

Leadership 101

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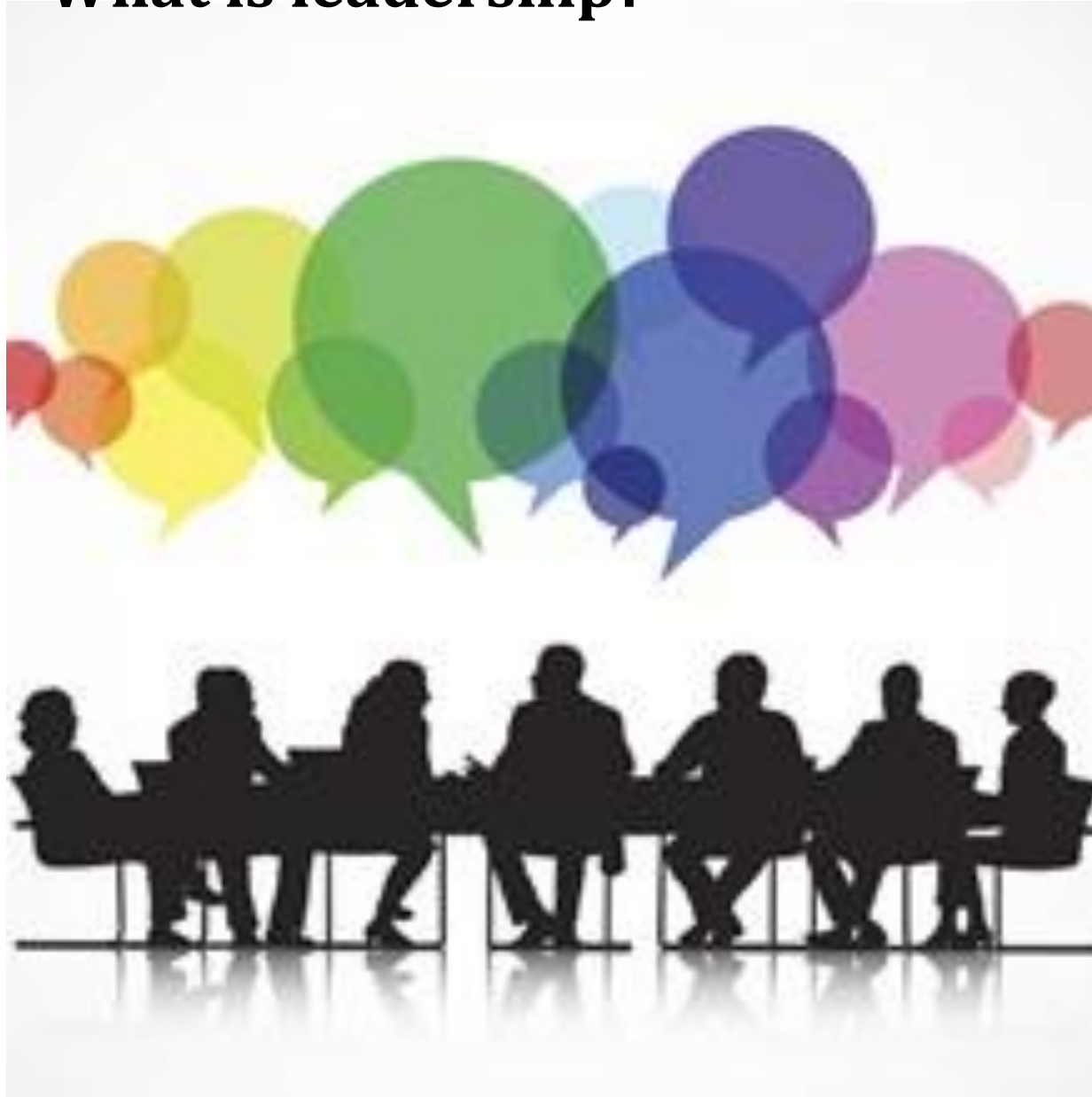
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Medical Students Learning Community -11-2-2018



What is leadership?



