



Hedwig van Ameringen

EXECUTIVE LEADERSHIP IN ACADEMIC MEDICINE

Program for Women

TAPPING THE FULL POWER OF THE ALPHA LEADER

2006 Forum on Emerging Issues

April 26-27, 2006

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Acknowledgments

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**University of Medicine and Dentistry of
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Advancing Women's Leadership in Academic Medicine: An Overview of the ELAM Program

ELAM Overview

Founded in 1995, ELAM is the only in-depth national program that focuses on preparing senior women faculty at academic health centers (AHCs) to move into positions of institutional leadership where they can make positive change. ELAM is a core program of the Institute for Women's Health and Leadership (IWHL) at Drexel University College of Medicine. Together, ELAM and the IWHL continue the long legacy of advancing women in medicine that began in 1850 with the founding of the Female Medical College of Pennsylvania. FMCP, the nation's first women's medical school, is a predecessor of today's Drexel College of Medicine.

ELAM's year-long fellowship program mixes traditional executive seminars and workshops on topics pertinent to AHC management, with group and individual projects aimed at developing personal leadership. Throughout the year, there are opportunities to meet with nationally recognized leaders in academic medicine, healthcare, government and industry and to interact with peers from different disciplines and institutions. The program year culminates in a 1½ day Forum, when the Fellows, their Deans, and other invited guests gather with top experts to explore a new methodology or strategy for addressing a timely issue facing AHC leadership.

Recognition of ELAM's importance and the leadership potential of its graduates is evidenced in the following statistics: nearly 90% of U.S. medical schools and 50% of U.S. dental schools have sponsored ELAM Fellows. ELAM participants now hold senior posts (Department Chair or higher) at close to 100 U.S. academic institutions, including 10 deanships.

ELAM Recognition and Support

ELAM has been honored in every facet of its work. In higher education, it has received the American Council on Education's Office of Women in Higher Education Network Leadership Award; in medicine, the Association of American Medical Colleges' Women in Medicine Leadership Development Award; and in dentistry, the Dr. Edward B. Shils Entrepreneurial Education Fund Award.

Because of its pre-eminence in the field of women's leadership education, ELAM received a five-year grant in 2001 from The Robert Wood Johnson Foundation to conduct an in-depth evaluation of the program's effectiveness and develop theory about educating women for leadership. Additional funding for this research project was provided by the Mayo Medical School and Mayo Clinic Rochester, the University of Michigan, Vanderbilt University, Wright State University, and the Jessie Ball duPont Fund.

ELAM is supported by program fees, grants, gifts, and in-kind contributions from ELAM classes, foundations, corporations, and individual donors, notably Patricia Kind, who established a permanent endowment for the program in memory of her mother, Mrs. Hedwig Pfaltz van Ameringen. ELAM also receives contributions from the ELAM Alliance, a consortium of independent consultants working in academic medicine and higher education committed to the advancement and success of women in leadership positions, and from the Society for Executive Leadership in Academic Medicine (SELAM International). SELAM, founded in 1998 by ELAM alumnae, is committed to the advancement and promotion of women to executive positions in academic health professions through programs that enhance professional development and provide networking and mentoring opportunities.

The ELAM Program's Forum on Emerging Issues

The Forum on Emerging Issues is the capstone event of the ELAM spring session, when Fellows are joined by senior delegates from their home institutions, most often the Deans, along with invited guests (see Appendix for list of this year's participants). Each year, the ELAM Forum explores an innovative concept or methodology that has direct application to leading and managing an academic health center. The Forum's interactive format enables participants to explore potential applications of the new concept in a collegial and creative environment.

The 2006 Forum, "Tapping the Full Power of the Alpha Leader" led by Kate Ludeman and Eddie Erlandson of Worth Ethic offered techniques for moving the "Sludge" out of interactions and communications in order to move to "Results."

Past Forum Topics:

Transformational Philanthropy (2005)

Participants explored effective ways for attracting and cultivating individual donors to support their institutional mission and vision and help transform their organizations. Led by fundraising expert Karen E. Osborne, President of The Osborne Group, Inc. Underwritten by the University of Texas M.D. Anderson Cancer Center.

Uncovering and Overturning the 'Immunity to Change': Personal Learning and Professional Development (2004)

Looking first at themselves and then at their organizations, participants Identified "Core Contradictions" that impede work commitments or aspirations. Led by Harvard's Meehan Professor of Adult Learning and Professional Development, Robert Kegan, an award-winning psychologist, teacher, and co-author of How the Way We Talk Can Change the Way We Work. Underwritten by the University of Texas Medical Branch at Galveston.

Energizing Change in Organizations: An Introduction to Appreciative Inquiry (2003)

Participants learned how to improve their own leadership and facilitate change within their institutions using the methods of Appreciative Inquiry. Led by Penelope R. Williamson, Associate Professor of Medicine at Johns Hopkins University School of Medicine, and Anthony L. Suchman, Practicing Internist and Organizational Consultant, participants will explore strategies for building more relationship-centered, inclusive, collaborative organizational systems that focus on institutional strengths rather than problems. Underwritten by the University of Utah School of Medicine.

