

# Faculty Development A Primer



COLLEGE OF MEDICINE  
AND LIFE SCIENCES

---

THE UNIVERSITY OF TOLEDO

**THE POWER UTOLEDO THE POWER UTOLEDO THE POWER UTOLEDO**

# Leadership

Eric R. Carlson, MD, DMD, EdM, FACS  
Associate Dean for Faculty Development and Affairs  
Professor of Surgery



**COLLEGE OF MEDICINE  
AND LIFE SCIENCES**

---

**THE UNIVERSITY OF TOLEDO**

# LEADERSHIP

What do effective leaders do?

- Set strategy
- Motivate
- Create a mission
- Build a culture

# LEADERSHIP

What *should* effective leaders do?

- Get results!!

Still, effective leadership eludes many people and organizations. Until recently, virtually no quantitative research has demonstrated which precise leadership style yields positive results.

# LEADERSHIP

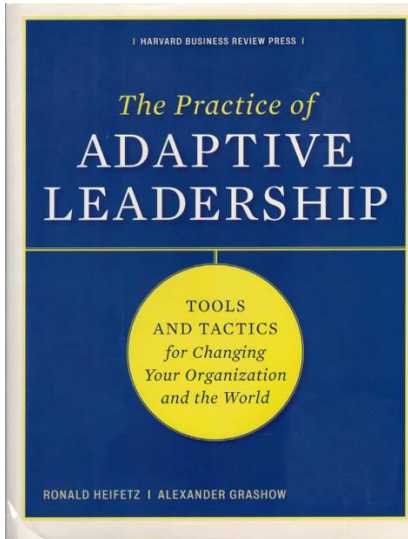
- Listen
- Servant
- Influence
- Authority
- Vulnerable
- Self-deprecating
- Flexible
- Emotional intelligence
- Sense of urgency
- Collaborative
- Analysis paralysis
- Gratitude
- Lifelong learner
- 3 As

# LEADERSHIP

“The most common cause of ***failure in leadership*** is produced by treating adaptive challenges as if they were technical problems.”

Technical problems can be resolved through the application of authoritative expertise and through the organization’s current structures, procedures, and ways of doing things.

Adaptive challenges can only be addressed through changes in people’s priorities, beliefs, habits, and loyalties.

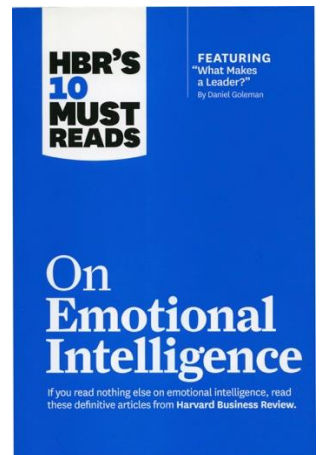


# LEADERSHIP

Cognitive skills, such as IQ, technical skills, big picture thinking, and long-term vision are important for leaders, but one element of a leader is at least twice as important as cognitive skills.

Emotional intelligence

Daniel Goleman



# Emotional intelligence

The ability to manage ourselves  
and our relationships effectively.

Measured by four capabilities that  
have specific sets of competencies.



# Emotional intelligence

- Self-awareness (know thyself)
  - *Emotional self-awareness*
  - *Accurate self-assessment*
  - *Self-confidence*

# Emotional intelligence

- Self-regulation (on-going inner conversation)
  - *Self-control*
  - *Trustworthiness*
  - *Conscientiousness* *Accept change!*
  - *Adaptability*
  - *Achievement orientation*
  - *Initiative*

# The amygdala

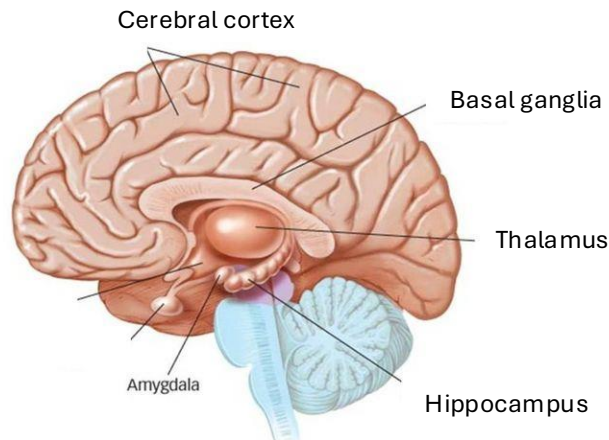
## Amygdala

### LOCATION

In the temporal lobe,  
part of the limbic  
system

### FUNCTION

Primary role in  
processing memory,  
storage of memories  
associated with  
emotions, and decision  
making



