



WIC LEADERSHIP TOOLKIT

Gina Lundberg MD, FACC

Jennifer Mieres MD, FACC

Toniya Singh MD, FACC

Traits of Good Leaders



Traits of Good Leaders

- ▣ Good listeners
- ▣ Good decision makers
- ▣ Good motivators/ influencers
- ▣ Good collaborators
- ▣ Good at seeing opportunities
- ▣ Good at showing loyalty and respect
- ▣ Good at showing appreciation, thanks, rewards
- ▣ Good competitors- enjoy challenges, fight fair, win well
- ▣ Good speakers/ communicators- effective, clear, inspirational



The C's

- ▣ Confidence
- ▣ Compassion
- ▣ Competition
- ▣ Commitment
- ▣ Collaboration
- ▣ Courage
- ▣ Clarity/ Simplify
- ▣ Context/ Purpose
- ▣ Creativity
- ▣ Common Sense*** may be the most important of all!



Attributes of Leadership



▣ Vision

▣ Passion

▣ Compassion

▣ Enthusiasm

▣ Optimism

▣ Boldness

▣ Directness

▣ Creativity

▣ Honesty

▣ Integrity

▣ Dignity

Softer side of Leadership

- ▣ Empathizing
- ▣ Understanding
- ▣ Team building
- ▣ Negotiating
- ▣ Communicating
- ▣ Personalize and individualize



Things Leaders Do

- Know themselves/ Self awareness- know their strengths, weaknesses, “buttons”, unconscious biases
- Build relationships- Build up others, build up the Team, build up the organization
- Establish trust- send honest, consistent messages
- Establish excellence- set high standards and goals



- Build diversity and variety in Team and Goals
- Inspire vision in others
- Encourage & Empower others, develop other leaders, mentor
- Solve problems
- Have work-life synergy and balance

The E's



- ▣ Energetic
- ▣ Endurance- Resilience, perseverance
- ▣ Ego control
- ▣ Educable- always willing to learn
- ▣ Essential- the heart and vision of the organization or team
- ▣ Enjoy- work, people, life in general!

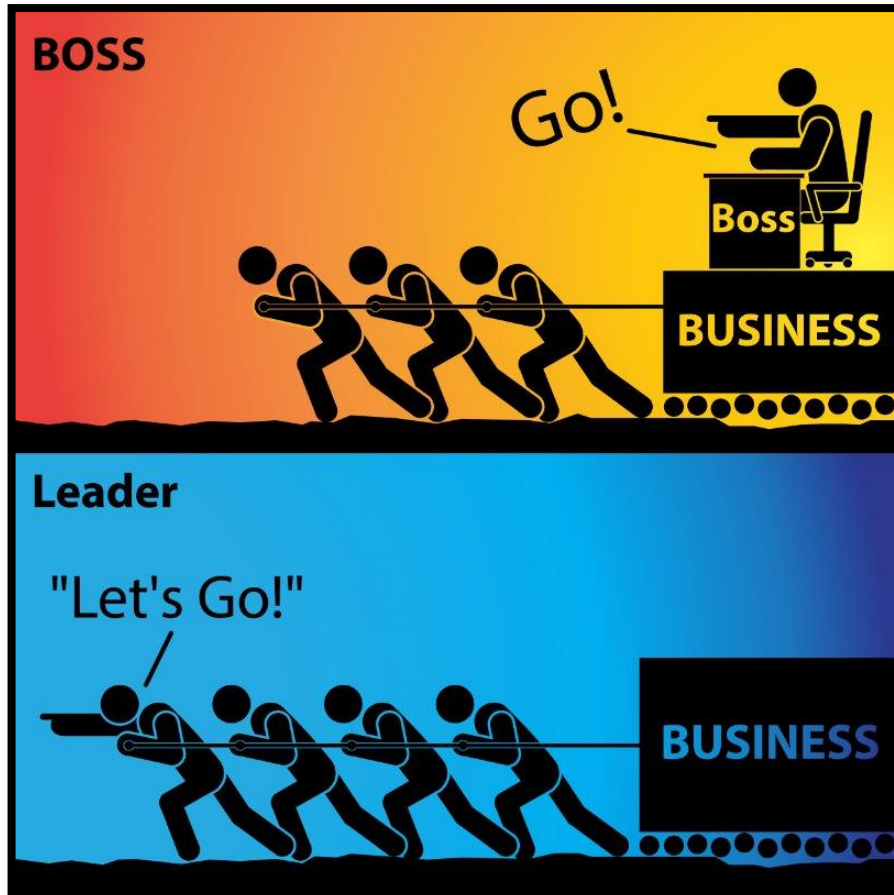
LEAD

- Listen
- Learn
- Decide
- Act



Source: Michael Johns MD, Former Chancellor, Emory University

Traits of BAD leaders:



