

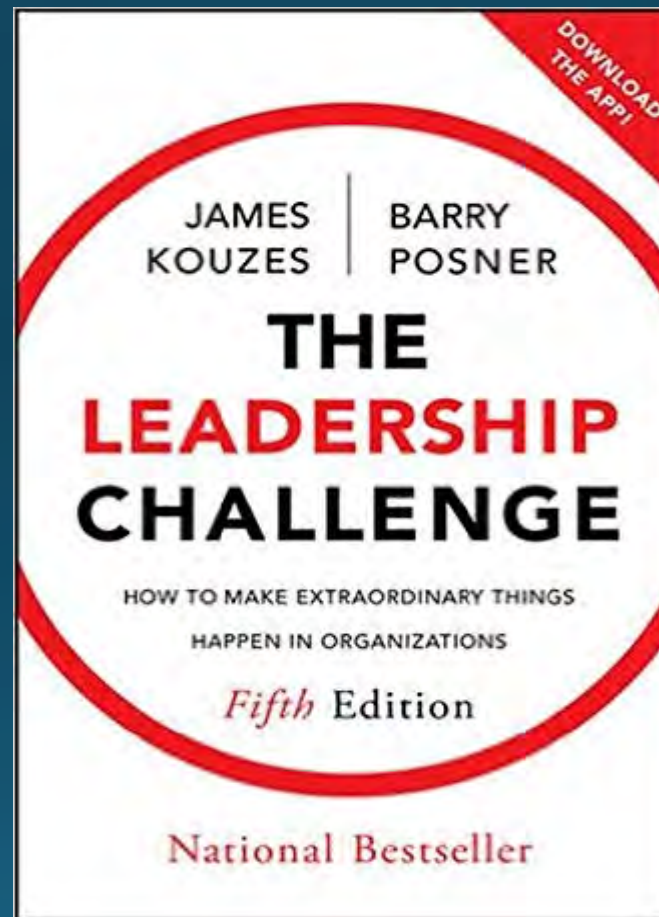
LEADERSHIP DEVELOPMENT: HOW TO BE AN EFFECTIVE LEADER

Catherine Hayes, DMD, DMSc, CPCC, ACC

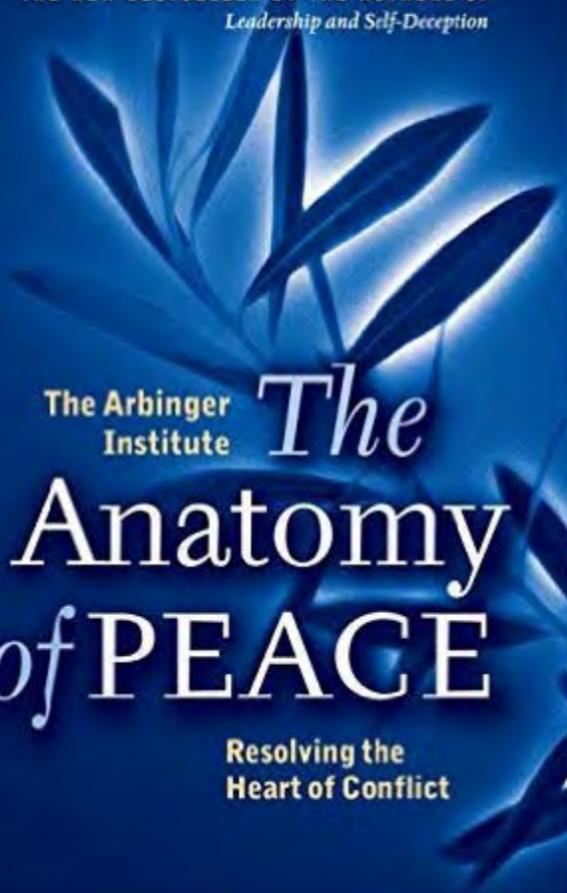
What is Leadership?

