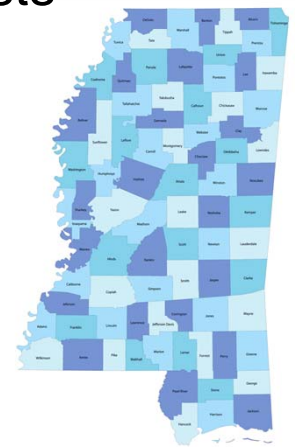
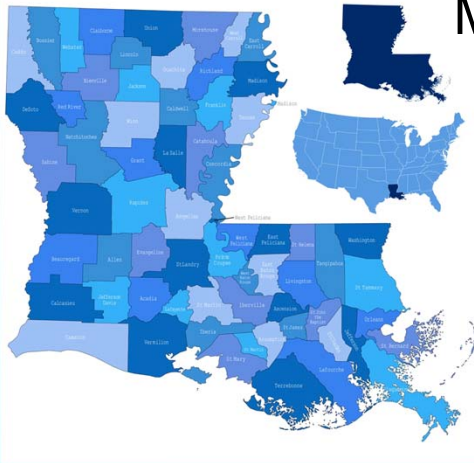


# Refreshing the Leader in You

Les Wallace, Ph.D.

July 18, 2014

Louisiana Association of Nurse Anesthetists  
Mississippi Association of Nurse Anesthetists



# Thank You For Your Interest in Leadership

**Most people tire of a lecture in ten minutes.**



**Clever people can do it in five minutes.**

**Sensible people never go the lectures at all.**

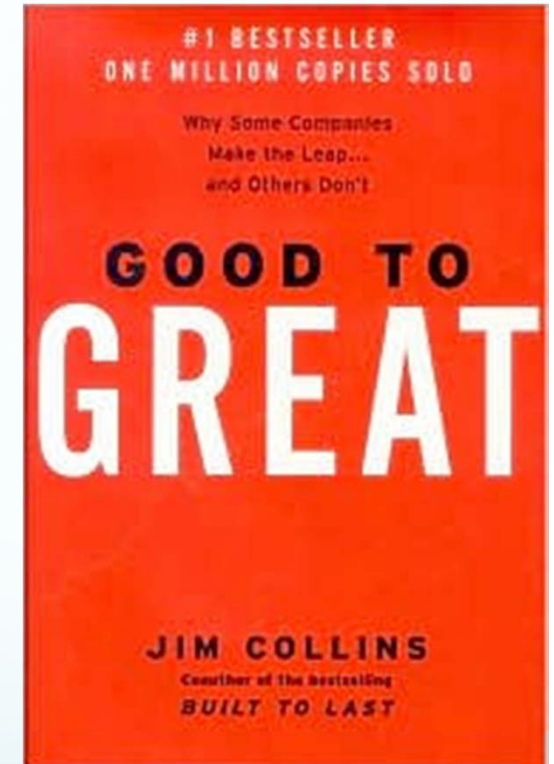
**You guys must really need the Credits.**

# Leading in the 21st Century

“When best selling authors  
you, you think it’s your fault.”  
Jim Collins



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# Our Best Seller...

## Right Behind Good to Great

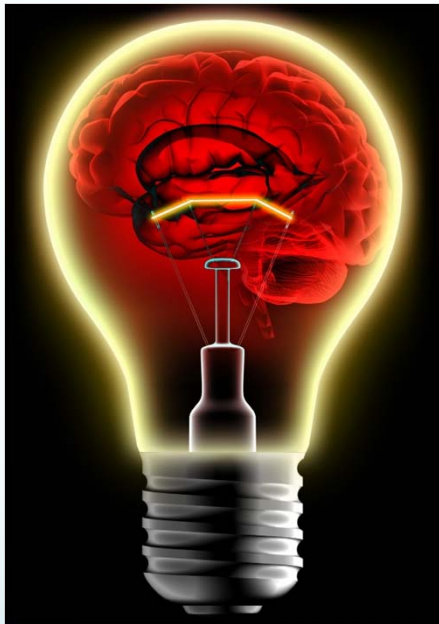


- ✓ 30 dimensions of Contemporary leadership
- ✓ New research on leadership development and succession
- ✓ Ten 21<sup>st</sup> Century Legacy needs
- ✓ Gobs of other great stuff



