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Presentations

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Leadership Across the Career Continuum: Using Self-Reflection Effective Leadership Practices for Optimal Team Functioning

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Leadership Across the Career Continuum

Using Self-Reflection & Effective Leadership Practices for Optimal Team Functioning

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PennState Health
Children's Hospital



Children's Mercy
KANSAS CITY

Disclosures

There are no financial relationships to disclose or conflicts of interest to resolve.

Poll

- Are you a leader?
 - Yes
 - No

We're all leaders.

(Even YOU)

Patients & their families
Trainees
Multi-disciplinary care teams
Peers
Community

Objectives

By the end of this workshop, you will be able to:

- Define common **leadership theories** from business literature and apply these theories to **clinical scenarios**.
- Appraise one's own **personal leadership skills**, including specific strengths and opportunities for growth.
- Apply foundational leadership practices to **overcome common leadership pitfalls** in the clinical setting to unlock the untapped potential in team members.

Agenda

- Introduction
- Common Leadership Theories
- Application to Clinical Setting
- Common Leadership Pitfalls
- Clinical Scenario Development
- Conclusion

Word Cloud

- What challenges you when you think of leadership?

Leadership Skills Assessment



Common Leadership Theories

Level 5 Leadership

Jim Collins



The 5 Practices of Exemplary Leadership

James M. Kouzes & Barry Z. Posner



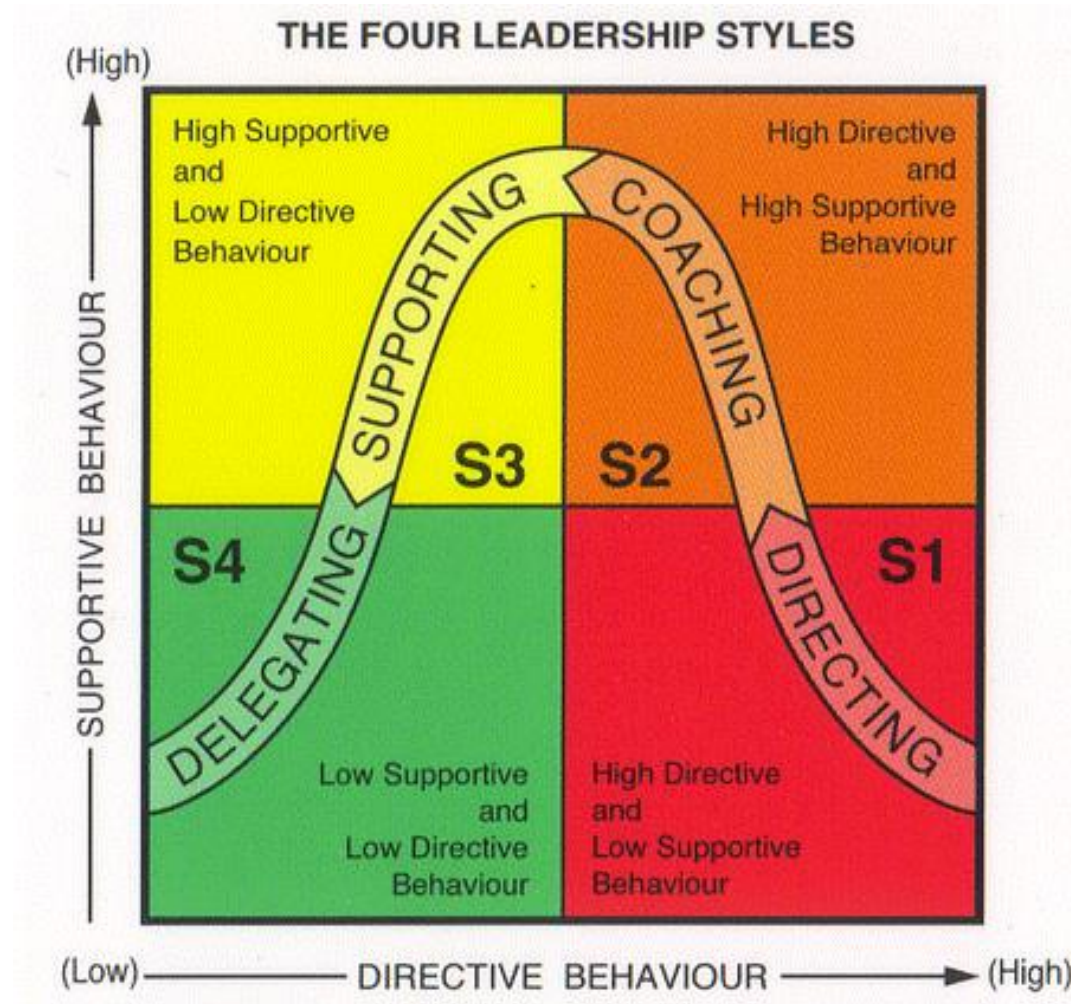
Trust Based Leadership

Stephen M. R. Covey

- <https://www.youtube.com/watch?v=Eld6BsvPwns>

Situational Leadership

Paul Hersey



Servant Leadership

Ken Blanchard

“When people lead at a higher level, **they make the world a better place** because in addition to results and relationships, **their goals are focused on the greater good.**”

- Ken Blanchard

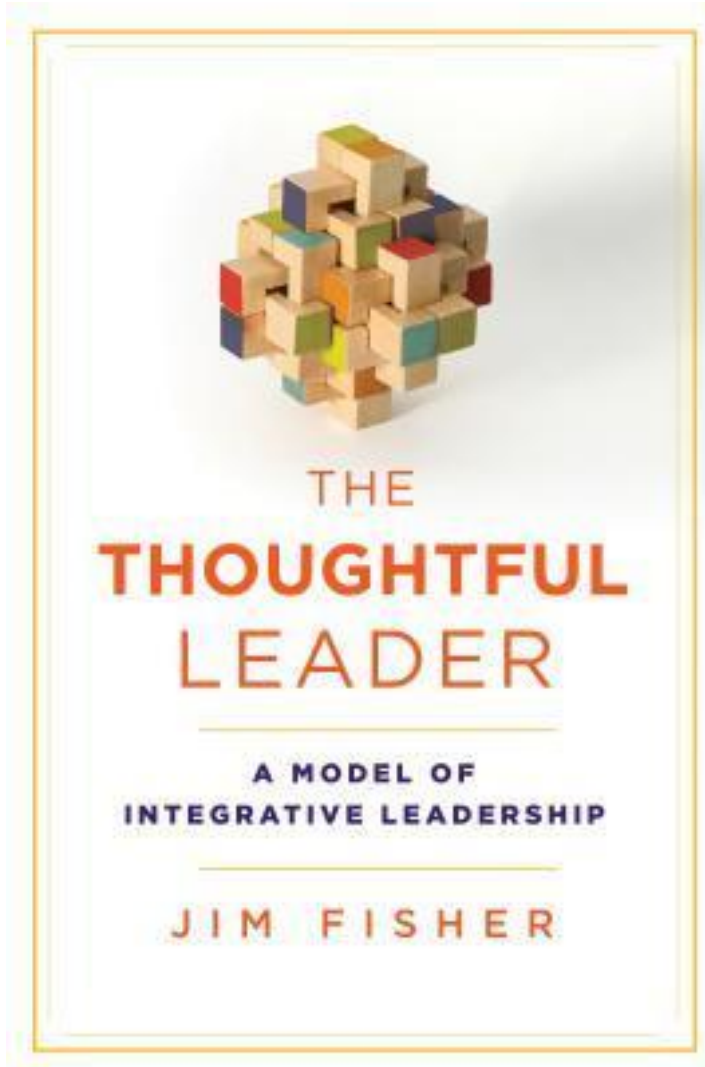
Courageous Leadership

Brené Brown

- <https://www.youtube.com/watch?v=HqetWsb28Mo&t=90s>

Integrative Leadership

Jim Fisher



“Thoughtful leaders get results by making clear WHAT needs to be done, WHY it should be done, and HOW each person can contribute.”

