The Case for Leadership Development for MDs: Why, What and How

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Leadership Development
WHY?
Is there a Case?

- Most academic roles require some degree of leadership-related activity.
- Most academics have had no formal training in leadership.
- Still, some argue that there isn’t a case for Leadership Development. Why?
  - “Leadership qualities are innate; you either have them or don’t.”
  - “The best way to learn leadership is by doing it! Experiential learning accounts for 70% of what we learn.”
  - “We can figure it out on our own.”

Leadership: Innate Talent and Growth Mindset

- There is evidence for innate leadership talent; however, it can account for about 30% of the outcome.
- There is evidence that leadership competencies can improve through training and experience.
- Top two boxes respond well to leadership development programs.
- Success of a leadership development program depends on recipients’ starting points and mindsets.
Going Beyond the Plateau of Each Career Stage

Take-away points:
- While in a plateau, you can grow in a different dimension.
- We may not be able to perform at the same level if we choose to grow in a new dimension.

Focus of Life

<table>
<thead>
<tr>
<th>Primary Focus</th>
<th>Self-Actualization</th>
<th>Service</th>
<th>Legacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who Benefits Most?</td>
<td>Self</td>
<td>Others, Community</td>
<td>Humankind, Society</td>
</tr>
<tr>
<td>Examples</td>
<td>Mentee, Student, Trainee</td>
<td>Mentor, Professor, Trainer</td>
<td>Author, Meta-leader</td>
</tr>
<tr>
<td>If a leader, …</td>
<td>Self-serving leader</td>
<td>Servant leader</td>
<td>Visionary leader</td>
</tr>
<tr>
<td>Currency</td>
<td>Wealth &amp; Power</td>
<td>Kindness</td>
<td>Influence</td>
</tr>
<tr>
<td>When</td>
<td>Earlier in career</td>
<td>Mid to late career</td>
<td>Rare but any time</td>
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</table>
Is there a case for Leadership Development?

Yes, but it depends on your role, your starting point, your mindset and the organization’s strategy.

Leadership Development

WHAT?
Leadership is Like an Elephant in the Dark

Leadership ~ A Set of Traits
Leadership ~ A Gift Given to a Few
Leadership ~ Power & Authority
Leadership ~ Being a Front Runner
Leadership ~ Selling a Vision
Leadership ~ Driving Results
Leadership ~ Managing Chaos
Leadership ~ A Mix from the Above

The question of WHAT depends on who/what we are leading

- Leading Self and Others
- Vision and Mission
- Strategic Planning
- Demonstrating Results
- Leading Self
- Social-Awareness
- Selling a Vision
- Driving Performance & Results
- Self-Awareness
- Goal Setting, Life Planning
- Personal Achievements
- Personal Effectiveness
The Issue of Measuring Impact and Outcomes

Leader => Change
System’s Capacity => Change

Work of a Leader:
- Strategy
- Big-Picture Policies
- Organizational Structure
- Dealing with Failures
- Dealing with Challenges
- Hiring and Promotions
- Vision and Mission
- Culture
- Empowerment
- Influence
- Integrity
- Consistency
- Transparency
- Visibility
- Accountability
- Results
Work of a Leader

Inward-Facing
- Self-Awareness
- Vision
- Strategy
- Integrity
- Resilience
- Focus
- Experience

Outward-Facing
- Building Capacity
- Energizing
- Inspiring
- Influencing
- Connecting
- Unifying

Leadership Development
HOW?
70-20-10 Approach to Leadership Development

- 70% Experiential Learning
- 20% Social Learning
- 10% Formal Learning

Borrowing Two Concepts from Public Health

- Modifiable Risk Factor vs. Non-Modifiable Risk Factor
- Focus on modifiable traits

- Growth percentiles
- Focus on Strengths
Leadership Development Plans don’t work if we come up with them in an “Isolator”!

- Ask peers
- Ask mentors
- Ask your boss

**Leadership Development Plan**

<table>
<thead>
<tr>
<th>Leadership-related goal:</th>
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</thead>
<tbody>
<tr>
<td>Developmental Area:</td>
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<tr>
<td>Development Plan:</td>
</tr>
<tr>
<td>Goal #1:</td>
</tr>
<tr>
<td>Actions:</td>
</tr>
<tr>
<td>Goal #2:</td>
</tr>
<tr>
<td>Actions:</td>
</tr>
<tr>
<td>Goal #3:</td>
</tr>
<tr>
<td>Actions:</td>
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</table>

Other sections to include: Allies, Resources, Potential Challenges
# Leadership Development Plan

**Leadership-related goal:** In 3-5 years, be prepared to apply for a division chief role

<table>
<thead>
<tr>
<th>Current Strengths:</th>
<th>Developmental Area:</th>
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<tbody>
<tr>
<td>- Research funding</td>
<td>- Track record in leadership</td>
</tr>
<tr>
<td>- Teaching excellence</td>
<td>- Social capital and network</td>
</tr>
<tr>
<td>- Commitment to EDI</td>
<td>- People management skills</td>
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</tbody>
</table>

**Development Plan:**

<table>
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<tr>
<th>Goal #1: Bring in more research funding and leading a successful program</th>
<th>Actions: Secure more research funding for the division, demonstrate excellence in hiring the best talent, managing them and exceeding program milestones, mentoring junior faculty members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal #2: Take on a leadership role related to EDI</td>
<td>Actions: Lead an EDI-related taskforce and demonstrate results</td>
</tr>
<tr>
<td>Goal #3: Build a stronger network</td>
<td>Actions: Build trust, respect and a good reputation among peers and influencers within and beyond the target department</td>
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For additional comments and questions, please write to: Pazarmina@mednet.ucla.edu

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Thank you!