

Steps (and Mis-steps) to Senior Leadership

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So Many Leadership Opportunities!

- Hospitals
- Medical Groups
- FQHCs
- Govt health agencies – local, state, federal
- Insurers
- For profit companies
- NFP companies
- NGOs
- VC
- And ones you haven't even considered yet...





What do you really want?

- It will almost certainly change over time.
- Embrace things that interest and energize you.
- Remember to volunteer – that’s how you meet new people and how leaders get to know you.
- Explore oddball opportunities – you never know!
- Don’t be afraid to chart your own path, or to ignore advice.
- Most of the time, advice will be helpful, but not always!

There are some obvious steps

- Get the education and experience the job you desire calls for
- In any organization, there are some natural progressions of positions/titles (don't ignore, but don't count on this)
- Connect with people who can help you as mentors or allies (but not JUST with them -don't be a suck-up)
- Volunteer often
- Don't be a one-issue person
- Much training is available online – some is free. Take advantage!



Relatability is Key!

- Know your audience!
- Is the decision an election, or a selection? (the audiences differ)
- Communicate in ways they understand and relate to
- Make it a conversation they want more of
- Bring ideas (and ideals) to life with stories
- Be honest about what is known, or not
- Be bold if seeking change, and be (slightly) specific
- When talking about change, **Energy is key**





Ask yourself: “Are things going well???”
(are you really sure about the answer?)

- Remember: Echo chambers are not reliable sources...
- (And we all know how reliable polls are...)
- The answer will help you know what’s yearned for by decision-makers.

What's the Dynamic at Play Right Now?

- **Tradition**, obvious choice by experience/background, seasoned
- Or **maverick, outsider, disrupter**, fresh to the scene





Mis-steps

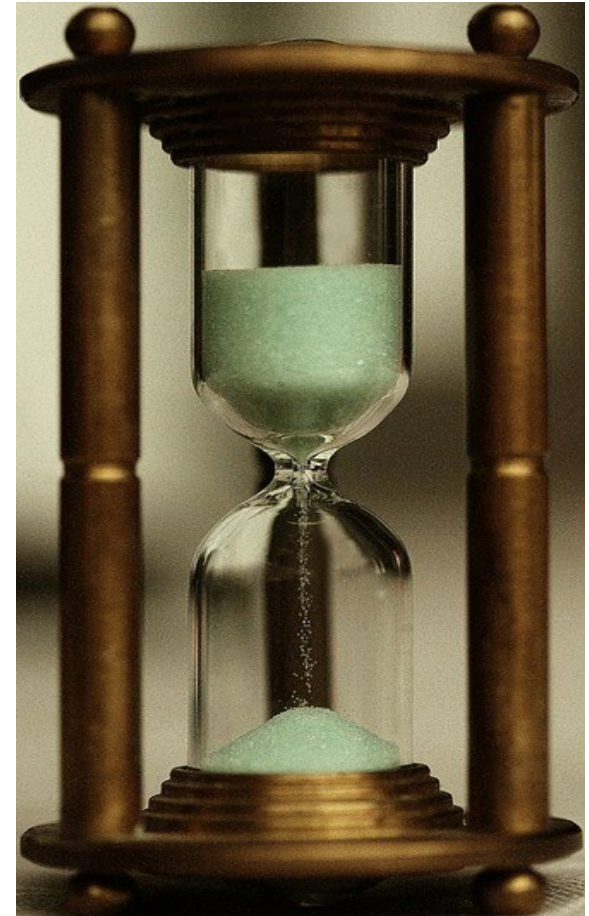
Ignoring Timing

...your friend, or your enemy.

Unseating an incumbent in an election

Seeking to be dept chair at your institution when the current chair isn't going anywhere anytime soon.

Medical Society rules about geographic rotation, etc..



Misjudging what is really wanted Seasoning...or Spice? Or Sizzle?



Did you dress for the job you want?





Don't be
afraid to take
risks – but
don't be naive

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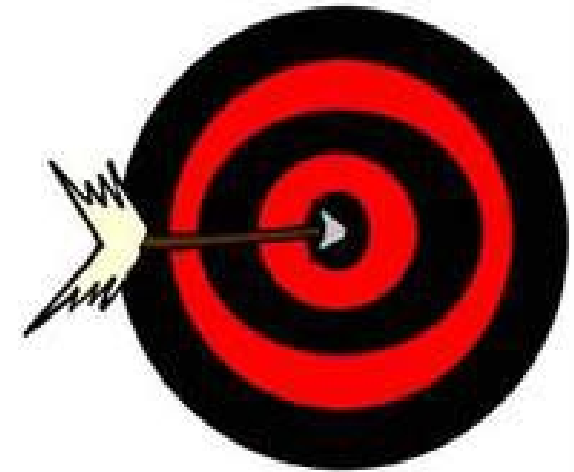


Underestimating a powerful opponent

- Or overestimating your support

Forgetting that The Difference between a Leader and a Target....

