

## Leadership in a Changing Environment: Inspiring a Shared Vision

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## Seminar Objectives

- Describe key climate factors that leaders must foster to be successful
- Identify and apply appropriate leadership styles based on situations and people
- Learn how to create and communicate a vision statement

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## Leadership

- A dynamic process where leaders inspire and communicate a vision for change. They mobilize others with passion to achieve a defined and aspired goal.

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## Opportunities for Leadership in Medical Education

<ul style="list-style-type: none"> <li>■ Curriculum</li> <li>■ Courses</li> <li>■ Research</li> <li>■ Promotion &amp; Tenure</li> <li>■ Mentoring</li> <li>■ Instructional Technology</li> </ul>	<ul style="list-style-type: none"> <li>■ Competency Assessment</li> <li>■ Multi-disciplinary Teams</li> <li>■ Integrated Medical &amp; Clinical Sciences</li> <li>■ Publishing</li> <li>■ Setting Standards</li> </ul>
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## Key Climate Factors that Influence the Working/Classroom Environment

- **Flexibility:** how free employees/students feel to innovate
- **Responsibility:** employees'/students' sense of accountability
- **Standards:** level of standards set by employees/students
- **Rewards:** perceived accuracy of feedback and aptness of rewards
- **Clarity:** employees'/students' understanding of vision/values
- **Commitment:** dedication to common purpose

Source: Goleman – HBR 2000 5

## Does Leadership Style Make a Difference?

- **Coercive** – Demand immediate compliance
- **Authoritative** – Firm but fair; mobilize people toward a common vision
- **Affiliative** – Create emotional bonds and harmony
- **Democratic** – Build consensus through participation
- **Pacesetter** – Expect excellence and self-direction
- **Coaching** – Develop people for the future

Source: HayGroup - Managerial Style Questionnaire 6

## Coercive Style

- Modus operandi – Demands immediate compliance
- Style phrase – “Do what I tell you.”
- EQ competencies – Drive to achieve, initiative, self-control
- Works best – crisis, kick start a turnaround or employees
- Overall impact?

Source: Goleman – HBR 2000 <sup>7</sup>

## Authoritative

- Modus operandi – Mobilizes people toward a vision
- Style phrase – “Come with me.”
- EQ competencies – Self-confidence, empathy, change catalyst
- Works best – Change requires new vision or when clear direction is needed
- Overall impact?

Source: Goleman – HBR 2000 <sup>8</sup>

## Affiliative

- Modus operandi – Creates harmony and builds emotional bonds
- Style phrase – “People come first.”
- EQ competencies – Empathy, building relationships, communication
- Works best – Heal rifts, motivate people during stress
- Overall impact?

Source: Goleman – HBR 2000 <sup>9</sup>

## Democratic

- Modus operandi – Forges consensus through participation
- Style phrase – “What do you think?”
- EQ competencies – Collaboration, team leadership, communication
- Works best – Build buy-in/consensus, to get input from valuable employees
- Overall impact?

Source: Goleman – HBR 2000 <sup>10</sup>

## Pacesetting

- Modus operandi – Sets high standards for performance
- Style phrase – “Do as I do, now.”
- EQ competencies – Conscientiousness, drive to achieve, initiative
- Works best – To get quick results from a highly motivated and competent team
- Overall impact?

Source: Goleman – HBR 2000 <sup>11</sup>

## Coaching

- Modus operandi – Develops people for the future
- Style phrase – “Try this.”
- EQ competencies – Developing others, empathy, self-awareness
- Works best – To help a person improve performance or develop long-term strengths
- Overall impact?

