

# NEXT WAVE

FORUM *for* YOUNG INVESTIGATORS

in THORACIC ONCOLOGY

Focus on Management

Followed by **Focus on Leadership**

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# Leader

Something to be –  
or something to  
do?

# Three Competencies (among many) that Define Exceptional Leaders:

1. A well-cultivated self-awareness
2. A compelling vision
3. A real way with people

# Three Competencies (among many) that Define Exceptional Leaders:

1. **A well-cultivated self-awareness**
2. A compelling vision
3. A real way with people

# Self Awareness:

The ability to understand yourself,  
know your blind spots, and see how  
your behaviors impact others.

(Birkman, DiSC Assessment, 360 Feedback, *The Mirror*, others.)

Self-awareness is a very rare trait among leaders.

So get a self-awareness partner and extend total trust.

# Three Competencies (among many) that Define Exceptional Leaders:

1. A well-cultivated self-awareness
2. **A compelling vision**
3. A real way with people

# A Compelling Vision:

Mr. Doug Ivester, WHSC Board Chairman:

*A Vision* means recognizing we aren't where we want to be, and knowing where we want to go – our destination.”

*(5 blocks, or 500 miles....)*



# Vision should be Inspirational

(Dr. Martin Luther King, Jr. and the summer of  
1963.)

# To engage and inspire the 250,000 people listening tht day:

- I have some suggestions for you.
- I have a few thoughts to share.
- I have a strategic plan!

“I have a dream.”

(Nine times – ending with  
“This is our hope.”

# Three Competencies (among many) that Define Exceptional Leaders:

1. A well-cultivated self-awareness
2. A compelling vision
3. **A real way with people**

# Dale Carnegie:

## *How to Win Friends and Influence People*

*1936 First Published  
15+ million copies sold world-wide*

# A Real Way with People:

- Listening (like you really mean it)
- Inspiring Others (more to come)
- Building and Investing in Teams
- A person's name

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## Inspirational Leadership





# Crayons









The reality for  
leaders is often  
much more like...



# Crayons



# Why focus on inspiring?

Motivate  
Encourage  
Provide Hope  
Persuade  
Influence  
Instill Confidence  
Energize

**INSPIRE**

Uplift      Stimulate      Excite

**OTHERS?**

Gallup produced a report:  
*State of the American  
Workplace.* Gallup's survey  
noted that only 30% of  
employees were committed to  
doing a good job. 50% merely  
put in their time, and 20% were  
disruptive.



