

Index

A

Academic career, leadership skills
 be positive, 94–95
 be selfless, 97
 effective delegation, 98
 efficiency, 93–94
 goal setting, 92
 leadership principles, 92
 non-specialty organizations, 97–98
 opportunity, 93
 sense of identity, 96
 team engagement, 95–96
Accommodation, 74, 130
Accountable Care Organizations (ACOs), 11
ACS. *See* American College of Surgeons (ACS)
Active/constructive, 69
Active/destructive, 69
Active listening, 22
Adaptive leadership, 55
Admiration, 34–36
Adult learning, 18
Affordable Care Act, 17
Aggressive individuals, 152
Already-always-listening, 45
American College of Surgeons (ACS), 155
American health care system, 15
American Medical Association, 111
American Surgical Association, 172
Animal kingdom, 2
Artful listening, 85
Aspasia, 169
Assertiveness, 74, 159
Assimilation, FMGs, 161
Attribution bias, 64

Autocratic leadership, 50, 52
Autonomous leadership, 160
Awareness intervention, 111

B

Barry, James, 170
BATNA. *See* Best alternative to a negotiated agreement (BATNA)
Before Common Era (BCE), 169
Behavioral theories, 50
Best alternative to a negotiated agreement (BATNA), 137
Big Five model, 63
Blackwell, Elizabeth, 170
Britt, L.D., 187, 191
Bureaucratic leadership, 52–53

C

Cellular immunotherapy, 178
Charismatic leadership, 53, 159
Classic two-by-two table, 103
Clinical teaching, 20
Coercive power, 51
Collaboration, 3, 10, 11, 74
Committee work, 87
Common mistakes, leadership
 appreciation, 81
 battles, 85–86
 meetings and committees, poor management, 86–87
 poor credit/blame assignment mistakes, 88
 priorities, 88–89

- Common mistakes, leadership (*cont.*)
 - quitting job, 84–85
 - remember, 82–83
 - respect, 81–82
 - self-discipline, 87
 - self-management, 80
 - team management, 80
 - understand, 83–84
- Communication, 21, 26, 102
- Communication skills, 157
- Competitive style, 74
- Compromising style, 74
- Conflict negotiation, 74
- Conflict resolution
 - BATNA, 137
 - causes
 - disagreement, 129
 - externals/moods, 128
 - Furlong's circle of conflict, 128
 - personality differences, 129
 - resolution and accommodation, 130
 - communication failure, 138
 - credibility, 139
 - Diamond's six negotiation tools, 138
 - Lencioni's model, 134
 - management
 - accommodating style, 131
 - assertiveness, 132
 - bargaining mode, 132
 - collaborative style, 131, 133
 - competing mode, 133
 - compromise, 132
 - cooperativeness, 132
 - smoothing, 132
 - misperception, 138
 - negotiation, 135
 - objective criteria, 137
 - ownership attitude, 141
 - personality conflicts, 135
 - persuasion, 139
 - positional bargaining, 136
 - preparation, 137
 - principle of scarcity, 140
 - shared meaning, pool of, 141
 - trench warfare, 136
 - types
 - conflicting needs, 126
 - conflicting styles, 127
 - differentiation, 126
 - disruptive physician behavior, 125
 - executive coaching, 127
 - high severity level, 125
 - lower severity level, 125
- Medical Executive Committee, 126
 - peer review, 127
 - written statements, 140
- Confucian Asia leadership style, 160
- Cooperativeness, 62, 74, 132, 133
- Courage, 3, 10, 36
- Creative risk taking, 23
- Crucial Conversations: Tools for Talking When Stakes are High*, 140
- Culture
 - American Training System, 161–162
 - FMG, 156–157
 - Italy to US, 162–163
 - leadership, 157–160
 - surgery, 166
 - Uruguay to US, 164–166
- D**
 - Darwinian selection, 60
 - Debas, Haile, 191
 - Decision-making process, 52, 157
 - Declaration, 39
 - Democratic leaders, 50
 - Democratic/participative leadership, 52
 - Difficult team members
 - disruptive team members, 110–111
 - impaired team member, 111–112
 - and leader's response, 108–109
 - Disciplinary action, 111
 - Disruptive behavior, 110, 111, 127
 - Disruptive physician, 110
 - Doctor preference cards, 16
 - Drew, Charles R., 186
 - Dunham and Pierce Leadership Process Model, 51
- E**
 - Early Life Stress (ELS), 70
 - Effective delegation, 98, 103
 - Effective teaching, 157
 - Effective team leader
 - building relationships, 105
 - dumping zone, 102–103
 - learning new mental models, 100
 - motivating team, 101–102
 - prioritizing work, 103–105
 - Eisenhower Matrix, 103
 - ELS. *See* Early Life Stress (ELS)
 - E-mail interactions, 153
 - Emergent leadership, 61
 - Emotional competence, 157

