Creating a Leadership Legacy

Charles Lockwood, MD
Dean College of Medicine

Improving People's Lives
through innovations in personalized health care
Today’s Agenda

- Welcome - Introduction
- Glimpse of Successful Leaders - Common Threads
- Sum of Experiences
  - CJL Road: Case Studies
  - Lessons Learned
- Questions & Answers
Creating Your Leadership Legacy

1) Utilize proven strategies for developing a personal leadership legacy.

2) Effectively lead change by working with the organizational culture and building strong interpersonal relationships.

3) Improve leadership skills through self-reflection and ongoing learning.
You Don’t Start Out Thinking

“What will my legacy be…”
Great Leaders …

What attributes do they share?
What is the Recipe?

Sum of Experiences

Making Sense of the World

Leadership Legacy
Most **powerful motivator** in our lives is not money, it’s the opportunity to learn, grow in responsibilities, contribute to others, be recognized for our achievements (Frederick Herzberg).

The choice and successful pursuit of a profession is but one tool for achieving purpose. But, **without purpose, life can become hollow.**
Developed a life strategy early on – combine a love of science and research with great clinical care and teaching; later I added competent management and visionary leadership.

*Carpe diem* opportunities that you never planned emerge – and you must seize them.
“Opportunity Knocks - Make the Right Choice”

Two Case Studies: Chair at NYU and Yale; Leader of a Cancer Center and Faculty Practice Group
Role: OB/Gyn Chair at NYU, Interim Director of NYU CCC

Situation: Low morale, low clinical volume, rudimentary sub-specialty programs, residency recently on probation, worst medical student clerkship in school

Barriers faced: Poor reputation; apathy; no money.
Leading Change:
1. Create vision of excellence and believe it.
2. Don’t over-promise but do over-deliver
3. Find the right people. New division leaders; able administrators; and great educators.
4. Give credit, take blame.

Results:
• Within 4 years had top NYC subspecialty programs and 4 fellowships.
• Doubled clinical volume, setting stage for new facilities.
• Generated large surpluses.
Results:
Mike Silverstein: Rebuilt clerkship from scratch: created strong didactics, faculty mentors, teaching aids, assessment tools, improved outside rotations and lived his job.

- Garnered school-wide teaching award two years in a row.
- Within three years transformed us into top-ranked rotation.
**Role:** OB/Gyn Chair, FGP.

**Situation:** Again low morale, large deficits, had fallen from 1\textsuperscript{st} to 19\textsuperscript{th} in NIH funding in a decade.
- Clerkship lowest rated in school.
- Extreme lack of service orientation among clinicians with respect to clinical care.
- Worst Press Ganey Scores and lowest employee morale in organization.

**Barriers faced:** Entitlement with faculty not supported by facts “you are arrogant and stupid”.
Leading Change:
1. Vision
2. Learn how Department perceived by external and internal stakeholders.
3. Create service expectations.
4. Find the right people and empower them.

Results:
1. 4th in NIH funding ($15 Million in grant funding).
Results: Educational revolution (Jessica Illuzzi school’s top teaching prizes):

1. Female Health History Taking course utilizing standardized patients; became part of all Yale clerkships.
2. Options Counseling Curriculum nested within the 3rd year clerkship, supported by Cavanaugh Endowment, taught optimal means to communicate with patients through realistic clinical scenarios using professional actors.
4. Evidence-based Debates on Controversial Topics in OB/GYN.
5. Ob/Gyn Power Hour: Challenging and Ethical issues in Ob/Gyn for 3rd and 4th year students.
• Perception = Reality.
• Competence + Optimism, Energy, Honesty and a visionary Plan trumps resources.
• Try to use an institution’s culture not change it.
• Be a humble and be a “servant” leader – delegate, support and give credit.
• Remember the Nash equilibrium- work cooperatively with EVERYONE.
• Choose managers that reflect this philosophy and love their work.
Leadership vs. Management

Crucial distinction: Success transformation is 70 to 90 leadership and only 10 to 30 percent management.
Questions & Answer
Four-Frame Model - Perspectives

Porter’s Five Competitive Forces:
1) New entrants
2) Substitution
3) Suppliers
4) Buyers
5) Current competitors

Disruptive Innovation


Structural Perspective

- Metaphor: Org table
- Central Concepts: Rules, roles, goals, policies, technology, environment.
- Image of Leadership: Social Architecture.
- Basic Challenge: Attune structure to task, technology, and environment.
Human Resource Perspective

- Metaphor: Family
- Central Concepts – Identify needs, skills, and relationships among employees.
- Image of Leadership – Advocacy.
- Basic Challenge – Overcoming negative culture, defeatist attitudes.
Political Perspective

- Metaphor: Jungle
- Central Concepts – Power, conflict, competition, organizational politics
- Image of Leadership – Empowerment.
- Basic Challenge – Politics is the art of the possible.
Symbolic Perspective

- Metaphor: Carnival, temple, theatre
- Central Concepts – Culture, meaning metaphor, ritual, ceremony, stories, heroes.
- Image of Leadership – inspiration.
- Basic Challenge – create, faith, beauty, meaning.
Four-Frame Model - Perspectives

- Structural
- Human Resource
- Political
- Symbolic

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