

EPISODE 157 PATIENT CONVERT PODCAST

LEAD UP:  
HOW PHYSICIAN LIASIONS  
CAN LEAD THEIR PHYSICIANS  
with Dr. Jimmy Knott  
LEADERSHIP DEVELOPMENT COACH & TEACHER

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# Leading Up: How Physician Liaisons Can Lead Their Physicians w/ Dr. Jimmy Knott #157

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[00:00:07] Hello, and thank you so much for joining me for another episode of the Patient Convert podcast. I have to admit I'm incredibly excited about today's episode for more than one reason, but my special guest with me today is Dr. Jimmy, not now Dr. Jimmy, not is my father in law, but he is the absolute expert in the space of leadership. He absolutely inspires us every day and so many that follow him. So, Jimmy, tell us a little bit about who you are and what you do.

[00:00:39] Well, Kelly, I'm glad to be here. Thank you for anytime we can have time with you and Justin and our precious little granddaughter. We certainly love it. Well, I think terms that would describe me as first, I'm a I'm a person of strong faith. They had a critical role in all of my journey, as you know, and then I'm a husband loving wife for approaching forty five years and kind of hard to believe my high school sweetheart. And so that was kind of coup. And then I'm a dad of adult children, and one of the great roles in life nowadays is being a granddad to four kids and love that and hoping I'll have a whole lot more time with all of them down the road and then I'm a leader. I think for a

long time I didn't. Early on, see myself as a leader because I equated vision with leadership, and I never saw myself as a great visionary person. I was good at taking somebody else's vision and implementing it and making it happen. And then I came to the realization that I got a vision too, but I didn't get a vision in the same way that most leaders get it. I got it by more or less, Kelly through. I guess my sense is I would see I would feel I would read. I would touch. And as a result of that, I would see things that needed to get to get done, which is what vision is all about.

[00:01:55] But there are a lot of men and women in leadership that ideas, direction, vision just kind of comes. It just comes out of their mind all the time, and I just was never that way. So I thought, you know, well, maybe I'm not a leader, but probably 25 years ago who came to the conclusion Know I'm a leader. I just get a vision in a different way than somebody else gets it, which is kind of served me well. About nine months ago, I felt like it was kind of time to move on. I've been in the same role in leadership, same place for more than 40 years and and wanted to spend really more time with family, especially grandkids, down the road. So I'm not sure I like the word retire. It's more kind of redeployed. I feel I say, I don't think you're very much desired. I'm probably as busy as I've ever been, just in different things. But but things that are more focused on leadership, I'm spending, you know, outside of family and time, just all of my time and executive leadership coaching, which I love most of it in the marketplace, which I love and I hope to be able to do more and more in that in the days ahead. And I've enjoyed it. I spent 40 years in some capacity of leadership, but never the top dog.

[00:03:05] Interesting, never

[00:03:06] The top dog. Just the kind of never happened. I think I had some opportunities but didn't feel like I needed to believe to leave where I was. And so I've kind of found myself over the years, somewhere in the middle as a leader. And I think as a leader, it's helpful to think leadership is not just about title or position. I've known a lot of men and women that were given titles and position, but in my view, were not effective leaders. I think if we understand that leadership leading is first and foremost about influence and just think for a minute from the moment we get to, especially as adults, I think children do this too. From the moment we get up every day, we spend so much of our day all day long through our attitudes, actions, behaviors and words trying

to influence the person on the other side of the conversation. It's true. I mean, even a seven month old is trying to influence and they can't talk OK. And if you define leadership or influence is any time you try to alter change the behavior, the attitudes, the beliefs, the outcomes for another person, you've just assumed the role of leadership. Interesting. So I think understanding that means in all of my relationships in life, but especially frankly at work, then what that means is, is I'm probably leading some folks that report to me. And when you think about leadership, Kelly, most people think about it only leading down.

[00:04:30] Absolutely. I mean, that's when I talk to you about it was down down.

