2011
ELAM® FORUM ON EMERGING ISSUES

presented in two parts

Poster Symposium: Institutional Action Projects
Organizational Impact and Leadership Lessons

TOTAL LEADERSHIP
Be a Better Leader, Have a Richer Life
Presented by Stewart Friedman

April 14-15, 2011
Lafayette Hill, Pennsylvania
2011 ELAM® Forum on Emerging Issues

Sponsored By

University of Texas M.D. Anderson Cancer Center, University of Pittsburgh Cancer Institute, University of South Florida College of Medicine, H. Lee Moffitt Cancer Center and Research Institute, Inc., Stanford University Comprehensive Cancer Center, and University of New Mexico

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CONTINUING MEDICAL EDUCATION

PROGRAM AUDIENCE
ELAM is intended for senior women faculty at U.S. and Canadian academic health centers who: have attained at least the rank of associate professor; have achieved significant administrative experience in personnel and budget matters, preferably both (e.g. chair, division chief); express a clear desire for attaining a leadership position; embrace strategic risk-taking in their career path; realistically assess their leadership opportunities, both internal and external; possess growth opportunities, either formal or informal, within their institution, and; have an expressed commitment from their institution to support their formal or informal advancement and opportunities for increased responsibility in the immediate to five-year range.

PROGRAM OBJECTIVES
1. Develop a strategic career approach that utilizes personal awareness and leadership strengths to enhance professional effectiveness.
2. Collaborate with diverse team members to build a community of leadership practice that enhances its members’ effectiveness and career development.
3. Compare economic indicators and benchmarks/financial trends for diverse academic health science organizations.
4. Compare the roles and responsibilities of various institutional leaders with respect to academic organizational structure, function and responsiveness to change.

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Stewart Friedman  Maryellen Gusic  Jesse Joad  Joan Lakoski  Luanne Thorndyke

The following Planning Committee Members have no commercial relationships to disclose: Diane Magrane, Page Morahan, Rosalyn Richman, Mary Anne Delaney, Brian Pelowski, Kristan McKinne, Olivia Lee and Katharine Gleason.
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Stanford University Comprehensive Cancer Center, and
University of New Mexico
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2011 ELAM® Forum on Emerging Issues

and

Witt/Kieffer
for its sponsorship of our
2010-11 Fellows & Faculty Directory

We would like to extend our sincere thanks to

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Beverly Mitchell, M.D., Director, Stanford University Comprehensive Cancer Center

Jeffrey K. Griffith, Ph.D., Executive Vice Dean, University of New Mexico School of Medicine

for their efforts in bringing our institutions together.
2011 ELAM Forum on Emerging Issues

A G E N D A

Poster Symposium: Institutional Action Projects – Organizational Impact and Leadership Lessons
facilitated by Maryellen Gusic and Luanne Thorndyke

Thursday, April 14

1:00 – 5:00 PM

This year’s Forum is kicked off with a special poster session showcasing the Fellows’ work on their Institutional Action Projects. See inserted Symposium Program for more information.

5:30 – 6:30 PM

Dinner

Total Leadership: Be a Better Leader, Have a Richer Life
presented by Stewart Friedman

Thursday, April 14

6:30 – 8:30 PM

Total Leadership, Part I

Friday, April 15

7:30 – 9:30 AM

Dean’s Breakfast (Deans or Deans’ Desigenees only)

9:30 – 11:30 AM

Total Leadership, Part II

11:30 AM – 1:30 PM

Lunch and Leader to Leader Dialogues for Fellows and Deans or Deans’ Desigenees

1:30 – 3:00 PM

Total Leadership, Part III
The 2011 ELAM® Forum on Emerging Issues of Drexel University College of Medicine’s Executive Leadership in Academic Medicine® (ELAM) Program

Total Leadership: Be a Better Leader, Have a Richer Life

BIOGRAPHICAL SKETCH

Stewart D. Friedman, Founder and CEO, Total Leadership

Stew Friedman has been on the Wharton faculty since 1984. He became the Management Department’s first Practice Professor in recognition of his work on the application of theory and research to the real challenges facing organizations. As founding director of the Wharton Leadership Program, in 1991 he initiated Wharton’s required MBA and undergraduate leadership courses. He also started and directs the Wharton Work/Life Integration Project; its mission is to develop leaders and enable change through action learning and applied research.

