

Empowering the Leader Within You

Frank D. Ferris, MD, FAAHPM, FAACE

Institute for Palliative Medicine at San Diego Hospice

University of California San Diego
University of Toronto



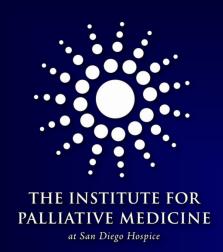
Who chose to become a healthcare professional?



Did you have training to become an effective professional?



Who chose to become a leader?



Why did you choose to be a leader?



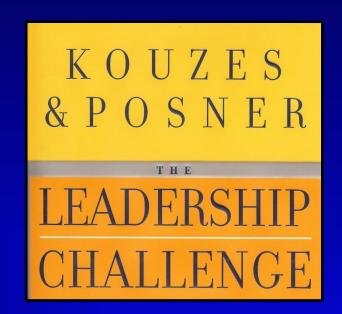
Did you have training to become an effective leader?



What is leadership?

Leadership is . . .

- Everyone's business
- About relationships
- Learned
- An ongoing practice
- Self development



Leadership is . . .

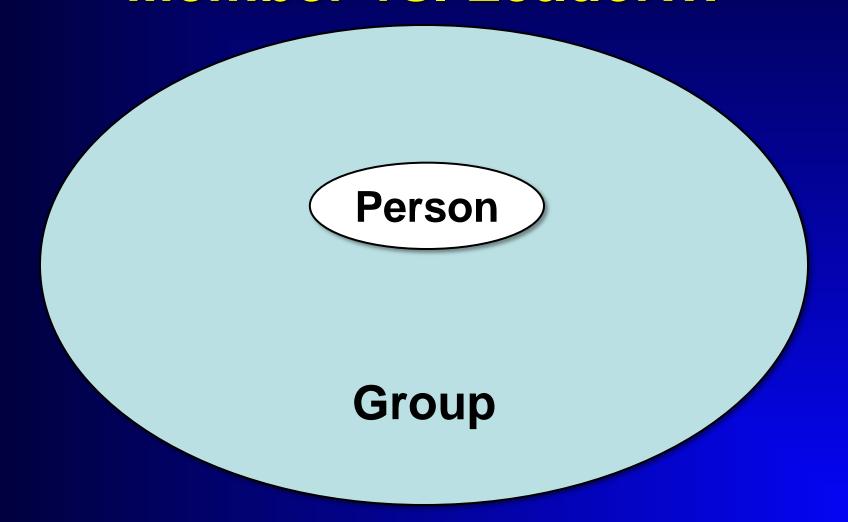
"the art of mobilizing others
to want to struggle
for shared aspirations"

"Leadership is not a position, it's not a gene, and it's not a secret code that can't be deciphered by ordinary people.

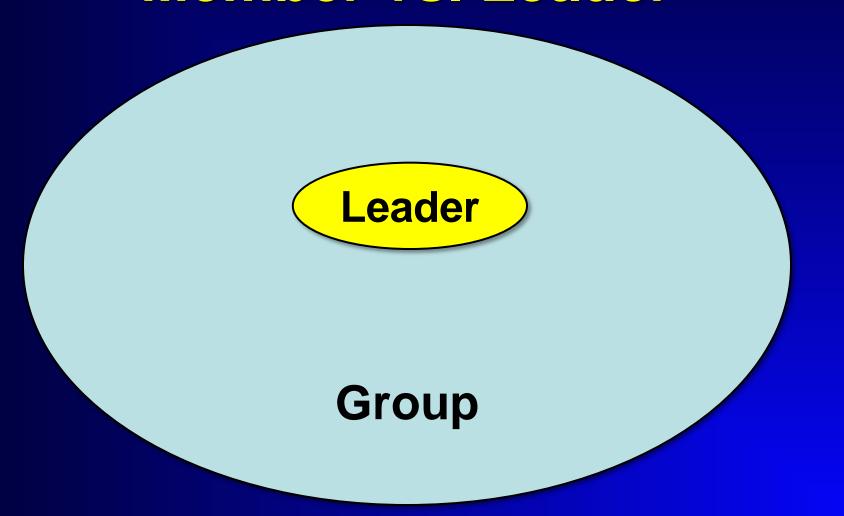
The truth is that leadership is an observable set of skills and abilities "