[00:04:34] And honestly, most experts say that's really probably only 10 to 15 percent how we should lead, but we spend 90 percent there. But that's not where the real influence is. The next phase of leadership is what I call a cross. That's to your peers, that's to your colleagues that you kind of rub shoulders with every day and leading them kind of across. And then there's this really difficult person or persons above me, their bosses, managers and supervisors, which can be intimidating. You know what to say, when to say it, how far to go? And that's kind of. Leading up leading up aspect of leadership, which I really think Kelly may be twenty five percent of a person's leadership if they understand that if you're caught in the middle, which is I was for 40 years, I gravitated over time and I asked myself less What can I do to influence those who are below me? I wanted to continue to do that, and I began to ask myself more What can I do to impact and influence the men and women that I report to to help them win? Therefore, the organization institution wins if I help them get better. If I add value to them, then the whole organization is going to get better. And that's kind of a win for everybody.

[00:05:47] See, I love that you say that. So I talked to you about leadership and you give me advice and and we go through things. And as I was telling you, I was telling him a story kind of the role of some of my students or physician liaison. And I offer leadership advice and you instantly told me, you said, Well, it sounds like they're leading up. And I had never thought of that term leading up. And it kind of goes back to being a leader without being a leader. And you just said, maybe it's a different interpretation. Maybe we spend a whole lot more of our time leading in a lot of different ways. So when you talk about leading up and influencing those you report to and making a big difference for

your organization. Where do you think these individuals like Physician liaison were out in the field? No one else is out in the field doing what we're doing. Even if you're part of a team, you're assigned certain positions and territories. You are on your own where traditional workspaces you, you're in an office, you're working on accounts, you're there, you're always part of it. And as a liaison, you're kind of on your own. You're out there in the field, you're meeting building relationships and then you have to take that information and report it back. Whether it's positive, negative and a lot of the times we have new ideas because we're the ones in the field, we're meeting these doctors and these other practices and we're saying, you know, I think there's a big opportunity here to promote X, Y and Z. Why don't we start a new focus on this? But it's not always easy for us, since we're not the decision makers to explain this or communicate this to get support. So when in terms of leading up, what would you say are the best strategies as far as communication? Or should you organize your thoughts versus where do you start with leading up?

[00:07:28] Well, that's a great question. I'm probably going to surprise you with. The answer is, first of all, you know, I mention a while ago you laid down a small percentage lead across a little bit larger percentage, any lead up. But there's one other person I didn't mention and that's leading yourself, you know, which I think probably should be 40 to 50 percent of our leadership is self leadership. Let me tell you why people are watching us all the time. Those above us, around us and below us are watching us. And if we're not able to lead ourselves well, then why would anyone else below us, across from us or above us want us to influence or to lead them? I mean, if I'm looking at you and you know, he's he, you know, I don't know that they get it. Why would I want you to influence my life if I don't feel like you're doing a good job leading your own life? So I think the first thing is that you lead yourself well, you do your job well, you do things maybe that other people are not willing to do because ultimately to lead up, there are several things you have to do to lead up assuming you're leading yourself well, why? Because you didn't lead yourself.

[00:08:36] You have no credibility. You don't have any credibility and ultimately leadership, which is true. All relationship is built on trust, built on trust. One of the best ways to establish that trust with anyone, but especially I think up, is that you do that by asking yourself this question What can I do to add value to him or to her? How can I help him, my boss, my supervisor? How can I help her, my boss, my super? How can I

add value to them? How can I help them succeed? Well, one of the first things that I would do is I would set aside a time with one or all of my supervisors, and I would ask them that question I am here to serve you. I am here to help you and this organization win. Ok, what does that look like to you? Yeah. How can I help you succeed? Because there's not clarity there. Then as someone in a middle management position, you may be spending your time not doing the things that are achieving the desires, the goals and the priorities of the people above you. So clarity and expectations of what they feel like success looks like is absolutely critical. And so the bottom line is sales. I get that.

[00:09:48] I get that. Two things you're saying are really speaking to me because one you said, lead yourself. I do think it can be frustrating as a physician liaison. Sometimes you have new ideas and you want to add things and change it that sometimes maybe you get jaded or you're not doing your regular performance as required because you think you have new ideas. But that's a good. Point kind of lead yourself first to build that communication, and then I love the second point as well. I mean, that's just so important because everyone assumes they have that communication, don't you agree? When they first sit down, they're like, Well, we've talked, we've communicated that, but I teach my students, you need to really talk. So I love that you said that really schedule time to find out what's critically important to them.

