

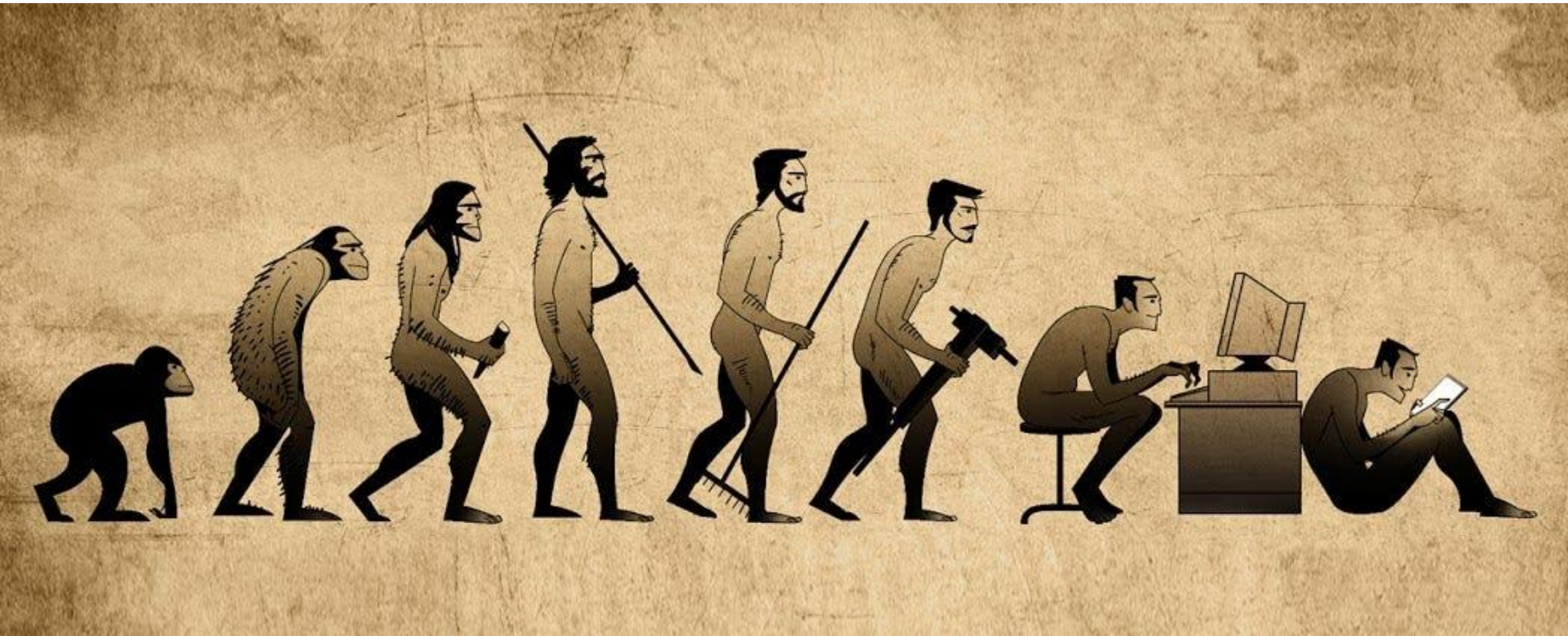


Elevating Healthcare Through

# ***Northstar Leadership & Culture***

Finding Constancy in Leadership · The 7Cs of Resilience · Building Lasting Culture

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# Brooks Stevenson

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- Weber State University, Bachelor's in Advertising and Public Relations
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- 25+ years in healthcare



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# The Evolution of Leadership

[Leadership Styles: The Evolution of Leadership in Enterprises](#)

[The Origins and Evolution of Leadership](#)

[How Leaders Can Build a High-Agency Culture](#)

## THE LEADERSHIP SHIFT

From Managing Tasks to Guiding Humans

From Telling People  
What to Do → To  
Showing Them  
Why It Matters

From Tracking  
Output → To  
Understanding  
Motivation

From Correcting  
Mistakes → To  
Coaching  
Through Them

From Asking for  
Updates → To  
Asking How You  
Can Support

From  
Commanding  
Authority → To  
Earning Trust

From Managing  
Tasks → To  
Developing  
People



WHAT IS YOUR NORTH STAR?

# Polaris — Your Constant in a Changing World


Polaris has long served as a celestial fixed destination — a point to help travelers find their way. What is your metaphorical leadership North Star?

Do you have a North Star you rely on?

Does your team know you have one?

Do you follow it in times of crisis?



