

# Leadership: Rhetoric vs Reality

*It's Not About You*

AHA 2.0

September 10, 2019

Chris Sankey, MD, FACP, SFHM

Associate Professor of Medicine (General Medicine)

Yale School of Medicine-Yale New Haven Hospital



# What can we accomplish today?

---



**Goal:** provide a different context/“lens” through which I hope it will benefit you to view leadership and how you participate in it at your local institutions.

# Objectives

---

- **Define (re-define?) leadership**
- Discuss general strategies to improve impact

# Leadership Course?

---

How many present have attended a leadership development session of some sort?



Yale SCHOOL OF MEDICINE

Yale  
NewHaven  
**Health**  
Yale New Haven  
Hospital

# Leadership Misconceptions

---

- Trait (“born leader”)
  - Intrinsic to person; either have it or don’t have it
- Individual endeavor
- Binary/mutually exclusive
  - You are either a leader or follower, but never both
- Only one way to do it
  - Many courses focus on “optimal” vs. suboptimal

# Common Leadership Memes

---



Yale SCHOOL OF MEDICINE

Yale  
NewHaven  
Health  
Yale New Haven  
Hospital

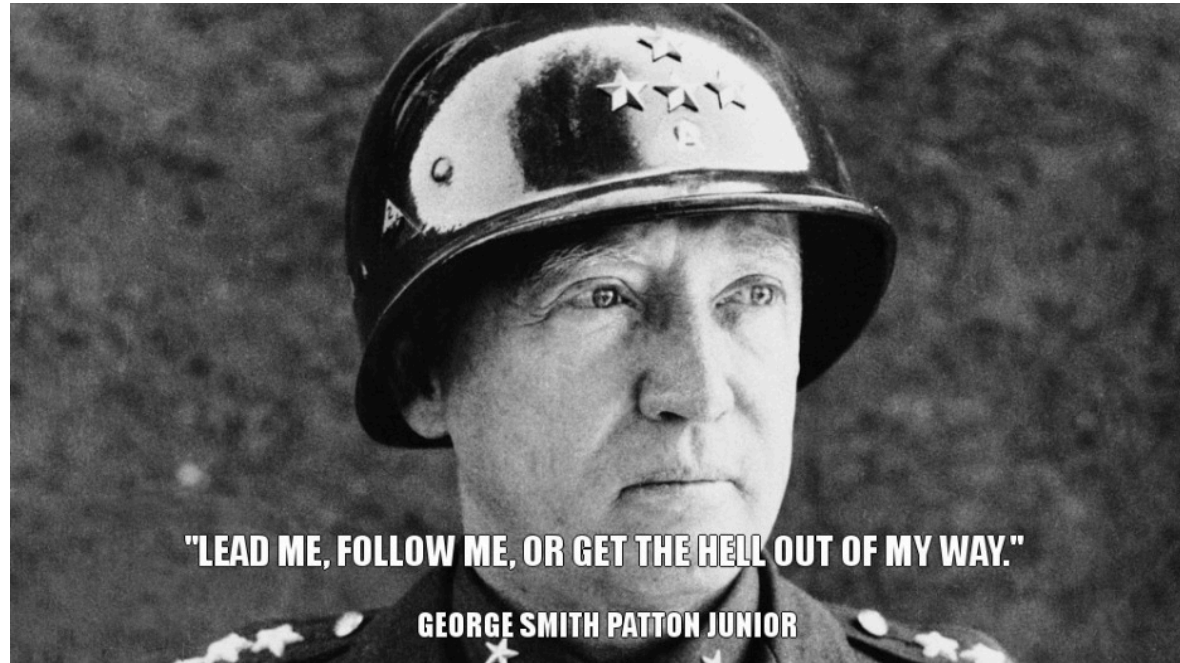
# Terminology

---

- Leader vs Follower
- Leader vs Manager
- Leader vs Boss
  
- When leadership viewed as individual trait, the terminology can become personal value judgement
  - How many write “I’m a great follower” on their CV?