[00:10:28] Well, for those that are above you, probably their most important commodity is time, right? Everybody wants a piece of the everybody, and you're not the only one reporting them. That's true, but I think you need to convince them it would be in there. It would be to their advantage if they could give you 15 to 30 minutes every week, every other week, but at least once a month and you value their time. You go in there with an agenda with specifics of what you need for prepared and what they need to know. You've been on the line, you've been online, you've been seeing, feeling and touching things that they're not at their writing and touching. Ok, you're on the front line and it's your responsibility. Come back to them and add value by providing honest feedback. You have to tell the people above you things that they don't want to hear or they won't change.

[00:11:15] And that's where a lot of struggle.

[00:11:16] Yeah, and it's hard. It's difficult. It is. I'm telling you most leaders, not all, unfortunately, but most leaders will respect that and somebody underneath their responsibility that has the willingness and the determination to speak up because they have the organization's success first and foremost in their mind. I'm going to tell you things that you don't want to hear. Ok. Right. So we can change things and make things better. I'm going to tell you because it's my job, what's working and what's not working. Working in how I think we can make it better. See, I think one of the greatest things that you can do is provide positive and negative feedback to your boss and what's working and what isn't working and what your new ideas are. I think sometimes we're afraid to approach those above us, but to me, something like this is a win scenario. John Mary, OK, I see, I observe. We've got Problem X. Here is Solution Y. What do you think? Mm hmm. What do you think? You think that might work? You have a better idea. Hmm. And then when you finish that discussion, you've bantered it about and then you ask the most important question What do we need to do to get there? What do we need to do to get there? And what you've created is communication. That's meaningful because ultimately, communication is such a great key in building trust.

[00:12:32] But sometimes when we don't have regular meetings and we don't have an agenda for the meetings, we walk into the meeting, listen. Years ago, I had this happen. I just got 30 minutes with my boss. It was wonderful, OK? And I got in there and it was so exciting and I walked out and I walked down to my office and I thought we didn't do anything. We didn't accomplish anything that really made any difference in the organization. So I learned, OK, I need to go in there with a plan because this is their time, OK, valuable, which is critical to them, and I am honoring them and building trust and respect. If I go in there with a plan with an agenda for them, they really respect that and they really respond to that because if you do your job well and you're convincing them that I want them to win an organization to win, then you're developing more and more influence collateral. And they will give you they will give you a greater hearing because these men and women that you're trying to coach and teach and help, they're trying to help their boss win. That's true. That's the number one thing. And I think the best way to do that is our own credibility.

[00:13:38] Well, and I loved how you gave that example because that really resonated with me. My first job as a physician leads on every Monday morning at seven seven a.m. I had a meeting with my boss, the boss CEO, and I had to talk marketing. He gave

me 30 minutes. And I remember some days I felt like I just got beat to the bone. And some days, you know, it just was always a struggle. But it took me a while to learn what you just said. I was prepared for every meeting I really was. I had the list of where I went. I had things that we did. But what you just said is a little different. You said We have Problem X, you got really specific with the right questions. And I think that's important to and I love that you mentioned that leading up. And I think for our listeners, like when he's talking about communication, it's more than just being prepared. It's being prepared with the right questions. Am I

[00:14:25] Right? Yeah, you've got you really got to get specific because that boss, maybe maybe two or three folks removed. But you are the only if I'm understanding their position in their row, you're the only one that's on the front line one hundred percent after day one, or you really only know you're the only one that's really hearing from the men and women out there. And you have to take that information back to those who are the decision makers and convince them if we don't do this, we're either going to lose the client. We're not going to add value to the client and you've got to go back to them and give them the good news and the bad news. So real talk, the real talk, and I'm telling you my guess is they probably got to that upper echelon position. It's because if they were willing to do that,

[00:15:08] That's a good point. They've been there,

[00:15:10] They've been there, they understand that. But sometimes I don't know if it's insecurity. I don't know if it's fear, intimidation. I don't know if it's afraid of how they'll respond. I don't know what it is, but most middle management people are hesitant to give bad news to the people they report to.

[00:15:28] It's true because sometimes with what I'm talking about, it can reflect back on a physician and they don't necessarily want to hear that.

[00:15:35] No, they don't.

[00:15:36] But if we don't change it, you can't ask me to go back there and ask for referrals.