Building the Leadership Engine for Academic Health Centers (2002)

Led by Noel M. Tichy, Professor of Organizational Behavior and Human Resource Management at the University of Michigan Business School and Director of its Global Leadership Program. Dr. Tichy and participants explored how to develop effective leaders and winning organizations. Dr. Tichy is a world-renowned teacher and consultant whose scholarship and research focus on global leadership, strategic human resource management, organizational change and career development. He led participants through a series of exercises and reflections on how to develop effective leaders and winning organizations. Underwritten by the University of Michigan's Medical School, School of Dentistry, and Office of the Provost.

Innovative Thinking and Creativity Tools to Improve Academic Health Centers (2001)

At the 2001 Forum, Paul Plsek, an internationally recognized consultant on improvement and innovation for today's complex organizations and developer of the concept of DirectedCreativity™, introduced participants to a variety of creativity tools to promote innovative thinking and problem solving at AHCs. Underwritten by the University of Michigan's Medical School, School of Dentistry, and Office of the Provost.

The Balanced Scorecard: Strategy and Performance for Academic Health Centers (2000)

The 2000 Forum applied the tool of the Balanced Scorecard for strategy and performance measurement efforts in the academic health center setting. Led by Stephen Rimar, a recognized leader in the application of the Balanced Scorecard approach to academic medicine and Vice-Chairman of the Department of Anesthesiology and Medical Director of the Faculty Practice Plan at the Yale University School of Medicine. Underwritten by the Colgate-Palmolive Company.

Exploring Complex AHC Systems Using Computer Simulation (1999)

Using an innovative model specially designed for ELAM that focused on academic health centers, participants built on the scenario-planning concepts explored in the 1998 Forum. Guided by Bruce Gresh, Ph.D., who designed the simulation, participants played out the effects of implementing management decisions in a complex system. Underwritten by the Colgate-Palmolive Company.

Planning, Learning and Rehearsing the Future for Academic Health Centers: Success in the Face of... (1998)

Introduced scenario planning methodology. Led by Paul Batalden, M.D., Director, Health Care Improvement Leadership Development, Center for Evaluative Clinical Sciences, Dartmouth Medical School. Underwritten by a grant from the Josiah Macy, Jr. Foundation.

Creating A Learning Organization: For Renewal of Academic Medicine (1997)

Peter Senge's Five Disciplines was applied to academic health center systems.

Academic Medical Centers 2010: An Organizational Odyssey (1996)

Using future search methodology, this Forum explored the optimal governance structures and leadership styles that will be essential for the future.

The 2006 ELAM Forum on Emerging Issues: Tapping the Full Power of the Alpha Leader

Throughout history, Alphas have led the way. They are the indispensable powerhouses who take charge and conquer new worlds, whether it's bringing a vital new product to market, leading ground-breaking medical research and treatment, or navigating the challenges of healthcare delivery. Alphas move heaven and earth to make things happen, pushing the rest of us to reach higher and get there faster, whether we like it or not.

The healthcare world—from clinicians to deans and department chairs—is the natural habitat of Alphas. Although there are no hard numbers on this, about 75 percent of top leaders in healthcare are estimated to be Alphas. They reach the higher rungs of the ladder because they're natural leaders who are not only comfortable with taking on responsibility but thrive on it. Whereas some people get stressed when they have to make tough decisions, Alphas get stressed when big decisions *don't* rest in their capable hands. Without Alpha leaders, the modern healthcare system would be inconceivable.

Hardwired for results, the strengths of these movers and shakers inspire awe and admiration. They are emulated and envied, and as their accomplishments pile up, so do their prizes and testimonials. Some Alphas are larger-than-life characters about whom legends are woven. Others lead in relative obscurity at the top of little-known organizations or small departments, but they leave an indelible impression on those whose lives they touch. The marks they leave are not all benign, however; hence *The Alpha Dilemma*. The very strengths that propel Alphas into leadership positions contain flip-side weaknesses. Their greatest gifts can become tragic flaws that derail their fast-track careers, make life miserable for their coworkers, create expensive problems for their organization, cause chaos and frustration, and lead their colleagues to the conclusion that "we can't live with them and we can't live without them."

Kate Ludeman and Eddie Erlandson bring their substantial executive coaching and leadership consulting experience to the challenge of tapping the full power of the Alpha leader. Working from the belief that the greatest leadership influence is leveraged through openness to feedback and commitment to transparent communication, Ludeman and Erlandson will offer techniques for moving the "Sludge" out of interactions and communications in order to move to "Results." Dr. Erlandson will share his research and experience in the strategies of Biologic Resets.

Much of Ludeman and Erlandson's work is summarized in *Radical Change, Radical Results, 7 Actions to become the Force for Change in Your Organization* (Dearborn Trade, 2003).



ELAM
2006 FORUM ON EMERGING ISSUES

TAPPING THE FULL POTENTIAL OF THE ALPHA LEADER

April 26 & 27, 2006

Kate Ludeman PhD
Eddie Erlandson MD



Logistics

- ▲ Agenda times and schedule.
- ▲ Introductions and name card at each table.
- ▲ Choosing table facilitators and recorders.
- ▲ Video-taping the initial presentation.

