



Department of Pathology College of Medicine

The Importance of Leadership

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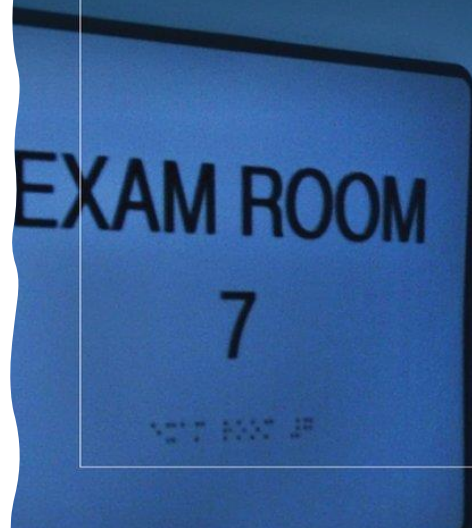
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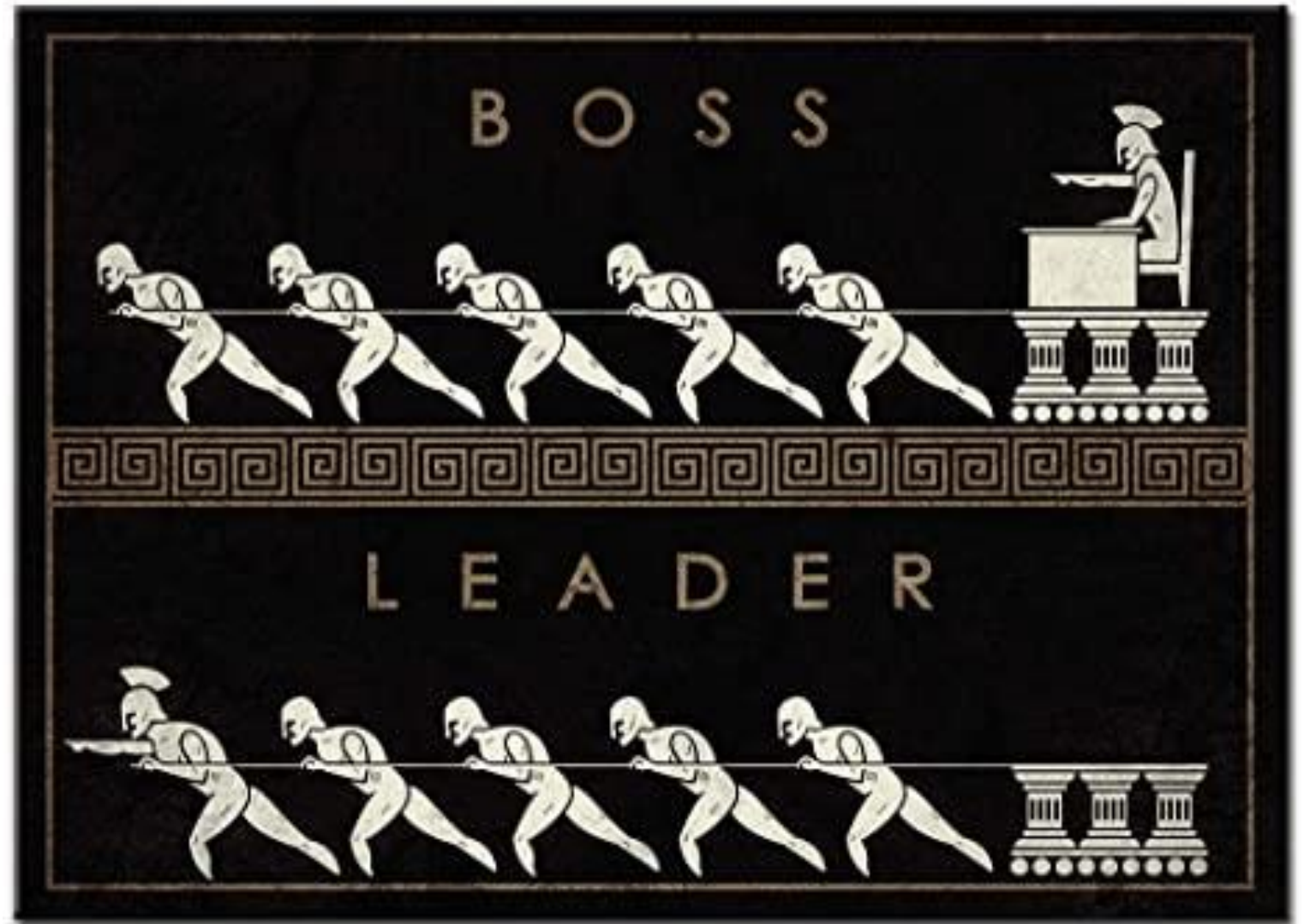
