



Penn Medicine

## On Leadership and Learning

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**Regina Cunningham, PhD, RN, NEA-BC, FAAN**

**Chief Executive Officer**

**Hospital of the University of Pennsylvania**

**Assistant Dean for Clinical Practice**

**University of Pennsylvania School of Nursing**

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# Objective for Today

Discuss perspectives on selected leadership skills...from my own experience

# Framework for the Discussion

- ◆ **Finding your voice as a leader**
- ◆ **Mentorship and Networks**
- ◆ **Being a Leader**

# Finding Your Leadership Voice

- ◆ **It starts with knowing who you are...**
  - Self Knowledge - core competency of leadership
    - Values
    - Character
    - DNA... ***YOURS UNIQUELY***
    - Who you are as a person is who you are as a leader
- ◆ **...and what you want to do**
  - Outcomes
    - Path to get there-vision, clarity
    - Communication

# Building Your Leadership Voice

- ◆ **Understand your community of influence**
- ◆ **Establish trusting and influential relationships**
- ◆ **Build your leadership brand (reputation)**
- ◆ **The most critical thing is how you use your voice**
  - What did you do while you had the chance?
  - What impression did you leave?
  - What's your legacy?

# Courage, Leading the Way

- ◆ **Courage-from the Latin cor, meaning heart**

*You will never do anything in this world without courage. It is the greatest quality of the mind next to honor.*

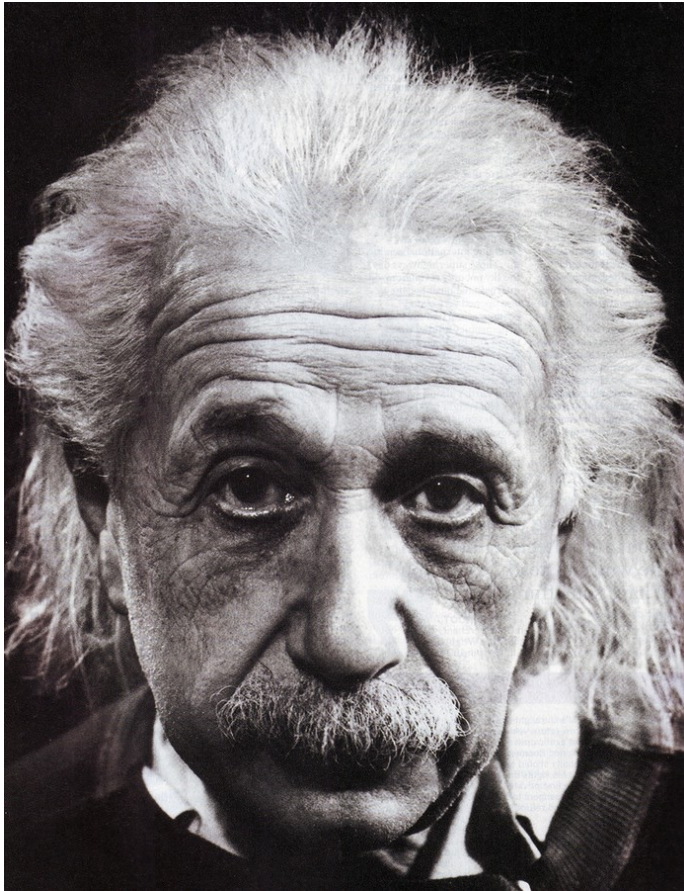
- Aristotle

- ◆ **Get comfortable with being uncomfortable...so what is your comfort zone?**

- ◆ **Clear roadmaps don't exist for leading healthcare today!**

# Take Time to Think (and Talk)

Step back from doing to get clear on what your doing



**Nobody Does it Alone**

**Pay it Forward:  
Develop Others**



# Building Collaborative Skills

- ◆ Relationships are at the heart
- ◆ Build trust
- ◆ Find common ground and connect your priorities
- ◆ Represent others interests
- ◆ Identify key stakeholders to advance initiatives
  - ◆ Do your homework...get the back story
  - ◆ Use “Key Informants”
  - ◆ Figure out THE BEST TEAM
  - ◆ Engage early adopters
  - ◆ Seek diverse perspectives
- ◆ Think boundary spanning...bust silos, build bridges.
- ◆ Cultivate and then hard wire partnerships
- ◆ Figure out who gets things done in the organization and model their behaviors

# Being A Leader

- ◆ ***“The manager accepts the status quo, the leader challenges it.” –Warren Bennis***

Leaders	Managers
Change Agents	Maintainers
Unique	Copy Cats
Take Risks	Control Risks
Long Term	Short Term
Personal Growth	Proven Skills
Build Relationships	Build Systems & Processes
Coach	Direct
Create Fans	Have Employees

# Emotional Intelligence: Sine Qua Non

	Definition	Hallmarks
Self-Awareness	Ability to recognize and understand your moods, emotions, drives, and their effect on others	Self-confidence Realistic self-assessment Self-deprecating sense of humor
Self-Regulation	Ability to control or redirect disruptive impulses and moods The propensity to suspend judgment-thinking before acting	Trustworthiness & integrity Comfort with ambiguity Openness to change
Motivation	Passion for the work beyond status or \$	Strong drive to achieve Optimism, even in the face of failure Organizational commitment
Empathy	The ability to understand the emotional makeup of others Skill in treating people according to their emotional reactions	Expertise in building and retaining talent Cross-cultural sensitivity Service
Social Skill	Proficiency in managing relationships and networks Ability to find common ground and build rapport	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

Goleman, D. (2014). What makes a leader? Harvard Business Review, Summer, 24-33.

# The Importance of Intangibles