# Leader or Follower?

---



- Have you ever had a leadership role?
- Have you ever had a follower position?
- Have you ever simply tried to “get the hell out of the way”?

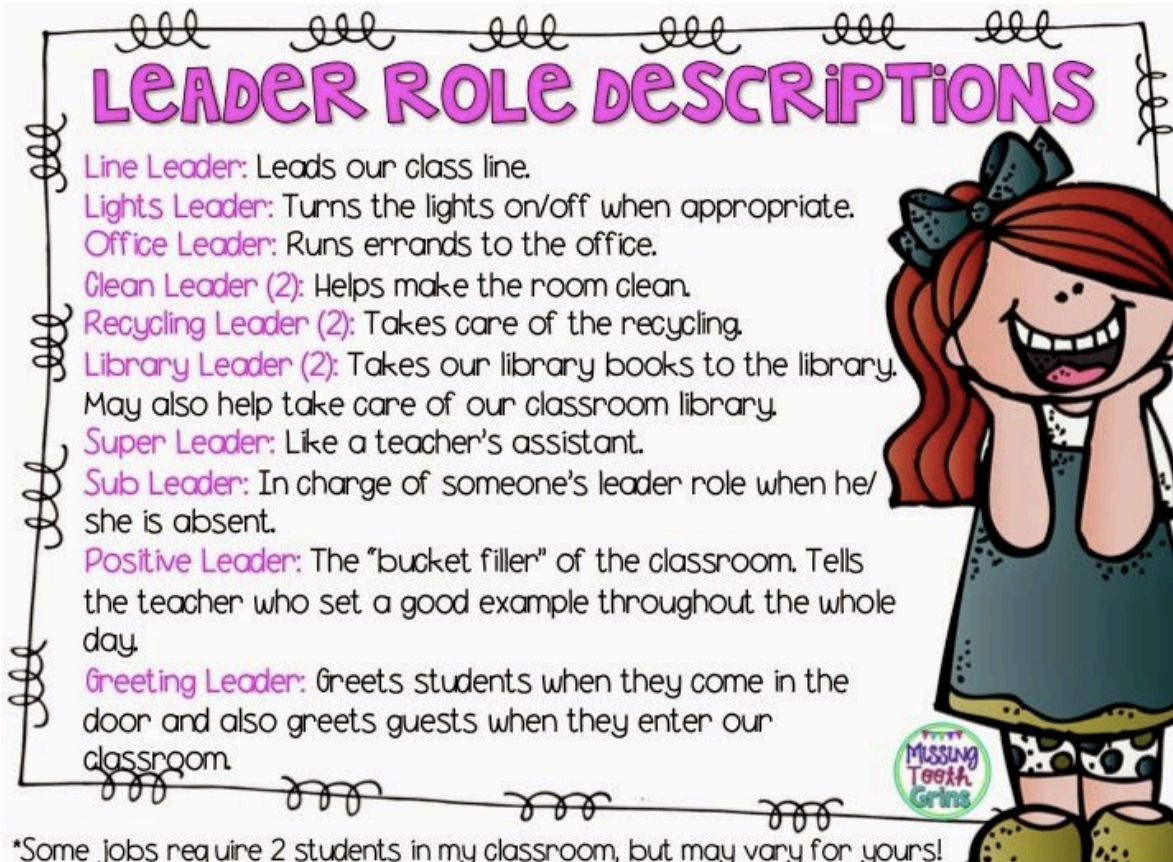


# Leadership (Re-)Defined

---

- Leadership is a fundamentally relational concept, i.e., it comes into being when there is a relationship
- **Leadership is a ROLE, not a personality trait, state of mind, or superpower**

# Leadership (Re-)Defined



Elementary schools got it right! Multiple leaders & followers, and the same individuals fulfill multiple roles