- Activated when emotionally stressed.
- Simultaneously, the hippocampus compares that emotion with what it already has on the danger list.
- The brain has emotion before reason is activated.
- The rational area of our brain (neocortex) stops the emotion detected by our limbic system.



## Emotional intelligence

# Emotional intelligence

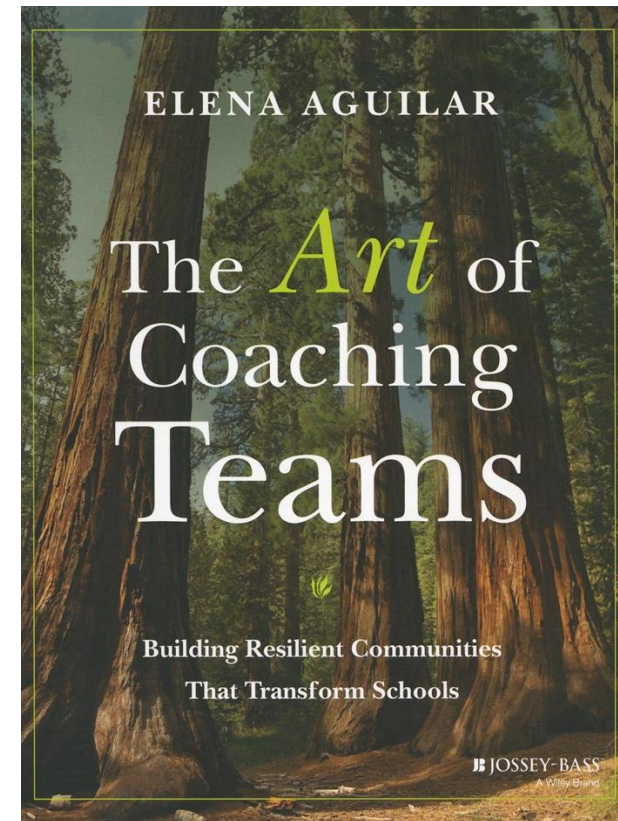
- Social awareness
  - *Empathy*
  - *Organizational awareness*
  - *Service orientation*

# Emotional intelligence

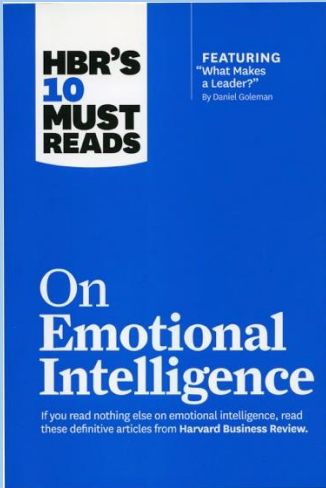
- Social skill
  - *Visionary leadership*
  - *Influence*
  - *Developing others*
  - *Communication*
  - *Change catalyst*
  - *Conflict management*
  - *Building bonds*
  - *Teamwork and collaboration*

