



# Leaping into Leadership

A Primer for New & Experienced Midwifery Leaders

Midwifery Works

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# Presenters & Disclosures

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Solosec <sup>TM</sup> Steering Committee

# Learning Objectives

At the end of the session the participant should be able to:

1. Define Core Leadership Skills and articulate ways to integrate these into a midwifery leadership role.
2. Define Adaptive Leadership Skills and articulate ways to integrate these into a midwifery practice.
3. Begin a personal leadership development plan to build leadership skills in the future.

# Introductions & Your Objectives for Today

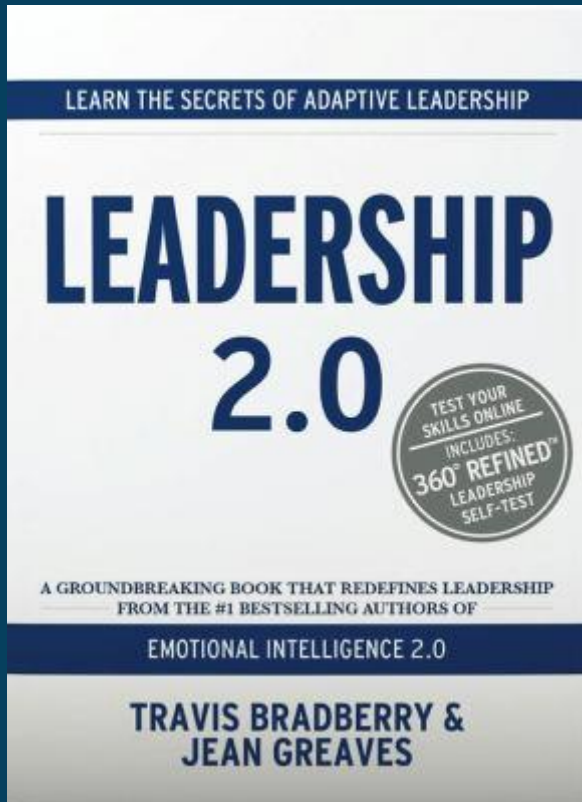
In one minute please share:

Your name, CNM/CM, Student or Other

Your practice name & location

Your personal objectives for today's workshop

# Our Guide Today



- Leadership 2.0 presents a new way to understand great leadership and an innovative method for any leader to become great.
- Today we will focus on concepts in the book.
- Each of you will receive a complimentary copy of the book from Wilson Hughes Consulting and Grant Bryant Consulting, LLC.
- After you return home, you can take the assessment in the book and dive more deeply into your personal results.



## “Core Leadership Skills:

...the skills that get people promoted into leadership positions. People who naturally demonstrate these skills are often labeled “born” leaders.”

- Leadership 2.0™

# Core Leadership Skills



## STRATEGY

Vision

Acumen

Planning

Courage to Lead

## ACTION

Decision Making

Communication

Mobilizing Others

## RESULTS

Risk Taking

Results Focused

Agility

# CORE LEADERSHIP IS:



## Strategy:

“Talent hits a target that no one else can hit, but genius hits a target no one else can see. Strategy is knowing how to look ahead, spot the trends, and anticipate the course of action you will follow to maximize your success.”



# Strategy requires:

## Vision

- Inspired leaders take their employees and the organization in new directions. This requires the ability to envision a new reality for others that they can see and want to pursue wholeheartedly.

## Acumen

- Savvy leaders possess an up-to-date understanding of the broader issues affecting their fields of expertise and their organizations

# Strategy requires:

## Planning

- Leaders must accurately anticipate upcoming events to set appropriate goals and get things done.

## Courage to Lead

- Courageous leaders stand strong in the face of adversity and take necessary risks to achieve results.

# Considerations about VISION

**Create a clear and compelling vision for your people.**

1. Give Them a Purpose
2. Don't Confuse Values with Vision
3. Give Them Something to Talk About
4. Create Freedom
5. Test Your Vision
  - Is my vision easy for other people to see?
  - Does my vision stimulate their interest and get their creative juices flowing?
  - Does my vision get people moving spontaneously?
  - Is my vision realistic?
  - Is my vision so clear that people can spread the word?
  - Would everyone continue to pursue this vision even in my absence?

# Considerations about ACUMEN

**Take a 30,000 foot view of your organization. Questions to ask.**

1. What events are shaping the world at large?
2. What events are shaping our industry?
3. What events are shaping our company?
4. What significance do these events hold for us?
5. What pieces do we have in place to capitalize on these events?
6. What do we still need in order to capitalize on these events?
7. How will we do it?