Emotional intelligence (EQ)
 emotion, biology of, 70–71
 leadership theories, 51
 medical practice and leadership roles,
 71–72
 relationship management, 77
 scope of, 68–69
 self-assessment and empathy, 72
 self-management, 76
 social awareness, 76

Empathy, 4, 10

Ethnocentrism, 158

360° Evaluation method, 27, 75

Expert power, 51

F

Farmer, D., 177–180

Feminine attributes and values, 10

FMG. *See* Foreign medical graduate (FMG)

Ford, Henri, 191

Foreign medical graduate (FMG), 155

Framingham Heart Study, 65

Freischlag, J., 174–177

Functional constraints, 46

Functional magnetic resonance imaging
 (MRI), 70

G

Gender discrimination, 172–174

Gender egalitarianism, 159

General intelligence, 63

Generations, 157–158

Genetic heritability, 64–65

Genetic predisposition, 2

*Getting More: How You Can Negotiate to
 Succeed in Work and Life*, 137

*Getting to Yes: Negotiating Agreement without
 Giving In*, 135

Glaser, Robert J., 187

Global Leadership and Organizational
 Behavior Effectiveness
 (GLOBE), 159

Great man theories, 60

Griffith Leadership Center, 24

H

Harvard Business Review on-line, 135, 139,
 140

Harvard Negotiation Project, 136

Health care systems, 152

Health services research, 18, 22

*Hereditary Genius: an inquiry into its laws
 and consequences*, 60

Hersey-Blanchard Situational Leadership
 Theory, 50

Homo economicus, 106

Honor, 34

Humanity corporation, 46

Human leadership, 1, 2

Human-oriented leadership, 160

Humility, 4, 10

I

Immediacy, 149

Indispensable condition, 33–34

Individualism vs. collectivism, 159

In-group collectivism, 159

Innovation, 8, 10, 11, 17, 26, 157

Inspiration, 2, 191

Institutional leadership, 118

Integration, FMGs, 161

Integrity, 4, 10, 33–35

Interpersonal behavior, 110

In utero stem cell therapy, 179

“Inward Journey of Leadership”, 75

“It’s just business” concept, 152

K

Kountz, Samuel L., 186, 191

L

Laissez-faire leadership, 50, 53

Laparoscopic cholecystectomy, 15, 22, 26

Leadership
 action, 6
 affiliative/facilitating style, 8
 articulating the purpose, 5
 authoritative style, 8
 coaching style, 9
 coercive style, 9
 definition, 1–2
 democratic style, 8–9
 emotional intelligence and, 4–5
 generating and sustaining trust, 6
 leaders, origin of, 2–4
 medicine
 ACOs, 11
 authority, 12
 autonomy, 11
 clinical microsystems, 12