## Pair Share: 5 min

---

- Turn to the person next to you, and share...
  - 1 role in which you are a leader
  - 1 role in which you are a follower
  - A way in which viewing leadership as a role and not a personality trait has the potential to impact your current leadership position(s)

# Objectives

---

- Define (re-define?) leadership
- **Discuss general strategies to improve impact**

# Pearls

---



# Leadership Pearl #1

---

- I don't do this alone
- I don't do this alone
- I don't do this alone
- I don't do this alone
- I don't do this alone
- I don't do this alone
- **I don't do this alone**



# I Don't Do This Alone

---

- Essential questions:
  - Who do I do this with?
  - What do I need to do to allow others to help me be an effective leader?

# Leadership Pearl #2

---

- My effectiveness as a leader is greatly enhanced by working with **individuals having complimentary knowledge/experience/skills/attitudes** to my own

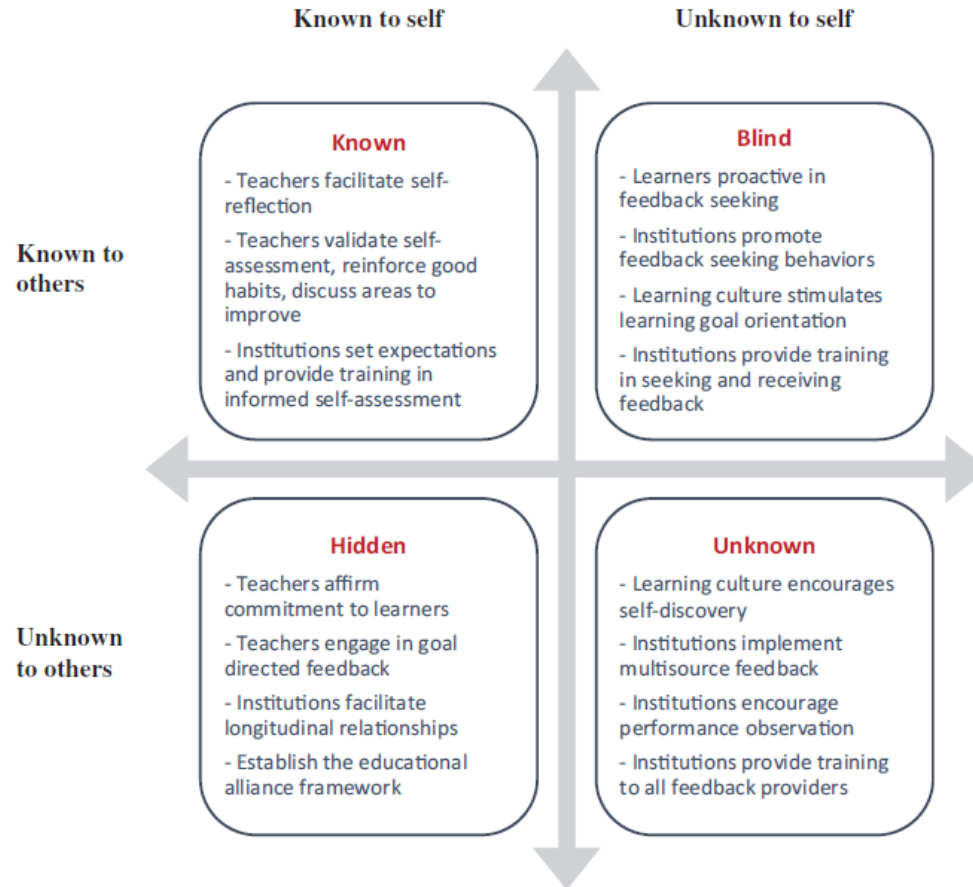


# Complimentary Skills: Individual

---

- Take a good, hard look at your own personal strengths/limitations
- Ideally supplement with feedback/information from someone you trust
- Easier said than done: we tend to gravitate do/hire those to whom we are more similar than different

# Complimentary Skills: Individual



**Figure 1.** The Johari window and the culture of feedback. The four quadrants of the Johari window list strategies that individuals and institutions can use to enhance self-awareness and impact of feedback, thereby optimizing the size of each quadrant.

