

Building Blocks for Leadership

David A. Turner, MD FCCM FCCP

Associate Director, Graduate Medical Education

Duke University Hospital and Health System

Associate Professor

Department of Pediatrics

Division of Pediatric Critical Care

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

What is leadership?

STOP AND THINK...

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

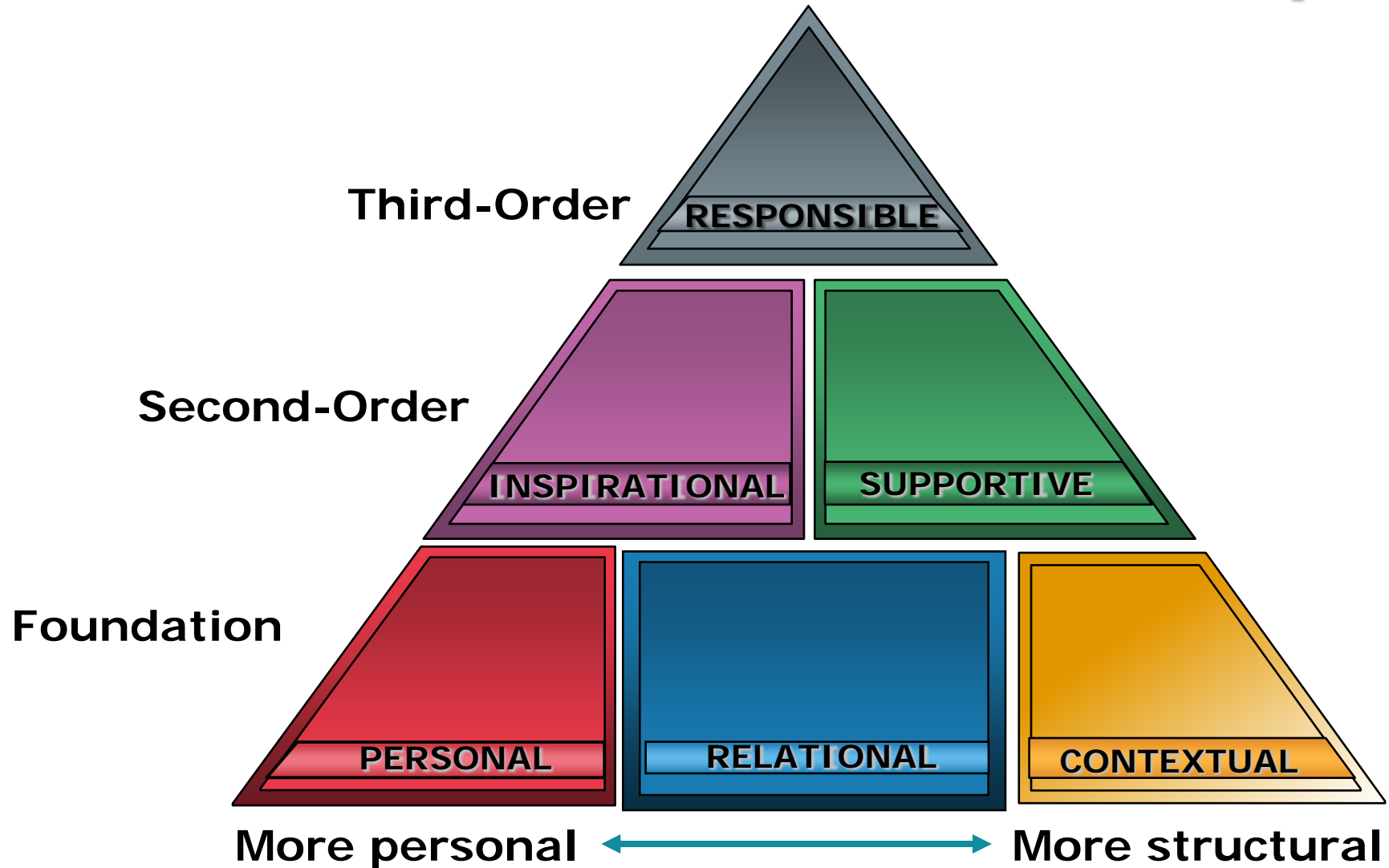
What is leadership?