# What to ask the person in the mirror?

**“There comes a point in your career when the best way to figure out how you’re doing is to step back and ask yourself a few questions.**



**Having all the answers is less important than knowing what to ask.”**

“What to Ask the Person in the Mirror,”

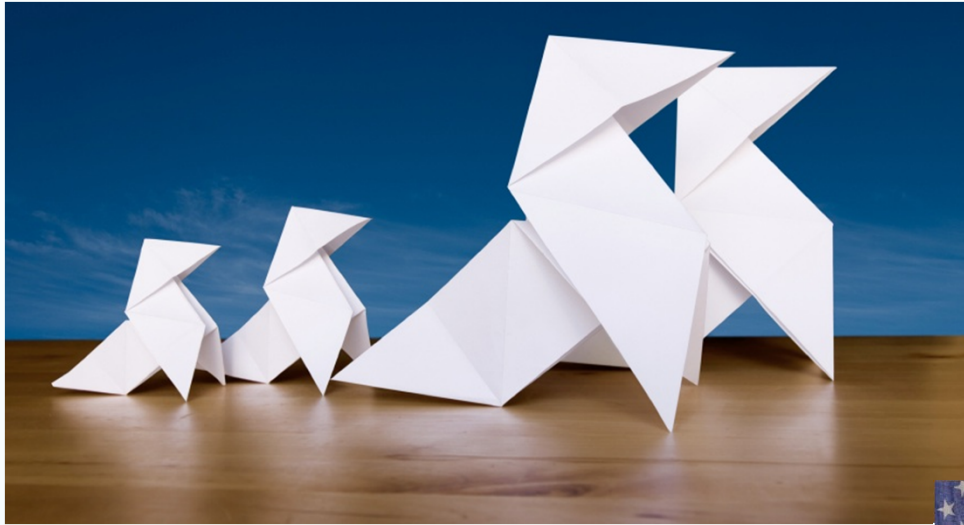
Kaplan  
( HBR 1/07)

Who am I / are we?

What is leadership?

How well am I / are we leading?

# Are leaders born or made?



# Does Everybody Have Leadership in Them?



# Why I know you have Leadership in You

- ① **You've had a self directed desire to learn.** You're curious, driven and willing to put up with the dilemmas of clinical and systems complexity.
- ② **You most likely had “coached” experiences:** Experience is a good teacher, coached experience in a great teacher. Someone took time to help you sort through and navigate choices.
- ③ **Most of you have had good role models.** You've watched others in leadership positions who you admire. And witnessed others who were awful.

# Think About a Professional Role Model You Have...

- **What one “leadership” characteristic of this person is most impressive to you?**
- **Do you think you can become better by watching how this person navigates professional life?**

# Do You Think You Might be a Professional Role Model for someone else?

- Who do you think is watching your leadership most closely?
- What do you hope they have seen in the last month that demonstrates good leadership?

# 21<sup>st</sup> Century Leadership

All humans struggle with two common issues...



1. We want to be successful—with our work, our families and our lives.
2. We are unable to predict the future.

**That's why leadership matters so much!**

# People Everywhere

**Want to be respected.**

**Want to feel valuable.**

**Want to be successful.**

**They Are uncertain about their future.**

**Get complacent when times are going well.**

**Wonder what their leaders are thinking.**



# Traditional Views of Leadership

- Position of power over budgets and people.
- In charge of others.
- Directing decisions about the future.
- Leading the creation of new products, services, processes, partnerships.
- Recognized by others as the “face” of the department or organization.

# Everyday View of Leadership

- People watch how you behave everyday and it's influential—good and bad.
- We are all contributors at some point.
- We all “lead” ourselves.
- Leadership requires micro as well as macro contributions.
- Every professional touch you have as a clinician is ripe for leadership.



