

Alternate Pathways to Leadership Success

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EVP and Provost
Meharry Medical College



How do you achieve your leadership goals?



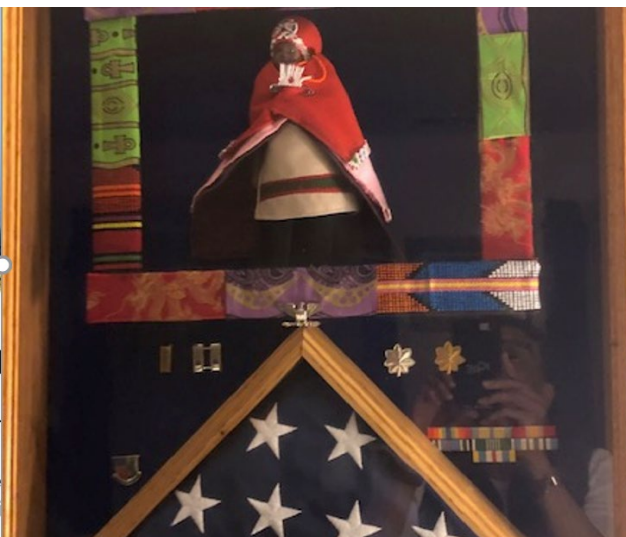
***You have one opportunity to make
a good first impression***

Unknown Source

Purpose, Process, and Presence

WE ARE.
PING HAND
MISSION





50annual spring
ANNIVERSARY conference

Jeannette South-Paul, MD

- Pursuing an academic career – uncommon in the Army
 - Engaging in clinical research as a resident
 - Seeking involvement in national, civilian organizations – AAFP
 - Juggling marriage to a civilian from a different culture and motherhood as an Army mom
 - Balancing a dual career relationship – Private practice and the Army

in the conversation on Twitter: #STFM50th



JESP – My Journey

- Immigrant parents – raised in a rescue mission
- Philadelphia HS for Girls, Penn, Pitt
- 22 years active duty US Army
- Clinical appointment - residency faculty – 4 years (MCG)
- Uniformed Services University of the Health Sciences – Non-Tenure – 15+ years
 - Assistant Professor 6 years
 - Associate Professor 6 years
 - VP for Minority & Women's Affairs 5 years
 - Family Medicine Department Chair 6 years
- University of Pittsburgh School of Medicine and UPMC – 18 ½ years
 - Tenured Professor 18 ½ years,
 - Endowed Chair 14 years
- Meharry Medical College – EVP and Provost – 3 y



First woman chair at UPSoM/UPMC

2001

Where did I work?

- 40 hospitals
- >400 ambulatory sites
- 80,000 employees

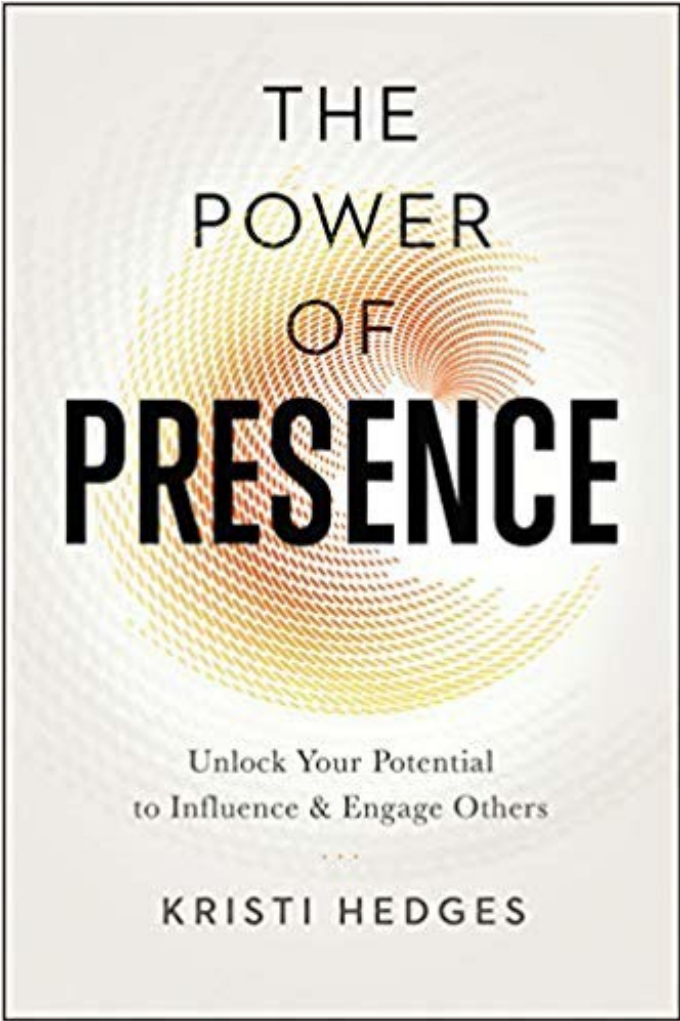
Recognized for excellence.



