“Doctor Means Teacher, AND Leader?”

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• What is a Leader?
• Why are Physician Leaders important?
• Should I be a Leader?
• How do I become a Leader?
• How do I learn to be an effective Leader?
• Myths and Heuristics of Leadership
What is a Leader?
What is a Leader?

• Characteristics of a leader
  – L
  – E
  – A
  – D
  – E
  – R
  – S
  – H
  – I
  – P
What is a Leader?

- Characteristics of a leader
  - Long term vision
  - Excellence
  - Attitude
  - Discipline, drive, determination
  - Enthusiasm
  - Responsibility
  - Sacrifice
  - Humor/Humility
  - Influence
  - Perseverance
Theories vs. Styles

• Theories
  – Traits
  – Situational
  – Great Man
  – Principle-Centered
  – Visionary

• Styles
  – Autocratic
  – Laissez-Faire
  – Democratic
Why Are Leaders Important?

• Leaders manage through times of change.
• Leaders make things happen.
• Leaders are revolutionaries
  • Noel M. Tichy “The Leadership Engine”
Why are Leaders important?

• “Key skill of a leader is to get people to follow you or go to a place they would not go by themselves”

Joel Barker
Why are Physician Leaders Important?

• Who will speak for us if we don’t?
• We have “standing”
• “Noblesse oblige”
Should I be a Leader?

- “Do” Leader, not “Be” Leader
- Degreed and Decreed
- Learned and Earned
Should I be a Leader?

- “Know thyself”
- Tools
  - Myers-Briggs Type Indicator
  - DiSC
  - Strengths Finder 2.0
  - Enneagram
How do I become a Leader?

• There is only one game in town
• Volunteer for everything
• Plans AND Flexibility
How do I learn to be an effective Leader?

- Working through others
- Hard for physicians
- Can’t make radical changes
How do I learn to be an effective Leader?

• “Leadership is one of the performing arts.”
How do I learn to be an effective Leader?

• Skill Sets
How do I learn to be an effective Leader?

- Skill Sets
  - Negotiation
  - Communication
  - Persuasion
  - Conflict Management
  - Group Dynamics
  - Meeting Dynamics
  - Budgeting
  - Team Work
  - Listening
  - The Men/Women Thing
How do I learn to be an effective Leader?

• Advice
  – “Skipper a boat. Then, at least once, you can be in complete control and make all the rules.”

  » “Life’s Little Instruction Book”
How do I learn to be an effective Leader?

- “I’ve found that while it’s almost impossible to succeed without *enthusiasm* (regardless of how smart or gifted you might be), it’s also quite difficult, with enough enthusiasm, to fail. It’s that important.”

  » “Don’t Sweat the Small Stuff”
How do I learn to be an effective Leader?

— “Your living is determined not so much by what life brings to you as by the attitude you bring to life; not so much by what happens to you as by the way your mind looks at what happens. Circumstances and situations do color life, but you have been given the mind to choose what the color will be.”

» John Homer Miller
How do I learn to be an effective Leader?

• Process
  – Mentor
  – Coach

• Physician Leadership Programs
How do I learn to be an effective Leader?

• The Literature
  – Books
  – Articles

• Books and articles give you ideas, but can’t teach you to think.
Myths and Heuristics of Leadership
Myths

• Myths
  – Fundamental Attribution Error
Myths

- **Fundamental Attribution Error**
  - Tendency to ascribe success or failure to innate characteristics when the context is overwhelmingly more important
Myths

- Fake Perspective Defense
Myths

• Myths
  – Fake Perspective Defense
    • “It’s gotten us this far and it’s the best system we have”
Myths

• Myths
  – Fake Perspective Defense
    • “It’s gotten us this far and it’s the best system we have”
    • The tricky thing about the future is it’s different than the past
Myths

- Fake Perspective Defense
  - “It’s gotten us this far and it’s the best system we have”
  - The tricky thing about the future is it’s different than the past
  - Our data from the past, no matter how big a pile of data it is, may very well be entirely irrelevant
Heuristics

- **Law of Small Numbers**
  - Tendency to extrapolate big conclusions from small samples
  - Underestimate how much variation can be caused simply by luck, we see patterns where none exist
Heuristics

- **Heuristics**
  - The Value of Weak Ties
- **Strong Ties**
  - They know who and what you know
Heuristics

- Heuristics
  - The Value of Weak Ties
    - Strong Ties
      - They know who and what you know
    - Weak Ties
      - They know who and what you don’t know
Heuristics

- Avoid Sunk Costs
Heuristics

• Heuristics
  – Avoid Sunk Costs
    • We prefer to avoid regrets more than avoiding a loss
Heuristics

- Heuristics
  - Opportunity Costs
    - The more opportunities, the less satisfaction of choosing one opportunity
Heuristics

- Opportunity Costs
  - The more opportunities, the less satisfaction of choosing one opportunity
  - Can cause “infraction inertia”
    - To avoid regret, don’t act all!
Heuristics

- Why Smart People Defend Bad Ideas
Heuristics

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  - Peer pressure works in the psyche, not the intellect.
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  • Smart people, or at least those whose brains have good first gears, use their speed in thought to overpower others.
  • Peer pressure works in the psyche, not the intellect.
  • The more homogenous the thinking, the narrower the range of ideas.
“When you need a relationship, it’s too late to build it”
Pat Heim
“Hardball for Women”
• “We can’t insure success, but we can deserve it”
  • From the play “Cato” by Joseph Addison
Thank you for honoring me with this opportunity!
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