Clinical Scenarios

Small Group 1

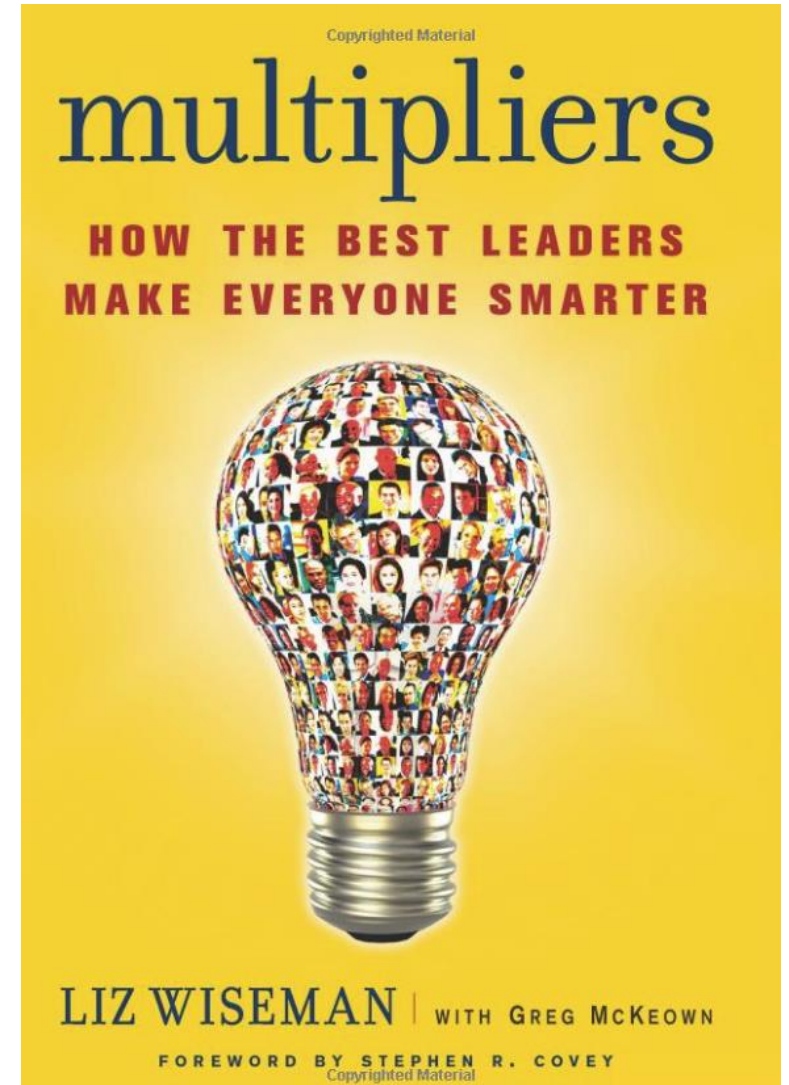
Small Group 1 Exercise



Common Leadership Pitfalls

➤ Multipliers

- “Multipliers invoke each person’s unique intelligence and create an atmosphere of genius – innovation, productive effort, and collective intelligence”
- “[Multipliers] assume that *people are smart and will figure it out*”



➤ Diminishers

- “Diminishers appear to believe that *really intelligent people are a rare breed* and that they are *of the rare breed.*”
- “From this assumption they conclude that they are so special, other people *will never figure things out without them.*”

➤ Multiplier vs. Diminisher

Multiplier

- Everyone has intelligence
- Intelligence is constantly developing
- "People are smart & will figure it out"
 - Trust
 - Challenge
 - Give them space to work