 REFLECTION: Take 60 seconds — write down the one word that defines your leadership North Star.



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# Today's Journey

In this session you will discover your leadership North Star and the power of the 7Cs to build lasting resilience.

1

## What Is Your North Star?

*Defining your personal leadership anchor*

2

## The 3 Cs Foundation

*Culture · Commitment · Communication*

3

## The 7Cs of Resilience

*From competence to control*

4

## Interactive Activities

*Reflection, games & discussion*

5

## Your Next Steps

*Leaving with an action plan*

# Culture · Commitment · Communication

Like the Millau Viaduct's triangles — equal weight, mutual dependence, structural strength.



## Culture

Culture has inertia — it moves on its own. Guide it intentionally or it will build (or destroy) itself. Strong culture is the glue that holds teams together.

## Commitment

You're not just in the business of recruiting new talent — you're recruiting the talent you already have. Keep the promises you made. Honor individual needs.

## Communication

Constant, consistent, creative. Over-communication in crisis is a feature, not a bug. Break through the noise with messages that inspire, not just inform.

RECOMMENDED VIEWING

# TED Talks to Set the Stage

## Start With Why

*Simon Sinek · TED2009 · 18 min*

The foundational talk on purpose-driven leadership. Sinek's 'Golden Circle' explains why knowing your North Star inspires action in ways that goals alone never can.

PURPOSE & NORTH STAR

## The Power of Vulnerability

*Brené Brown · TEDxHouston · 20 min*

Explores the courage required to lead authentically. Brown's research shows that vulnerability is the birthplace of connection — and connection is a core Resilience C.

CONNECTION &  
CHARACTER

## How Great Leaders Inspire Action

*Simon Sinek · TED2010 · 6 min*

Companion to 'Start With Why' — digs into how leaders use their North Star to communicate in a way that moves people from passive to passionate.

