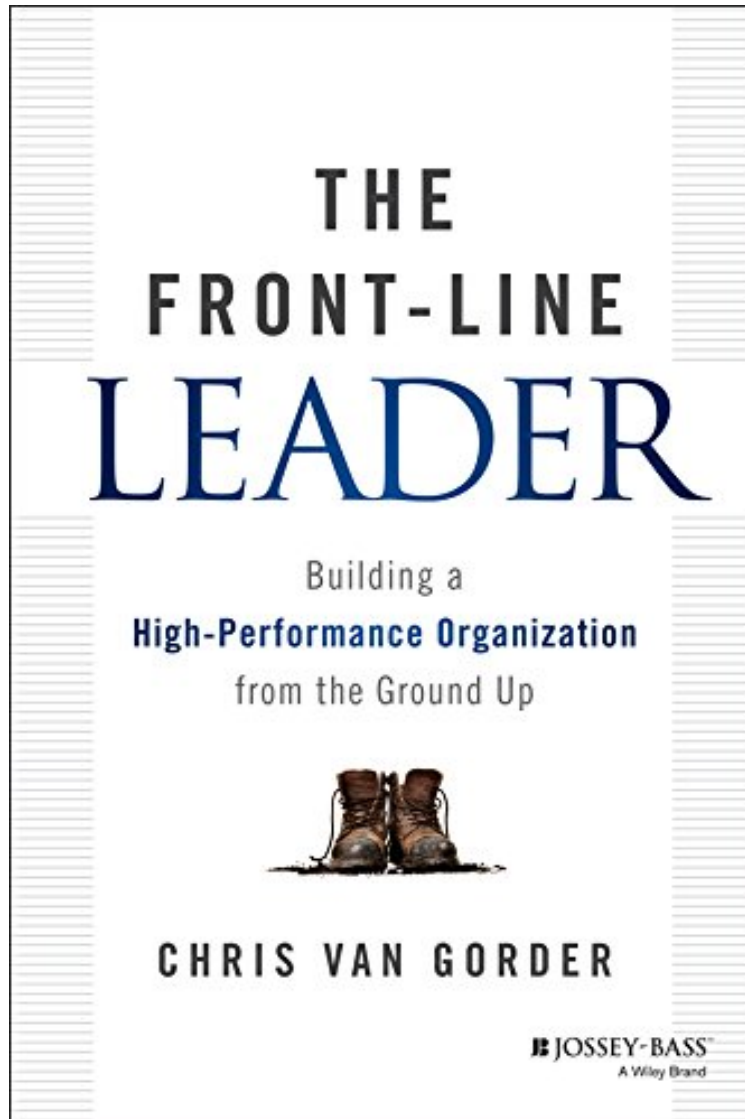


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The Front-Line Leader: Building a High-Performance Organization from the Ground Up

Chris Van Gorder

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Chris Van Gorder : The Front-Line Leader: Building a High-Performance Organization from the Ground Up before purchasing it in order to gage whether or not it would be worth my time, and all praised The Front-Line Leader: Building a High-Performance Organization from the Ground Up:

2 of 2 people found the following review helpful. An inspiring example and lots of practical ideas for leaders to foster great culture
By Joe Tye
There has been a growing appreciation of the importance of culture in healthcare organizations (more and more you hear healthcare execs quoting the well-known Peter Drucker line that culture eats strategy for

