

MYTHBUSTERS

Leading From The Middle Of Your Interprofessional Team

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At the end of this session, learners will be able to:

- Identify the strengths, weaknesses, opportunities, and non-threats of middle management and the interprofessional team using daily applicability in the learning environment
- Review common held myths around leadership
- Identify effective techniques for developing influence and leadership skills in the learning and clinical environment using leadership 360 competencies
- Apply methods of assessment to determine the effectiveness of ones leadership ability through self reflection and process management

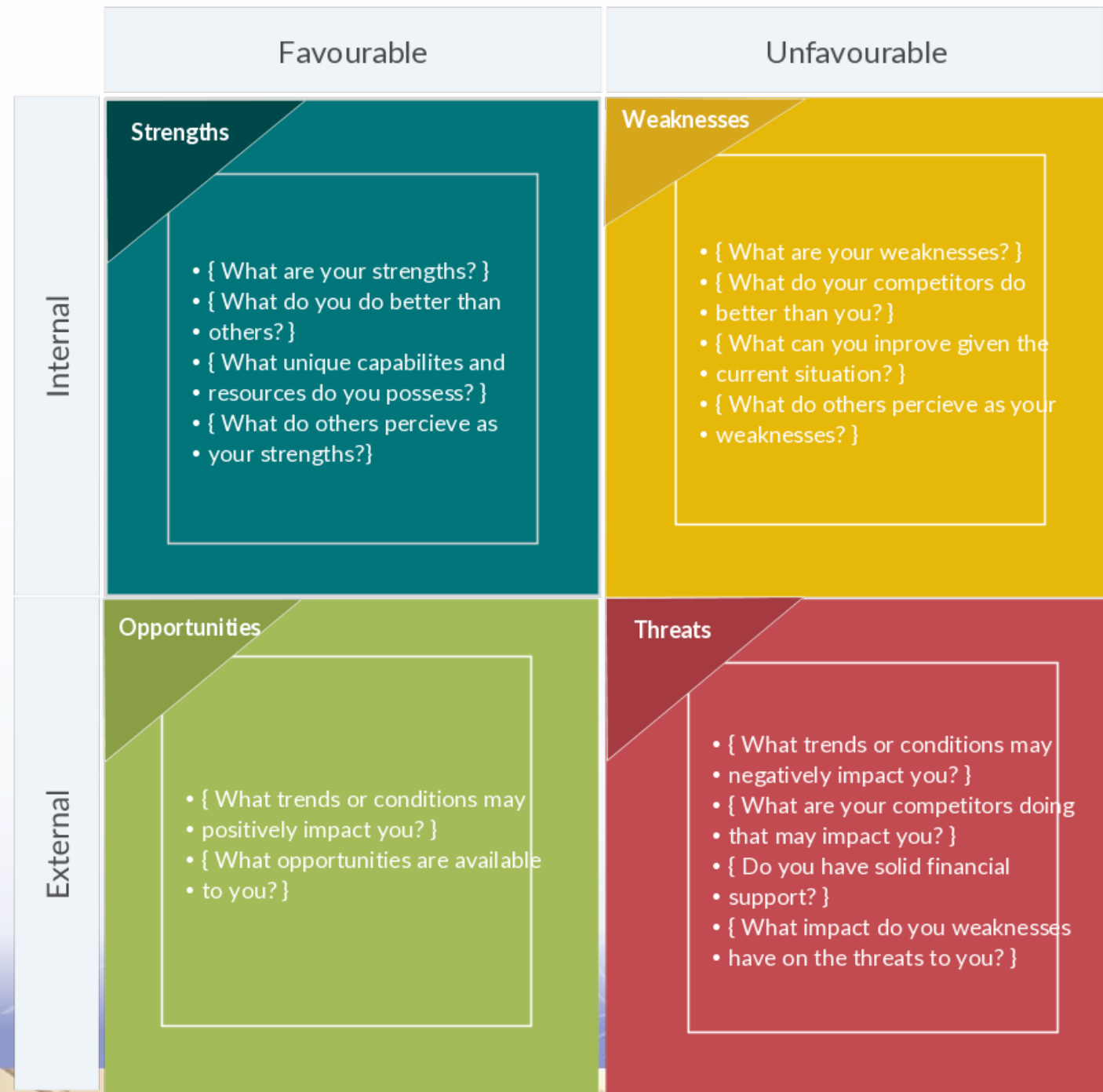
Identify the strengths, weaknesses, opportunities, and non-threats of middle management and IP team using daily applicability in the learning environment