- *"Leadership is the art of getting someone else to do something you want done because he wants to do it."* - Dwight D. Eisenhower
- *"The only definition of a leader is someone who has followers."* - Peter Drucker
- *"Leadership is the capacity to translate vision into reality."* - Warren Bennis
- *"As we look ahead into the next century, leaders will be those who empower others."* – Bill Gates

LEADERSHIP BOOKS

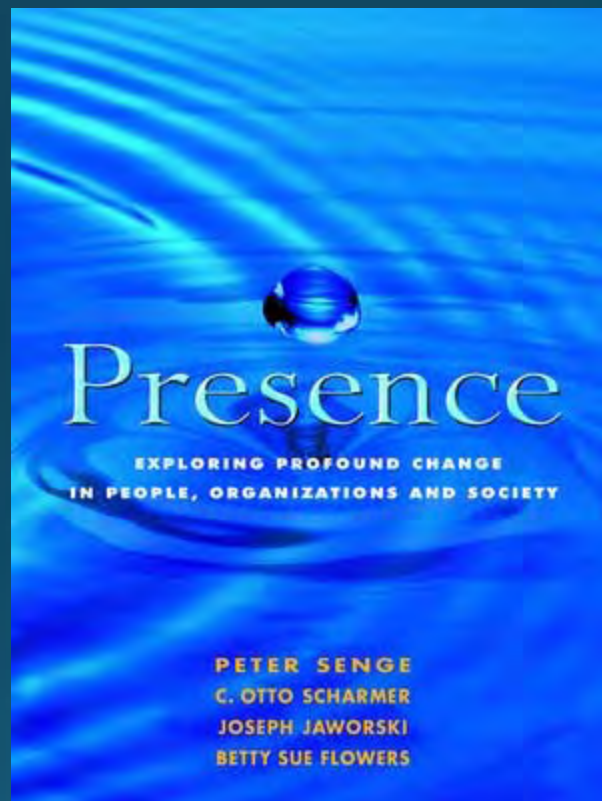


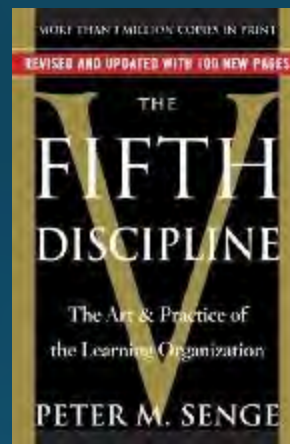
THE NEW BESTSELLER BY THE AUTHORS OF
Leadership and Self-Deception

