

# Leadership in EM



# lead·er·ship

/ˈlēdər, SHɪp/ 

*noun*

the action of leading a group of people or an organization.

"different styles of leadership"

*synonyms:* guidance, direction, control, management, superintendence, supervision; [More](#)

- the state or position of being a leader.

"the leadership of the party"

*synonyms:* directorship, governorship, governance, administration, captaincy, control, ascendancy, supremacy, rule, command, power, dominion, influence

"the leadership of the Coalition"

- the leaders of an organization, country, etc.

plural noun: leaderships

"a change of leadership had become desirable"



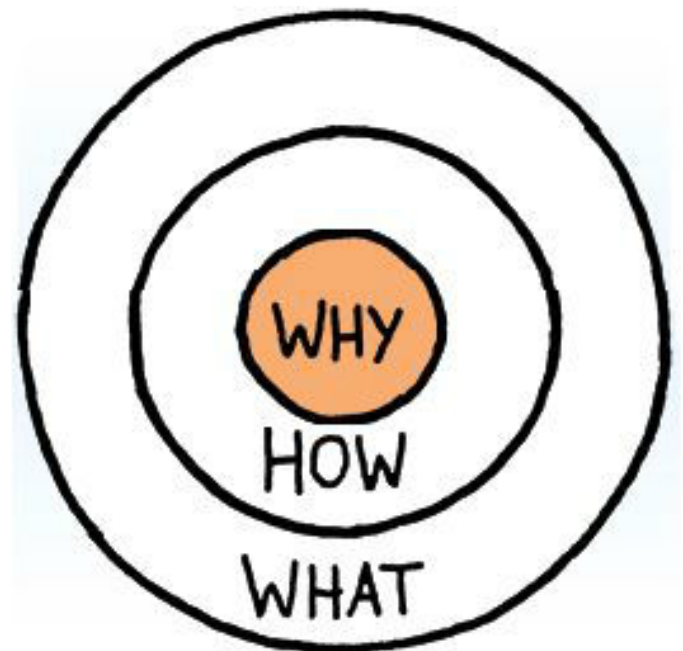
Maybe the bridge between management and leadership is professionalism

# The 5 P's of Professionalism

- **P**assion
- **P**erspective
- **P**repared
- **P**ower
- **P**oise

# *PASSION*

- Intersection of dreams, drive and desire for something better.
- What motivates you?
- What is your values?





