

APA

EMERGING LEADERS

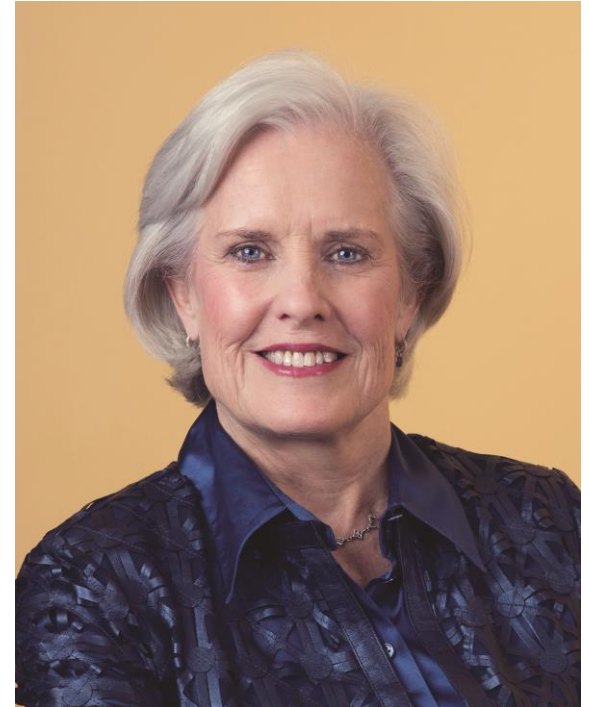
IN PSYCHOLOGY ACADEMY

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Teamwork and New Collaborative Models of Leadership

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Today's agenda

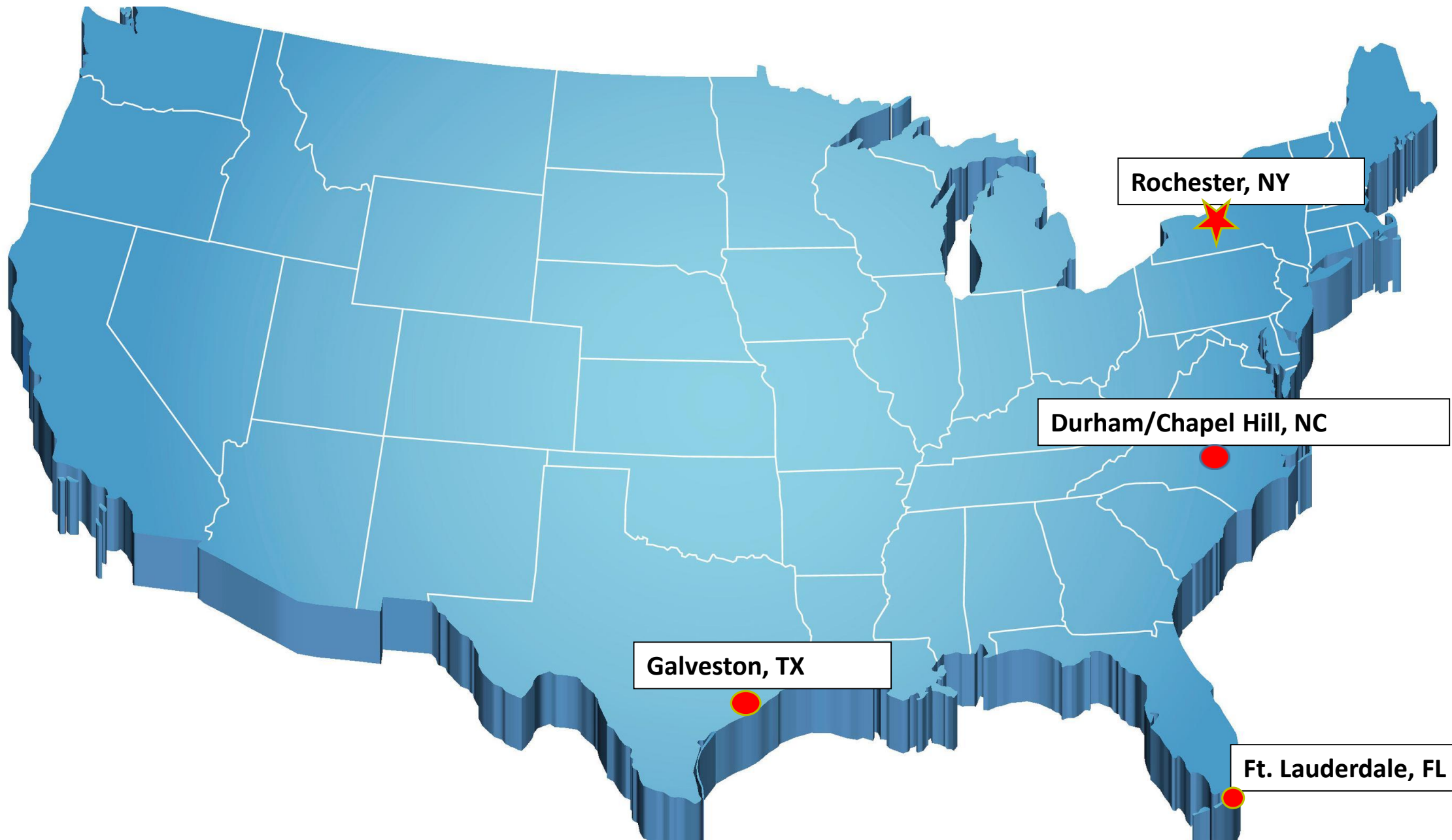
- My background and current leadership positions
- Inspiration from Western NY Native American leadership principles
- Intentional Leadership for a VUCA World
- Collaborative, Distributed Leadership and Teams
- Should there be time:
 - Interprofessionalism and Team Training