In 2001 Stew concluded a two-year assignment as a senior executive at Ford Motor Company, where he was director of the Leadership Development Center (LDC), running a 50-person, $25 MM operation. In partnership with the CEO, he launched a corporate-wide portfolio of initiatives designed to transform Ford's culture, in which over 2500 managers per year participated. He brought his concept of “total leadership” to Ford Motor, which created measurable change in both increased business results and enriched lives. While Stew was at Ford, the LDC received major media attention (including profiles in Fast Company, Training and Development, and CIO). Near the end of his tenure at Ford, an independent research organization (ICEDR) identified the LDC as having achieved “global benchmark” status for leadership development programs.

program it describes is used by companies and individuals worldwide and it is the central intervention in a multi-year study, funded by the National Institutes of Health, on improving the careers and lives of women in academic medicine.

Stew has consulted with a wide range of organizations and executives, including Jack Welch and Vice President Al Gore; he serves on numerous advisory boards; and he conducts workshops globally on leadership and the whole person, creating change, and strategic human resources issues. The recipient of numerous teaching awards, he appears regularly in business media (The New York Times cited the “rock star adoration” he inspires in his students), and was chosen by Working Mother as one of America’s 25 most influential men in having made things better for working parents.
Summary
Total Leadership, the result of decades of research and practical application, is a step-by-step guide through a series of challenging exercises designed to improve performance in all parts of life—work, home, community, and self—by finding mutual value among them.

Key Learning Objectives
After the Forum, you will be able to:
• Understand how to apply the concepts and methods of Total Leadership
• Know what it means for you to lead with impact in all domains of your life
• Better grasp the alignment of your actions with your values and your satisfaction and performance in all four domains of life
• Understand the value of recognizing and supporting the whole person through better understanding of who are the most important people (your key stakeholders) in all parts of your life
• Be more aware of sources of both compatibility and conflict among stakeholder expectations
• Generate practical ideas for creating sustainable change for achieving “four-way wins”

Recommended Reading
• Friedman, Stewart D. Total Leadership: Be a Better Leader, Have a Richer Life. Harvard Business School Press (June 8, 2008). [Link]
Improving performance in all parts of life

- Understand background of Total Leadership – achieving four-way wins
- Explore what it means to lead with impact in all domains of your life
- Assess the alignment of your actions with your values and your satisfaction and performance in all four domains of life
- Understand the value of recognizing and supporting the whole person
- Assess compatibility and conflict among stakeholder expectations
- Understand the purpose of stakeholder dialogues and prepare for them
- Generate ideas for creating sustainable change
What kind of leadership do we need now?
A new kind of leadership

- Mobilize people towards a *personal* leadership vision
- Focus on results in all domains of life and harmony among them
- Influence at all levels and in all domains of life
- Demonstrate authenticity, integrity, creativity

Leadership at work isn’t just about work. It’s about life.
From one-way to four-way wins—purpose of Total Leadership
Improving performance by integrating work, home, community, and self.