- Leadership (*cont.*)
- collaboration, 11
 - evidence, 11
 - individuality, 10
 - measurement, 11
 - patient-centered medical homes, 11
 - patient's interest, 11
 - self-interest, 11
 - transparency, 11
- pacesetting style, 9
- styles
- adaptive leadership, 55
 - autocratic leadership, 52
 - bureaucratic leadership, 52–53
 - charismatic leadership, 53
 - democratic/participative leadership, 52
 - laissez-faire leadership, 53
 - people-oriented/relations-oriented leadership, 53–54
 - servant leadership, 54
 - task-oriented leadership, 54
 - transactional leadership, 54–55
 - transformational leadership, 55
- successful vision, creation of, 5
- surgery, 56
- theories
- behavioral theories, 50
 - contingency/situational theories, 50–51
 - emotional intelligence, 51
 - power and influence theories, 51
 - trait theories, 49–50
- traits
- categories, 62
 - cognitive capacities, 63
 - creative thinking, 63
 - drive, 64
 - extroversion, 64
 - genetically inherited traits, 64–65
 - great man theories, 60
 - leader attributes, 63
 - modern view of, 61–62
 - motivation, 64
 - neuroticism, 63
 - origins of, 60–61
 - self-esteem, 64
 - social appraisal and interpersonal skills, 64
 - transactional approach, 8
 - transformational style, 8
- Leadership Development Program, 24–26
- Leffall, LaSalle D., 187
- Legitimate power, 51
- Likeret-type scale, 56
- Long-term orientation, 159
- Look and listen theory, 3
- M**
- Macho paradigm, 10
- Manage relationships, 69
- Managing Up
- campus leadership, 120
 - clinical revenue generation, 121
 - clinical work, 122
 - internal “mini-sabbatical” system, 121
 - principles of
 - best assets, 117–118
 - boss's perspective, 118–119
 - boss's strengths/weaknesses, 119
 - immediate institutional leadership, 118
 - institutional imperative, 119
 - meetings, 116
 - solutions/options, 117
 - surprises, 117
 - trustworthy/private sounding board, 116–117
 - recruitment process, 120
 - research duplicity, 121
- Masculine traits, 10
- Masculinity vs. femininity, 159
- Mastery, 102
- Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), 71, 73
- Meaningful vision, 1
- Mental models, 100
- Mentorship, 82, 96, 158, 174
- Meta-leadership, 7
- Michigan Leadership Development Program, 25
- Moral values, 1, 3
- Motivation, 4, 7, 157
- MSCEIT. *See* Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT)
- Multidisciplinary care, 17
- Myers-Briggs Type Indicators, 63, 108
- N**
- National Board of Medical Examiners shelf examinations, 71
- National Residency Matching Program, 162
- Neuroscience principles, 38
- Non-coercive means, 1, 2
- Nwariaku, Fiemu, 191

O

- Observer bias, 64
- Ontological constraints, 45–46
- Ontological/phenomenological model, 37
- Ontology
 - context
 - leadership situation, 41
 - natural self-expression, 42
 - neural circuits, re-wiring of, 42
 - neural patterns, 41
 - discontinuous future
 - concept, 44
 - conversation/interaction, 43
 - Created Future, 43
 - language, 43
 - linguistic abstractions, 44
 - phenomena, 44
 - term, 44
 - foundational elements
 - authenticity, 35–36
 - being cause-in-the-matter, 38–39
 - commitment, 36–37
 - integrity, 33–35
 - leadership vacuum
 - awareness, 32
 - exercise leadership, 30
 - management, 32
 - natural self-expression, 31
 - ontological constraints, 32
 - ontological constraints, 45–46
 - transformational learning, 39
- Operating room, 16, 19, 20
- Optimism, 6, 71, 72
- Organ, Claude H., 187, 191
- Organizational change management
 - accommodation and flexibility, 148
 - be optimistic, 154
 - burning platform, 148–149
 - commitment, 149
 - constituents, 152–153
 - “do as I say” approach, 151
 - leadership alignment, 147–148
 - non-adopters strategy, 153–154
 - organizational culture, 150
 - organizational initiative, 148
 - organization success, celebrating, 154
 - speed and timing, 151
 - vision, 146–147
- Organization and Environment*, 126
- Overcoming the Five Dysfunctions of a Team*, 133

P

- Participative leadership, 160
- Passion, 150
- Passive/aggressive individuals, 152
- Passive-aggressive personality type, 109
- Passive/constructive, 69
- Passive/destructive, 69
- Passive individuals, 152
- People-oriented/relations-oriented leadership, 53–54
- Performance orientation, 159
- Perpetual optimism, 5
- Personal integrity, 20
- Personality conflicts, 105
- Personality traits, 63
- Personal will, 2
- Positivity, 6
- Power and influence theories, 51
- Power distance index, 159
- Practical idealists, 6
- Practical intelligence, 64
- Pragmatic dreamers, 6
- Prejudice, 159
- Professionalism, 157
- Providing feedback, 96
- Psychological method, 45
- Public support, 116–117