**The 50% who are  
uninspired are a huge  
concern – and also a  
great opportunity.**

*(They need to be  
inspired.)*

**The costs are huge  
to the organization.**

# Emory University in 1963:

- Large budget deficit
- Inadequate endowment
- Struggling undergraduate program

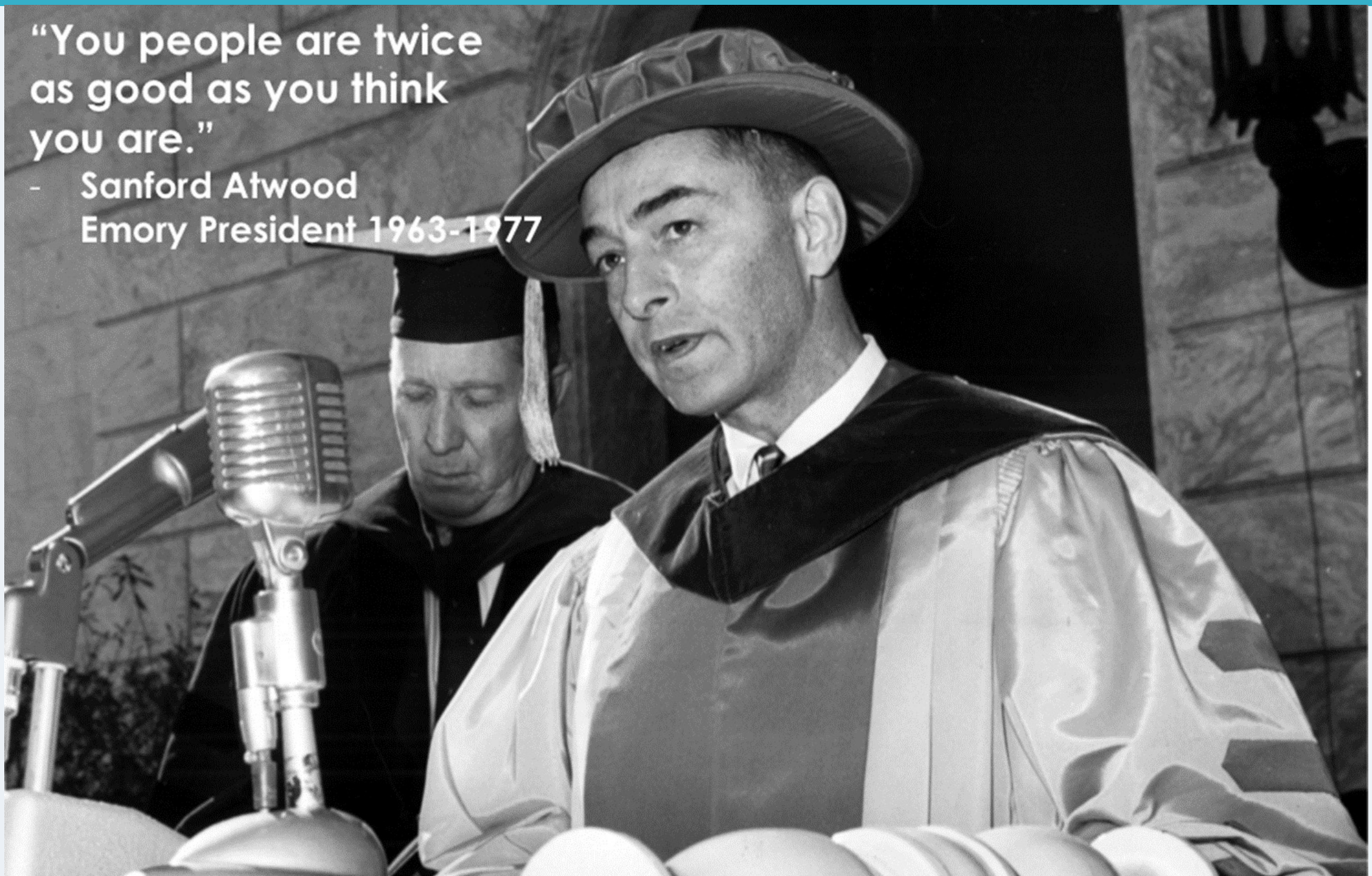
# Enter New President Sanford Atwood

At his inauguration speech,  
and directed to the faculty.....



**“You people are twice  
as good as you think  
you are.”**

**- Sanford Atwood  
Emory President 1963-1977**



**“Twice as good”  
versus “better” or  
“not as bad...”**

***(words matter)***



# Simple actions that inspire

**When a new  
person is hired,  
write her/him to  
welcome.**



**When someone receives a  
promotion, write her/him  
and congratulate.**

*(e-mail will work fine)*

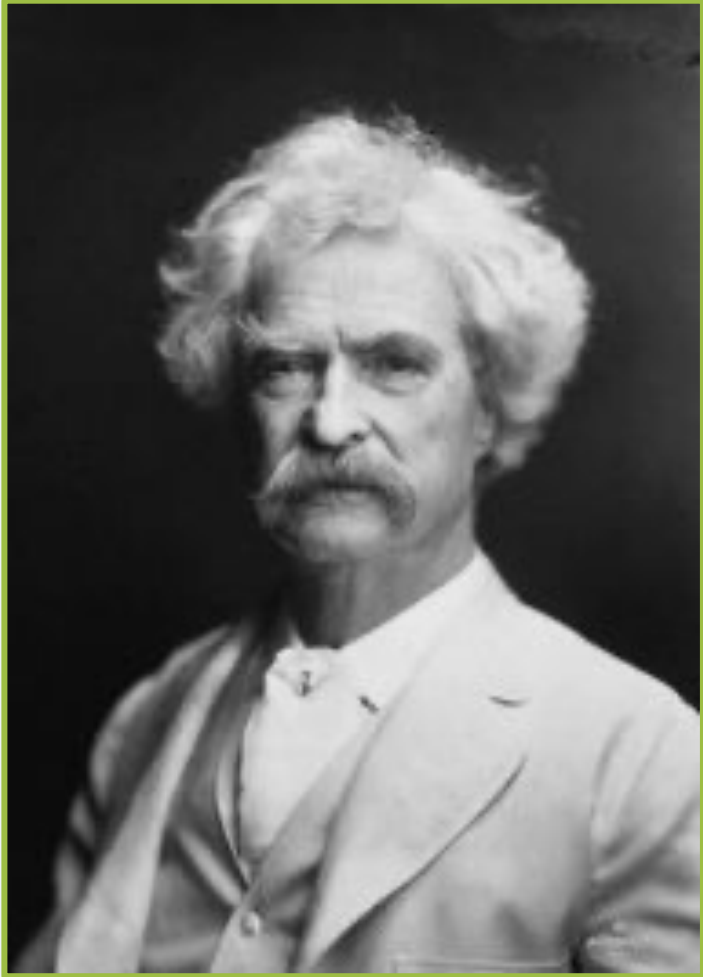
Let someone make a  
decision and support  
that decision.

*(even when it is not comfortable to do.)*

**Call people by name  
whenever possible.**

***(up and down the org chart –  
Dale Carnegie)***

People are  
continually  
getting tired,  
burned-out,  
disheartened...



**“I can live for two months on a good compliment.”**



Our chief want is someone who  
will inspire us to be what we  
know we could be.

~ Ralph Waldo Emerson



# Inspirational Story: Jim Valvano's dad (Rocco) and the packed bags

# The Story

- 1962 and Ordinary People
- Later - a Huge Goal as a coach
- His dad: “I’m Packed and Ready.”
- 1983 and the goal is reached.
- 1993 and “Never give up.”

# The Story

His dad, over and over:  
“I’m Packed and Ready.”

**“My father gave me the  
greatest gift anyone could  
give another person.  
He believed in me.”**

**Jim Valvano**

# Questions?

I want to end the way that  
I started - by thanking  
each of you for what you  
do.



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# Thank you.