lunch). Chris Van Gorder vividly illustrates how it's not enough for the CEO to just talk about culture - he or she must live the culture. The example set by senior leaders is the single-most important determinant of culture throughout the rest of the organization. Not everyone can have the experience (or the energy) of the author, but we can all learn from his example of how to be better leaders and do a better job of promoting a great culture. This is a book that should be on the reading list of every healthcare executive - and that can inspire leaders in every other field as well. 0 of 0 people found the following review helpful. Leadership by Design By Stephen M. Wickham, RN, MSN Chris Van Gorder's book is a must read for people in leadership positions. Chris clearly articulates his experiences and desires to connect locally with front-line staff and leadership. He provides the fundamental leadership accountabilities and responsibilities required for leading highly complex organizations. Having personally worked with Chris in responding to critical events in post 9/11 and San Diego Fire responses, the content of this book clearly describes his unique abilities to move from CEO to front-line problem-solver while creating a culture of active leadership. This is a book about Chris's approaches and methods of practicing leading by example. I have known Chris for fifteen years and as an alumni of Scripps Leadership Academy, I can assure the reader he exemplifies the practice of "Walking a mile in their shoes" style of leadership. 0 of 0 people found the following review helpful. This book is also a wonderful guide for families and friends to share. By remi kajogbola This book is also a wonderful guide for families and friends to share. It is about respect, transparency, accountability, teamwork, and empowerment. It is an easy to read and a very easy to digest book. I will suggest to all to read the chapters' bullet points summaries first at the end of each chapter, and then go back to read the respective chapters. Doing so will set up the context very well. I truly enjoyed this book. It is classified as a management and leadership book, and that's true. However, it is a step by step guide for anyone who's looking to optimize his/her relationships with others (may that be a Spouse, children, co-workers, boss, etc).

Real leadership that leads to high engagement, higher performance, and a culture of accountability As president and CEO of Scripps Health, one of America's most prestigious health systems, Chris Van Gorder presided over a dramatic turnaround, catapulting Scripps from near bankruptcy to a dominant market position. While hospitals and health systems nationwide have laid people off or are closing their doors, Scripps is financially healthy, has added thousands of employees (even with a no-layoff philosophy), and has developed a reputation as a top employer. What are the secrets to this remarkable story? In *The Front-Line Leader*, Chris Van Gorder candidly shares his own incredible story, from police officer to CEO, and the leadership philosophy that drives all of his decisions and actions: people come first. Van Gorder began his unlikely career as a California police officer, which deeply instilled in him a sense of social responsibility, honesty, and public service. After being injured on the job and taking an early retirement, Van Gorder had to reinvent himself, taking a job as a hospital security director, a job that would change his life. Through hard work and determination, he rose to executive ranks, eventually becoming CEO of Scripps. But he never forgot his own roots and powerful work ethic, or the time when he was a security officer and a CEO would not make eye contact with him. Van Gorder leads from the front lines, making it a priority to know his employees and customers at every level. His values learned on the force—protecting the community, educating citizens, developing caring relationships, and ultimately doing the right thing—shape his approach to business. As much as companies talk about accountability, managers seldom understand what practical steps to take to achieve an ethic of service that makes accountability meaningful. *The Front-Line Leader* outlines specific tactics and steps anyone can use starting today to take responsibility, inspire others, and achieve breakout results for their organizations. Van Gorder reveals how a no-layoff philosophy led to higher accountability, how his own attention to seemingly minor details spurred larger change, and how his own high standards for himself and his team improved morale and productivity. From general strategy to the tiny, everyday steps leaders can take to create the kind of culture and accountability that translates into major competitive advantage, *The Front-Line Leader* charts a path to better leadership and a more engaged, higher-performing organization.

From the Inside Flap Real leadership that leads to high engagement, higher performance, and a culture of accountability As president and CEO of Scripps Health, one of America's most prestigious health systems, Chris Van Gorder has presided over a dramatic turnaround, catapulting Scripps from near bankruptcy to a dominant market position. While hospitals and health systems nationwide have laid people off or are closing their doors, Scripps is financially healthy, has added thousands of employees (even with a no-layoff philosophy), and has developed a reputation as a top employer. What are the secrets to this remarkable story? In *The Front-Line Leader*, Chris Van Gorder candidly shares his own incredible story, from police officer to CEO, and the leadership philosophy that drives all of his decisions and actions: people come first. Van Gorder began his unlikely career as a California police officer, which deeply instilled in him a sense of social responsibility, honesty, and public service. After being injured on the job and taking an early retirement, Van Gorder had to reinvent himself, eventually taking a job as a hospital security director, a job that would change his life. Through hard work and determination, he rose to executive ranks, eventually becoming CEO of Scripps. But he never forgot his own roots and powerful work ethic, or the time when a CEO would not make eye contact with him, a security officer. Van Gorder leads from the front lines, making it a priority to know

