Leading in Your Setting

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DISCLOSURES

- No conflict of interest
OBJECTIVES

• Leadership styles.

• Leading change.
Leadership is not about titles, positions or flow charts; it is about one life influencing another.
Contemporary Leadership & Emotional Intelligence

- Management Skills
- Professional Knowledge

- Social Role
  - Me in the community

- Self-Image
  - What I value in myself

- My Traits
  - My non-conscious patterns of behaviour

- My Motives
  - Where my excitement comes from

- Emotional Intelligence

- Leadership Effectiveness
CONTEMPORARY LEADERSHIP

• Effective leaders use many styles.
• Styles can be learned
• Impact performance positively or negatively.

DIRECTIVE (COMMANDING)

Primary Objective: Immediate compliance

- **Best Use:** Crisis
- **Limitation:** Short term use
- **Overall impact:** Negative
Primary Objective: Accomplish tasks to high standard

• Best Use: Fast results, motivated, EQUALLY competent team

• Limitation: Can sap morale, initiative, & flexibility

• Overall Impact: Negative
"The most powerful leadership tool you have is your own personal example."

John Wooden

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VISIONARY

Primary Objective: Long-term direction

• **Best Use**: When clear direction / change is needed.

• **Limitation**: Inappropriate with more experienced peers / experts

• **Overall Impact**: Strongly positive
Primary Objective: Creating harmony

- **Best Use:** Heal team rifts, motivate under stress

- **Limitation:** May hesitate to offer constructive advice or improvement

- **Overall Impact:** Positive
Remember the difference between a boss and a leader; a boss says “Go!” a leader says “Let’s go!”

-E.M. Kelly
DEMOCRATIC (PARTICIPATIVE)

Primary Objective: Build Consensus

- **Best Use:** Seek input & create ownership
- **Limitation:** Inappropriate with non-experts; delays decisions
- **Overall Impact:** Positive
COACHING

Primary Objective: Long-term development

• Best Use: Improve performance & develop long-term strengths

• Limitation: Need responsive recipient

• Overall Impact: Positive
### Impact on Company Culture

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• “If you want to make enemies, try to change something”

Woodrow Wilson
CHANGE IS DIFFICULT!
LEADING CHANGE

• Structural Frame
  • Goals / roles / policies
• Human Resource Frame
  • People
• Political Frame
  • Power / resources
• Symbolic Frame
  • Culture
OVERCOMING BARRIERS TO CHANGE

• Structural Barriers
  • Loss of clarity, & blurring of roles.

• Human Resource Barriers
  • Anxiety, uncertainly, lack of confidence

• Political Barriers
  • Loss of power, resources & conflict.

• Symbolic Barriers
  • Loss of meaning, purpose.
APPRECIATIVE INQUIRY

“What’s working well?”

Vs

“What’s wrong”
"Change is the law of life and those who look only to the past or present are certain to miss the future."

- John F. Kennedy
LEADING CHANGE: SUMMARY

• Successful change leaders use at least two frames.

• All successful change leaders use human resource frame.

HOW DO YOU KNOW YOU’VE BECOME A TRUE LEADER?

1. YOU DON’T TRY TO BE RIGHT; YOU TRY TO BE CLEAR.

2. YOU TRY NOT TO HAVE THE LAST WORD.

3. YOU NO LONGER TRY TO SHOW THAT IT WAS YOUR IDEA. YOU EMPOWER OTHER PEOPLE TO OWN THE IDEA.
If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

John Quincy Adams
A leader is one who knows the way, goes the way, and shows the way.

John C. Maxwell