

# Collaborative Family Healthcare Association Preconference Workshop October 18, 2018

## COLLABORATIVE LEADERSHIP IN UNCERTAIN TIMES

Susan H McDaniel PhD

Dr Laurie Sands Distinguished Professor  
Vice Chair, Dept of Family Medicine  
Director, Institute for the Family  
Dept of Psychiatry

University of Rochester Medical Center  
Rochester NY

Thomas L Campbell MD

Wm Rocktashel Professor  
Chair, Dept of Family Medicine  
Associate Director,  
Center for Primary Care

# Faculty Disclosure

---

The presenters of this session have  
NOT had any relevant financial  
relationships during the past 12  
months.

# Learning Objectives

At the conclusion of this session, the participant will be able to:

---

- Describe 2 leadership approaches that are effective in our Information Age.
- Describe 2 skills needed for Intentional Leadership.
- Describe 2 elements of effective communication as a leader.
- Describe 2 feelings or behaviors predictable for leaders higher in a hierarchy, and 2 feelings or behaviors predictable for those perceived as lower.

# COLLABORATIVE LEADERSHIP SKILLS for a VUCA WORLD

(Volatile, Uncertain, Complex, & Ambiguous)

# Agenda for COLLABORATIVE LEADERSHIP IN UNCERTAIN TIMES

---

- \* Introductions
- \* Your mission & values
- \* Principles of Intentional leadership
- \* The Leadership Cycle and associated skills
- \* Applying principles & skills to Leadership Challenges
- \* Debrief

## INTRODUCTIONS

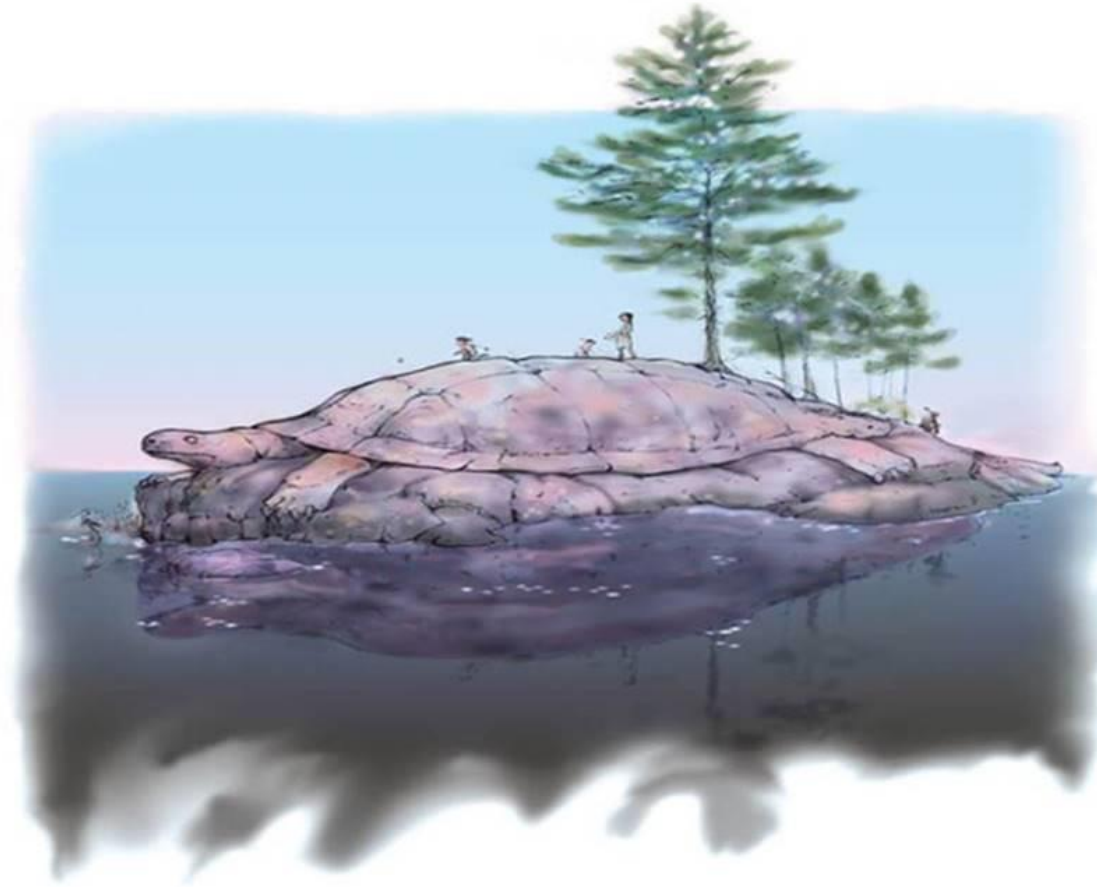
### *WON'T YOU BE MY NEIGHBOR?*

---

Interview a colleague next to you so you can tell us:

1. Their name
2. Where they work
3. Their role
4. The animal that most describes their approach to leadership, and why.

## The turtle from the Haudenasaunee's Creation myth



The Haudenasaunee's view of leadership:  
*In our every deliberation, we must consider the impact  
of our decisions on the next seven generations.*

## The Great Binding Law of the Haudenasaunee Constitution

*The thickness of your skin shall be seven spans — which is to say that you shall be proof against anger, offensive actions and criticism. Your heart shall be filled with peace and good will and your mind filled with a yearning for the welfare of the people of the Confederacy. With endless patience you shall carry out your duty and your firmness shall be tempered with tenderness for your people. Neither anger nor fury shall find lodgement in your mind and all your words and actions shall be marked with calm deliberation. In all of your deliberations in the Confederate Council, in your efforts at law making, in all your official acts, self-interest shall be cast into oblivion. Cast not over your shoulder behind you the warnings of the nephews and nieces should they chide you for any error or wrong you may do, but return to the way of the Great Law which is just and right. Look and listen for the welfare of the whole people and have always in view not only the present but also the coming generations, even those whose faces are yet beneath the surface of the ground — the unborn of the future Nation.*



Collaborative Leadership in a VUCA World

## BEING AN INTENTIONAL LEADER

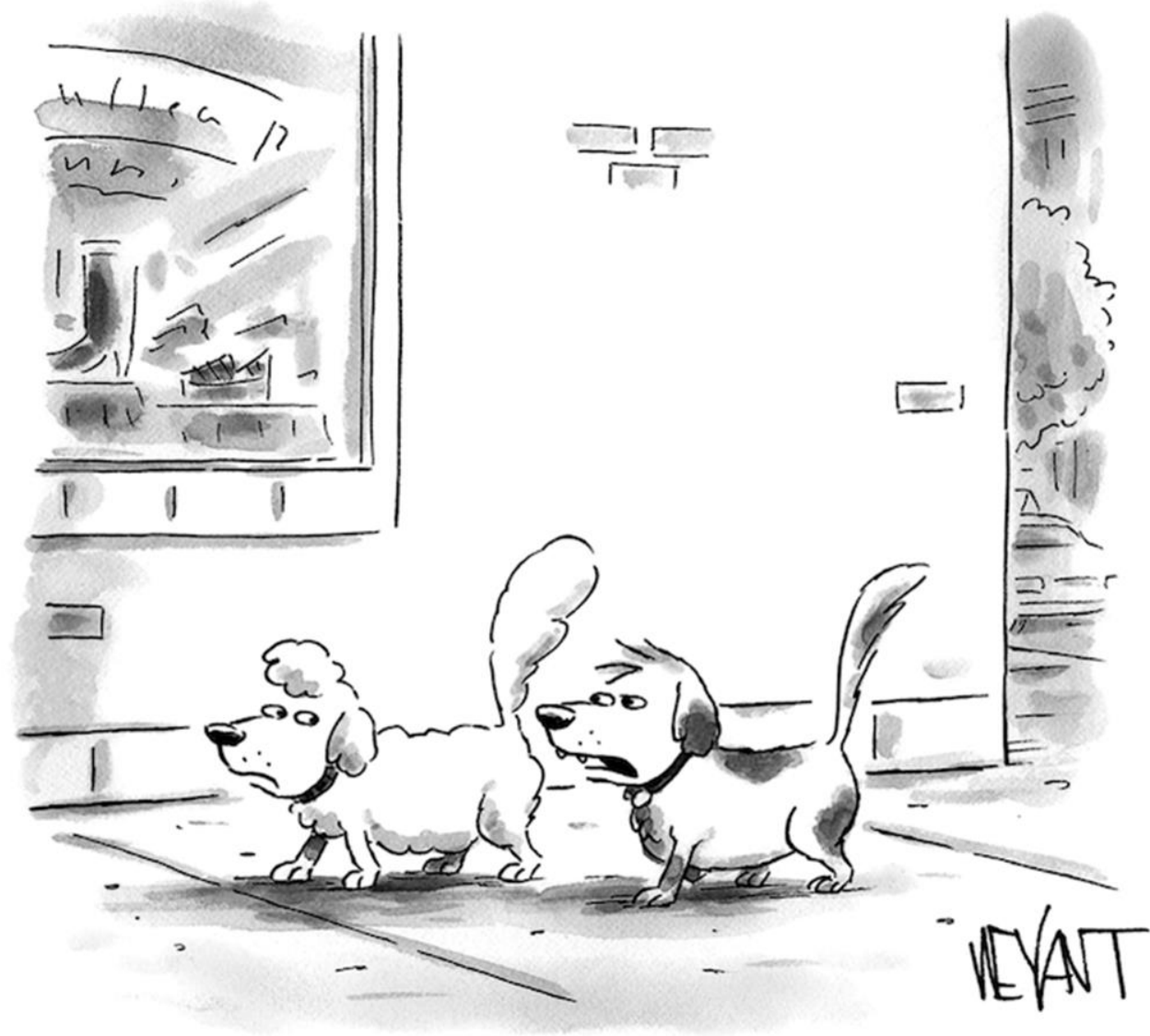
### The Critical Importance Of Articulating Your Mission & Values

