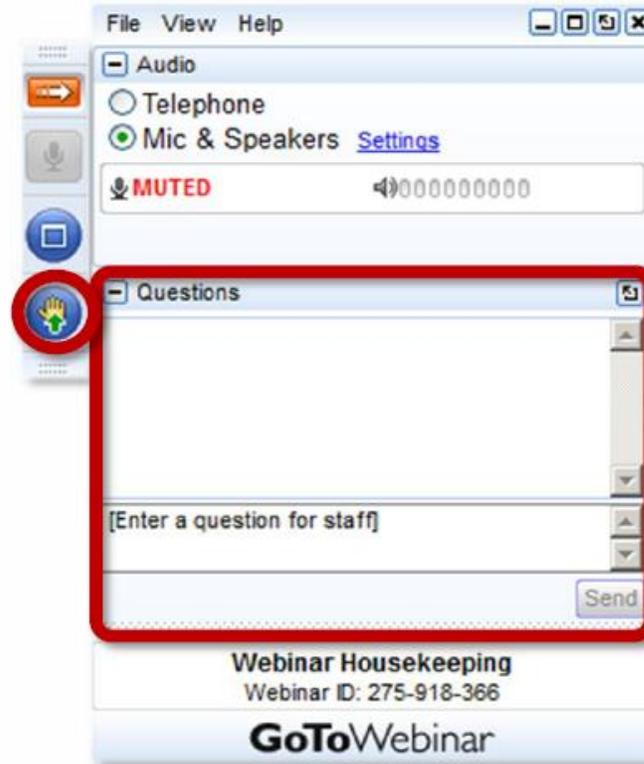


# Housekeeping

- Today's webinar is being recorded.
- Today's webinar will be posted on [www.thenationalcouncil.org](http://www.thenationalcouncil.org) within 48 hours.
- For audio, please dial 1 (562) 247-8321 and enter Access Code: 408-107-561 when prompted.
- Listen only mode.
- Submit questions using the chat box. Q&A will be held until the end of the presentations.



## Today's Moderator and Presenter



**Joe Parks, MD**

Medical Director, National Council for  
Behavioral Health



**Jeffrey Eisen, MD, MBA**

Chief Medical Officer, Cascadia Behavioral Healthcare  
Clinical Assistant Professor of Psychiatry, Oregon Health  
and Science University  
Adjunct Faculty, Department of Psychiatry, Harvard  
Medical School





# LEADERSHIP DEVELOPMENT

*MDI MANAGEMENT TRAINING SERIES*

JEFFREY EISEN, MD, MBA

CHIEF MEDICAL OFFICER, CASCADIA BEHAVIORAL HEALTHCARE

CLINICAL ASSISTANT PROFESSOR, DEPARTMENT OF PSYCHIATRY,  
OREGON HEALTH & SCIENCE UNIVERSITY

CLINICAL INSTRUCTOR, DEPARTMENT OF PSYCHIATRY,  
HARVARD MEDICAL SCHOOL / CAMBRIDGE HEALTH ALLIANCE

AUGUST 28, 2019

# SESSION OBJECTIVES

- What is leadership?
- Why is leadership important – why do we need leaders?
- Describe key leadership theories
- Develop a plan for your own leadership potential and the leadership potential of your team(s)

# ARTICLE DISCUSSION

1. The article describes a number of personal qualities that Lincoln developed over time that lead to his success as a leader. What are some of those qualities?
2. What does the author mean by the statement: “Abraham Lincoln was made into an effective leader—first from the inside out and then from the outside in—as he developed and changed throughout his life.”
3. What does it mean for a leader to “embrace the cause and get in the game?”



# UNDERSTANDING LEADERSHIP

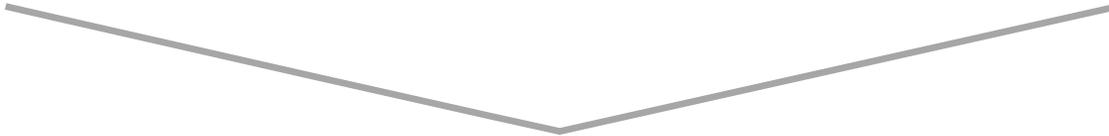
- What is leadership?
- Identify the traits and skills of an effective leader
- Leaders – born or taught?

***"Leadership is a function of knowing yourself,  
having a vision that is well communicated, building  
trust among colleagues, and taking effective action  
to realize your own leadership potential."***

**-- Warren Bennis**

# WHAT IS LEADERSHIP?

- Leadership is *not* a product of level, function, title, or seniority
- You do *not* need to be a manager to be a leader
- There is a difference between the term 'leaders' and 'leadership'
- Leadership is a mind-set and attitude, driven by certain behaviors



Everyone and anyone can be a leader

# EXERCISE

- Discuss examples you have come across of strong and weak leadership
- You can use examples from employment, academic studies, extracurricular activities, etc. (keep anonymous please)
- Please type in or speak your responses

# LEADERSHIP THEORY

- Early Theories
  - Trait theories
- Functional and Behaviorist Theories
- Situational and Contingency Theories
- Transformational theories
- Strengths-Based Leadership
- Definitions: Responsibility, Accountability, Authority

# EARLY THEORIES

## Great Man Theories

- Leaders are exceptional people, born with innate qualities, destined to lead
- Term 'man' was intentional - concept was primarily male, military and Western → OUTDATED!!!

## Trait Theories

- Research on traits or qualities associated with leadership is extensive
- Traits are hard to measure. For example, how do we measure honesty or integrity?