[00:15:39] You can't create a new future unless you're willing to confront present reality, right? It's impossible. And that includes challenges, struggles, problems and failures. You have to face look, those in the face in order to bring about the necessary decisions to bring change, to make things better.

[00:15:55] Well, that really kind of leads in or answers. But I think one of the biggest frustrations for me and learning the lead up was facing those hard conversations, telling him or her look. They just said these six things, and it sounds awful. But I had to tell him one time I'm not walking back in those doors ever again unless you're going to make a commitment to change this. Do something about it, or we need to move on. So that being said, that was my personal biggest frustration with learning how to lead up. Do you think that's kind of across the board or do you think one of the biggest or their other frustrations? We should be aware of that. Listeners today can feel like, Oh, I'm not the only one, I'm not the only one.

[00:16:34] Well, I understand the frustration because you're really not in a decision making position. You really can't affect change on your own. I can't. And that's very, very frustrating. And you're going to win some battles. You're going to lose some battles, but you've got to be willing to battle. You got to be willing to get into the fray. You've got to be willing to speak truth and to the people that are going to be the decision makers to make the change. And there could be a price to pay. But I can't imagine ever looking my boss or these people that were speaking to look at their bosses, ace, do you want to know the truth? I guarantee you every one of them. Well, of course I want to know the truth. Mm hmm. Well, you've got to be willing to go back and tell it these are things that we need to get better at. These are things that we need to change. These are things that we need to stop. I can't imagine them not listening. Now here's where the preparation comes in. If I'm sitting, where they're sitting at my house, the question, then what would you do different? Hmm. There you go. And now you have a chance to speak.

[00:17:31] They're engaging.

[00:17:32] How you've engaged them. What would you do different? And you know, you don't have all the answers, but you do need to have some solutions and you throw out that solution. Ok. But I have done this so many times before. Well, you know, this is

what I think we could do, and I would share it then and say, how do you feel about that?  
How do you feel about it?

[00:17:49] It's interesting just asking those questions on the back end to really spark more engagement.

[00:17:54] And that's what you want. Yeah, the more you engage, the better the decisions.

[00:17:58] Yes, yes. Because I will say, though, it sounds like they may get beat up a little bit. You know that I did well. I got really beautiful, OK? I was going to say so leading up. It sounds like one of the core qualities is kind of taking a hit.

[00:18:11] Yeah, you can't be, you know, you can't be. You can't be too rash. You can't be too impatient. You can't be too thin skinned. You can't be too sensitive.

[00:18:18] It's important to talk about because when you're the leader, you have a little bit more. How should we say that comfortability? You know, you make the rules. So yeah, but

[00:18:27] Most of those people earn their way there. That's true. Ok. They were in a middle management, lower middle management, upper middle management for a season, maybe a long season before they got to where they are. So they really do have an appreciation for where you been. They really do. And I think they respect people who want to make the organization better. But one of the critical things you talk about the communication earlier. I'm telling you, you have got to have regular meetings with the people you report to now between you and those supervisors. You all have to determine what's that realistic? Is he once a week? Is it certainly at least once a month, if not more? Right. And if it's only it's only once a month, it's probably 30 minutes. But if it's every other week, maybe 15 minutes,

[00:19:10] Keeping it short to like you said, let's not make with an

[00:19:13] Agenda. Yeah. You go in pinpointing not wasting their time and they really respect that, like I said a while ago. But you have to have that communication because

what's happening in the regular meetings is you're building trust and you're earning credibility and you're earning their respect to listen to your ideas. You don't ever talk with them except through emails. It's just not going to happen.

[00:19:36] That's true, even on the agency side.

[00:19:38] Yeah, you just have got to get into the room and look at each other and talk to each other. And the whole time you're doing that, you're building connection. Mm hmm. Building connection if we tend to trust people we connect with.

[00:19:50] Yeah. And I mean, you're talking about that's what a physician liaison does. That's why we don't work from our computer and just send emails or texts because we believe that the actual in-person connection really develops that mutual referral relationship between doctors or helps facilitate it put. It that way shows that we care, we're making an effort, so I agree with you completely on that as the difference was in-person meetings have and I was in your office the other day and he had this book just I swear it was not even put away. It was just kind of facing me like, you meant it for me. And it said, learn how to ask the right questions. And I think that's a lot about what you're talking today. Is that a big part of leading up to is when you're talking about preparing this agenda. There are certain things that you think in your head when you're leading up. Do you go through like a question board that you have or how do you prepare these questions to promote this engagement?