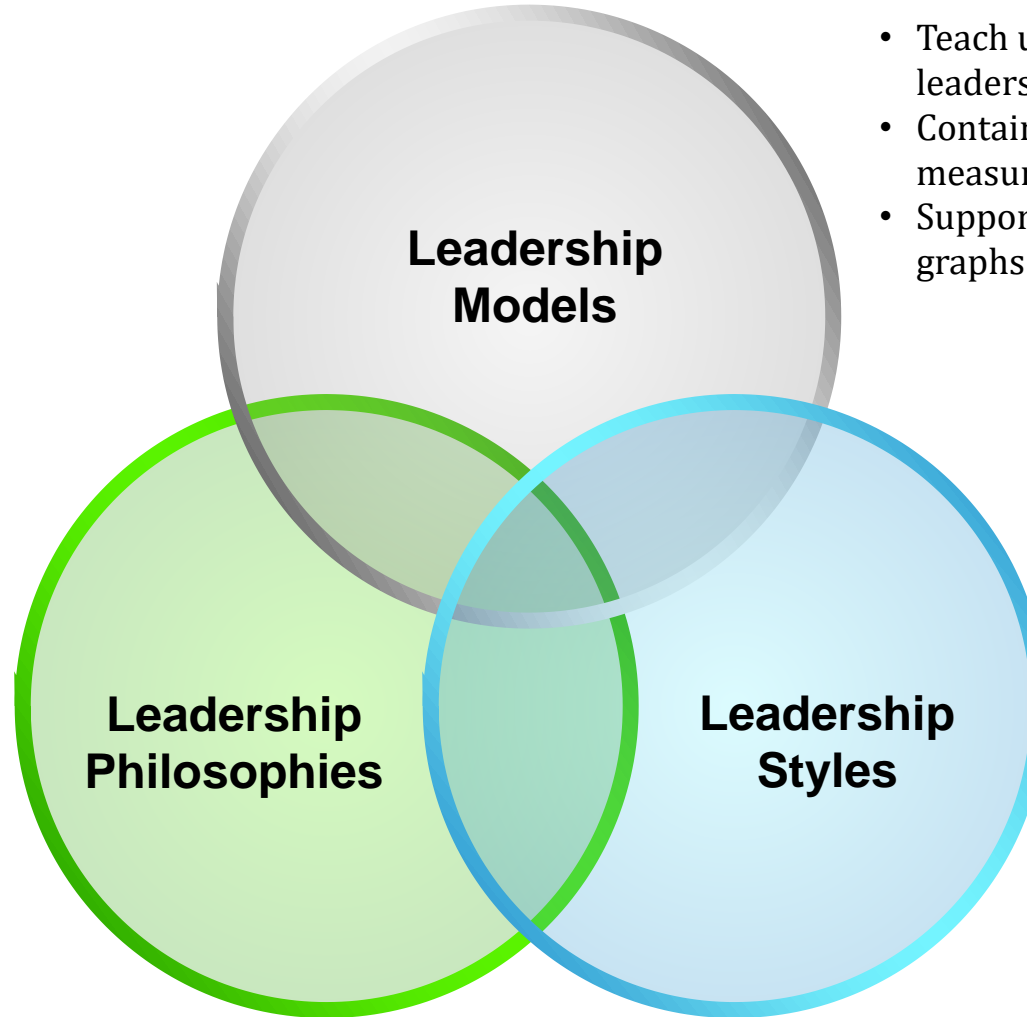
Leadership \neq Power of position or Title

- Can come from anywhere
- There is no perfect recipes



Leadership framework

- Based on values or moral position
- Expressed through ideas and words
- May underpin a model or style
- Like a compass or code



- Teach us how to be effective leaders
- Contain/Enable processes and measureable standards
- Supported by diagrams and graphs