Agenda

Day 1

- ▲ 1:00-1:15 Objectives and Opening
- ▲ 1:15-1:45 Common Misperception
- ▲ 1:45-2:30 Alpha Research
- ▲ 3:00-3:30 Alpha Strengths and Risks
- ▲ 3:30-4:15 Alpha Types
- ▲ 4:15-5:00 Defensiveness Styles and Coachability

Our Passion for Alpha Leadership

- ▲ Kate assessed and coached over 1,000 high ranking executives, about 8-10% were women.
- ▲ Eddie transitioned from vascular surgeon to executive coach and in the last 5 years has coached about 200 senior level executives, including some very senior Alpha Females.
- ▲ Co-authored *Radical Change, Radical Results*.
- ▲ Several articles on Alpha Leadership:
 - △ "Coaching Alpha Males," *Harvard Business Review*, May 2004.
 - △ "Alpha Coaching," *Fast Company*, May 2006.
- ▲ Next book, *Alpha Male Syndrome*, to be published by Harvard Business School Press, October 2006.

Objectives

- ▲ Define Alpha Leadership and Alpha Types.
- ▲ Identify personal strengths and risks using the Alpha Assessment.
- ▲ Develop strategies for maximizing Alpha Strengths and minimizing Alpha Risks, if needed.
- ▲ Develop methods to help you work more effectively with Alphas.
- ▲ To further understand our individual leadership styles, their dynamics and how they impact our effectiveness in achieving current leadership goals.
- ▲ Apply Alpha Model and Individual Styles to specific academic healthcare leadership challenges.

Worksheet 1

Common Misperception about You

BACKGROUND:

- ▲ Misperceptions often create misunderstandings.
- ▲ Unrecognized kernels of truth keep misperceptions alive.

OBJECTIVE:

- ▲ To gain insight into aspects of your style.

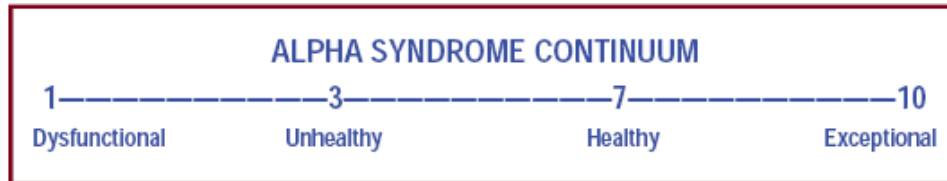
INSTRUCTIONS:

- ▲ One person at a time, share the most common misperception people you work with have about you.
- ▲ Talk briefly about the kernels of truth in this misperception.

Time: 10-12 minutes total

Alpha Syndrome Continuum

- ▲ Alpha traits are neither good nor bad.
- ▲ They can be problematic or bring enormous positive benefit, depending on where someone is on the continuum below.



Alpha Leader Defined

Strengths

- ▲ Dominant, takes charge
- ▲ Competitive, aggressive
- ▲ Brilliant, break-through thinking
- ▲ Proactively spots problems
- ▲ Analytical, perceptive
- ▲ Action oriented, high achiever
- ▲ Gets people to do more than they thought possible

Risks

- ▲ Intimidating
- ▲ Competes with team
- ▲ Closed to others' ideas
- ▲ Fails to see what's working
- ▲ Hyper critical, blaming
- ▲ Pushes people too hard
- ▲ Manipulates, does what's required to get his way

Research on Alpha Leaders

- ▲ Research on 1500 readers of HBR
- ▲ 64% male, 36% female
- ▲ 41 years average age
- ▲ 75% supervise people
- ▲ Ethnically and racially diverse (*65.2% White, 20.8% Asian, 4.5% Latino, 3.2% African American, and 6.3% other*)
- ▲ Wide range of different industries (*medical, education, agriculture, telecommunications, high tech, real estate, oil, auto, banking*)

Alpha Strengths & Risks

- ▲ Alpha strengths are closely related to alpha risks. In general, the greater the strengths the greater the risks.
- ▲ Only 3% scored in the top 25% in strengths and the bottom 25% in risks.

Alpha Correlations

Alpha traits correlate with:

- ▲ Being male
- ▲ Increasing levels of education
- ▲ Low anxiety
- ▲ Youth
- ▲ Education
- ▲ Type A personality traits

Alpha strengths correlate with:

- ▲ Supervisory positions

Alpha risks correlate with:

- ▲ Being male
- ▲ Higher levels of stress and tension
- ▲ Lack of self-reflection

Alpha Themes

- ▲ Competitiveness and Drive for Results
- ▲ Impatience and Urgency
- ▲ Anger and Hostility

Alpha Gender Difference

- ▲ Normal distribution in data for both men and women.
- ▲ Anger scores of men were significantly higher than those of women, in both alpha strengths and alpha risks.
- ▲ Alpha males scored significantly higher than female alphas on impatience and difficulty controlling anger, but there was no significant difference in competitiveness.

