

Leadership 101

Karen J. Nichols, DO, MA, MACOI, CS
Dean, Chicago College of Osteopathic Medicine
Midwestern University
Professor, Internal Medicine
Past President, American Osteopathic Association
April 25, 2017

1

- Who are you?
- Why do you want to be a leader?

- What if I'm not sure I even want to be a leader?
- You are a doctor! You are already a leader!

- The three biggest issues you have to confront are....

- **Know yourself**
- **Embrace change**
- **Become a student again**

- “You must learn from the mistakes of others. You can’t possibly live long enough to make all of them yourself.”
Sam Levenson

“the wisdom is in the room”

- **Know yourself**

- “No one knows his own strengths who does not know his own weaknesses”
- Enlightenment Instruments
 - Myers-Briggs
 - DiSC
 - Strengths Finders (latest version)
 - Enneagram



- **Embrace Change!**

- “If you don’t like change, you will like irrelevance even less!”

- **Become a student again**



So what do I need to
learn?

- Communication skills
- The “doctor” transition
- Setting priorities
- Getting organized
- Persuasion approaches
- Negotiation techniques
- Conflict management


So what do I need to
learn?

- Communication skills
- Motivating others
- Managing change
- Strategic thinking
- Innovation approaches
- Problem-solving
- Managing culture

So what do I need to
learn?

- Communication skills
- Team building
- Situational leadership
- Crisis management
- Relationship management
- Emotional intelligence

So what do I need to
learn?



What was odd about
those last 3 slides?

Communications

Communications!!

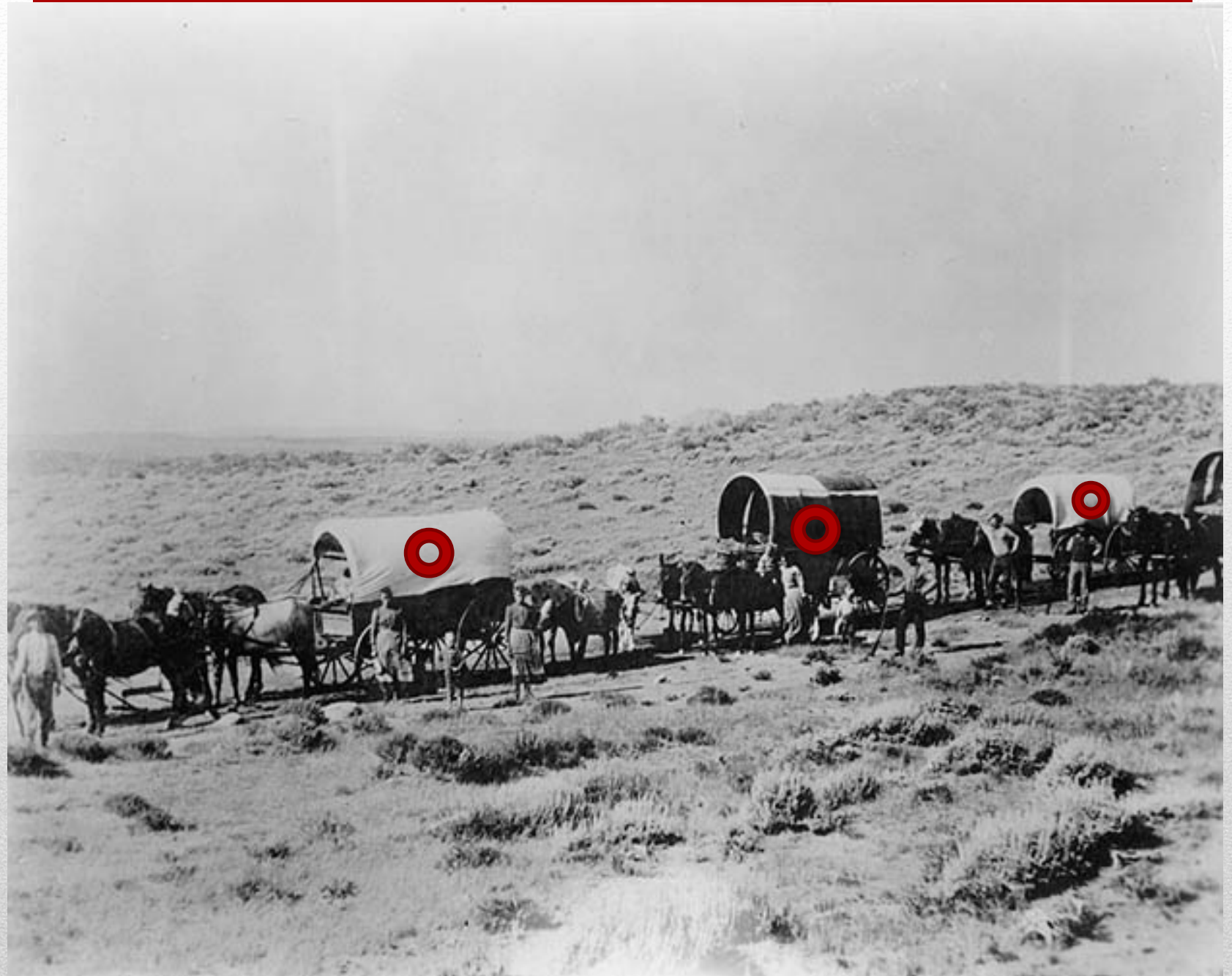
- “The single biggest problem in communications is the illusion that it has occurred.”