COMMUNICATION &  
CULTURE

## The Puzzle of Motivation

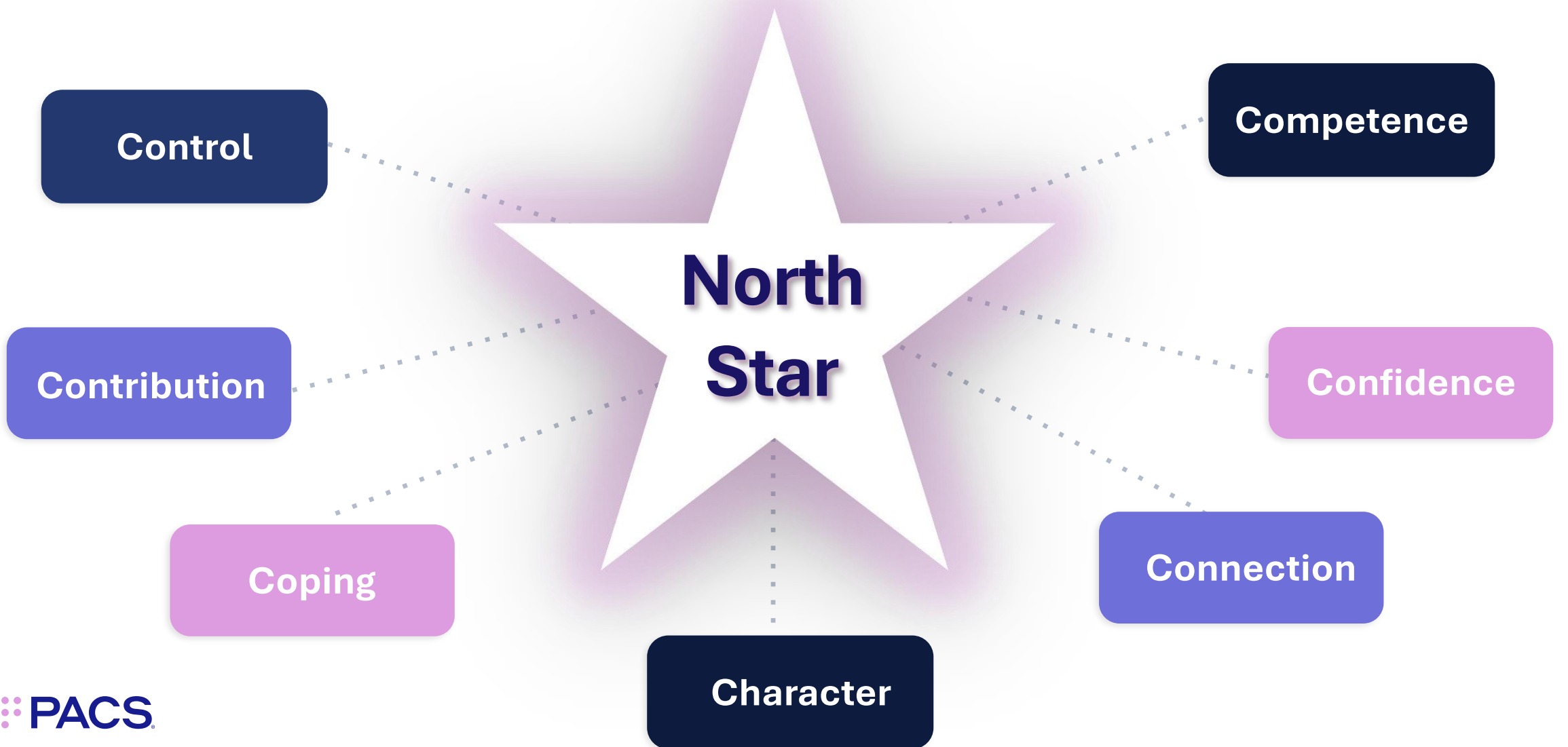
*Dan Pink · TEDGlobal 2009 · 18 min*

Pink's research on intrinsic motivation maps directly to Contribution and Competence — showing that autonomy, mastery and purpose are the real fuel for resilient teams.

CONTRIBUTION &  
COMPETENCE

# Purpose Fuels Resilience

Your North Star gives each C a direction and a reason.



# C1 — COMPETENCE | C2 — CONFIDENCE

## Competence

Ensure your team has the capacity and skills they need — especially under crisis and high stress. An all-hands-on-deck team that trusts each other's competency can accomplish more than it thinks.

- Map individual skill strengths
- Create cross-training opportunities
- Celebrate collective wins
- Acknowledge capacity limits honestly

*Teams with defined roles + cross-training report 34% higher resilience scores.*

## Confidence

Treat people with deep respect. Nothing builds confidence like being the most prepared person in the room — and it's your job as a leader to scaffold that preparation.

- Give specific, example-based praise
- Have team members teach each other
- Celebrate small, incremental wins
- Encourage through mistakes — 'We're learning'

*Specific feedback increases employee confidence 2.4x compared to general praise.*

# C4 — CONNECTION

# C4 — CHARACTER

## Connection

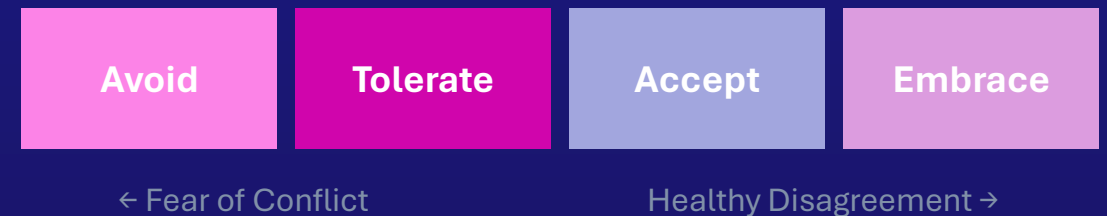
Team members need to know each other as people — not titles or positions. This is especially vital for virtual and hybrid teams. Relationships built on genuine knowing create the safety net resilience requires.

- Virtual coffee chats (non-work)
- Personal 'windows into home life'
- Cross-team pairing & collaboration
- Check-ins before the agenda starts

## Character

*"The capacity to resolve conflicts in an open and direct manner." The most effective teams are those where members feel safe enough to disagree — where psychological safety is the default.*

### PSYCHOLOGICAL SAFETY SPECTRUM



*"Step up and have the difficult conversation — it improves culture, it does not damage it."*

# C5 — COPING | C6 — CONTRIBUTION | C7 — CONTROL

## Coping

*Resilience as Rebound*

Stress and crises should challenge us, not damage us. Focus on the ability to rebound, not just the issue itself.

- Stay flexible — respect individual needs
- Keep your values constant
- Communicate often; rest when needed
- See the bigger world beyond your bubble

***STOP: Sit · Think · Observe · Plan***

## Contribution

*Tetris-Level Sync*

Like Tetris — every piece matters. When we fall out of sync, it's game over. Every contribution, however small, is key to bigger success.

