Help Wanted:  
*Faculty Leaders to Shape the Future of Academic Medicine*  

Adapted from Kezar & Lester, 2009
Objectives

• Debunk myths about leading from place
• Describe ways to expand your leadership regardless of formal position or title
• Identify concrete steps you can take to enhance your leadership ability
leadership

any. The growing
the like by which the

a leader. 2. A group

ability to lead.
How would you describe a leader you would willingly follow?

When poll is active, respond at PollEv.com/ofapd
Text FOLLOW and your message to 37607
Tweet @poll FOLLOW and your message

ethical
supportive
communicator

innovator
dynamic
inventive
credible
good
energy
adaptable
oriented
visionary
respected
listener
decisive
kind
concerns
safety
show fair
results
vision
creative
players
positive
energy
passion
inclusion
leader
report
real
middle
fix
adapted
key
show fair
watch
individually
logical
smart
responsible
trustworthy
bottom
test
problem
respectful

Consistent Results

Kouzes & Posner, 2007
Characteristics of Admired Leaders

Honest
Forward looking
Inspiring
Competent

Kouzes & Posner, 2007
Leadership is an identifiable set of skills and abilities that are available to us all

-Kouzes and Posner, 2007
MYTHS about Leading from Place

The Position Myth:  
*I can’t lead if I’m not at the top*

The Influence Myth:  
*If I were at the top, then people would follow me*

The Inexperience Myth:  
*When I get to the top, I’ll be in control*

The Power Myth:  
*People in the middle have no power*

Reality:  
*Leadership is not a place, it’s a process*

Reality:  
*The position does not make the leader, the leader makes the position*

Reality:  
*Being in control is not the same thing as being a leader*

Reality:  
*Power, by definition, is influence*

Reframe POWER as INFLUENCE

Power over

vs.

Power to
Influence Without Authority
Worksheet

• Think of a time when you showed effective leadership without being in a formal position of power or at the top of the org chart
• Describe what happened
• Note what you did to exert influence, being as specific as possible
• What made this an act of leadership?
• Share with a colleague and generate themes
Strategies

• Seize moments of small leadership
• Build your political skills
• Be authentic
• Develop a leadership presence
• Learn to manage up
The Power of Small Leadership

Stories abound about individual heroism...yet by doing so, we discount the interaction between the leader and follower or under-tend to the ripeness of the moments that make effective leadership possible...Stories of this kind can be discouraging as they suggest a ‘dare-to-be-great’ image of leadership that contradicts the actual experience of daily work...We propose a shift away from heroic deeds to small, subtle leadership actions that can have big impact.”

Sullivan, Gilmore, & Blum, 2010
Power of Small Leadership

- Leadership at the boundary
  - Being inclusive; Altering group interactions
- Leadership that pulls rather than pushes
  - Facilitating discussion and best thinking
  - Creating space for reflection, divergent views
- Addressing elephants and countering organizational silence

Sullivan, Gilmore, & Blum, 2010
Organizational Silence
Dimensions of Political Skill

Social Astuteness
- Astute observer of others
- High self awareness
- Able to identify with others

Interpersonal Influence
- Unassuming
- Convincing
- Adaptable

Networking Ability
- Identify and develop contacts
- Build beneficial alliances
- Institutional knowledge

Apparent Sincerity
- Authentic
- Integrity
- No ulterior motives

Ferris et. al., 2007
Yes! You Can Develop Political Skills

- **Social astuteness**: Be a participant observer
- **Interpersonal influence**: Enhance public speaking, issue-framing, and relational communication skills
- **Networking ability**: Develop an elevator speech, cultivate relationships, broaden institutional knowledge
- **Apparent sincerity**: Align your values and goals to find your authentic voice
The Practice of Total Leadership

- Be Real
  - Purposeful
  - Genuine
  - Grounded

- Be Whole
  - Connected
  - Supported
  - Resilient

- Be Innovative
  - Curious
  - Engaged
  - Optimistic

Incomplete Leader
- Fake
- Unfocused
- Rootless

- Fragmented
- Resentful
- Overwhelmed

- Stagnant
- Apathetic
- Pessimistic

Total Leader

Friedman, 2008
Power Pose: Enacting the Presence of a Leader

Cuddy, 2012
Managing Up

• Understand the responsibilities your boss has given you
• Clarify expectations
• Observe his/her preferences
• Learn how your boss interprets the vision and mission of your institution
• Keep your boss informed
• Present him/her with possible solutions
• Never violate trust

Simpson, 2002; Hill & Lineback, 2011
Strategies

• Seize moments of small leadership
• Build your political skills
• Be authentic
• Develop a leadership presence
• Learn to manage up
Questions? Comments?

• THANK YOU!
• Mary E. Dankoski, PhD
• mdankosk@iupui.edu
• www.faculty.medicine.iu.edu
Select References

• Dankoski, M.E., Bickel, J., Gusic, M.E. (Dec, 2014). Discussing the undiscussable with the powerful: How and why faculty must learn to counteract organizational silence. Academic Medicine, 89(12), 1610-1613.
• Cuddy, A. (2012). Your body language shapes who you are. TED: http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are