

# Leading From Behind

Its not about you...or is it?

ACS Washington DC, May 2017

*Coaching for Physicians*

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*[www.coachingforphysicians.com](http://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**

A photograph of three business professionals (two men and one woman) in a meeting, looking at a document. The image is dimmed and serves as a background for the text.

**LEADING FROM BEHIND  
IS  
ABOUT TEAMS**

**WHAT IS THE  
MOST IMPORTANT  
LEADERSHIP SKILL?**



# LEADERSHIP COMPETENCY



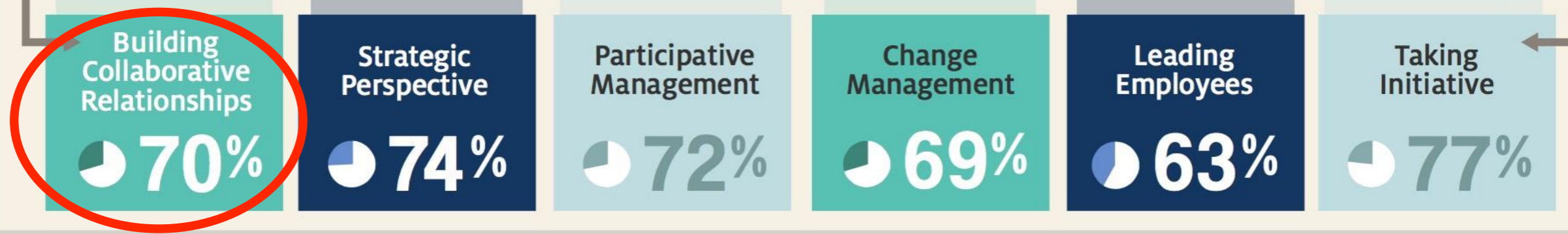
**#1**

**BUILDING  
COLLABORATIVE  
RELATIONSHIPS**

# LESS THAN 1/3 PROFICIENT

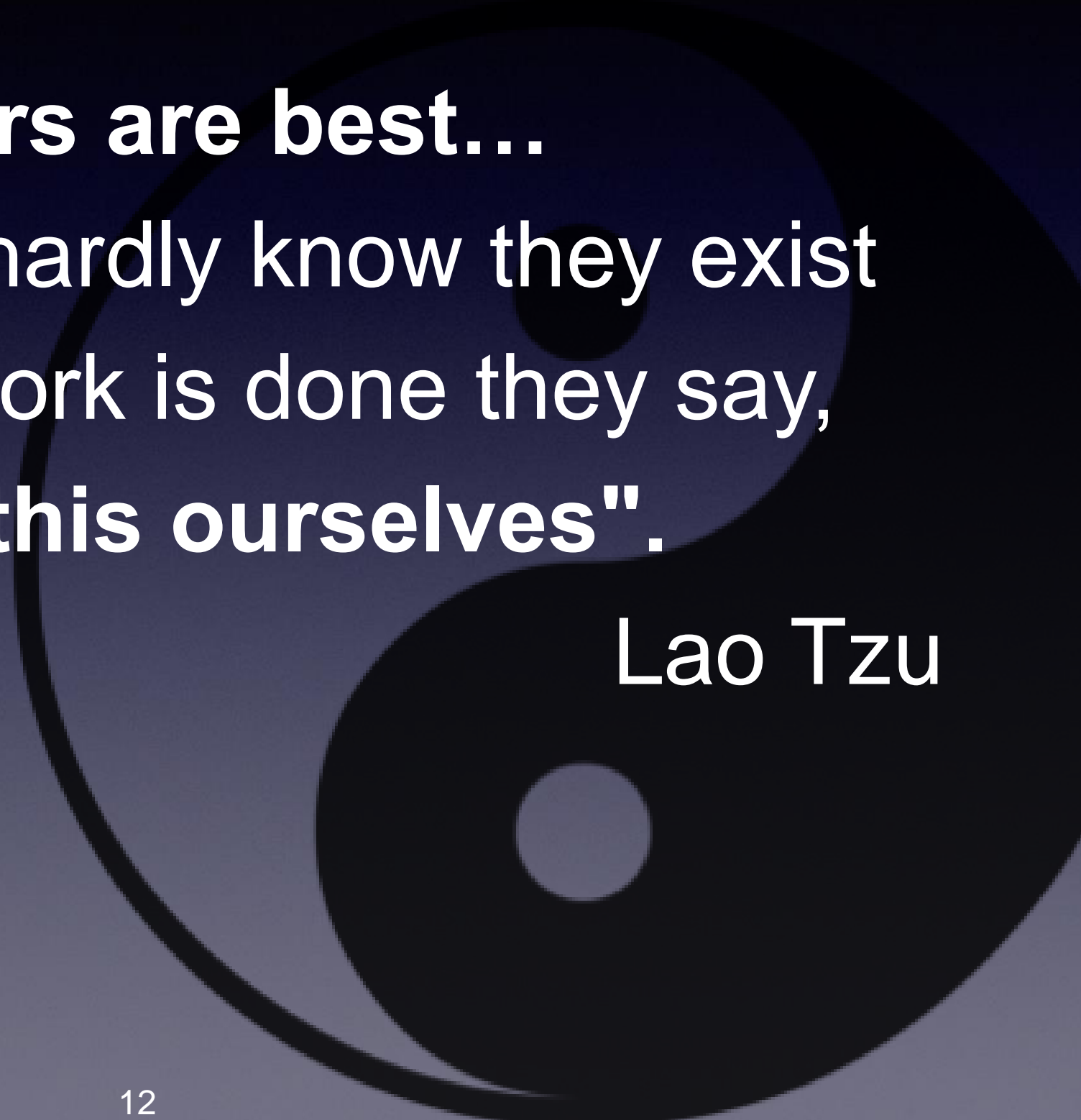
Today's leaders are **not prepared**

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



# 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

A family of four is shown in a celebratory mood, with all four members (two adults and two children) raising their arms in the air. They are dressed in winter clothing, including jackets and sweaters. The background is dark, making the family stand out. The overall tone is joyful and energetic.