Establishing your presence



MEHARRY[®]
M E D I C A L C O L L E G E



THE POWER OF **PRESENCE**

Unlock Your Potential
to Influence & Engage Others

KRISTI HEDGES

I-Presence Model

- Intentional – understanding and managing your presence of mind
- Individual – forging strong relationships
- Inspirational – communicating to build and motivate followership
- Hedges K. *The Power of Presence: Unlock Your Potential to Influence and Engage Others*. American Management Association, New York, 2012

“Your Actions Are Speaking So Loudly I Can Hardly Hear What You’re Saying”

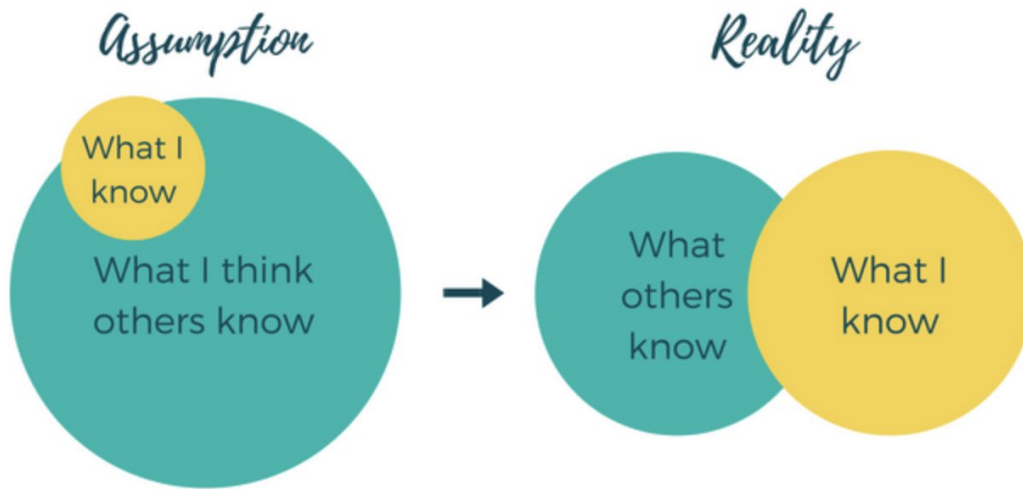
Hedges Chapter 2

**Is *Presence* a function of how you
feel about you
or
about how others feel about you?**

The environment in which women leaders function

- Imposter Syndrome
- Indecisiveness/uncertain personal vision
- Isolation
- Role confusion

———— The Imposter Syndrome ————



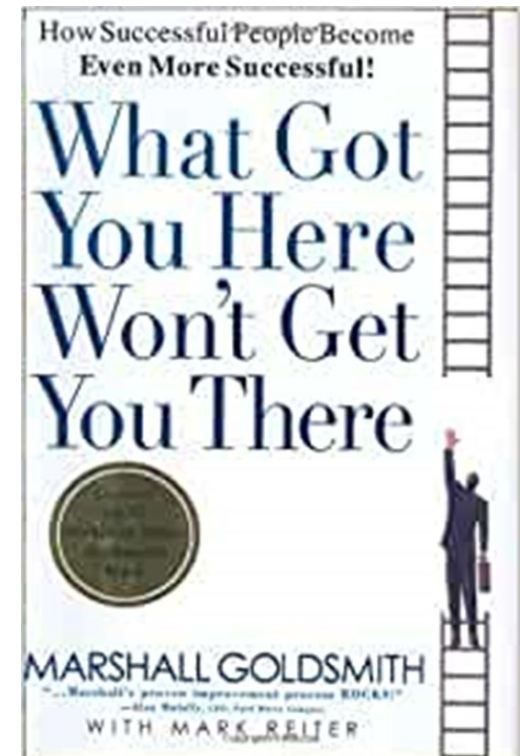
- **Imposter Syndrome—**
 - **Feeling underqualified**
 - **Fear of being exposed as a “fraud” in spite of external evidence of your competence**