Objectives

- In this module, participants will:
 - Discuss the rationale and implementation of a distributed leadership model
 - Describe the value of followership
 - Identify at least two elements of effective teamwork

Core Questions

- This module will answer:
 - What does it mean to practice intentional leadership and followership?
 - What new models of distributed leadership exist for interprofessional teams?
 - How can psychologists facilitate effective, evidence-based teamwork?



Rochester, NY

Durham/Chapel Hill, NC

Galveston, TX

Ft. Lauderdale, FL

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COLLABORATIVE LEADERSHIP SKILLS for a VUCA WORLD

(Volatile, Uncertain, Complex, & Ambiguous)

The turtle from Haudenasaunee's Creation myth



The Haudenasaunee's view of leadership:
*In our every deliberation, we must consider the impact
of our decisions on the next seven generations.*

The Great Binding Law of the Haudenasaunee Constitution

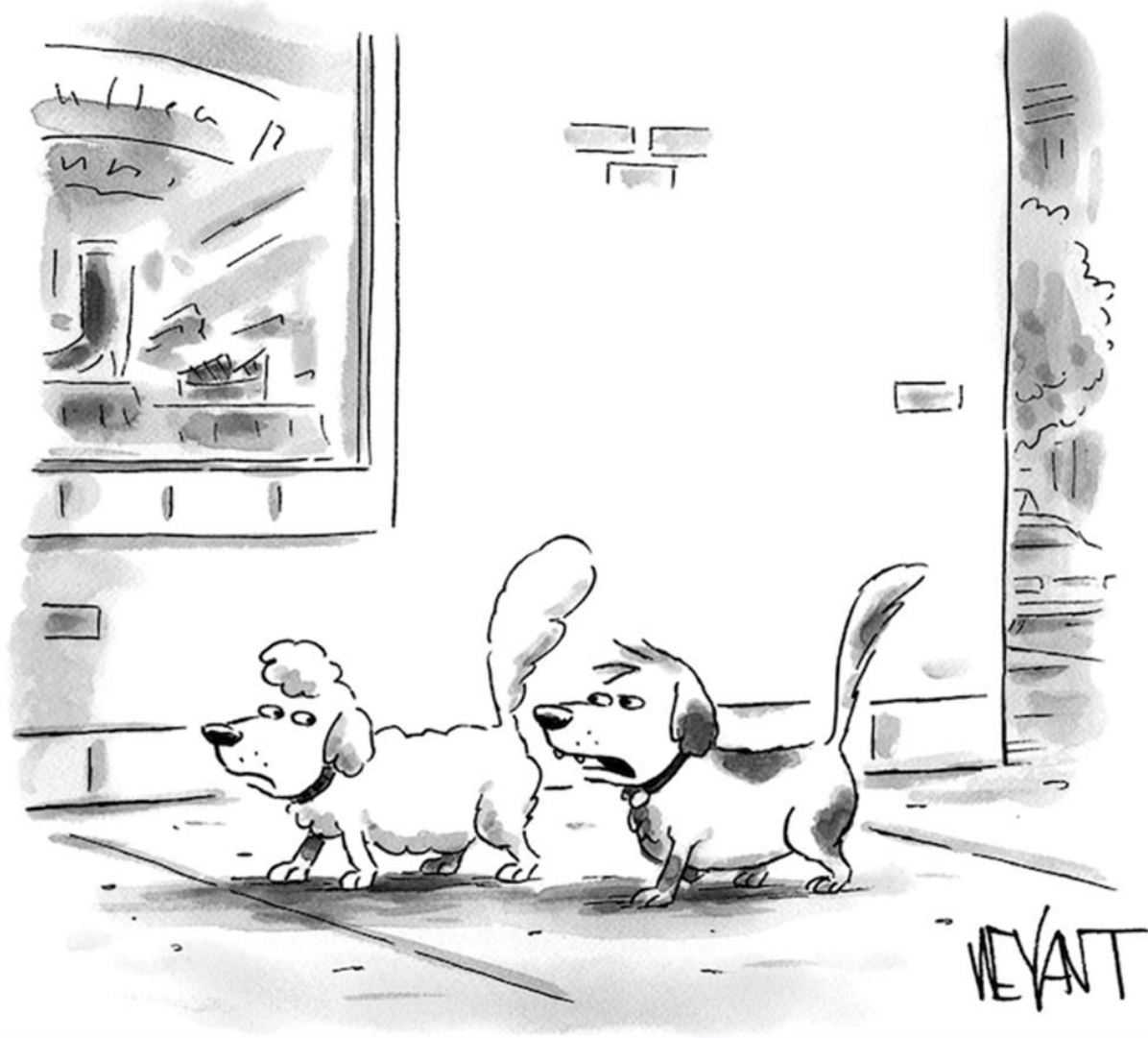
The thickness of your skin shall be seven spans — which is to say that you shall be proof against anger, offensive actions and criticism. Your heart shall be filled with peace and good will and your mind filled with a yearning for the welfare of the people of the Confederacy. With endless patience you shall carry out your duty and your firmness shall be tempered with tenderness for your people. Neither anger nor fury shall find lodgement in your mind and all your words and actions shall be marked with calm deliberation. In all of your deliberations in the Confederate Council, in your efforts at law making, in all your official acts, self-interest shall be cast into oblivion. Cast not over your shoulder behind you the warnings of the nephews and nieces should they chide you for any error or wrong you may do, but return to the way of the Great Law which is just and right. Look and listen for the welfare of the whole people and have always in view not only the present but also the coming generations, even those whose faces are yet beneath the surface of the ground — the unborn of the future Nation.