Objective 1



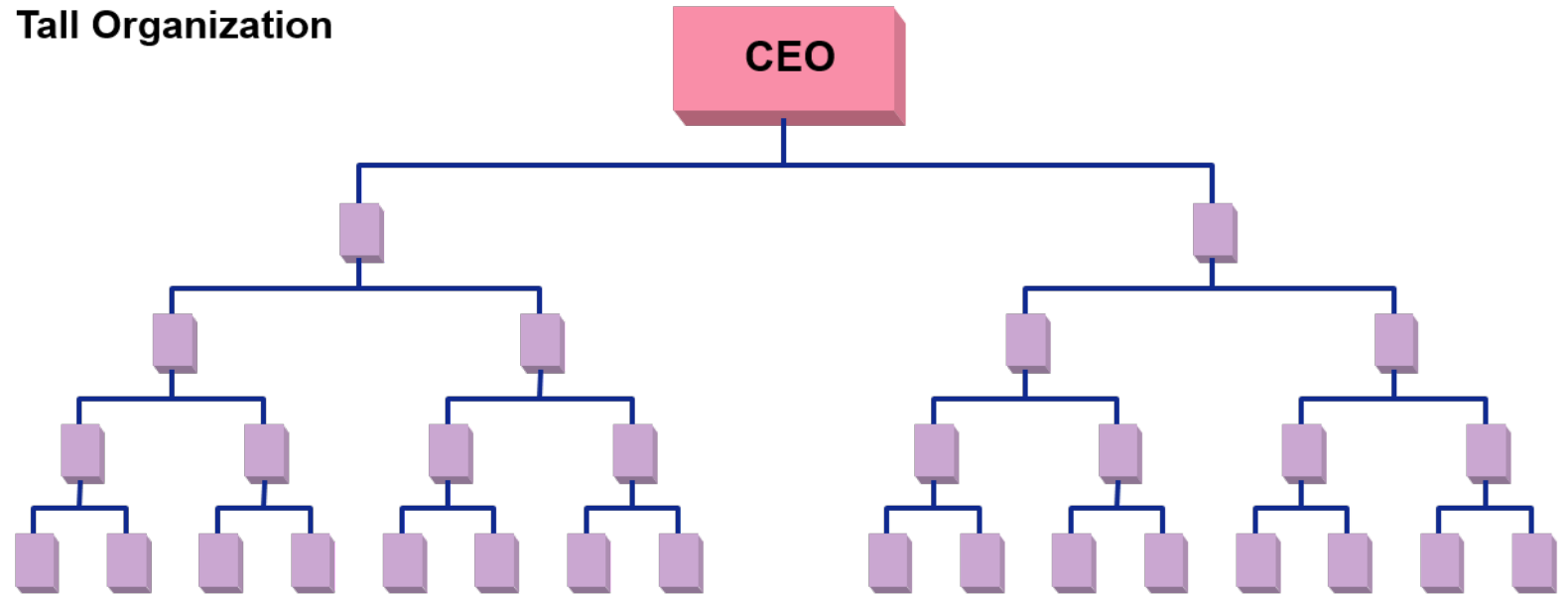
SWOT

1. What does your PROGRAM have regarding middle management and IP team based care?
2. What are the SWOT of leading from the middle?
3. Offer examples using daily applicability in the learning environment.

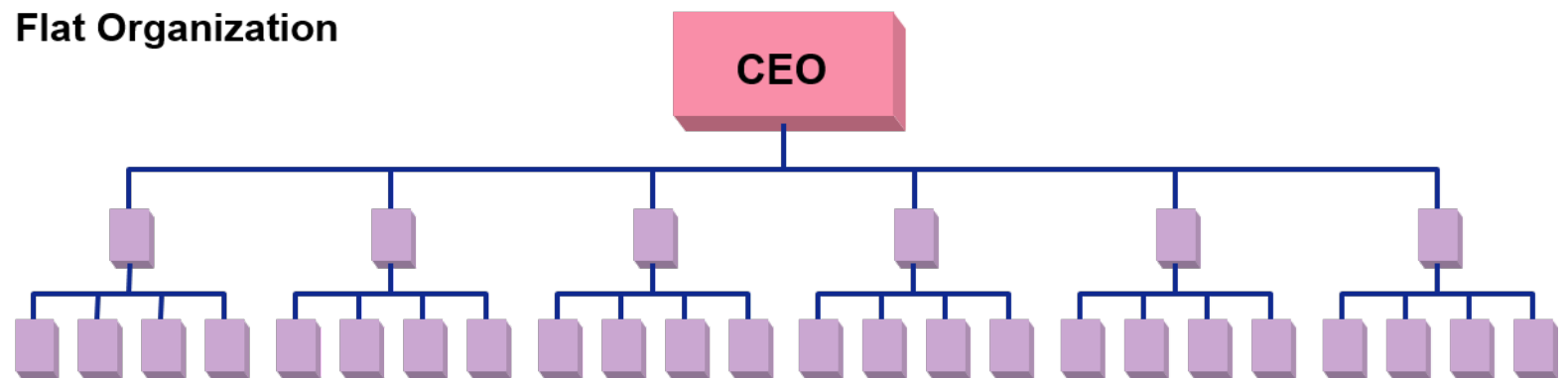


Where do I fit?

Tall Organization



Flat Organization



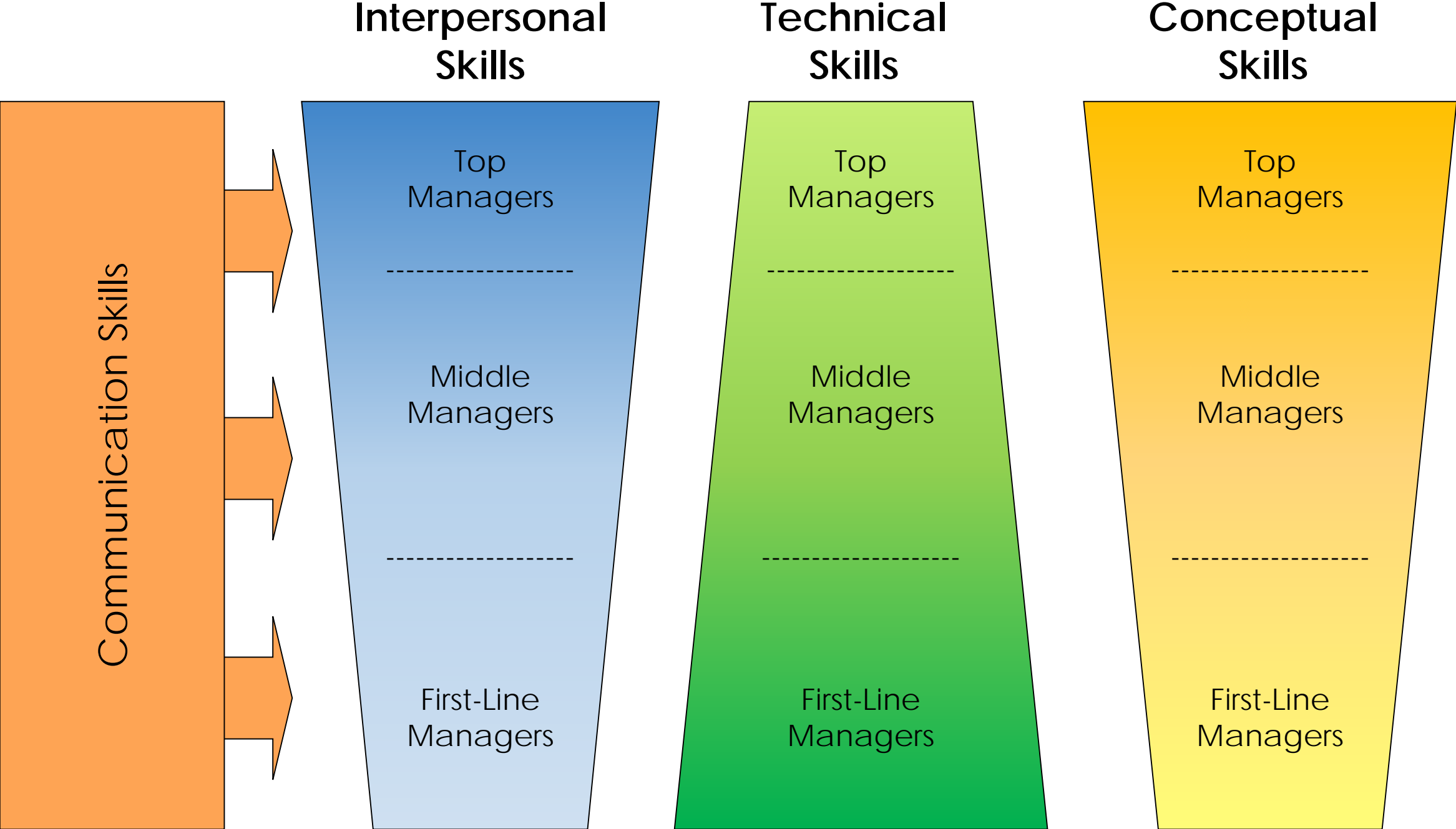
Discuss common held myths around leadership.