Four Alpha Types

Commander	Top Dog Who Can Be a Pit Bull
Visionary	Dreamer Whose Dreams Can Be Impossible
Strategist	Analytic Genius Who Can Be a Stubborn Know-it-All
Executor	Driver Who Can Drive You Up the Wall

Alpha Commanders

STRENGTHS

Strong and confident
Decisive, authoritative
Competitive, focuses on winning
Executes dependably
Often charismatic
Brings out the best in others

RISKS

Domineering and intimidating
Stubborn, argues to win points
Competes with peers
Tries to do too much
Can get angry, yet expects loyalty
Generates fear and compliance

Commander Research

- ▲ Commanders scored significantly higher on anger, and moderately higher in competitiveness and impatience (but statistically significant difference).
- ▲ Men scored higher than women on Commander risks.
- ▲ Older people scored higher than younger on Commander strengths, and younger people were somewhat higher on Commander risks.
- ▲ Those who supervise others scored higher on Commander strengths and lower on Commander risks.

Commander Tips: Show Vulnerability

COMMON COMMANDER PATTERNS

- ▲ When people ask me something, I have trouble saying, "I don't know."
- ▲ I find ways to let people know I'm smarter than they are.
- ▲ I sometimes exaggerate the extent of my experience.
- ▲ I try to cover up my problems until I find a way to solve them.
- ▲ I deflect attention from anything that makes me look bad.
- ▲ I sometimes pretend to understand things when I'm actually confused.
- ▲ I try to project an image of decisiveness even when I'm not sure what to do.

SOLUTION

- ▲ Show more vulnerability

Commander Tips

Alpha Commander

- ▲ Take a breather.
- ▲ Get frequent feedback from someone you trust.
- ▲ Follow up after any bouts of irritation and individually check-in with people.
- ▲ Acknowledge your issue and visibly work to improve.

Working with Alpha Commanders

- ▲ Stay curious and avoid getting defensive.
- ▲ Avoid feeling victimized.
- ▲ Own the issue and explore what you could have done differently.
- ▲ Clarify your standards.
- ▲ Stand your ground.

Alpha Visionaries

STRENGTHS

Inspirational about the future
Expansive goals
Bold, makes creative leaps
Intuitive and trusts instincts
Tenacious with strong convictions
Unites people around the vision
Resilient, strong commitment to mission

RISKS

Impractical, ignores reality
Over-confident about ideas
Loses sight of business viability
Closed to input
Defensive when challenged
Spins the truth
Over-reaches and over-stretches the organization

Visionary Research

- ▲ Visionaries have a mild tendency to display anger, and a very slight tendency toward impatience and competitiveness (significant at 0.1 level).
- ▲ There were no gender differences in Visionary strengths or risks.
- ▲ Younger people scored higher on Visionary strengths, but there was no age differences in Visionary risks.
- ▲ Higher education level correlated with Visionary strengths.
- ▲ Those who supervise others are low in Visionary risks.

Visionary Tips

Alpha Visionary

- ▲ Surround yourself with pragmatists and Executors you trust.
- ▲ Seek out "nay-sayers" and listen to them.

Working With Visionaries

- ▲ Harness the visionary energy.
- ▲ Affirm your belief in their vision, and then show them how to get it to work.
- ▲ Instead of feeling critical of their tendencies to be so forward looking, work to develop your own more futuristic, inspirational side.

Alpha Strategists

STRENGTHS

Bright with quick, probing mind
Objective, analytic, data-driven,
fact-based
Sees underlying patterns
Integrates disparate ideas
Usually gets the "what" right

RISKS

Arrogant know-it-all
Discounts anything based on
intuition or instincts
Can't admit mistakes
Cold and unemotional
Forgets the "how," transactional
with people

Strategist Research

- ▲ Strategists are moderately inclined to display anger and impatience.
- ▲ Men scored higher than woman on Strategist strengths and risks.
- ▲ Younger people scored somewhat higher on Strategist strengths and risks.
- ▲ The higher the education level, the higher the scores on Strategist strengths.

Strategist Dilemmas

- ▲ Communicating what you know without making others feel stupid
- ▲ Pointing out errors in others' thinking without alienating them or making them defensive
- ▲ Balancing your exceptional minds with the ability to connect and team productively with others.

Strategist Tips

Alpha Strategist

- ▲ Develop curiosity about other people's ideas.
- ▲ Stop trying to prove you're the smartest person in the room – everyone already knows that!
- ▲ Become a master of engaged listening.
- ▲ Develop emotional sensitivity.

Working with Alpha Strategists

- ▲ Seek to thoroughly understand their perspective before offering your own.
- ▲ Link your ideas to theirs.
- ▲ Avoid thinking flaws: hasty, narrow, fuzzy or sprawling thinking
- ▲ Develop a sense of wonder.

Alpha Executors

STRENGTHS

Accountable and dependable
Disciplined completer
Uncanny ability to spot problems
Moves people to action
Helps people grow
Works with passion and gets a lot done efficiently
Tireless pursuit of results

RISKS

Micro-manager
Keeps lists for others
Hyper-critical, sees what's missing
Impatient and urgent
Delivers public wake-up calls
Less tolerant of others lower levels of motivation
Burns out self and others

Executor Research

- ▲ Executors are very likely to demonstrate impatience but only moderately likely to display anger; they show a slight tendency toward competitiveness.
- ▲ There were no gender differences in Executor strengths or risks.
- ▲ Younger people scored somewhat higher on Executor strengths and risks.