- 1) List what you feel are the 3 most important Values that guide you in life and as a leader
- 2) Then write a Mission statement for yourself

# CURRENT LEADERSHIP MODELS

---

- \* Collaborative
- \* Courageous
- \* Transformational
- \* Autocratic
- \* Laissez-Faire



---

*"I bark and I bark but I never feel like I effect real change."*

# INTENTIONAL LEADERSHIP

a collaborative, distributed leadership model based on:

- \*respect,
- \*a shared mental model,
- \*complementary skill sets, and
- \*clear but flexible agreements about the division of labor.

*Anyone can hold the helm when the sea is calm.*

--Publilius Syrus (85-43BC)

*The things we fear most in organizations—  
fluctuations, disturbances, imbalances—  
are the primary sources of creativity.*

--Margaret Wheatley

# TRAINING CAN PREPARE US FOR PRESENT AND FUTURE LEADERSHIP

- \*be self-aware and clear about your mission and vision
- \*recognize when anxiety (yours or theirs) is driving an interaction or decision
- \*listen to people of all perspectives without stereotyping anyone.
- \*be willing to be influenced by people with whom you don't initially agree.

# TRAINING PREPARES FOR US FOR LEADERSHIP (cont.)

- \*step away from an anxious situation to assess the problem
- \*come to the best possible decision
- \*communicate clearly, and
- \*stand behind what is true and best.



# INTENTIONAL

deliberate, conscious, purposeful

# INTENTIONAL LEADERSHIP

- \* aligning one's values and vision with one's actions as a leader
- \* measuring outcomes against intent
- \* reshaping one's approach when your intent and the outcome are misaligned

# ELEMENTS OF INTENTIONAL LEADERSHIP

- \*mission

- \*values

- \*vision

- \*roles

- \*communication

- \*collaboration

- \*accountability

# MISSION & VALUES

*Set Your Moral Compass!*



# Express and Demonstrate Values of

- \* honesty
- \* integrity
- \* transparency
- \* discovery
- \* social justice
- \* human rights

## Be Intentional:

### *Articulate the Values You Feel are Most Important*

- \* Make your values evident
- \* Articulate them clearly (don't assume people know them without speaking them)
- \* Ensure your actions are aligned with your values

*In matters of style, swim with the current;  
in matters of principle, stand like a rock.*

--Thomas Jefferson

# DIVERSITY OF ALL KINDS

- \*Surface different perspectives
- \*Develop a shared mental model
- \*Develop a shared vision



*One of the simplest paths to deep change is for the less powerful to speak as much as they listen, and for the more powerful to listen as much as they speak.*

--Gloria Steinem

# VISION

*If you're not sure where you are going,  
you're liable to end up someplace else.*

*--Robert Mager*

A **Mission** statement describes what person or institution wants to do now.

A **Vision** statement outlines what a person or institution wants to be in the future.

**Develop a Vision for yourself and your workplace**

**Where this is no vision,  
there is no hope.**

--George Washington Carver

**--We offer Hope.**

# ROLES In Crisis

- \* Boundaries can become blurry
- \* Responsibilities unclear
- \* Roles confusing
- \* Decreased effectiveness

# Post-Crisis

- \* Intentionally reexamine roles and responsibilities
- \* Return to what should continue and redefine what needs to change

*The price of greatness is responsibility.*

--Winston Churchill



# ROLES

- \*What are your roles and responsibilities?
- \*What are others?
- \**Stay in your own lane!*

*The art of leadership is saying no, not saying yes.  
It is very easy to say yes.*

--Tony Blair

# Mindful, Intentional Leadership

- \* Reflection
- \* Self-Awareness
- \* Feedback from others
- \* A commitment to one's own growth as a leader.

