

HYBRID ACTIVITY SHEET

We are going to use our ACGME video presentation for the didactic portion of today's lecture, but we will stop at specific points to work through the items below. Please feel free to read ahead but wait for the group to complete each activity.

Activity 1: SWOT Analysis – Program Reflection

Think about your program and our role, answer these questions, and offer examples using daily applicability in the learning environment.

What does your PROGRAM have regarding middle management and IP based care (LIST)?

- 1.
- 2.
- 3.
- 4.
- 5.

Take a moment to complete a swot of your current team by answering the questions below. Reflect on your management team and its dynamics. Apply a SWOT analysis to your team.

	Favorable	Unfavorable
Internal	Strengths	Weaknesses
External	Opportunities	Threats

SWOT Example – how to fill out each box

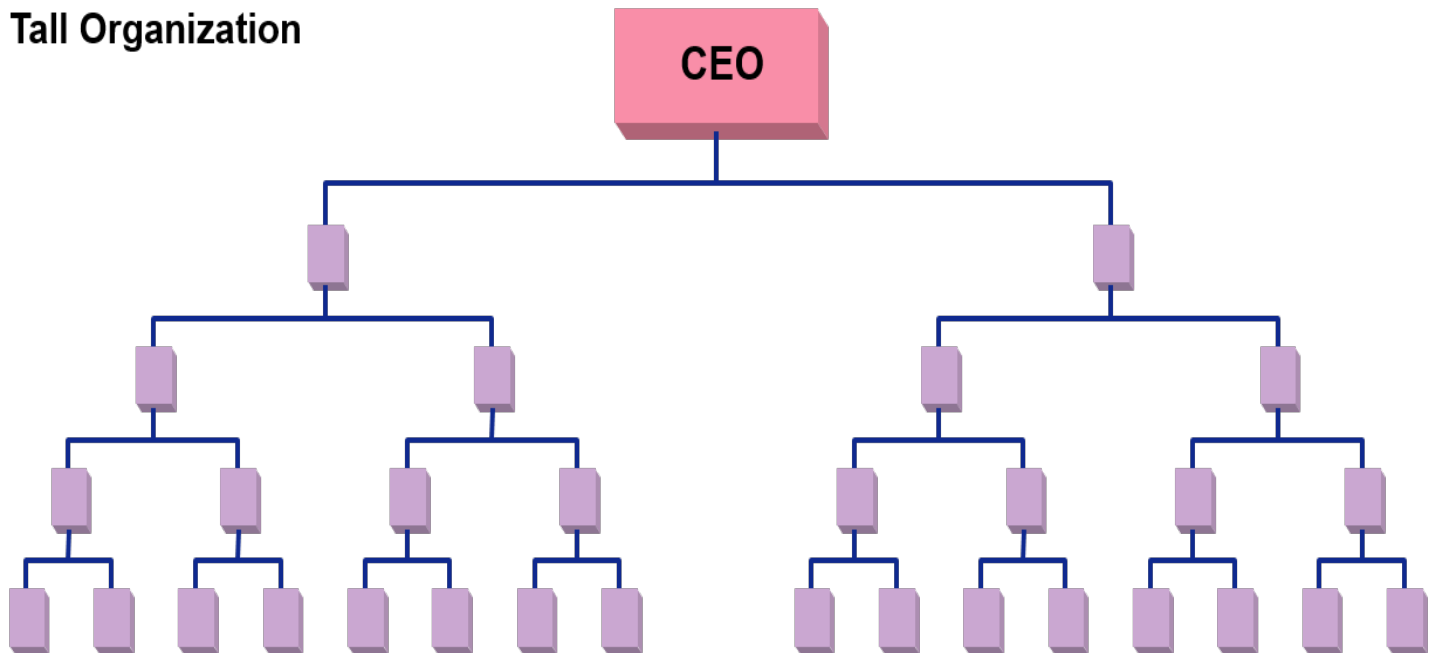
	Favourable	Unfavourable
Internal	Strengths <ul style="list-style-type: none"> • { What are your strengths? } • { What do you do better than others? } • { What unique capabilities and resources do you possess? } • { What do others perceive as your strengths? } 	Weaknesses <ul style="list-style-type: none"> • { What are your weaknesses? } • { What do your competitors do better than you? } • { What can you improve given the current situation? } • { What do others perceive as your weaknesses? }
External	Opportunities <ul style="list-style-type: none"> • { What trends or conditions may positively impact you? } • { What opportunities are available to you? } 	Threats <ul style="list-style-type: none"> • { What trends or conditions may negatively impact you? } • { What are your competitors doing that may impact you? } • { Do you have solid financial support? } • { What impact do your weaknesses have on the threats to you? }