Executor Tips

Alpha Executor

- ▲ Don't bite off more than you can chew.
- ▲ Train others to be accountable.
- ▲ Give candid but supportive feedback.
- ▲ Develop the appreciation habit.

Working with Alpha Executors

- ▲ Take full responsibility for any accountability lapses, own the issue, and commit to learn from the situation.
- ▲ Develop clear agreements and follow-up.
 - △ Only make commitments you intend to keep.
 - △ If you can't keep it, renegotiate. Don't wait for the Executor to find out that you're behind schedule.
 - △ Clear up any missed agreements, as they lead to trust issues.

Measuring Your Alpha Traits

ALPHA CHECKLIST

- ▲ Provides you with a quick sense of the extent to which you are an alpha, and the degree to which your alpha traits are assets or liabilities.
- ▲ Respond to each statement with "yes" or "no"; if neither choice fits perfectly, choose the one that seems most correct.

ALPHA ASSESSMENT

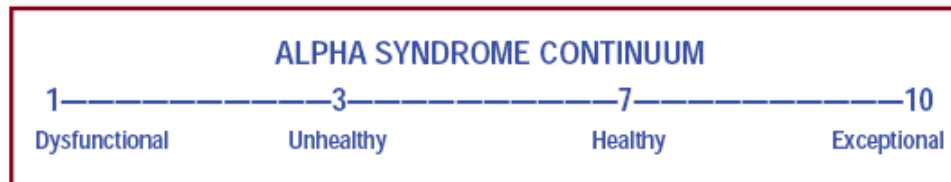
- ▲ Provide you with a detailed description of your alpha characteristics plus specific recommendations that are tailored to you personally.
- ▲ When this session is over go to www.AlphaAssessment.com and register for your complimentary assessment. Ticket number: [ELAM](#)

Alpha Checklist

- ▲ Alpha Overall
- ▲ Alpha Commander
- ▲ Alpha Visionary
- ▲ Alpha Strategist
- ▲ Alpha Executor

Alpha Syndrome Continuum

- ▲ Alpha traits are neither good nor bad.
- ▲ They can be problematic or bring enormous positive benefit, depending on where someone is on the continuum below.



Your Alpha Checklist

STRENGTHS

- ▲ If most of your responses to 1-10 were "yes," you are probably an alpha with many of the strengths that make alphas dynamic and influential leaders.
- ▲ If you have 3 or less, developing your Alpha strengths could add to your leadership effectiveness.

RISKS

- ▲ If half or more of your responses to items 11-20 were "yes," you mostly likely have some alpha risks that deserve your attention.
- ▲ If you have 7-8 "yes's" in that group, it's very likely that your alpha liabilities are already limiting your success.
- ▲ With 9-10 "yes's", you might very well be on the brink of trouble.

Your Alpha Type

STRENGTHS

- ▲ If you answered "yes" more often on one of the strength scales than on the others, that's probably your main alpha type.
- ▲ If you answered "yes" to 3 or 4 statements in any of the other type sections, you probably also have many of that type's traits.

RISKS

- ▲ In general, if you have the strengths, you probably carry the risks as well.
- ▲ If you answered "yes" to 3 or 4 statements in the risks sections, you probably have risks for that type.

Worksheet 2

Alpha Leadership: Assessing Others

OBJECTIVES:

To determine Alpha traits of key colleagues that impact the effectiveness of your interactions.

INSTRUCTIONS:

- ▲ Chose 2-3 colleagues you want to work with more effectively.
- ▲ Identify their strengths and risks from your perspective, using the Alpha Checklist.
- ▲ Discuss in a group of 3-4 people the ways other people's key strengths and risks interact with your own and negatively impact your effectiveness and productivity.

5 minutes per person

Awareness Trajectory



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Day 2: Agenda

Day 1

- ▲ 9:00-9:30 Resets and the Biology of Sustainable Leadership.
- ▲ 9:30-10:30 Effective and Ineffective Leadership styles: Obstacles and Accelerators.
- ▲ 10:30-12:00 Key Academic Healthcare Leadership Challenges.
- ▲ 1:30-2:30 Applying Leadership Behavior to specific Healthcare Leadership Challenges.
- ▲ 2:30-3:00 Personal Commitments
- ▲ 3:00-3:30 Summary and Close of Forum

The Control Files

Stress occurs when you attempt to control something you can't control.

CAN'T CONTROL

- ▲ Whether it rains
- ▲ Past behavior—mine and others
- ▲ How someone feels about me
- ▲ Other's respect for me
- ▲ If someone owns their problems
- ▲ How well a peer performs
- ▲ Whether someone responds defensively to my feedback

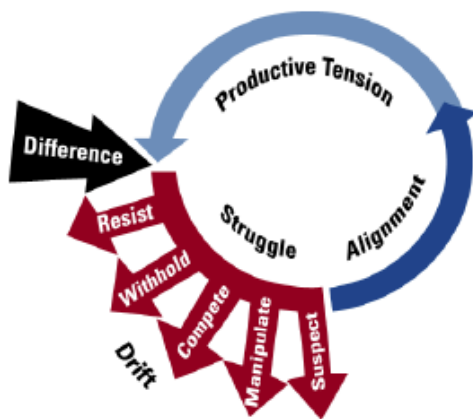
CAN CONTROL

- ▲ Whether I carry an umbrella
- ▲ What I do in the present
- ▲ How I behave
- ▲ If I own problems & keep commitments
- ▲ Owning how I contributed to problems
- ▲ How I communicate with a peer
- ▲ How I communicate, encouragement & feedback I give

Obstacles to Effectiveness

- ▲ Defensiveness and resistance to feedback.
- ▲ Non-productive styles, personas, roles and identities.
- ▲ The Alpha Triangle.

