



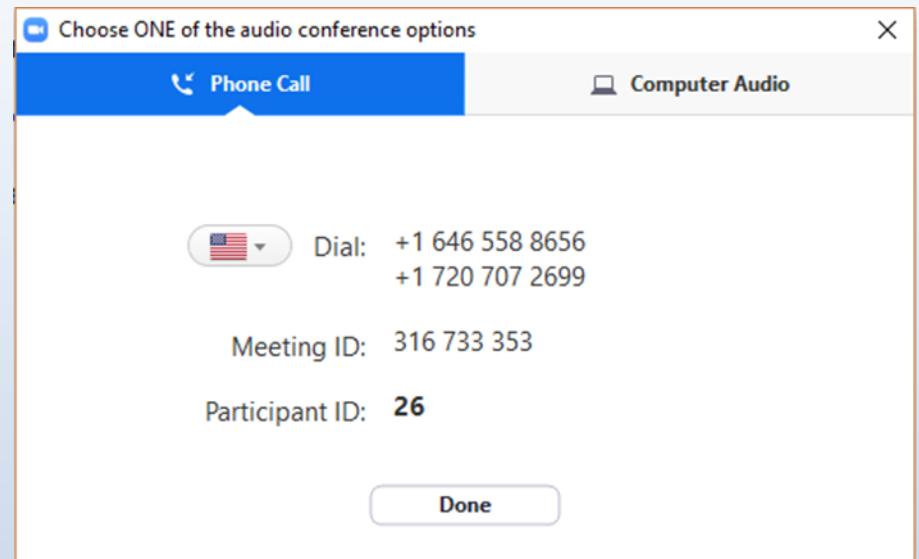
Medical Director Institute Presents

Building Leadership Capability: Theory and Practice

Monday, February 24, 2020
1:00-2:00pm ET

Audio Logistics

- Call in on your telephone, or use your computer audio option
- If you are on the phone, remember to enter your Audio PIN



Choose ONE of the audio conference options

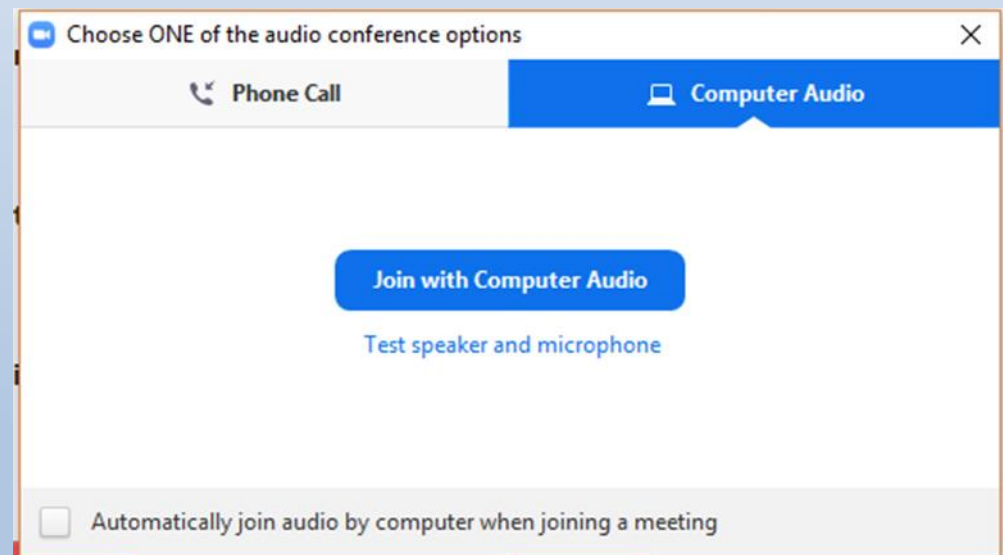
Phone Call Computer Audio

Dial: +1 646 558 8656
+1 720 707 2699

Meeting ID: 316 733 353

Participant ID: 26

Done



Choose ONE of the audio conference options

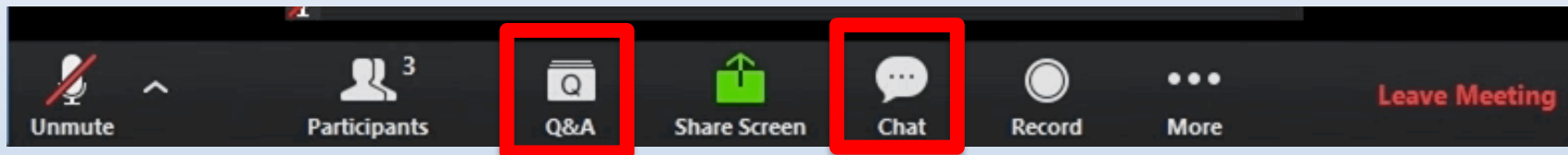
Phone Call Computer Audio

Join with Computer Audio

Test speaker and microphone

☐ Automatically join audio by computer when joining a meeting

How to Ask a Question/Make a Comment



Type in a **question** in the **Q&A box**
Type in a **comment** in the **chat box**

Both are located at the bottom of your screen.
We'll answer as many questions as we can at the end of the presentation.