Objective 2



- The main difference between leaders and managers is that leaders have people follow them while managers have people who work for them.
- A successful professional needs to be both a strong leader and manager to get their team on board to follow them towards their vision of success.

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	



Authority & Delegation

- **Authority:** the right to command and use resources
- **Responsibility:** an obligation to perform a duty
- **Accountability:** how well the task is accomplished

Leadership Myths and Facts

Maxwell, John C. *The 360 Leader: Developing Your Influence From Anywhere in the Organization*. Nashville: Nelson Business, 2005. Print.

TRUE or FALSE

- My position within the organization limits my ability to order others.
- The opportunity to lead a team will come only when I'm at the top of my organization.
- My influence with others is directly related to my title.
- Is it out of me to try to influence those above me, and I resent it when someone who reports to me tries to influence me.

BUSTED

The Position Myth: “I can't lead if I am not at the top.”



TRUE or FALSE

- To learn leadership skills I must first be in a position of leadership.
- It's too risky to emerge as a mid-level leader. If I make a mistake at my current level, I'll never be given the opportunity to move up in the organization.
- There is no need to prepare for a leadership position that I may never reach.
- I'll have time to learn about leadership when I am placed in a position of leadership.

BUSTED

The Destination Myth – “When I get to the top,
then I'll learn to lead.”



The Influence Myth: "If I were on the top, then people would follow me"

The Inexperience Myth: "When I get to the top, I'll be in control"

The Escalation Myth: "When I get to the top I'll no longer be limited"

The Potential Myth: "I can't reach my potential if I'm not the top leader"

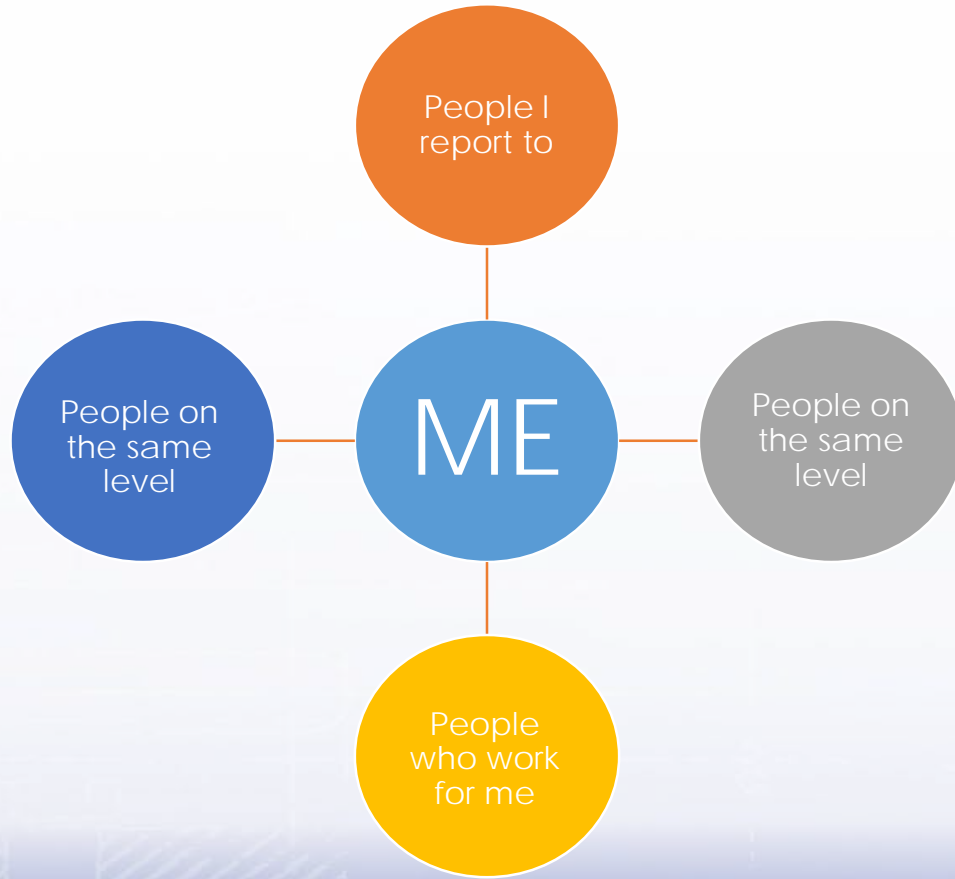
The All of Nothing Myth: "If I can't get to the top, then I won't try to lead"

BUSTED

So, what is leadership?



Leadership is...Probably Not what or where you think it is!



- Reality is the 99% of all leadership occurs not from the top but from the middle of an organization
- Only 360-degree leaders influence people at every level of an organization

360 Leadership

- Leading down
those you're responsible for
 - Leading up
those you're accountable to
- Lateral leadership
your peers
- Self Leadership
you!

5 Levels of Leadership (Maxwell)

LEVEL

PEOPLE FOLLOW YOU
BECAUSE...

