Personal Leadership – Leading Begins with Yourself

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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
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/

Personal Leadership

• The act of establishing a direction and goal to guide oneself
Who provides your inspiration?

Helpful Leadership Character Traits
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-awww.html

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
Eloquence

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


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
Leadership Traits

Emotional competency
Confidence
Credibility
Authenticity

Leadership Traits

Emotional Competency
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*

### Emotional Intelligence Domains and Competencies

<table>
<thead>
<tr>
<th>Self-Awareness</th>
<th>Self-Management</th>
<th>Social Awareness</th>
<th>Relationship Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional self-awareness</td>
<td>Emotional self-control</td>
<td>Empathy</td>
<td>Influence</td>
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<td></td>
<td>Adaptability</td>
<td></td>
<td>Coach and mentor</td>
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<td></td>
<td>Achievement orientation</td>
<td>Organizational awareness</td>
<td>Conflict management</td>
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<tr>
<td></td>
<td>Positive outlook</td>
<td></td>
<td>Teamwork</td>
</tr>
</tbody>
</table>

SOURCE: MORE THAN SOUND, LLC, 2017


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### Emotional Competence: A Business Case

- Improved patient outcomes
- Reduced disruptive behavior
- Reduced malpractice
- Improved health \(^1,^2\)


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


Enhancing Empathy

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

One Thing:
Exercise...emotional competence is a physiologic response.

Leadership Traits
Confidence
(Optimism)
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

Leadership Traits

Credibility
Authenticity
(Vulnerability)
Lessons Learned

Bad; The Layoff
Good; Furloughs

In Process; 24/7
**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

**Mantra**

- Inspire
- Be emotionally intelligent
- Project optimism
Experiences & Lessons Learned

Emotional competence

What a lack of emotional intelligence looks like:

"Maybe you shouldn't send out e-mails when you're tired."
Experiences & Lessons Learned

Empathy:
A disruptive faculty member or something else entirely?

Confidence and Credibility
Experiences & Lessons Learned

Disruptive Physician
Experiences & Lessons Learned

Authenticity