[00:20:40] You're taking questions or game changers? Yeah, I just it gets everybody thinking. So I really do prepare questions in my mind and in my notes. When I go meet with somebody, I have lots of questions for them and a lot of it has to do with. It's not just what I think, it's also what do they think? And I've discovered all of my bosses down. I look back all of my bosses down the road. They were all consistent. A few things they said about me. But one of those was, Wow, you ask a lot of questions.

[00:21:13] So does your son

[00:21:14] And I ask. But when you do that, here's the message you're conveying. I'm curious. I want to learn. I'm teachable and I'm humble.

[00:21:23] I like the humble one because a lot of people are afraid to ask questions.

[00:21:25] Exactly. But how to? There's no way to learn and get better without asking questions, especially hard questions. Mm hmm. Hard questions like I'm wondering if some of the people that I'm talking to, you know, frankly, they probably have more than one boss. Mm hmm. That's a tough world to live in. I wonder what if they have three bosses? Yeah, I wonder what the answers would be and how consistent they would be if they ask each one of those bosses, would you please define success for me, right?

[00:21:52] I bet it would be different, to be honest with some of these,

[00:21:55] But I'm sitting in that seat and I've got three bosses. I'd like know the answer to that question.

[00:22:00] That's good. That's a good point, though, because

[00:22:03] Know, even if it's different, can I do all of them right? Maybe you can. Maybe again, or maybe again, we're trying to help them and trying to help the lays on person as well. Maybe one of the things that need to happen is those bosses need to get together in the room with you and say, Listen, I'm not sure really where to go. I feel like I'm getting on the horse or riding off in all directions. I ask each of you the same very simple question What does success look like for me? And I got three different answers. Which is it? Mm hmm. I mean, the greater the clarity of the expectations, OK, in the communication process, then the greater the likelihood for success.

[00:22:39] And that's bold. That's hard to say. Oh, I've talked to all three of you and I have three different answers. You know how many people would actually bring that to the table again? Very few, I think. And I think that's important. What you're talking about may be important. Doing it is having the you have to do it right. I mean, yeah, it's important.

[00:22:54] And again, I don't know if those three bosses are talking to each other. There's a good chance in a big organization. They aren't right. And if they are not about, you know, about you, they're talking about things, but not about you. But your vision happens because it's clear and it's followed through. And if there's not clarity on what

the expectations are at every level, yeah, you're going to really minimize your productivity and success and profits. You are you and you have to come back to that with a great deal of regularity. What could I do to be doing my job better? And the only people that's people to ask that question are the people you report to?

[00:23:32] Well, and the way you're talking about this and really starting to better understand the term you're talking about leading up, I feel like you've broken it down in different aspects is even in my head I'm thinking of here I am. I haven't been employed by a physician in a very long time. You know, I have my own agency and I'm going back to all this times, all the meetings that you had. It is interesting how you talked about that, how you talked about the right questions using those meetings, appropriately leading yourself to put yourself in a position of trust that is, like you said, the foundation it is. And then we get to have the hard conversations. You said we're responsible for feedback, but the way you position those questions mean a lot to me personally, because that is how you get them to engage. Like you said, they're meeting. They're just not talking about me, right? And sometimes I need them to talk about me, you know, so I think you're kind of creating this atmosphere where we do have engagement and input, and that's what's missing a lot in some of these positions. The last question I heard, it's not the last question, but on a different side of leading up. Sometimes liaisons are working with two different physicians a physician that refers to a doctor, which is a specialist, and they also have to lead up in that position. They have to organize these two people to get together. Is that just go back to basic communication? Do you think in the trust that's earned through those meetings?

[00:24:47] First, you have to do your job well and you have to build the trust. But I'm really big on asking question what are the expectations of both of right, both of those? And make sure that they're really clear and then do it. And then just simply do it. When you do it, you're building credibility. When you do your job well, you're building credibility and. Credibility equals influence. Absolutely. Kelly, I was just thinking. Let me throw out maybe a suggestion of a process that the listeners can go through and maybe sitting down with these folks that are in upper management above.