- Focus on leadership behaviors
- Influenced by leader's personality
- Like a tool in the leadership models toolbox

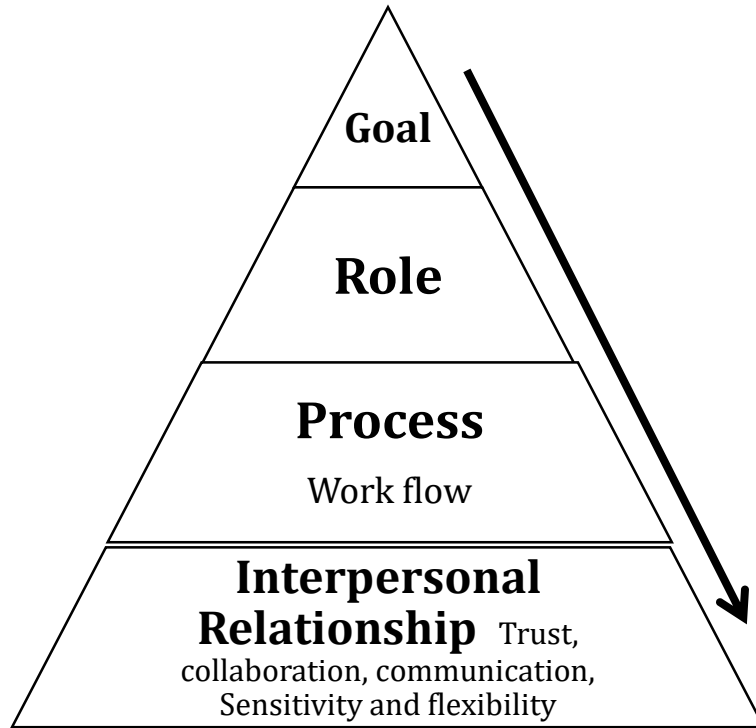


Frequently Cited Models

- Rubin, Plovnick, and Fry (1977) “**Task oriented Team Development**”
- Katzenbach and Smith (1993) “**The Wisdom of Teams**”
- LaFasto and Larson (2001) “**When the Teams Work Best**”
- Hackman (2002) “**Leading Teams**”
- Patrick Lencioni (2005) “**The five Dysfunctions of a Team**”