Diminisher

- Really intelligent people are rare
- Intelligence is static
- "If they don't figure it out now, they never will"
 - Tell people what to do
 - Make all the important choices
 - Take over when something goes wrong

How would you:	Multiplier "People are smart and will figure it out"	Diminisher "They'll never figure it out without me"
Manage talent?	Develop	Use
Approach mistakes?	Explore	Blame
Set direction?	Challenge	Tell
Make decisions?	Consult	Decide
Get things done?	Support	Control

Multipliers. Wiseman 2017

➤ Accidental Diminishers

- A series of actions where an otherwise well-intentioned leader has a diminishing impact on the people around them
- Wiseman describes 9 tendencies that describe certain types of accidental diminishers

➤ Strategist

- Big thinker selling a vision
- Has the whole thing planned out
- Intention is to get his team to move beyond the status quo



- **Action:**
 - Present a big vision, but needs to control all moving parts
- **Effect:** no buy-in
 - People defer up
 - Second guess
- **Consequence:**
 - Don't look for answers or feel they have room to make decisions

➤ Perfectionist

- Appreciates excellence
- Intention is to help people produce outstanding work



- **Action:**
 - Offers “helpful” critiques & points out flaws
- **Effect:**
 - Boss sees progress
 - Team sees all the ways they’ve screwed up
- **Consequence:**
 - People feel criticized
 - Become disheartened & stop trying

➤ Optimist

- Positive, can-do, nothing is impossible attitude!



- **Action:**
 - Tackles problems with enthusiasm
 - “How hard can it be?”
- **Effect:**
 - Overlooks the struggles
- **Consequence:**
 - Team worries about failure since someone has to

➤ Pacesetter

- Expects everyone to do as they do



- **Action:**
 - Leads by example
 - Assumes all will follow at the same pace
- **Effect:**
 - Others catch on but rarely catch up
- **Consequence:**
 - Team feels discouraged, resorts to bystander roles

Rescuer

- Knight in shining armor
- Doesn't want to see anyone struggle or fail
- Protect people's reputation & help them succeed

• **Action:**

- Will jump in at first sign of distress

• **Effect:**

- Takes away a learning experience
- No opportunity to grow or gain knowledge

• **Consequence:**

- People become dependent & helpless
- Decreased confidence & frustration

Protector

- Mama Bear
- Different from Rescuer because Protector shields from the problem completely
- Protect from becoming tainted or disillusioned

• **Action:**

- Keep your team out of harm's way
- Don't expose them to negative parts of the job

• **Effect:**

- Manufactured safety
- Can't learn from hardships
- Don't learn accountability

• **Consequence:**

- Never learn how to fend for yourself or how to work through a problem
- Always dependent on others

Clinical Scenario Development

Small Group 2

Small Group #2 Prompt

- Reflect upon the list of accidental diminishers
 - Have you experienced or observed these behaviors in your career?
- Consider a time when you have experienced an accidental diminisher in your professional life
 - How did it make you feel?
 - Were you the diminisher or the diminished?
- Channel your inner “multiplier” and discuss possible “work-arounds” to overcome these behaviors
 - How do you approach your leader when they are being diminishing?
 - How can you be proactive in preventing yourself from being a diminisher?

How would you:	Multiplier "People are smart and will figure it out"	Diminisher "They'll never figure it out without me"
Manage talent?	Develop	Use
Approach mistakes?	Explore	Blame
Set direction?	Challenge	Tell
Make decisions?	Consult	Decide
Get things done?	Support	Control

Multipliers. Wiseman 2017

Small Group Exercise



Conclusions

- We are all leaders, even if we have not been specifically trained
- Leadership Skills Assessment
- Create your own style of Integrative Leadership
- Strive to be a Multiplier but be aware of accidental diminishing behavior!

Questions?

