

The Emerging Faculty

*Leadership in Action:
Exploring the Importance of
Authenticity, Flexibility, & Self-Awareness*

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Kick-Off

- Introduction / Background
- Learning Objectives
 - Explore shared leadership challenges
 - Address common leadership trending
 - Examine leadership in action



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Program Agenda

- Leadership Challenges at Your Institution
- Trending Leadership Dilemmas
- A View from the Outside
- Key Reminders
- Next Steps



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Leadership

“The world is coming at you at 110 miles an hour, and being able to draw on the resources that you have in order to navigate some pretty difficult circumstances that are highly complex requires that capability of being adaptive”



Leadership Challenges at Your Institution

- What keeps you up at night?
 - Create a list of the main leadership area(s) that come to mind.
 - Share with your table.
 - Display on the white-board, and prepare for a report-out to the larger group.

- Enterprise Considerations:
 - Are decisions made efficiently?
 - Do you have a cohesive leadership team?
 - How is conflict managed? Is healthy conflict invited?
- Team Considerations:
 - How do you communicate with each other?
 - Are the roles/responsibility clear?
 - Are resources viewed as equitable? (time, people, budget)
- Individual Considerations:
 - Are you aware of your leadership perceptions?
 - Will key stakeholders tell you the truth?
 - Is your time balanced?

Implications?



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Report Out...

- Surprises?
- Concerns?

How do your findings trend with a segment of our early career members?



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Trending Across Early Career (N = 14)

<u>Competency</u>	<u>Detail</u>
Managing Up / Down / Across	<ul style="list-style-type: none"> Managing those I am leading / Managing those above me.
Communications Skills	<ul style="list-style-type: none"> Active listening.
Conflict Management	<ul style="list-style-type: none"> Dealing with / confronting conflict.
Risk	<ul style="list-style-type: none"> When to push the envelope for the sake of my colleagues/subordinates vs. status quo? When to advocate for change at the risk of appearing rebellious?
Strategic Alignment	<ul style="list-style-type: none"> Aligning the institution's educational mission with the hospital's clinical priorities. Aligning clinicians with those educational goals.
Work Life Balance	<ul style="list-style-type: none"> Finding a balance between work and life.
Time Management	<ul style="list-style-type: none"> Balancing competing interests of my time (multiple constituents). Protecting my time at work (ex: patient care vs. research time). Prioritization (setting short / long term goals to ensure a healthy balance of expectations).
Leadership	<ul style="list-style-type: none"> Inspiring others to work hard for the cause. Developing self and others. Leading 'while working'. How to lead in multiple areas that may not be going in the same direction. Emotional intelligence .

Leadership in Action

- **Case Studies**

- Managing Up/Down.
- Derailed but Coachable.
- Culture and Transparency.
- Maintaining Balance.

- **Breakout Teams**

- Re-Introduce, where necessary.
- Review case independently.
- Follow remaining instructions within the case.
- Utilize the white board in preparation for your report-out.
- Find opportunities to:
 - Flex your natural leadership style
 - View the situation through a different lens
 - Seek out the experience/best practice of those in your breakout group



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Leadership in Action: Key Messages

- **Flexibility is Key**
 - Meet people where they need to be met.
 - Seek intel, people will tell you.
 - Solicit feedback, in the moment.
 - Culture...starts at the top.
- **Awareness is Critical**
 - Keep your wits about you (*self awareness, self management, relationship management, social awareness).
 - 70, 20, 10 rule (experience).
- **Authenticity Matters**
 - Find a leadership style that works for you, own it, practice it, adapt it.
 - Transparency trumps the best of intentions.



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After Today's Program...

- Revisit the original 'leadership challenge area(s)' you noted at the start of the session.
- Take a 50,000 foot view of the issue, and consider how you might approach it differently?
- What would flexing look like? Are the facts clear? Are the correct stakeholders at the table?
- **Consider:**
 - Meet with key stakeholders (enablers and barriers) to address the concern. Solicit their input.
 - Create a mechanism to allow the others to resolve the issue(s). Affect change through others.
 - Solicit input from unlikely sources. Determine what's 'in it for them' to be successful and support that need to achieve your goals alongside.



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Leading Effectively...



Requires each of us to flex...
Sometimes this is the most authentic way to lead.



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Facilitator Sheet / Not for Distribution

Case Studies: Breakout Team Alignment

Table 1 & Table 5	<u>Managing Up & Down</u>
	(*consider removing table assignments, and creating individual assignments for increased interaction)
Table 2 & Table 6	<u>Derailed but Coachable</u>
	(*consider removing table assignments, and creating individual assignments for increased interaction)
Table 3	<u>How Culture Impacts Escalation</u>
	(*consider removing table assignments, and creating individual assignments for increased interaction)
Table 4	<u>Maintaining Balance</u>
	(*consider removing table assignments, and creating individual assignments for increased interaction)

Facilitator Timing Only: Not for Distribution

Focus Area	Time Allotment
Opening	5 minutes
Learning Objectives	5 minutes
Program Agenda	5 minutes
Attendee intro (re-intro) and key expectation from today's session	10 minutes
Individual Leadership Challenges	30 minutes <ul style="list-style-type: none"> - 5 min self - 10 min share - 10 minute report out - 5 minute cushion
Consistencies and lead into Trending (early career)	10
Break	10
Case studies	25 <ul style="list-style-type: none"> - 5 min self - 10 min discussion - 10 min report out
Key take-away message / suggested next steps	5
Closing video / evaluations	10
	Total 125 min