MDI and National Council for Behavioral Health

3300+ healthcare organizations serving over 10 million adults, children, and families living with mental illnesses and addictions.

- Advocacy
- Education
- Technical Assistance
- MDI is the Clinical Advisory Council



Poll #1: What best describes your role?



Medical Director



Other Clinician



Administrator



Policy Maker



Payer



Other (specify in chat box)



Poll #2: What best describes your organization? (check all that apply)



Primary Care Provider



Mental Health Provider



Substance Abuse Provider



Hospital



FQHC



Other (specify in chat box)



Introductions

Speaker



Patrick Runnels, MD, MBA

**Interim Chief Medical Officer, Population
Health – University Hospitals**

**Director, Public and Community Psychiatry
Fellowship**

**Associate Professor, Case Western Reserve
School of Medicine**

Moderator



**Vidya John
Project Coordinator,
Integrated Health**

**National Council for
Behavioral Health**

Objectives

In this webinar, you will learn...

- Different leadership theories
- Different leadership styles
- The importance of Emotional Intelligence
 - And how to use it in your leadership style

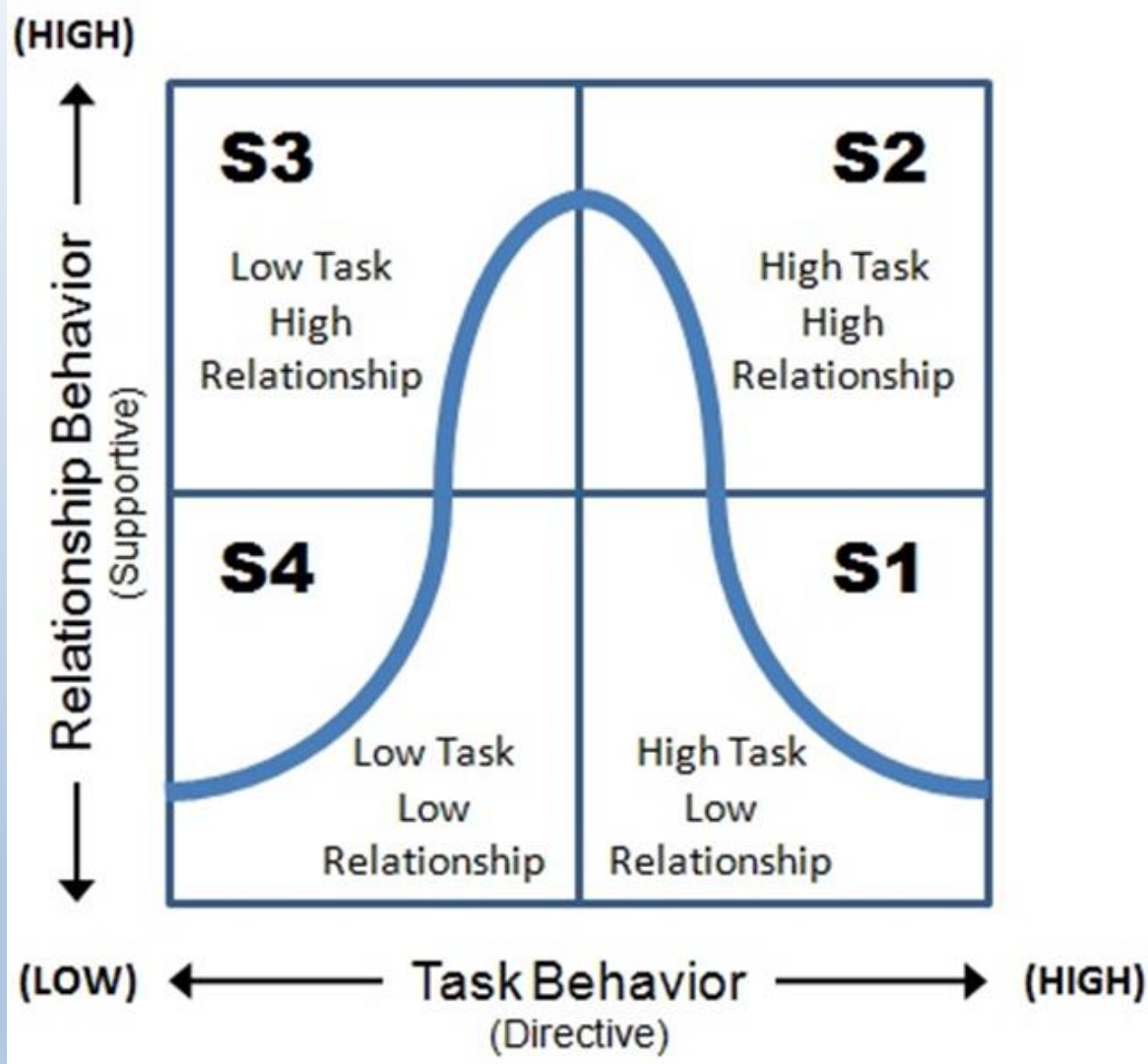
Leadership Overview

- So many theories...where to start?