5

Pinnacle
--respect--

of who you are and
what you represent

4

People
Development
--reproduction--

of what you have done
for them

3

Production
--results--

of what you have done
for the organization

2

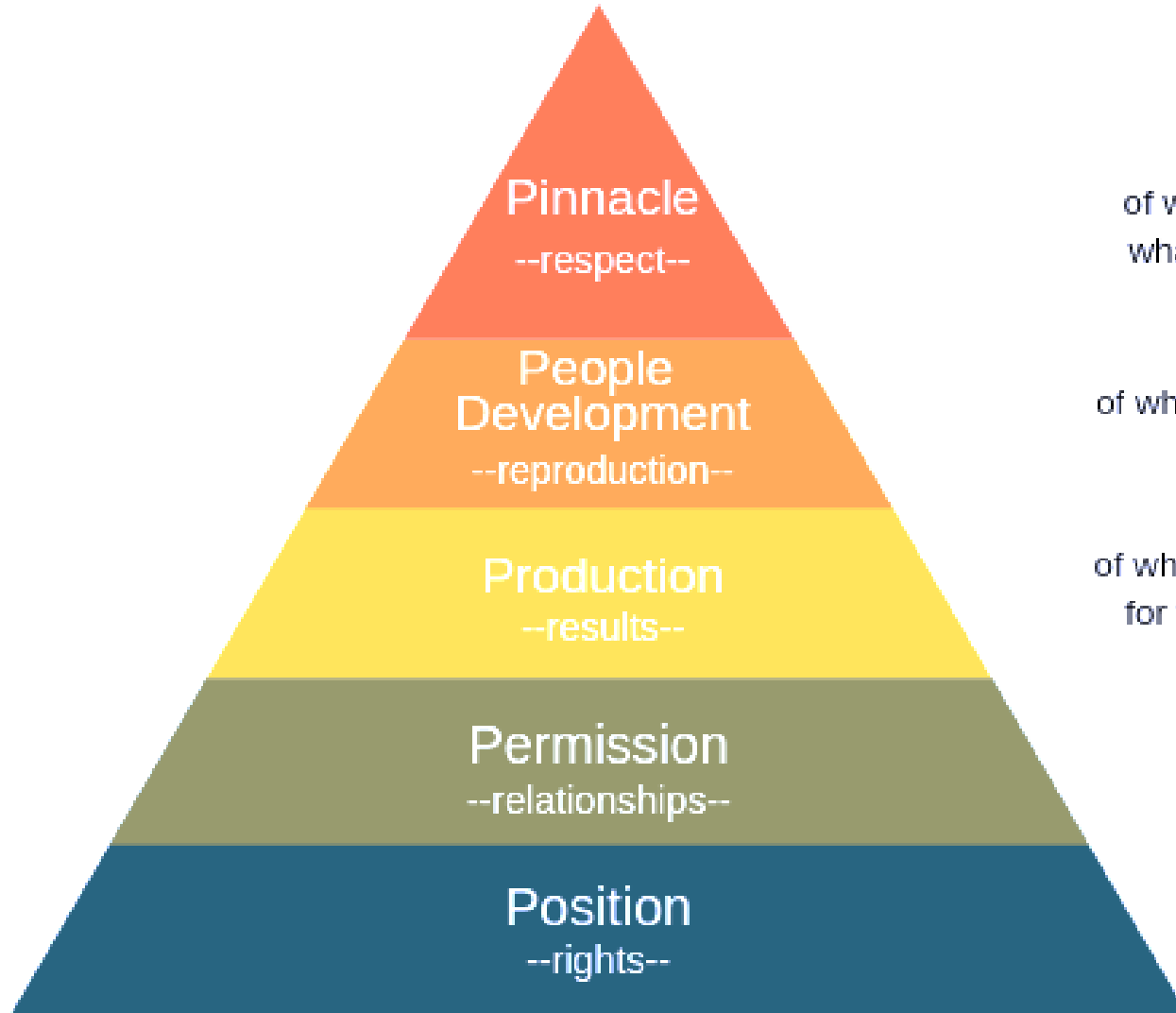
Permission
--relationships--

they want to

1

Position
--rights--

they have to



Identify effective techniques for developing influence and leadership skills in the learning and clinical environment using leadership 360 competencies

Objective 3



VALUES

A Leadership Team is more effective than just one leader

- Leaders Build Teams
- Leaders shape their people into desired team
- Secure Leaders empower their teams
- Experienced Leaders Listen to the team
- Team Leaders produce more leaders

VALUES

Leaders are needed at every level of the organization

What happens when there are no leaders?

- Vision Lost
- Decision delayed
- Multiple Agendas
- Conflict extension
- Reduced productivity

VALUES

Leading successfully at one level is a qualifier
for leading at the next level

- Leadership Is a journey that starts where you are, not where you want to be
- Required Leadership skills are same, regardless of position
- Greater responsibilities come after handling small ones well
- Leading current level well creates opportunities for next level.

VALUES

Good leaders in the middle make better leaders at the top

- Created leaders have empathy, insight, and perspective
- Created leaders at the middle add value to those above them
- Created leaders at the middle release Top level leaders to focus on their main functions
- Created leaders motivate Top to grow higher
- Created leaders give Organization a future!

VALUES

360-Degree Leaders possess qualities every organization needs

- Adaptability: Quickly adjusts to change.
- Discernment: Understands the real issues.
- Security: Finds identity in self, not position.
- Service: Gains fulfilment in serving everyone.
- Maturity: Puts the team before self.
- Resourcefulness: Finds creative ways to make things happen.
- Communication: Links to all levels of the organization.

360 Degree Leaders Practice to...

- Lead UP



- Lead ACROSS



- Lead DOWN



LEAD UP

- Lead yourself well.
- Lighten your leaders load.
- Be willing to do what others won't.
- Do more than manage – LEAD.
- Invest in relational chemistry.
- Be prepared every time you take your leader's time.
- Know when to push and when to back-off.
- Be a go-to player.
- Be better tomorrow than you are today.

LEAD ACROSS

- Understand, practice and complete the leadership loop.
- Complete your fellow leaders instead of competing with them.
- Be a friend.
- Avoid office politics.
- Expand your circle.
- Let the best idea win.
- Don't present as if you are perfect

LEAD DOWN

- Walk slowly through the halls.
- See everyone as a "10"
- Develop team members as individuals.
- Help people work in their strength zones.
- Model the behavior you want.
- Transfer your vision.
- Reward for results.
- FEEDBACK

Apply methods of assessment to determine the effectiveness of ones leadership ability through self reflection and process management

Objective 4

HOMEWORK

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.?
- **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.