Drifting into Defensiveness



- ▲ Explain
- ▲ Justify
- ▲ Make an excuse
- ▲ Subtly blame someone or something else
- ▲ Deny your role in a problem
- ▲ Make a joke
- ▲ Do email
- ▲ Play with your handheld

Defensiveness Ratings

- 1 Show polite interest, while inwardly preparing your rebuttal.
- 2 Explain how the person misperceived the situation.
- 3 Justify and excuse the situation by providing a "logical" reason for the problem.
- 4 Interpret what person says as an undeserved attack.
- 5 Interrupt to give your perspective.
- 6 Make snippy replies and non-verbally show your irritation.
- 7 Blame someone or something else.
- 8 Intimidate or attack the messenger.
- 9 Complain about decisions and criticize people not present.
- 10 Comply with no real commitment to do what you say you'll do.

Non-Productive Influence Styles

- ▲ Habitual styles that produced results when you were young.
- ▲ Persist in adulthood in somewhat modified form.
- ▲ Typically create problems in running on auto-pilot, and often engage others styles.
- ▲ Requires keen awareness and fully owning your slips.

Worksheet 4

Your Problematic Auto-Pilot Styles

OBJECTIVE:

- ▲ To identify the various styles you use, which limit your effectiveness and to learn how to shift to a more effective style.

PART 1 INSTRUCTIONS:

1. Here are some common styles people slip into at work, which can be problematic. Check off any that apply to you.
2. List other names for your most problematic styles.
3. Form groups of 3.
 - △ Share the styles you selected.
 - △ Ask your group members to point out any that you have missed.

Time: 5 min per person, 15 minutes total

Worksheet 4 (continued)

Non Productive Influence Styles

- | | | |
|--------------------|-------------------------|-----------------------|
| ▲ Accommodator | ▲ Hammer | ▲ Pollyanna Good News |
| ▲ Broken Record | ▲ Harmonizer | ▲ Poor Me |
| ▲ Blamer | ▲ Harried Harry/Harriet | ▲ Procrastinator |
| ▲ Bulldog | ▲ Head Honcho | ▲ Rant 'n Rave |
| ▲ Bulldozer | ▲ Hip Shooter | ▲ Rebel |
| ▲ Chess Master | ▲ Hunker Down | ▲ Rescuer |
| ▲ Cheerleader | ▲ I'll Do It My Way | ▲ Savior |
| ▲ Complainer | ▲ I'm-Outta-Here | ▲ Scorekeeper |
| ▲ Conflict Avoider | ▲ Just Do It | ▲ Spin Doctor |
| ▲ Contrarian | ▲ Know-It-All | ▲ Time Keeper |
| ▲ Critic | ▲ Little Professor | ▲ Trouper |
| ▲ Debater | ▲ Martyr | ▲ Tyrant |
| ▲ Do-It-All | ▲ Micro Manager | ▲ Uninvited Fixer |
| ▲ Drama Queen/King | ▲ Observer | ▲ Warrior |
| ▲ Drill Down | ▲ Overwhelmed | ▲ Watch Dog |
| ▲ Driver | ▲ Peacemaker | ▲ Wheeler Dealer |
| ▲ Energizer Bunny | ▲ Perfectionist | ▲ Wise Guy |
| ▲ Get On With It | ▲ Pleaser | ▲ Worrier |

Worksheet 4 (continued)

Your Most Problematic Style

OBJECTIVE:

- ▲ To gain an understanding of the style that is most problematic for the people you work with and to learn how to shift out of it.

PART 2 INSTRUCTIONS:

- ▲ Select the style that you believe is the most problematic for people you work with.
- ▲ Each person discusses their responses to the following questions, then switch roles.
- ▲ If you finish before the time is up, start another round.

Time: 5 minutes per person, 15 minutes total.

Worksheet 4 (continued)

Your Problematic Auto-Pilot Styles

1. Which auto-pilot styles are most troublesome and tend to create the most problems for you with the people you work with?
2. Describe your behaviors and feelings when you're operating from this style.
3. How does this style create problems in your relationships outside of work?
4. Describe the people or situations where you "get hooked" and then move into this problematic style.
5. What is the positive underlying intention of this style? What are you trying to accomplish when you shift into this style?
6. Brainstorm with your colleagues other ways you can meet this underlying intention that has a more positive impact and that makes you more likely to achieve your stated intention.

Non-productive Styles lead us into...

The Alpha Triangle

Energy gets lost in a dynamic we call the Alpha Triangle.

- ▲ It feels so "natural" that it's hard to believe it's not healthy.