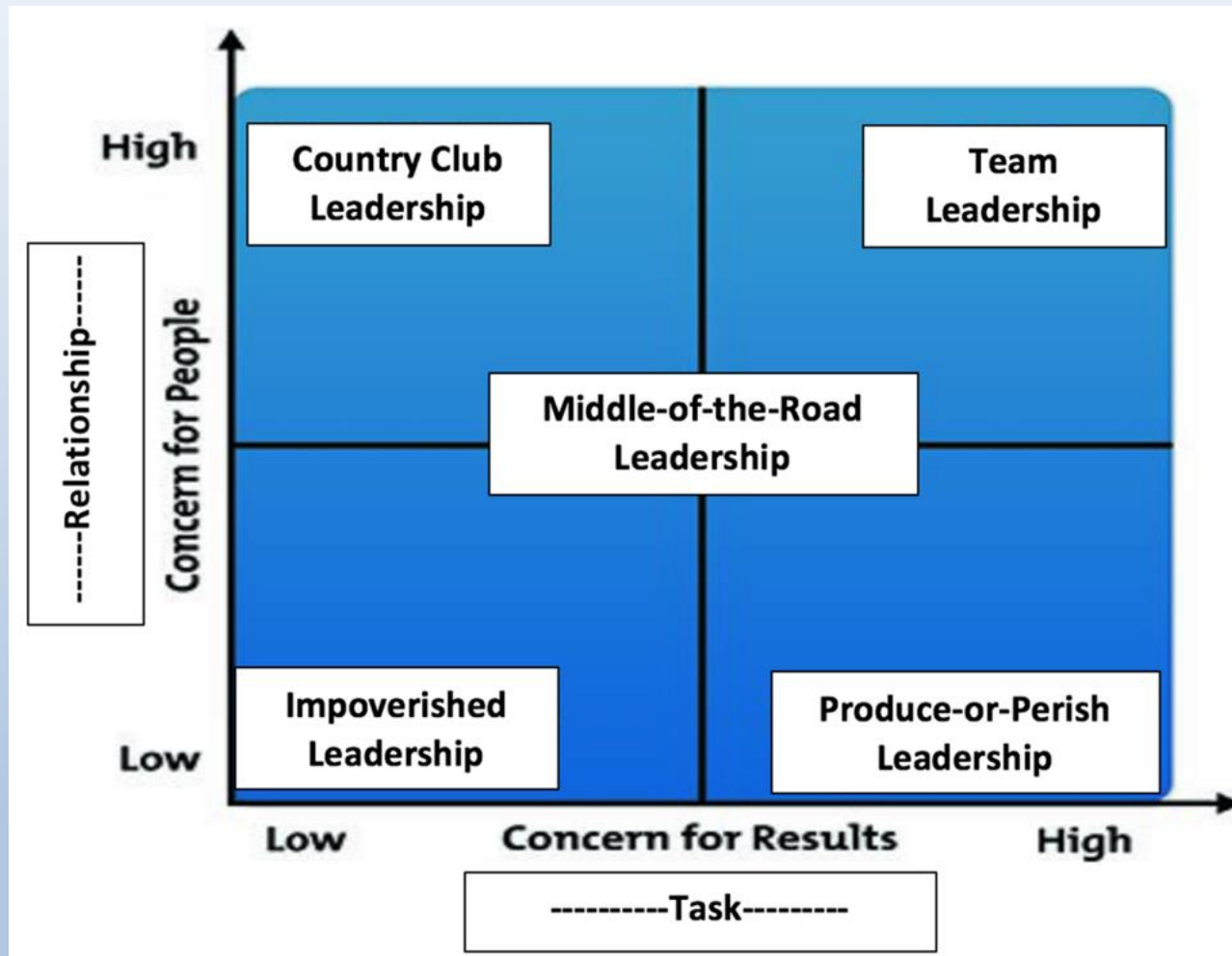
Transactional vs Transformational Leadership

BASIS FOR COMPARISON	TRANSACTIONAL LEADERSHIP	TRANSFORMATIONAL LEADERSHIP
Meaning	A leadership style that employs rewards and punishments for motivating followers is Transactional Leadership.	A leadership style in which the leader employs charisma and enthusiasm to inspire his followers is Transformational Leadership.
Concept	Leader lays emphasis on his relation with followers.	Leader lays emphasis on the values, ideals, morals and needs of the followers.
Nature	Reactive	Proactive
Best suited for	Settled Environment	Turbulent Environment
Works for	Developing the existing organizational culture.	Changing the existing organizational culture.
Style	Bureaucratic	Charismatic
How many leaders are there in a group?	Only one	More than One
Focused on	Planning and Execution	Innovation
Motivational tool	Attracting followers by putting their own self interest in the first place.	Stimulating followers by setting group interest as a priority.