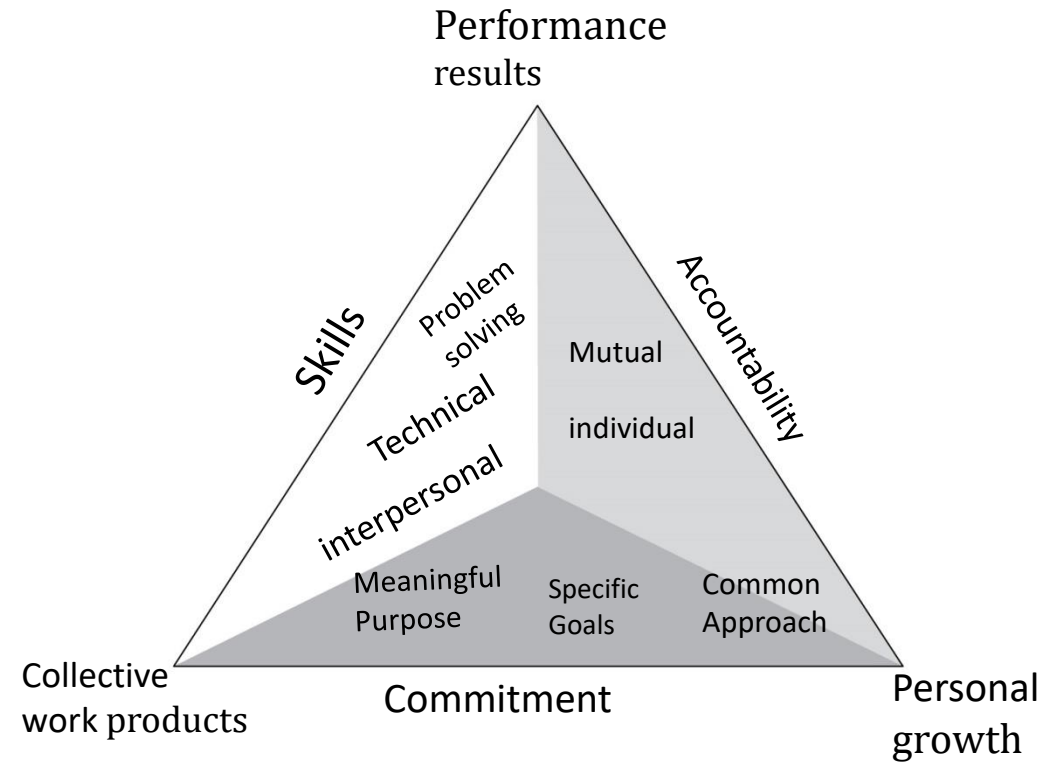


The GRPI Model of Team Effectiveness
Rubin, Plovnick, and Fry Model (1977)



*Rubin, I. M., Plovnick, M. S., & Fry, R. E. (1977).
 Task oriented team development.*

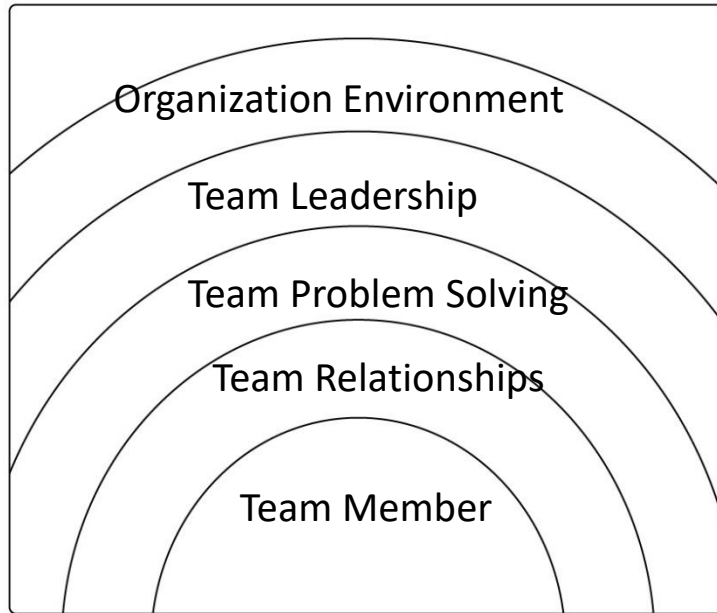
Katzenbach and Smith (1993)



The Wisdom of Teams by J R. Katzenbach & D K Smith



Five Dynamics of Teamwork and Collaboration Model—LaFasto and Larson (2001)



LaFasto, F., & Larson, C. (2001). *When teams work best: 6000 team members and leaders tell what it takes to succeed*. Thousand Oaks, CA: Sage.

Five Dysfunctions of a Team Model—Lencioni (2005)



Lencioni, P. (2002). *The five dysfunctions of a team: A leadership fable*. San Francisco: Jossey-Bass.