One-Way Wins

- Performance and Satisfaction Sacrificed in One or More Domains
- Missed Opportunities to Capture Value from Other Domains
- Conflict Among Domains

Four-Way Wins

- Good Performance and Satisfaction in All Four Domains
- Mined Opportunities to Capture Value from Other Domains
- Harmony Among Domains
The practice of Total Leadership

The Incomplete Leader
- Fake
- Unfocused
- Rootless

The Practice of Total Leadership
- Be Real
  - Act with authenticity by clarifying what’s important
- Be Whole
  - Act with integrity by respecting the whole person
- Be Innovative
  - Act with creativity by experimenting with how things get done

The Total Leader
- Genuine
- Purposeful
- Grounded
- Connected
- Supported
- Resilient
- Curious
- Engaged
- Optimistic

Be Real

Be Whole

Be Innovative

Be Real

Be Whole

Be Innovative
Mutual gains for performance and satisfaction in all domains

Not “either/or” but “both and more”

Benefits to work and career

Benefits to person

Both a business and a personal imperative.
Measurable, sustainable behavior change that drives results and personal growth

Organizational results
• Increased attraction/retention of talent
• Productivity gains and cost reductions
• Enhanced engagement and resilience
• Greater focus on results that matter
• Greater commitment to organization
• Improved leadership skills
• Increased confidence and competence in creating sustainable change
• Stronger connections in networks
• Better reputation via community impact

Personal results
• Fewer conflict-ridden tradeoffs
• Greater sense of control
• Improved health and wellness
• Lower stress, more energy
• More satisfied with:
  • personal growth
  • job/career
  • family
Results: recent findings (N>300)

<table>
<thead>
<tr>
<th></th>
<th>Importance (%)</th>
<th>Attention (%)</th>
<th>Δ Satisfaction (%)</th>
<th>Δ Performance (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pre  Post</td>
<td>Pre  Post</td>
<td>Pre to Post</td>
<td>Pre to Post</td>
</tr>
<tr>
<td>Work / Career</td>
<td>34  32</td>
<td>56  44</td>
<td>21</td>
<td>8</td>
</tr>
<tr>
<td>Home / Family</td>
<td>34  34</td>
<td>23  28</td>
<td>27</td>
<td>14</td>
</tr>
<tr>
<td>Community / Society</td>
<td>12  14</td>
<td>7  11</td>
<td>31</td>
<td>11</td>
</tr>
<tr>
<td>Self: mind, body, spirit</td>
<td>20  20</td>
<td>14  17</td>
<td>39</td>
<td>22</td>
</tr>
</tbody>
</table>

- What’s important doesn’t change much over four months.
- But focus of time and energy shifts from Work to other domains…
- …as satisfaction increases in all domains, especially Self…
- …and performance increases in all domains, too.
Be real: act with authenticity by clarifying what’s important

Effective leaders define and articulate a vision that embraces the diverse values and lifestyles of all employees. Their everyday actions fit with not only their personal values but also with the core values of the business.

Through continual observation and reflection they know their priorities, their strengths and weaknesses. They strive to increase commitment to shared goals through genuine dialogue with key stakeholders, telling their story to the people about whom they care most, in all parts of life.

They hold themselves and others accountable for pursuing valued goals.
Be real: act with authenticity by clarifying what’s important
What’s your leadership legacy?

What kind of leader do I want to become?

What are my core values, beliefs, and ideas about leadership?
The power of a leadership vision? It inspires!

• Provides direction and guides action
• Offers stability in uncertainty by focusing attention and energy
• Gives sense of higher purpose, meaning
• Generates enthusiasm and commitment

A compelling image of an achievable future

• Rooted in past, focused on present and future
• Passionate, hopeful and inclusive
• Personally meaningful to your life as a whole
Take the four-way view
Assess importance, focus, satisfaction and performance in each domain

<table>
<thead>
<tr>
<th></th>
<th>Importance</th>
<th>Focus</th>
<th>Satisfaction (1=not at all …10=fully)</th>
<th>Performance (1=poor …10=excellent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work / Career</td>
<td>%</td>
<td>%</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Home / Family</td>
<td>%</td>
<td>%</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Community / Society</td>
<td>%</td>
<td>%</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Self: Mind, Body, Spirit</td>
<td>%</td>
<td>%</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td>Overall</td>
<td>100 %</td>
<td>100 %</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
</tbody>
</table>
Coaching exchange on your four-way view

• Coach, ask your client these questions:
  • What are the consequences of the choices you make about focus of attention at work, home, community, and self?
  • What are your challenges in creating greater harmony?
• Together, brainstorm ideas for how to better align what’s important with everyday actions to improve satisfaction and performance in all domains.
Be whole: act with integrity by respecting the whole person

Leaders take responsibility for respecting the value of all aspects of their lives; at work, at home, in the community, and in themselves.