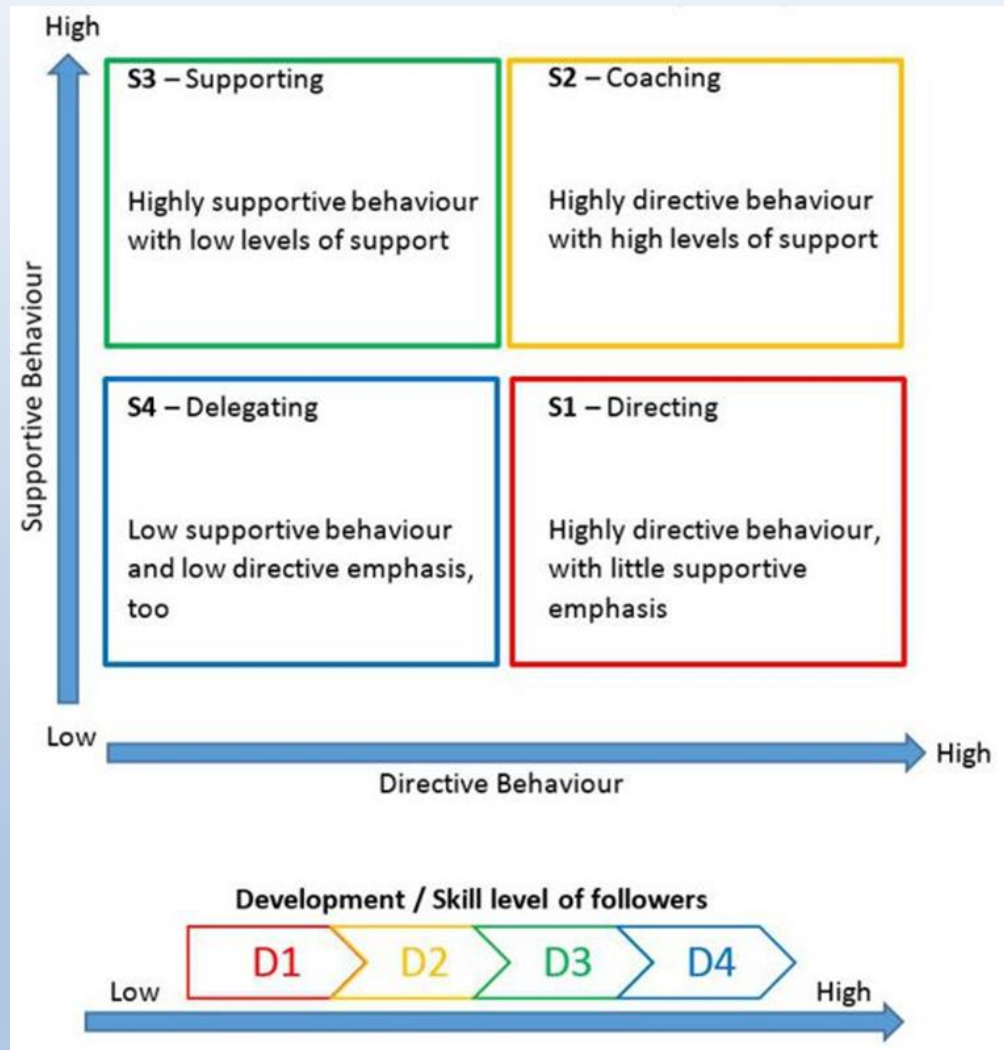
Situational Leadership Model



Blake Mouton Grid



The Four Leadership Styles



Pairing individuals with approach



A Different Take – Goleman Leadership Styles

- Coercive or commanding
- Authoritative or Visionary
- Affiliative
- Democratic
- Pacesetting
- Coaching

Leadership Styles

The Six Leadership Styles (Goleman)						
	Commanding	Visionary	Affiliate	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people towards a vision	Create harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do as I say."	"Come with me."	People come first."	"What do you think?"	"Do at my pace."	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientious, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performances or develop long-term strengths

