

LEADERSHIP IN THE ERA OF TEAM SCIENCE

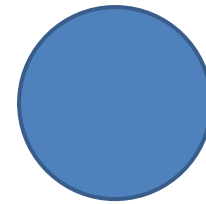
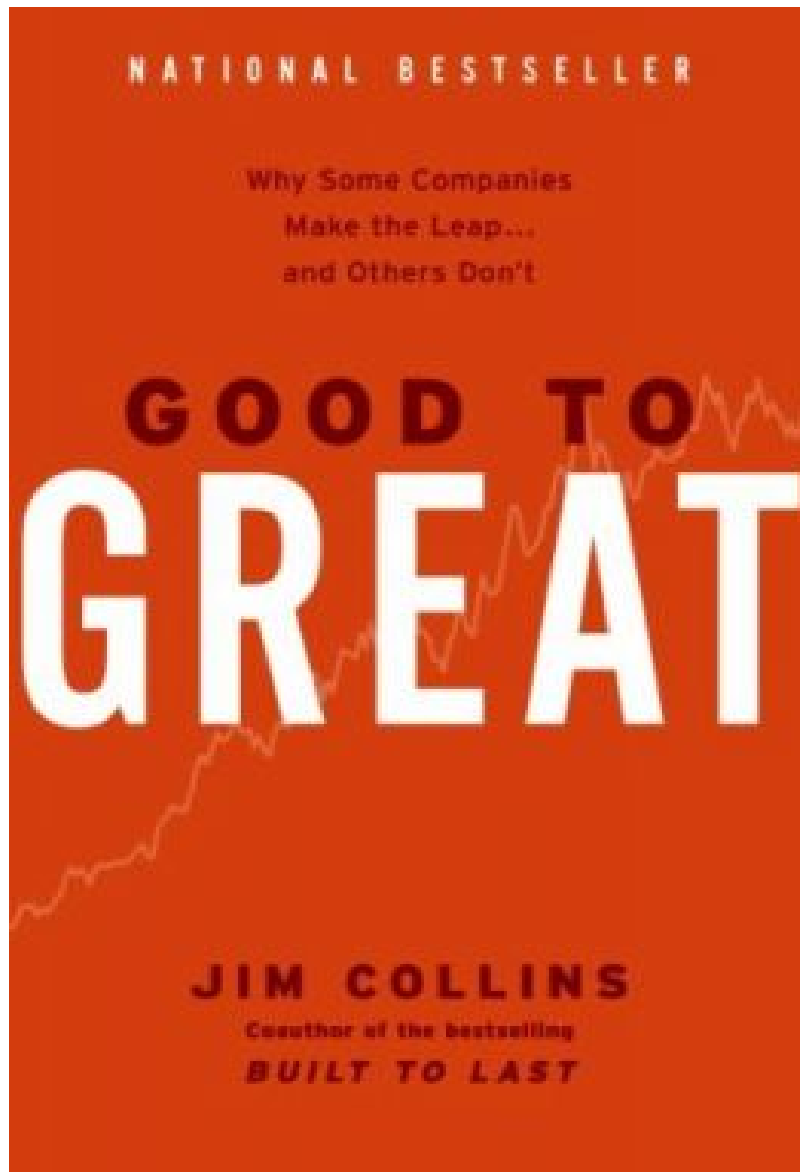
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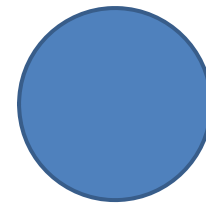
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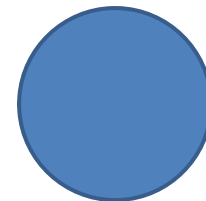
A frame work for today's discussion
on leadership in the era of team science



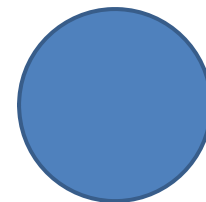
**Know what you are
passionate about**



**Build to your strengths
– what you best in the
world at**

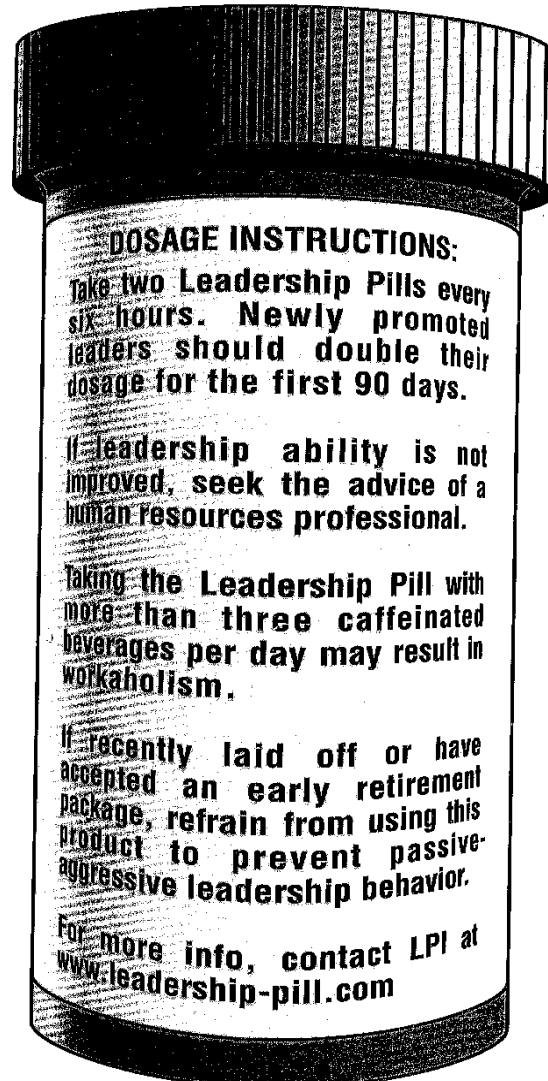


Lead the right team



**Know what drives
your resource engine**

What is Leadership?