## FEEDBACK on LEADERSHIP

- \*illuminates our blind spots &*
- \*increases one's effectiveness.*

# Communication in Leadership

- \* Clear, short, declarative sentences
- \* Over-communicate new information
- \* Don't repeat old arguments

*Don't repeat yourself. When once you have said your say, fully and clearly, on a certain point, and have failed to convince your friend, drop that subject: to repeat your arguments, all over again, will simply lead to his doing the same; and so you will go on, like a Circulating Decimal. Did you ever know a Circulating Decimal come to an end?*

--Lewis Carroll

*Don't try to have the last word! How many a controversy would be nipped in the bud, if each was anxious to let the **other** have the last word! Never mind how telling a rejoinder you leave unuttered: never mind your friend's supposing that you are silent from lack of anything to say: let the thing drop, as soon as it is possible without discourtesy: remember "speech is silver, but silence is golden!"*

--Lewis Carroll

# **COLLABORATION**

*To work together*



*Like creativity, collaboration is a habit—and one I encourage you to develop.*

....

*Collaboration may be a practice—a way of working in harmony with others—but it begins with a point of view.*

*--Twyla Tharp, *The Collaborative Habit—Life Lessons for Working Together*, 2014*

*We often have the perception of a heroic figure: We bring in problems and he'd give a brilliant insight, and we'd go off and execute it. It's different today. No one is omniscient or omnipotent. Things are way too interconnected to run an organization that way. Leaders today facilitate the process. They are less decision makers than decision facilitators.*

--General Stanley McChrystal, 2014

# In Praise of Followers

- \*equal but different activities
- \*based on roles rather than hierarchy

--Robert Kelly, *Harvard Business Review*, 1988

# The Sociology of Superordinates

- \*Those higher feel burdened and responsible rather than powerful or blessed
- \*Those lower feel invisible, unappreciated, disrespected, and resentful

Why Men Resist, WJ Goode, 1980

*Planes are safer when the least experienced pilot is flying because it means the second pilot isn't afraid to speak up.*

Malcolm Gladwell, *Outliers*, 2011

# Communication and Flattened Hierarchy Increase Safety

- \* In Surgery
- \* On Other Healthcare Teams
- \* Other groups

*There are two ways of spreading light:  
to be the candle or the mirror that reflects it.*

