Session 1

INTRODUCTION TO LEADERSHIP
"WELL I WOULD HAVE EXHIBITED MORE LEADERSHIP QUALITIES IF SOMEONE WOULD HAVE TOLD ME TO."
Steps to Consider

• Have a theory or framework in mind
• Use tools as needed
• Be consistent
Some Frameworks

- Leadership Challenge – Kouzes & Posner
- Strengths Based Management – Gallup
- Drive - Pink
Kouzes & Posner

Five Practices

1. Model the Way
2. Inspire a Shared Vision
3. Challenge the Process
4. Enable Others to Act
5. Encourage the Heart

Forms the basis for PLA
Gallup

- Strengths based Management
- Twelve Questions
Motivation

- Drive: The Surprising Truth About What Motivates Us
  - Daniel Pink
PLA Approach – Different Spheres

- Personal
- Teams
- Systems
- Community
What is your Leadership style?

Keys to leadership success

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Disclosures

• Medical Director, MajestaCare
• Vaccine Advisory Board, Merck
• Thanks to the Pediatric Leadership Alliance for slide content
Objective

To discover your own temperament style

• Understand ourselves better
• Understand others better

The PACE™ Color Palette
The 4 Temperaments

Red

Green

Blue

Yellow
Card Sorting/Scoring

Our goal is to use two techniques to determine individual color profiles.

PLEASE:
DO NOT TURN OVER
THE CARDS YET!
Exercise 1: Card Sorting

1. Read paintbrush side of the four cards
2. Consider “which is most like me most of the time” (not who you wish to be)
3. Place the cards in front of you in order of most like you to least like you
Exercise 2: Card Scoring

1. Complete the scorecard
2. Each box has a grouping of three words
3. Rank order the boxes across each row from words that are most like me (4), to next most like me (3)...to least like me (1).
4. Each row must have a 4, 3, 2, and 1. No repeat numbers across rows
5. Total Columns
YOUR PACE™ PALETTE SCORE CARD

In the first horizontal row of four squares, decide which group of three words seems most like you—and put a 4 in that square. The group of words in that same row that seems next most like you will rate a score of 3, another group will get a 2 and the group which seems the least like you should be given a score of 1.

Then go on to the second horizontal row and score those squares in the same way: 4 for the group that’s most like you, 1 for the group that’s least like you, and a 2 and 3 for the ones in between.

<table>
<thead>
<tr>
<th>First Row</th>
<th>Second Row</th>
<th>Third Row</th>
<th>Fourth Row</th>
<th>Fifth Row</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spontaneous</td>
<td>Adventurous</td>
<td>Loves Excitement</td>
<td>Energetic</td>
<td>Bold</td>
</tr>
<tr>
<td>Impulsive</td>
<td>Daring</td>
<td>Explorer</td>
<td>Expedient</td>
<td>Witty</td>
</tr>
<tr>
<td>Impetuous</td>
<td>Hurried</td>
<td>Unpredictable</td>
<td>Jokester</td>
<td>Risk-taker</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Stable</td>
<td>Traditional</td>
<td>Dutiful</td>
<td>Makes rules</td>
<td>Loyal</td>
</tr>
<tr>
<td>Methodical</td>
<td>Responsible</td>
<td>Teacher</td>
<td>Orderly</td>
<td>Reliable</td>
</tr>
<tr>
<td>Planner</td>
<td>Dependable</td>
<td>Industrious</td>
<td>Well-prepared</td>
<td>Likes structure</td>
</tr>
<tr>
<td>1</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Cooperative</td>
<td>Faithful</td>
<td>Authentic</td>
<td>Supportive</td>
<td>Romantic</td>
</tr>
<tr>
<td>Idealistic</td>
<td>Compassionate</td>
<td>Empathic</td>
<td>Self-aware</td>
<td>Flexible</td>
</tr>
<tr>
<td>Sincere</td>
<td>Inspirational</td>
<td>Motivator</td>
<td>Caring</td>
<td>Kind</td>
</tr>
<tr>
<td>1</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Rational</td>
<td>Logical</td>
<td>Intellectual</td>
<td>System-thinker</td>
<td>Theoretical</td>
</tr>
<tr>
<td>Curious</td>
<td>Analytical</td>
<td>Inventive</td>
<td>Independent</td>
<td>Ingenious</td>
</tr>
<tr>
<td>Complex</td>
<td>Loner</td>
<td>Problem solver</td>
<td>Perfectionist</td>
<td>Individualist</td>
</tr>
</tbody>
</table>

Now add the numbers in each of the vertical columns and put the totals in these squares.

