

## The Human Side of Healthcare Leadership

### How intrinsic values impact operational effectiveness and patient outcomes

By Lisa Yankowitz, Ntrinsx Co-founder

*There is arguably no other profession in which cooperation among people with different expertise and human perspectives is more critical. This article speaks to how Ntrinsx helps healthcare organizations strengthen cooperation by helping administrative and patient facing staff understand what drives one another.*



Healthcare organizations operate in environments defined by complexity, urgency, and constant pressure. Physicians, nurses, administrators, and support teams must work together across disciplines while making decisions that directly influence how care is delivered. In these environments, the greatest challenges are often not technical. They are human. Miscommunication between departments, differences in priorities, stress under pressure, and misunderstandings among highly skilled professionals can slow decisions, create unnecessary conflict, and weaken collaboration. Ntrinsx helps healthcare organizations address these challenges by making the intrinsic values that drive behavior visible. When leaders understand the intrinsic values shaping how people think, communicate, and make decisions, communication improves, collaboration strengthens, and organizations are better able to deliver consistent, high quality care.

Unlike many personality assessments that focus primarily on observable behavior, Ntrinsx identifies the intrinsic values that influence how individuals approach responsibility,



problem solving, relationships, and change. This understanding allows leaders to see why people may approach the same situation differently even when they share the same goals. In healthcare settings this insight is especially valuable because administrative and clinical teams often bring different priorities to the decision making process. Some individuals focus on structure, reliability, and consistent procedures. Others emphasize analysis and evidence based reasoning. Some prioritize rapid action and practical outcomes, while others are most attentive to relationships, trust, and the human experience of care. Ntrinsx describes these motivations through four intrinsic value orientations described characteristically as Gold, Green, Orange, and Blue. Each individual expresses a unique combination of these values that shapes how they communicate and collaborate with others.

### **Effectiveness of Administrative Leadership in Guiding Diverse Teams**

Administrative leaders benefit from this insight because it helps them guide diverse teams more effectively. Healthcare organizations must coordinate complex operations across clinical departments, administrative functions, and support services. When leaders understand how intrinsic values influence the perspectives of their colleagues, they can frame decisions and expectations in ways that encourage alignment rather than disagreement. One hospital leadership team used Ntrinsx to improve communication between clinical and administrative leaders. Although everyone was committed to the same organizational goals, individuals approached decisions from different perspectives based on what they valued most. By understanding these differences, leaders were able to communicate more effectively and align more quickly during organizational changes.

### **Aligning Diverse Values of Patient Care Teams**

Patient facing staff also benefit from the shared understanding created by Ntrinsx. Nurses, technicians, therapists, and physicians must coordinate their efforts while responding to rapidly changing conditions and high emotional demands. Understanding how intrinsic values influence communication and decision making helps these professionals recognize why colleagues respond differently under pressure. Some individuals seek structured processes during stressful situations, while others rely on rapid action or analytical problem solving. Others focus on maintaining trust and reassurance with patients and families. When care teams understand these differences, they are able to coordinate more effectively and reduce unnecessary tension within the team.

### **Healthcare Leadership Programs That Work**

Healthcare leadership development programs also use Ntrinsx to help emerging leaders strengthen their ability to guide teams. For example, nurse leadership programs have



incorporated Ntrinsx to help participants understand how intrinsic values influence communication, decision making, and responses to stress. Participants report stronger communication with staff, greater awareness of team dynamics, and increased confidence in leading their teams. This understanding becomes especially important during periods of organizational change, when healthcare professionals must adapt to new systems, protocols, and staffing challenges while maintaining focus on patient care.

### **Case Study 1 — Leadership Development Framework**

The impact of Ntrinsx can extend across entire healthcare systems. In one of the largest healthcare organizations in the United States, the framework has been integrated into leadership development and team effectiveness initiatives across hospitals, clinics, and administrative operations. Hundreds of internal leaders were trained as facilitators who help teams apply the framework to improve communication, strengthen leadership capability, and support collaboration across the organization. This internal capability positioned the organization to apply the Ntrinsx framework at scale while reinforcing a shared understanding of how people work together.

### **Case Study 2 — Support for Preceptors and New Nurse Cohorts**

Ntrinsx was incorporated into a program supporting experienced nurses who serve as preceptors for newly graduated nurses entering clinical practice. The framework helped preceptors understand how intrinsic values influence how individuals learn, communicate, and respond to pressure in fast paced clinical environments.

Preceptors reported that understanding these differences helped them adjust their coaching approach for each new nurse. Some residents needed structure and clear expectations, while others benefited from more hands-on experience, time to analyze clinical situations, or stronger relational support during stressful shifts.

### **Case Study 3 — Early Career Nurse Development**

Ntrinsx was introduced to cohorts of newly hired nurses as part of their professional development curriculum. Participants explored how intrinsic values influence communication, decision making, and reactions to stress while working within interdisciplinary care teams.

This helped new nurses better understand their own tendencies under pressure and recognize how colleagues might approach the same situation differently. Educators reported that the conversations helped normalize differences and improve collaboration early in nurses' careers.



## **Case Study 4 — Team Pairing and Clinical Mentorship**

Educators used Ntrinsx insights when pairing experienced clinicians with new nurses during clinical rotations and mentoring assignments. While clinical expertise remained the primary factor, understanding intrinsic value orientations helped educators anticipate how different individuals might work together.

In many cases, this helped reduce friction in mentoring relationships and created more effective learning partnerships between experienced clinicians and residents.

### **Some Final Thoughts**

Healthcare is fundamentally a human centered profession. Clinical expertise and operational discipline are essential, but the quality of care ultimately depends on how well people work together. Ntrinsx helps healthcare organizations strengthen this human side of leadership by helping administrative and patient facing staff understand what drives the individuals around them. When people understand one another more clearly, communication improves, teamwork becomes more effective, and organizations are better able to deliver safe, compassionate, and reliable care.

*Lisa Yankowitz is the co-founder of Ntrinsx® and a leadership strategist. For more than 30 years, she has worked with organizations across healthcare, government, education, and professional services to strengthen leadership effectiveness, team performance, and organizational results.*

*Lisa's work focuses on helping leaders understand how intrinsic values shape decision making, collaboration, and the culture that allows teams to perform at their best. She is known for challenging conventional leadership advice such as “just communicate” or “use common sense,” replacing it with practical frameworks that help people better understand themselves and others.*

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