[00:25:21] Please do, and we can put put this on the website, too.

[00:25:24] I call it for helpful. Yes, but here's here are four questions and that would be sit down with the boss. And the first one is let me tell you what's going well, let me tell you what's working. Start it off. Really, really warm them up. Warm them up. This is what's good. This is what working two or three really quick bullet points, OK? The second question is this is what's broken and needs to be fixed. This is what's broken, needs to be fixed. The third one is what I call the clarity. This is where we're confused and we need to discuss. We need to talk. We need to get clarity on something. Ok? And then the last question is what's missing? What's needed? We haven't thought about. We haven't discussed because we haven't bragged on it. We haven't tried to fix it. We haven't tried to clarify it. What's missing? What where would what are we blind to that needs to be added to the equation for success? So what's right? What's wrong, what's confusing and what's missing?

[00:26:17] I love that I'm going to have to use that with my students, too. That is just such a great way to talk about using your time at the best of your ability with your admins or your executives or whoever you're talking to. I I think what's going well is usually mentioned. Yeah, depending on the person, what's not going so well and then maybe they'll have. Do you have any questions for me, which is just not a great question to probably deal with? I mean, we have to dive deeper here.

[00:26:41] Yeah, yeah, yeah. I love that. I think those four questions to give at least them a format when they begin to approach the boss. Let me tell you, we're winning where things are good. This is not good and we need to fix it. Here's my suggestion on how to fix it. What do you think? What do you think? What do you think and how do we go about doing that? And then I'm confused here. And then last, you know, what have we missed? We've not even thought

[00:27:03] About what a great process. And that's, I think, for anyone across the board coming prepared with that agenda in your head, plus the agenda items you need and kind of focusing on communication and engagement. And, like you said, tough skin. Yeah, yeah. Because it's a lot of tough skill.

[00:27:18] Take things personal, really. Don't take

[00:27:19] Things personally. That is so true. My first job. Gosh, every time I think about it, I cringe. So this meeting, I would go in with this doctor CEO. It was just him and me and the rest of the other head executives of the organization. And I had, you know, very limited time and I'd go in. And just like you said, it took me a while to get from beginning to where we were at the end, where I was asking the right questions. I was engaging. I was he would just beat me to the bone, and he beat so many other leaders to the bone where they just stopped bringing up things. And I just thought, Well, that's going to reflect on you. But yeah, I mean, tough skin, I think, is a huge part of leading up. I mean, even with my course and stuff, always be open to feedback, don't you think as well?

[00:28:00] Well, you know, feedback is critical for improvement. Absolutely critical, both up and down. Mm hmm. You have to give it. And one of the very interesting things that's taking place societally, especially in folks in their 20s and 30s. And my guess is a lot of the folks are speaking to her 20s and 30s, maybe early 40s, kind of known as the millennial generation. Ok? They love feedback. They love feedback. I grew up in a world where if your boss was calling you in, you were in trouble. Ok. The millennial generation, if they're not talking to their boss or getting feedback, they feel they're in trouble.

[00:28:39] Wow, that's a big difference.

[00:28:40] Big difference, a big difference in it. And what makes this difficult, if there can be a disconnect, if you have a boss who is more or less, let's say, 10, 20 and 30 years older than you are that are more in my generation. They grew up with severe bosses talking to you. You're in trouble so they don't call you and they don't talk to you because you're not in trouble. But you're on the other end of the spectrum saying, I'm not having time with my boss. I must be in trouble. You must be in trouble, right? And so that's why this regular meeting is critical for you to be productive because you don't want to live in fear. Am I doing a good job? Am I doing a good

[00:29:18] Job or like a bomb is going to drop?

[00:29:20] Exactly. You're waiting for that bomb to drop. So it makes you hesitant to move forward and you can't be in middle management and sit and wait. You can't, you

know, you've got to be proactive and you've got to move forward, and sometimes you've got to be willing to ask for forgiveness even than permission.

[00:29:36] I agree with that.

[00:29:38] I mean, there's a risk to it. But listen, I'm telling you, those men and women are sitting above you. They got there because they took risk.