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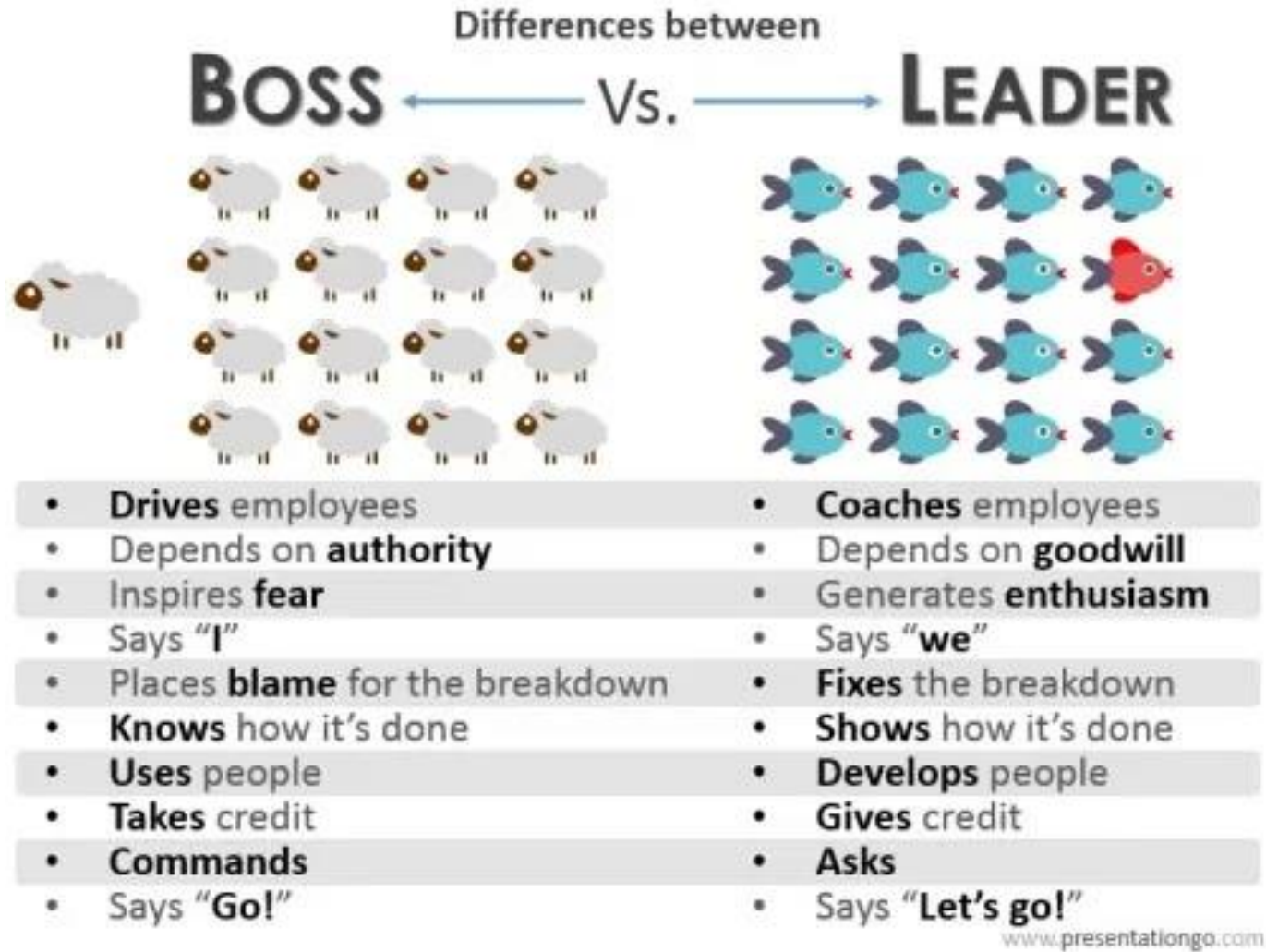
Most Diverse Medical School U.S. News and World Report's 2022 "Best Graduate Schools"



Excellence in Truth and Service

Who do
you want
to be?