- 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)

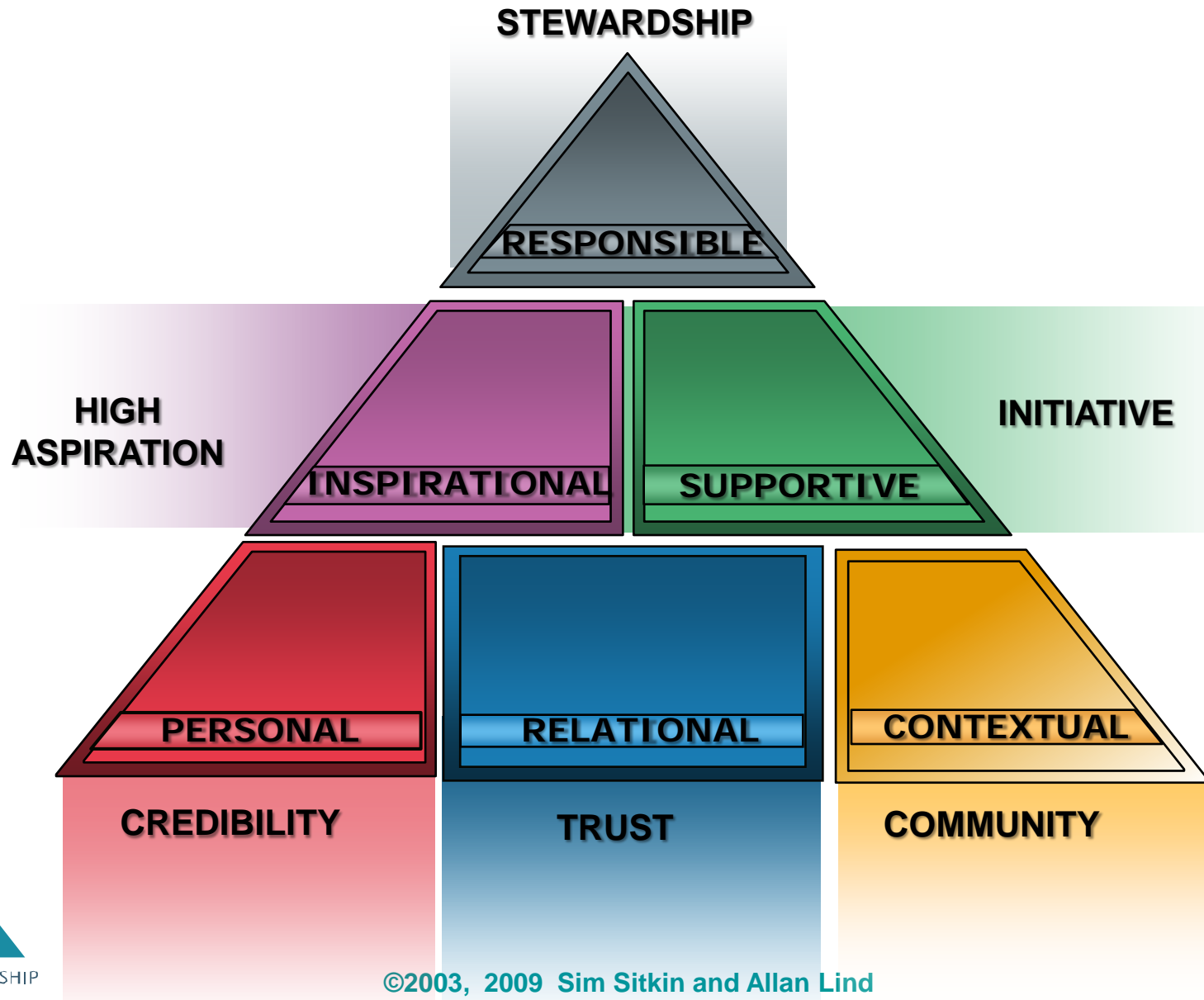
Six Domains of Leadership

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

Six Domains of Leadership



Consequences in Each Domain



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