# Considerations about PLANNING

**Follow these strategies, be equipped to handle obstacles.**

1. Focus on the Big Picture
2. Know the Players
3. Be Realistic
4. Grind it Out
5. Don't Run Too Lean
6. Expect the Unexpected (Murphy's Law)
7. Set and Check Against Milestones

# Considerations about COURAGE TO LEAD

## 10 essential steps that will help you become a courageous leader.

1. Courage isn't about bravado---it's about having the guts to stand behind decisions when you're the one that will take the fall.
2. Courage isn't the absence of fear. Courage is the ability to move forward in the face of fear.
3. Courage demands discipline and consistency. Its enemies are distraction and compromise.
4. Courage requires having a voice---a voice that addresses difficult subjects, delivers tough feedback, and shares dissenting opinions.

## More about COURAGE TO LEAD

5. Courage means doing the right thing even when it is dangerous to do so.
6. Courage requires letting go and allowing people to do their jobs.
7. Courageous leaders don't make excuses---they apologize.
8. Courage takes the risks that others are willing to attempt.
9. Courage addresses conflict head-on.
10. Courage challenges the status quo.

# Exercise

## Instructions

STRATEGY
Vision
Acumen
Planning
Courage to Lead

- Go to Worksheet 1
- Review the Core Leadership Skills of Strategy
- Identify the skills you use in your midwifery leadership role.
- Identify the skills you need to develop in your midwifery leadership role.
- Pair and share how you can use and develop these Core Leadership Skills to grow as a midwifery leader.



# CORE LEADERSHIP IS:



## Action:

“An idea is a curious thing---it will not work unless you do. For most leaders, desire is not the factor that holds them back; it’s knowing how to execute.”

# Action requires:

## Decision Making

- Effective leaders make sound decisions that consider multiple options, seek input from others where appropriate, and are reached in a timely manner.

## Communication

- When leaders create an open environment in which thoughts are expressed freely and information flows easily, they increase the effectiveness of their organization.

# Action requires:

## Mobilizing Others

- Leaders must motivate and influence those around them. By mobilizing others, leaders move the organization as a whole toward obtainable and seemingly unobtainable results.

# Considerations about DECISION MAKING

The following methods will help you eliminate distractions, focus on the right information, and make sound decisions that accelerate your performance as a leader.

1. Take Your Emotions Out of the Driver's Seat
2. Seek Counsel
3. Be wary of Raw Data
4. Seek Knowledge over Information
5. Know What's Driving Your Inclination
6. Consider Every Angle
7. Do a Cost/Benefit Analysis
8. Do an Integrity Gut Check
9. Prepare for Contingencies

# Considerations about COMMUNICATION

Apply these strategies and watch your communication skills reach new heights. Work on them one at a time!

1. Speak to Groups as Individuals
2. Talk so People Will Listen
3. Listen so People Will Talk
4. Connect Emotionally
5. Read Body Language
6. Prepare Your Intent
7. Skip the Jargon
8. Practice Active Listening

# Considerations about MOBILIZING OTHERS

These strategies work to engage your employees.

1. Give Thanks
2. Be Thoughtful
3. Declare Decision Rights
4. Earn Their Respect
5. Integrate Ideas
6. Have an “Open-Door” Policy
7. Teach Your Managers to Engage
8. Only Get Mad on Purpose

# Exercise

## Instructions

<b>ACTION</b>
Decision Making
Communication
Mobilizing Others

- Go to Worksheet 2
- Review the Core Leadership Skills of Action.
- Identify the skills you use in your midwifery leadership role.
- Identify the skills you need to develop in your midwifery leadership role.
- Pair and share how you can use and develop these Core Leadership Skills to grow as a midwifery leader.

# CORE LEADERSHIP IS:



## Results:

“It’s a myth that hard work is enough to achieve results. Far too often, obstacles are thrown in a leader’s path that require a special set of skills to reach the finish line.”



# Results require:

## Risk Taking

- Leaders must be able to maneuver through situations that require them to ‘push the envelope,’ risk their status in the organization, and stand behind a chosen course of action.

## Results Focus

- Leaders who achieve results stay focused, get and keep their people focused, and do whatever is necessary to see things through.

# Results require:

## Agility

- Leaders who consistently reach their goals are constantly adapting to their surroundings; they respond quickly to uncertainty and change to function effectively.

# Considerations about RISK TAKING

These strategies will help you up your risk taking game.