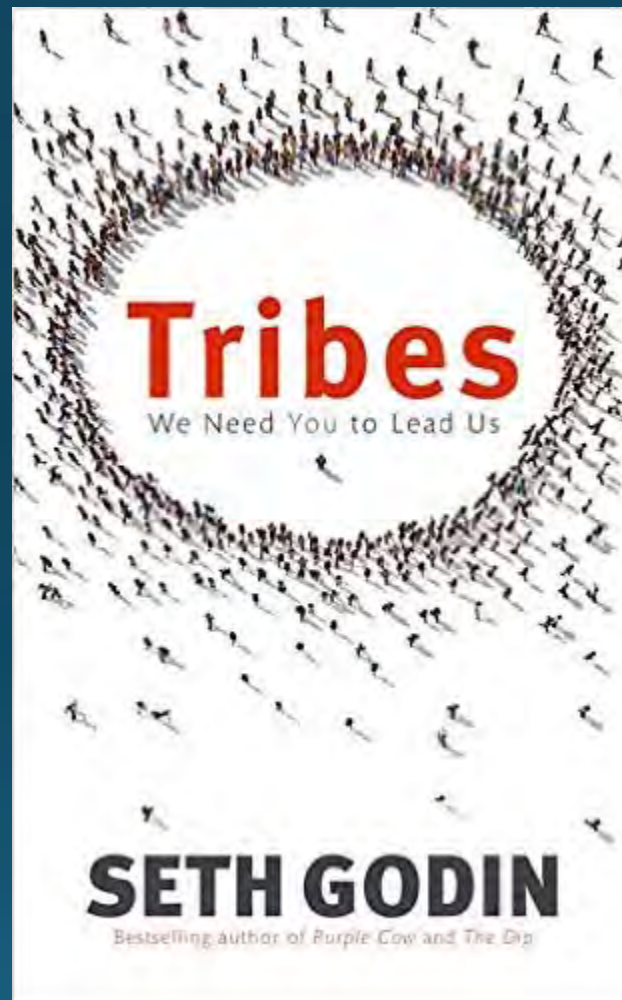


The Arbinger
Institute *The*
**Anatomy
of PEACE**

Resolving the
Heart of Conflict







NOW AVAILABLE AS AN EBOOK

**#1 BESTSELLER
THREE MILLION COPIES SOLD**

Why Some Companies
Make the Leap...
and Others Don't

GOOD TO GREAT



JIM COLLINS

Coauthor of the bestselling
BUILT TO LAST

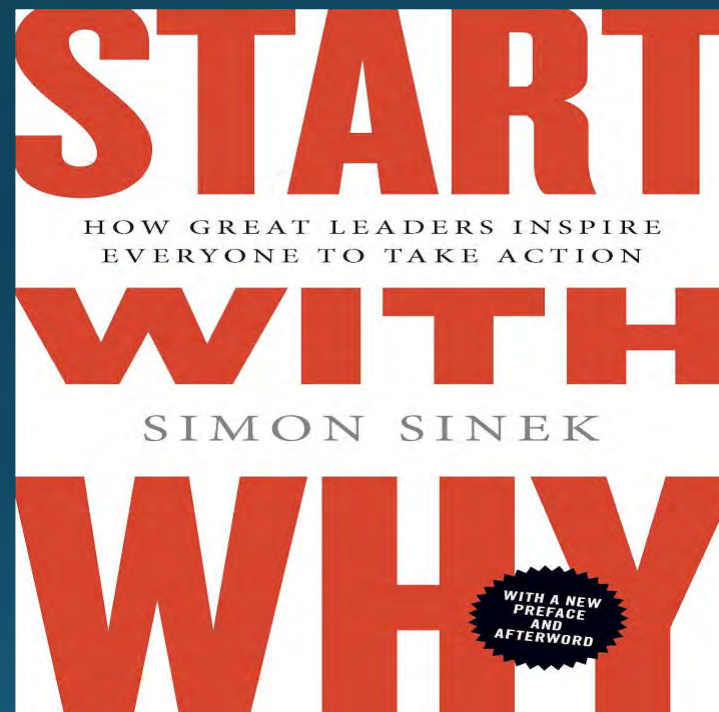
THE INTERNATIONAL BESTSELLER

*Expanded second edition of
the book that is changing lives
and transforming organizations*