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

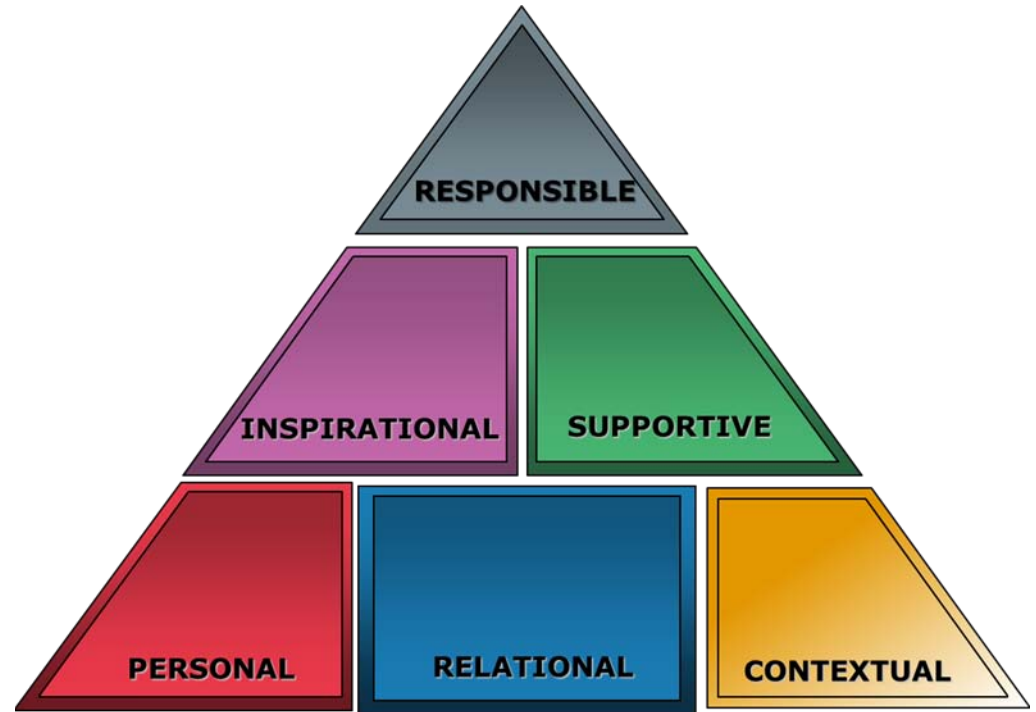
***Effective personal
leadership yields***



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 \neq 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

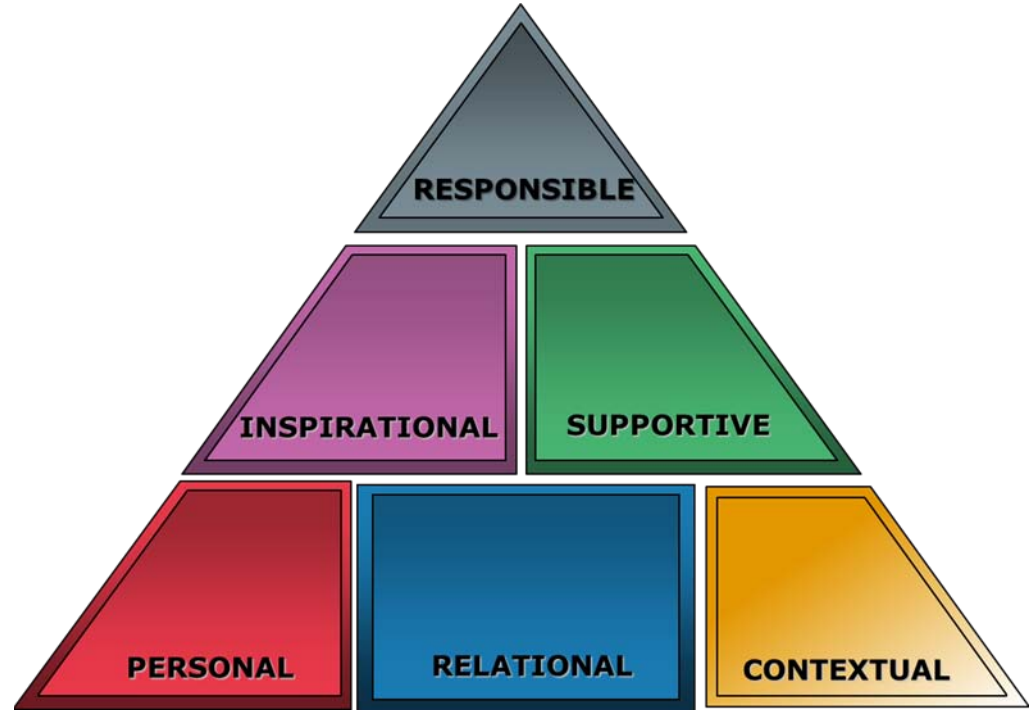
***Effective relational
leadership yields***