Kouzes and Posner, The Leadership Challenge

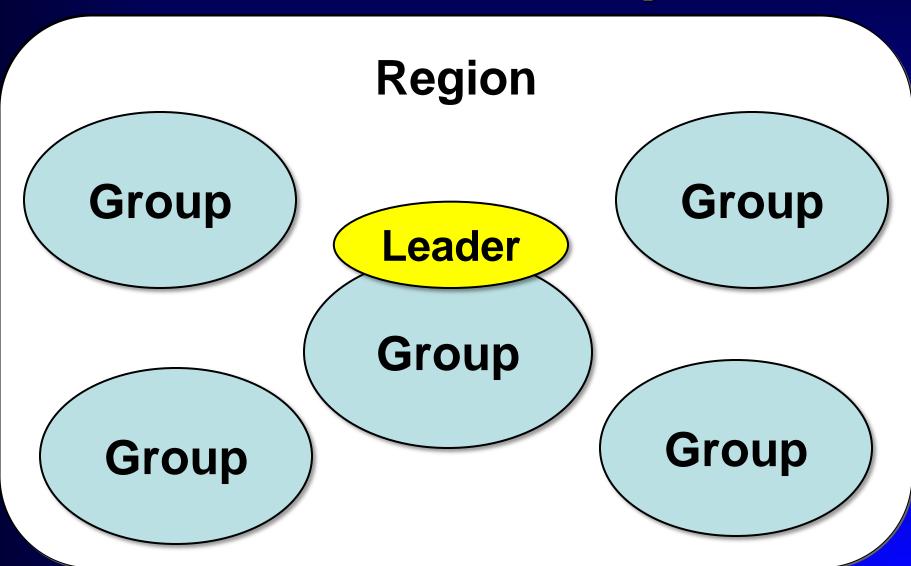
A Leader Needs a Group... Member vs. Leader...

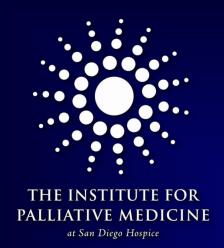


...A Leader Needs a Group... Member vs. Leader



Leader of Groups





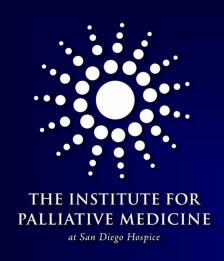
In Palliative Care... examples of groups that need leaders...



Everyone is a teacher

Everyone is a leader

Everyone is a change agent



Not leading by chance...

Concepts to help you be effective as a leader....



Characteristics of Admired Leaders

21%	Ambitious	88%	Honest
40%	Broad-minded	23%	Imaginative
20%	Caring	6%	Independent
66%	Competent	65%	Inspiring
28%	Cooperative	47%	Intelligent
20%	Courageous	14%	Loyal
33%	Dependable	17%	Mature
24%	Determined	8%	Self-controlled
42%	Fair-minded	34%	Straightforward
71%	Forward-looking	35%	Supportive

*The Leadership Challenge, Kouzes & Posner

Leadership Practices Inventory

The Leadership Challenge 4th Ed.

Kouzes and Posner

Be realistic and honest

ACTUALLY - NOT about how you would like to behave, or 'should' behave

'Typical' behavior

On 'most' days, on 'most' projects, with 'most' people



Rate yourself...

I follow through on the promises and commitments I make

1 - Almost never

6 - Sometimes

2 - Rarely

7 - Fairly often

3 - Seldom

8 - Usually

4 - Once in a while

9 - Very frequently

5 - Occasionally

10 - Almost always

I speak with conviction about the higher meaning and purpose of our work

1 - Almost never

6 - Sometimes

2 - Rarely

7 - Fairly often

3 - Seldom

8 - Usually

4 - Once in a while

9 - Very frequently

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I experiment and take risks, even when there is a chance for failure

1 - Almost never

6 - Sometimes

2 - Rarely

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I treat others with dignity and respect

1 - Almost never

6 - Sometimes

2 - Rarely

7 - Fairly often

3 - Seldom

8 - Usually

4 - Once in a while

9 - Very frequently

5 - Occasionally

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I give members of the team lots of appreciation and support for their contributions