<https://blog.usejournal.com/3-questions-to-ask-yourself-to-overcome-imposter-syndrome-a773b9f07201>

**The environment in which
women leaders function**

What Got You Here Won't Get You There: How Successful People Become More Successful

Marshall Goldsmith
Hachette Books, New York
2007, 2014



Framework for a successful presence for women

Organizational diagnosis

Articulating your vision – *Story Collider*

Leadership and followership

Spirit of service

Demographics/culture

Crisis management

Values and integrity

Common transactional flaws

Winning too much

Adding too much value

Passing judgment

Making destructive comments

Starting with “No,” “But,” or “However”

Telling the world how smart we are

Speaking when angry

Goldsmith M

Common transactional flaws

- Negativity – or “Let me explain why that won’t work.”
- Withholding information
- Failing to give proper recognition
- Claiming credit that we don’t deserve
- Making excuses
- Clinging to the past

- *Goldsmith M*

Common transactional flaws

- Refusing to express regret
- Not listening
- Failing to express gratitude
- Punishing the messenger
- Passing the buck
- An excessive need to be “me”
- *Goldsmith M*

Emotional Intelligence

Emotional Intelligence Domains and Competencies

Self-awareness	Self-management	Social awareness	Relationship management
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation		Conflict management
	Positive outlook	Organizational awareness	Teamwork
			Inspirational leadership

[Daniel Goleman](#) and [Richard E. Boyatzis](#). 2/6/2017

Source: More Than Sound, LLC, 2017

[Emotional Intelligence Has 12 Elements. Which Do You Need to Work On? \(hbr.org\)](https://hbr.org/2017/02/emotional-intelligence-has-12-elements-which-do-you-need-to-work-on/)





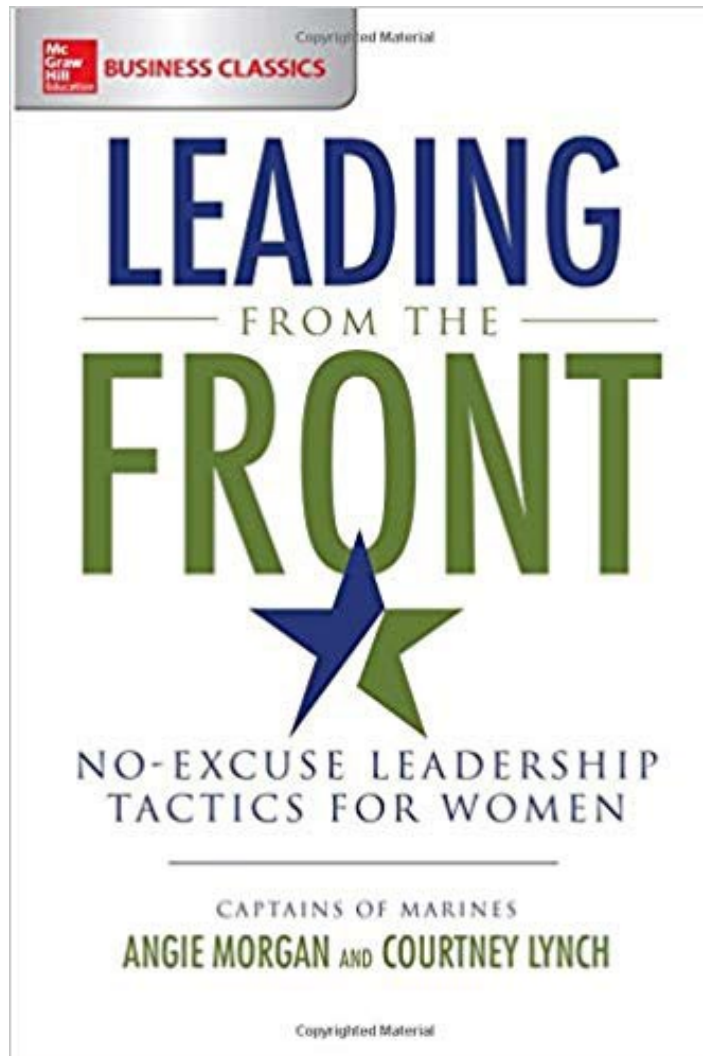
**You are in a battle –
what strategies and tactics do
you need?**