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...)

Contextual Leadership

STOP AND THINK....

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

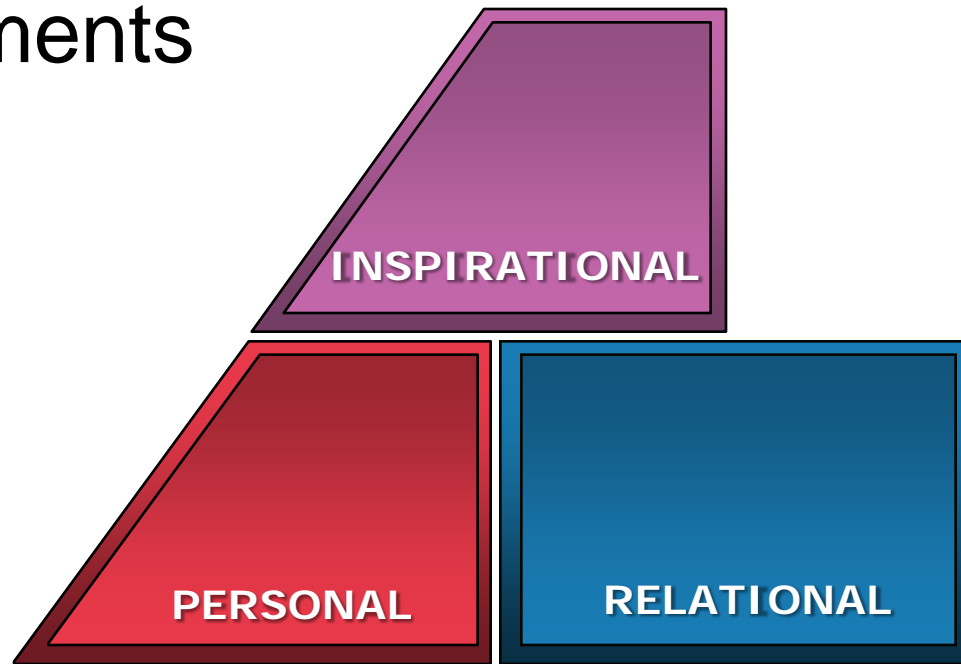