1 - Almost never 6 - Sometimes

2 - Rarely 7 - Fairly often

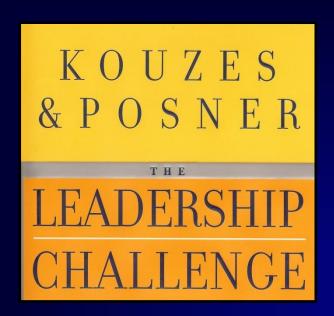
3 - Seldom 8 - Usually

4 - Once in a while 9 - Very frequently

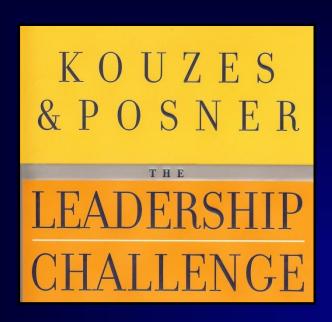
5 - Occasionally 10 - Almost always

Share in Dyads

- 1. I follow through on the promises and commitments I make
- 2. I speak with conviction about the higher meaning and purpose of our work
- 3. I experiment and take risks, even when there is a chance for failure
- 4. I treat others with dignity and respect
- 5. I give members of the team lots of appreciation and support for their contributions.



5 Practices of Exemplary Leaders...

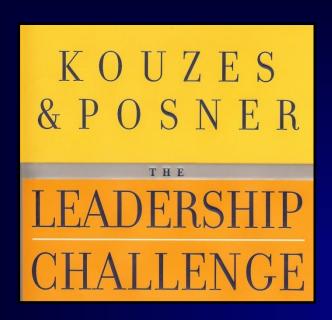


5 Practices of Exemplary Leaders...

- 1. Model the way
- 2. Inspire a shared vision
- 3. Challenge the process
- 4. Enable others to act
- 5. Encourage the heart

Model the Way

- Find your voice
- Clarify values
- Affirm shared ideals
- Set the example



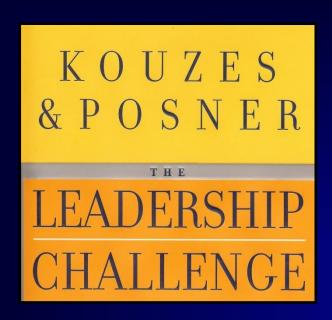
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Inspire a Shared Vision

- Envision the future
- Imagine exciting and ennobling possibilities
- Enlist others

(in the research, consistently the leadership behavior with the lowest frequency)



5 Practices of Exemplary Leaders...

- 1. Model the way
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Challenge the Process

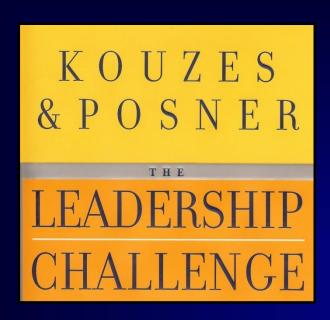
- Search for opportunities
- Seize the initiative
- Look outward
- Innovate

- Experiment
- Take risks
- Generate small wins
- Learn from experience

Challenge the Process

... the intersection between

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????
and
!!!!
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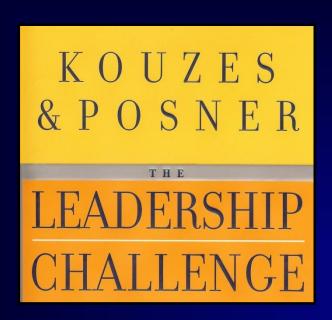
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Enable Others to Act

- Foster collaboration
- Build trust
- Facilitate relationships

- Strengthen others
- Increase selfdetermination
- Help develop competence.

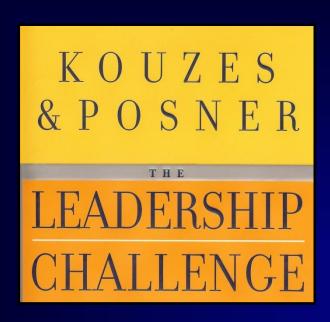


5 Practices of Exemplary Leaders...

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Encourage the Heart

- Recognize contributions
- Show appreciation for individual excellence
- Celebrate values and victories
- Create a spirit of community



