DEVELOPING YOUR LEADERSHIP MINDSET:
FOUR KEY SKILLS TO INFLUENCE AND LEAD CHANGE

Niki Steckler, PhD
Associate Professor of Management
Oregon Health & Science University
steckler@ohsu.edu

OHSU DoM CARES
September 12, 2017
• I co-direct and am currently recruiting participants for OHSU School of Medicine’s Making a Meaningful Difference and Paths to Leadership programs
• I care about helping OHSU faculty, staff and trainees realize their dreams, professionally and personally
• I believe that the leadership practices I share with you today can offer an antidote to some types of professional burnout
LEARNING OBJECTIVES:

BY THE END OF THIS SESSION PARTICIPANTS WILL BE ABLE TO:

1. Consider leadership from the perspective of four practices for influencing and leading change.

2. Develop a personal action plan to increase your capacity in one of four key leadership skills.
A CLASSIC DESCRIPTION OF SIX LEADERSHIP STYLES:

• Visionary: “Come with me.”
• Democratic: “What do you think?”
• Affiliative: “People come first.”
• Coaching: “Try this.”
• Pacesetting: “Do as I do, now.”
• Coercive: “Do what I tell you.”

DANIEL GOLEMAN, LEADERSHIP THAT GETS RESULTS, HARVARD BUSINESS REVIEW 2000
IMPACT

= 

INSPIRING

+ 

CONNECTING

+ 

INFLUENCING

+ 

EXPERIMENTING
FOUR KEY SKILLS TO INFLUENCE AND LEAD CHANGE:

1. Articulate your vision
2. Connect with colleagues.
3. Influence up, down and across.
4. Experiment and move to action.
Articulate your vision.

- Create an inspiring picture of a desired future.
- Share it with others.
“Working hard for something we don’t care about is called stress. Working hard for something we care about is called passion.”

SIMON SINEK
“Martin Luther King, Jr. gave the ‘I have a dream’ speech, not the ‘I have a plan’ speech.”

SIMON SINEK
SKILL TWO:

Connect with colleagues.

• Ask others for their perspective.
• Listen with your eyes and heart as well as your ears.
“Seek first to understand and then to be understood.”

STEPHEN COVEY
“If you are not being heard, there is something you are not hearing.”

LPR GROUP
TIME TO PRACTICE

PRACTICE IN PAIRS
3 MINUTES EACH
ASK YOUR PARTNER ONE OF THESE QUESTIONS
LISTEN WITH YOUR EYES AND HEART AS WELL AS YOUR EARS

What is the difference you would like to make here at OHSU?

IF YOUR PARTNER DRAWS A BLANK, ASK:

What brings you alive at work? OR Why did you go into academic medicine?
SKILL THREE: Influence up, down and across.

• Do what you say you will do.
• Ask for help.
• Say thank you.
IS THIS HOW INFLUENCE WORKS?

I have something important to tell you. I want you to listen to my perspective.

OR DOES IT WORK MORE LIKE THIS?

I am interested in what is going on in your world. I am ready to listen to your perspective.

AND

I have something important to tell you. I want you to listen to my perspective.
“Be a person who sees others, who grasps who they are and what is important to them;
Who gets behind them and moves them ahead in their world.

Be a person who puts your projects out to others, lets them know who you are and what is important to you;
And allows them to get behind you and move you ahead in your world.”

BARRY OSHRY
Experiment and move to action.

• Use “next action” thinking.
• Prototype like it’s a verb.
“Start where you are. Use what you have. Do what you can.”

ARTHUR ASHE
“What’s the next action?”
DAVID ALLEN
MORE PRACTICE

BACK IN SAME PAIRS

3 MINUTES EACH

ASK YOUR PARTNER THESE QUESTIONS:

Whose help do you need?
PICK JUST ONE PERSON TO START WITH

How could you approach them to get the conversation going?
HOW COULD YOU INQUIRE ABOUT THEIR PERSPECTIVE AT THE SAME TIME AS YOU SHARE YOUR VISION AND PASSION?

What “one small step” is next?
BE SPECIFIC: WHAT NEXT ACTION WILL YOU TAKE, BY WHEN?
MY WISH FOR YOU:

• Pick one of these skills and **practice**. Practice some more. Practice in everyday life.
• Start small...
• Step up!
Making A Meaningful Difference
OCTOBER-NOVEMBER 2017
FIVE WEEKS ONLINE: OCT 16-NOV 15, 2017
(WITH TWO RECOMMENDED IN PERSON MEETINGS OCT 18 & NOV 12)
CO-SPONSORED BY OHSU SoM DEPARTMENT OF MEDICINE AND OHSU SoM EDUCATORS’ COLLABORATIVE

Paths to Leadership
JANUARY-JUNE 2018
22 WEEKS IN PERSON TUESDAYS 4-5:30pm ON MARQUAM HILL
APPLICATIONS DUE NOVEMBER 20, 2017
SPONSORED BY OHSU SCHOOL of MEDICINE DEAN’S OFFICE

FOR MORE DETAILS GOOGLE:
“OHSU PATHS TO LEADERSHIP” AND/OR
“OHSU MAKING A MEANINGFUL DIFFERENCE”
QUESTIONS?
CHALLENGES?
REFLECTIONS?

steckler@ohsu.edu