

Residents As Leaders



Compliments of CORE Faculty Development

Learning Objectives

- **Discuss the importance of leadership skills for residents.**
- **Identify four basic leadership styles.**
- **Discuss four areas of competency about leadership.**
- **Discuss six core leadership functions.**

Why are Leadership Skills Important for Residents?

“Great leaders inspire us to go places we would never go on our own, and to attempt things we never thought we had in us.” (Finzel, 1994)

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- **Four Basic Leadership Styles (Blanchard, et al, 1985)**
 - **Style 1: Directing**
 - **Style 2: Coaching**
 - **Style 3: Supporting**
 - **Style 4: Delegating**

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- **Four Basic Leadership Styles**
 - **Style 1: Directing** – The leader provides specific instructions and closely supervises task accomplishment.
 - **Style 2: Coaching** – The leader continues to direct and closely supervise task accomplishment, but also explains decisions, solicits suggestions, and supports progress.

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- **Four Basic Leadership Styles**
 - **Style 3: Supporting** – The leader facilitates and supports subordinates' efforts toward task accomplishment and shares responsibility for decision-making with them.
 - **Style 2: Delegating** – The leader turns over responsibility for decision-making and problem-solving to subordinates.

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- **Four Areas of Competency (Bennis & Nanus, 1997)**
 - **Strategy I: Attention through vision**
 - **Strategy II: Meaning through communication**
 - **Strategy III: Trait through positioning**
 - **Strategy IV: The deployment of self through positive self-regard and the Wallenda factor.**

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- **Four areas of competency**
 - **Strategy I: Attention through vision – vision animates, inspirits, transforms purpose into action.**
 - **Strategy II: Meaning through communication – getting the message across unequivocally at every level is an absolute key.**

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- **Four areas of competency**
 - **Strategy III: Trust through positioning – trust is the lubrication that makes it possible for organizations to work.**

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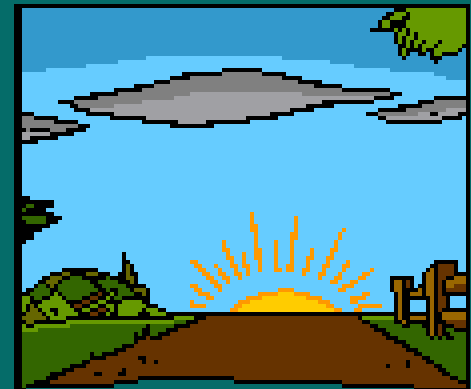
- **Four areas of competency**
 - **Strategy IV: The deployment of self through positive self-regard and the Wallenda factor.**
 - » **Steps in achieving positive self-regard (have acknowledge of one's strengths, have the capacity to nurture and develop those strengths, and have the ability to discern the fit between one's strengths and weaknesses and the organization's needs).**
 - » **Wallenda factor is basically about learning.**

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- **Six Core Leadership Functions (Hitt, 1993):**
 - Valuing
 - Visioning
 - Coaching
 - Empowering
 - Team building
 - Promoting quality

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- **Six core leadership functions (Hitt, 1993):**
 - Valuing – having a good grasp of the organization's values and being able to translate these values into practice.
 - Visioning – having a clear mental picture of a desired future for the organization or organizational unit.



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- **Six core leadership functions (Hitt, 1993):**
 - **Coaching** – helping others develop the knowledge and skills needed for achieving the vision.
 - **Empowering** – enabling others to move toward the vision.



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- **Six core leadership functions (Hitt, 1993):**
 - Team building – developing a coalition of people who will commit themselves to achieving the vision.
 - Promoting quality – achieving a reputation for always meeting or exceeding customer expectations.



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- **What did we learn?**
 - Leadership skills are important for residents to possess.
 - Four basic leadership styles are directing, coaching, supporting, and delegating.
 - There are four areas of competency in leadership that residents can work on.
 - Six core leadership functions are valuing, visioning, coaching, empowering, team building, and promoting quality.

References

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