LEADERSHIP_{AND} SELF-DECEPTION

→ getting out
of the box

The Arbinger Institute
Authors of The Anatomy of Peace



TWENTIETH ANNIVERSARY EDITION

"Warren Bennis's most important book." —PETER DRUCKER

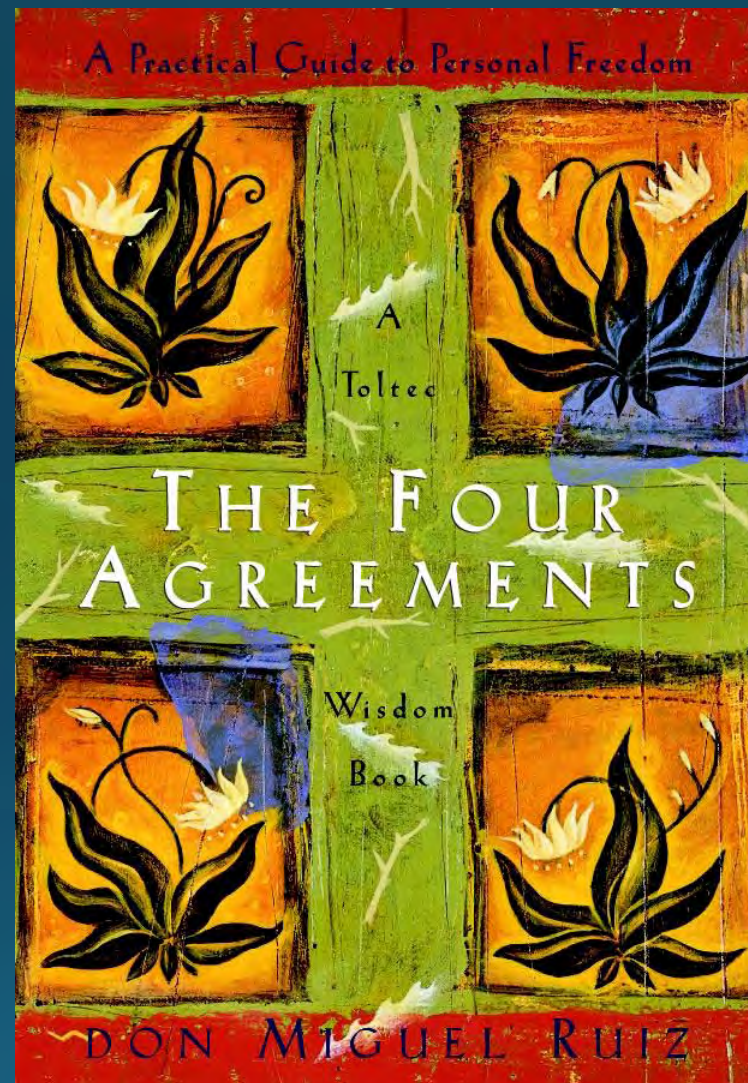
ON BECOMING A LEADER

THE LEADERSHIP CLASSIC

REVISED AND UPDATED

WARREN
BENNIS





THE WISDOM OF THE ENNEAGRAM



THE COMPLETE GUIDE TO
PSYCHOLOGICAL AND SPIRITUAL
GROWTH FOR THE
NINE PERSONALITY TYPES



DON RICHARD RISO AND RUSS HUDSON
BESTSELLING CO-AUTHORS OF *Personality Types*

INSPIRING LEADERS?

- **Someone who has inspired you in your life**
- **List 3-5 reasons why you selected this person**

Attributes of Successful Leader

- Integrity
- Effectiveness
- Gets results
- Flexible – alter course when necessary
- Non-reactive
- Makes decisions

Attributes of Successful Leader

- **Listens**
- **Show respect**
- **Mastery of area of expertise**
- **Vision**
- **Humility**

Attributes of Successful Leader

- Empowers others
- Experienced
- Knows their team
- Create team cohesiveness

Master your area of expertise

- Continuing Education
- Be proficient
- Know when to ask for help

VISION

- **Inspire shared vision**
- **Communicate clearly**
- **Get buy in from team members**
- **Co-Create vision**
- **Continuously Involve employees**

MANAGEMENT

- **Effective management includes clear communication of duties and responsibilities, expected outcomes etc.**
- **A leader is not a boss.....a leader is a role model**
- **Effective delegation**
- **Clear communication**
- **Empower team members**

INSPIRE

- **Responsibility**
- **Accountability**
- **Don't tell people what to do, show them**
- **Lead by example**

EMPOWER

- **Co- Create vision**
- **Delegate tasks**
- **Clearly communicate vision and roles**
- **Make sure people have resources to carry out their roles and be successful**
- **Praise and encourage people – “*You did a good job*”!**
- **Say *Thank you*!**

EXPERIENCE

- **Be an expert in your field**
- **Stay current**
- **Life long learning**

Roles of Leaders

- **Mentor**
- **Management**
- **Inspire**
- **Role Model**

Successful Leadership

- **Delegate**
- **Collaborate**
- **Ask for help**
- **Plan**

Successful Leadership

- **Problem solver**
- **Decision maker**
- **Keeps people informed**
- **Clear Communicator – clarity and consistency**
- **Supervise (not micromanaging)**

Impact of Successful Leaders

- **Motivate**
- **Cohesive teams**
- **Results**
- **Inspire new leaders**

Why do Leaders fail?