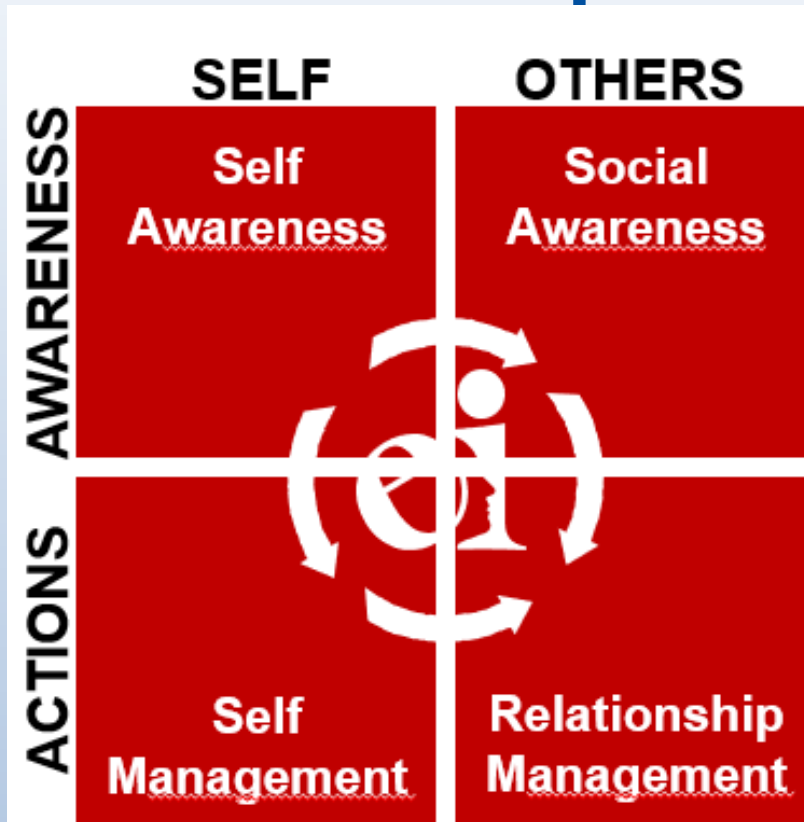
**Does one or the other style speak to you?
(please enter in chat box)**

**Regardless, Emotional Intelligence is key to
effective leadership**

**The capacity for recognizing
our own feelings
and those of others,
for motivating ourselves,
for managing emotions effectively in ourselves and
others.**

**An emotional and social competency is a learned
capacity, based on Emotional Intelligence, which
contributes to effective performance at work.**

A Simple Model Captures it All

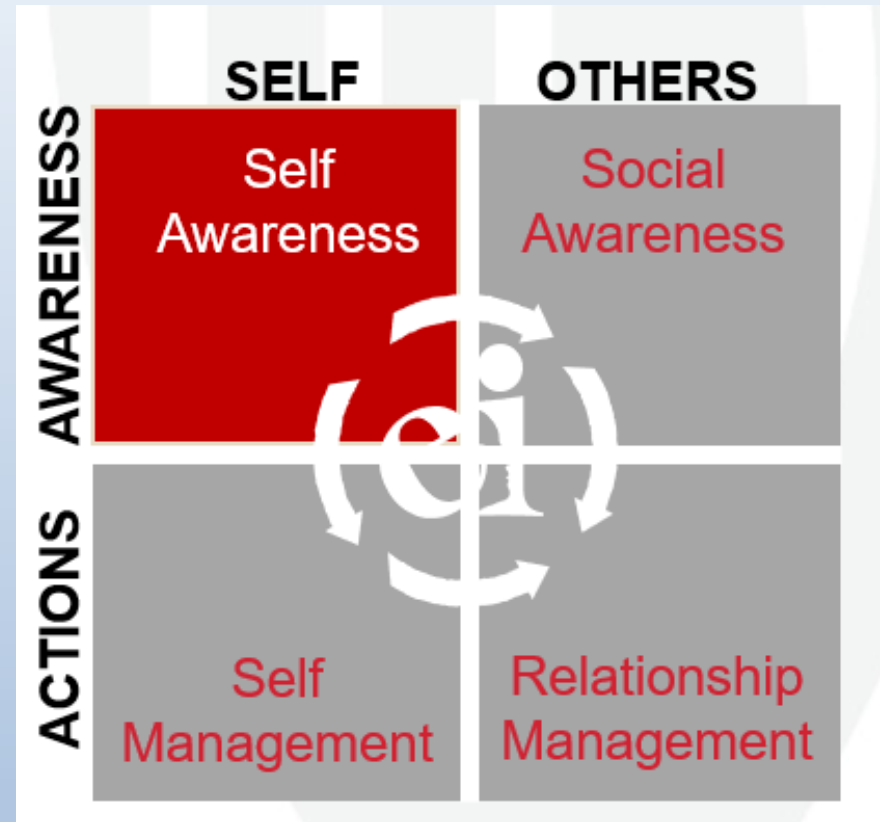


- The characteristics that help us deliver individually and through others:
 - Working co-operatively
 - Addressing and resolving conflict
 - Influencing individuals and groups
 - Motivating a colleague
 - Inspiring a team
 - Developing or mentoring others

