



Enhancing Your Leadership Skills


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CORE Faculty Development

Objectives

- Participants will be able to discuss the different leadership roles.
- Participants will be able to describe the implications of enhancing one's leadership skills to the organization/institution.



“Great leaders inspire us to go places we would never go on our own, and to attempt things we never thought we had in us”



Fundamentals of Effective Leadership

Delegate

- Assign tasks on the basis of “observed performance and competence”.
- Give authority to complete tasks with limited supervision.
- Must also be willing to withdraw responsibilities from those who cannot fully manage the assigned tasks.
- Effective delegation requires follow-up and monitoring task progress and completion.

Teach/Coach

- Must be willing to teach skills, to share insights and experiences.
- Exhibit a willingness to work closely with people (trainees) to help them mature and be creative.
- To teach, one must be well organized, a good communicator, and have a sense of what you want the trainees to know
- Use questions to probe reasoning and stimulate learning



Communicate Creatively

- Must be a good writer
- Must be a good speaker
- Speak in such a way that causes people to feel encouraged about their contribution, growth and development but also capable of sharing information regarding areas for improvement.



Listen

- Effective listening provides an opportunity for a genuine sharing of ideas, criticism, and other feedback that can improve the work and learning environment.
- Exhibit empathy and compassion.



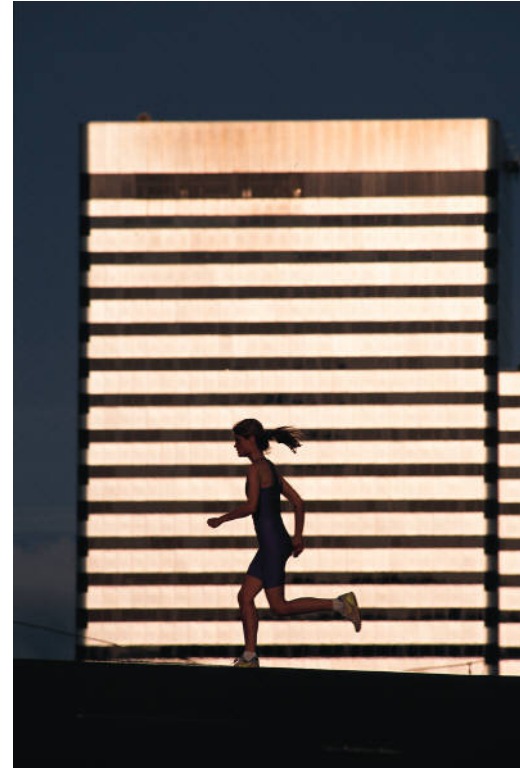


Avoid the Role of Chief Problem Solver

- Facilitate and stimulate problem solving – encourage trainees to share their ideas as a part of the problem-solving effort.
- This approach may help to stimulate trainee self-esteem and confidence.

Engage in personal physical activities

- Engage in a physical fitness program or other renewal activities



Manage and use time effectively

- Leave time for thoughtful reflection and planning.
- Conduct a periodical (daily/weekly) assessment of how you use your time.



Maintain clinical and teaching competence

- Engage in continuing medical education (clinical and teaching).
- Maintain a “thirst for knowledge”.





Strive to achieve standards of excellence

- Organize a set of standards regarding your performance.
- Organize standards regarding the performance of trainees.
- Develop action plans for improvement (Self Improvement, Trainee Improvement).



Praise the achievement of others

- Compliment and thank people for outstanding contributions.



Provide vision

- Ability to plan (short and long term), develop priorities, and provide strategic vision.
- Engage in innovative/“out of the box” thinking.
- Facilitate and manage change when needed.



Control personal ambitions and ego

- Able to embrace and promote the thoughts, ideas, and plans of others.



Motivate others

- How you communicate and interact with others can serve as a significant source of motivation and inspiration.
- Look for opportunities to provide recognition and praise.
- Develop opportunities for trainees to learn new things.
- Generate a “healthy” work environment containing humor and a reasonable work ethic.
- Reward “Outstanding” performance.



Be Visible/Approachable/Available

- Practice effective mentoring skills.
- Offer opportunities for “one-to-one” training.



Practice using humor well

- Never use humor to insult people.
- Laugh at yourself sometimes.
- Remember: A leader is not a comedian.



Decision making

- Take time to examine the problem or issues.
- Seek the views and advice of others.

Engage in on-going self-assessment

- Effective leaders look at themselves objectively on a frequent basis and analyze where they have made mistakes.
- Effective leaders are able to move from error to improvement.
- Effective leaders are solution driven.
- Spend time each day/week reviewing previous actions and relationships.



Reliable

- Follow through on commitments.
- Reliability also includes consistency in actions, fairness, flexibility, and steadfastness.



Open-mindedness

- Remain open and interested in hearing fresh points of view.
- Always ready to listen.
- Not afraid to reconsider an action when compelling information is provided.



Maintain high professional standards

- Always aware of self and behavior as a role model for the profession.



Be generous

- Be generous with time, talent, and knowledge.



Welcome positive criticism

- Handle criticism with calmness.
- Discourage “blind obedience”.
- Be open and honest with others and expect the same.



Seek and embrace diversity

- Utilize and appreciate rich diversity of opinions, cultures, gender, and personality types.



Exhibit character and integrity

- Character and Integrity are considered “hallmarks” of Outstanding leaders.

(Source: P. Smith. Rules & Tools for Leaders. 1998)

FD Quiz

- Please complete the Leadership Skills Self-Assessment Form and write a one-paragraph reflective essay about your leadership style/skills and how these impact your role as Residency Director.
- Please e-mail the essay to either kirkland@exchange.oucom.ohiou.edu or sheehan@exchange.oucom.ohiou.edu.