1. Replace Ego with Authenticity (NOT Pride & Arrogance)
2. Face Your Fear of Failure
3. Take a Leap but if you can't...
4. Take a Small Step
5. Don't Lose Sight of the Long Term
6. Acknowledge Mistakes
7. Get Personal
8. Tell Hard Truths

# Considerations about AGILITY

These strategies will help you develop the agility you need.

1. Make Change your Muse
2. Think through Consequences
3. Address Uncertainty Head-on
4. Separate Emotion from Reason
5. Seek Guidance from the Agile
6. Adapt Your Leadership Style to the Situation
7. Seek to Maximize Potential
8. Speak to Someone Who is Not Affected by the Change

# Exercise

## Instructions

RESULTS
Risk Taking
Results Focused
Agility

- Go to Worksheet 3
- Review the Core Leadership Skills of Results.
- Identify the skills you use in your midwifery leadership role.
- Identify the skills you need to develop in your midwifery leadership role.
- Pair and share how you can use and develop these Core Leadership Skills to grow as a midwifery leader.



## “Adaptive Leadership:

...is a unique combination of skills, perspective, and guided effort that enable true excellence.”

- Leadership 2.0™

# Adaptive Leadership



## EMOTIONAL INTELLIGENCE

Self-Awareness

Self-Management

Social Awareness

Relationship Management

## ORGANIZATIONAL JUSTICE

Decision Fairness

Information Sharing

Outcome Concern

# Adaptive Leadership



## CHARACTER

Integrity

Credibility

Values Differences

## DEVELOPMENT

Lifelong Learning

Developing Others



# ADAPTIVE LEADERSHIP IS...

## Emotional Intelligence:

“Emotional intelligence is a set of skills that capture our awareness of our own emotions and the emotions of others and how we use this awareness to manage ourselves effectively and form quality relationships.”

# Emotional intelligence requires:

## Self-awareness

- The ability to accurately perceive your emotions in the moment and understand your tendencies across situations.

## Self-management

- Use awareness of your emotions to stay flexible and direct your behavior positively. This means managing your emotional reactions to situations and people.

# Emotional intelligence requires:

## **Social Awareness**

- The ability to accurately pick up on other people's emotions and understand what is really going on with them.

## **Relationship Management**

- Using awareness of your emotions and those of others to manage interactions successfully.

# Considerations about SELF-AWARENESS

These strategies will help you increase your self-awareness and increase the alignment between what you know about yourself and what others see.

1. Lean into Discomfort
2. Listen to What Your Emotions Are Telling You
3. Uncover the Source of Your Emotions
4. Celebrate Small Victories
5. Uncover Your Primal Leadership (You Are Contagious)
6. Go Make Some Mistakes
7. Get Feedback

# Considerations about SELF-MANAGEMENT

Self-management is what happens when you act---or do not act.

1. Set the Emotional Tone in Your Organization
2. Know the signs (And Take a Breath First)
3. Manage Positive Emotions
4. Sidestep Emotional Hijacking
5. Make Your Goals Public
6. Explore Your Options
7. Channel Your Emotions into the Behavior You Want
8. Take Control of Your Self-talk

# Considerations about SOCIAL AWARENESS

These strategies will help you increase your self-awareness and increase the alignment between what you know about yourself and what others see.

1. Listen and Observe
2. Play Anthropologist
3. Pick Up on the Mood in the Room
4. Test Your Accuracy (Just Ask)
5. Go on a 15-minute Tour

# Considerations about RELATIONSHIP MANAGEMENT

These strategies will help you develop relationships that have staying power and grow over time.

1. Tap into All of the Emotional Intelligence Skills
2. Avoid Giving Mixed Signals
3. Master Stress
4. Quit Winning the Battle to Lose the War
5. Model Effective Relationships (Set the Tone)
6. Tackle Tough Conversations

# Exercise

## Instructions

<b>EMOTIONAL INTELLIGENCE</b>
Self-Awareness
Self-Management
Social Awareness
Relationship Management

- Go to Worksheet 5
- Review the Adaptive Leadership Skills of Emotional Intelligence.
- Identify the skills you use in your midwifery leadership role.
- Identify the skills you need to develop in your midwifery leadership role.
- Pair and share how you can use and develop these Adaptive Leadership Skills to grow as a midwifery leader.



# ADAPTIVE LEADERSHIP IS...

## Organizational Justice:

“Great leaders don’t shy away from the truth. They know how to integrate what people think, what they want to hear, and how they want to hear it with the facts. This makes people feel respected and valued.”