- Arrogant
- Amoral
- Narcissistic
- Demanding
- Overbearing
- Indecisive

Styles of Leadership



Leadership Styles

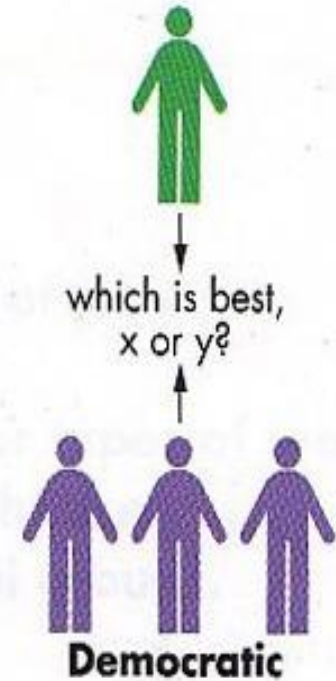
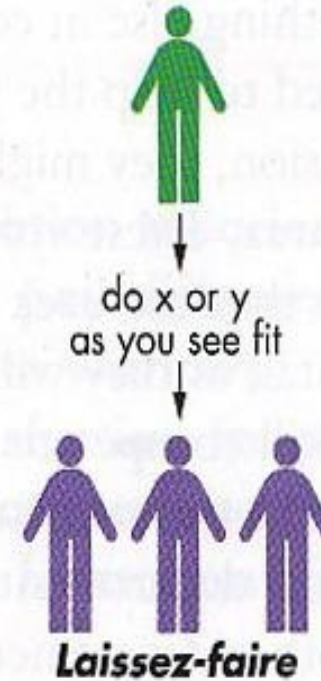
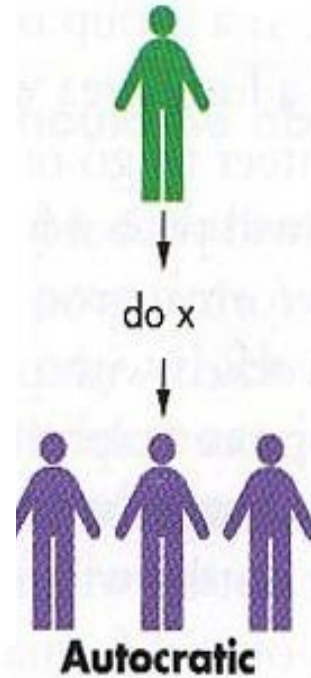
- A leadership style refers to a leader's characteristic behaviors when directing, motivating, guiding and managing groups of people. Great leaders can inspire motivate others to perform, create and innovate.

Leadership is influencing people :

- by providing purpose, direction, and motivation
- while operating to accomplish the mission and improving the organization.

Traditional Leadership Styles

Styles of Leadership



Participative or Democratic Leader



Features:

Encourages Participation by Employees

Shares Information with team members

Provides opportunities for the team to influence decision making

Impact:

Gains Team Commitment, especially when changes need to be made

Makes decision making slower but employees are more likely to buy into/support the decisions

Overall :

Maintains the final decision making authority

A combination of leadership styles

Styles of Leadership



Authoritarian style: on a new employee who is just learning the job. The leader is competent and a good coach. The employee is motivated to learn a new skill. The situation is a new environment for the employee.

Participative style: with a team of workers who know their job. The leader knows the problem, but does not have all the information. The employees know their jobs and want to become part of the team.

Delegative style: with a worker who knows more about the job than you. You cannot do everything and the employee needs to take ownership of her job! In addition, this allows you to be at other places, doing other things.

All three styles : Telling your employees that a procedure is not working correctly and a new one must be established (authoritarian). Asking for their ideas and input on creating a new procedure (participative). Delegating tasks in order to implement the new procedure (delegative).

Contemporary Leadership Styles

- ▣ The **Charismatic** Leader
- ▣ The **Servant** Leader
- ▣ Six Leadership Styles of Goleman:
 - ▣ **Commanding**
 - ▣ **Visionary**
 - ▣ **Affiliative**
 - ▣ **Democratic**
 - ▣ **Pacesetting**
 - ▣ **Coaching**



A word cloud with the word "leadership" in the center in a large, bold, dark green font. Surrounding it are various related terms in different colors and sizes: "selfless" (yellow), "leader" (black), "humility" (purple), "action" (green), "servant" (black), "open-minded" (black), "role-model" (green), "good-listener" (red), "ethical" (red), and "good" (red).

