Leading From Behind

Its not about you…or is it?

ACS Washington DC, May 2017

Coaching for Physicians
Patrick Hudson MD, FACS, BCC
www.coachingforphysicians.com
Teaching physicians the skills they need to succeed
MANY STYLES OF LEADERSHIP
WE NEED THE RIGHT TOOLS
LEADERSHIP IS ABOUT CHANGE
LEADERSHIP MOVES PEOPLE IN A DIRECTION
FOCUS IS NOT YOU

...its about the team & people
LEADING FROM BEHIND IS ABOUT TEAMS
WHAT IS THE MOST IMPORTANT LEADERSHIP SKILL?
LEADERSHIP COMPETENCY

#1 BUILDING COLLABORATIVE RELATIONSHIPS
LESS THAN 1/3 PROFICIENT

Today’s leaders are not prepared

Percentage of leaders who were rated ‘at least proficient’ by their bosses

- Building Collaborative Relationships: 70%
- Strategic Perspective: 74%
- Participative Management: 72%
- Change Management: 69%
- Leading Employees: 63%
- Taking Initiative: 77%

from CCL
LEADING FROM BEHIND

COLLABORATIVE
INCLUSIVE
SUPPORTIVE
ACTIVE
Leaders are best... when people hardly know they exist
...when the work is done they say, "We did this ourselves".

Lao Tzu
WHERE DOES LEADING FROM BEHIND COME FROM?
WHERE DOES IT COME FROM?

NELSON MANDELA
SERVANT LEADERSHIP
COACHING...
WHERE DOES IT COME FROM?

PARENTING
DIFFICULT FOR SURGEONS
DIFFICULT FOR SURGEONS

CIRCUMSTANCES
CAPTAIN OF THE SHIP
PERSONALITY
WHO ARE WE?

COMPULSIVE
PERFECTIONISTIC
EXCESSIVELY RESPONSIBLE
WORKAHOLIC
PARADOX

not about you...
but it is about your SKILLS
SOFT Vs. HARD SKILLS
AND
THE THRESHOLD
SOFT SKILLS

COMMUNICATION
LISTENING
EMPATHY
NETWORKING
EMOTIONAL INTELLIGENCE (EI)
EI SKILLS

SELF AWARENESS

SELF MANAGEMENT

OTHERS

EMPATHY

INFLUENCE

AWARENESS

CONTROL
4 ESSENTIAL SKILLS
AVOID EGO TRAPS
AVOID EGO TRAPS

<table>
<thead>
<tr>
<th>EGO</th>
<th>EQ</th>
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<tbody>
<tr>
<td>GOOD FOR ME</td>
<td>GOOD FOR TEAM</td>
</tr>
<tr>
<td>MY NEEDS</td>
<td>OTHER’S NEEDS</td>
</tr>
<tr>
<td>ADJUST TO ME</td>
<td>ADJUST TO OTHERS</td>
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</tbody>
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modified from Ego vs. EQ
Jan Shirkani 2014
AVOID EGO TRAPS

Think Technical Skills Trump Leadership
Surround Yourself with More of You
Do Not Let Go of Control

Shirkani 2014
ESSENTIAL SKILLS

AVOID EGO TRAPS

STOP TALKING
STOP TALKING & LISTEN

listening to understand
listening to disagree
listening, waiting to speak
not listening
LISTENING TO UNDERSTAND

ACTIVE
SUMMARIZE
REFLECT
QUESTION
I keep six honest serving-men
They taught me all I knew;
Their names are What & Why & When
And How & Where & Who.

Rudyard Kipling, Just So Stories
ESSENTIAL SKILLS

AVOID EGO TRAPS
STOP TALKING & LISTEN
LEARN TO DANCE
LEARN TO DANCE

TELL

ASK
ESSENTIAL SKILLS

AVOID EGO TRAPS
STOP TALKING & LISTEN
LEARN TO DANCE
TRUST
TRUST

PREDICTIVE V. VULNERABILITY
What do YOU want to achieve?
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