PERFORMANCE

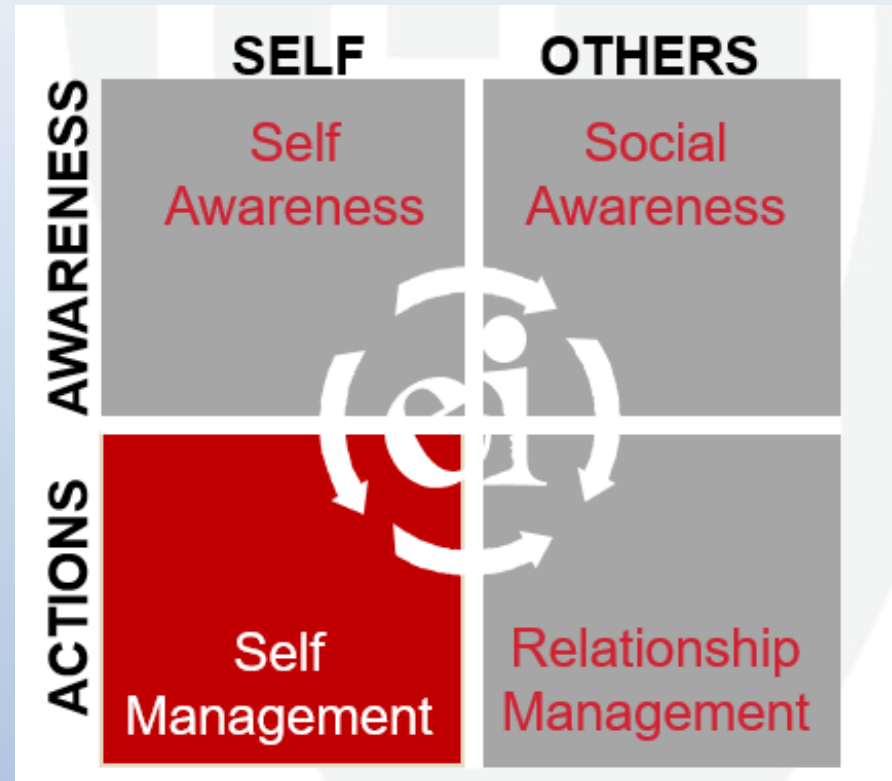
The Heart of EI

- Recognizing how your emotions affect your performance.
- Knowing your own inner resources, abilities, and limits.
- Honesty in your positive and negative biases, and your own strengths and weaknesses.
- Open to feedback.
- Sense of humor about yourself.



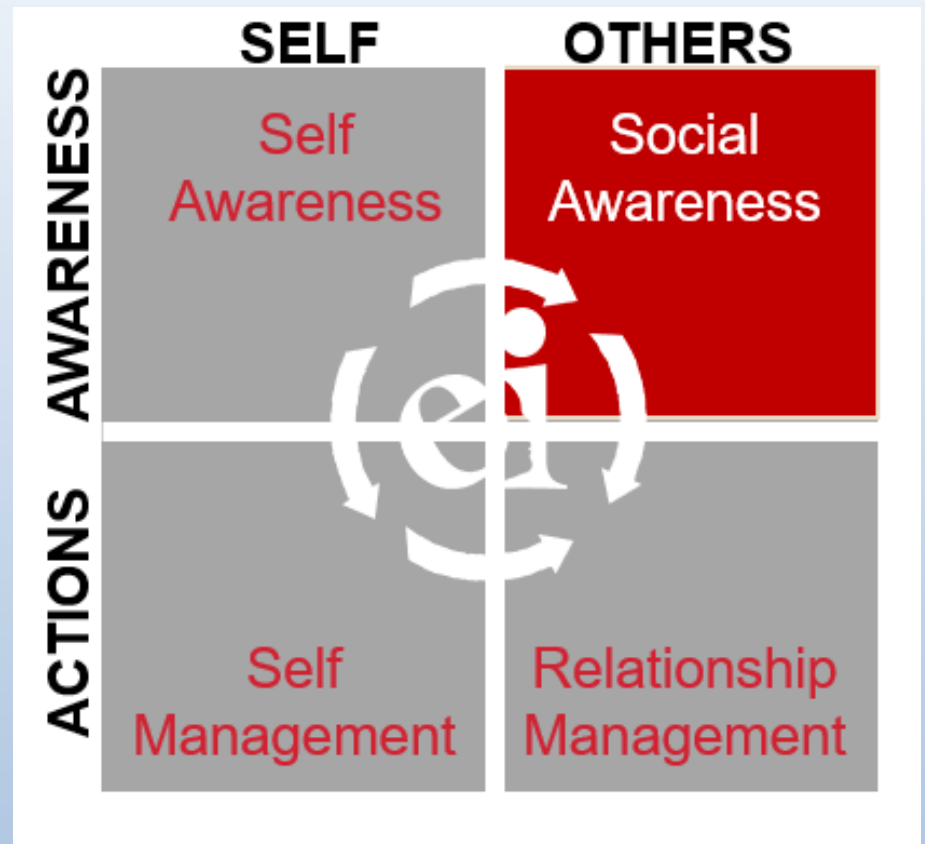
The Fire And The Breaks

- Managing Ourselves
 - Emotional Self-Control – keeping disruptive emotions and impulses in check.
 - Adaptability – flexibility in handling change.
- Motivating Ourselves
 - **Achievement Orientation** – striving to meet or exceed a standard of excellence.
 - **Positive Outlook** – persistence in pursuing goals despite obstacles and setbacks.



