Leadership 101

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What is leadership?
Leadership ≠ Power of position or Title

• Can come from anywhere
• There is no perfect recipes
Leadership framework

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

Leadership Models

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

Leadership Philosophies

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

Leadership Styles
Frequently Cited Models

- LaFasto and Larson (2001) “When the Teams Work Best”
The GRPI Model of Team Effectiveness
Rubin, Plovnick, and Fry Model (1977)

Goal
Role
Process
Work flow
Interpersonal Relationship
Trust, collaboration, communication, Sensitivity and flexibility

Katzenbach and Smith (1993)

Performance results
Skills
Problem solving
Mutual individual
Technical
Interpersonal
Meaningful Purpose
Specific Goals
Common Approach
Commitment
Collective work products
Personal growth


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

Avoidance of ACCOUNTABILITY

Lack of COMMITMENT

Fear of CONFLICT

Absence of TRUST

Inattention to Results

Status ego

Low standard

Ambiguity

Artificial harmony

Invulnerability


# COLLABORATION & TEAM SCIENCE

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRUST</td>
<td></td>
</tr>
<tr>
<td>VISION</td>
<td></td>
</tr>
<tr>
<td>SELF-AWARENESS AND EMOTIONAL INTELLIGENCE</td>
<td></td>
</tr>
<tr>
<td>LEADERSHIP</td>
<td></td>
</tr>
<tr>
<td>MENTORING</td>
<td></td>
</tr>
<tr>
<td>TEAM EVOLUTION AND DYNAMICS</td>
<td></td>
</tr>
<tr>
<td>COMMUNICATION</td>
<td></td>
</tr>
<tr>
<td>CONFLICT AND DISAGREEMENT</td>
<td></td>
</tr>
<tr>
<td>NAVIGATING AND LEVERAGING NETWORKS AND SYSTEMS</td>
<td></td>
</tr>
</tbody>
</table>
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

Teaming Culture
- curious, passionate, empathic

Task structure, Leadership

Competencies, Personality types

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

- Inputs
  - Organizational
  - Team
  - Individual

- Processes

- Outcomes
  - Performance

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

www.winningcolors.com
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 other's strengths and consider how others approach ideas, projects, and communication.
• Use this information to become a better communicator and team player.
Exercise # 1