CORE VALUES

# *PERSPECTIVE*

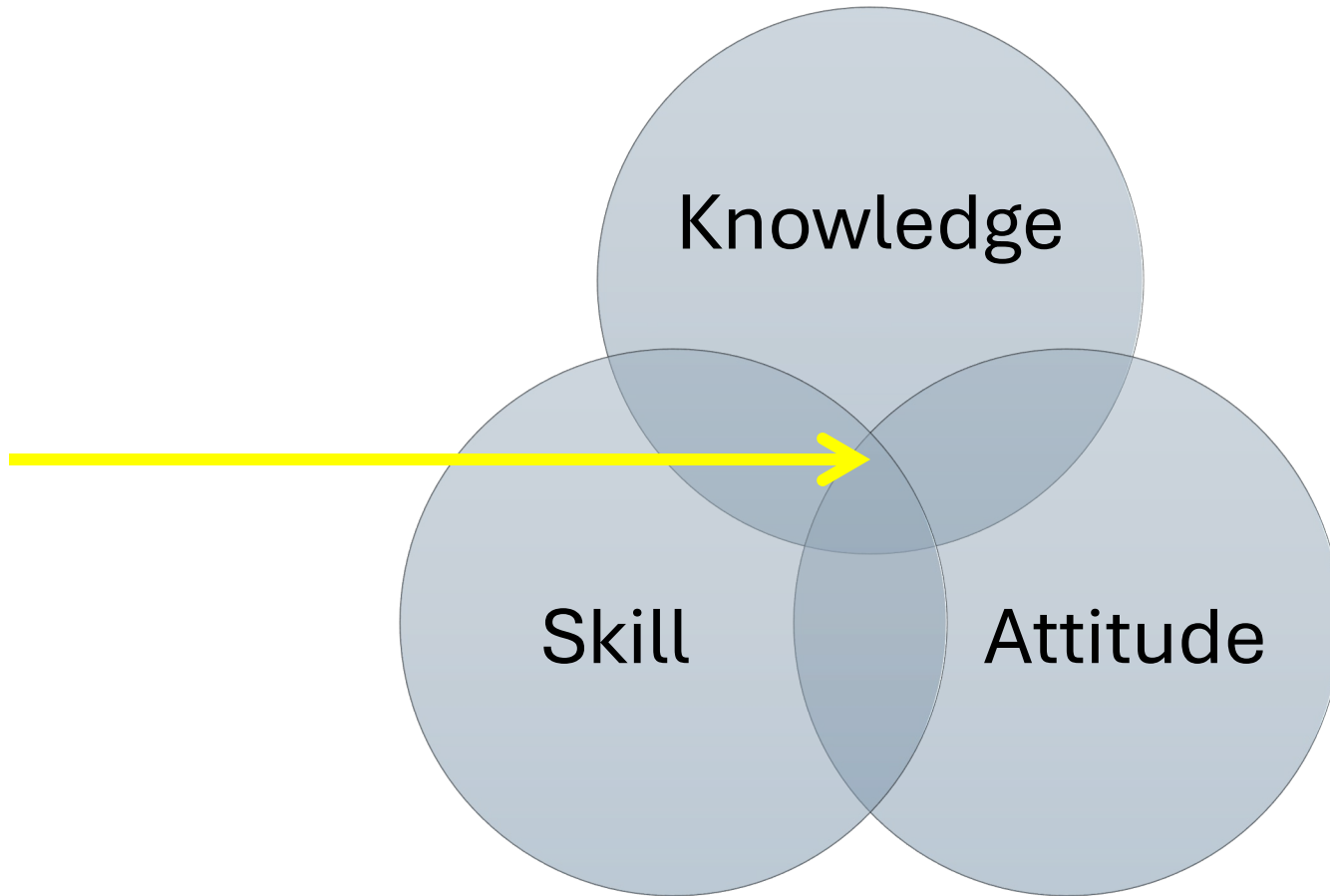


# *Prepared*

- Talent is never enough.
- To be prepared in relation to Professionalism means working on your competencies (as leader/manager)



# COMPETENCE



---

<b>TOP MANAGEMENT</b>	<b>MIDDLE MANAGEMENT</b>	<b>LOWER MANAGEMENT</b>	<b>CLINICAL PROVIDER</b>
Conceptual	Conceptual	Conceptual	Conceptual
Interpersonal	Interpersonal	Interpersonal	Interpersonal
Clinical	Clinical	Clinical	Clinical

# *POISE*

- Increasing Self-Confidence (self-acceptance, self-belief, strengths)
- Communicating Clearly
- Keeping your Composure

# Power (and politics)

- Know and understand your position and relationship with power.
- Politics: let your values guide you.

