



RLI Power Hour Webinar Series

Personal Leadership – Leading Begins with Yourself



Moderators



Geoffrey D. Rubin, MD, MBA, FACR
Professor of Radiology and
Bioengineering, Duke University



Jennifer E. Nathan, MD
Assistant Professor of Neuroradiology
Johns Hopkins Health System

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Faculty



Alexander Norbash, MD, MS, FACR

Professor and Chair of Radiology
University of California, San Diego



Cheri L. Canon, MD, FACR

Professor and Chair
Department of Radiology
University of Alabama at Birmingham

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Introduction

- Presuppositions; we believe that
 - leadership is teachable and learnable
 - leadership principles may be applied to groups large or small
 - once leadership principles are applied, they can be scaled up and scaled down

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Leadership

- Oxford English Dictionary; “The state or position of being a leader”
- Implied; advance guidance, or showing the way



<https://www.bdrc-group.com/opinions/penguins-on-the-tube/>

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Personal Leadership

- The act of establishing a direction and goal to guide oneself



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Who provides your inspiration?

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Helpful Leadership Character Traits

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Vision

- As distinct from Mission
- Look to the future
- What do you see?
- Crystallize it
- Is it inspirational?
- Is it achievable?



<http://penguinnewstoday.blogspot.com/2014/06/penguin-of-day-say-awwww.html>

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Optimism

- The essential and perhaps single most important character trait of leaders
- Not blind perpetual optimism, rather the belief in well-founded optimism if the Vision is pursued
 - Does the Vision make you optimistic?
- It is important to understand the effect of others and the environment
 - Stay at arm's length from pessimists; infection risk

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Eloquence

- Communication which inspires and motivates
- The tone, form and content has to resonate with the followers
- Messaging matters
 - Consistent
 - Transmissible
 - Short and crisp



<https://www.pinterest.com.au/pin/513340057499461522/>

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Emotional Intelligence

- Understanding the followers' state of mind
 - Dynamically and in the moment
- Understanding yourself and how you feel
 - Shifting perspectives when necessary
 - Controlling one's own emotional responses

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Leadership Traits

Emotional competency

Confidence

Credibility

Authenticity



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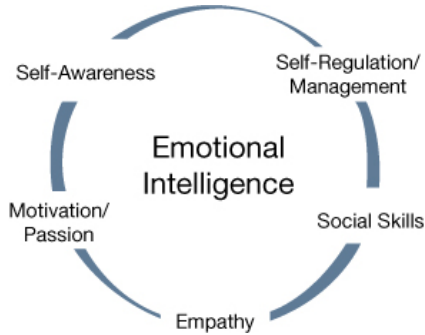


Leadership Traits

Emotional Competency

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Emotional Intelligence

<http://socialmedia-or-youmatter.biz/emotional-intelligence-not-only-iq-matters/>
2014 Social Media or you matter

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Can We Raise Our EQ?

- “Empathy can be taught, increased, refined, and mediated to make helping professionals more skillful and resilient.”

—Karen E. Gerdes and Elizabeth Segal

Gerdes KE, et al. Importance of empathy for social work practice: integrating new science. *Social Work* 2011;56(2): 141-148.

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Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation	Organizational awareness	Conflict management
	Positive outlook		Teamwork
			Inspirational leadership

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Goleman D and Boyatzis RE. Emotional Intelligence Has 12 Elements. Which Do You Need to Work On? HBR 2/6/2017.

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Emotional Competence: A Business Case

- Improved patient outcomes
- Reduced disruptive behavior
- Reduced malpractice
- Improved health ^{1, 2}

¹Martins A, et al. A comprehensive meta-analysis of the relationship between emotional intelligence and health. *Personality and Individual Differences* 2010; 49: 554-564.

²Schutte, NS, et al. A meta-analytic investigation of the relationship between emotional intelligence and health. *Personality and Individual Differences* 2007; 42(6):921-933.

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Burnout and Emotional Intelligence

- 35 chief medical officers
- 69% severe, very severe, or worst possible stress levels
- Most were not burned out
- Common theme: EQ

Wiens K, McKee A. HBR 2016.

<https://hbr.org/2016/11/why-some-people-get-burned-out-and-others-dont>

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Enhancing Empathy

- Perception action coupling
 - Involuntary
 - Mirror neurons
 - Active listener, watch body language
- Separation of self
- Mental flexibility and regulation of self-emotion

Gerdes KE, Segal E. Importance of empathy for social work practice: integrating new science. *Social Work* 2011;56(2): 141-148.

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One Thing:

Exercise...emotional competence is a physiologic response.

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Leadership Traits

Confidence
(Optimism)

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Confidence and Women

52% of STEM women leave jobs

1/5 successful (job satisfaction, credible, senior leader)

6 strategies:

Demonstrate confidence

Claim your ideas

Networks

Sponsor

Be authentic

Hone brand

6 Things Successful Women in STEM Have in Common. Laura Sherbin. *HBR*. April 27, 2018

<https://hbr.org/2018/04/6-things-successful-women-in-stem-have-in-common>

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Leadership Traits

Credibility
Authenticity
(Vulnerability)

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Lessons Learned

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LEADERSHIP
INSTITUTE
AMERICAN COLLEGE OF RADIOLOGY

Bad; The Layoff

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Good; Furloughs

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In Process; 24/7

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Advice

- Understand you will always make mistakes
 - The value of failure
- Understand you will always be a student
- Create test cases and small experiments before large ones

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Mantra

- Inspire
- Be emotionally intelligent
- Project optimism

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Experiences & Lessons Learned

Emotional competence

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What a lack of emotional intelligence looks like:

THE NEW YORKER



"Maybe you shouldn't send out e-mails when you're tired."

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Experiences & Lessons Learned

Empathy:

A disruptive faculty member or something else entirely?

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Experiences & Lessons Learned

Confidence and Credibility

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Experiences & Lessons Learned



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Disruptive Physician



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Experiences & Lessons Learned

Authenticity



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