# Collaboration

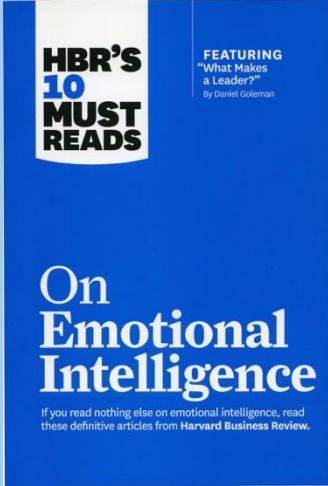
*Product*  
*Process*  
*Learning*



# Emotional intelligence

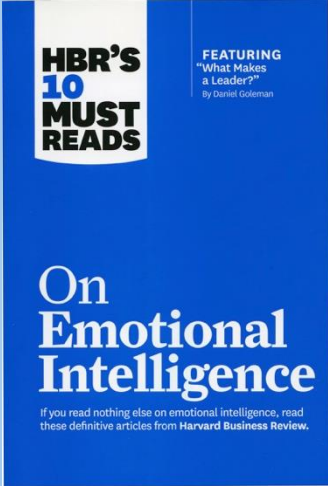
| Self-awareness                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Definition                                                                                                   | Hallmarks                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|
|  The image shows the cover of a Harvard Business Review (HBR) publication titled "On Emotional Intelligence". It is part of the "HBR'S 10 MUST READS" series. The cover is blue with white text. It features the title "On Emotional Intelligence" in a large, bold font. Below the title, it says "If you read nothing else on emotional intelligence, read these definitive articles from Harvard Business Review." In the top right corner, it says "FEATURING 'What Makes a Leader?' By Daniel Goleman". | The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others. | <p>Self-confidence.</p> <p>Realistic self-assessment.</p> <p>Self-deprecating sense of humor.</p> |

# Emotional intelligence

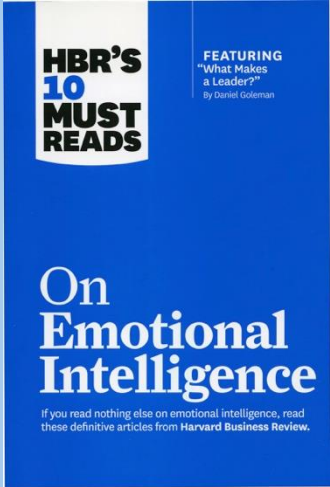
| Self-regulation                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Definition                                                                                                                                          | Hallmarks                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
|  The image shows the cover of a Harvard Business Review (HBR) publication titled 'HBR's 10 Must Reads: On Emotional Intelligence'. The cover is blue with white text. It features the HBR logo and the title 'On Emotional Intelligence'. A small text at the bottom says 'If you read nothing else on emotional intelligence, read these definitive articles from Harvard Business Review.' | <p>The ability to control or redirect disruptive impulses and moods.</p> <p>The propensity to suspend judgment – to think <i>before</i> acting.</p> | <p>Trustworthiness and integrity.</p> <p>Comfort with ambiguity.</p> <p>Openness to change.</p> |



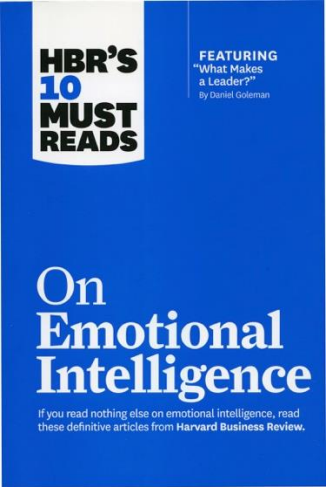
# Emotional intelligence

| Motivation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Definition                                                                                                                            | Hallmarks                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|
|  The image shows the cover of a Harvard Business Review (HBR) publication titled 'HBR'S 10 MUST READS: On Emotional Intelligence'. The cover is blue with white text. It features the HBR logo and the title 'On Emotional Intelligence'. A small text at the bottom says 'If you read nothing else on emotional intelligence, read these definitive articles from Harvard Business Review.' <p><b>HBR'S<br/>10<br/>MUST<br/>READS</b></p> <p><b>On<br/>Emotional<br/>Intelligence</b></p> <p><small>If you read nothing else on emotional intelligence, read these definitive articles from Harvard Business Review.</small></p> | <p>A passion to work for reasons that go beyond money or status.</p> <p>A propensity to pursue goals with energy and persistence.</p> | <p>Strong drive to achieve.</p> <p>Optimism, even in the face of failure.</p> <p>Organizational commitment.</p> |