# 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

## OTHERS

## AWARENESS

SELF  
AWARENESS

EMPATHY

## CONTROL

SELF  
MANAGEMENT

INFLUENCE



# 4 ESSENTIAL SKILLS



# AVOID EGO TRAPS

SELF  
AWARENESS



# AVOID EGO TRAPS

<b>EGO</b>	<b>EQ</b>
<b>GOOD FOR ME</b>	<b>GOOD FOR TEAM</b>
<b>MY NEEDS</b>	<b>OTHER'S NEEDS</b>
<b>ADJUST TO ME</b>	<b>ADJUST TO OTHERS</b>
<i>modified from Ego vs. EQ Jan Shirkani 2014</i>	

# 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**



EMPATHY

# STOP TALKING & LISTEN



**listening to understand**

**listening to disagree**

**listening, waiting to speak**

**not listening**

# LISTENING TO UNDERSTAND



**ACTIVE**  
**SUMMARIZE**  
**REFLECT**  
**QUESTION**

# OPEN ENDED QUESTIONS

**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**



INFLUENCE

**LEARN TO DANCE**

**TELL**

**ASK**



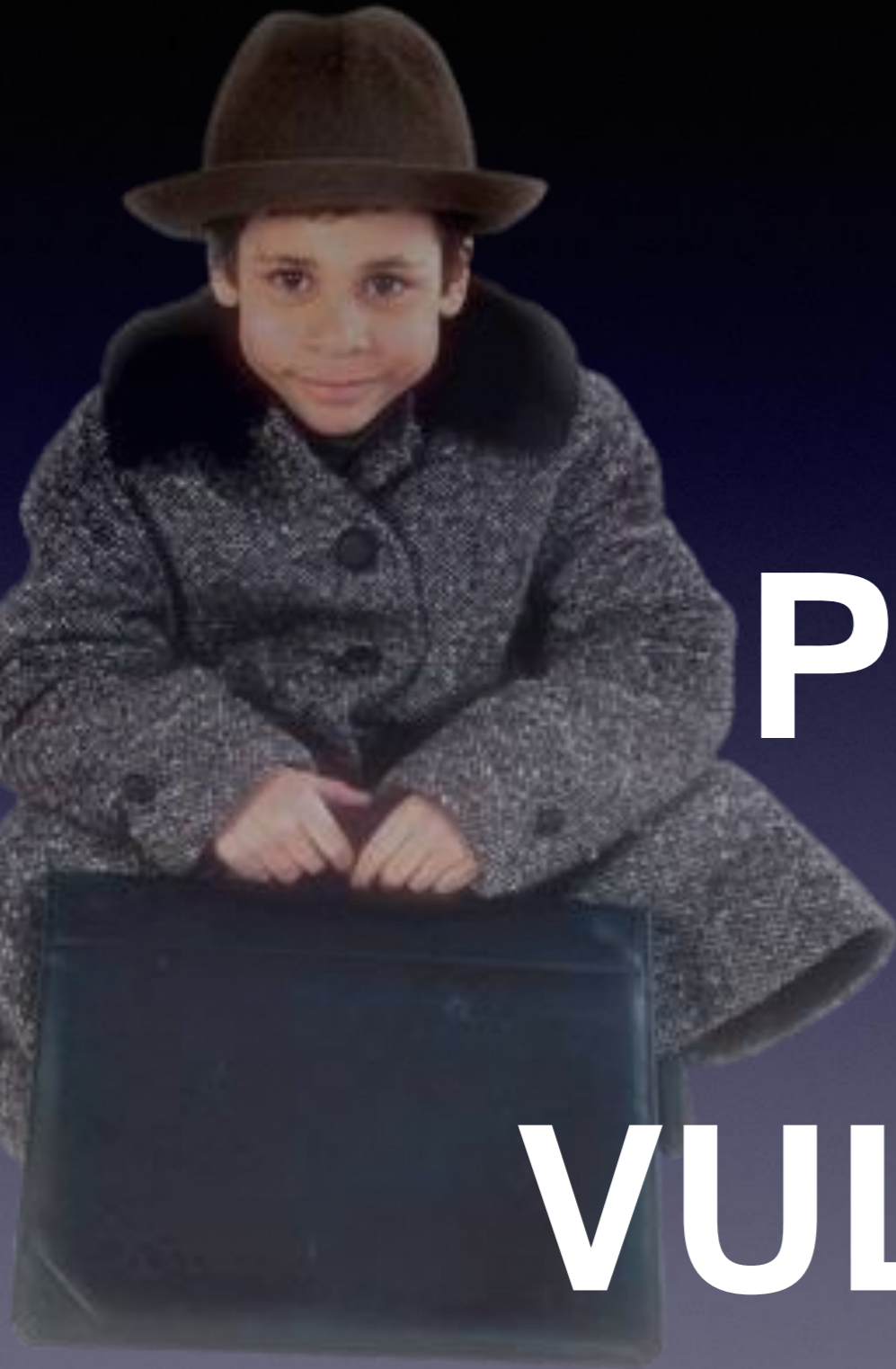
# ESSENTIAL SKILLS

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



SELF  
MANAGEMENT

**TRUST**



**PREDICTIVE**

**V.**

**VULNERABILITY**

**What do YOU  
want to achieve?**

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