- William H. Whyte, *Fortune*, 1950 42:77-83

- **Fly**
- **Boo**
- **Grill**
- **Tool**
- **Ill**
- **Salty**
- **Bounce**
- **Rides**
- **Beast**

Teen Language Quiz

Circle the Wagons!





What Is Your Least Favorite
Chief Complaint?

Why?

How Do We Make The Diagnosis?

- Asking Questions
 - Clarifying Definitions of Words
-

- “One View is No View”

Radiology Axiom

Doctor/Nurse Practitioner Dialogue

- “Independent”
-

- **“The way we see the problem, IS the problem”**
 - Steven Covey
-

- Inquire to Learn
- Paraphrase for Clarity
- Acknowledge their Feelings

How to Put in to Practice

- Inquire to Learn
 - Ask open-ended questions
 - Ask for more concrete information
 - Clarify definitions
 - Don't use questions to cross-examine
 - Don't make statements disguised as questions

How to Put in to Practice

- Paraphrase for Clarity
 - Check your understanding
 - Show that you've heard

How to Put in to Practice

- Acknowledge their Feelings
 - The “last” thing is the “real” thing
 - Tears tell the tale
 - Acknowledging is not agreeing
- *Difficult Conversations: How to Discuss What Matters Most*
 - Douglas Stone, Bruce Patton, Sheila Heen

How to Put in to Practice

- Don't talk too fast
- What is the question behind the question you are being asked?
- Look at the situation from the other person's perspective
- Look for a way to say yes to part of the request.
- "I" not "you"
- "Yes, AND..."
- Amygdala Hijack

Quick communication tips

- <http://www.bing.com/videos/search?q=inequality+feeding+monkeys+grapes&&view=detail&mid=DB145A25E7E41445D9CCDB145A25E7E41445D9CC&rvsmid=3959664DE27A01EC3CAF3959664DE27A01EC3CAF&fsscr=0&FORM=VDQVAP>

- <http://www.bing.com/videos/search?q=inequality+feeding+monkeys+grapes&&FORM=VDVXX>

- <http://www.bing.com/videos/search?q=Capuchin+Monkey+Fairness+Experiment&&view=detail&mid=C8EB1E689CAA032DFE8DC8EB1E689CAA032DFE8D&FORM=VRDGAR>

- Written Materials
 - Periodicals
 - Harvard Business Review
 - Articles
 - Books
- Instructional Programs
 - Courses and Seminars
 - Fellowships
 - Costin Institute for Osteopathic Medical Educators
 - AACOM Senior Leadership Development Program
 - Certificate Programs
 - Specialty college-based
 - Degree Programs
 - UNE-COM
- Personal Guidance
 - Mentor
 - Coach

Resources

- Many people want to “be” leader, they don’t want to “do” leader. Strive to deserve the title!