- Recognize work upward thru the org
- Break down silos deliberately
- Support both personal and professional goals
- Adapt what contributions look like per person

***Best ideas come from the least likely voices.***

## Control

*The STOP Framework*

Focus on problems, not emotions. Own your emotions but take them out of the equation when clarity matters most.

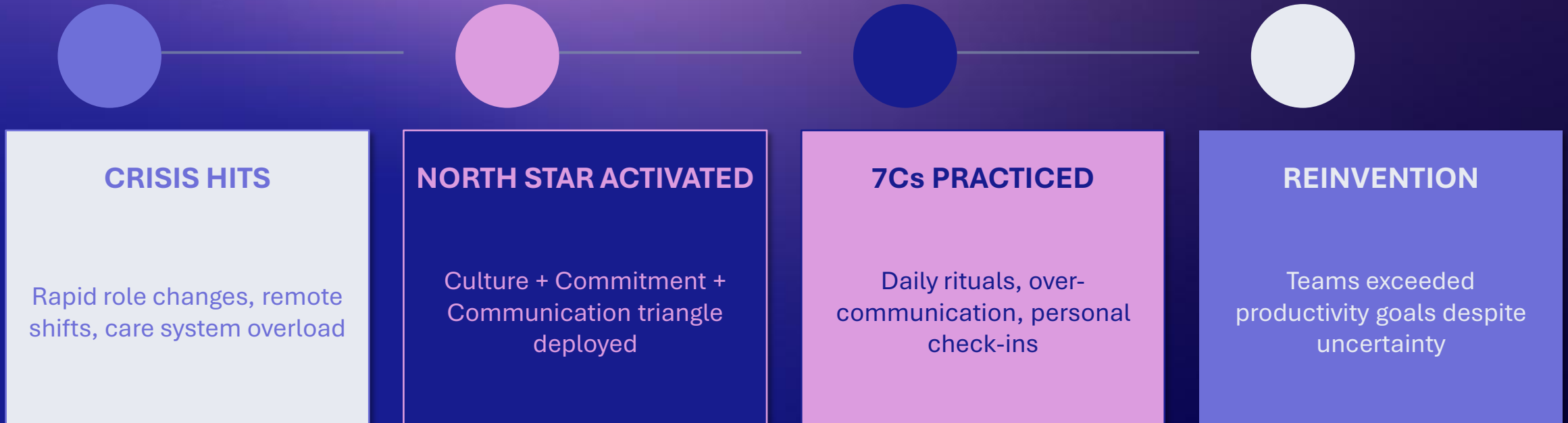
- Don't take challenges personally
- Keep a positive mental attitude
- Respond decisively, not reactively
- Take full accountability for what you can

***Work should not be more chaotic than the world outside.***

CASE STUDY

# North Star in Action: Healthcare in Crisis

*Leading creative & content teams at Intermountain Healthcare & Optum Care through COVID-19*



*"I learned that my North Star was even more important during crisis than in normal times. And resilience was the jet fuel for achievement."*