Inspirational Leadership

- 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

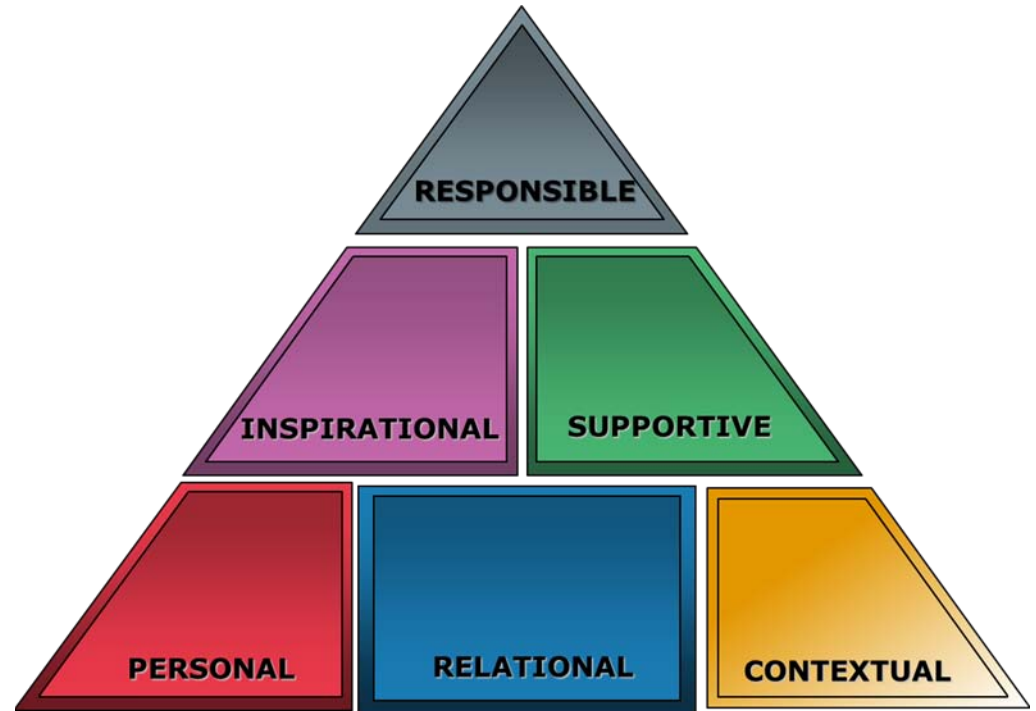


Effective inspirational leadership yields

