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**A Note from Mr. David Frank
To Vijay Kusnoor, MD
Cardiology, SETMA, LLP
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By e-mail at 1:16:29 PM CST**

“No one is more professional and no one is nicer. He is incredibly competent, very capable and incredibly considerate. It's how I view my friend, Dr. Vijay Kusnoor.

10 Ways to Be the Kind of Leader That Others – Including Former Peers – Will Want to Follow:

1. **TREAT EVERYONE WITH DIGNITY, RESPECT, AND COURTESY.** Value the inherent worth of each person you have contact with. Appreciate the fact that others' dreams, goals, and feelings of self-worth are as important to them as yours are to you. Adopt the mindset that being “a superior” does not mean that you are superior ... and behave accordingly!
2. **LEAD BY EXAMPLE.** Model the work performance, attendance, and conduct that you expect from others. Show people, through your daily behaviors, what it means to have integrity, a strong work ethic, and an unyielding commitment to your organization's mission and values. **WALK THE TALK!**
3. **BE FIRM, FAIR, AND CONSISTENT.** Avoid playing favorites. Hold everyone – including yourself – equally accountable for following ALL rules and regulations, exhibiting appropriate behavior, meeting ALL job responsibilities, and achieving desired results.
4. **“OWN UP” TO YOUR SHORTCOMINGS.** Avoid cover ups. If you make a mistake, admit it ... and then fix it! If you don't know something, admit it ... and then find out about it! And, if you're holding an employee accountable for a wrong doing that you, yourself, committed in the past – and he or she calls you on it – respond with: “That's true. I did do that. And I was wrong, back then ... just like you're wrong, now.”
5. **FOCUS ON THEIR SUCCESS.** Provide everyone on your team with the information, direction, resources, feedback, and support they need to be successful. Create/seize opportunities for team members to learn, grow and develop. Be a teacher ... be a coach.

6. **GET THEM INVOLVED.** Whenever practical and appropriate, involve direct reports in decision making, plan development, and problem solving. Solicit their suggestions, ideas, and options. Delegate tasks and responsibilities – along with the commensurate authority.
7. **LISTEN.** Hone your listening skills. Focus on understanding the messages your team members (and others) send to you. Demonstrate, by your listening behaviors, that you care what others think, feel, and have to say.
8. **SHOW YOUR APPRECIATION.** Acknowledge and thank employees for their efforts and contributions. Let team members know that good work is truly important – and that good workers are valued and appreciated. Celebrate achievement!
9. **RESPECT THEIR TIME.** Remember that your team members have important (often difficult) jobs to do and priorities to manage. Don't expect them to drop whatever they're doing every time you want something or whenever you feel the need for a meeting. Be a help, rather than a hindrance, when it comes to employee time management.
10. **DO WHAT NEEDS TO BE DONE.** When you see or hear of something that requires attention, jump in and deal with it. Don't procrastinate or offer excuses for not dealing with issues – especially those that are difficult or distasteful. No one wants to follow a leader who shies away from the tough stuff and fails to take care of business.