- Based on your answers the magic wand...
- 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

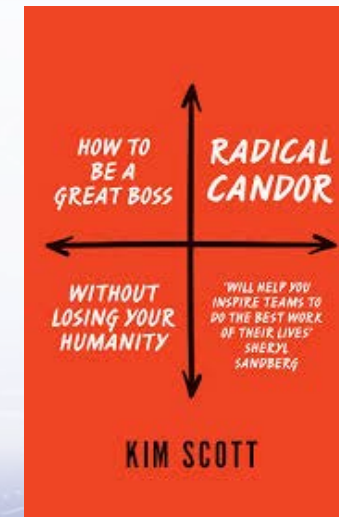
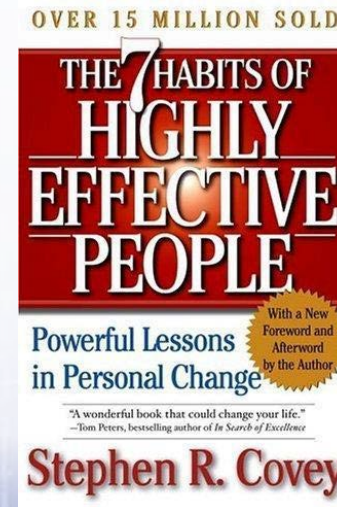
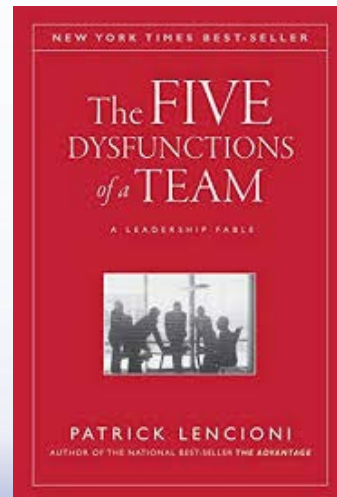
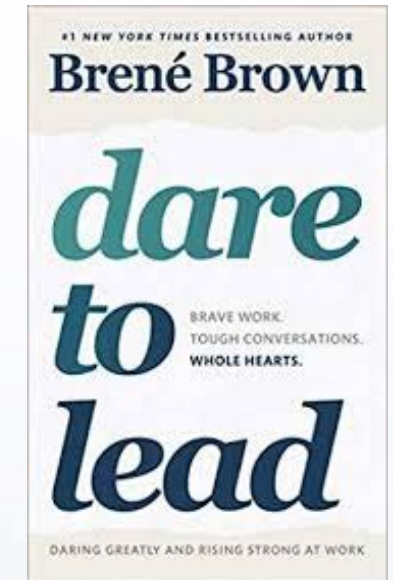
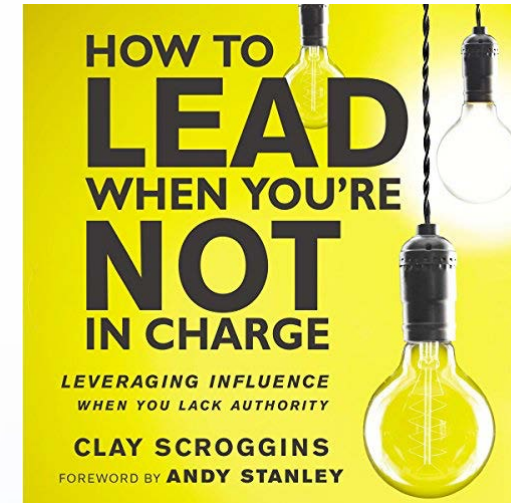
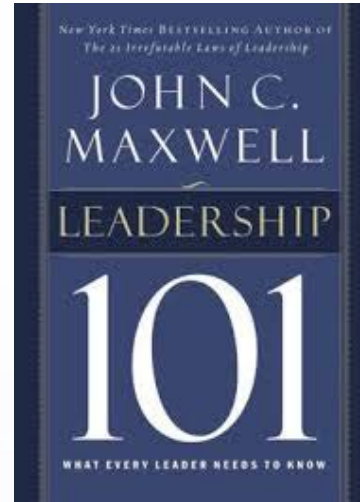
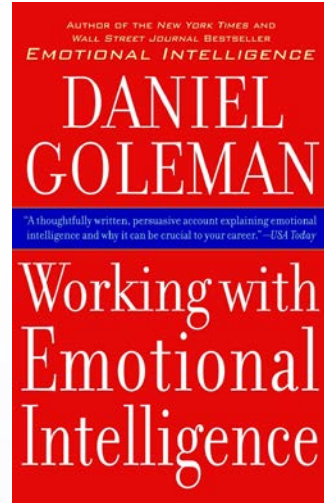
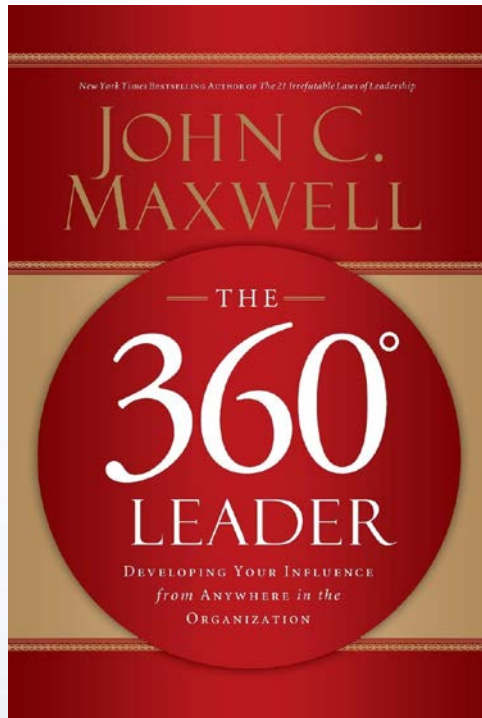
WE Believe in you

- Leadership cannot be learned by a workshop or lecture.
- Leadership is an evolving, living, skill set learned by doing, failing and doing again.
- Leadership is developed by the person not the theory

‘Human nature
exaggerates yesterday, overestimates tomorrow,
and underestimates today’

John Maxwell

RESOURCES



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1

00:00:25.020 --> 00:00:35.280

Greetings to all fear so excited to offer this virtual presentation today as we work together to bust the myths that surround your role in leading from the middle of your inner professional team.

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00:00:35.940 --> 00:00:44.400

My name is Pamela Carpenter. I'm the Director for pediatric education and one of the associate program directors for the pediatric residency at the University of Utah.

3

00:00:45.450 --> 00:00:55.200

Good afternoon. My name is Beth wiki and I'm the Director of academic programs and the Associate Program Director for the pediatric residency at UT health San Antonio.

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00:00:56.400 --> 00:01:02.220

And today's virtual format we will present a recording that are here live to answer any real time questions that you might have.

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00:01:02.940 --> 00:01:13.650

We believe together we can meet these learning objectives to identify the strengths, weaknesses, opportunities and non threats of middle management and the inner professional team using daily applicability in the learning environment.

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00:01:14.190 --> 00:01:21.300

So we're going to explore where you are in your program right now and where you fit in, we're going to review common health myths around leadership.

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00:01:22.020 --> 00:01:29.790

Are you a manager or leader, or both. And what kind of leader, are you, we're going to identify effective techniques for developing influence and leadership skills.