[00:29:44] One hundred percent, I would have to say, even in my own entrepreneurial journey, and even when I was an employed physician liaison working for a physician, sometimes I just I had to go, got to go how to go with my gut. And, you know, I got in trouble sometimes, of course, but I also made them a lot of money. A lot of my

[00:29:58] Associates, exactly.

[00:30:00] So it's good. Well, we talked a lot about leading up. Are there any other strategies or core concepts? So you want to make sure we include in this leading up conversation?

[00:30:08] Well, I think we've really hit the highlights in terms of the importance of doing your job well, building trust, building credibility, opening up the lines of communication consistently, not infrequently, but but consistently. I think if we were wrapping up, just a couple of big thoughts would be leading up, which is frankly true. And whatever direction is build trust, trust, build trust, nothing is more important. And then next, communicate frequently, communicate frequently and lead the way in that communication. You lead the way.

[00:30:42] That's what we talk about. The right

[00:30:43] Question. Exactly. You lead

[00:30:45] The way. And that's where you talked about what's going right. What's not things? We need to fix broken clarity. And then what's missing? I love that. I love that for my physician liaison, we talk a lot about those meetings. That is really the headspace we need to be in. I think too often we just regurgitate where we've been in what we're

doing, and we're not going to get much engagement and we don't get to see these doctors or admins of our own. Like you said, time, the time we get is so sparing.

[00:31:12] It's their most important commodity is there it is. They only have so much and you've got to use it wisely for them. And part of the thing, we haven't really talked about that much, but I think one of the roles that I've learned in middle management is to trying to anticipate the future, anticipate the future, especially for your leader. Because these men and women are out there, they're on the line every day and they're seeing what needs to be done and that ball sitting in their suite is not there. So you've got to be able to anticipate for them the future and the needs to look ahead. Otherwise, you live your entire life reactionary rather than proactive. And those meetings should include This is what I see ahead. This is what I see ahead. You know, that was a little bit off, but no, that's

[00:31:59] Going to get it. And before we sat down for the podcast today, I was talking with him and I said, What about the ones that lead teams? And I just want to let you guys know we will be doing an episode talking about leading teams at some point. So I'll let you guys know that. But I love this topic because you hear leadership. I don't think anyone talks about this very much. Do you agree?

[00:32:18] No, no. What we talk about when we talk about leadership is how to influence the people blowing Hello. That's what we talk about is leading down. We simply don't discuss leading across to our colleagues, but especially leading curveballs. And it's critical because that's where the decisions are made. As the authority lies and learning how to lead them and to influence them impacts the organization at every level.

[00:32:41] Well, and you feel I feel like you feel more fulfilled. I feel like your job feels more fun. You're more of an impact on your organization, and nothing's worse than feeling like you're not being heard or you're not making a difference

[00:32:53] And you're not valuable. I can't tell you been there. There were times when I walked out of a meeting and I and I walked out with these thoughts. He heard me.

[00:33:03] Yeah, he heard you've been there talking about motive.

[00:33:06] I hate. Yeah, I bet you're ready to conquer the world. You know, true, my boss heard me and is going to do that. Oh, that's so inspiring. It's so motivating and moving and moving ahead.

[00:33:19] That's a really good point. Well, thank you so much for joining me today. Thank you. Please tell my listeners where they can find you. So he's also a very successful published author, so I want you to talk a little bit about the books as well as the website.

[00:33:31] Ok, well, I want to encourage them. We've got a lot of material, a lot of leadership material on Jimmy, not Jimmy, and I've got one menu item leadership and guys, Kelly. I'm going to guess they're probably six hours of leadership listening there in videos that are twenty five to 30 minutes. Not real long, right? Dealing with a lot of different aspects of leadership, some of which that we talked about today and a number of years ago after, you know, being in leadership for so long, I just felt like I needed to sit down. And frankly, I was motivated by the men and women that I had had the privilege of influence over the years, saying, Jimmy, you need to put this in a book. So a number of years ago, I published a book entitled It's All About Leadership, It's All About Leadership, and that book is available on Amazon. I hope they'll go check it out and write a review.

[00:34:18] Yes, please do it. And it's a great book to for just quick reading as well. You don't, you know, you can open up. He breaks it down in different chapters and really easy to consume. I love it. It just it really, really helps. So check out a Jimmy NORTHCOM. Thank you so much.

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