

What Kinds of Leaders: Connecting the Pieces Based on the Needs

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Declaration Related to Conflicts of Interest

On behalf of myself and my colleague, I declare that neither of us, nor members of our immediate families, have financial interests or other relationship with any manufacturer/s of a commercial product/s or service/s which may be discussed at the conference.

Objectives

- As a result of participating in this workshop, the participant will:
 - Survey characteristics and skills needed by effective team leaders
 - Formulate a cluster of appropriate skills for a variety of team organizational structures, hypothesizing what each requires of its leader to be successful
 - Compare clusters of leadership skills and characteristics in terms of their applications to potential team structures as well as to actual teams to which the participant belongs

Our motivation

- RFUMS seeks in its mission and vision to provide education in interprofessionalism and interprofessionalism in its education
- Approximately 2100 students in North Chicago, IL across five colleges (Medicine, Podiatry, Pharmacy, Graduate and Post-Doctoral Studies, and Health Professions
 - Psychology, Nutrition, PA, PT, Path Assist, Nurse Anesthesia, Interprofessional Healthcare Studies, Bio-Medical Science

Today's Process

- We will collaboratively create a master list of leadership behaviors, characteristics, and qualities
- We will consider three organizational structures and utilize our master list to suggest which items are best suited for this form of team
- We will explore what other factors may contribute to successes or challenges for these teams

In this working session...

Not everything we know can be quantified, therefore...

- You are invited to speak not only from your knowledge, but from your wisdom
- You are invited to talk about not only the academic, but the experiential
- You are invited to raise questions that may not have answers
- You are invited to respectfully challenge thinking, including your own

Making your own list

What characteristics, behaviors, and qualities distinguish leaders you have known?

(We are looking for anything that distinguished this person as the leader in your situation. That might be desirable or challenging...)

Join in a dyad or triad

What characteristics, behaviors, and qualities distinguish leaders you have known?

Combine your lists together to capture the essence of each perspective, eliminating unnecessary duplication.

Join your dyad or triad to another

What characteristics, behaviors, and qualities distinguish leaders you have known?

Again, combine your lists together to capture the essence of each perspective, eliminating unnecessary duplication.

Large group reporting

What characteristics, behaviors, and qualities distinguish leaders you have known from others?

(As others call out their lists, please remove duplicate answers from your own so that when you report out, your responses will be unique.)

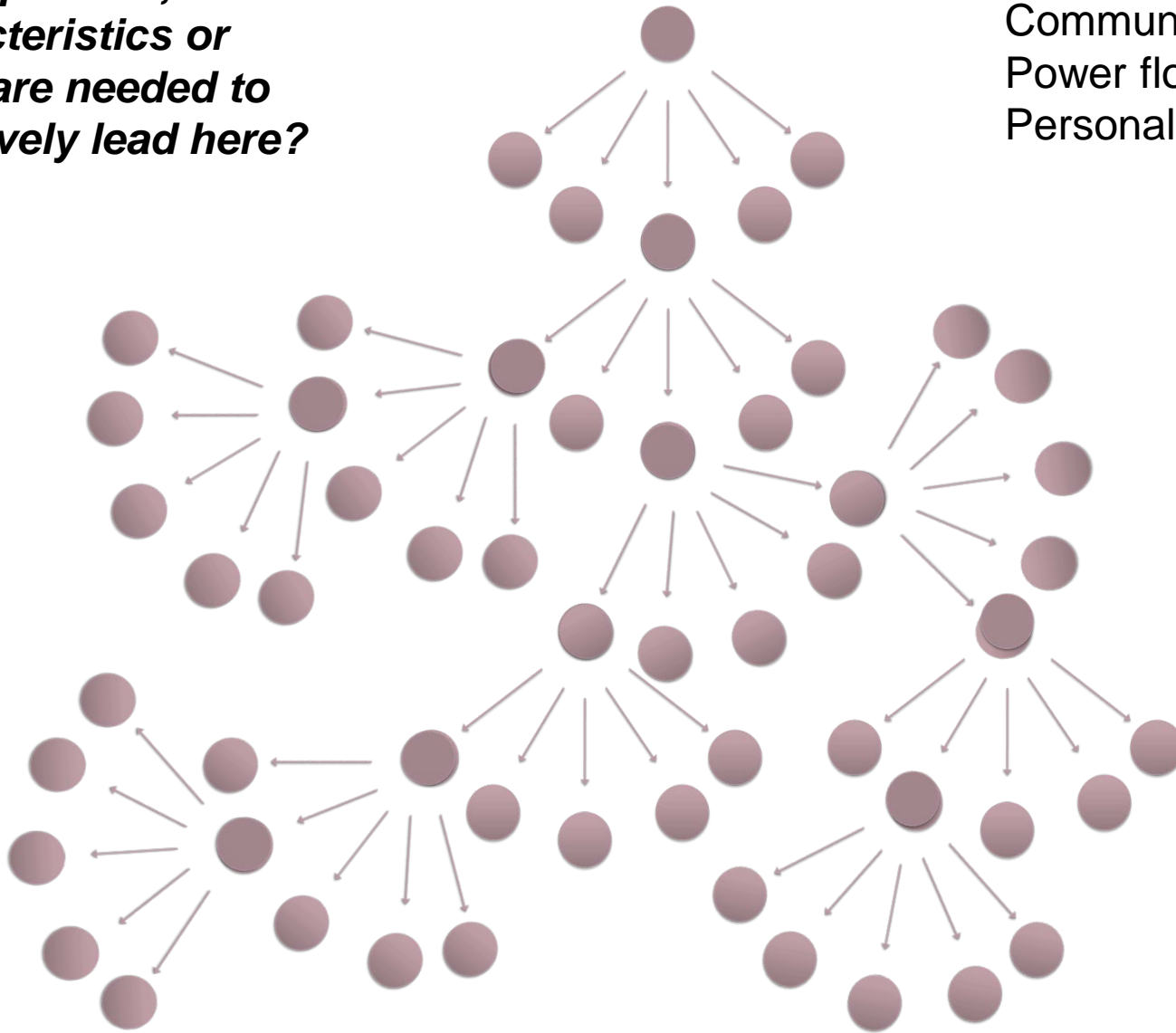
What might we expect?