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00:01:30.210 --> 00:01:39.420

In the learning and clinical environment using leadership 360 competencies. What are the values of a 360 leader. How can you influence those around you in all directions.

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00:01:39.870 --> 00:01:50.850

And then finally we're going to apply methods of assessment to determine the effectiveness of one's leadership ability through self reflection and process management, we're going to explore. When you manage when you lead and when you follow

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00:01:52.260 --> 00:01:58.770

As we move through the didactic today, we will have activities and stop points for you to reflect on your own environment practice enroll.

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00:01:59.100 --> 00:02:06.930

Note that leadership in any profession requires constant self monitoring and development. So first we're going to explore where your program dynamic is now.

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00:02:07.320 --> 00:02:16.470

We want to identify where you fit in your leadership team. What are the strengths, weaknesses, opportunities and threats of leading from the middle of any team, especially yours.

13

00:02:16.890 --> 00:02:28.620

Take a moment to complete a squad. If your team for all four quadrants on a piece of paper and label them strengths, weaknesses, opportunities and threats. Now, think about your program in our unique role.

14

00:02:31.020 --> 00:02:37.470

Answer the following questions. What does your program have regarding middle management and inner professional team based care.

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00:02:38.580 --> 00:02:45.240

What is the SWOT of leading from the middle of your team. You might ask yourself where do I fit in in my organization.

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00:02:45.990 --> 00:02:52.500

Is your organization tall or flat most academic medicine organizations are hierarchical and considered tall.

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00:02:53.070 --> 00:03:03.120

With a very clear leader at the top trickling down to the employees, regardless of the way your organization is set up, make yourself familiar with the org chart and where the decision makers live

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00:03:04.500 --> 00:03:11.220

The main difference between leaders and managers, is that leaders have people follow them while managers have people who work for them.

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00:03:12.540 --> 00:03:20.190

A successful professional needs to be both a strong leader and a manager to get their team on board to follow them towards their vision of success.

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00:03:21.810 --> 00:03:26.670

A lot of this comes down to three areas motivation vision and excellent communication.

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00:03:28.320 --> 00:03:38.850

Regardless if you see yourself as a leader or manager. Here's one thing that a certain middle managers are required to be experts in inner professional skills technical skills and conceptual skills.

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00:03:39.330 --> 00:03:51.540

Unlike those that they follow above them as top managers or the ones that they lead as first line managers program administrators and Jimmy are expected to have all of these skills because they are indeed middle managers.

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00:03:53.610 --> 00:04:00.840

As we continue to look at leadership 360. It's important to note that at all levels of an organization, we are given some authority.

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00:04:01.170 --> 00:04:10.950

And with greater authority. We have increased responsibility and that responsibility must be met with accountability. Therefore, it doesn't really matter where you sit on your organizational chart.

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Being a leader requires you to ethically utilize your authority always take professional responsibility and remain accountable, all while inspiring others to do the same.

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00:04:24.030 --> 00:04:28.650

Now we're going to explore some commonly held myths that we tell ourselves about leadership.

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00:04:30.360 --> 00:04:35.190

Do you tell yourself that your position within the organization limits your ability to lead others.

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00:04:36.270 --> 00:04:38.700

That you can only lead. If you have a certain title.

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00:04:39.960 --> 00:04:42.420

That is commonly referred to as the position.

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00:04:43.770 --> 00:04:46.440

Where you tell yourself that you can only lead. If you're at the top.

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00:04:47.550 --> 00:04:52.890

In reality, building relationship with others on your team doesn't have anything to do with your title.

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00:04:54.300 --> 00:04:56.070

Another myth is the destination myth.

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00:04:57.090 --> 00:05:00.150

That's when you tell yourself when I get to the top. Then I'll learn to lead.

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00:05:02.520 --> 00:05:12.690

The inexperienced myth is when you tell yourself that when you get to the top, you'll be in control. Honestly position does not give you total control or protect too many factors control the organization.

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00:05:13.710 --> 00:05:18.900

The potential myth is when you tell yourself. I can't reach my potential unless I'm the top leader.

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00:05:19.410 --> 00:05:22.290

People should strive to be at the top of their game, not the organization.

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00:05:22.710 --> 00:05:30.300

Each of us should work to reach our potential, not necessarily the main office administration. Sometimes you can make the greatest impact from right where you are.

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00:05:31.020 --> 00:05:37.590

So now that we've busted those myths. We're going to ask. Beth, what is leadership. Thank you for asking.
Pamela

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00:05:38.220 --> 00:05:44.520

First and foremost, as you've already realized leadership is probably not. What, or where you think it is.

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In fact 99% of all leadership occurs, not from the top, but from the middle of an organization.

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00:05:52.020 --> 00:06:06.030

All those 360 degree leaders can influence people at every level of an organization through adaptable behavior flexible team play and understanding. Most barriers to success are built by our own hands.

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00:06:07.170 --> 00:06:18.720

So what is a 360 degree leader. Well, a 360 degree leader, much like our evaluation process includes a facet of leadership at all levels of the organization and your own team.

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00:06:19.500 --> 00:06:31.740

360 leaders lead down to those. They're responsible for they lead up to those they're accountable to and they lead laterally to their peers. But finally, they lead themselves.

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00:06:32.910 --> 00:06:40.980

Remember this slide from before. We all have some level of authority. We all have responsibilities to multiple persons.

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00:06:41.430 --> 00:06:47.520

And we are all accountable for how we use that authority and how we execute those responsibilities.

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00:06:48.480 --> 00:06:58.260

The author John Maxwell. He dispels multiple myths that are commonly held surrounding who's a leader and he explores how we can lead from a 360 degree position.

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00:06:59.010 --> 00:07:09.690

Additionally, however, Maxwell explains the five levels of leadership with regard to why people follow us. Remember, we discussed the difference between a manager and a leader.

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00:07:10.320 --> 00:07:19.200

The quote was, I believe, the main difference between leaders and managers, is that leaders have people follow them well managers have people who work for them.

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00:07:20.130 --> 00:07:32.340

Here are the varying levels. He is identified to why people choose to follow you, even if you aren't the quote unquote boss. Because the most important facet of leadership is influence

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00:07:33.120 --> 00:07:40.260

Level one is position because people will follow you because they have to rate very strict and higher

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00:07:40.950 --> 00:07:50.850

In this level your influence will not extend beyond the lines of your job description. The longer you stay here as the leader, the higher the turnover and the lower the morale of your team.