# Complimentary Skills: Individual

---

Area	Self-Report	Subordinates	Peers	Boss(es)
Listening	Excellent	Very Poor	Good	Excellent
Technical Expertise	Good	Good	Good	Average
Trust	Excellent	Poor	Average	Poor
Approach-ability	Average	Poor	Poor	Good

Based on "Teaching Smart People How to Learn," Chris Argyris, HBR, 1991, and an interview with him in 2001.

# Complimentary Skills: Individual



- Communication skill tools are staple of the leadership conference
- Communication style often trumped by hierarchy
- While a fun introspective exercise, not likely to provide actionable knowledge or skills

# Leadership Pearl #3

---

- My effectiveness as a leader is greatly enhanced by working with **groups having complimentary knowledge/experience/skills/attitudes** to my own

# Complimentary Skills: Groups

---

- Take a good, hard look at your group assumptions, pre-conceptions
- Bias training
  - Color, gender, country of origin, many others
- Medical/academic assumptions
  - Surgeons, psychiatrists, nurses, different service lines

# Complimentary Skills: Groups

---

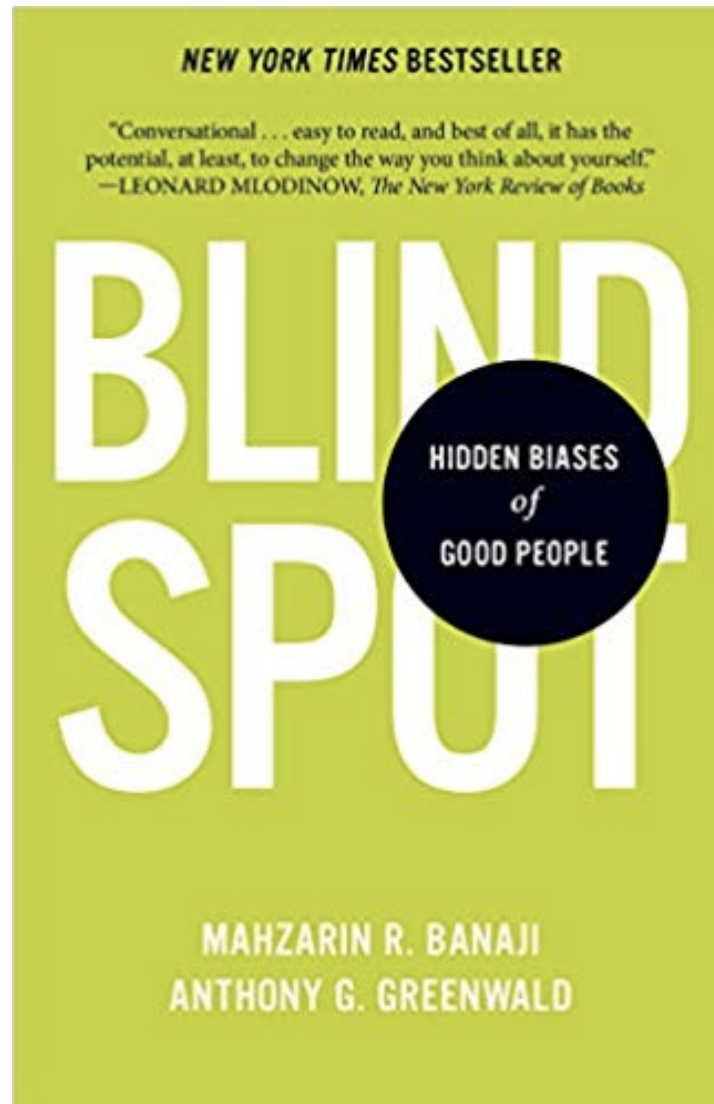
- <https://implicit.harvard.edu/implicit/takeatest.html>



Take the tests!