COLLABORATION & TEAM SCIENCE

TRUST

VISION

SELF-AWARENESS AND EMOTIONAL INTELLIGENCE

LEADERSHIP

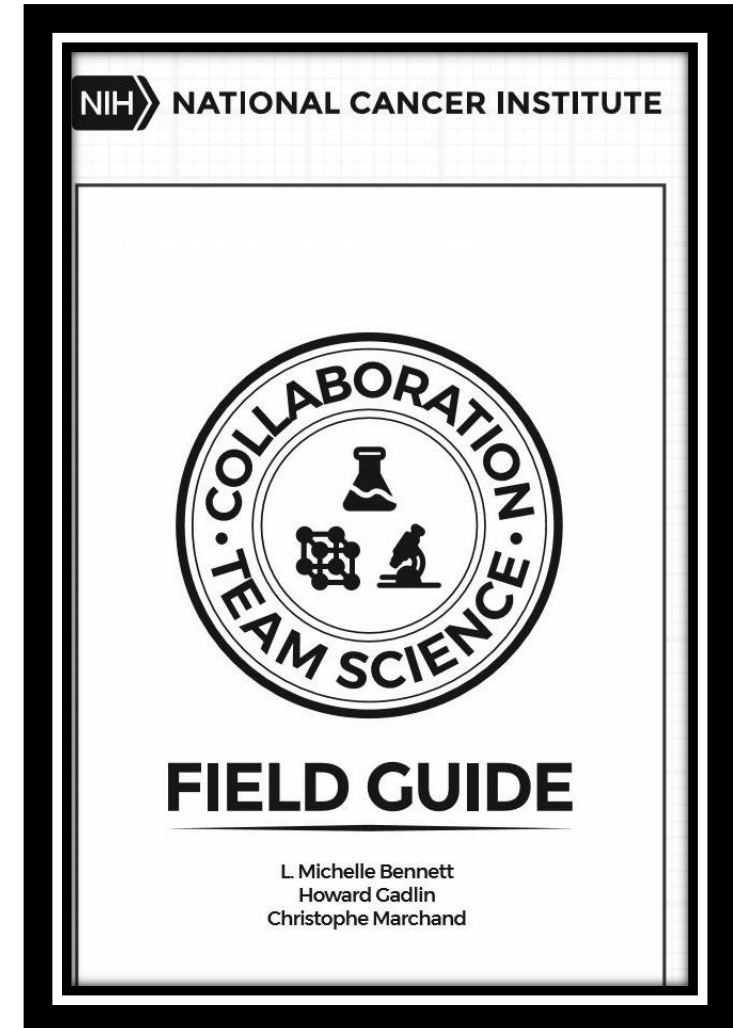
MENTORING

TEAM EVOLUTION AND DYNAMICS

COMMUNICATION

CONFLICT AND DISAGREEMENT

NAVIGATING AND LEVERAGING NETWORKS AND SYSTEMS



*National Cancer Institute
Collaboration and Team Science: A Guide
L. Michelle Bennett. Et. Al. 2018*



Significant Similarities

- Common purpose about what needs to be accomplished or team goal(s)
- Trust
 - Trust in Truthful Communication
 - Trust in Actions
 - Trust Inside the Team
- Teaming skills
 - Resource Management
 - **Team Learning**
 - Decision Making
 - Conflict Resolution
 - Team Atmosphere
 - Managing Process





Roadblocks to Successful TEAM Dynamics



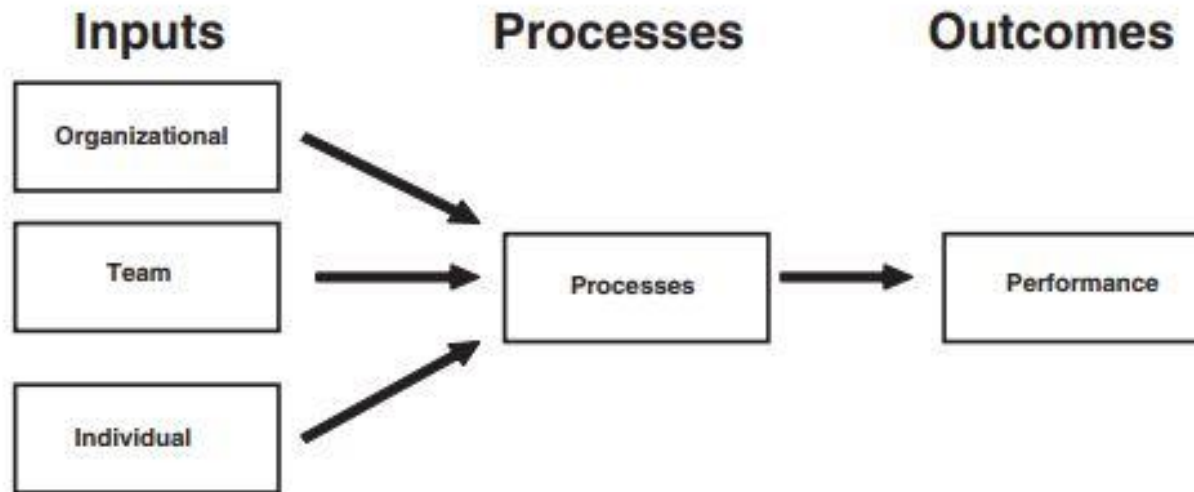
“I suppose I’ll be the one to mention the elephant in the room.”