INTENTIONAL LEADERSHIP

for a VUCA WORLD

CURRENT LEADERSHIP MODELS

- * Collaborative
- * Courageous
- * Transformational
- * Autocratic
- * Laissez-Faire



"I bark and I bark but I never feel like I effect real change."

A COLLABORATIVE, DISTRIBUTED LEADERSHIP MODEL FOR TEAMS

based on

- *respect
- *a shared mental model
- *complementary skill sets
- *clear but flexible agreements about the division of labor.

Everyone Leads!

(Schmitz, 2012)

Leadership is an *action* everyone can take,
and not a *position* few hold.

Leadership can be a *function* rather than a structured *role*.
(deGruy & Khatri, 2019)

Complex Adaptive Leadership

--with ongoing measurement of processes and outcomes--

Means continual adjustment, under changing circumstances, to continuously achieve your goals.

Anyone can hold the helm when the sea is calm.

--Publilius Syrus (85-43BC)

*The things we fear most in organizations—
fluctuations, disturbances, imbalances—
are the primary sources of creativity.*

—Margaret Wheatley

TRAINING CAN PREPARE US FOR PRESENT AND FUTURE LEADERSHIP

- *be self-aware and clear about your mission and vision
- *recognize when anxiety (yours, theirs, or both) is driving an interaction or decision
- *listen to people of all perspectives without stereotyping anyone.
- *be willing to be influenced by people with whom you don't initially agree.

TRAINING PREPARES US FOR LEADERSHIP (cont.)

- *step away from an anxious situation to assess the problem
- *come to the best possible decision
- *communicate clearly, and
- *stand behind what is true and best.