# Organizational justice requires:

## Decision Fairness

- Leaders need to understand how people perceive fairness and then reach decisions through a fair process to increase the satisfaction, productivity, and retention of their employees.

## Information Sharing

- Once a decision has been made, employees must understand how the decision was reached and how specifically it impacts them.

# Organizational justice requires:

## Outcome concern

- A true leader is genuinely concerned with the welfare of others and is able to express this concern on a personal level with everyone he or she leads.

# Considerations about DECISION FAIRNESS

You can create decision fairness by committing to doing the following three things consistently and visibly every time you make an important decision.

1. Inform your staff about the upcoming decisions that will affect them.
2. Give employees a voice in matters that will affect them before reaching your decisions, even if you may not be able to use their input.
3. When appropriate, use people's input when you make decisions that will affect them.

# Considerations about INFORMATION SHARING

To create a fair and just climate through the skill of information sharing you need to commit to doing just two things consistently and visibly.

1. Explain to employees how and why decisions were made that affect them, regardless of whether you were the one who made the decision.
2. Thoroughly discuss the impact decisions made will have on people.

# Considerations about OUTCOME CONCERN

There are three steps to demonstrating outcome concern.

1. Express sincere concern for your employees when you share decisions that affect them.
2. Check in with your staff regarding their reactions to decisions that affect them. (1:1 or in a group meeting).
3. Teach managers to do the same.

# Exercise

## Instructions

<b>ORGANIZATIONAL JUSTICE</b>
Decision Fairness
Information Sharing
Outcome Concern

- Go to Worksheet 6
- Review the Adaptive Leadership Skills of Organizational Justice.
- Identify the skills you use in your midwifery leadership role.
- Identify the skills you need to develop in your midwifery leadership role.
- Pair and share how you can use and develop these Adaptive Leadership Skills to grow as a midwifery leader.

# ADAPTIVE LEADERSHIP IS...

## Character:

“Leaders who embody a true sense of character are transparent and forthcoming. They aren’t perfect, but they earn people’s respect by walking their talk.”



# Character requires:

## Integrity

- Integrity is the melding of ethics and values into action. Individuals who display this quality operate with a core set of beliefs that inspire admiration and support from others.

## Credibility

- Leaders who can be counted on and whose actions and opinions are sound gain the support and commitment of those around them.

# Character requires:

## Values Differences

- Leaders who value and capitalize on the differences between people maximize their contributions and achieve better results.

# Considerations about INTEGRITY

These strategies capture the invisible “to dos” for building integrity and gaining it back when you’ve allowed it to slip away under pressure.

1. Walk Your Talk
2. Never Place Self-interest First
3. Don’t Lose Yourself
4. Take a Good Look at Yourself
5. Be a Good Steward
6. Live without Regrets

# Considerations about CREDIBILITY

Adaptive leaders take steps in three areas to build their credibility: 1) what they know 2) who they are, and 3) how they operate. Here are six steps to increase your credibility

1. Earn It
2. Let Your Actions Speak
3. Speak Their Language
4. Be Reliable and Consistent
5. Know When to Keep Your Mouth Shut
6. Distinguish the Forest from the Trees (You don't have to know everything about everything)

# Considerations about VALUES DIFFERENCES

These strategies will help you value differences and fully capitalize on diverse ideas, skills and experience.

1. Cure Yourself of Mini-me Syndrome
2. Value Dissenting Opinions
3. Treat People How They Want to Be Treated (The Platinum Rule)
4. Remember, You Can't Do It Alone

# Exercise

## Instructions

CHARACTER
Integrity
Credibility
Values Differences

- Go to Worksheet 7
- Review the Adaptive Leadership Skills of Character.
- Identify the skills you use in your midwifery leadership role.
- Identify the skills you need to develop in your midwifery leadership role.
- Pair and share how you can use and develop these Adaptive Leadership Skills to grow as a midwifery leader.

# ADAPTIVE LEADERSHIP IS...

## Development:

“The moment leaders think they have nothing more to learn and have no obligation to help develop those they lead is the moment they ensure they’ll never know their true potential.”

# Development requires:

## Lifelong Learning

- To stay on top of their game, effective leaders learn about themselves and their environment and use this knowledge to develop their abilities along many dimensions.

## Developing Others

- Leaders must provide their people with ample opportunities to grow and build new skills.



# Considerations about LIFELONG LEARNING

The adaptive leader is a lifelong learner who is constantly looking for ways to improve his or her skills as well as develop new ones.