**HIGH
ASPIRATION**

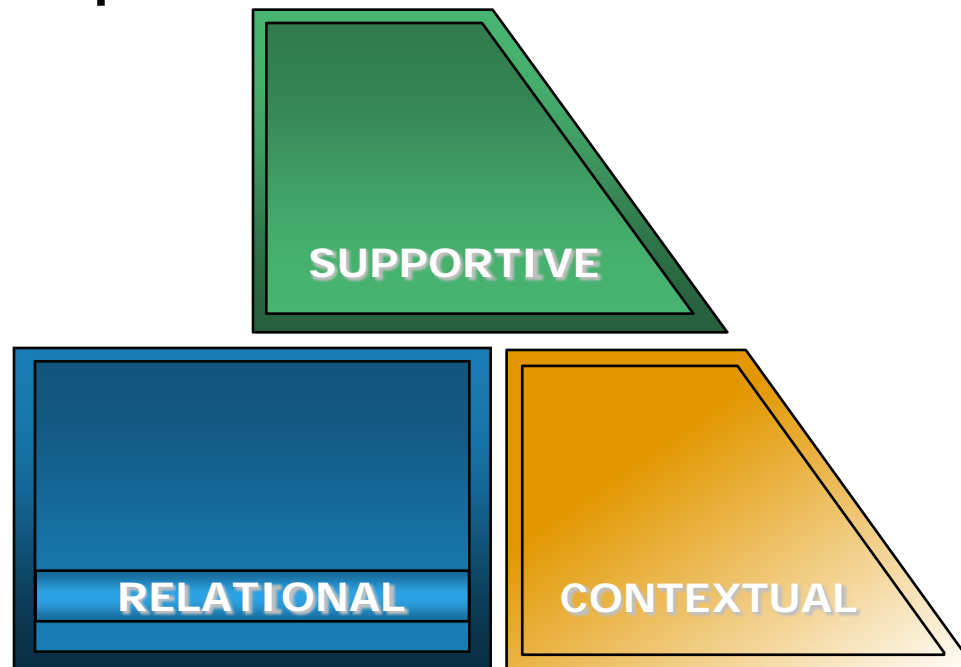
Six Domains of Leadership

- 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***



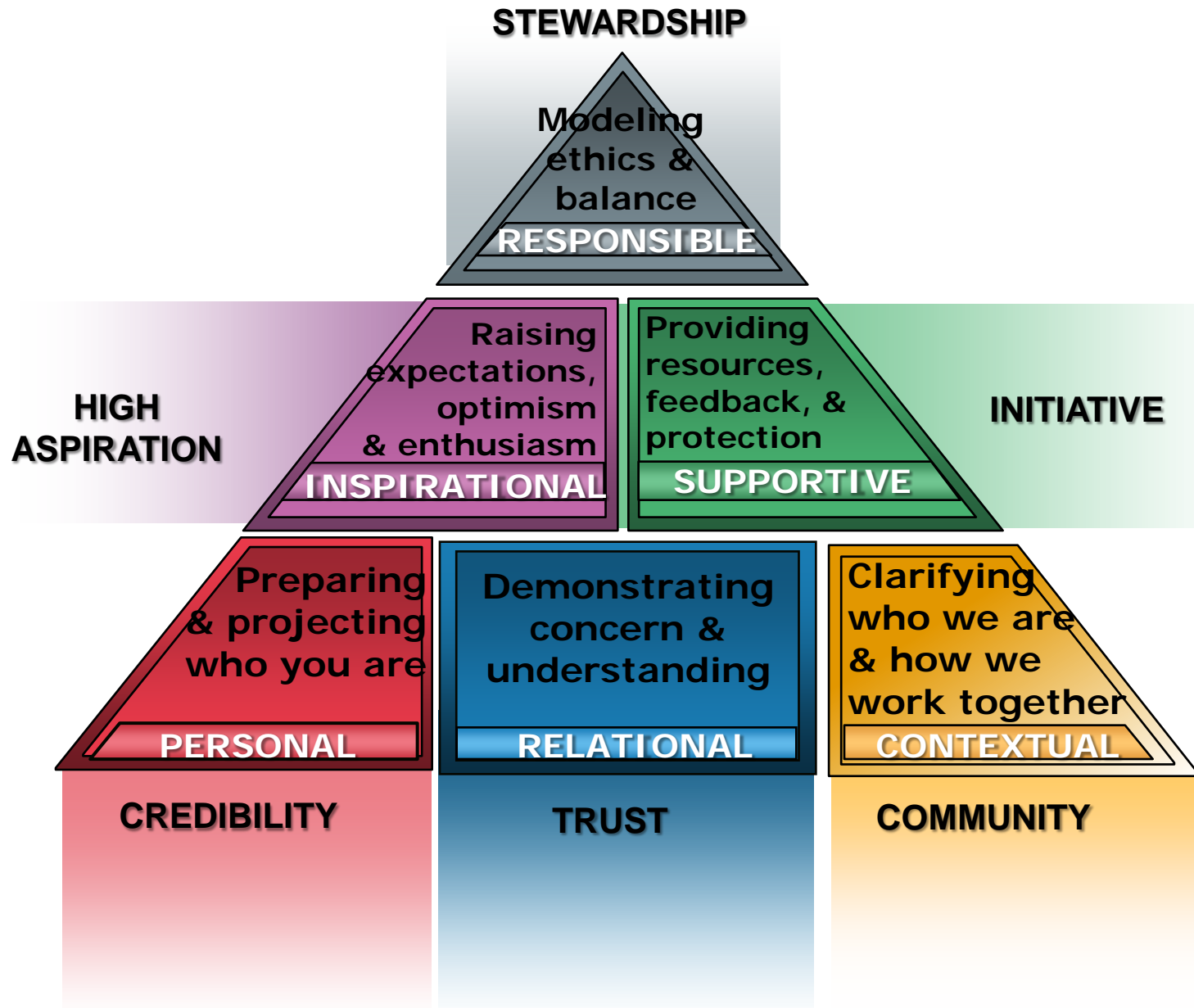
