REFLECTIONS

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Delta Omega Lecture
November 13, 2014
To stimulate you to “reflect” about my own reflections, principles and beliefs that have helped guide me in the role as Montgomery County Health Commissioner. This is intended to be an interactive session where I talk and you ponder.
Reflection #1
Don’t be Afraid to Change Jobs or Return to School

- Professional background
- More education and credentials
- Easier/earlier
Reflection #2
Focus on Greater Good

- 530,000 bosses
- Organization is a priority
- Community relationships must be continuously fostered
- Serve yourself last
Reflection #3
Earn Trust Daily

- Serve with integrity and pass the smell test
- Trust $\rightarrow$ relationships $\rightarrow$ partnerships $\rightarrow$ service
- Vaccinate twice
- Return the money
Reflection #4
Leaders Need to Lead

- Get comfortable with the unknown
- Gather the data and establish the vision
- **Show** the vision both internally and to the community
- Be a role model for the vision
Act with courage even when the pain is inevitable

Listen to critics, be open and willing to adapt

If leaders don’t lead, someone will lead for them

Leaders vs. leadership titles

Get passionate or get out
Trust → relationships → partnerships → service

- Early focus on well-respected partners; they can become your sales staff
- Take on the tough stuff
- Data, scalability and sustainability
- Be a starter AND a finisher
Don’t talk it and not walk it.

Give them something to talk about.

Resist the distractions.

Don’t accept status quo, but justify the change with data.
Don’t assume everyone leaves with the same interpretations.

Become a fan of incremental progress. You rarely solve a community problem completely.

Hire smart people or passionate people and put them in the right job. Passion can trump credentials.
Absent leaders are less effective. Be present, active and visible.

Be there for people, especially those who have helped you and the organization. Rarely say, “no” to community partners.

Move on before you get tired and crabby, but assure the greater-good and the organization have the ability to succeed in your absence.

Select good parents and mentors, and be them yourself.