# Emotional intelligence

| Empathy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Definition                                                                                                                                     | Hallmarks                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
|  The image shows the cover of a Harvard Business Review (HBR) publication titled "HBR'S 10 MUST READS: On Emotional Intelligence". The cover is blue with white text. It features the HBR logo and the title "On Emotional Intelligence" in a large, bold font. Below the title, it says "if you read nothing else on emotional intelligence, read these definitive articles from Harvard Business Review." There is also a small text box in the top right corner that says "FEATURING 'What Makes a Leader?' By Daniel Goleman". | <p>The ability to understand the emotional makeup of other people.</p> <p>Skill in treating people according to their emotional reactions.</p> | <p>Expertise in building and retaining talent.</p> <p>Cross-cultural sensitivity.</p> <p>Service to clients and customers.</p> |

# Emotional intelligence

| Social skill                                                                       | Definition                                                                                                                     | Hallmarks                                                                                                      |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
|  | <p>Proficiency in managing relationships and building networks.</p> <p>An ability to find common ground and build rapport.</p> | <p>Effectiveness in leading change.</p> <p>Persuasiveness.</p> <p>Expertise in building and leading teams.</p> |

# Emotional intelligence

## ***Strengthening your emotional leadership***

1. Who do you want to be?
2. Who are you now?
3. How do you get from here to there?
4. How do you create durable change?
5. Who can help you?

# Leadership

## **Six styles of leadership**

- *Coercive*
- *Authoritative*
- *Affiliative*
- *Democratic*
- *Pacesetting*
- *Coaching*

# Leadership

| The <i>coercive</i> leadership style           |                                                                    |
|------------------------------------------------|--------------------------------------------------------------------|
| The leader's modus operandi                    | Demands immediate compliance                                       |
| The style in a phrase                          | "Do what I tell you."                                              |
| Underlying emotional intelligence competencies | Drive to achieve, initiative, self-control                         |
| When the style works best                      | In a crisis, to kick start a turnaround, or with problem employees |
| Overall impact on climate                      | Negative                                                           |

# Leadership

## **The coercive leadership style**

- The least favorable leadership style in most situations
- Flexibility is hardest hit
- People are alienated from their jobs
- Appropriate during emergencies

*Most high-performing employees are motivated by more than money.*

# Leadership

| The <i>authoritative</i> leadership style      |                                                                        |
|------------------------------------------------|------------------------------------------------------------------------|
| The leader's modus operandi                    | Mobilizes people toward a vision                                       |
| The style in a phrase                          | "Come with me."                                                        |
| Underlying emotional intelligence competencies | Self-confidence, empathy, change catalyst                              |
| When the style works best                      | When changes require a new vision, or when a clear direction is needed |
| Overall impact on climate                      | Most strongly positive                                                 |



# Leadership

## **The authoritative leadership style**

- The most effective leadership style – works well in almost every situation (a visionary)
- Hallmarks = vibrant enthusiasm and clear vision
- Maximizes commitment to the organization's goals and strategy

*This approach fails when a leader is working with a team of experts or peers who are more experienced than he or she is.*

# Leadership

| The <i>affiliative</i> leadership style        |                                                                              |
|------------------------------------------------|------------------------------------------------------------------------------|
| The leader's modus operandi                    | Creates harmony and builds emotional bonds                                   |
| The style in a phrase                          | "People come first."                                                         |
| Underlying emotional intelligence competencies | Empathy, building relationships, communication                               |
| When the style works best                      | To heal rifts in a team or to motivate people during stressful circumstances |
| Overall impact on climate                      | Positive                                                                     |

# Leadership

## **The affiliative leadership style**

- Offers ample feedback
- Builds team harmony
- Should not be used alone (poor performance can go uncorrected and mediocrity can be perceived as being tolerated)

*The affiliative leadership style should be used with the authoritative leadership style.*

# Leadership

| The <i>democratic</i> leadership style         |                                                                       |
|------------------------------------------------|-----------------------------------------------------------------------|
| The leader's modus operandi                    | Forges consensus through participation                                |
| The style in a phrase                          | "What do you think?"                                                  |
| Underlying emotional intelligence competencies | Collaboration, team leadership, communication                         |
| When the style works best                      | To build buy-in or consensus, or to get input from valuable employees |
| Overall impact on climate                      | Positive                                                              |

# Leadership

## **The democratic leadership style**

- Builds trust, respect, and commitment
- Keeps morale high
- Drives up flexibility and responsibility
- Works best when the leader is unsure of needs

