

# Leadership (From Small to Big)

David B. Reuben, MD

Archstone Professor

Chief, Division of Geriatrics

David Geffen School of Medicine at UCLA

# What we will cover

- What is leadership?
- Leadership steps and transitions
- Leadership styles
- Decision-making styles
- Reasons for success and derailment
- Key issues for geriatrics leaders
- Small lessons I have learned

# Management versus Leadership

## Management

- Coping with complexity
- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

## Leadership

- Coping with change
- Setting a direction
- Aligning people
- Motivating and inspiring

# Leadership Steps and Transitions

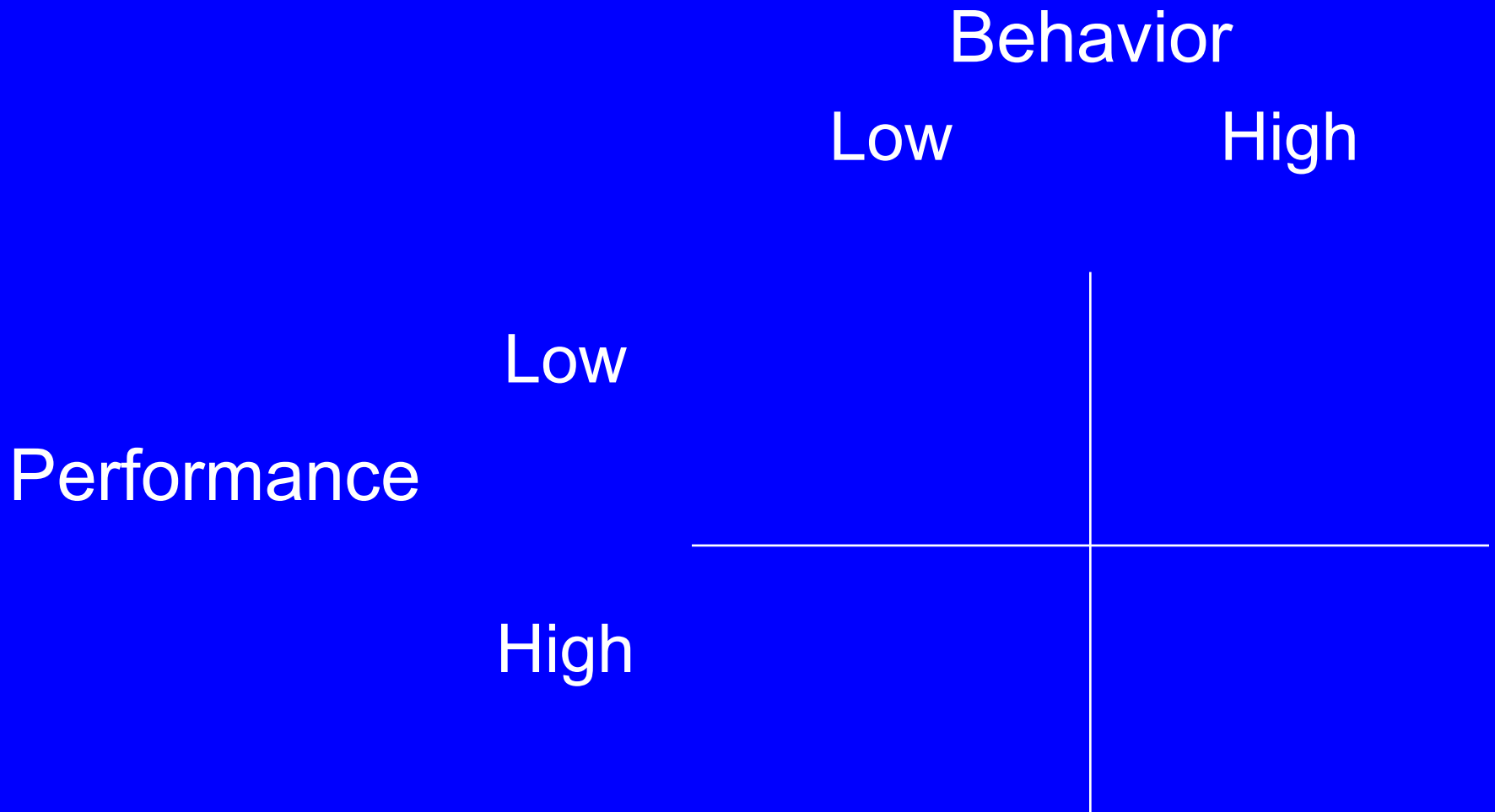
## Title

- Leader
- Manager aspects/
- Doer

## Roles

- Strategic/embrace uncertainty
- Give up technical problem-solve/motivate
- Technical

# Performance Evaluation



# Potential Evaluation

		Potential	
		Low	High
Performance	Low	10%	10%
	High	60-70%	6-8%

# Leadership Styles

- Coercive
- Authoritative
- Affiliative
- Democratic
- Pacesetting
- Coaching

» Goleman HBR 2000.

# Coercive

- MO: Command and control; immediate compliance
- Telltale phrase: “Do what I tell you”
- Works best in a crisis (running a code), to initiate a turnaround or with problem employees
- Notes: Stifles flexibility, new ideas, employees’ assumption of responsibility/ ownership



# Authoritative

- MO: Mobilizes people towards a vision
- Telltale phrase: “Come with me”
- Works best when changes require a new vision or clear direction
- Notes: Clarity motivates people and allows them to see how their work fits into the larger vision of the organization; leader states the goal but gives people leeway to devise their own means

# Affiliative

- MO: Creating harmony and emotional bonds
- Telltale phrase: “People come first”
- Works best to heal rifts in a team or to motivate during stressful times
- Notes: Builds fierce loyalty, improves communication and trust, promotes creativity
- If sole style, may fail to provide enough guidance

# Democratic

- MO: Consensus through participation
- Telltale phrase: “What do you think”
- Works best when the leader is uncertain about best path and needs ideas
- Notes: Promotes innovativeness and responsibility