They align the interests of different stakeholders in gaining support for collective goals as well as set, maintain, and respect the boundaries that enable value to be created at work and in other aspects of their lives.

They invest in social capital to nurture networks and partnerships that provide the support needed for achieving results that matter.
Stakeholder expectations 1: outside in view
Identify the most important people in your life, what they expect of you, and how well you are meeting their performance expectations.

<table>
<thead>
<tr>
<th>Work</th>
<th>Home</th>
<th>Community</th>
<th>Self</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Spirituality</td>
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<td></td>
<td></td>
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<td>Relaxation</td>
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<td></td>
<td></td>
<td></td>
<td>Physical health</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Emotional health</td>
</tr>
</tbody>
</table>
**Stakeholder expectations 2: inside out view**

Identify what you expect of them and how well they are doing in meeting your performance expectations.

<table>
<thead>
<tr>
<th>Work</th>
<th>Home</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>
Stakeholder performance expectations—coaching exchange

- What are the main things my stakeholders want from me?
- How are these expectations compatible with each other and where do they conflict?
- What are the main things you really want and need from your key stakeholders?
- How compatible are my expectations for them with what they expect of me?
- Do expectations fit vision?

- In which domain are you doing best in meeting expectations?
- Where are you doing worst? Is the solution with you? Them?
- Which relationships would be easiest to change? Hardest?
- Which domains should you focus on first, given the value to you?
- How improve satisfaction?
- How improve performance in one domain by improving performance in other domains at the same time?

See your life as a system you can change.
Conduct dialogues with your key stakeholders to build trust and gain support for taking steps toward your vision.
Goals for stakeholder dialogues: verify expectations

• Verify your perceptions
  – Clarify further – ask questions
  – What do they need?
  – What do you need?
  – What can you do better?
  – Listen actively – restate in your own words

• See things from their perspective
  – Don’t blame them
  – Be sensitive to their feelings and acknowledge them
  – Distinguish your fears from their intent

• Focus on performance and results that matter

• Mobilize support for your vision, values
Goals for stakeholder dialogues: change expectations

• Look for the value in mutual, compatible interests
• Probe for alignment with your vision, values, and ideas for change
• Distinguish positions from interests
  – Search for basic need underlying interests
  – Ask “why” and “why not?”
  – Recognize there might be multiple interests
  – Look forward not back
  – Be concrete
• Be open to possibilities, change in your expectations
• Explore how meet expectations to better fit the rest of your life
More tips for stakeholder dialogues

• Make it as natural as possible, for you and for them

• Put mutual benefits first – “we not me”
  – start with what they will gain
  – share your vision and values
  – explain reasons for the dialogue and your interest in improving performance and results
  – try making an exchange; if you are asking for something, then offer something in return they might appreciate

• Rely on any proven track record if you can—with resistant stakeholders—and recount success stories
Be innovative: act with creativity by experimenting

Effective leaders continually re-think the means by which work gets done in ways that force a results-driven focus and provide maximum flexibility with choice in how, when, and where things get done.

They have the courage and openness to experiment with new work methods and communications tools to better meet performance expectations.