*One of its more exasperating consequences can be endless meetings where ideas are mulled over, consensus remains elusive, and the only visible result is scheduling more meetings.*

# Leadership

| The <i>pacesetting</i> leadership style        |                                                                 |
|------------------------------------------------|-----------------------------------------------------------------|
| The leader's modus operandi                    | Sets high standards for performance                             |
| The style in a phrase                          | "Do as I do, now."                                              |
| Underlying emotional intelligence competencies | Conscientiousness, drive to achieve, initiative                 |
| When the style works best                      | To get quick results from a highly motivated and competent team |
| Overall impact on climate                      | Negative                                                        |

# Leadership

## **The pacesetting leadership style**

- Should be used sparingly
- Either gives no feedback or jumps in to take over when lagging is perceived
- Gets work done or ahead of schedule

*Works well when all employees are self-motivated, highly competent, and need little direction or coordination.*

# Leadership

| The <i>coaching</i> leadership style           |                                                                        |
|------------------------------------------------|------------------------------------------------------------------------|
| The leader's modus operandi                    | Develops people for the future                                         |
| The style in a phrase                          | "Try this."                                                            |
| Underlying emotional intelligence competencies | Developing others, empathy, self-awareness                             |
| When the style works best                      | To help an employee improve performance or develop long-term strengths |
| Overall impact on climate                      | Positive                                                               |



# Leadership

## **The coaching leadership style**

- Helps employees identify their unique strengths and weaknesses and tie them to career aspirations.
- Encourages employees to establish long-term development goals and help them conceptualize a plan for attaining them.
- Excel at delegation.

*The coaching leadership style is most effective when people on the receiving end are “up for it.”*

# Leadership

|                           | Coercive | Authoritative | Affiliative | Democratic | Pacesetting | Coaching |
|---------------------------|----------|---------------|-------------|------------|-------------|----------|
| Flexibility               | -0.28    | 0.32          | 0.27        | 0.28       | -0.07       | 0.17     |
| Responsibility            | -0.37    | 0.21          | 0.16        | 0.23       | 0.04        | 0.08     |
| Standards                 | 0.02     | 0.38          | 0.31        | 0.22       | -0.27       | 0.39     |
| Rewards                   | -0.18    | 0.54          | 0.48        | 0.42       | -0.29       | 0.43     |
| Clarity                   | -0.11    | 0.44          | 0.37        | 0.35       | -0.28       | 0.38     |
| Commitment                | -0.13    | 0.35          | 0.34        | 0.26       | -0.20       | 0.27     |
| Overall impact on climate | -0.26    | 0.54          | 0.46        | 0.43       | -0.25       | 0.42     |



# Leadership

***Leaders who have mastered four or more – especially the authoritative, democratic, affiliative, and coaching styles – create the best climate and business performance.***

SITUATIONAL LEADERSHIP

The computer company was in crisis mode – its sales and profits were falling, its stock was losing value precipitously, and its share-holders were in an uproar. The Board brought in a new CEO with a reputation as a turnaround artist. He set to work chopping jobs, selling off divisions, and making the tough decisions that should have been executed years before. The company was saved, at least in the short term.

The new CEO created a reign of terror, bullying and demeaning his executives, roaring his displeasure at the slightest misstep. The company's top echelons were decimated not just by his erratic firings but also by defections. The CEO's direct reports, frightened by his tendency to blame the bearer of bad news, stopped bringing him any news at all. Morale was at an all-time low – a fact reflected in another downturn in the business after the short-term recovery. The CEO was eventually fired by the Board of Directors.

## COERCIVE LEADERSHIP STYLE

Sam is a biochemist in R&D in a large pharmaceutical company. His superb technical expertise made him an early star. He was the one everyone turned to when they needed help. Soon he was promoted to head of a team developing a new product. The other scientists on the team were as competent and self-motivated as Sam; his métier as a team leader became offering himself as a model of how to do first-class scientific work under tremendous deadline pressure, pitching in when needed. His team completed its task in record time. But then came a new assignment. Sam was put in charge of R&D for his entire division. As his tasks expanded and he had to articulate a vision, coordinate projects, delegate responsibility, and help develop others, Sam began to slip. Not trusting that his subordinates were as capable as he was, he became a micromanager, obsessed with details and taking over for others when their performance slackened. Instead of trusting them to improve with guidance and development, Sam found himself working nights and weekends after stepping in to take over for the head of a floundering research team. Finally, his own boss suggested to his relief that he return to his old job as head of a product development team.