- Slow, may lead to inaction

# Pacesetting

- MO: Setting and exemplifying high standards
- Telltale phrase: “Do as I do now”
- Works best to get quick results from a motivated, competent team
- Notes: Tends to overwhelm employees, may lead to micromanaging and undermine innovativeness and responsibility

# Coaching

- MO: Developing people for the future
- Telltale phrase: “Try this”
- Works best to improve/develop employees
- Notes: Promotes communication and innovativeness but requires motivated, insightful employees
- Used least often of styles, requires coaching skills

# Which leadership style is right?

- All. The more styles a leader exhibits, the better.
- Should aim for 4 or more especially authoritative, democratic, affiliative, and coaching.
- Most effective leaders switch between styles as needed.
- Build a team with members who employ the styles you lack.

# Decision-making Styles

- L1: You decide alone
- L2: You seek information and then decide alone
- LF: You consult with individuals then decide alone
- LF2: You consult with the group then decide alone
- M: You share the problem with the group and all of you mutually decide what to do

# Success and Derailment

- Success: lived up to full potential as the organization saw it
- Derailed: did not go as high as the organization had expected (plateaued, demoted, fired, accepted early retirement, or had responsibilities reduced)



# Reasons for Success

- Track record
- Technical brilliance
- Personality (charisma, extroversion)
- Good timing
- Loyalty to management
- Ambition
- Willingness to make sacrifices

# Reasons for Derailment

## Management skills

- Poor performance
- Lack of detail orientation
- Micromanaging
- Unable to be strategic
- Poor staffing
- Overly dependent on advocate
- Specific skill deficiencies

## Interpersonal skills

- Insensitive/abrasive/arrogant/alooof
- Lack of composure
- Overly ambitious
- Unable to adapt to boss/culture
- Betrayed trust

# Key Issues for Geriatrics Leaders

- Leadership, ...of what?
- When to move up?
- Physician leaders are player coaches
- Lessons from Ted Williams
- Time management
  - Time spent as doer versus manager
  - Delegation