Figure 1
Input-Process-Outcome (IPO) Team Effectiveness Framework

Teaming Culture
curious, passionate,
empathic

**Task structure,
Leadership**

**Competencies,
Personality types**



A Brief History of Personality Tests

- First used by the U.S. Army during World War I to try to predict which soldiers would suffer from “shell shock,”
- Today Personality testing \$500 million industry, with an annual growth rate estimated at 10% to 15%.
- (Millions of workers take assessments each year as part of personnel selection, to improve collaboration and teamwork, and to identify satisfying career paths)



Winning Colors

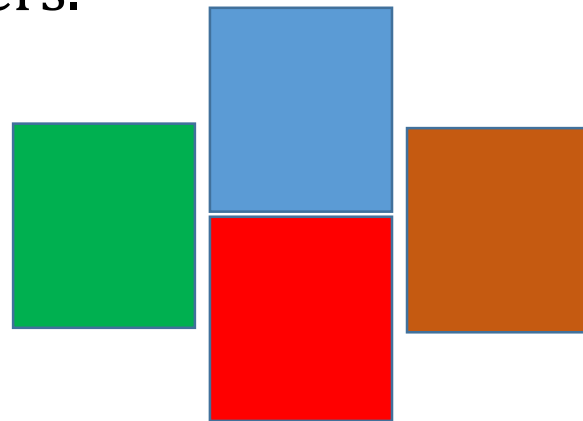
Each color is reflective of your personality.

You will identify a primary and a secondary color.

These are your preferred styles.

The colors you do not choose will have some characteristics that are representative of you; however, it is not your preferred style.

Winning Colors is valuable for improving your effectiveness in working with others.



SPONTANEOUS
EXCITEMENT
FUN
CHALLENGE
FAST
RISK

ADVENTURER
BEHAVIORAL STRENGTH

POWER
RESULTS
RESPONSIBILITY
EXCEL
ACHIEVE
LEADERSHIP
HONOR
DECISIVE

BUILDER
BEHAVIORAL STRENGTH

FRIENDLY
SYMPATHY
CONCERN
TEAM BUILDER
INTERACTION
ROMANTIC
HONESTY
HARMONY

RELATER
BEHAVIORAL STRENGTH

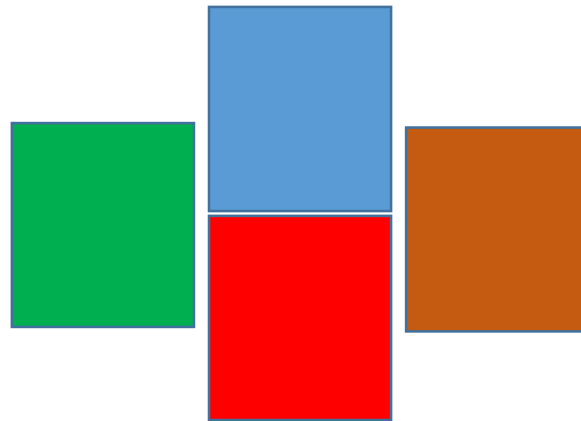
IMPROVE
DESIGN
THINKER
CREATIVE
LOGICAL
PLANNER
ARTS
IDEAS

PLANNER
BEHAVIORAL STRENGTH



What Color Are You?