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00:07:52.080 --> 00:08:11.820

Level two is permission. This is that people will follow you because they want to people will follow you beyond your actual stated authority this level allows work to be fun. Caution staying at this level without promotion will cause highly motivated people to become restless.

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00:08:12.990 --> 00:08:22.950

Level three is production. This is people will follow you because of what you have done for the organization. This is where success is sensed by most people.

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00:08:23.820 --> 00:08:37.470

They like you and what you're doing problems are fixed, but very little effort because of momentum, this does not require a title or pay raise this is built on followers knowing you are successful in your projects and tasks.

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00:08:38.670 --> 00:08:47.340

Then there's level four and this is people develop people follow because of what you have done for them. This is where long range growth occurs.

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00:08:47.880 --> 00:09:03.270

Working to self develop this level will ensure ongoing growth to the organization and its people do whatever you can to achieve and stay on this level. This is built on followers knowing you are successful in your interactions with people.

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00:09:04.380 --> 00:09:14.070

And finally, is level five personhood. The pinnacle, if you will. This is people follow because of who you are and what you represent

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00:09:14.700 --> 00:09:28.950

This step is reserved for leaders who have spent years growing people in organizations few ever make it to this level. Those who do are bigger than life. Can you think of someone that's at this level, I can only think of a few

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00:09:30.750 --> 00:09:40.050

So this is a broad topic leadership and development and there are many workshops degrees and certificates that can be obtained in the world of leadership development.

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00:09:41.160 --> 00:09:50.640

Ultimately Maxwell proposes that the most effective techniques to 360 degree leadership is value development and leadership best practices at all levels.

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00:09:51.240 --> 00:09:59.310

Let's review what the author has found to be successful values and practices and you can then determine how it translates into the clinical learning environment.

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00:10:00.090 --> 00:10:11.370

As we work through this section right down ways you can meet these values being discussed and how you can use your current skills to influence those around you in all directions.

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00:10:13.230 --> 00:10:22.830

Values of a 360 degree leader begin with understanding that a leadership team is more effective than just one leader. This means that leaders build their team.

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00:10:23.670 --> 00:10:35.880

Leaders shape their people into desire to secure leaders empower their teams experienced leaders listened to the team and effective team leaders produce more leaders.

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00:10:36.540 --> 00:10:45.450

Remembering our earlier slide leaders versus managers leaders understand the goals of the team and the organization.

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00:10:46.200 --> 00:10:59.820

They assembled a team to meet those specific goals they create shared values and they know the skills and motivations of each of their team members as just a few which directly speak to this value.

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00:11:01.200 --> 00:11:10.530

One single person dictating what everyone does is a forced authority, but a person that builds and respects an entire team is a 360 degree leader.

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00:11:11.610 --> 00:11:22.170

As shown earlier with regard to middle management, this value is point blank leaders are needed at every level of an organization to ensure all members are successful.

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00:11:23.130 --> 00:11:36.180

Can you think of a time when you attended a meeting where everyone was waiting on a single person to lead the session. How about when you attended a lecture, but there was no visible leadership in the presentation. And so you left feeling like you didn't learn it.

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00:11:37.530 --> 00:11:49.230

Although we often look to a single person to lead as we have learned today. It takes a team, an army of leaders to be the most influential and the most effective in meeting organizational goals.

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00:11:50.400 --> 00:11:58.470

Think of what happens when nobody takes the reins visions last decisions are delayed multiple are competing agendas sneaking

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00:11:59.130 --> 00:12:04.560

conflicts are often extended and there is a possibility of a reduced productivity among the team.

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00:12:05.370 --> 00:12:15.960

As you begin to own your own leadership, make sure you do not allow this to happen leaders are needed at every level and effective leaders build up their teams to also lead

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00:12:16.650 --> 00:12:24.600

Therefore, it is not surprising at all that leading successfully at one level is a qualifier for leading at the next

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00:12:25.230 --> 00:12:31.470

It is important to understand that leadership is a journey that starts where you are not where you want to be.

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00:12:32.310 --> 00:12:41.700

The skills required of a leader, are the same, regardless of position or title with anything in life greater responsibilities come after handling small ones. Well,

77

00:12:42.180 --> 00:12:52.320

And this includes leadership opportunities as you successfully complete other projects, the opportunity to lead doesn't necessarily guarantee you will get a promotion.

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00:12:52.830 --> 00:13:03.300

Because leadership is not title dependent as we learned today, but it does show those around you that you can and will continue to be successful as more prospects arise.

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00:13:05.130 --> 00:13:12.330

We've looked at managers and leaders and more often than not we begin in the manager round before moving into the quote unquote typical leader role.

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00:13:12.990 --> 00:13:17.010

It is important to realize that good leaders in the middle, make better leaders at the top.

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00:13:17.730 --> 00:13:24.630

These created manager to leaders have empathy insight and perspective because they have worked their way from bottom to top.

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00:13:25.530 --> 00:13:35.310

When they were in the middle levels they actively added value to those above them through support allowing top level leaders to focus on their main functions in turn

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00:13:35.850 --> 00:13:49.110

Motivating their superiors to grow higher bringing them along for the ride these rags to riches leaders give organizations, a future by adding value to those beneath to the side and above.

84

00:13:51.810 --> 00:14:08.460

360 degree leaders possess qualities. Every organization needs adaptability, with the ability to quickly address to change discernment, the ability to understand the real issues security finding identity and self and not position.

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00:14:09.510 --> 00:14:16.650

Service gaining fulfillment in serving everyone maturity putting the team before the self.

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00:14:17.730 --> 00:14:29.220

resourceful finding creative ways to make things happen and communication linking all levels of conversation and planning and goals to the organization.

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00:14:30.450 --> 00:14:35.700

Being an effective 360 degree leader takes work experience intrinsic development of self.

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00:14:36.480 --> 00:14:44.160

And a high level of emotional intelligence to know cognitively that you are not your work that your work is a part of your sense of pride.

89

00:14:45.120 --> 00:14:52.530

Finally, these leaders must be vulnerable risk takers that are willing to accept and give honest feedback to constantly improve

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00:14:53.460 --> 00:15:07.620

True 360 degree leaders do not take things personally, but instead acknowledge our own problem mindset, which is maladaptive perfectionism and become more rational in our desires and our abilities.

91

00:15:09.240 --> 00:15:14.970

360 degree leaders practice this well rounded oversight support and innovation every day.

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00:15:16.470 --> 00:15:25.920

Maxwell states that along with having a solid value system to lead self and ultimately others, we also need to have skills in influencing those around us to be leaders.

