your own conclusions about leadership. I hope this information inspires you to learn more about the subject and motivates you to be the best leader you can be!
LEADERSHIP IN HEALTHCARE:
HOW WILL YOU LEAD?

Effective Leadership Begins with Establishing Loyalty and Creating an Atmosphere of Open Communication.

NEGATIVE LEADERSHIP CHARACTERISTICS

- Inability to make decisions
- Incapable to effectively resolve conflicts
- Ineffective use of time
- Lacks ability to communicate
- Lacks responsibility
- Reluctance to learn
- Unable to handle criticism
- Unequal treatment of colleagues and employees

WHAT MAKES AN EFFECTIVE LEADER?

POSITIVE LEADERSHIP CHARACTERISTICS

- Ability to communicate effectively
- Ability to negotiate
- Dedicated to learning throughout their life
- Knowledgeable in field
- Positive approach
- Uses originality to inspire

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

WHAT TYPE OF LEADER WILL YOU BE?

TYPES OF LEADERSHIP STYLES

- AUTOCRATIC LEADER: a leader who has complete authority and will not take the advice of others.
- BUREAUCRATIC LEADER: a leader who is steadfast in doing everything within the proper guidelines and procedures
- TRANSFORMATIONAL LEADER: a leader who inspires teamwork and positive interactions
- LAISSEZ-FAIRE LEADER: a leader who is surrounded by a skilled staff and allows these employees to make decisions for themselves
- DEMOCRATIC LEADER: a leader who wants the input of all employees to make decisions which would then benefit all

RESOURCES:
http://wiki.answers.com/Q/What_are_the_different_types_of_leadership_styles_in_business
EFFECTIVE TOOLS FOR IMPROVING LEADERSHIP:

Tools for Establishing Leaders within Healthcare Organizations

Emotional Intelligence is a set of skills which allows for better interpersonal relationships. This encompasses an awareness of oneself, more regulation and motivation of oneself, and better social consciousness and social expertise.

Simulation is a tool used for providing a safe place for professionals to learn how to perform duties in a “life-like” scenario that is customizable and allows for immediate feedback.

Leadership Development focuses on action-oriented methods of providing real prospects for growth through involvement in idea creation and implementation. An excellent example is via Medical Advisory Panels (MAP) that allows clinicians to be influential and play an active part in the decision making process.

LEADERSHIP BEGINS FIRST WITH UNDERSTANDING, THEN WITH PRACTICE AND FINALLY WITH ACTION

1. EMOTIONAL INTELLIGENCE (E.I.)
   - Can be measured.
   - E.I. evaluation tools provide insight into the interpersonal skills of your workforce.
   - Conducting E.I. assessment before hire helps you choose the right candidate for the position.
   - After hire, assessment is used for aligning leadership skills within your team.
   E.I. ASSESSMENT SITES: [www.equniversity.com](http://www.equniversity.com) [www.cimptp.com](http://www.cimptp.com)

2. SIMULATION
   - Introductory training and orientation method for newly hired managers and clinicians.
   - Includes role-playing exercises on difficult situations that occur within your team, such as conflict resolution.
   - Focuses on what works instead of what doesn’t work. Builds the groundwork of positive outcomes instead of focusing on problems.
   - Based on your findings, one can create standardized processes that everyone can follow when handling similar situations.

3. LEADERSHIP DEVELOPMENT
   - Effective leadership comes from taking action, making choices, and then learning from the results.
   - Give your team the opportunity to participate in creating and developing solutions to issues.
   - Participation in decision making creates positive relationships within your team and fosters loyalty.
   - Medical Advisory Panels are an excellent platform to give clinicians a way to have their voice heard and suggestions implemented.