# Five forms of power

French and Raven

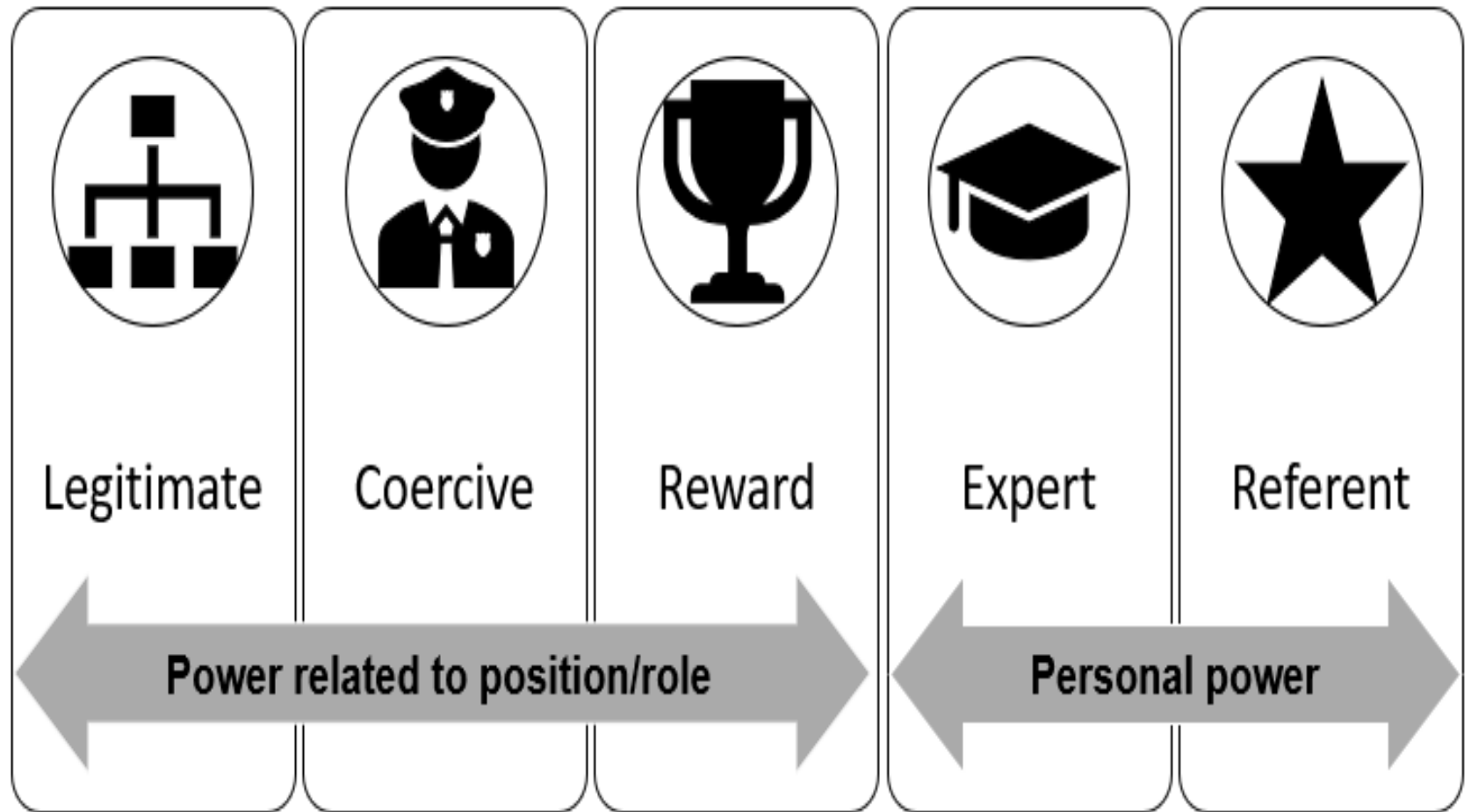
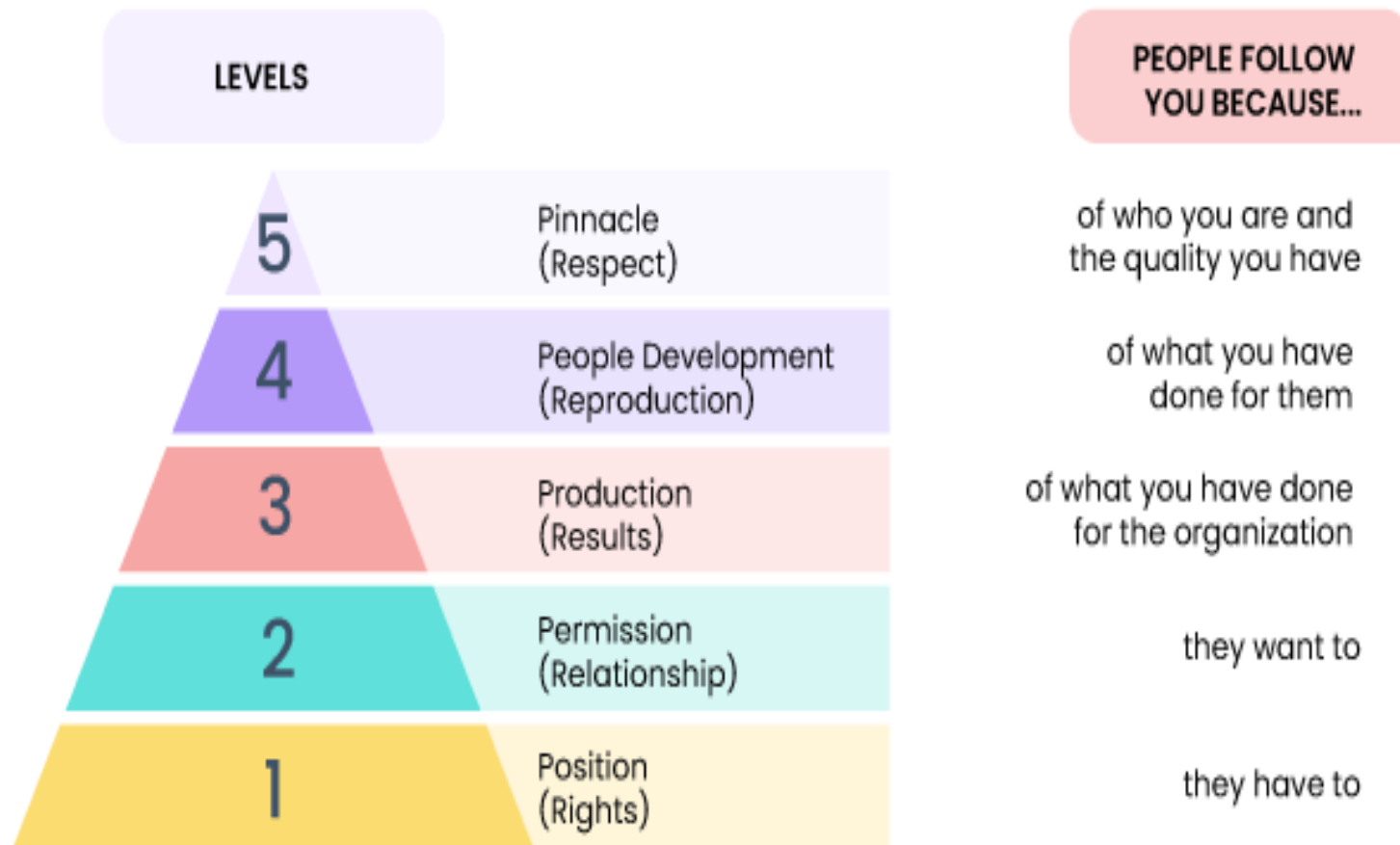
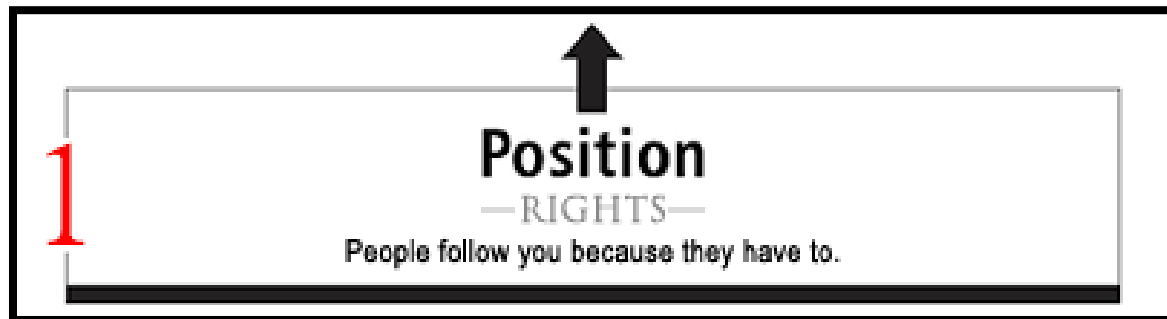