- Lack of vision
- Poor communication
- Lack of planning
- Lack of inspiring others
- Inflexible
- Reactive

Communication is key

- **Clear**
- **Consistent**
- **Constant**
- **Transparent**
- **Encourage feedback**

Self Knowledge/Personal growth

In order to be effective, leaders have to be willing to work on themselves.

- **Limit reactivity**
- **Take responsibility**
- **Inspire others**
- **Show appreciation**
- **Respect**
- **Ask for help**

Leadership in Public Health

- Master the information
- Be prepared to handle criticism & don't take it personally
- Be prepared to answer questions
- COLLABORATE
- Know when to ask for help
- Know when to say *I don't know*

LEADERSHIP POSITIONS

- **Lead from the front**
- **Lead from within**
- **Lead from the side**
- **Lead from behind**

You as a leader

Scenario #1

You are state dental director and you've been asked to develop a state-wide community fluoridation plan. You are to present your plan to the state legislature. You know that there are several anti-fluoridationists in the legislature.

Scenario #1 (cont'd)

- **Outline your communication plan**
- **What are the most important points you want to make?**
- **How will you address concerns of anti-fluoridationists?**
- **How will you respond to the beliefs that fluoride is a poison? Fluoride causes cancer? Fluoride lowers IQ?**
- **One of the senators wants to debate you on the benefits fluoridation, how will you handle this?**
- **How do you define success?**
- **How do you deal with disappointment?**

You as a leader

Scenario #2

You have been asked to deliver a Grand Rounds presentation at the local teaching hospital on the importance of integrating oral health into primary care.

- **Outline your plan for this presentation.**
- **Include the important points you will cover**
- **How will you engage the medical community?**
- **What is your strategy for success?**
- **How do you define success?**
- **How do you deal with disappointment?**

You as a leader

Scenario #3

- **You are the Executive director of a non profit organization dedicated to improving access to dental care amongst elders. Your state has access to federal funds for oral health.**
- **Your Board of directors has asked you to meet with the legislators to request funds be allocated to the state oral health department for improving access to dental care for elders.**
- **How will you develop your advocacy plan.**
 - **List key steps**
 - **What is your communication strategy**
- **How do you define success?**
- **How do you deal with disappointment?**

DEBRIEF

- Which role were you most comfortable with? why?
- What did you learn about your leadership style?
- What would you like to enhance? What would you like to change?

Self Reflection- Personal Growth

- **A strong and effective leader is one who understands themselves.**
- **Self-knowledge cannot be learned from a book or a course.**
- **It is a personal journey.**

Tools for Self Development

- Numerous
- Find the one that feels right for you
- Crucial step in Leadership Development
- Cannot be ignored

ENNEAGRAM

- The Enneagram is an ancient teaching, which has become more popular in recent years.
- The term, Enneagram, is derived from the Greek words *ennea*, which means nine, and *gram*, which means something written or diagram.
- The Enneagram is a very rich system and a powerful tool for transformation.



Courtesy of The Enneagram Institute
Copyright 2005, The Enneagram Institute. All Rights Reserved. Used with Permission.

DISCUSSION

- **What are you taking away from this workshop?**
- **What was one Aha moment?**
- **How will this change your approach at your institution?**

Thank you

- catherine@catherinehayescoaching.com
- <http://catherinehayescoaching.com>
- 857-404-0584