INTENTIONAL

deliberate, conscious, purposeful

INTENTIONAL LEADERSHIP for Complex Adaptive Systems

- *aligning one's values and vision with one's actions as a leader
- *measuring outcomes against intent
- *reshaping one's approach when your intent and the outcome are misaligned
- *requires a culture of measurement and feedback.

ELEMENTS OF INTENTIONAL LEADERSHIP

- *mission
- *values
- *vision
- *roles
- *communication
- *collaboration
- *accountability

MISSION & VALUES

Set Your Moral Compass!



Express and Demonstrate Values

- * honesty
- * integrity
- * transparency
- * discovery
- * social justice
- * human rights

Be Intentional:

Articulate Your Most Important Values

- *Make your values evident
- *Articulate them clearly
- *Ensure your actions are aligned with your values

*In matters of style, swim with the current;
in matters of principle, stand like a rock.*

--Thomas Jefferson

DIVERSITY OF ALL KINDS

- *Surface different perspectives
- *Make better decisions

Teams usually make better decisions
than individuals.

Science of Teamwork

- * Different perspectives
- * A shared mental model
- * A shared vision

Surfacing different perspectives
requires going after opinions of quiet
members.

One of the simplest paths to deep change is for the less powerful to speak as much as they listen, and for the more powerful to listen as much as they speak.

--Gloria Steinem

VISION

*If you're not sure where you are going,
you're liable to end up someplace else.*

--Robert Mager

A **Mission** statement describes what person or institution wants to do now.

A **Vision** statement outlines what a person or institution wants to be in the future.

Develop a Vision for yourself, your team,
and/or your workplace

Where this is no vision, there is no hope.

--George Washington Carver

--We offer Hope.

ROLES In Crisis

- *Boundaries can become blurry
- *Responsibilities unclear
- *Roles confusing
- *Decreased effectiveness

Post-Crisis

- * Intentionally reexamine roles and responsibilities
- * Return to what should continue and redefine what needs to change

The price of greatness is responsibility.

--Winston Churchill

In a Collaborative Relationship

- *What are your roles and responsibilities?
- *What are others?
- *Know when to *stay in your own lane*, and when to flex

*The art of leadership is saying no,
not saying yes.*

It is very easy to say yes.

–Tony Blair

Mindful, Intentional Leadership

- *Reflection
- *Self-Awareness
- *Feedback from others
- *Tending to one's own growth as a leader.

FEEDBACK on LEADERSHIP

- *illuminates our blind spots &*
- *increases one's effectiveness.*

Communication in Leadership

- * Clear, short, declarative sentences
- * Over-communicate new information
- * Don't repeat old arguments

Don't repeat yourself. When once you have said your say, fully and clearly, on a certain point, and have failed to convince your friend, drop that subject: to repeat your arguments, all over again, will simply lead to his doing the same; and so you will go on, like a Circulating Decimal. Did you ever know a Circulating Decimal come to an end?

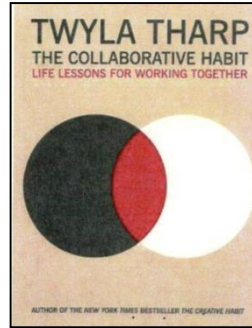
--Lewis Carroll

*Don't try to have the last word! How many a controversy would be nipped in the bud, if each was anxious to let the **other** have the last word! Never mind how telling a rejoinder you leave unuttered: never mind your friend's supposing that you are silent from lack of anything to say: let the thing drop, as soon as it is possible without discourtesy: remember "speech is silver, but silence is golden!"*

--Lewis Carroll

COLLABORATION

To work together



Like creativity, collaboration is a habit—and one I encourage you to develop.

....

Collaboration may be a practice—a way of working in harmony with others—but it begins with a point of view.

--Twyla Tharp, *The Collaborative Habit—Life Lessons for Working Together*, 2014

We often have the perception of a heroic figure: We bring in problems and he'd give a brilliant insight, and we'd go off and execute it. It's different today. No one is omniscient or omnipotent. Things are way too interconnected to run an organization that way. Leaders today facilitate the process. They are less decision makers than decision facilitators.

--General Stanley McChrystal, 2014

In Praise of Followers

- *equal but different activities
- *based on roles rather than hierarchy

--Robert Kelly, *Harvard Business Review*, 1988

The Sociology of Superordinates

- *Those higher feel burdened and responsible rather than powerful or blessed
- *Those lower feel invisible, unappreciated, disrespected, and resentful

Why Men Resist, WJ Goode, 1980

Planes are safer when the least experienced pilot is flying because it means the second pilot isn't afraid to speak up.