...is about 10 feet...



When you aren't the choice...

- Ask why (carefully, respectfully)
- **There are always next times**
- Don't wallow in disappointment...consider it "wisdom"



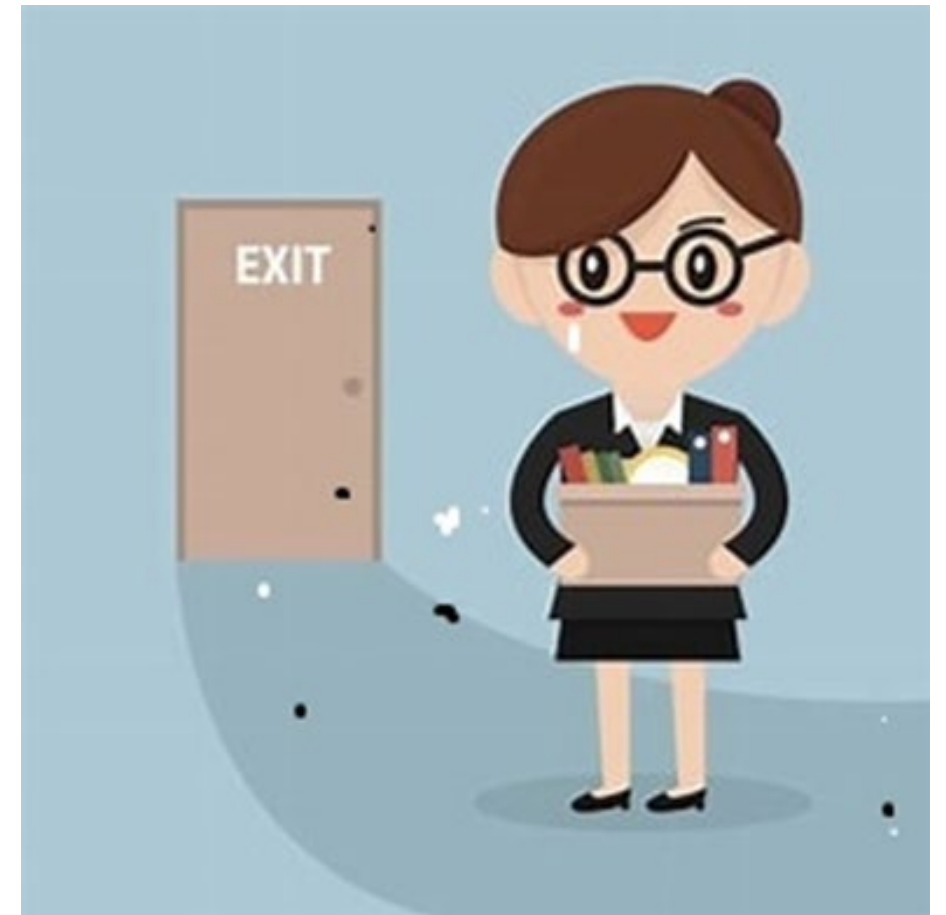
When You Do Get the Job, but your Skills don't match what's Needed

- Smithsonian American Art museum director
- “managed up” well, “managed down” badly
- Well known physician did well as local health commissioner, flamed out as NFP CEO, but excels as WP columnist
- Or you hate it after you take on the job
- **Learn from it, but don't get discouraged**



When it's obvious that:

- It's not going to nurture you
- Different skills are needed
- It's an impossible situation
- or
- Life throws you a curve ball (medically, personally, etc.)





If life hands you a total reset, adapt creatively

- Donnica Moore, MD – OB/GYN:
 - Severe orthopedic issues made practicing impossible, so she founded a multimedia company focused on women's health
- Bobby Mukkamala, MD, ENT, AMA president-elect:
 - Sudden diagnosis of temporal glioma, getting medical/surgical treatment but sharing his journey (good and bad) to influence policy





IN JAPAN, BROKEN OBJECTS
are OFTEN REPAIRED WITH
GOLD. THE FLAW is SEEN
as A UNIQUE PIECE OF *the*
OBJECT'S HISTORY, WHICH
ADDS TO *its* BEAUTY.

CONSIDER THIS
WHEN YOU FEEL BROKEN.