**Everything rises
and falls on
leadership**

***Great leaders seek out and find
potential leaders, then transform
them into good leaders.***

U.S. Marine Corps



Leading from the Front

Meet and exceed the standards you ask of others- lead from the front

Make timely decisions – find the 80 percent solution

Seek to take responsibility before you begin to place blame

True leaders dedicate themselves to service – take care of those you lead

Think before you act – especially before you overreact

Leading from the Front: No Excuse Leadership Tactics for Women,
Angie Morgan and Courtney Lynch. McGraw-Hill, New York 2006

Leading from the Front

- When faced with a crisis – aviate, navigate, communicate
- Courage + initiative + perseverance + integrity = success
- Don't cry over something that won't cry over you
- Say you're sorry only when you're at fault
- Always lead as you are

Leading from the Front: No Excuse Leadership Tactics for Women, Angie Morgan and Courtney Lynch. McGraw-Hill, New York 2006



***Leadership is the art of
accomplishing more than the
science of management says is
possible.***

Colin Powell



SOC Teams –
eg Navy SEALs

Teams

- Involve more people, thus more resources, ideas, and energy than would an individual.
- Maximize a leader's potential and minimize her weaknesses.
- Strengths and weaknesses are more exposed in individuals.
- Provide multiple perspectives on how to meet a need or reach a goal - devising several alternatives for each situation.
- C. G. Wilkes in John C. Maxwell, *Equipping 101*. Thomas Nelson Publishers, Nashville, 2003.p.5-6

Teams

- Share the credit for victories and the blame for losses. This fosters genuine humility and authentic community.
- Keep leaders accountable for the goal.
- Can simply do more than an individual.
- C. G. Wilkes in John C. Maxwell, *Equipping 101*. Thomas Nelson Publishers, Nashville, 2003.p.5-6

It's 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

R. Kevin Grigsby, DSW

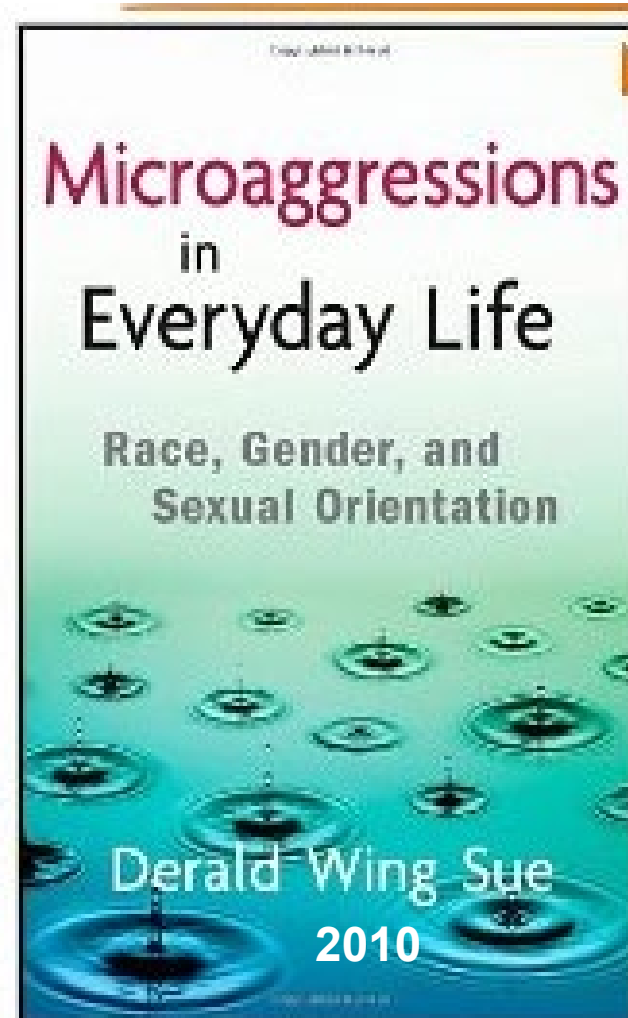


***Recognizing who you are
when you lead...***



*What sets you apart
and how does that
change your personal
and professional
dynamics?*

**Every day
experiences**



Maintaining Your Focus on What's Really Important...

Remember what charges your resource engine...





“Winning has nothing to do with racing. Most days don't have races anyway. Winning is about struggle and effort and optimism, and never, ever, ever giving up.”

— Amby Burfoot, *Runner's Guide to the Meaning of Life*



Summary

- Know your personal goals for career advancement
- Understand your institutional priorities
- Do your homework – understand what's happening in your department, service line, region, discipline
- Identify and nurture mentors, coaches, sponsors AND allies
- COMMUNICATE
- Think like a leader!



WE ARE ALL WONDERWOMEN!



*HP
Cage*



Questions and Discussion