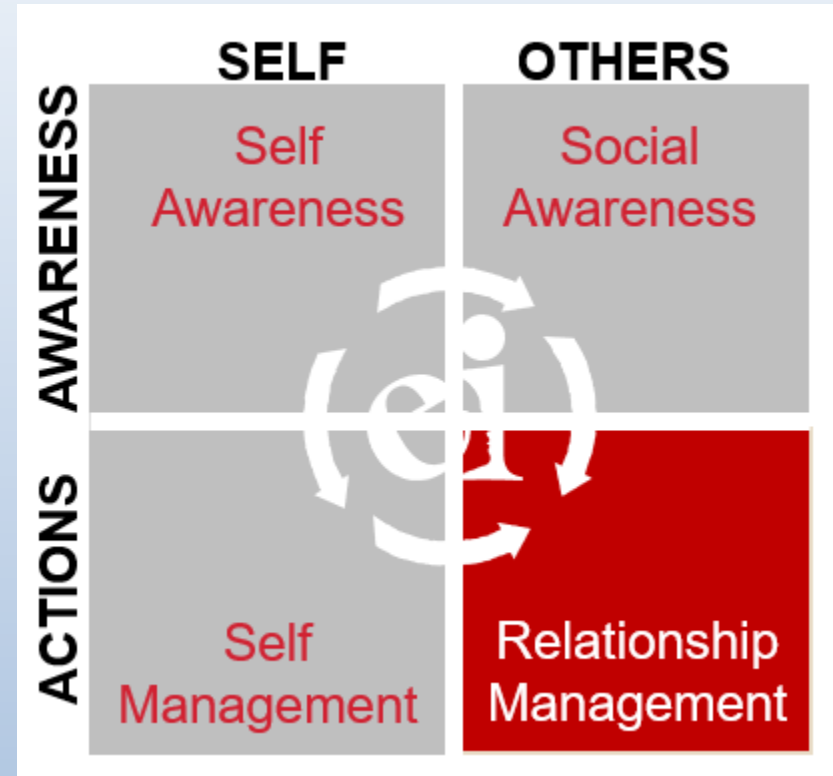
Tuning In

- Empathy
 - Sensing others' feelings and perspectives.
 - Taking an active interest in their concerns.
- Organizational Awareness
 - Reading a group's emotional currents and power relationships.



