

Learn
Serve
Lead

A Conversation About Leadership

How do you become more effective organizational leaders?

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R. Kevin Grigsby
AAMC Sr. Director,
Leadership & Talent Development

Association of American Medical Colleges

Leadership


It's all about change -

- *Creating a compelling vision of the future*
- *Getting others to do what they don't want to do*
- *Inspiring others to do things they didn't know they wanted to do*



Leadership defined:


- Understanding, creating, and managing organizational culture
 - Schein, 1992.
- BUT - successful leaders are not limited to managing
- They are often skilled managers. However, skilled managers may not be good leaders



Management defined:


- It's about the *status quo*
- *Management* is the process of reaching organizational goals by working with and through people and other organizational resources.
- Management has the following 3 characteristics:
 - It is a process or series of continuing and related activities.
 - It involves and concentrates on reaching organizational goals.
 - It reaches these goals by working with and through people and other organizational resources

See: <http://managementinnovations.wordpress.com/2008/12/03/define-management-its-functions/>



Leadership versus Management


- It's important to make the distinction
- Function may differ as roles change
- Missions remain intact
- Managers are always *in the middle*
 - We will return to this theme later



Future Oriented Leaders

1. Personal and organizational values are aligned
2. Professional training is of the highest quality
3. Collaborates and works as a team member
4. Business savvy or entrepreneurial spirit helps
5. Reward *interdependence*

Grigsby, Hefner, Souba, Kirch, 2004.



The benefits of good leadership

Survival . . .

Greater efficiency

Greater employment satisfaction

Increased faculty *vitality* and retention

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Critical success factors

1. An understanding organizational culture
2. Self-awareness
3. Values based decision making
4. Enacting a new behavioral repertoire



Strategies that work

- Self-knowledge
 - Executive coaching can be an advantage
- Mindfulness
- Knowledge of others' preferences and the ability to adapt and accommodate difference
- Willingness to *listen generously*
- Willingness to make behavioral changes
 - Again, executive coaching can be an advantage –
 - *Stealth coaching* is one model



Values

- An individual's or organization's accepted standards of right or wrong
- A principle, standard, or quality considered worthwhile or desirable

Core values – the most fundamental standards



We need leaders equipped to lead in the face of these changes:

Greater ability to tolerate risk

Greater ability to tolerate ambiguity

An organizational culture reflective of a *complex, adaptive system*

Pay attention to organizational culture as much as we pay attention to *strategy*

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Complex, adaptive systems

- Large number of elements
 - Self organizing and interactive in nature
 - Able to adapt to changing conditions
 - Emergent properties are common
 - Increase the survivability of the macro-system
- Examples: The Internet; global economy; an embryo



Complex, adaptive systems

- Complex, adaptive systems can not be driven “from the top down”
- Leading from the middle is necessary
- Adaptation requires the integration of organizational components
- Biggest risk? Diffusion rather integration
 - Silos . . .



Does this remind you of traditional departments in academic medicine and science?



Most of us are *in the middle*

- However, you may be viewed as the person *at the top* because of your title
- Don't put too much stock into being at the top - worshipping hierarchy doesn't offer much promise when it comes to real leadership
 - Remember: The pyramids were built as tombs . . .



The *in the middle* advantage

- Typically, *middles* function as system integrators
 - *Tops* shape systems through formal power hierarchy
 - *Workers* control production – collective bargaining can be powerful
 - *Middles* have more power to create collaboration, teamwork, and conscientious use of resources



Re-framing being *in the middle*

- Most think of the middle as hierarchical
- Try to think of it as leading from the middle of the *missions*
- Authenticity is required for success
- Leading by living in the middle of the mission
 - “Enacting leadership” by serving as the example



The best tool for middles?

- Leading by *influencing* others
- Three fundamentals:
 - Self-awareness
 - Collaboration
 - Connection

Frisina ME, 2011.



Self awareness

- *Basic competency* of influential leaders
- Self-awareness
- Mindfulness
- Develop comfort with the “inner self” and present themselves positively
- Coaching is helpful
- Peer consultation is helpful



Collaboration

- *Duty* of influential leaders
- Use trust and accountability to form a collaboration and move an organization toward its goals
- Effective communication, cooperative attitudes, and integrated teams are the hallmarks of successful collaboration
- People, not processes, strengthen or weaken the organization’s progress



Connection

- *Strategy* of influential leaders
- Create true connections with others
- Bring out the genius of others
 - Wiseman E, 2010.