Image credit: Corndel Management School

# 5 Levels of Leadership



*Positional leadership doesn't mean effective leadership*



4

## People Development

—REPRODUCTION—

People follow because of what you have done for them.



3

## Production

—RESULTS—

People follow because of what you have done for the organization.



2

## Permission

—RELATIONSHIPS—

People follow you because they want to.





5

## Pinnacle

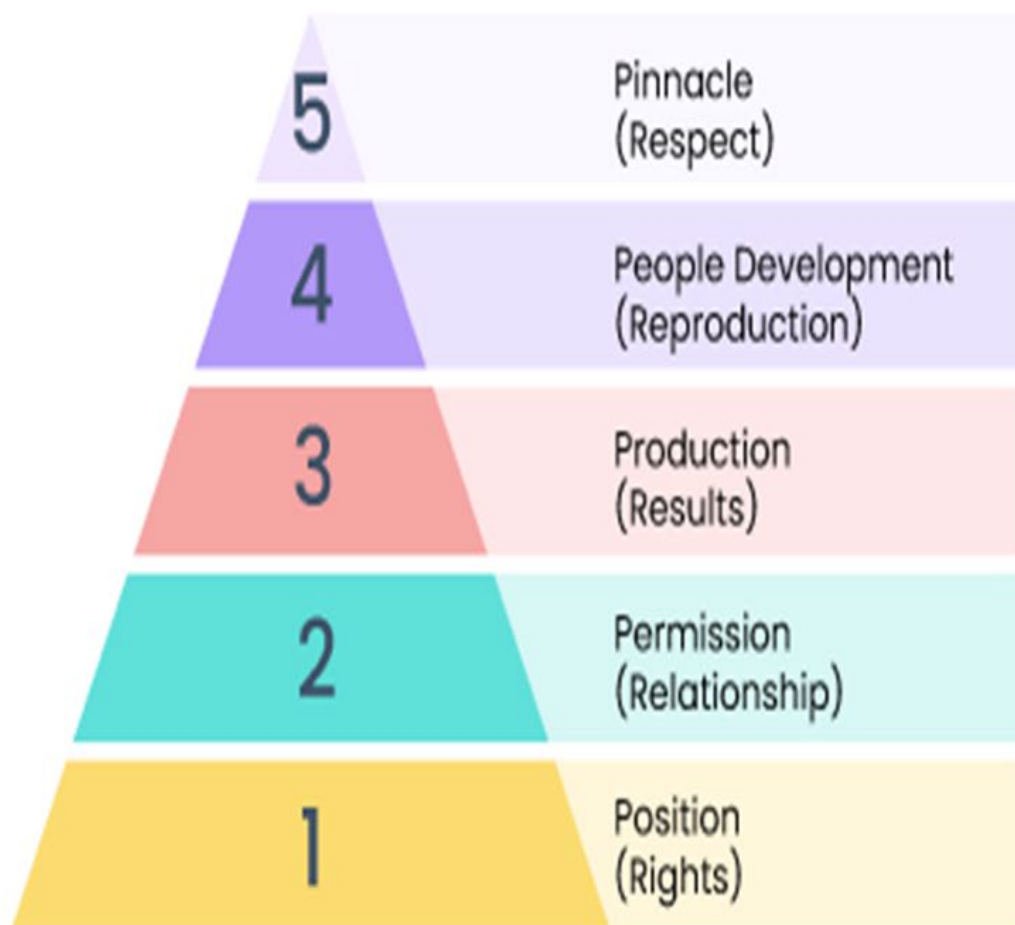
— RESPECT —

People follow you because of who you are  
and what you represent.

Leadership is influence, nothing more, nothing less. How do you gain influence from people? You invest in them. How do you invest in them? It starts with giving them time.

— *John C. Maxwell* —

## LEVELS



## PEOPLE FOLLOW YOU BECAUSE...

of who you are and the quality you have

of what you have done for them

of what you have done for the organization

they want to

they have to

# Leadership in practice

Does better teamwork lead to fewer medication errors?