Activity 2: Organizational Structure

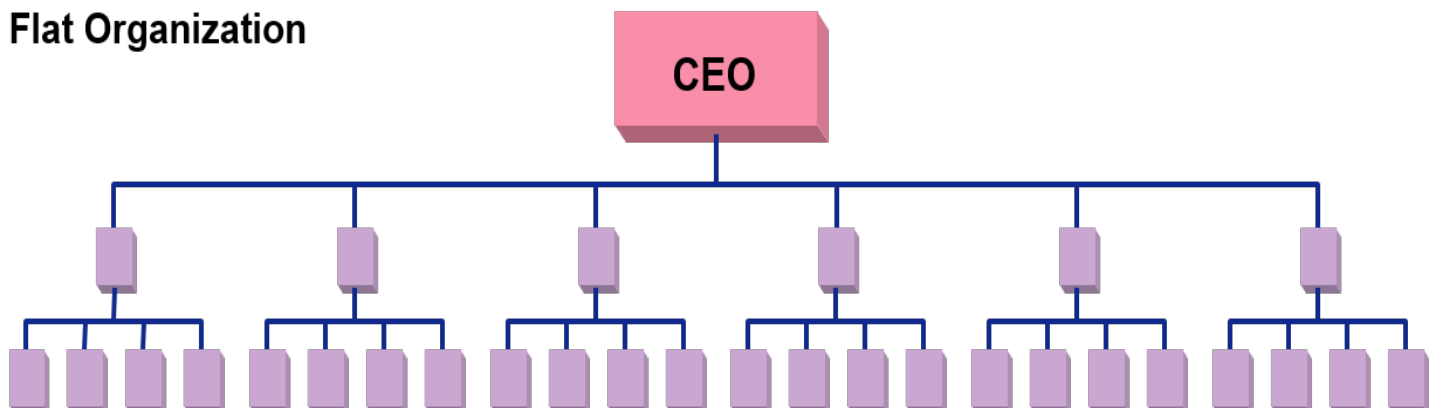
Please circle on the chart below:

1. Which chart represents your organization/program?
2. Where are you on this chart?
3. Where is your boss?

Tall Organization



Flat Organization

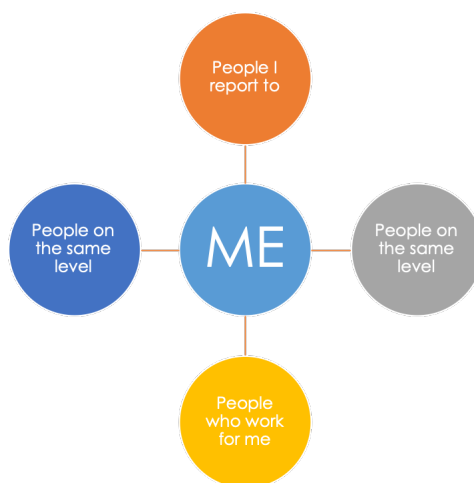


Activity 3: Leader VS Manager

Check which apply: I am.....

- ☐ A leader
- ☐ A manager
- ☐ Both
 - Please explain
- ☐ Neither
 - please explain

Leadership	Management
Setting direction	Understanding goals of team & company
Assembling team	Creating & prioritizing tasks to be completed
Creating shared values	Assigning tasks
Knowing skills/motivations of each team member	Motivating and guiding (carrot/stick)
Adjudicating/resolving conflict	Reviewing work output & quality
Inspiring/leading by example	Controlling scope of project
Knowing when to devolve power	Reporting status up, down, to peers
Changing team to get chemistry	



Activity 4: SWOT Analysis – positionality

Reflect on your role in your leadership team. Perhaps, reflect on one activity that might have been a struggle for you or your team in middle management. Apply a SWOT analysis to your role.

	Favorable	Unfavorable
Internal	Strengths	Weaknesses
External	Opportunities	Threats

Barriers

List the barriers you have faced on your team. How did you overcome it or if you haven't, why? what is keeping you from overcoming it?

Barrier	How I Overcame	Ideas to Overcome

Activity 5: Myths

1. Which Myth do you most identify with as a barrier or catalyst to leadership?

- a. The Position Myth: "I can't lead if I am not at the top."
- b. The Destination Myth – "When I get to the top, then I'll learn to lead."
- c. The Influence Myth: "If I were on the top, then people would follow me"
- d. The Inexperience Myth: "When I get to the top I'll be in control"
- e. The Freedom Myth: "When I get to the top I'll no longer be limited"
- f. The Potential Myth: I can't reach my potential if I'm not the top leader
- g. The All of Nothing Myth: "If I can't get to the top, then I won't try to lead"

Activity 6: Leader Level

Can you name a level 5 leader? Why are they a level 5?