R

- Race, 158
- Recruitment, 82, 83, 120, 123
- Referent power, 51
- Resilience, 157
- Reverse delegation, 7
- Reward power, 51
- Rhodes Scholarships, 177

S

- SCID. *See* Severe combined immunodeficiency (SCID)
- Scorched earth approach, 151
- Scudder, John, 186
- Self-affirmation, 36
- Self-awareness, 4, 7, 68
- Selfless leadership, 10
- Selflessness, 4
- Self-protective leadership, 160
- Self-regulation, 4, 68–69
- Servant leadership, 54
- Service leadership, 7

- Severe combined immunodeficiency (SCID), 179
- Sexual harassment, 173
- Single nucleotide polymorphism (SNP), 65
- Situational awareness, 7, 11
- Situational theory, 2
- Social awareness, 68, 69, 73, 76, 80, 108
- Social intelligence, 64
- Social skill, 4–5, 72, 73, 80, 108
- Stain, Steven, 191
- Stogdill's influential review, 62
- Surgeon-scientist career, 180
- Surgical complications, 19
- Surgical leadership
 - cooperative behavior, 16
 - initial faculty experiences, 19–20
 - laparoscopic approaches, 15
 - leadership dilemma, 27–28
 - leadership imperative
 - clinical mission, 16–17
 - research mission, 17–18
 - teaching mission, 18–19
 - leadership phenotype, 23
 - leadership preparation
 - leadership auditions, 26
 - TAPS, 26
 - team composition, 27
 - visions and goals, 25
 - new leaders, 28
 - temperament and values, 20–22
- Surgical personality, 107
- T**
- TAPS. *See* Team Action Projects in Surgery (TAPS)
- Targeted ability, 109
- Task-oriented leadership, 54
- Team Action Projects in Surgery (TAPS), 26
- Team oriented leadership, 160
- Teamwork, 10, 53, 99, 107, 126, 157
- Technically competence, 157
- Tetrablibion*, 170
- Thomas-Kilmann Conflict Mode Instrument (TKI), 73–74, 132
- Tipping Point*, 69
- Trait leadership, 2
- Trait theory
 - categories, 62
 - cognitive capacities, 63
 - creative thinking, 63
 - drive, 64
 - extroversion, 64
 - genetically inherited traits, 64–65
 - great man theories, 60
 - leader attributes, 63
 - modern view of, 61–62
 - motivation, 64
 - neuroticism, 63
 - origins of, 60–61
 - personality traits/characteristics, 49
 - self-esteem, 64
 - social appraisal and interpersonal skills, 64
- Transactional leadership, 54–55
- Transformational leadership, 55
- U**
- UCSF. *See* University of California San Francisco (UCSF)
- Uncertainty avoidance, 159
- Underrepresented minority in medicine (URMM)
 - academic surgery, 184
 - African Americans and Hispanics, 183
 - American Surgery, 185
 - barriers, 184–185
 - excellence, 185, 186
 - health disparities, 185
 - racial and ethnic discrimination, 184
 - students, 185
 - surgical leader, challenges
 - crucial functions, 189
 - equity and diversity, 188
 - mentorship and sponsorship, 189
 - obligations, 190
 - racial/ethnic discrimination, 188
- United States Medical Licensing Examination (USMLE), 156
- University of California San Francisco (UCSF), 162
- Upbringing, 158
- Urgent/importance matrix, 103
- V**
- Verbal expression, 21, 22
- Virtue, 59
- W**
- Walker, Mary Edwards, 171
- Women
 - academic medicine, 172
 - female leadership, 172
 - gender parity, 171

- gender roles, 172–173
- history
 - Aspasia’s innovative surgical techniques, 169
 - female surgeons, 169
 - male practitioners, 170
 - medical care, 170
 - modern hydrocelectomy, 170
 - Napoleonic wars, 170
- Julie Freischlag, 174–177
- mentorship, 174
- pipeline effect, 171
- serendipity and persistence, 177–180
- sexism, 173–174