# Find Your North Star

Individual Reflection → Pair Share → Group Debrief | 10 minutes

**Q1** What is the one leadership value you would never compromise, even under extreme pressure?

*2 min solo*

**Q2** Think of a moment you led well in chaos. What guided your decisions in that moment?

*2 min solo*

**Q3** Share your word or phrase with a partner. What do your North Stars have in common?

*3 min pairs*

**Q4** Volunteer to share: How does your North Star show up in how you build culture?

*3 min group*

# The 7C's Team Challenge

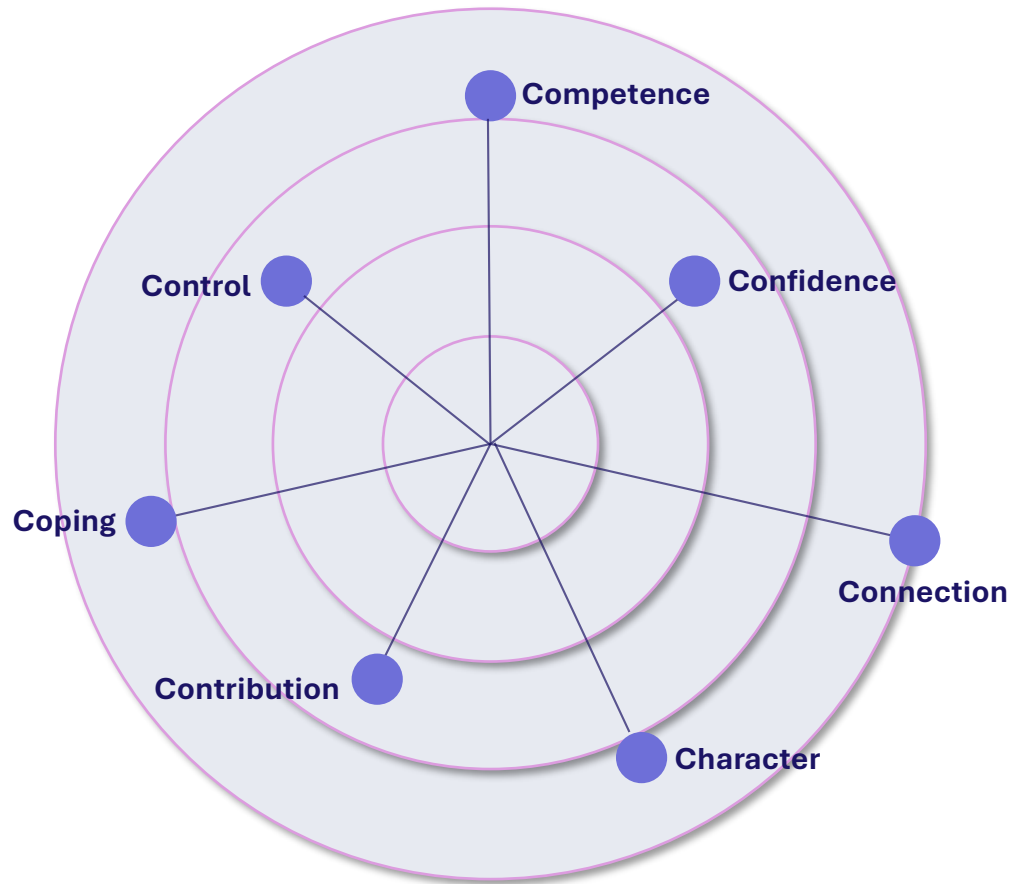
## How to Play:

- 1 Split into 7 groups — each gets one C.
- 2 In 3 minutes, create a 30-second 'elevator pitch' for why your C is the MOST critical to resilience.
- 3 Each group presents. Audience votes.
- 4 Debrief: What surprised you? Which C is hardest for YOUR team right now?

**Alternative — 'Scenario Cards':** Prepare 10 real healthcare team scenarios on cards. Groups draw a card and identify which C(s) apply and what a North Star leader would do. Great for department-specific application.

# The Resilience Radar

How is your team doing? Rate each C 1–5, plot it, spot the gaps, start the conversation.



1

Each person rates their team 1–5 on all 7Cs in 2 minutes.

2

Plot the team average score on the radar (use whiteboard or projected Menti).

3

Identify the lowest-scoring C — this is your resilience gap.

4

Discuss: What specific North Star action would raise that score by 1 point?

# Go Deeper — Extend the Learning

*Leading creative & content teams at Intermountain Healthcare & Optum Care through COVID-19*

## BOOKS

"Leaders Eat Last" — Simon Sinek: Why safety creates resilient cultures

"Dare to Lead" — Brené Brown: Values-based leadership & courageous culture

"The Culture Code" — Daniel Coyle: How to build extraordinary teams

"Grit" — Angela Duckworth: The power of passion and perseverance

## TOOLS

Mentimeter — Live polls, word clouds, Q&A for audience engagement

Miro — Virtual whiteboard for Resilience Radar team activity

Slido — Anonymous Q&A and live voting during presentations

VIA Character Strengths Survey — Free assessment ([viacharacter.org](http://viacharacter.org))

## VIDEOS

"The Surprising Secret to Speaking with Confidence" — Caroline Goyder (TEDx)

"Super Mario Effect" — Mark Rober (TEDx) — reframing failure = Coping & Control

Brené Brown — "Dare to Lead" full Netflix special (1hr)

"Psychological Safety" — Amy Edmondson, Harvard (YouTube, 11 min)

# Leave Today With One Commitment

## MY NORTH STAR

*The one word or phrase that guides my leadership is:*

## MY STRONGEST C

*The C where my team currently excels:*

## MY GROWTH C

*The C I will actively invest in over the next 30 days:*

## ONE ACTION

*The specific thing I will do this week to strengthen my North Star culture:*

## I WILL SHARE THIS WITH

*The colleague or team I will bring this framework to:*

**Once you know your North Star, you have a path forward.  
You also have the ability to see the beauty of the rest of  
the night sky without losing your way.**



**Thank You · Questions & Discussion · [Brooks.Stevenson@PACS.com](mailto:Brooks.Stevenson@PACS.com)**