## PACESETTING LEADERSHIP STYLE

A product unit at a global computer company had seen sales plummet from twice as much as its competitors to only half as much. Lawrence, the president of the manufacturing division, decided to close the unit and reassign its people and products. Upon hearing the news, James, the head of the doomed unit, decided to go over his boss' head and plead his case to the CEO. What did Lawrence do? Instead of blowing up at James, he sat down with his rebellious direct report and talked over not just the decision to close the division but also James' future. He explained to James how moving to another division would help him develop new skills. It would make him a better leader and teach him more about the company's business. In addition, Lawrence spoke to James on how to present his case in the meeting with the CEO, indicating that you do not get an audience with the CEO very often.

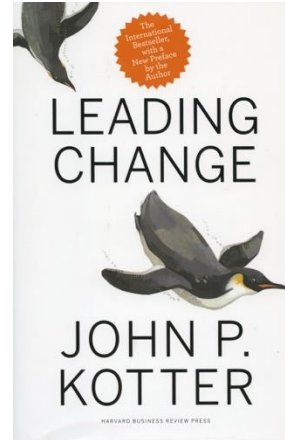
## COACHING LEADERSHIP STYLE

# Management

- **Planning and budgeting:**  
Establishing detailed steps and timetables for achieving needed results, then allocating the resources necessary to make it happen.
- **Organizing and staffing:**  
Establishing some structure for accomplishing plan requirements, staffing that structure with individuals, delegating responsibilities and authority for carrying out the plan, providing policies and procedures to help guide people, and creating methods or systems to monitor implementation.
- **Controlling and problem solving:**  
Monitoring results, identifying deviations from plan, then planning and organizing to solve these problems.



Produces a degree of predictability and order



# Leadership

- **Establishing direction:**  
Developing a vision of the future – often the distant future – and strategies for producing the changes needed to achieve that vision.
- **Aligning people:**  
Communicating direction in words and deeds to all those whose cooperation may be needed to influence the creation of teams and coalitions that understand the vision and strategies and that accept their validity.
- **Motivating and inspiring:**  
Energizing people to overcome major political, bureaucratic, and resource barriers to change by satisfying basic, but often unfulfilled human needs.