Using the following diagrams as a guide, try to imagine the impact of team structure on:

- communication (both vertically and horizontally)
- relationships among team members
- power/authority/responsibility flow
- personal accountability

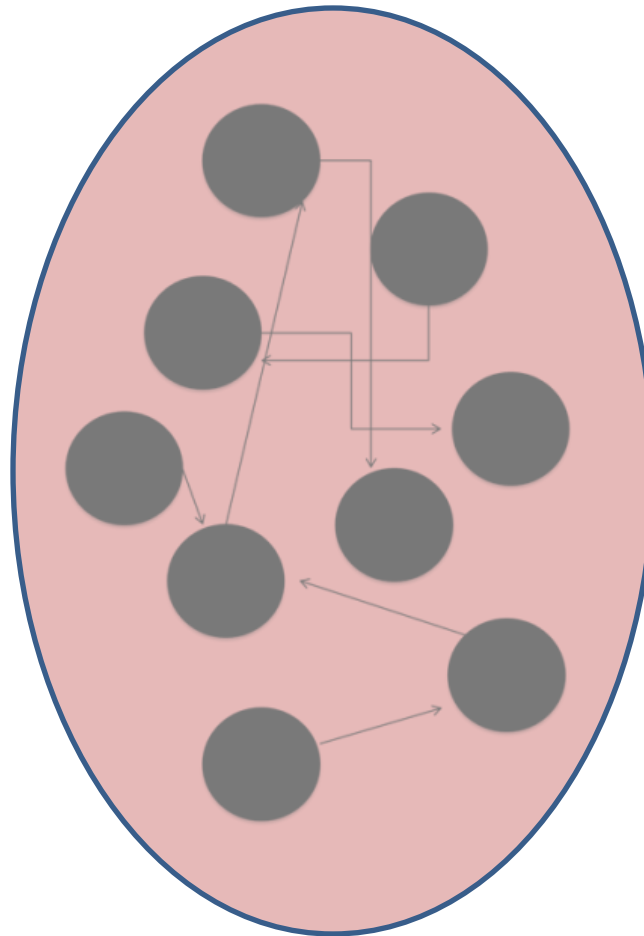
***What qualities,
characteristics or
skills are needed to
effectively lead here?***

Relationships
Communication
Power flow
Personal Accountability

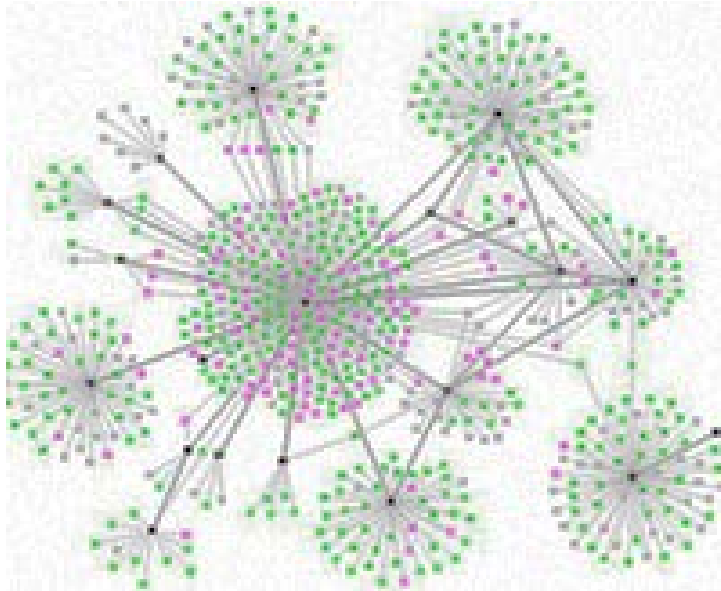


***What qualities,
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Relationships
Communication
Personal Accountability



***What qualities,
characteristics or
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But what if the roles could change? What if mobility throughout the organization were possible?

What other factors?

- What is the role of followership in these same team structures? What characteristics, behaviors, and qualities of followers would you consider essential?
- What else may influence or affect the success or challenges in a team?

Nurturing Leadership

- If hierarchy is the default, how do we train leaders in healthcare to become more collaborative?
- What elements of our current models for educating providers help develop collaborative leaders? What parts need to change (if any?)

Conclusions?

Are there summary insights that you would like to offer to others here today?

What will you do differently (if anything)?

References

- TeamSTEPPS: team strategies and tools to enhance performance and patient safety. (2006). Washington, DC. AHRQ, Agency for Healthcare Research and Quality.
- Porter-O'Grady, T., & Malloch, K. (2011). Quantum leadership: advancing innovation, transforming health care. Sudbury, MA: Jones and Bartlett Learning
- Kouzes, J. M., & Posner, B. Z. (2016). Learning leadership: the five fundamentals of becoming an exemplary leader. Hoboken, NJ: Wiley.

Thank you

I appreciate your time, your attendance, and your contributions to learning that occurred here today.

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