“Shep” Wallace

# Everyday View of Leadership

- How many of you can recall a lesson you learned from a grandparent / aunt-uncle?
- How many of you have helped someone with advice they found useful?
- How many of you have sought out the advice of others in trying to help a team or organization make a decision?
- How many of you have made suggestions to improve your workplace, educational program, association?

# 21<sup>st</sup> Century View of Leadership

“Distributed Leadership”

“Servant Leadership”

“A good leader inspires people to have confidence in the leader, **a great leader inspires people to have confidence in themselves.**”

# Refreshing the Leader in You: Three Domains for Reflection

- ① What your peers and family are looking for?
  - ② What other healthcare providers are looking for?
  - ③ What employers and professional groups are looking for?
- If leadership is “servant leadership” then overall, how are you serving others in these domains?
  - The servant-leader shares power, puts the needs of others first and helps people develop and perform as highly as possible.

# What Leadership do you think Peers and Family Look For?



# Peers and Family Look For

- A person of integrity with a reasonably balanced life.
- A self directed learner.
- An appreciative and empathetic listener: a ***“peer” ear not a parent ear.***
- A sounding board for ideas and decisions.
- A coach not a judge.
- Someone willing to pitch in.

# What Leadership do you think Other Healthcare Providers Look For



# Other Healthcare Providers Look For

- Integrity.
- Good interpersonal and team competencies.
- A learner.
- Commitment to clinical quality.
- Patient centered provider.
- Coach and teacher—stretching yet sharing.
- Appreciative.
- A voice for the team.
- Consistency.

# What Leadership do you Think Employers Look For (Including Educational Programs)



# Employers Look For

## (Including Educational Programs)

- **Integrity.**
- **Alert corporate citizen, steward.**
- **Agility / nimbleness with change.**
- **Self-directed learner.**
- **Interpersonal and team collaborator.**
- **Transformational: thinking about constant improvement overall.**

# Everyday View of Leadership

- There are a few elements of leadership recognized in almost every research study of success, influence, and competency.
- They show up in case studies, 360 Reviews of leaders, and are commonly recognized in the literature as critical to effective leadership.
- **None of them has to do with Charisma—the dynamic personality that can have people eating out of your hand.**

# Everyday View of Leadership

- **Leaders are learners**—they do not have the same portfolio of capabilities and perspective year to year.
- If you're the same leader as last year you're not learning.
- Leaders **help others be successful**—the servant part.
- **Directing others is coordination and herding**—possibly leadership if done right but often mistaken for leadership.

# Everyday View of Leadership

- **Leaders develop others**—they teach, coach and share relentlessly.
- Most leaders have a “teachable point of view” much of which derives from stories about lessons learned and choices made.
- Virtually everyone has a teachable story.
- The call out and appreciate the strengths of others and help them get in position to make those strengths count even more.

# Everyday View of Leadership

- **Leaders confront the brutal facts** in a manner that informs rather than attacks, teaches rather than judges, is evidence based rather than emotional.
- **The art of the “question”** does wonders in helping family, work teams, bosses and organizations confront brutal reality.
- They study, inquire about and think about what may be over the horizon—and include others in this reflection.

# Everyday View of Leadership

- **Leaders truly think “transformation” rather than simple change.**
- While one aspect of a process may be changed to improve it—possibly it’s also as easy to shift the entire process perspective.
- Evolution keeps you alive. Revolution keeps you relevant.
- Transform the workplace?
- Transform the leader you are?

# Everyday View of Leadership

- **Leaders form coalitions.**
- A group of like minded individuals can move mountains.
- Look for the willing rather than trying to convince the unwilling.

# Everyday View of Leadership

- **Leaders deal with crisis and setback with calm and can-do actions.**
- Failure is not in the leaders mind.
- Less than optimal outcomes become your university not your Waterloo.