# Complimentary Skills: Groups

---



Yale SCHOOL OF MEDICINE

Yale  
NewHaven  
**Health**  
Yale New Haven  
Hospital



# Mini-Reflection: 5 min

---

## – Consider...

- Your strengths and limitations in your leadership role(s)
- Individuals at your home institution you will approach to provide additional feedback
- Individuals at your home institution with whom you are not currently working that you consider having complimentary skills
- Your potential group bias/biases
- Record on worksheet (optional)

## Leadership Pearl #4

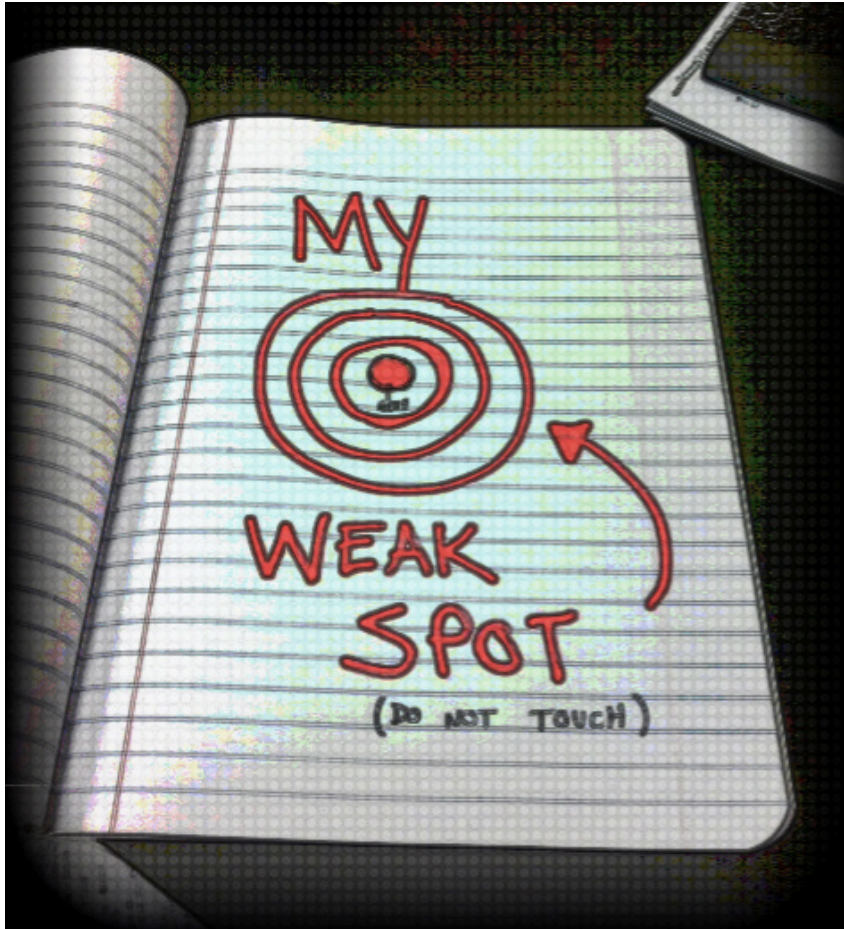
---

- “It is **precisely** our limitations and weaknesses that make possible the kinds of productive relationships between those in ‘leadership’ roles and ‘followership’ roles--our limitations/weaknesses *are the opportunity.*”

– David Berg

# Imperfection = Opportunity

---



- Have you ever seen a leader meaningfully reveal a limitation?
- Did you feel any more connected, loyal, involved, engaged, or committed?
- The more we share our limitations as leaders, the more likely we are to create the relationships we want