The Steps:

- ▲ Something happens.
- ▲ We react and drift into a non-productive influence style or defensive stance.
- ▲ We interpret the facts, make assumptions and create stories.
- ▲ Our stories fall into 3 main themes with their own unique spin:
 - ▲ Victim
 - ▲ Villain
 - ▲ Hero
- ▲ Each story invites other players.

The Alpha Triangle



Jumping into the Triangle

How do you know when you're in the triangle?

- ▲ You feel impatient. You have an "attitude."
- ▲ You mentally rehearse your "opinions," and share them with others.
- ▲ You label people: control freaks, political, self-serving, etc.
- ▲ You feel frustrated, self-righteous, worried and/or vigilant.
- ▲ You hold grudges and keep score.

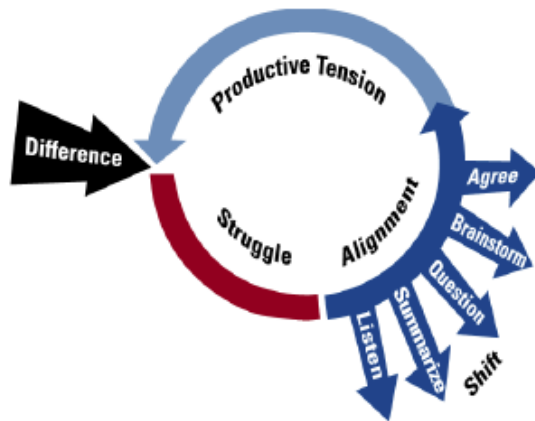
Symptoms of Life in the Triangle.

- ▲ Tense shoulders, low back pain, headache, etc.
- ▲ Frazzled or grouchy. Fatigued and worn out.
- ▲ Overwhelmed by work and life.
- ▲ Fantasizing about vacation or retirement or taking another job.

Accelerators to Effectiveness

- ▲ Curiosity and Openness to Learning
- ▲ Productive Styles, Personas, Roles and Identities.
- ▲ Recognizing the Alpha Triangle and learning to step out of it.
- ▲ Becoming Coachable and Using Feedback.
- ▲ Making Commitments and Agreements.

Shifting to Learning



- ▲ Claim responsibility
- ▲ Question your role
- ▲ Express curiosity
- ▲ Appreciate feedback
- ▲ Summarize others key ideas
- ▲ Listen and show interest

Curiosity & Learning

- + 1 Look interested; demonstrate an open posture.
- + 2 Summarize key points without interjecting your ideas.
- + 3 Express your appreciation for the message, regardless of the tone of delivery.
- + 4 Express genuine curiosity about ways to resolve the issue.
- + 5 Openly wonder about your role in creating the issue.
- + 6 Request information and examples in an effort to understand (*not to defend what you did*).
- + 7 Take full responsibility for the results that were created.
- + 8 Think out loud, making new associations about the issue.
- + 9 Show genuine enthusiasm about making a change.
- +10 Implement (*plan action, request support and follow-up*).

Stepping out of the Triangle

1. Notice you're in the triangle.
 - ▲ Get familiar with your favorite spots in the triangle (rather than focusing on someone else's).
 - ▲ Particular voice tone.
 - ▲ Nonverbal cues.
 - ▲ Adrenalin surge.
2. Acknowledge to yourself what's occurred.
3. Physically make a change.
 - ▲ Shift your position.
 - ▲ Take several deep breaths and use your Resets.
4. Ask yourself, "What do I really want?"

Stepping out of the Triangle (continued)

5. Go back a moment before things went awry and spot what hooked you.
 - ▲ What were you thinking?
 - ▲ What were you feeling?
 - ▲ What full truth didn't you speak?
6. Take full responsibility for your role.
 - ▲ Wonder about what you could have done differently.
 - ▲ Get the learning so you don't repeat this pattern.
 - ▲ Take action to clean up the situation.

Effectiveness Conversations

- ▲ Identify your top 2 Effectiveness Obstacles and Accelerators.
- ▲ Include Alpha traits, defensiveness styles, favorite positions in the Triangle, or anything else that seems pertinent.
- ▲ Have short *Effectiveness Conversations* defining your goal, your obstacles and the ways you can accelerate your effectiveness in achieving more effective relationships to achieve the goal.

Strengthening Relationships

- ▲ Assess your Effectiveness in achieving your Intentions for the relationship.
- ▲ Become familiar with habitual patterns that detract from effectiveness especially under stress, strain and uncertainty.
- ▲ Make agreements to stay current with feedback.
- ▲ Continually update your Leadership Awareness portfolio
- ▲ Customize Influence skills based on your awareness of yourself and your awareness of those you most need to interact with.

Academic Healthcare Leadership Challenges

Objective:

- ▲ To identify 2-3 greatest challenges you are facing.
- ▲ Identify leadership behaviors most impacting Effectiveness.

Instructions:

- ▲ Identify a table facilitator.
- ▲ Each person identifies their top challenges.
- ▲ Rate your effectiveness in handling these challenges.



- ▲ Identify 1-2 key behaviors that limit your impact and 1-2 that accelerate your impact in each challenge.
- ▲ Choose a spokesperson (a fellow) to summarize your table's conclusions.