# No...

- 1993 Amy Edmondson study found higher not lower error rates in ‘better teams’.
- Further investigation – it was not that better teams made more mistakes; it is that they are more able to discuss/report mistakes.
- Edmondson used the term **PSYCHOLOGICAL SAFETY** to capture this difference in work environment.
- Helps to eliminate preventable failures.

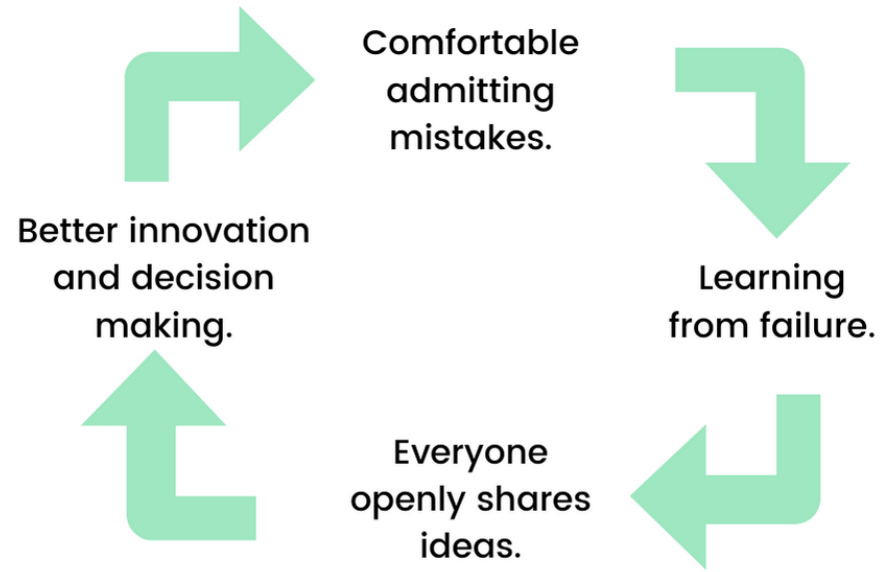
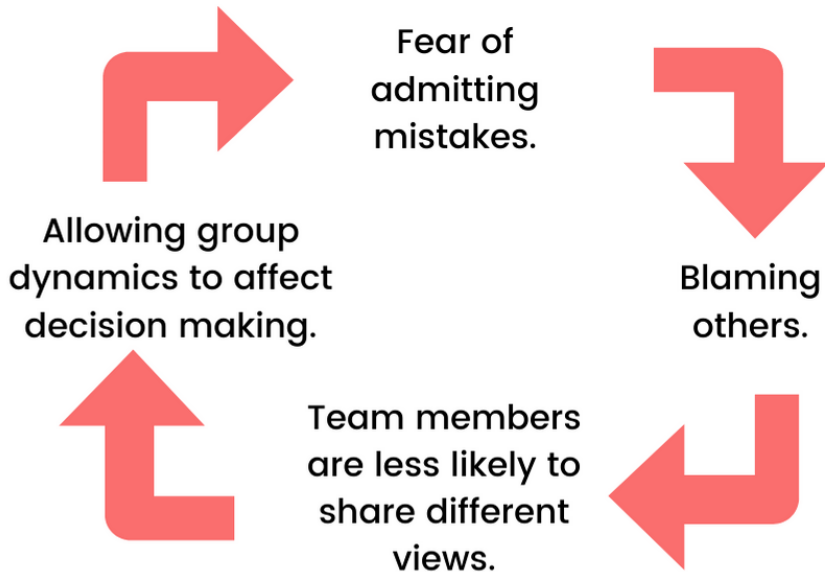