WHAT IS LEADERSHIP????



Department of Pathology
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<https://youtu.be/ocSw1m30UBI?t=10>

LEADERSHIP PRINCIPLE

- WHO ARE YOU?
 - WHAT ARE YOUR ASSETS?
 - WHAT ARE YOUR DEFICIENCIES?
- WHO ARE YOU BEING ASKED TO LEAD?
- WHO ARE THEY? (AGE, GENDER, PROFESSION, MINISTRY EXPERIENCE)
- WHAT IS THE GOAL OF YOUR LEADERSHIP?
 - TO ENSURE YOUR TEAM CAN MEET THE NEEDS OF THE MEMBERSHIP
- WHO/WHAT IS THE BENEFIT OF YOUR LEADERSHIP
 - THE DEPARTMENT OF PATHOLOGY/FUTURE SELF/SOCIETY

TYPES OF LEADERSHIP

- WHEN DOES THE GOAL NEED TO BE ACCOMPLISHED?
 - IMMEDIATE
 - ONGOING
- **WHAT TYPE OF LEADER ARE YOU?**
 - CHARISMATIC
 - INNOVATIVE
 - COMMAND AND CONTROL
 - PACE SETTER
 - SERVANT
 - SITUATIONAL
 - TRANSFORMATIONAL



CHARISMATIC LEADER

- **THE ICON: OPRAH WINFREY**
- Known all over the world by her first name alone, picks a book to read and makes it a bestseller overnight, runs her own television network, and has more than 14 million Twitter followers. Her word can move the stock market and social issues for the better.
- **BEHAVIORS**
 - Influences others through power of personality
 - Acts energetically, motivating others to move forward
 - Inspires passion
 - May seem to believe more in self than in the team
- **WHEN TO USE IT**
 - To spur others to action
 - To expand an organization's position in the marketplace
 - To raise team morale



CHARISMATIC LEADER



- **IMPACT ON OTHERS**

- Can create risk that a project or group will flounder if leader leaves
- Leader's feeling of invincibility can ruin a team by taking on too much risk
- Team success seen as directly connected to the leader's presence



INNOVATIVE LEADER



- **THE ICON: RICHARD BRANSON**
- Launched his first business at 16, founder of Virgin Group, comprising more than 400 companies in fields ranging from music to space tourism. He recently described his philosophy to *Inc.* magazine: "Dream big by setting yourself seemingly impossible challenges. You then have to catch up with them."
- **BEHAVIORS**
 - Grasps the entire situation and goes beyond the usual course of action
 - Can see what is not working and brings new thinking and action into play

INNOVATIVE LEADER

- **WHEN TO USE IT**

- To break open entrenched, intractable issues
- To create a work climate for others to apply innovative thinking to solve problems, develop new products and services

- **IMPACT ON OTHERS**

- Risk taking is increased for all
- Failures don't impede progress
- Team gains job satisfaction and enjoyment
- Atmosphere of respect for others' ideas is present



COMMAND AND CONTROL LEADER

- **THE ICON: TOM COUGHLIN**
- Controversial head coach of the New York Giants, a stern taskmaster and disciplinarian who learned to adapt his leadership style to improve his relationships with his team but never lost sight of his goal: winning Super Bowls.
- **BEHAVIORS**
 - Follows the rules and expects others to do the same
- **WHEN TO USE IT**
 - In situations of real urgency with no time for discussion
 - When safety is at stake
 - In critical situations involving financial, legal, or HR issues
 - In meeting inflexible deadlines



COMMAND AND CONTROL LEADER

- Demands immediate compliance
- Engages in top-down interactions
- Is the sole decision maker
- **IMPACT ON OTHERS**
 - If used too much, feels restrictive and limits others' ability to develop their own leadership skills
 - Others have little chance to debrief what was learned before next encounter with leader