The Charismatic Leader

- ▣ *Leads by creating energy and eagerness in people.*
- ▣ *Leader is well liked and inspires people.*
- ▣ *Appeals to people's emotional side*



A word cloud with 'leadership' as the central, largest word. Other words include 'action', 'servant', 'open-minded', 'role-model', 'ethical', 'good-listener', 'humility', 'selfless', and 'leader'.

The Servant Leader

- ▣ *The highest priority of this leader is to encourage, support and enable people to fulfill their full potential and abilities.*
- ▣ *Helps people achieve their goals.*
- ▣ *Works for the people.*

selfless leader
humility action
servant
leadership
good-listener open-minded
ethical role-model

Six Leadership Styles of Goleman:

- ▣ **Commanding** demands immediate compliance. This style works best in crisis or with problematic people.
- ▣ **Visionary** mobilizes people towards a vision. This style works best when a clear direction or change is needed.
- ▣ **Affiliative** creates emotional bonds and harmony. This style works best to heal rifts in teams or motivate people in stressful times.
- ▣ **Democratic** builds consensus through participation. This style works best to create consensus or get input.
- ▣ **Pacesetter** expects excellence and self-direction. This style works best to get quick results from a highly competent team.
- ▣ **Coaching** develops people for the future. This style works best when helping people and building long-term strength.

Source: Daniel Goleman Harvard Business Review Mar-Apr 2000

Contemporary Leadership styles

James McGregor Burns:

- *Leadership* (1978) seminal book conceptualized transformational leadership
- Explains and contrasts leadership as
 - “**transactional**”
 - or
 - “**transformational**”



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Burns: Transactional and Transformational Leadership Compared

■ Transactional...

- is based upon the fulfillment of lower-order needs, such as psychological well-being and safety
- is based upon model of punishment, deference to authority, conformity, and social convention

■ Transformational...

- is based upon the fulfillment of higher-order needs, such as self-esteem, self-actualization
- is based upon a model of principled morality
- is grounded in the needs and values of both leaders and followers
- provides the opportunity over time followers have the potential to be changed (transformed) into leaders themselves
- is a mechanism for the authentic empowerment of followers

selfless leader
humility action
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Leithwood's 2006 Model of Leadership

- ▣ Provides Vision
- ▣ Models Behavior
- ▣ Fosters Commitment
- ▣ Provides Individual Support
- ▣ Provides Intellectual Stimulation
- ▣ Holds High Performance Expectations



Leithwood's 2006 Model of Leadership

- ▣ **Four Primary functions of Leadership**
 - ▣ Setting Direction
 - ▣ Developing People
 - ▣ Redesigning the Organization
 - ▣ Managing the Instructional (Teaching/Learning) Program



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Setting Direction

- The transformational leader's critical practices:
 - Building a shared vision (Provides Vision)
 - Fostering the acceptance of group goals (Fosters Commitment)
 - Conveying high performance expectations (Holds High Expectations)

(Leithwood et al., 2006)



Developing People

- The transformational leader's critical practices:
 - Providing individualized support/consideration (Provides Individualized Support)
 - Providing intellectual stimulation (Provides Intellectual Stimulation)
 - Providing an appropriate model (Models Behavior)

Source: (Leithwood et al., 2006)



Redesigning the Organization

- The transformational leader's critical practices:
 - Building collaborative cultures
 - Restructuring the school's management structures
 - Building productive relationships with families and communities
 - Connecting the school to its wider environment.

Source: Leithwood et al., 2006



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The Most Important Leadership Competencies: Leaders Around the World

- ❑ Demonstrates strong ethics and provides a sense of safety.
- ❑ Empowers others to self-organize.
- ❑ Fosters a sense of connection and belonging.
- ❑ Shows openness to new ideas and fosters organizational learning.
- ❑ Nurtures growth
- ❑ Connection & Belonging



Boss or Leader?

- **Although your position as a manager, supervisor, lead, etc.** gives you the authority to accomplish certain tasks and objectives in the organization (called Assigned Leadership), this power does not make you a leader, it simply makes you the boss (Rowe, 2007).
- **Leadership differs in that it makes the followers want to achieve high goals** (called Emergent Leadership), rather than simply bossing people around (Rowe, 2007). Thus you get Assigned Leadership by your position and you display Emergent Leadership by influencing people to do great things.

What type of Leader are you?