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00:15:26.520 --> 00:15:38.400

Before I began, I must say out loud. We are not doctors. But we can help support academics and administration with regards to our program. In fact, it's our area of leadership.

94

00:15:39.120 --> 00:15:57.840

Therefore, to lead up, we must first lead ourselves, well, why would anyone follow us if we can't lead them to success. Next, as mentioned before, lightning our leaders load as a sign of solidarity in meeting program and organizational goals shows our ability to leader.

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00:15:58.890 --> 00:16:09.300

As with most coordinators being willing to do what others won't because good leaders will get into the trenches with their teams and don't sit on a pedestal barking orders.

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00:16:10.320 --> 00:16:15.930

Began to do more than manager tasks instead leave their creation development and improve

97

00:16:16.770 --> 00:16:26.460

As we noted good leaders build leadership teams so to lead up invest in relational chemistry and know that influence is the main ingredient to leadership.

98

00:16:27.390 --> 00:16:42.780

Time is important to all of us. So be prepared. Every time you take your leaders time, meaning the meaningful in your ideas, couple of solutions and not complaints, which begins with knowing when to push and when to back off.

99

00:16:43.890 --> 00:16:55.530

As with most of us be a go to team player, but also know when to say no to projects that add no value to your team or your goals finally be better tomorrow than you are today.

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00:16:57.390 --> 00:17:06.990

Leading across is in effect leading your peers, therefore you must understand practice and complete the leadership loop from top middle involved.

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00:17:08.280 --> 00:17:22.110

In this. Remember we are not doctors. But we work in a highly competitive culture. Therefore, we must be aware that to be effective, we should complete our fellow leaders and not compete with them.

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00:17:23.160 --> 00:17:35.430

Be a friend with healthy boundaries shown by avoiding office politics work to expand your circle outside of your specialty or office to others in your profession that need a team a mentor or a leader.

103

00:17:36.600 --> 00:17:47.160

Be comfortable with letting the best idea when even when it's not yours. Remember, nobody is perfect. So do your best not to present a facade. That makes it seem as though you are

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00:17:48.000 --> 00:17:56.730

Remember being vulnerable and risk taking builds trust with open and honest representation, in turn, allowing safe peer to peer leadership.

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00:17:58.770 --> 00:18:09.150

A 360 degree leader leads through influence not position power or leverage oftentimes they face the myth that they can't lead unless they're at the top of the route.

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00:18:10.050 --> 00:18:18.900

This is simply not true. Thinking of the levels of leadership. Remember, level four is people follow because of how you treat them. This is leading down

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00:18:19.830 --> 00:18:35.250

It may seem odd but walking slowly. There's a whole to allow people to say hello. Ask questions or even build that relational chemistry we discussed is essential for leadership is important we see all persons for their potential and not our perceived abilities.

108

00:18:36.630 --> 00:18:45.030

As noted earlier, each member of your team should be developed as a leader, listen to an offer the ability to contribute to the entire process.

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00:18:45.780 --> 00:18:58.200

To do this you may need to work with your team to identify their strengths and areas of weakness and as a good leader will then work inside of their strengths, while teaching how to develop those areas of improvement.

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00:18:59.400 --> 00:19:06.960

You show people around you, what you expect. What you will tolerate and how you expect others to behave through your own room.

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00:19:08.130 --> 00:19:24.360

Part of this is learning from others and getting wins to those that do well in part, this is only possible when you share your passion and know where people fit into your vision by knowing your team as individuals. You can reward them based on their contributions.

112

00:19:25.470 --> 00:19:36.060

Finally, developing your emotional intelligence can allow you to both provide and receive formidable feedback that is meant to support the mission and not correct, a specific action.

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00:19:37.470 --> 00:19:44.280

Although we are a virtual Pamela. And I challenge you to assess your own leadership abilities and effectiveness through ongoing self reflection.

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00:19:45.000 --> 00:19:53.520

Begin by asking yourself at the beginning of each project checkpoint. When do I need to manage. We know I need to lead and when do I need to follow.

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00:19:55.410 --> 00:20:02.490

As part of that self reflection. We ask that you change the script. So your homework is to answer these questions.

116

00:20:03.450 --> 00:20:17.700

So you found a magic wand. Right. And that allows you to change three work related activities you can change anything you want. How would you change yourself, your job, your boss your coworkers or an important project.

117

00:20:19.020 --> 00:20:30.570

Now imagine your magic wand gave you another opportunity to make a wish. Think about and discuss with yourself, what you would change if you became the top leader for a single month.

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00:20:31.680 --> 00:20:44.850

In answering these questions, you're actually telling yourself what you want from a leadership role, what you consider to be important and what changes you see as effective and advising the goals of your program and your organization.

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00:20:46.230 --> 00:20:54.630

Based on your answers to the magic wand. We ask that you create goals for implementing developing and evaluating your leadership ability using the smart format.

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00:20:55.440 --> 00:21:01.500

And these goals determine if you need to manage leader follow to accomplish the task for all persons to be successful.

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00:21:02.190 --> 00:21:06.690

Then set a one month smart goal for leading from the middle based on something you learn today.

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00:21:07.110 --> 00:21:14.430

What will you do to make improvements to yourself, whether it's your knowledge or skills or attitude to truly become a 360 degree leader.

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00:21:14.940 --> 00:21:30.540

Because the more that you know for yourself, the better. As I said you can read and listen and learn about leadership. But until you put this information into practice and are actively working to be a 360 degree leader, you will continue to feel stuck in the middle.

124

00:21:31.710 --> 00:21:39.960

Keep in mind as you move forward in your careers leadership cannot be learned by a workshop or lecture alone. Pamela, and I are good, but we're not that good.

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00:21:40.710 --> 00:21:53.430

Leadership is an evolving living skill set. Learn by Doing failing and doing again as adults we actually learn more through failure than success. So take each lesson learned as an opportunity to grow.

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00:21:54.450 --> 00:22:06.090

Leadership is developed by the person, not a theory. So it's up to you to develop your skills practice new methods, maybe not get it right the first time, but get up and keep pushing towards success.

127

00:22:06.600 --> 00:22:20.670

In the words of John Maxwell human nature exaggerates yesterday overestimates tomorrow and underestimates today. Take each day as it comes and make the most out of every chance you're given to lead and to learn

128

00:22:21.690 --> 00:22:34.680

Thank you so much for your time. Thank you so much for joining us today. The majority of our lecture was taken from John C Maxwell's book The 360 leader, but here's some other good books to help you in your quest to become a better leader.