Personal Commitments

- ▲ Take a few minutes to draft your commitment.
- ▲ Using this "formula":
 - △ Up until now, I _____.
 - △ Going forward, I intend to _____.
- ▲ Fellows, make your statements to the group.
- ▲ Document by email and communicate to other key stakeholders.



ELAM
2006 FORUM ON EMERGING ISSUES

TAPPING THE PULL POTENTIAL OF THE ALPHA LEADER

April 26 & 27, 2006

Kate Ludeman PhD
Eddie Erlandson MD



**The 2006 ELAM Forum on Emerging Issues
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Stephen Director	Drexel University
Cam Enarson *	Creighton University School of Medicine
Jim Goodman	The Hunger Project
Sharon Hostler	University of Virginia School of Medicine
Carol Newlon <i>Forum Co-Sponsor</i>	University of Medicine and Dentistry of New Jersey, New Jersey Medical School
John Prescott *	West Virginia University School of Medicine
Barbara A. Schindler	Drexel University College of Medicine
Sally A. Shumaker	Wake Forest University School of Medicine
Lisa A. Tedesco	University of Michigan

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The 2006 ELAM Forum on Emerging Issues Fellows

Marjorie A. Ariano	Rosalind Franklin University of Medicine and Science, The Chicago Medical School
Mary C. Beckerle	University of Utah School of Medicine
Maria T. Britto	University of Cincinnati College of Medicine
Nancy J. Brown	Vanderbilt University School of Medicine
Rachel Margaret Ann Brown	University of Missouri-Columbia School of Medicine
Martha E. Brown	University of South Florida College of Medicine
Latha Chandran	SUNY Health Sciences Center at Stony Brook School of Medicine
Sonia J. Crandall	Wake Forest University School of Medicine
Deborah V. Deas	Medical University of South Carolina College of Medicine
Phyllis A. Dennerly	University of Pennsylvania School of Medicine
Susan M. Edwards	University of Oklahoma College of Medicine
Elise S. Eisenberg	New York University College of Dentistry
Susan M. Essock	Columbia University College of Physicians and Surgeons
Brenda G. Fahy	University of Kentucky College of Medicine
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Karen C. Johnston	University of Virginia School of Medicine
Susan G. Kornstein	Virginia Commonwealth University School of Medicine
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The 2006 ELAM Forum on Emerging Issues Fellows

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Jill A. Moormeier	University of Missouri-Kansas City School of Medicine
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Gabriella Pridjian	Tulane University School of Medicine
Nancy C. Raymond	University of Minnesota Medical School
Kathryn L. Reed	University of Arizona College of Medicine Arizona Health Sciences Center
Susan L. Rosenthal	University of Texas Medical Branch at Galveston
Joan H. Schiller	University of Texas Southwestern Medical Center at Dallas Southwestern Medical School
Rosalyn P. Scott	Wayne State University School of Medicine
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Hannah A. Valentine	Stanford University School of Medicine
Georgia L. Wiesner	Case Western Reserve University School of Medicine
Catherine L. Woodman	University of Iowa Roy J. and Lucille A. Carver College of Medicine
Nancy R. Zahniser	University of Colorado Health Sciences Center School of Medicine

The 2006 ELAM Forum on Emerging Issues Faculty Bios

Kate Ludeman, Ph.D. and Eddie Erlandson, M.D.



Kate Ludeman, Ph.D., is a widely recognized executive coach, speaker and author. In 1988, Kate founded Worth Ethic Corporation. Her BS in engineering and PhD in psychology give her a unique approach when working with analytical, data-oriented executives who want to expand their emotional intelligence and create company cultures where people perform at their highest potential.

With 20 years of experience, Kate has worked with over 1,000 senior executives in a wide range of industries. She has coached CEOs, presidents and vice presidents in Europe, Asia, Australia and South America as well as the United States. Previously, she was vice president of human resources for a high-tech Silicon Valley company.

Kate's books include *The Worth Ethic*, *Earn What You're Worth*, and *The Corporate Mystic*, now in its eleventh printing. Kate has written articles for *Harvard Business Review*, the *New York Times* and dozens of business publications.

In 1991-1992, Kate wrote and filmed "Work-Wise," a weekly TV column for a news show aired by San Francisco's ABC affiliate, which was nominated for an Emmy. Kate has appeared on more than 100 television and radio programs and hosted a portion of "Good Morning, Dallas" for a year.



Eddie Erlandson, M.D., coaches executives to transform entrenched leadership habits, especially with those who need to make their leadership styles more inspiring, more relaxed or more trustworthy. He provides individual coaching and works with teams and business units to ensure that changes take root in a company's culture. He's worked with executive teams across a number of industries and with several major hospital and healthcare associations.

Eddie is a popular public speaker and makes several keynote presentations each year. As an accomplished physician, Eddie draws on his knowledge of the physiological aspects of change to help thousands of people address issues in their work and personal lives. He's also developed successful personal strategies from competing in several endurance sports that he uses in teaching leaders how to sustain peak performance while balancing personal and family life.

Prior to consulting, Eddie served as Chief of Staff at St. Joseph Mercy Hospital in Ann Arbor, Michigan, where he also practiced as a vascular surgeon for over 20 years. Eddie was featured in a 2003 *New York Times* article about links between stress and leadership performance.

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