1. Which leadership style do you think is the most effective? Why?
2. Which leadership style do you think is the least effective? Why?
3. Which style do you like leaders to use when they are in charge of you? Why?
4. What leadership style best describes you?

selfless leader
humility action
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ethical role-model

Questions to assess opportunities for improvement in leadership

What is your view of how you are perceived by others in your department or other areas in the hospital ?

What type of leader do you think you are?

Have you managed people before and how many?

What do you think of your team?

Do you think that you inspire others to follow?

Do you think that you ignite passion or fear?

Do you think that you demonstrate empathy for others?

Are you happy when others are successful?

Do you think that you treat others with dignity and respect?

Do you think that “your way” of completing a task is the only way?



Training and Resources for Leadership



Are leaders born or can they be created?

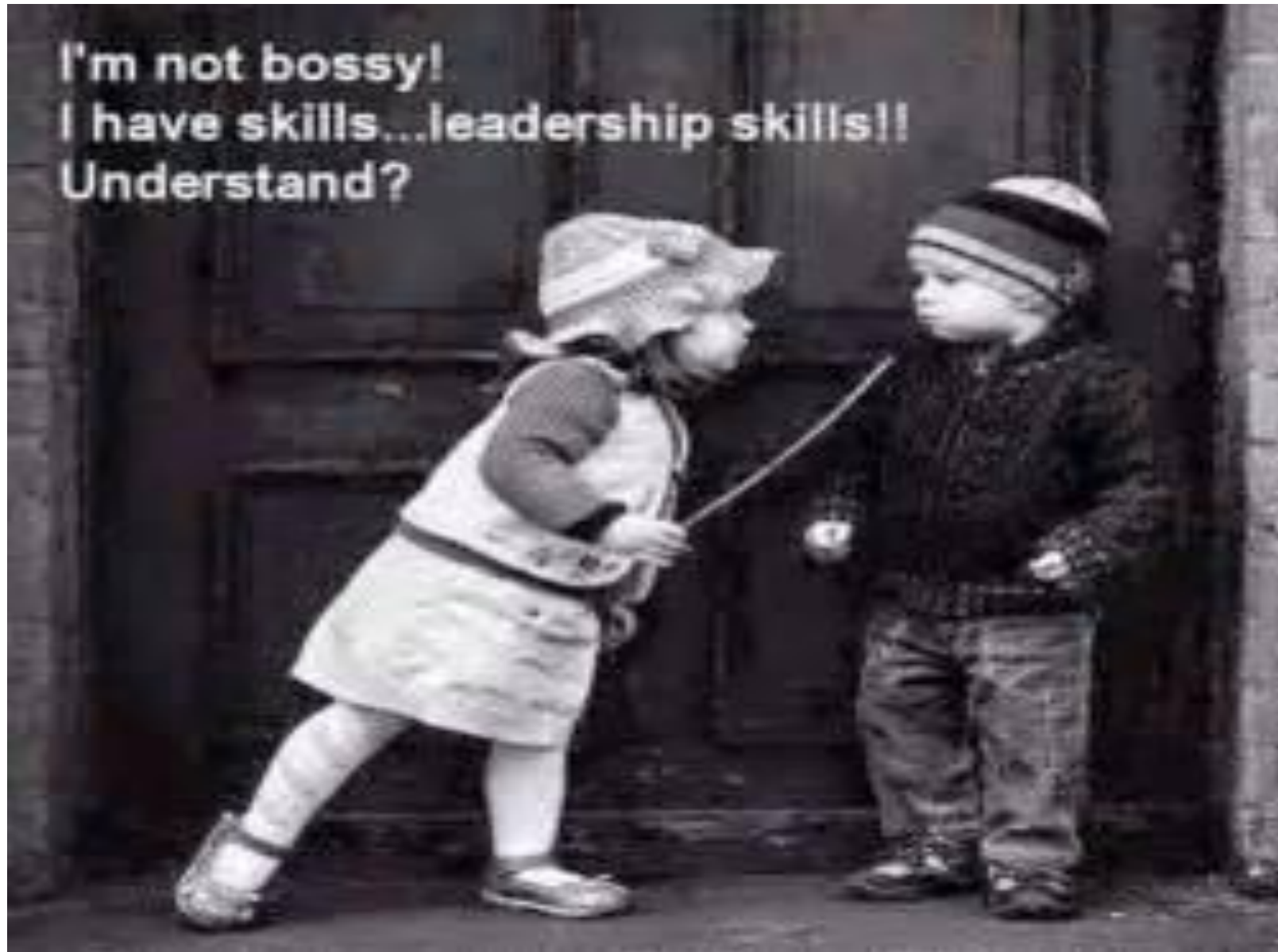
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"You see any next generation leadership, you call me."