STEWARDSHIP

Six Domains of Leadership

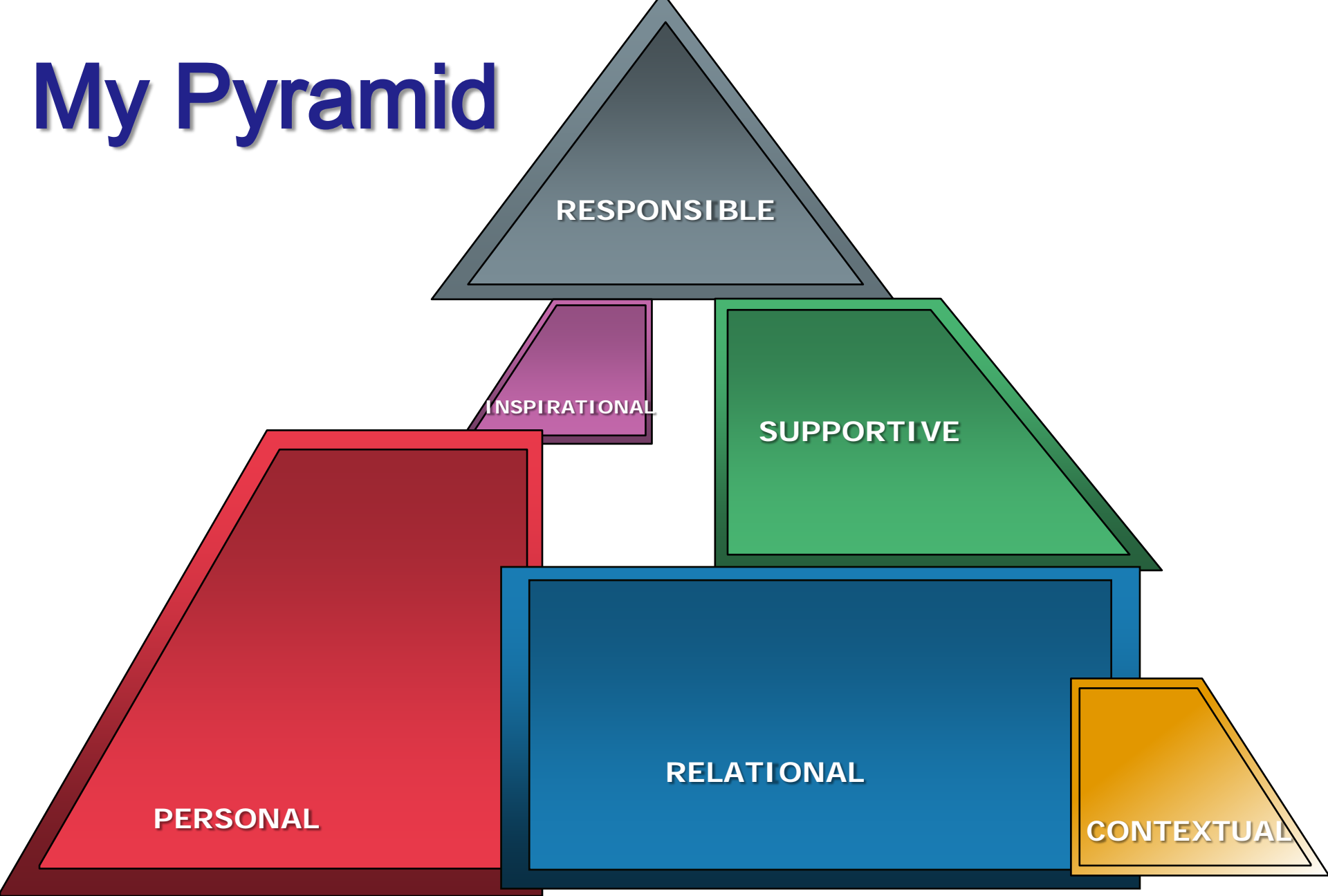
- Personal
- Relational
- Contextual
- Inspirational
- Supportive
- Responsible