- Look at the pictures on each of the cards
- Place the cards in order with the one most like you at 12 o'clock, next at 3, then 6 then 9.
- Now read the back of the cards. Do you still rank them in the same order? If not rearrange until your strongest trait is at 12 o'clock and then 3, 6, 9



In a nutshell...

Green – “Why?”

Brown – “Be Prepared”

Blue – “How does that make you feel?”

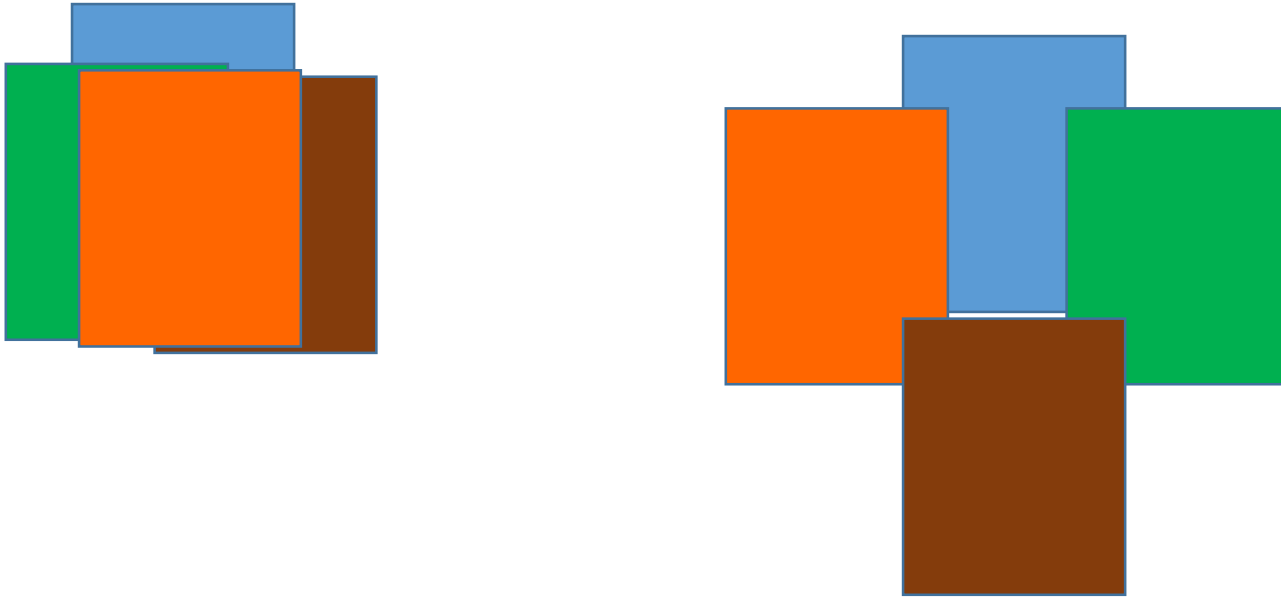
Orange – “Just do it”



How is this Applicable to you?

- We all have a part of each personality
- Understanding our personality and being able to note when we need to use more of one or another helps us communicate and work together
- Learning to pick up on others personalities can help us utilize their strengths on a team and understand their way of work and interaction.
- It can also help avoid or work through conflict on a team
- Build a team with not just the skills but personalities too.





- Everyone has some of each color.
- We each have our strengths and our weaknesses and can learn to use different traits in different teams and situations.
- Try to play to each others strengths and consider how others approach ideas, projects, and communication.
- Use this information to become a better communicator and team player.



Exercise # 1