his employees at every level as well as his customers. His values learned on the front line—protecting the community, educating citizens, developing caring relationships, and ultimately doing the right thing—shape his approach to business. As much as companies talk about accountability, managers seldom understand what practical steps to take for an ethic of service that makes accountability meaningful. The Front-Line Leader outlines specific tactics and steps anyone can use starting today to take responsibility, inspire others, and achieve breakout results for their organizations. Van Gorder reveals how a no-layoff philosophy led to higher accountability, how his own attention to seemingly minor details spurred larger change, and how his own high standards for himself and his team improved morale and productivity. From general strategy to the tiny, everyday steps leaders can take to create the kind of culture and accountability that translates into major competitive advantage, The Front-Line Leader charts a path to better leadership and a more engaged, higher-performing organization.

From the Back Cover PRAISE FOR THE FRONT-LINE LEADER "In The Front-Line Leader, Chris Van Gorder puts forth a heartfelt and practical tenet: leadership is not just about valuing your people; it's about building and nurturing relationships up, down, and across the organization. Through a series of stories and anecdotes, Chris demonstrates that relationships thrive on proximity, openness, and even personal vulnerability. Chris's experiences, from the basement to the boardroom, provide an action plan that should be part of every executive's commitment to those whom we ask to join us on the journey." —Richard Umbdenstock, president and CEO, American Hospital Association "Chris Van Gorder reminds us that the old-fashioned basics matter. In his well-told guide, Chris takes us on a journey of sharing authentic emotional connections with all of our workers, from the basement to the boardroom, in order to rally people around shared goals. The Front-Line Leader also focuses on how asking the right questions can prevent disabling measures that are not only unnecessary but hurtful to people and mission. Chris's passionate story adds value to anyone seeking to better an organization's success and performance." —Susan Davis, congresswoman, California 53rd Congressional District "Some leaders are full of theory and rhetoric. Chris Van Gorder is the kind of leader who leads through action. His leadership philosophy of serving others is proven through genuine actions every day. I recommend The Front-Line Leader to anyone looking for actionable examples of how to be a better leader and build a better organization." —Tom Garfinkel, president and CEO, Miami Dolphins "This is the best book on how to create a great workplace I've read in years. Every page of The Front-Line Leader is loaded with practical insights that anyone who manages people will find useful. It's an inspiring story as well. Chris Van Gorder tells how a former street cop helped transform a failing health system into a thriving business with an empowered workforce. Highly recommended." —Robert Levering, cofounder, Great Place to Work Institute; coauthor, the Fortune "100 Best Companies to Work For Annual List" "In The Front-Line Leader, Chris Van Gorder vividly recounts the events that changed his life, influenced his career, and defined who he is today. As busy as he is, Chris has never lost sight of the importance of individual engagement. By focusing on what truly matters, he has enjoyed tremendous success throughout an impressive career, and his accomplishments transcend his role as CEO for Scripps Health. The Front-Line Leader is not only an enjoyable read but a practical guide to success for leaders at all levels." —Joe Greskoviak, president and chief operating officer, Press Ganey

About the Author CHRIS VAN GORDER, FACHE, is president and CEO of Scripps Health, one of the nation's foremost health care institutions with more than 14,000 employees and 2,600 affiliated physicians. Scripps has been included on Fortune magazine's "100 Best Companies to Work For" list for seven consecutive years. His numerous awards include several humanitarian awards, the California Emergency Medical Services Authority Distinguished Service medal, and the ACHE Gold Medal. Van Gorder received his master's degree in public administration/health services administration at the University of Southern California and earned his bachelor's degree from California State University, Los Angeles. He is a clinical professor of healthcare practice at the Price School of Public Policy at the University of Southern California. Van Gorder lives with his wife in San Diego, California, where he also serves as a reserve assistant sheriff and an EMT. For more information, please visit www.scripps.org