1. Compete with Yourself
2. Make Failure Your Classroom
3. Read
4. Create a Stretch Assignment
5. Remain Humble
6. Collect Quality Feedback (360 Assessment)

# Considerations about DEVELOPING OTHERS

Deepening your people's technical know-how and improving their weaknesses are essential to developing others. You also need to develop people's strengths. Here's how to pull this off.

1. Frame Your Intent, Then Stretch Them
2. Make Failure a Safe Word
3. Shape how People Think ( A vulnerable moment is valuable)
4. Reveal Your Failures
5. Be a Coach
6. Set Goals

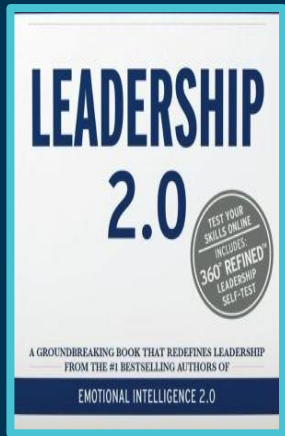
# Exercise

## Instructions

DEVELOPMENT
Lifelong Learning
Developing Others

- Go to Worksheet 8
- Review the Adaptive Leadership Skills of Development.
- Identify the skills you use in your midwifery leadership role.
- Identify the skills you need to develop in your midwifery leadership role.
- Pair and share how you can use and develop these Adaptive Leadership Skills to grow as a midwifery leader.

# DESIGN YOUR PERSONAL LEADERSHIP DEVELOPMENT PLAN



Define What  
Makes a  
Good  
Leader



Write a  
Personal  
Vision  
Statement



Identify Your  
Core Values

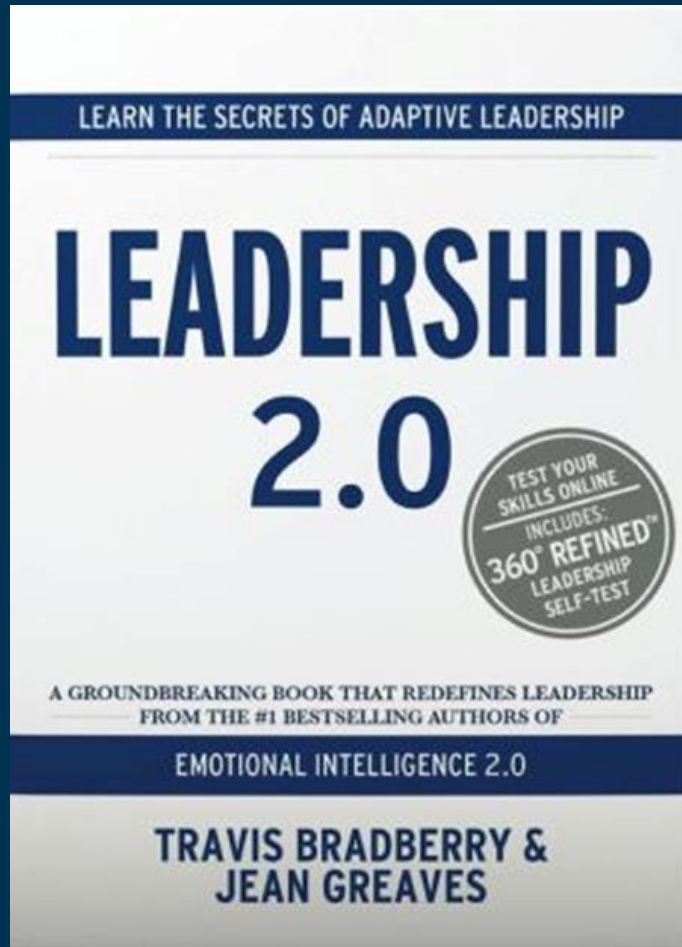


Set Goals



Write an  
Action Plan

# Now, Complete your Leadership 2.0™ Assessment



- Enjoy your complimentary book and take the Leadership 2.0™ assessment.
- Print out your report and reflect on your leadership talents and opportunities.
- Use this information to add to your action plan.
- Focus on a different leadership skill every month or two.
- Consider a leadership buddy or mentor to support you through the process of your leadership development.
- Track and celebrate your leadership journey and successes!

A black silhouette of a hand is shown from the bottom, holding up the word "SUCCESS". The word is written in a bold, blue, bubbly font with small white stars on some of the letters. The background is dark with many out-of-focus, glowing yellow and orange circles, creating a bokeh effect.

**SUCCESS**



**Thank You**