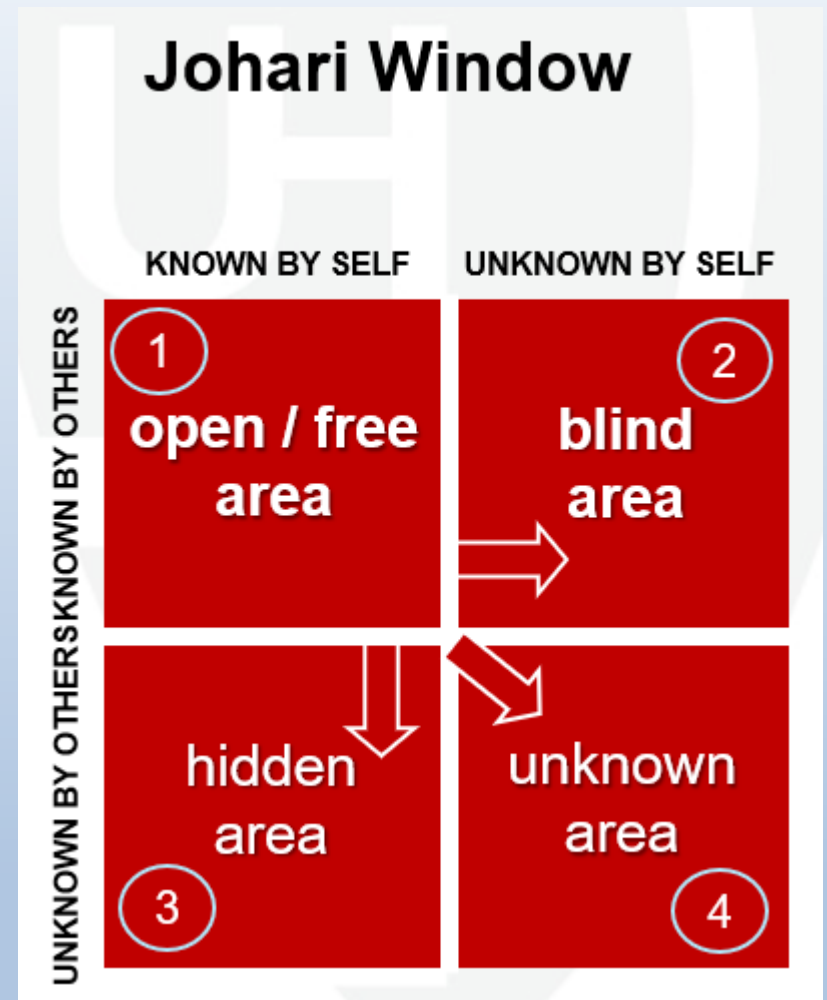
Making a Difference

- Influence
 - Having positive impact on others.
- Inspirational Leadership
 - Inspiring and guiding individuals and groups.
- Coach and Mentor
 - Taking an active interest in others' development needs and bolstering their abilities.
- Coaching Management
 - Negotiating and resolving conflict.
- Teamwork
 - Working with others toward a shared goal.

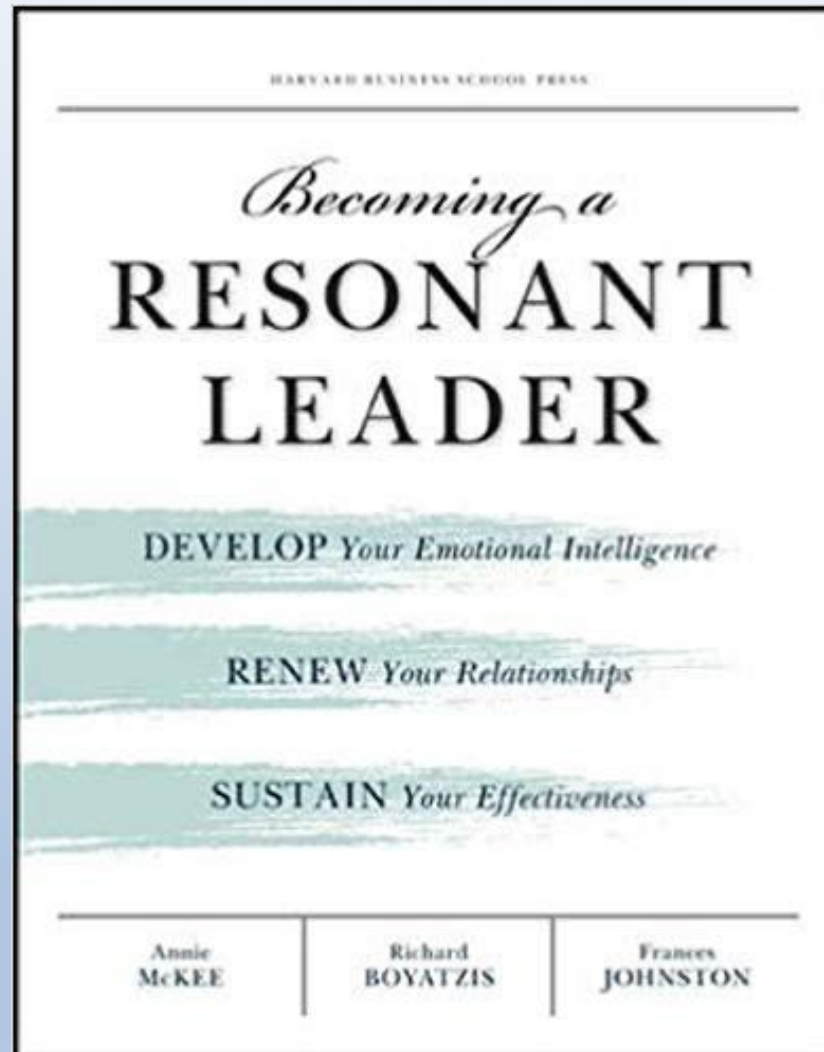


Raising Capability

- Raising awareness is the first step to raising capability.
 - Asking for and then receiving feedback reduces your blind area.
 - Sharing what you've learned reduces your hidden area.
- **Emotional Intelligence feedback is the starting point.**



Next Steps



Questions?



Upcoming Events

Webinars

- Upholding Generally Accepted Standards of Care: Strategies Informed by the Wit Case
 - Thursday, March 5th from 1:30 – 3pm ET
 - Registration Link:
https://zoom.us/webinar/register/4915814406538/WN_2tnmBHGjSWizC6rUf2cxzQ
- Refining the Community Mental Health Setting: How Design Thinking can Improve Provider and Patient Satisfaction
 - Monday, March 16th from 12 – 1 pm ET
 - Registration link:
https://zoom.us/webinar/register/4615808646413/WN_he0vJ7yPS12T3ZOX2awPag



AUSTIN | TEXAS | APRIL 5 - 7

NATCON | 20

Kaleidoscope

Registration is now open!

<https://www.eventscribe.com/2020/NatCon20/aaStatic.asp?SFP=RU5KUEtLSlhAMjgyMQ>

Thank You

Questions?

Email Vidyaj@thenationalcouncil.org