5 Practices of Exemplary Leaders...

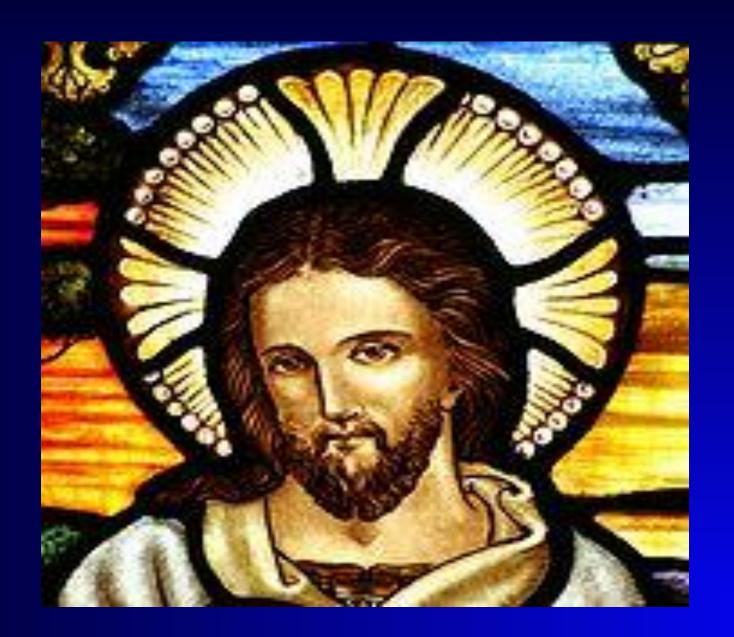
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Heroic + Small



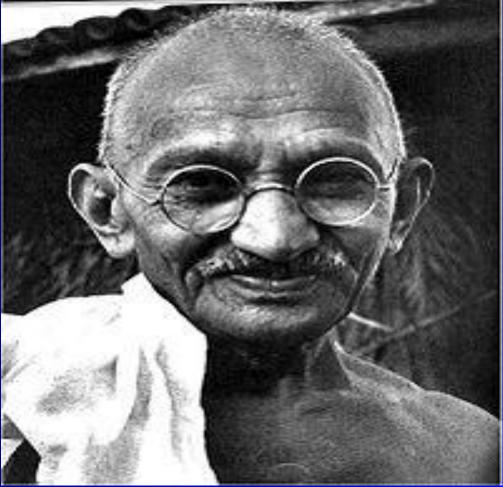


Doing + "Being"





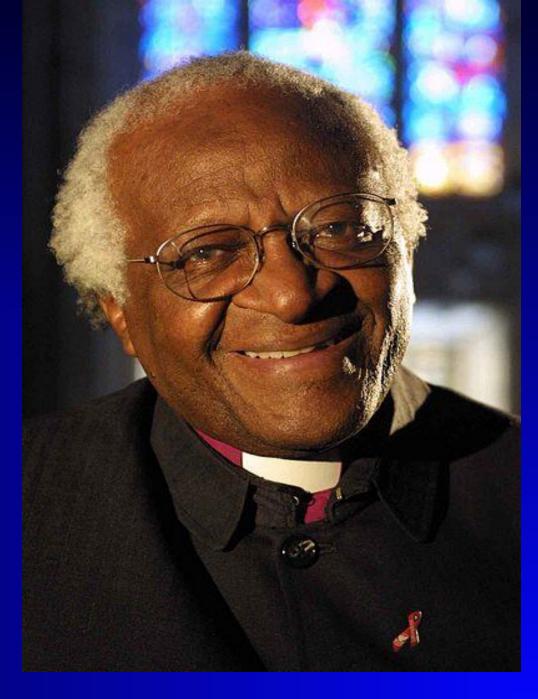






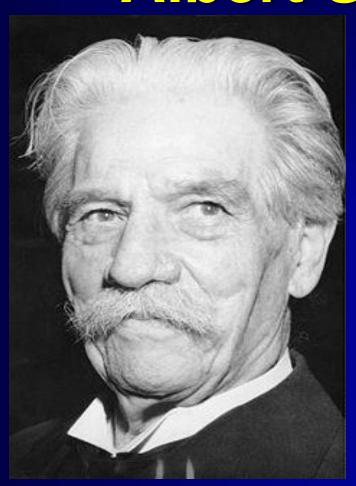






"Until he extends the circle of his compassion to all living things, man will not himself find peace."

Albert Schweitzer



" Affirmation of life is the spiritual act by which man ceases to live thoughtlessly and begins to devote himself to life with reverence, in order to give it true value "

"Do something wonderful, people may imitate it "

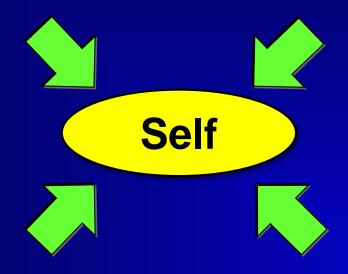


What should the focus of my leadership be?

