

# Leadership in Health Services (LHS)

Leadership in Health Services (LHS) is a multiple-rater assessment that provides the health services executive with feedback about his or her management and leadership skills. Developed in partnership with healthcare professionals, this instrument focuses on the management skills necessary for achieving operational goals. It also measures leadership skills needed to lead the organization in competing successfully in the changing healthcare environment.

**APPLICATION**  
Health Service Professionals

**AUDIENCE**  
Vice Presidents, Directors,  
Senior and Middle Administrators,  
Chief of Staff and Service,  
Department Head, Clinical  
Director

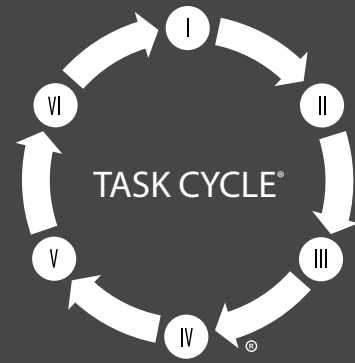
**RESPONDENTS**  
Self, Manager, Peers, and  
Direct Reports

**QUESTIONS**  
106 questions, 3 open-ended

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LHS survey and Task Cycle are intellectual properties of TBC.

## Underlying Model



The Task Cycle is a validated organizing tool that can help leaders know where to focus their development. It is presented as a logical sequence of events, with each phase contributing to achieving the final goal. A leader's performance across the Task Cycle phases is predictive of how others perceive their impact on the organization.

### LHS Leveraging Sequence

1

**ENTREPRENEURIAL VISION**  
Finding creative solutions and taking informed risks.

2

**LEADERSHIP FOR CHANGE**  
Being sensitive to others' reactions to change and encouraging participation.

3

**GAINING COMMITMENT**  
Fostering an empowering, team-driven environment and constructively impacting outcomes. Openness to others' feedback regarding performance.

4

**DRIVE**  
Setting performance standards exhibiting dynamic energy, demonstrating perseverance and determination, and appropriately utilizing authority to get results.

5

**EXERCISING POSITIVE CONTROL**  
Delegating appropriately and applying an appropriate amount of pressure for results.

6

**RECOGNIZING PERFORMANCE**  
Recognizing the contributions of others.

**OUTCOMES**  
Overall Effectiveness, building trust and tension level are leveraged through mastery Task Cycle Phases.