Source: Goleman – HBR 2000 <sup>12</sup>

## Your Style

### Self-Assessment and Ranking

- \_\_\_ Coercive
- \_\_\_ Authoritative
- \_\_\_ Affiliative
- \_\_\_ Democratic
- \_\_\_ Pacesetting
- \_\_\_ Coaching

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## Correlations to Effectiveness

■ Authoritative	.54
■ Affiliative	.46
■ Democratic	.43
■ Coaching	.42
■ Pacesetting	-.25
■ Coercive	-.26

Source: Goleman – HBR 2000 14

## Case Study #1

As a medical educator, you have a student who has fallen way behind in her workload and is asking for an extension on the major research paper for the semester (40% of grade). You confer with the student regarding her situation and cannot find any reason to allow an extension since the problem appears to stem from poor planning and procrastination.

1. Suggested Leadership Style(s):
2. Suggested Actions:

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## Case Study #2

You began your new job as program director two months ago and have responsibility for six highly qualified educators. The group is more organized and motivated than you ever expected. Your life's ambition has always been coaching and mentoring and you were looking forward to grooming the people in your area. After trying to integrate, you still feel like an outsider.

1. Suggested Leadership Style(s):
2. Suggested Actions:

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## Kotter's Eight Leadership Steps

1. Create sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the vision for change
5. Empower broad-based action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the institution

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## Academic Leaders

- Propose and support the needs of learners
- Willing to take calculated risks
- Share decision-making information among key stakeholders
- Anticipate future change and shifts in the 'market place'
- Integrate cross-functional teams of diverse health professionals
- Set a vision to inspire positive change

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## Visioning for Success

### ■ Stakeholder Needs

Principle: Diagnose before you subscribe

### ■ Vision and Strategy

Principle: Begin with the end in mind

### ■ Mission and Values

Principle: No involvement, no commitment

Source: Stephen R. Covey's *4 Roles of Leadership* 19

## Vision Statement Benefits

- Provides direction and constancy of purpose
- Encourages confidence and aspiration
- Builds loyalty, commitment and ownership
- Is a public declaration of your expectations
- Is precise and practical
- Inspires
- Guides your actions day-to-day based on your beliefs and values

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## UTMB Mission Statement

The mission of The University of Texas Medical Branch at Galveston is to provide scholarly teaching, innovative scientific investigation, and state-of-the-art patient care in a learning environment to better the health of society.

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## UTMB Vision Standards

- ❖ UTMB sets a standard for **leadership and excellence** in health sciences education, research, clinical care and service ... within a single governance structure.
- ❖ Programs are in the top 25% of comparable programs **nationally**, and at least five are recognized as **unsurpassed worldwide**.
- ❖ UTMB is **widely recognized as a public trust**, makes the most of finite resources to improve the health of ... communities it serves.
- ❖ UTMB demonstrates **good stewardship** by remaining true to its mission...
- ❖ The **university community functions as a seamless coalition of health professionals** who ... embrace their roles, ... share their scholarship and innovations, and participate in shaping and securing UTMB's future and fulfilling its pledge to society.

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## UTMB Core Values

UTMB is guided by an abiding set of core values that defines the institution and informs every decision:

- **Education**: UTMB is committed to providing life-long learning for its students, staff, faculty and community.
- **Innovation**: UTMB is committed to always thinking of new ways to do things better.
- **Service**: UTMB is committed to addressing the health needs of all Texans, regardless of their ability to pay.
- **Diversity**: UTMB is committed to employing and educating a health care workforce whose diversity mirrors the population it serves.
- **Community**: UTMB is committed to making its community a better place to live and work.

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## Create Your Vision

- List your educational unit's mission
- What are the key elements to consider for the future?
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_
- What inspiring statement may be made for each key element?
- What values will you incorporate into your vision?

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## Your Approach and Product

- Worksheet curriculum change

You are appointed task force leader to integrate basic science content into the clinical curriculum. How would you create a vision for change and communicate it? What leadership styles would be involved?

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## Communicate, Sell your Vision

- Framed poster or plaque
- Web-page banner
- Recite at each meeting
- Include in promotional materials to key stakeholders
- Bookmarks and other tools for students/employees
- Laminated cards for badges
- Part of orientation process
- Annual reports

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## Review of Objectives

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