Malcolm Gladwell, *Outliers*, 2011

Communication and Flattened Hierarchy *increase* Safety

- *In Surgery
- *On Other Healthcare Teams
- *Other groups

*There are two ways of spreading light:
to be the candle or the mirror that reflects it.*

--Edith Wharton

ACCOUNTABILITY

Of Ourselves and Each Other

- * Articulate Clear Goals
- * Measure Outcomes

Celebrate our successes
&

Embrace our failures,
learning from experience

Transparency and Accountability

SET GOALS FOR YOU, YOUR PATIENTS, YOUR TEAM

- * Monitor your progress
- * Make mid-course corrections based on feedback

The complex landscape of the 21st Century requires

- * a clear vision
- * a strong moral compass
- * diverse voices
- * innovation
- * a collaborative habit

Intentional Leadership

*Check our egos at the door.

Being powerful is like being a lady. If you have to tell people you are, you aren't.

--Margaret Thatcher



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спасибо

Grazie

Thank
you

mauruuru

Takk

Gracias

Dziękuję

Děkuju

danke

Kiitos

and if there's time:

INTERPROFESSIONALISM AND TEAM TRAINING

INTERPROFESSIONAL TRAINING

- * Clear professional identities
- * Commitment to diversity and interprofessionalism
- * Strong values
- * Compromise
- * Mutual respect

MEDICINE AND PSYCHOLOGY APPLICANTS

Select for Interprofessionalism

- *Mission-centric, team-ready, emotionally intelligent

- *Strong professional identity AND strong collaborative skills

I'm OKAY, You're NOT!

I-CARE needs to move toward WE-CARE



CONCEPTS FOR IMPROVED TEAM FUNCTIONING

- *Relational Coordination (Gittell et al, 2014)
- *Team STEPPS
- *Psychological Safety (Edmondson & Lei, 2014)

Psychological Safety affects

- *voice
- *teamwork
- *team learning
- *organizational learning

TEAM COLLABORATIVE

TEAM COLLABORATIVE LEADERSHIP

- * Provides information
 - * Addresses process
 - * Teaches task interdependence
 - * Models interprofessional professionalism
 - * Highlights successes
- 

“TELEPHONE” Exercise 1

Tuesday last week, there was the most incredible rainstorm. It seemed like it would never stop. I remember it was Tuesday because my car was in the shop and I needed to catch the bus; I started on the 11 and picked up the number 1 before I finally got the 14 to get to the mall. I needed to do some last minute back to school shopping.

It was raining, it was raining. I had to catch the bus.

“TELEPHONE” Exercise 2

Last week on Tuesday, the day of the big rain, you told me that you were going to take care of that issue that I talked to you about. I told you it was really important to me. You said it would be no problem, and you could finish it before you left for the day. but you didn't. I'm confused about what happened and frustrated it's not done yet.

You said you would take care of it, but you didn't.

COMMUNICATION PEARLS from “Telephone” Exercise

- 1. Keep it short**
- 2. Actively check for understanding**
- 3. EHR really is better for many communications**
- 4. Be kind when giving feedback**

Five Prerequisites of Great Teams:

- *Trust
- *Conflict Management
- *Commitment
- *Accountability
- *Focus on results

(Lencioni, 2006)

TEAM TRUST EXERCISE:

Tell Us about Your Background

(Lencioni, 2006)

I grew up in a poor neighborhood in Jamaica with a lot of illegal activity, racism, and violence. I learned to hurt people in order to survive, but came to realize this was wrong. The hardest thing for me has been to socialize myself, to learn not to behave that way anymore, to treat people with respect. [disruptive physician]

DEBRIEFING

Improve team functioning through reflection
Contributes even more than huddles to
effectiveness





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Practice Today's Lessons

- List your 3 most important values that guide you in life and as a leader, and state why you selected them.
- Write your own mission statement. What is your mission as a professional and a person? [I find it useful to review this statement when going into a high-stakes, intense, or difficult meeting. Also, I find it helpful to revise this statement at the beginning of each new year.]

Questions & Answers

We will answer a handful of questions today. Some additional questions will be responded to and placed in your Slack Learning Community.

Stay Tuned

Next session: 6/19 at 4:00 PM ET

Title: Leading and Transforming an Organization

Faculty: Dr. Greg Pennington & Dr. Catherine Hambley