

Leadership Lessons Learned: A Discussion with OTA Past Presidents

Theodore Miclau – Moderator (2015-16)

Timothy Bray (2010-11)

Andrew Schmidt (2013-14)

Ross Leighton (2014-15)

Steven Olson (2016-17)

Michael McKee (2019-20)



What is the definition of leadership?

“The office or position of a leader; the capacity to lead; the act or instance of leading”

Merriam-Webster

“The only definition of a leader is someone who has followers.”

Peter Drucker, Forbes

“Leadership is the capacity to translate vision into reality.”

Warren Bennis, Forbes

“As we look ahead into the next century,
leaders will be those who empower others.”

Bill Gates, Forbes

“Leadership is influence - nothing more,
nothing less.”

John Maxwell, Forbes

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John Maxwell, Forbes

“Leadership is enacting change that would otherwise not have happened”

Ted Miclau, Lessons learned from APEX Course

Default Future

It Determines Our Actions

Answers the question: “What’s likely to happen if nothing unexpected comes along?”

Notice the default future drives your actions in a way that requires zero thought.

Every group, family, division, organization, business unit, industry, profession, and person has a default future.

The default future lives at the gut level, is rarely discussed, and so is invisible.

Default vs. Invented Future

Default Future: What will happen if nothing unexpected comes along. Even though people don't want it, their actions make it inevitable.

Invented Future: What we will make happen regardless of what comes along (replacing the default future).

Default vs. Invented Future



Toward the Invented Future

What are actions we can take that will:

1. Steer us away from the default future?
2. Lead us toward the invented future?



Difference Between Managers and Leaders

- Counting value vs Creating value
- Circles of influence vs Circles of power
- Managing work vs Leading people

V. Nayar, Harvard Business School Review, 2013

Struggles with Leadership: AOA Course Respondents

Effecting change/managing growth (7)

Gaining physician engagement/including different incentives (6)

Time management (5)

Motivating staff/work for the greater good/mission/vision (4)

Large increase in responsibilities/leadership development of self or colleagues (4)

Providing feedback (3)

Delegation/Gaining commitment (3)

Politics/toxicity/culture (3)

Metrics to monitor effectiveness (2)

Office/clinic efficiency (2)

Struggles with Leadership: AOA Course Respondents

Promoting physician wellness
Leadership development of colleagues
Dealing with other leaders
Research productivity
Communication/listening
Assessing competency
Getting recognized
Negotiating for compensation/resources
Implementing best practices
Alumni outreach
Lack of decision rights
Lack of visibility
Dealing with a team member who left

Which characteristics are most important in a leader?

Which Characteristics are Most Important in a Leader? (Previous Course Answers)

Ambitious
Imaginative
Forward-looking
Loyal
Mature
Supportive
Broad-minded

Courageous
Determined
Inspiring
Self-Controlled
Straightforward
Honest
Intelligent

Caring
Cooperative
Fair-minded
Independent
Dependable
Competent

Which Characteristics are Most Important?

| | '02 | '95 | '87 | | '02 | '95 | '87 |
|------------------|-----------|-----------|-----------|------------------------|-----------|-----------|-----------|
| Honest | 88 | 88 | 83 | Forward-looking | 71 | 75 | 62 |
| Competent | 66 | 63 | 67 | Inspiring | 65 | 68 | 58 |
| Intelligent | 47 | 40 | 43 | Fair-minded | 42 | 49 | 40 |
| Broad-minded | 40 | 40 | 37 | Supportive | 35 | 41 | 32 |
| Straightforward | 34 | 33 | 34 | Dependable | 33 | 32 | 33 |
| Cooperative | 28 | 28 | 25 | Determined | 24 | 17 | 17 |
| Imaginative | 23 | 28 | 34 | Ambitious | 21 | 13 | 21 |
| Courageous | 20 | 29 | 27 | Caring | 20 | 23 | 26 |
| Mature | 17 | 13 | 23 | Loyal | 14 | 11 | 11 |
| Self-Controlled | 8 | 5 | 13 | Independent | 6 | 5 | 10 |

Which Characteristics are Most Important in a Leader?

Honest – Truthful, ethical, principled; to be led vs. mis-led

Forward-looking – Ability to look ahead; Provide a sense of direction, concern for the future

Competent – Leadership Competence; Track record and ability to get things done

Inspiring – Enthusiastic, energetic, and positive about the future; Provide meaning and purpose