Building Blocks for Leadership

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Overview

- Leadership vs management
- Six Domains of Leadership Model
  - Personal
  - Relational
  - Contextual
  - Inspirational
  - Supportive
  - Responsible
What is leadership?

- Leader-follower relationship is a basic one
- Difficult to define ("know it when you see it")
  - often defined based on qualities
  - can be formal or informal
  - NOT a title
- Often differentiated from management
  - different roles, not different people
  - both leading and managing are very important
Think of a person in your institution/program who demonstrates leadership, *(they may or may not have a title)* and list a few behaviors that you think make her/him an effective leader.
Managers vs Leaders

Leaders
- Courageous
- Creative
- Experimental
- Flexible
- Imaginative
- Innovative
- Inspiring
- Passionate
- Visionary

Managers
- Analytical
- Authoritative
- Deliberate
- Persistent
- Problem-Solving
- Rational
- Stabilizing
- Tough Minded
What is leadership?

- A key element is influence
  - ability to *personally* impact the actions, decisions, opinions, or thinking of others
- Do not have to be at the top of a hierarchy to have influence and lead
  - ‘leading up’ and leading peers is important (*and challenging*)
  - your title is irrelevant (i.e. anyone can be a leader)
Six Domains of Leadership

- Personal
- Relational
- Contextual
- Inspirational
- Supportive
- Responsible
Six Domains of Leadership

Third-Order
- RESPONSIBLE

Second-Order
- INSPIRATIONAL
- SUPPORTIVE

Foundation
- PERSONAL
- RELATIONAL
- CONTEXTUAL

More personal ↔ More structural
Consequences in Each Domain

STEWARDSHIP

RESPONSIBLE

HIGH ASPIRATION

INSPIRATIONAL

SUPPORTIVE

INITIATIVE

PERSONAL

CREDIBILITY

RELATIONAL

TRUST

CONTEXTUAL

COMMUNITY

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Benefits of This Approach to Leadership

- Behavioral
  - leadership is what you do, not just who you are
  - change what you do and you can change your leadership style - - this approach is *actionable*

- Focus on Effects
  - each domain is linked to a specific leadership effect

- Comprehensive
  - integrates many aspects of leadership
Six Domains of Leadership

- **Personal**
- **Relational**
- **Contextual**
- **Inspirational**
- **Supportive**
- **Responsible**

\[1\text{Sim Sitkin and Alan Lind, Delta Leadership, 2003}\]
Personal Leadership

Why should anyone want to be led by you?

- What do you offer as a leader that is distinctive compared with what others can supply?
- What is the core (i.e. most personal) aspect of your leadership?
- Do you have the courage to let your uniqueness show?
Personal Leadership
Why should anyone want to be led by you?

STOP AND THINK....

Think about recruitment season. As applicants cycle through the interview trail at multiple programs, makes you stand out that would make them want YOU to lead them?
Sub-Domains of Personal Leadership

- Visionary
  - mindful, curious, confident, prepared
- Authentic
  - genuine, clear values, sincere emotions
- Dedicated
  - shared values, passionate, courageous, willing to make personal sacrifices
Be Authentic

- Personal Leadership style should be based on your values and personality
- Be yourself, but there likely will be a ‘leadership version’ of yourself
  - sometimes there are tradeoffs
  - let your own values guide decisions
- Consistency and confidence are important
- Emotion is appreciated by followers
Demonstrate Dedication

- Lead by example, giving as much yourself as you ask of others
- You should tie your personal outcomes to the success of the team
- Lead from the front of the line, not the back
Effective personal leadership yields credibility.
Six Domains of Leadership

- Personal
- **Relational**
- Contextual
- Inspirational
- Supportive
- Responsible
**Relational Leadership**

- Individualized relationships with the team are a key element of leadership.
- Relationships should demonstrate:
  - concern
  - respect
  - fairness

- Relationship ≠ Friendship
Relational Leadership

STOP AND THINK.....

Think about how you interact with your trainees. How would they respond if they were asked about your relationship with them?

(think about someone right in the ‘middle’ – not one of your ‘stars’ or ‘non-stars’)

Relational Leadership

- Do your trainees think that you are concerned about them as people?
- How do they know you understand them?
- How do your trainees know that you truly respect them as individuals?
- How can they see you are trying to be fair?

A major challenge in Relational Leadership is your trainees (or others you are leading) cannot see how you feel unless you show them
Tips to Enhance Relational Leadership

- Effective listening
- Demonstrate concern, understanding, and respect
- Fairness with decision-making

People trust leaders who have built a strong relationship with them
Effective relational leadership yields trust.
Six Domains of Leadership

- Personal
- Relational
- **Contextual**
- Inspirational
- Supportive
- Responsible
Contextual Leadership

*The who, why, and how...*

- Highlight key elements of shared identity
  - clarity and coherence
  - shared purpose
  - feeling of ‘belonging’
  - interpersonal similarity and attraction
- Focus, simplify, and prioritize tradeoffs
- Goal is to link the trainee as an individual to the context of the program
  *(or whoever is being led by you…)*
How would your trainees describe the sense of community in your program?