# If You're Fortunate Enough to Lead Others

- **Be inclusive.**
- Your team will vary in personality, quirks, and talent—but **they all have a piece of the truth** you need to be a successful leader.
- ***“What do you think?” may be the most frequently ask question by a leader.***

# Everyday View of Leadership: What's Missing?

# A Personal Leadership Statement

- Turn from looking backward to seeing instead what is ahead and controllable.
- Raise our eyes from the path to the peak.
- Broaden our view from the narrow vision to the peripheral vision—all tasks, teams, objectives and enterprise are more connected than disconnected.
- See our influence not as leader but as distributors of leadership.
- Embrace life to as to put work in proper perspective.

# A Personal Leadership Statement

- **Let less than desirable outcomes be our University.**
- **Create enough order to allow disorder.**
- **At end of each day ask:**

**Did I respect all those I touched?**

**Did I learn as well as teach?**

**Did the course of our mutual enterprise move forward?**

# In the End...

**Someone, somewhere, is looking to you as a leader?**

**Watch for it, act like it, grow into it.**

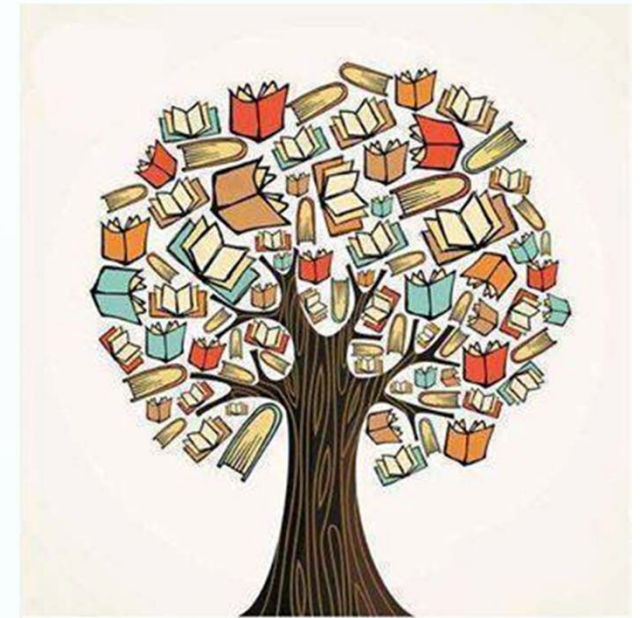
**They be in unexpected places.**



# In the End...Awake for Questions



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**Reading can  
seriously damage  
your ignorance**

**Les Wallace, Ph.D.**  
**President, Signature Resources Inc.**  
**[Les@signatureresources.com](mailto:Les@signatureresources.com)**

- ◉ Dr. Wallace is recognized for tracking business environment and workplace trends and their impact upon business and government. His publications have appeared in Leadership Excellence, Personnel Journal, Credit Union Management, Public Management, and Nation's Business as well as numerous research and conference proceedings. His book, co-authored with Dr. Jim Trinka, A Legacy of 21<sup>st</sup> Century Leadership, outlines the leadership organizations need in a global, fast moving business environment. His book, Principles of 21<sup>st</sup> Century Governance (2013) is already being used by many boards to design governance development approaches. His newest book Personal Success in a Team Environment helps you become CEO of your own career.
- ◉ Les is a frequent consultant and speaker on issues of organizational transformation and leadership, employee engagement, strategic thinking and board of directors development and governance. His clients include Fortune 100 businesses, Government agencies, and not-for-profit organizations world-wide. Dr. Wallace is also the host resource on the [9Minute Mentor](#), a series short video tutorials governance.
- ◉ Les has served on the Board of Security First Bank and currently serves on the international Boards of the World Future Society and Counterpart International. He is a member of the National Association of Corporate Directors. Les writes an on-line column for CUES Center for Credit Union Board Education.
- ◉ Preview his video series on governance: [www.signatureresources](http://www.signatureresources.com) “Dr. Wallace on Camera.”
- ◉ <https://twitter.com/9MinuteMentor>