Six Domains Summary



My Pyramid





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

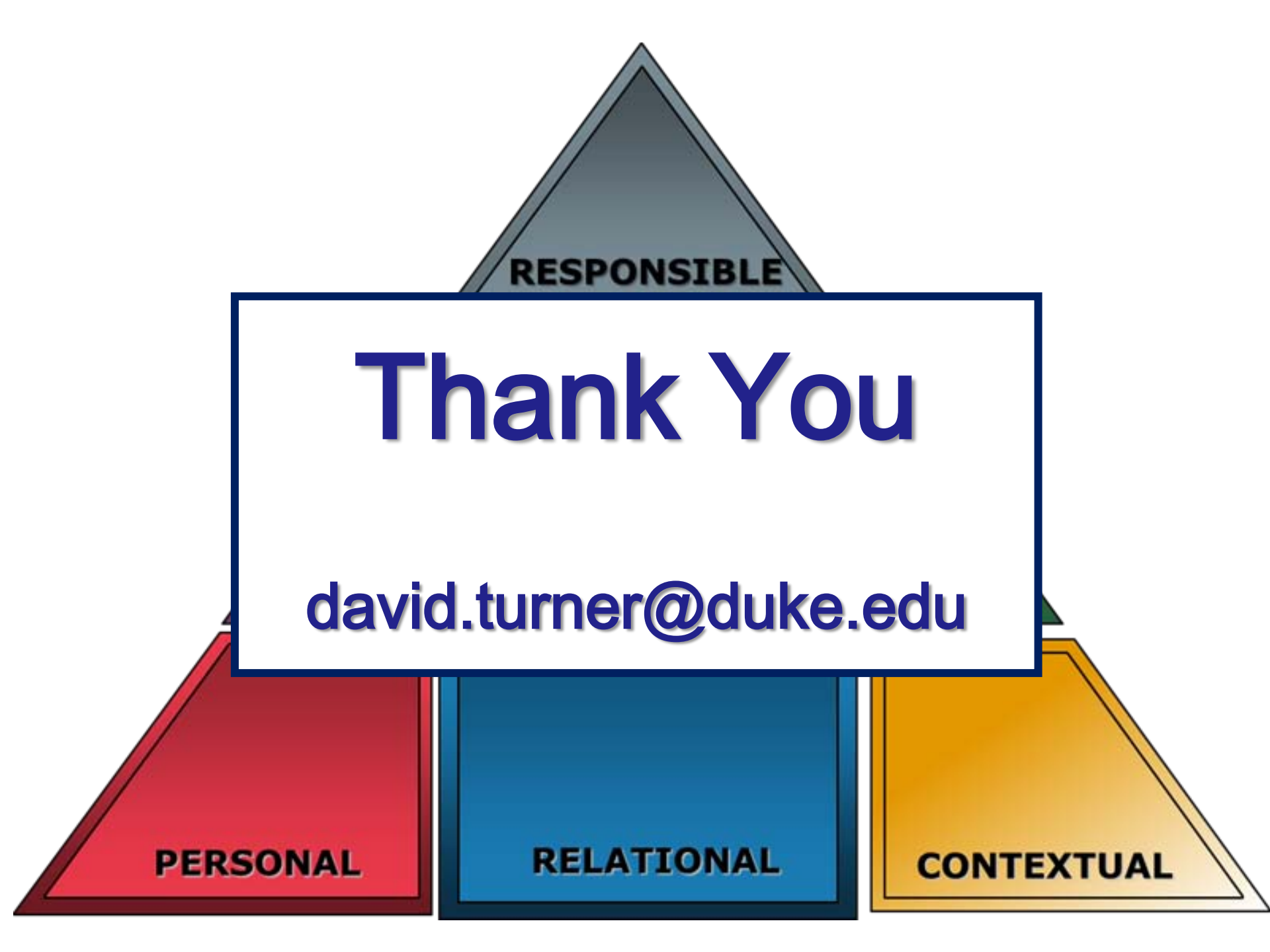
www.DeltaLeadership.com

These presentation slides are the copyrighted property of Sim B. Sitkin and E. Allan Lind, and are distributed under special license by Delta Leadership, Inc. Viewer is granted a limited, non-exclusive license to use this material to teach the Six Domains model as part of a leadership program. Attribution must be included as noted on slides used. Materials may not be posted on the web or otherwise redistributed without written permission of Delta Leadership. www.DeltaLeadership.com ©2009

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.**

Contact Delta Leadership at SixDomains@DeltaLeadership.com



RESPONSIBLE

Thank You

david.turner@duke.edu

PERSONAL

RELATIONAL

CONTEXTUAL