# GROUP EXERCISE

- Who are leaders YOU admire?
- What personality traits and/or skills do they have?
- Please type in or speak your response

# LEADERSHIP TRAITS AND SKILLS

- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility
- Creative / clever
- Conceptually skilled
- Diplomatic / tactful
- Good speaker
- Knowledgeable about individual versus group tasks
- Organized
- Persuasive
- Socially skilled
- *Also highlighted:*
- Integrity
- Honesty
- Compassionate
- Humility

Stogdill, 1974

# LEADERSHIP SUCCESS MODEL – NATIONAL SURVEY

**Authentic**

*Operates with integrity, transparency and humility*

---

**Enterprise-Minded**

*Acts as truly invested in the organization to advance the overall interests of the organization*

---

**Outside-In Thinkers**

*Carries a broad perspective beyond the walls of the organization*

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**Agile**

*Balances clear strategic thinking and utilizes accountability in execution to deliver results*

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**People-Focused**

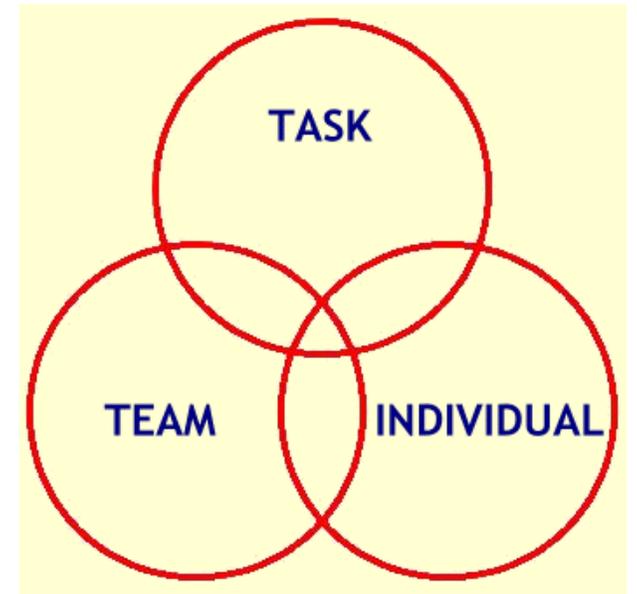
*Actively creates the conditions for others (ones' teams) to succeed; clients and staff*

# Functional Theories

**Leader is concerned with the interaction of 3 areas:**

- Task – goal setting, methods and process
- Team – effective interaction/communication, clarify roles, team morale
- Individual – attention to behavior, feelings, coaching, CPD

(John Adair, Action Centered Leadership, 1970)



# BEHAVIOURIST THEORIES

- Behaviours and actions, rather than their traits and skills, lead to effective leadership
- Different leadership styles categorized:
  - Autocratic / Persuasive / Consultative / Democratic
- Does not provide guide to effective leadership in varied situations

(Blake and Mouton, Managerial grid, 1964)

# Situational / Contingency Leadership Theories

- Leadership style changes according to the situation and in response to the individuals being managed

(Hersey-Blanchard, literature 1970-80)

<b>Competency</b>	Low competence	Some competence	High competence	High competence
<b>Motivation</b>	Low commitment/ Unable and unwilling or insecure	Variable commitment/ Unable but willing or motivated	Variable commitment/ Able but unwilling or insecure	High commitment/ Able and willing or motivated
<b>Leadership style</b>	<b>DIRECTIVE</b> (Telling)	<b>COACHING</b> (Selling)	<b>SUPPORTIVE</b> (Participating)	<b>DELEGATORY</b> (Observing)

# TRANSFORMATIONAL THEORIES

- Leaders inspire individuals, develop trust, and encourage creativity and personal growth
- Individuals develop a sense of purpose to benefit the group, organization or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty

(Bass and Avolio, 1994)

# STRENGTHS-BASED LEADERSHIP

- Maximizing the efficiency, productivity, and success of an organization by focusing on and developing strengths of organizational resources
- Belief that people have several times more potential for growth building on their strengths rather than fixing their weaknesses.
  - A strength: The ability to exhibit near-perfect performance consistently in a given activity.
  - Do not ignore weaknesses, but rather, focuses on building talents and minimizing the negative effects of weaknesses.
  - Leaders are investing in their strengths and the strengths of individuals on their team.
- Rath and Conchie (2009) tenants of Strengths-based leadership
  - Effective leaders invest in their followers' strengths,
  - Effective leaders build well-rounded teams out of followers who are not, and
  - Effective leaders understand the needs of followers.

# ACCOUNTABILITY, RESPONSIBILITY AND AUTHORITY

- What are the differences?
- What does having authority really mean?

- **Accountability:** The state of being accountable, liable, or answerable
- **Responsibility** (for objects, tasks or people) can be delegated but accountability can not – buck stops with you!
- **A strong leader accepts ultimate responsibility:**
  - Gives credit to others when delegated responsibilities succeed
  - Accepts blame when delegated responsibilities fail
- **Authority:** The power to influence or command thought, opinion or behavior
- **Accountability** can not operate fairly without being given authority for the responsibilities concerned (accountability without authority is a pitfall)

**NEXT STEPS FOR US**

# HOW MIGHT WE IMPROVE OUR LEADERSHIP SKILLS?

- Reflect and identify the skills YOU need to lead effectively and create your action plan to develop them
- Ask for feedback from colleagues inside and outside of the workplace
- Practice! Take on responsibility (work, volunteering, clubs) and reflect on your performance
- Find a mentor – learn from positive leadership role-models
- Attend further leadership and management training

# ONE LAST EXERCISE...

- Write down one way in which you will develop your own leadership skills
- Write down one way in which you will help your team(s) develop its leadership skills

**Thank you!**

*Questions and Discussion*