They reduce reliance on traditional work methods, such as face time and co-location of resources, while using them more wisely to build trust when needed and, at the same time, taking advantage of the flexibility afforded by new media.
Goal: Innovative action to produce a four-way win

- Increase results, satisfaction of stakeholder expectations
- Mobilize support to achieve goals that matter
- Find new ways of creating mutual value among domains
Achieving small wins

• Concrete, implementable, important steps toward your vision

• Big change is the accumulation of small wins
  – Break it down into measurable chunks
  – Move down a path in a direction you choose
  – Act on what’s doable, under your control
  – Build momentum, reduce resistance, increase confidence
    with visible signs of progress
  – Give others choice and make these choices visible
Total Leadership experiments for producing four-way wins

1. Tracking and Reflecting
   Keeping record of activity, thoughts, and feelings (and in some cases distributing it to friends, family) to assess progress on personal and professional goals, thereby increasing self-awareness and maintaining priorities which, in turn, serves to clarify what’s important.

2. Planning and Organizing
   Taking new actions designed to better use time and prepare and plan for the future by, for example, using a new technology or tool for organizing, creating “to do” lists that involve all life domains, or engaging in a new form of career or family planning.

3. Rejuvenating and Restoring
   Attending to body, mind, and spirit so that the tasks of living and working are undertaken with renewed power, focus, and commitment. For many participants, a regular program of exercise becomes an important point of focus for their leadership experiments.
4. Appreciating and Caring
Having fun with people (e.g., by doing things that are typically outside of work with co-workers), caring for others, and appreciating relationships as a way of bonding at a basic human level to respect the whole person which, in turn, increases trust and, further, the capacity to experiment with new work methods.

5. Focusing and Concentrating
Trying to be physically and/or psychologically present when needed to pay attention to stakeholders who matter most. Sometimes this means saying “no” to opportunities or obligations. This type include attempts to better respect important people encountered in different life roles, and the need be accessible to attend to them and to important tasks/activities.

6. Revealing and Engaging
Sharing more of your self with others—and listening—they can better support both your values and the steps you want to take towards realizing your leadership vision. Leaders build and maintain connections to people who matter in all domains, and by enhancing communication about different aspects of life you demonstrate respect for the whole person.
Total Leadership experiments for producing four-way wins

7. **Time-shifting and Re-placing**
   Working remotely or during different hours to increase flexibility and thus better fit community, family, and self activities while increasing efficiencies. Because they require changes in work methods, these experiments include participants questioning traditional assumptions and trying new means for achieving valued goals.

8. **Delegating and Developing**
   Re-allocating tasks in ways that increase trust, free up time, and develop skills in self and others. The aim is to be working smarter by reducing and/or eliminating low-priority activities.

9. **Exploring and Venturing**
   Taking steps towards a starting new job, career, or other activity that better aligns your work, family, community and/or self domains with your core values and aspirations.
Game plan for your experiment

• Basic idea for your experiment

• Assistance, advice or additional information you will need

• Obstacles and assets

• How this is innovative, for you
# Scorecard for your experiment—goals and metrics

<table>
<thead>
<tr>
<th></th>
<th>Goal</th>
<th>Results Metrics</th>
<th>Making It Happen</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Intended impact in all domains</td>
<td>How you will know if goal is achieved</td>
<td>Steps to implement experiment</td>
</tr>
<tr>
<td><strong>Work/Career</strong></td>
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<td><strong>Home/Family</strong></td>
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<tr>
<td><strong>Self</strong></td>
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</tbody>
</table>
Coaching exchange on experiments

- Coach to do:
  - Be sure you understand goals and metrics for every domain – Is it going to produce a four-way win?
  - Are the action steps clear and practical?
  - Offer advice you have for increasing chances of success

- Plan for follow-up
  - At least one meeting in the next week, on your calendar now
  - How you will hold your client accountable for implementation?
How will your experiments result in your being a better leader and having a richer life?
Be a better leader, have a richer life

• Leaders create sustainable change to improve performance in all parts of life
• Aim to score four-way wins
• Principles for action:
  • Be real: act with authenticity by clarifying what’s important
  • Be whole: act with integrity by respecting the whole person
  • Be innovative: act with creativity by continually experimenting
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