

**Table 3**

Characteristics of Health Information Management (HIM) Leaders

<p>Specific Aim 2: To identify characteristics and behaviors of HIM leaders who hold authority positions.          Research Question 4: Is leadership considered a relationship process vs. a position or person?</p>	
Participant's Title	Responses to Research Question 4
Administrators and Colleagues	<p>Steady, consistent, strong; proactive; strategic planners; make decisions on the big picture; take risks; set example; sets vision and enables organization to meet their goals; accountable; foresight; listens, good communicator, coach, team worker; bringing everyone along; leave ego at the door; mentor; good rapport with staff; positive energy; collaborates; good problem solving skills; very professional; innovative; visionary; “go getter”; high energy.</p> <p>Reciprocal/Relationship Process:          Yes, leadership involves interactions between individuals; must be within you as well as skills; very dynamic—not about a title but what one does—the person, relationship understanding and how it affects what organization does; process of being a team and a learning process because the leader won't know it all and will need to learn also.</p>
HIM Supervisor/Director	<p>Empathy; consistency with staff; common sense; organized, communicate; ability to see where going and adjust; models the behaviors want to see in staff; listening skills; understand and interpret; provide constructive criticism; humor/fun; prioritize work; set agenda; educating; data gathering; confidence; strategy, planning, politicking, preparing; more than a skill—personality.</p> <p>Reciprocal/Relationship Process:          Yes, it should be reciprocal and a relationship. Need to establish good communication and a good reputation; establish a good rapport and continue to work on it; stand up for your staff. For example, “Our CEO comes around and he knows everyone's name. He asks how it's going and he sits and talks to everyone. He asks about problems.”</p>
HIM Staff	<p>Open door policy; knowledge base of leader—understands each role and is able to do that role; manage change and different personalities of staff; understand our problems; communication; shows the way; gives confidence; role model; takes charge; knows the department inside and out; calms; multitasks; helps; shows how much appreciates staff; patience; cares about patients and staff; fair; down to earth; investigates; teaches; helps others; respects staff.</p> <p>Reciprocal/Relationship Process:          Yes, it never ends. Give and take. “You show me the way and I'll show you.” “You train me and I'll use what you show me in your absence.”</p>