Leadership for Leaders

Department of Pediatrics
Office of Faculty Development

Leadership Excellence Series
February 10, 2020
Leadership for Leaders

Agenda

• Welcome & Introduction
• Words from the wise: Terry Dermody, MD
• Stanford survey – Department of Pediatrics data
  • Dena Hofkosh, MD, MEd
  • Dianna Ploof, EdD
• Dimensions of leadership best practice
• Reflection
• Wrap-up
• Evaluation
Leadership

Bringing together those who share a common passion to effect constructive change
Leadership Goals

• Clinical care
• Teaching and training
• Discovery
• Most important leadership responsibility

Help your divisional colleagues earn promotion
Seven Things I Have Learned

1. Understand what is expected of you.
2. Listen more and talk less.
3. Do not procrastinate.
4. Good is great.
5. Breadth is often more important than depth.
6. Delegate leadership.
7. Take care of yourself.
State of the Division Address

- Praise accomplishments
- Foster community
- Inspire
- Have lunch
Leadership vs Burnout - Department of Pediatrics

- DoP Leadership Ave 7.4
- UPP Leadership Ave 6.9
- DoP Burnout 36%
- UPP Burnout 41%
Department Data: Dimensions of leadership best practices

Inspire
Recognize
Develop
Support
Inform
Engage

Leadership Excellence
Leadership Dimension 1: Inform

Practice

• Provide timely, neutrally delivered communication about changes affecting the workplace
• Transparency is better than waiting for long-term accuracy
• Inform to build understanding and trust

Discussion

• Examples?
• Ideas?
• What works for you?
Leadership Dimension 2: Engage, Empower

Practice

• Include faculty in problem-solving & decision-making
• Seek and use input; invite suggestions for improvement
• Value differences of opinion
• Share leadership – look for opportunities to engage others in leadership

Discussion

• Examples?
• Ideas?
• What works for you?
Leadership
Dimension 3: Inspire

• Communicate purpose and vision
• Help people see how their work matters (all roles and ranks)
• Role model desired attitudes and behaviors
• Show optimism, growth mindset

Discussion
• Examples?
• Ideas?
• What works for you?
Leadership Dimension 4: Develop - Individuals

Practice

• Help individuals identify and pursue their interests; align vision with workplace, division, department

• Meet routinely 1:1 with faculty for career guidance, coaching, networking

• Assure successful mentorship experience; look for growth opportunities

Discussion

• Examples?

• Ideas?

• What works for you?
Leadership Dimension 4: Develop - Teams

- Participate in time together as a group (formal or informal)
- Promote teamwork across role and rank
- Be “on the ground”
- Find or create opportunities for leadership

Discussion
- Examples?
- Ideas?
- What works for you?
Leadership
Dimension 5: Recognize & Value

Practice

• Share individual/group accomplishments
• Recognize work in progress
• Sincerely say “thank you” often
• Share accomplishments “upward”

Discussion

• Examples?
• Ideas?
• What works for you?
Leadership Dimension 6: Support

- Support work-life integration
- Consider flexibility in schedules or work loads for individuals who might need this
- Practice respect and dignity
- Seek to understand
- Open door policy, respond to concerns quickly
- Use wise advisors to support yourself

Discussion
- Examples?
- Ideas?
- What works for you?
Furthering our effectiveness

Self-reflection

- Strength
- Stretch
- Skill-build
- Support

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Inspire
Recognize
Develop
Support
Inform
Engage
Thank you!
Resource

Impact of Organizational Leadership on Physician Burnout and Satisfaction

Tait D. Shanafelt, MD; Grace Gorringe, MS; Ronald Menaker, EdD; Kristin A. Storz, MA; David Reeves, PhD; Steven J. Buskirk, MD; Jeff A. Sloan, PhD; and Stephen J. Swensen, MD

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