--Edith Wharton

# **ACCOUNTABILITY**

Of Ourselves and Each Other

- \* Articulate Clear Goals
- \* Measure Outcomes



## Transparency and Accountability

# SET GOALS FOR YOU, YOUR PATIENTS, YOUR TEAM

- \* Monitor your progress
- \* Make mid-course corrections based on feedback

# Leadership for Collaborative Healthcare in the 21<sup>st</sup> Century requires

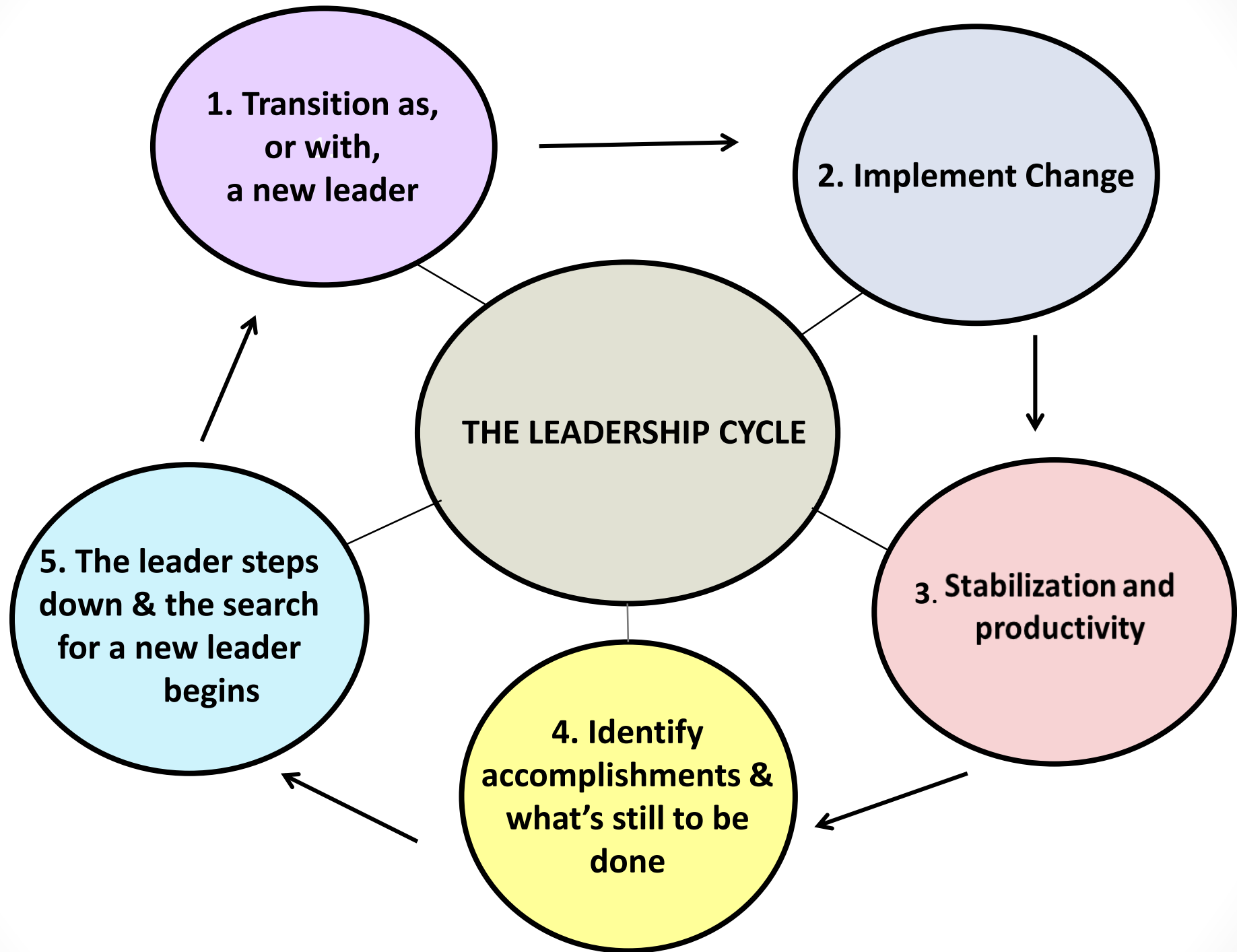
- \* a clear vision
- \* a strong moral compass
- \* diverse voices
- \* innovation
- \* a collaborative habit

# Intentional Leadership

\*Check our egos at the door.

*Being powerful is like being a lady. If you have to tell people you are, you aren't.*

*--Margaret Thatcher*



# Bibliography / Reference

1. Covey, Stephen R. *The 7 Habits of Highly Effective People* New York: Simon & Schuster, 1989.
2. Heath, Chip & Dan. *Switch: When Change is Hard*. New York: Random House, 2010.
3. Kouzes, James M & Posner, Barry M. *The Leadership Challenge*. San Francisco: Jossey-Bass. 2002.
4. Sinek, Simon. *Start with Why: How Great Leaders Inspire Everyone to Take Action*. New York: Penguin 2009.
5. McDaniel SH & Kaslow N. 2014. Stepping up to the Plate: Opportunities and challenges for women in leadership. *The California Psychologist*. June 1.
6. McDaniel, S.H., Bogdewic, S., Holloway, R., & Hepworth, J. 2008. Architecture of Alignment: Leadership and the Psychological Health of Faculty. In: T.R. Cole, T.J. Goodrich, and E.R. Gritz (Eds.) *Academic Medicine In Sickness and in Health: Scientists, Physicians, and the Pressures of Success*. Humana Press, pp 55-72.

Tom Campbell MD: [tom\\_campbell@urmc.rochester.edu](mailto:tom_campbell@urmc.rochester.edu); Susan McDaniel PhD [susanh2\\_mcdaniel@urmc.rochester.edu](mailto:susanh2_mcdaniel@urmc.rochester.edu)

# Conference Resources

---

Slides and handouts shared in advance by our Conference Presenters are available on the CFHA website at [http://www.cfha.net/?page=Resources\\_2018](http://www.cfha.net/?page=Resources_2018)



Slides and handouts are also available on the mobile app.

# Learning Assessment

---

A learning assessment is required for CE credit.

A question and answer period will be conducted at the end of this presentation.