- Would their descriptions match each other?
- Would their descriptions match yours?
Creating Community

- Effective contextual leadership creates community by fostering clarity about:
  - collective purpose
  - personal and program identity
  - how individuals fit in the program
  - how individuals fit together
  - why the rules are what they are
Contextual Leadership Can be a Challenge

- Often neglected relative to the other five elements
- People take inadequate contextual leadership personally
  - seen as a lack of understanding, trust and concern, which negatively impacts other leadership dimensions
Effective contextual leadership yields a sense of COMMUNITY
Six Domains of Leadership

- Personal
- Relational
- Contextual
- **Inspirational**
- Supportive
- Responsible
Inspirational Leadership

- Promote a climate of excellence
- Encourage innovation
- Exhibit enthusiasm and optimism
Inspiring a Will to Achieve

- Builds on Personal and Relational elements
Inspiring a Will to Achieve

- Builds on Personal and Relational elements
  - make people believe and feel that they are respected and are worthy of that respect
  - make people see and feel that their work and efforts are important
- Convey the importance of striving to achieve
Inspiring a Will to Achieve

- Enthusiasm for tasks and goals
- Optimism
  - show how they can accomplish great things and allow them to do so
  - demonstrate a “can do” attitude
- Resilient determination to succeed
  - celebrate each milestone as bringing each one of them closer to their ultimate goals
  - analyze defeat with a determination to learn and to succeed
Effective inspirational leadership yields HIGH ASPIRATION
Six Domains of Leadership

- Personal
- Relational
- Contextual
- Inspirational
- Supportive
- Responsible
Supportive Leadership

- Rests on Relational and Contextual Leadership
Sub-Domains of Supportive Leadership

- Accountability
  - goal is to create self-awareness of both successes as well as weaknesses and failures

- Protection
  - provide challenges without being threatening

- Security
  - foster growth, but assure all are protected

Ultimately you want to support those you hope to inspire
Supportive Leadership

STOP AND THINK....

Think of a trainee in your program who has been struggling in some way. Do they know that they are supported if they aim high to achieve a program expectation and fail?

If not, how could you better establish a network of support for them?
Build a Sense of Effectiveness

- Give honest and consistent feedback
  - point out successes, even in the context of failure
  - be sure not to distort or exaggerate (positive or negative)
- Encourage self-evaluation, mentorship, coaching, facilitating, role-modeling—and leadership
- Praise your most competent and successful trainees when they share skills and knowledge
- Show your pride in their accomplishments
Effective supportive leadership yields INITIATIVE
Six Domains of Leadership

- Personal
- Relational
- Contextual
- Inspirational
- Supportive
- Responsible
Responsible Leadership

Being the Captain of the Ship

- Demonstrate balance
  - individual trainees vs program
- Model ethical behavior
  - doing the right thing
- Demonstrate responsibility
Responsible Leadership

- Personally set the standard
- Ground your leadership in ethics and values—your own, your trainees, and your program
- Ask people to do what is ethically, as well as practically, correct
- Accept responsibility for the consequences of decisions
- Remember that you are seen as the personification of the program/team and make every action bring credit to those you lead
Effective responsible leadership fosters STEWARDSHIP
Six Domains of Leadership

- Personal
- Relational
- Contextual
- Inspirational
- Supportive
- Responsible
Six Domains Summary

- **CREDIBILITY**
  - Personal: Preparing & projecting who you are
  - Trust: Clarifying who we are & how we work together

- **COMMUNITY**
  - Relational: Demonstrating concern & understanding
  - Contextual: Providing resources, feedback, & protection

- **TRUST**
  - Inspirational: Raising expectations, optimism & enthusiasm
  - Supportive: Modeling ethics & balance

- **HIGH ASPIRATION**
  - Responsible: High aspiration

- **INITIATIVE**
  - Responsible: High aspiration

- **STEWARDSHIP**
  - Personal: Preparing & projecting who you are
  - Relational: Demonstrating concern & understanding
  - Credibility: Clarifying who we are & how we work together
  - Community: Providing resources, feedback, & protection
  - Inspiration: Raising expectations, optimism & enthusiasm
  - Support: Modeling ethics & balance
My Pyramid

RESPONSIBLE

INSPIRATIONAL

SUPPORTIVE

PERSONAL

RELATIONAL

CONTEXTUAL
MOTIVATION

If a Pretty Poster and a Cute Saying are All it Takes to Motivate You, You Probably have a Very Easy Job. The Kind Robots Will be Doing Soon.
A few parting thoughts

- Know thyself
  - identify strengths and opportunities
  - some areas require more work/effort than others
- You may have a title, but that is not what makes you a leader
- Leadership is much more than your trainees, in some circumstances, you should actively lead:
  - Department Chair
  - Program Director
  - Colleagues
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Materials to reinforce and complement the Six Domains program are available via our website. These include:

Six Domains Leadership Survey (SDLS) – an online diagnostic tool
Leadership Action Deck – a card deck providing actionable behaviors to improve leadership in all six domains
Delta Value Fit deck – a set of cards to aid in defining one’s own and others’ values
Six Domains pocket card – a handy reminder of the Six Domains model
Six Domains posters – a visual reference for perpetuating Six Domains learning, in personal and wall size.

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