Produces dramatic and useful change

# Leadership

Authority vs. leadership



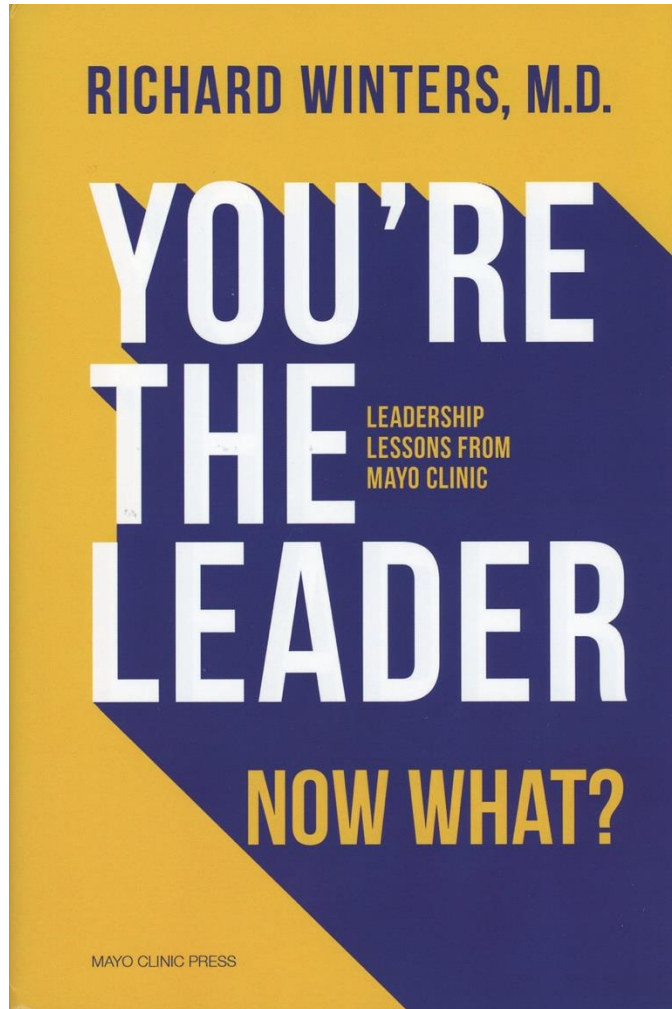
Telling people what to do



Helping people understand what they need to do



# Leadership



“.... think not just about *how* to lead, but also *why* you lead.”

# Leadership

**QUESTION BEST PRACTICE  
EXPLORE FEARS AND WORRIES  
DELEGATE AND DEVELOP  
LEAD WITH STORY  
CHALLENGE ASSUMPTIONS  
CULTIVATE DIVERSITY  
STEP UP FROM EXPERTISE  
CREATE SHARED REALITY  
SEEK TO UNDERSTAND  
SPARK ENGAGEMENT  
THINK BEFORE REACTING  
TEACH, COACH, AND SPONSOR  
TAKE CHARGE IN CHAOS  
ALIGN BEHAVIOR WITH VALUES  
DRIVE AND ACHIEVE RESULTS**

# Leadership



“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

- Dwight D. Eisenhower

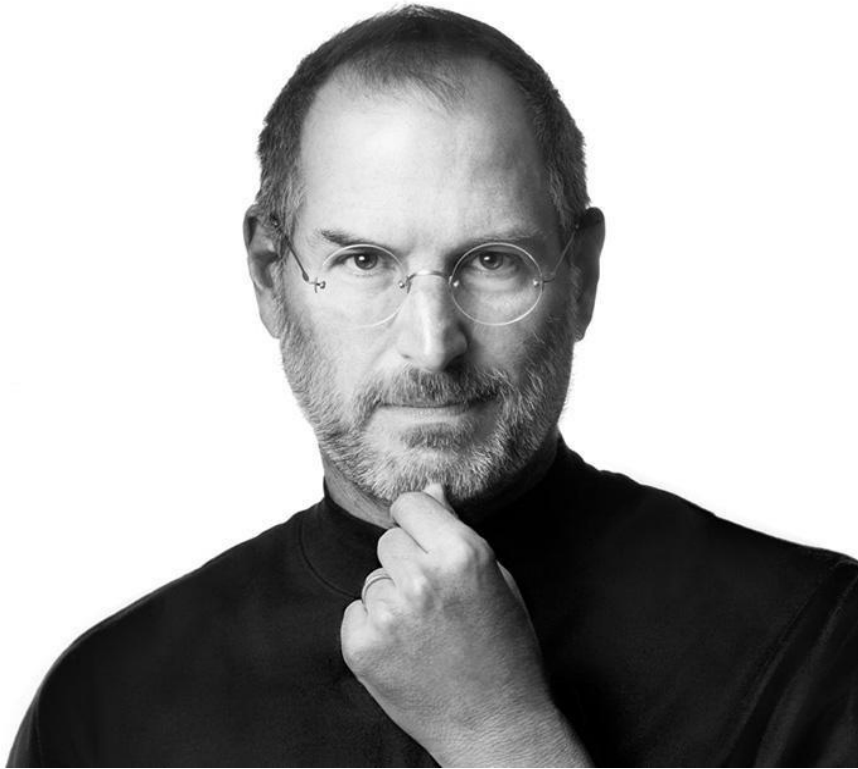
# Leadership



“Leaders aren’t born, they are made.  
And they are made just like anything else,  
through hard work.  
And that’s the price we’ll have to pay  
to achieve that goal, or any goal.”

- Vince Lombardi

# Leadership



“My job is not to be easy  
on people.  
My job is to make them better.”

- Steve Jobs

# Leadership



“I suppose leadership at one time meant muscles; but today it means getting along with people.”

- Mahatma Gandhi

# Leadership

- Leaders ***do not*** have ultimate authority
- Leaders ***do not*** have power
- Leaders have influence
- Effective leadership is seen in the distinction of technical (authority) and adaptive challenges