**VS**



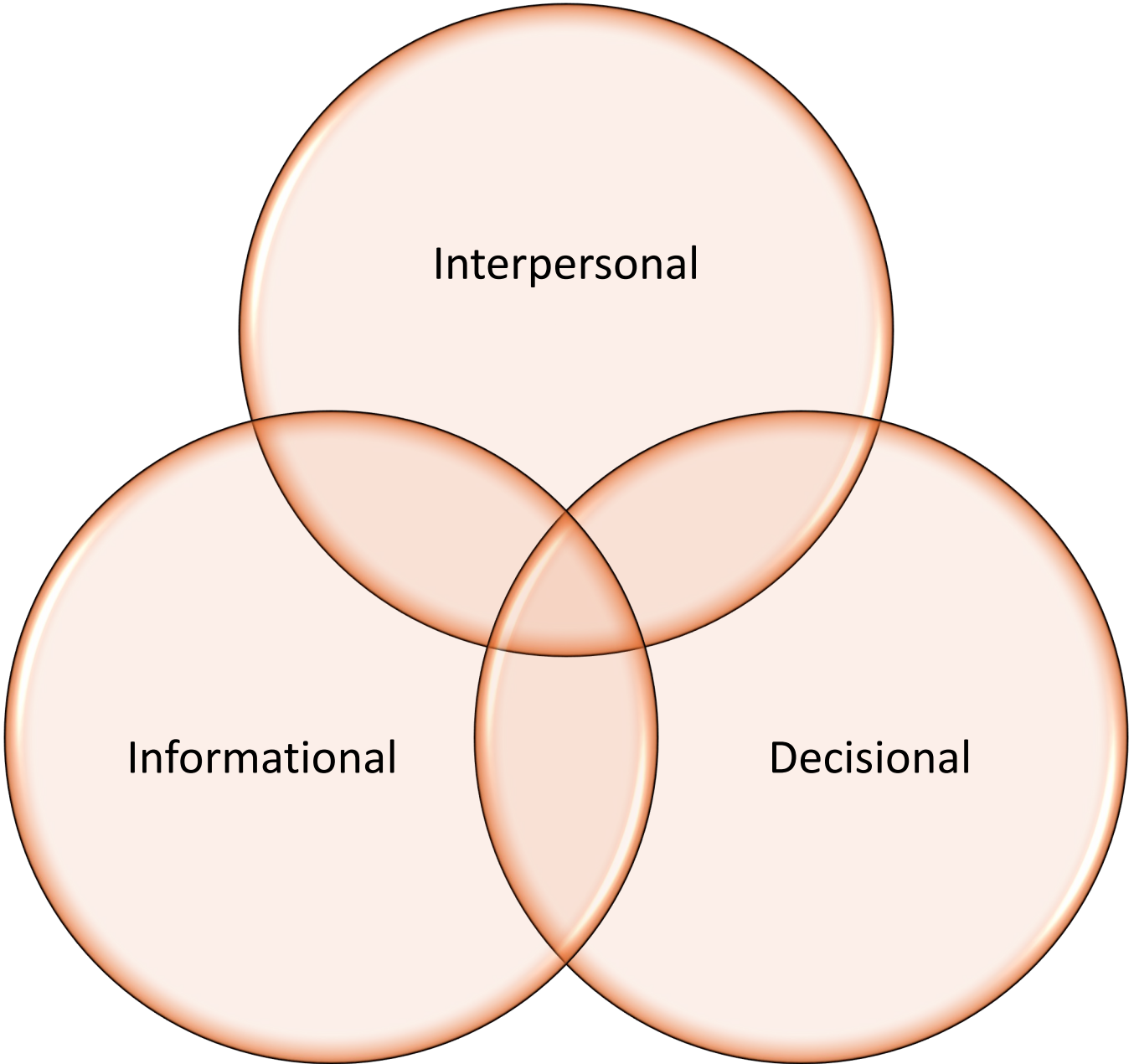
## PSYCHOLOGICAL DANGER

## PSYCHOLOGICAL SAFETY



## Bringing it back to leadership

- You need to be a leader and a manager
  - Professionalism provides a bridge between the roles.
- 
- Mintzberg on Management



Interpersonal

Informational

Decisional

# Working roles of a manager

## Interpersonal

Figurehead

Leader

Liaison

## Informational

Monitor

Spokesperson

Disseminator

## Decisional

Conflict manager

Resource allocator

Negotiator

Entrepreneur



# **Developing your leadership skills**

- Leadership is a skill to develop, not innate.
- Leaders need to constantly develop themselves (and others).

# **Leadership Development Plan**

# Get Clarity

- Gallup Strength finder/personality tests/Enneagram/ Arbinger Institute
- Explore your perspective on leadership
- Know your values
- Find your why (Simon Sinek)

# Find Focus

- 3-5 priorities and focus on those.

People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are.

# The cata list – j. jay

## Difference between action and effective action.

### Dictionary

Definitions from [Oxford Languages](#) · [Learn more](#)



catalyst

*/ˈkætəlɪst/*

*noun*

a substance that increases the rate of a chemical reaction without itself undergoing any permanent chemical change.

"chlorine acts as a catalyst promoting the breakdown of ozone"

- a person or thing that precipitates an event.  
"the prime minister's speech acted as a catalyst for debate"

Similar:

spur

stimulus

impetus

prompt

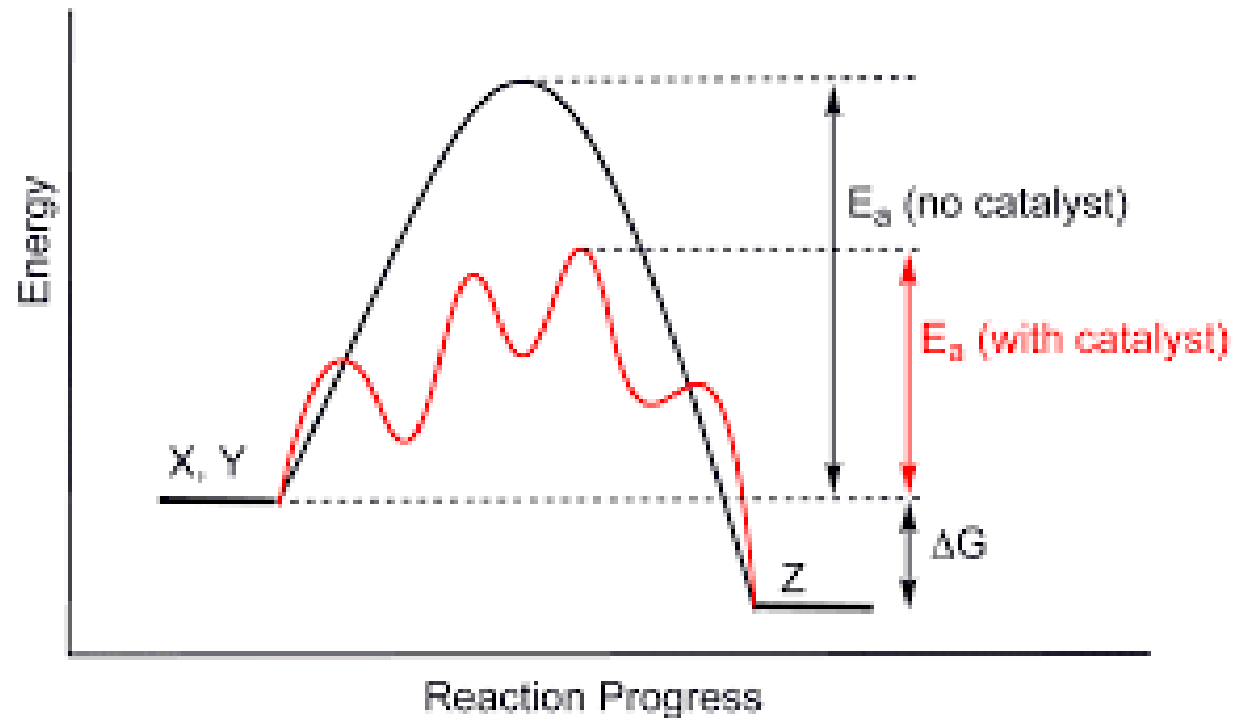
encouragement

inducement



# Take Action

- Catalysts
- Achievements
- Tasks
- Avoidances



# Self-care

## HOW TO USE OXYGEN MASK ON PLANE



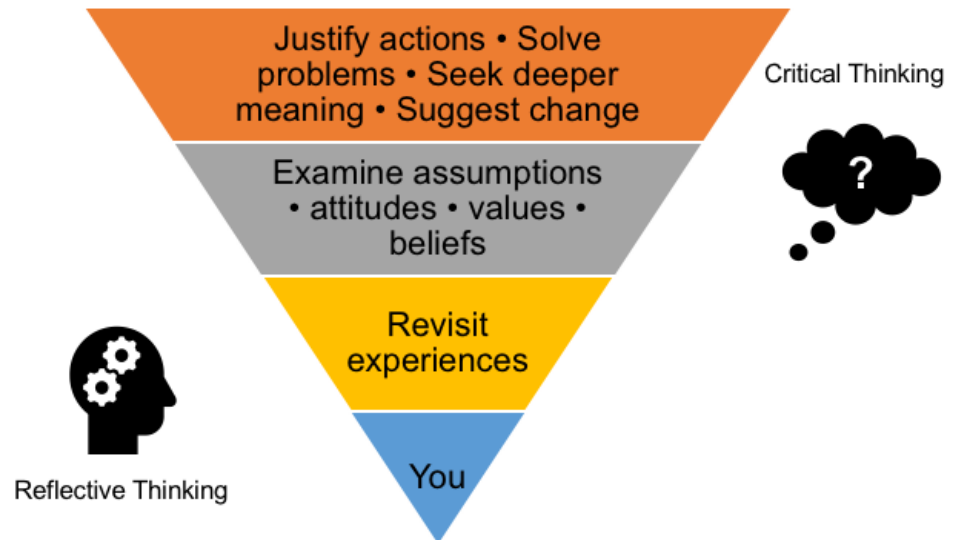
# Develop a self-care plan

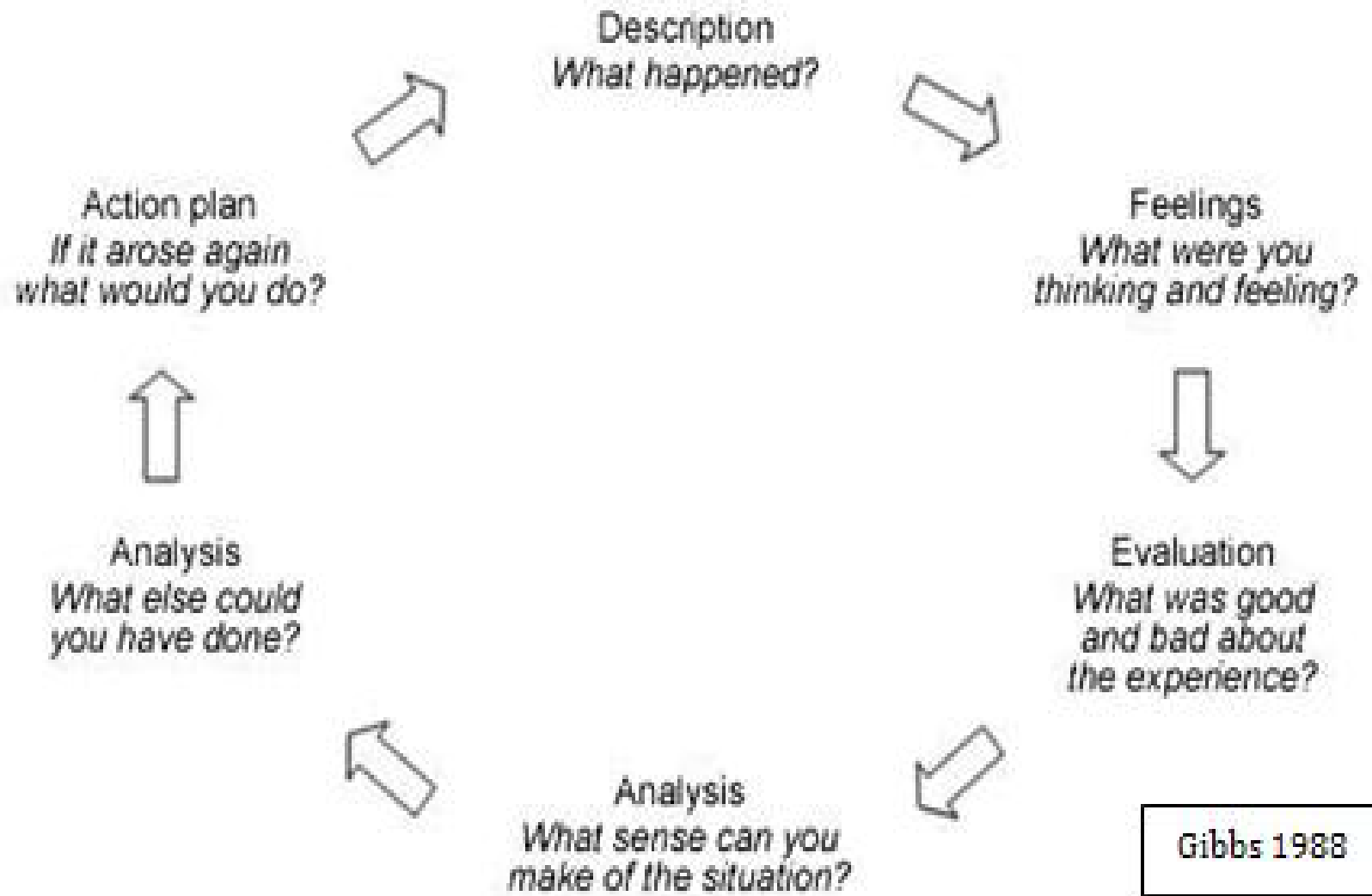
- **Be intentional!**
- Physical: diet, sleep, exercise
- Rest and recovery
- Spirituality
- Social
- Financial
- Plan should include actions when ‘triggered’ or in crisis – grounding yourself.



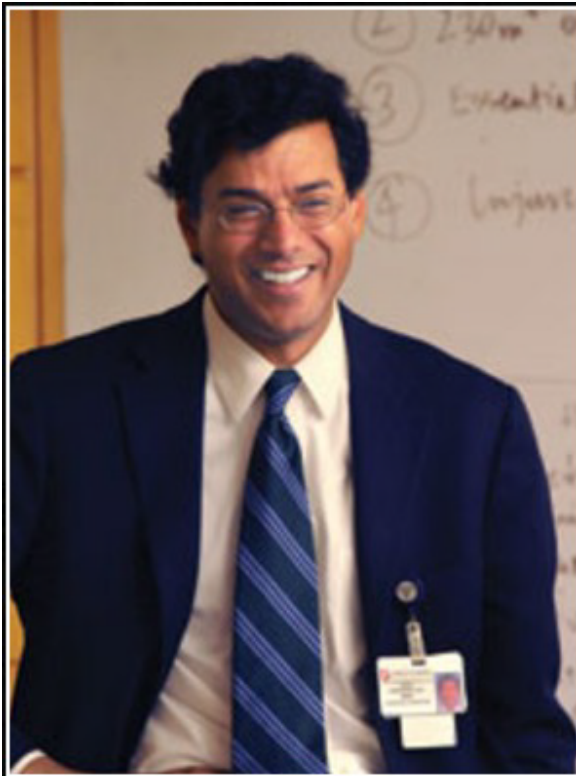
# Reflective journalling

- Learning is only meaningful when integrated into daily practice.
- Use prompts, Pennebaker's method, Gibbs steps etc.





# Mentorship



Coaching done well may be the most effective intervention designed for human performance.

— Atul Gawande —

AZ QUOTES

*“Most of the outstanding leaders I have worked with are neither tall, not especially handsome; they are often mediocre public speakers, they do not stand out in a crowd, and they do not mesmerize an attending audience with their brilliance or eloquence. Rather what distinguishes them is the clarity and persuasiveness of their ideas, the depth of their commitment and their openness to continually learn more. The ability of such people to be natural leaders, as near as I can tell, is the by-product of a lifetime of effort. Effort to develop conceptual and communication skills, to reflect on personal values and to align personal behaviour with values, to learn how to listen and appreciate others.”*

Peter Senge

Thank  
you

- @cunningham\_char
- Charmaine.Cunningham@uct.ac.za