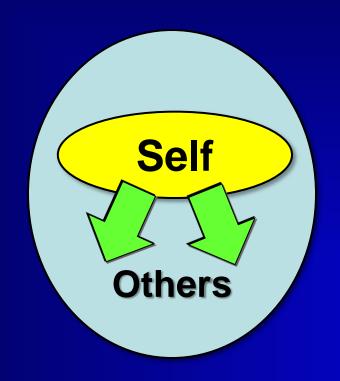
CIRCLE OF CONCERN

CIRCLE OF INFLUENCE

Development of Self as a Leader...

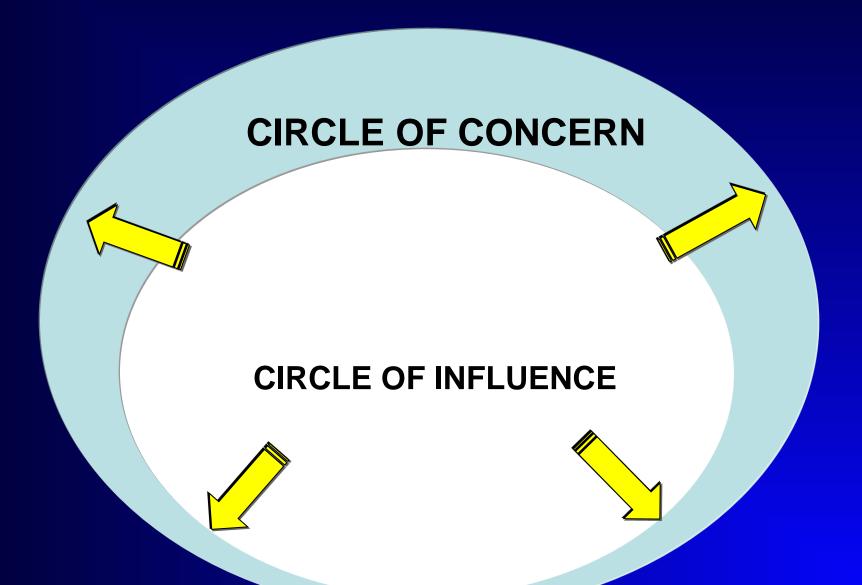


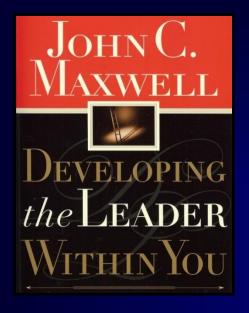
Self Development / Growth to Lead Others...



= Influence

Expand your Circle of Influence





Principles...

- Influence
- Priorities
- Integrity
- Creating positive change
- Problem solving
- Attitude
- People
- Vision
- Self-discipline
- Staff development

Influence: 5 Levels of Leadership

People follow because... 5. Personhood

4. People Development

Respect: Who you are & what you represent

3. Production

Reproduction: What you have done for them

2. Permission

Results: What you have done for the organization

Relationships: They want to

1. Position

Rights: They have to



What are some of the skills of effective leaders?

Three Essential Skill Domains

Supervising

Supervising

Employment issues

Performance management
 Delegating tasks and responsibilities
 Building people and teams

Three Essential Skill Domains

Supervising

Managing

Managing

Manages system complexity
 Situational analysis
 Order / consistency

Strategic planning
 Budgets / Resources

Three Essential Skill Domains

Supervising

Managing

Leadership

Leadership Skills

- Presentation skills
 - **Facilitation**
 - **Mentorship**
 - Media
- Influencing / persuasion
- Negotiation / conflict management
- Strategic & business planning
- Project management

The Ladder of Competence

Unconscious Competence
I do it without
thinking about it

Conscious Competence

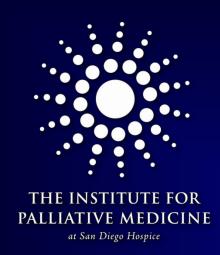
I know what I know And do it more easily

Conscious Incompetence

I know what I don't know But doing it feels awkward

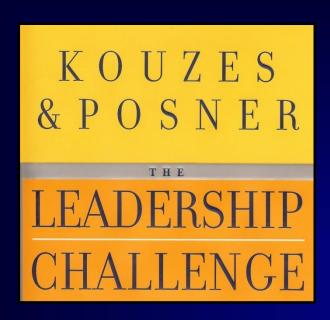
Unconscious Incompetence

I don't know what I don't know



Wrap up

One take away?



5 Practices of Exemplary Leaders...

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Leadership Development Initiative "Growing Global Leaders... Advancing Palliative Care"









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