Activity 7: Values

Write down ways you can meet the values being discussed and how you can use your current skills to influence those around me in all directions.

1. A Leadership Team is more effective than just one leader
2. Leaders are needed at every level of the organization
3. Leading successfully at one level is a qualifier for leading at the next level
4. Good leaders in the middle make better leaders at the top
5. 360-Degree Leaders possess qualities every organization needs

Activity 8: Change the Script

Task 1: You have just found a magic wand that allows you to change three work related activities. You can change anything you want.



How would you change yourself, your job, your boss, coworkers, an important project, etc.?

Changes

Task 2: Your magic wand gave you another opportunity...Make a wish!

Discuss what you would change if you become the top leader for a month.

Changes

HOMEWORK!!!

Create Personal Goals

Create goals for implementing, developing and evaluating your leadership ability

- Decide when to manage, when to lead and when to follow.
- Set a 1-month goal for leading from the middle based on something you learned today
- Include someone local to hold you accountable
- Focus on knowledge, skills, and actions!



Setting goals can be a great way to challenge yourself to make healthy lifestyle changes. Set yourself up for success by making your goals SMART!

SPECIFIC

What is your goal?

MEASURABLE

How will you keep track of your progress?

ATTAINABLE

How will you achieve your goal?
Make a plan!

RELEVANT

How will this goal help you?

TIMELY

When will you achieve this goal?

S My goal is: _____
e.g. To drink more water! I will aim for 6 cups per day

M I will track my progress by: _____
e.g. I will track my progress by logging how many glasses I drink each day in my phone or planner

A I will achieve this goal by doing the following: _____
*e.g. 1. Keep a clear bottle with me so I can tell how much I've had
2. Set an alarm to remind myself to drink every 2 hours*

R This goal helps me because: _____
e.g. This goal will help me to be healthier, have more energy, and help my skin

T I will complete this goal by (date): _____
e.g. I will achieve my goal by February 15th

Define Leadership

I went on a search to become a leader.
 I searched high and low. I spoke with authority. People listened. But alas, there was one who was wiser than I, and they followed that individual.
 I sought to inspire confidence, but the crowd responded, "Why should I trust you?"
 I postured, and I assumed the look of leadership with a countenance that flowed with confidence and pride. But many passed me by and never noticed my air of elegance.
 I ran ahead of the others, pointed the way to new heights. I demonstrated that I knew the route to greatness. And then I looked back, and I was alone.
 "What shall I do?" I queried. "I've tried hard and used all that I know." And I sat down and pondered long.
 And then I listened to the voices around me. And I heard what the group was trying to accomplish. I rolled up my sleeves and joined in the work.
 As we worked, I asked, "Are we all together in what we want to do and how to get the job done?"
 And we thought together, and fought together, and we struggled towards our goal.
 I found myself encouraging the fainthearted. I sought the ideas of those too shy to speak out. I taught those who had little skill. I praised those who worked hard. When our task was completed, one of the group turned to me and said, "This would not have been done but for your leadership."
 At first, I said, "I didn't lead. I just worked with the rest." And then I understood, leadership is not a goal. It's a way to reaching a goal.
 I lead best when I help others to go where we've decided to go. I lead best when I help others to use themselves creatively. I lead best when I forget about myself as leader and focus on my group...their needs and their goals.
 To lead is to serve...to give...to achieve together.

- Anonymous



Find Allies (supportive ones!)



The Search

**I cannot find or see what I seek. Blind, I
 wander. No compass to keep me safe,
 no directions written to help me
 navigate the clouded, winding roads.
 The pages of this map are blank. Will I
 fall? I reach for you to show me the way
 but no hand meets mine. You were
 never really with me. The truth was
 hidden in my naivety. My innocent hope
 and trust veiled reality. You were not my
 mentor, my advocate, nor my friend.
 Your ego formed a wall long ago that
 would not allow me to pass; to be your
 equal or your charge. I might be alone
 but I will find my way. Despite any
 darkness that befalls me or obscures
 my path, I will stay the course. I will lay
 the flagstones for those that come
 behind me, but there are others here. I
 will find them on this treacherous path.
 We will forge ahead strong.**

- Pamela Carpenter