# Key Issues for Geriatrics Leaders

- Get a life and maintain it
- What do you value? (examples)
  - Achievement
  - Affluence
  - Fame
  - Family
  - Influence
  - Responsibility
  - Security
  - Self-actualization
  - Service
  - Spirituality

# Next Steps

- Want more?
- Create a personal vision statement
  - Prioritize what I value
  - List “ideal” and “actual”; examine the gap
  - Create a plan to close the gap
- Take a more in depth course:  
<http://www.ccl.org/CCLCommerce/index.aspx>
- Get a coach

# Small Lessons I Have Learned

- Early career
- Mid-career/First leadership
- Advanced leadership
- Final phase leadership
- At all stages

# Early Career

- I polished up that handle so carefully that now I am the ruler of the Queen's navy.
  - Gilbert and Sullivan

# Early Career

- Respect your elders



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- Respect your elders
- Learn how to speak and write
- Never say “no”
- Complete tasks you volunteer to do

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- Delegate, delegate, delegate.

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- Make decisions and consider the consequences
- Be part of the solution
- Don't ask unless you need
- Build your team to compensate for your weaknesses
- Match people's roles to their talents
- Delegate, delegate, delegate
- Give away all the credit

# Advanced Leadership: Organizations

- Bond with staff

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- Craft a vision
  - Plan and implement early

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- The playing field gets harder the higher you get
  - Expect hard knocks and roll with the punches
  - Don't run away from difficult conversations

# Advanced Leadership: Organizations

- Bond with staff
- Craft a vision
- The playing field gets harder the higher you get
- When your power rises, push it down.

# Final Phase Leadership

- Now that you've made it, what are you going to do with the last 10-20 years to make a difference?





# At All Stages

- Show up
  - *80 percent of success is just showing up" —Woody Allen*



# At All Stages

- When you get hit up for administrative bullshit, groan (to yourself), and suck it up.

# At All Stages

- Take good care of yourself

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  - Exercise

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  - Mind the home fires
  - Create lifelines

# At All Stages

- Take good care of yourself
  - Exercise
  - Mind the home fires
  - Create lifelines
  - Have a secret life



# At All Stages

- Be a mensch



# At All Stages

- Listen

# At All Stages

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- Speak only when you have something to say (or unless you're called upon)

# At All Stages

- Listen
- Speak only when you have something to say (or unless you're called upon)
- Know when to shut up

# At All Stages

- Remember that being a good leader doesn't mean that everybody likes you but...

# At All Stages

- Remember that being a good leader doesn't mean that everybody likes you but... you need to like yourself

# At All Stages

- If you have a mean streak...

# At All Stages

- If you have a mean streak...
  - Jealousy
  - Retribution
- Expressed as:
  - Cynicism
  - Anger
  - Facial or body language
  - Not treating people fairly

# At All Stages

- If you have a mean streak...  
recognize it and take all steps to try to suppress it.



# At All Stages

- Forgive and remember
  - Don't burn bridges
  - Hold no grudges
- Be kind

# At All Stages

- Trust your instincts
  - Truly successful decision making relies on a balance between deliberate and instinctive thinking
  - There can be as much value in the blink of an eye as in months of rational analysis

Malcolm Gladwell

# At All Stages

- Admit your mistakes...and move on.



# At All Stages

- Try to make everyone a winner

# At All Stages

- Remember your promises

# At All Stages

- Get a censor





# At All Stages

- Don't take yourself too seriously, you will be forgotten



# At All Stages

- Enjoy yourself

# And Finally

- Say “Thank You”

# Situational Leadership

		Task Behaviors	
		High	Low
Relationship behaviors	High	Encouraging (S4)	Coaching (S2)
	Low	Delegating (S3)	Structuring (S1)

# Situational Leadership-People

- Think about specific person and task
  - Skill
  - Motivation
  - Responsibility
- Rate person on these tasks and sum
  - Low (P1) to high (P4)