TOTAL
Red - Adventure

- Independent
- Explorer
- Enthusiastic
Red - Adventure

- Action oriented
- Not patient – want results NOW
- Risk takers
- Freedom is important
- Make things happen
Blue - Harmony

- Relationships
- Emotions
- Caring
Blue - Harmony

- Energized by being with people
- Sensitive to peoples’ needs
- Often check in with others
- Embrace emotions
- Chameleons - often go with different viewpoints to make people happy
Yellow - Responsibility

- Rules
- Details
- Structure
Yellow - Responsibility

- Detailed oriented
- Good planning
- Structure is important
- Follow policies and procedures
- Always on time
- Follow through
Green - Curiosity

- Logical
- Objective
- Analytical
Green - Curiosity

• Big picture thinkers
• Problem solvers
• Seek out information and analyze
• Like to work alone
• Enjoy research
A trip to Las Vegas, how would each color approach the trip?

Green: When is the best time to go? Should we consider some place closer?

Blue: Let’s make sure everyone wants to go. Can we all ride together?

Red: Let’s go!

Yellow: We need to plan dates, travel and hotel arrangements, meals, etc.

If four people of each color are considering a trip to Las Vegas, how would each color approach the trip?
### Overview - Communication

<table>
<thead>
<tr>
<th>How they communicate</th>
<th>Red (Adventure)</th>
<th>Green (Curiosity)</th>
<th>Yellow (Responsibility)</th>
<th>Blue (Harmony)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Impulsive</td>
<td>• “Why?”</td>
<td>• Clear</td>
<td>• Verbal</td>
</tr>
<tr>
<td></td>
<td>• Bottom line</td>
<td>• Concepts</td>
<td>• Direct</td>
<td>• Sociable</td>
</tr>
<tr>
<td></td>
<td>• Humor</td>
<td></td>
<td></td>
<td>• Emotional</td>
</tr>
<tr>
<td>Doesn’t like</td>
<td>• Lot of detail</td>
<td>• Small talk</td>
<td>• Disrespect</td>
<td>• Aloofness</td>
</tr>
<tr>
<td></td>
<td>• Routine</td>
<td>• Not knowing</td>
<td>• Tardiness</td>
<td>• Conflict</td>
</tr>
<tr>
<td></td>
<td>• Inaction</td>
<td></td>
<td>• Inaccuracy</td>
<td>• Rejection</td>
</tr>
<tr>
<td>What’s important</td>
<td>Active</td>
<td>Problem solving</td>
<td>Planning and Protocol</td>
<td>Positive</td>
</tr>
<tr>
<td></td>
<td>Participation</td>
<td></td>
<td></td>
<td>atmosphere</td>
</tr>
</tbody>
</table>

**Remember:**

This is only one approach to learning about others and ourselves—it is not “the answer” or to be used to stereotype people.
What do the results mean?

• We feel more comfortable with our high scoring styles
  – We tend to use these styles more frequently
• Seek out opportunities to best utilize these styles
• Remember, though, that in some situations other styles are more effective
• Hidden weaknesses may hide behind strong styles
Exercise 3: Getting to Know Colors

- Find a partner

- Discuss the strengths and challenges for your color when:
  1. Providing TA to an applicant or grantee?
  2. Working with your chapter?
Team Leaders Should Try to Speak To All Colors

Board President – “I am so glad that you are all here. We are going to have a great time on this board. We are an active group with lots of projects and challenges to solve. I am passing around a sheet for you to sign up for your choice of committee. As a committee, I expect you to choose a project of interest, and complete it by the end of the year.”
Styles affect work in systems and communities

• Determine what colors to build on for change with specific stakeholders
• Do your homework; know your system and stakeholders (their issues and their colors)
• Try to hit all colors when presenting a proposed change
• Listen to identify other’s colors by style clues; get into their shoes
• **Message #1:** I can best act as a leader if I know my colors, the colors of my team members, and the colors of “stakeholders” in the community and system.

• **Message #2:** While each color has its strengths, all of us working together can make a difference!
During this Meeting...

Step #1: Leave the cozy family of your dominant color!

Step #2: Think about your color style and strengths weaknesses

Step #3: Think process! Watch how your peers manage tasks during the meeting and think about how this relates to their colors

Step #4: Try to vary your color to improve communication on tasks during the meeting