# Leadership Applied: AHA2

---

## – *Leading Change*

- Carrie Hertzke, 9/10 @ 315pm
- Nate O'Dorisio 9/12 @ 805am

## – *Negotiation Strategy*

- Joanna Bonsall/Carrie Hertzke, 9/10 @ 1115am
- Breakout session, 9/10 @ 110pm

# Take-Home Points

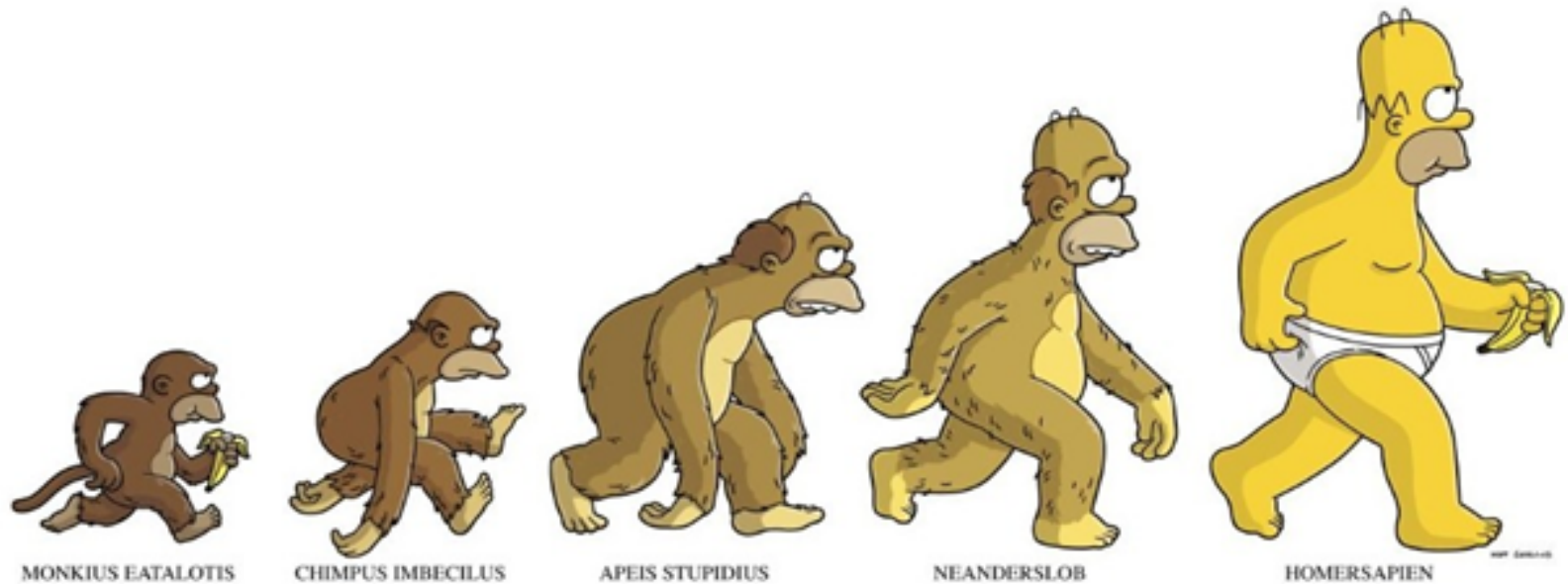
---



- ❖ Leadership is a ROLE
- ❖ Leadership is not accomplished alone
- ❖ Imperfections = opportunity
- ❖ Complimentary knowledge/experience/skills/attitudes are essential to increasing impact
- ❖ Awareness of personal strengths/limitations/biases is essential
- ❖ Sharing limitations can help build relationships that are more effective, committed, and meaningful

# Thank You!

---



HOMERSAPIEN

[christopher.sankey@yale.edu](mailto:christopher.sankey@yale.edu)

Yale SCHOOL OF MEDICINE

Yale  
NewHaven  
**Health**  
Yale New Haven  
Hospital

# Slides, Materials, & References

---