PACE SETTER LEADER

- **THE ICON: JEFF BEZOS**
- Founder of Amazon, set the pace for the boom in e-commerce by creating a transactional interface that every other online merchant copied—the same people who are now following him to the cloud.
- **BEHAVIORS**
 - Sets high performance standards for self and the group
 - Epitomizes the behavior sought from others
- **WHEN TO USE IT**
 - When staff are self-motivated and highly skilled, able to embrace new projects and move with speed
 - When action is key and results are critical
- **IMPACT ON OTHERS**
 - Cannot be sustained too long, as staff may "burn out" from demanding pace
 - Results delivered at a speed staff can't always keep up with





SERVANT LEADER

- **THE ICON: HERB KELLEHER**
- Cofounder and former CEO of Southwest Airlines, famously said "the business of business is people" and created a company culture that reflects that philosophy. He once took an interior office with no windows rather than encourage the traditional view of an office as a status symbol.
- **BEHAVIORS**
 - Puts service to others before self-interest
 - Includes the whole team in decision making
 - Provides tools to get the job done
 - Stays out of limelight, lets team accept credit for results



SERVANT LEADER

- **WHEN TO USE IT**

- When leader is elected to a team, organization, committee, or community
- When anyone, at any level of the group, meets the needs of the team

- **IMPACT ON OTHERS**

- Organizations with these leaders often seen on "best places to work" list
- Can create a positive culture and lead to high morale
- Ill-suited if situation calls for quick decisions or meeting tight deadlines





SITUATIONAL LEADER

- **THE ICON: PAT SUMMITT**
- Former head coach of the University of Tennessee women's basketball team, holds the record as the all-time winningest coach in NCAA history. Even as new players joined her team each year, she maintained a winning record (more than 1,000 victories and eight national championships over 38 years) by adapting her coaching to her young players' skills and needs.
- **BEHAVIORS**
 - Links behavior with group's readiness
 - Includes being directing and supportive, while empowering and coaching



SITUATIONAL LEADER

- **WHEN TO USE IT**

- Where ongoing procedures need refinement, reinvention, or retirement

- **IMPACT ON OTHERS**

- Can be confusing if behavior changes in response to the situation
- Can reduce uncertainty as leader adapts behavior appropriately





TRANSFORMATIONAL LEADER



- **THE ICONS: BEN COHEN AND JERRY GREENFIELD**
- Turned a \$12,000 investment and a correspondence course on ice cream making into a beloved international treat. They adopted a radical business philosophy dedicated to social responsibility and created a business model that allowed members of their customer community to become stockholders.
- **BEHAVIORS**
 - Expects team to transform even when it's uncomfortable
 - Counts on everyone giving their best
 - Serves as a role model for all involved

TRANSFORMATIONAL LEADER

- **WHEN TO USE IT**

- To encourage the group to pursue innovative and creative ideas and actions
- To motivate the group by strengthening team optimism, enthusiasm, and commitment

- **IMPACT ON OTHERS**

- Can lead to high productivity and engagement from all team members
- Team needs detailed-oriented people to ensure scheduled work is done





LEADING PEOPLE

- YOU CAN USE ALL LEADERSHIP STYLES DEPENDING UPON THE SITUATION
 - CHARISMATIC
 - INNOVATIVE
 - COMMAND AND CONTROL
 - LAISSEZ-FAIRE
 - PACE SETTER
 - SERVANT
 - SITUATIONAL
 - TRANSFORMATIONAL
- ALL LEADERSHIP IS MODELED



LEADING PEOPLE



- ESTABLISHING RELATIONSHIP
- ESTABLISHING TRUST
- BEING AVAILABLE
- COMMUNICATION
- RADICAL CANDOR
- MODELING BEHAVIOR
- CONSISTENCY
- PASSION AND COMMITMENT
- AUTHENTICITY AND TRANSPARENCY
- CLARITY OF PURPOSE
- PREPARE FOR AND TRANSLATE CONFLICT
- PROMOTE THE GENERATION OF IDEAS

THE SIX LEADERSHIP STYLES (GOLEMAN)

	Commanding	Visionary	Affiliative	Democratic	Pacesetting	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates 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 what I tell you"	"Come with me"	"People come first"	"What do you think?"	"Do as I do, now"	"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	Conscientiousness, 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 is 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 performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" Harvard Business Review. March-April 2000 p. 82-83.



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