

What makes a good leader?

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I had a variety of different leadership roles. And I had attended sort of the continuing education, offerings, and each of those roles intended to support development and leadership. So, I was residency program, Associate Program Director, and there were national meetings to go to learn about that how to do that. And there were institutional seminars, you know, like a monthly breakfast meeting, where we have lectures and small group work to you know, talk about how to develop in certain skills. And then when I became the Chair, I did two things that I'd never done before, one thing I did is I went to most of the people that I knew, who I felt knew who I was, and I asked every single one of them, please trust me, I really want to hear your answer. Can you please tell me how you think I will screw this up? Can you please tell me what do you think are the things that I do that are probably not compatible with being a leader, because I knew that some of them I thought were, and I confirmed some of that. I also confirm something else that's really a challenge for leaders is that once someone understands that you're either are the leader or you're going to be a leader, it's very difficult to get honest feedback from people. Because not a lot of people want to give their dogs bad news or tell them that they don't think that they're good at something. So, it was an early introduction to that problem, but I did from some of my trusted, my trusted friends and colleagues get some good feedback about patterns of behavior, and patterns of things that I've done in the past that they thought might not be compatible with the leadership job I was getting into. The second thing is that I did actually take a leadership class, I took an extension course from a from an East Coast University that I won't name by name. And I went with the small leadership team that I was putting together, having none of us had ever done one of these seminars, and it was a multi day, you know, eight hour a day learning opportunity with a heads, small group work, some lecture based work, and you know, some booklets to read through etc. And I actually thought it was really, really important to do that, because I had never before seen the concept of leadership spelled out in the way that I had seen them speak spelled out, what I'll say is, I don't actually have any recommendations specifically for one type of leadership training, I think the important thing to recognize is that most leadership training assumes a paradigm. And the one that I was taught seemed to be a pretty good paradigm. And then it just builds on that. And it gives you a framework on which to build your own personal leadership style. And I'll just tell you, the thing that I got from it was that there are many leadership styles. There are, you know, the strong directing person who gives a lot of orders, and then there's a consensus builder. And then there's someone who leads with humor. And then there's someone who delegates to lots of people, and then there's someone who micromanage does everyone's job. And there's a bunch of different versions, maybe six or seven different types of leadership, and all have their strengths and all have their weaknesses. And what I learned is that and this is your answer. What makes a good leader is, I think what makes a good leader is someone who can do all of them at the appropriate time. So, someone who can say, aha, this is a position and the example is if The building is on fire, you need to be good at yelling at people to tell them to get out of the building, right? But you don't want to yell at people if the building is not on fire because then you're yelling work. And why would you want to do that. So, you don't want to build

consensus and take a vote of the faculty about whether or not it would be good idea to leave the building that's on fire. However, there are many times when one does need to be, you know, shoulder to cry on. Or, you know, you need to build consensus, or you do need to take a vote, or you need to empathize, or you need to do any one of a bunch of you need to lead by example. There's a bunch of different techniques that one needs to do and the ability to recognize a situation, understand what type of leadership technique is appropriate for that situation, and then being able to pivot and use that appropriately. That's one of the things that I aspire to. And I recognize to be a strong leadership skill, I think. Said another way is that if someone doesn't think that I worry, because if someone says they're the type of strong leader who gives orders, I worry, what happens when they're in a situation that requires consensus? And vice versa? What about someone who's a consensus builder who could never really get everyone out of meeting building? Those are? Those are my thoughts on that.