Avoid the “Deadly Ds”

- Denial
 - People tend to dismiss their own disruptive, dysfunctional, unproductive behaviors
- Defending
 - When denial fails, persons justify behaviors and counter opposing points of view
- Diminishing
 - Turn against the person who is urging changes in behavior
 - Attack the credibility of the person asking for changed behavior



The Cultural Perspective

- “Neither culture or leadership can be understood by itself. In fact, one could argue that the only thing of real importance that leaders do *is to create and manage culture* and that the unique talent of leaders is their ability to understand and work with culture.”
- Schein, 1992.



Changing the culture

- Assessing the culture if you want to understand the *meaning* of behavior
- Cultural assessment helps you to know where to start
- Impacting the culture requires strategy
- AAMC perspective: Department chairs and dean’s office personnel do the *heavy lifting* in changing organizational culture



Changing the culture requires different behavior . . .



If leaders shape the culture

- and you want to shape a positive culture with positive consequences and optimal performance, then you must create a culture of trust, transparency, and open communication



Trust, transparency, and open communication can be fostered in climates of integrity, authenticity, and commitment to something bigger than self.

Erhard, Jensen, Granger, 2012.



Elements necessary for optimal organizational performance

1. Integrity
2. Authenticity
3. Commitment to something larger than oneself



Integrity Is Honoring Your Word

1. Keeping your word, and on time OR:
2. Whenever you will not be keeping your word, just as soon as you become aware that you will not be keeping your word (including not keeping your word on time) saying to everyone impacted:
 - a. that you will not be keeping your word, and
 - b. that you will keep that word in the future, and by when, or, that you won't be keeping that word at all, and
 - c. what you will do to deal with the impact on others of the failure to keep your word (or to keep it on time).



A helpful analogy is to think of integrity as being similar to a *bicycle wheel* . . .



What is *authenticity*?

Authenticity is being and acting consistent with who you hold yourself out to be for others, and who you hold yourself to be for yourself

Erhard, Jensen, Granger, 2012.



Committing to something bigger than self

Why is it important?

Commitment to self above all else places others in jeopardy

Commitment to self is often at the expense of others



Something bigger than self

- A set of values
- A mission
- A “calling” (vocation)
- A cause
- A passion
- A purpose
- A ministry



Exercise

1. For the next 2-3 minutes, think about *your* commitment (as a leader) to something *bigger than yourself*.
2. Write down the “something”.
3. Try to remember when you first made the commitment. Was it conscious/intentional?
4. Assess the degree to which you believe you demonstrate this commitment in your day to day work.
5. Share this information with someone seated near you.



Necessary to maximize organizational performance

1. Integrity
2. Authenticity
3. Commitment to something larger than oneself



The Old Way: Politics drive decision making

Decisions based on what is politically expedient:

- Come back to haunt us
- Are very hard to defend once the circumstances change
- Chip away at our integrity
- Are likely to be inconsistent with personal and organizational values

Future →



Effective institutional leaders help organizations *transform themselves*

- Evaluation of *transformational leadership* development programs revealed what had changed for participants:
 - Increased self-awareness
 - A change in behavioral patterns contributing to better listening skills, team building skills, performance management, feedback giving and other people oriented behaviors

Kets de Vries & Korotov, 2012.



What contributed to these changes in behavior and leadership style?

- Group coaching
- An action plan that serve as a *commitment enhancement* mechanism
- Experimentation with new behaviors between learning new techniques
- Continued contact with the learning community made up of members of the program

Kets de Vries & Korotov, 2012.



Self knowledge and self defense

- Know your own temperament
- Be aware of your Achilles heel(s)
- Be prepared for personal attacks – even though unwarranted
- Remain solution-focused
- Know when to say “I don’t know”
- Know when and how to say ‘I’m sorry’
- Stick to your values



5 Ways New Leaders Fail . . .

1. Ignore the culture
2. Focus too much on quick wins
3. Stop listening; start squawking
4. Ignore conflict
5. Create a strategic plan that is not strategic and is not a plan

Grigsby, 2010.

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Strategic Intent

1. A strategic theme filled with emotion for the whole organization
2. A compelling statement about where an organization is going that succinctly conveys a sense of what the organization wants to achieve long-term
3. “Adds clarity, gives focus, inspires the people . . .”
4. “Direction, discovery, and destiny . . .”

Example: Canon – “Beat Xerox.”

Hamel G, Prahalad, CK, 1989.



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