How do we recognize leadership?

Who inspires you as a leader?

**What characteristics in these leaders
do you admire?**

Leadership creates a new future

- ❖ Moving beyond what motivates others
(Inspiring others can create unmotivated followers)
- ❖ Management produces predictability
- ❖ When there is a culture of leadership,
boundaries are easy to cross
- ❖ **Leadership generates new futures**

Leadership can set the stage for all to excel



**Leadership Is Not Just
What Happens When You're
There, It's What Happens When
You're Not There.**



How do we become leaders?

What experiences have helped to shape your approach to leadership?

What has helped you learn to be a leader?

Becoming a total leader

Incomplete Leader

- Fake
- Unfocussed
- Rootless
- Fragmented
- Resentful
- Overwhelmed
- Stagnant
- Apathetic
- Pessimistic

Total leader

- Purposeful
- Genuine
- Grounded
- Connected
- Supported
- Resilient
- Curious
- Engaged
- Optimistic

Enacting *integrity*

Integrity for a person is a matter of a person's word – nothing more and nothing less

For a person to have integrity, the word of that person must be whole, complete, unbroken, unimpaired, sound, perfect condition

Zaffron, S and Logan D The Three Laws of Performance, Jossey-Bass, 2009

Integrity = Honoring your word

1. Keeping your word, an on time OR
2. Whenever you will not be keeping your word, you will need to communicate with those impacted



Enacting *authenticity*

Being and acting consistent with who you hold yourself to be for others, and who you hold yourself to be for yourself

Zaffron, S and Logan, D. The Three Laws of Performance, Jossey-Bass, 2009



Enacting *commitment*

**Demonstration of a commitment to something
bigger than oneself**

Incomplete leader

The practice of Total Leadership

Total leader

- Fake
- Unfocused
- Rootless

Be real
Act with authenticity
by clarifying
what's important

- Purposeful
- Genuine
- Grounded

- Fragmented
- Resentful
- Overwhelmed

Be whole
Act with integrity
by respecting the
whole person

- Connected
- Supported
- Resilient

- Stagnant
- Apathetic
- Pessimistic

Be innovative
Act with creativity
by experimenting with
how things get done

- Curious
- Engaged
- Optimistic

A transformational leader *enacts*

Actions with

Integrity

Authenticity

Commitment

- The commitment of a leader – **inspires**
- Creation of a vision – **fires**
- Creativity, enthusiasm, imagination – **creates**
- Ideas and action – **attract**
- Energetic, committed followers - **reinforces**

Turning to the era of Team Science

New ways of working...

Team science is more than creating teams

- ❑ It's thinking differently about how we behave in our organizations
- ❑ It's about enacting team membership
- ❑ It's about pooling talent as we strive for organizational success
- ❑ It's about inclusion and drawing upon the wisdom of diverse perspectives and skills

Why Teams?

- Science faces challenges that have not been encountered in the past
- Teams have the potential to outperform individuals acting alone or other types of groups
- Teams have greater potential for superior results because of the ability to engage the “wisdom of the team”

**R. Kevin Grigsby, D.S.W. , AAMC GREAT Group
Annual Meeting, October 2011**

Five Truths About Teams

- 1. Some people are NOT team players**
- 2. Most people think they know how to be team players**
- 3. Most people don't know how to be team players**
- 4. Most people can learn to be team players**
- 5. Good teams need to practice**

Team Enactment Exercise

- 1. With your group, line up so each member is facing another member.**
- 2. Put your arm at your side and bend your elbow at 90 degree angle (about waist high). Point your index finger at the person across from you**
- 3. All team members should move fingers so they are at the same level**
- 4. A light wooden rod will be placed across the fingers of the team**
- 5. Keeping your fingers in contact with the rod without grasping or clamping, set it on the floor without dropping it.**

Easy? Hmm...

- What did you experience?
- Were you able to do it the first time?
- What was required of your team to accomplish this simple task?
- Consider the issue of leadership –**
 - Was everyone a leader?**
 - Was everyone a follower?**
 - What worked?**

How might team science impact leadership?

**Consider that team success requires
a mutual commitment among members**

What aspects of leadership remain important?

How is followership important in this setting?

**How critical is active listening to team
success?**

CLOSING THOUGHTS REGARDING LEADERSHIP

STRIVE FOR EACH MEMBER OF
OUR COMMUNITY TO BE A
TRANSFORMATIONAL LEADER

- HIGH INTEGRITY
- AUTHENTIC
- COMMITTED & CREATIVE

Enjoy your leadership journey!