**I'm not bossy!
I have skills...leadership skills!!
Understand?**



Where do I start?

- Why do you want to attend leadership training?
- How much time can you commit?
- How much money are you willing & able to invest in growing your leadership skills?
- What is your preferred learning method?

Considerations

Higher Cost/ Less Time Constraints

- Complete a formal education degree program
- Attend an out of town conference

Higher Cost/ More Time Constraints

- Work one-on-one with a coach

Lower Cost/ More Time Constraints

- Attend a one day training
- Attend local WIC, AMA etc. chapter programs

Lower Cost/ Less Time Constraints

- Read books
- Websites
- Podcasts
- Online communities



Complete a formal education degree program

- ▣ Harvard University Extension
- ▣ Strategic Leadership
- ▣ Leadership Communication
- ▣ Managing Yourself & Leading Others
- ▣ American College of Physicians (ACP) Leadership Academy
- ▣ AAMC Leadership Development Courses



Attend an out-of-town conference

- There are numerous national conferences that have leadership themes
- Performing an internet search of leadership Conference (your region or city) will give you current conferences to consider
- Look for events offered by your local, regional and national medical societies



Join a Professional Organization

- <https://www.amwa-doc.org/>
- [American Management Association](#) & [Women's Leadership Center](#)
- [American College of Cardiology Women in Cardiology](#)
- [Ellevete Network](#)
- <http://www.physicianleaders.org/about/>



Personal Coaching

- Know what you want out of the coaching relationship
- Work with a coach who has clients similar to yourself (profession, gender, goals)
- Get referrals from your network, LinkedIn, professional organization or an internet search



Benefits of Coaching



Self Study Resources: Books

- ▣ Lean In: Women, Work, and the Will to Lead, by Sheryl Sandberg
- ▣ The Confidence Code: The Science and Art of Self-Assurance---What Women Should Know, by Katty Kay and Claire Shipman
- ▣ Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership Success, by Deborah M. Kolb, Judith Williams, and Carol Frohlinger
- ▣ How Remarkable Women Lead: The Breakthrough Model for Work and Life, by Joanna Barsh, Susie Cranston, and Geoffrey Lewis
- ▣ Emotional Intelligence 2.0 Book by Travis Bradberry
- ▣ The Big Leap Gay Hendricks



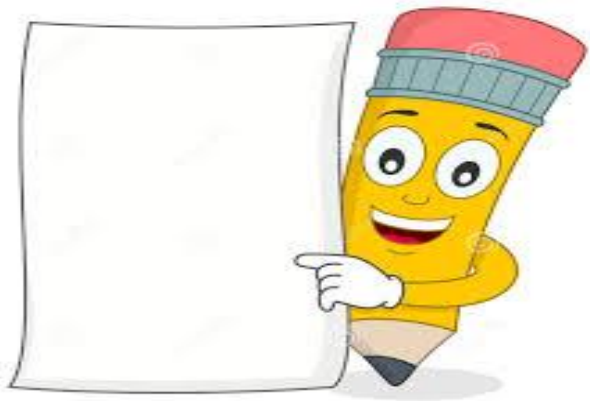
More Self study Resources

- ❑ American College of Physicians (ACP)
- ❑ Association of American Medical Colleges (AAMC)
- ❑ National Center for Healthcare Leadership
- ❑ The Doctor Weighs In
- ❑ The Happy MD
- ❑ Athena Insight



White Papers & Podcasts

- ▣ [Women physicians as healthcare leaders: a qualitative study](#)
- ▣ [High Performing Physician Leadership](#)
- ▣ [The Governance Institute](#)



- ▣ [Evidence in Motion](#)
- ▣ [Women's Leadership by Sabrina Braham](#)
- ▣ [Coaching for Leaders](#)
- ▣ [Engaging Leader: Leadership Communication](#)
- ▣ [Leadership Development News](#)
- ▣ [Radio Free Leader](#)



Interviews with Leaders

- ▣ Ted Talks
- ▣ ACC website
- ▣ Forbes



Online communities

- ▣ You will be able to find online communities on:
 - ▣ LinkedIn
 - ▣ Facebook
 - ▣ Professional Organizations websites
 - ▣ Coaching and Consulting websites
 - ▣ Doximity
 - ▣ Twitter

- ▣ Search on your favorite platform for your particular area of interest

