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Leading from the Middle: Becoming the Bridge for Impactful Change

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HARVARD MEDICAL SCHOOL

Disclosures:

NONE

Session Goals

01

Understand the principles of effective leadership structures

02

Analyze organizational and personal resources

03

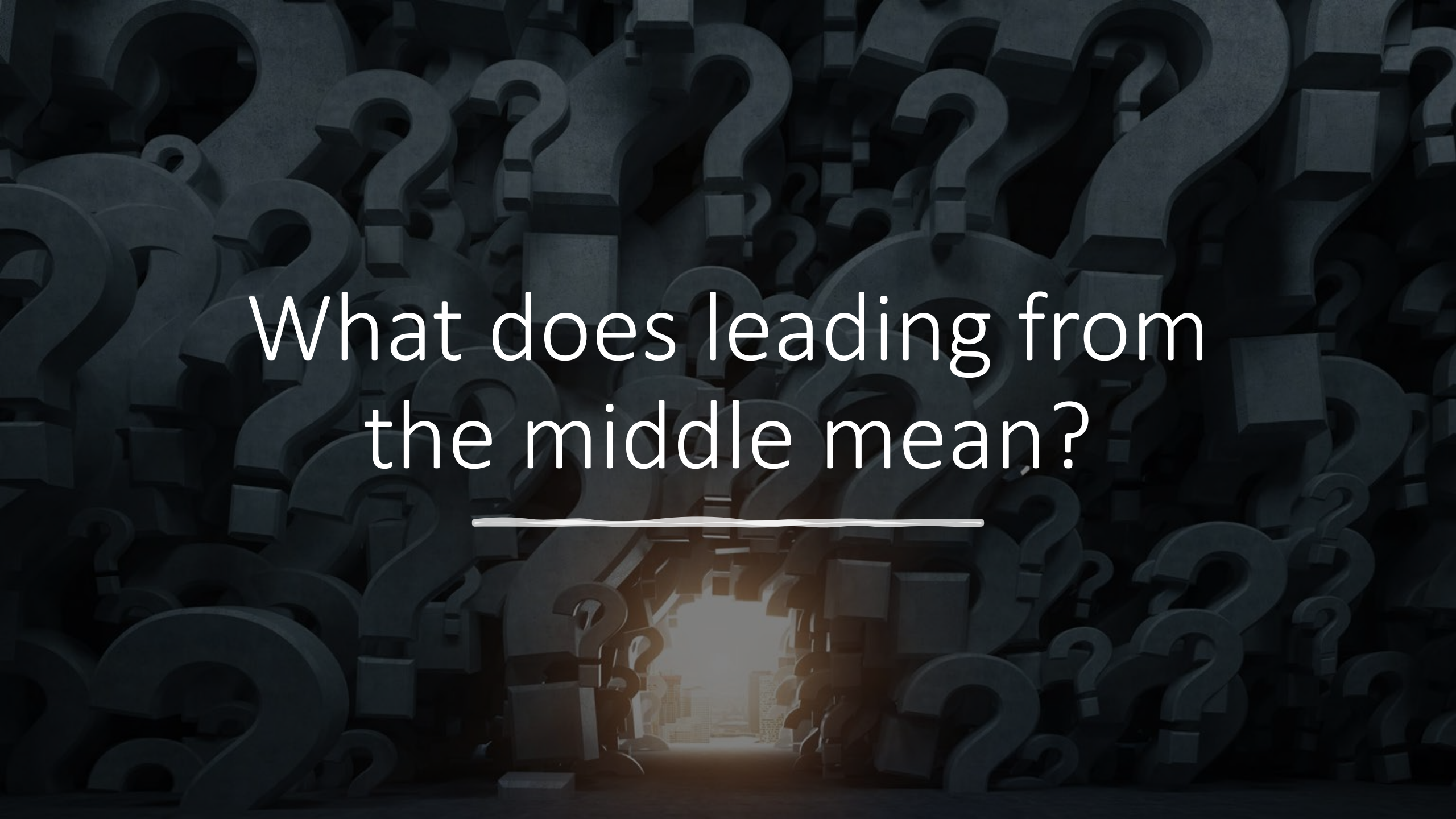
Evaluate power structures to successfully achieve impactful change

Timeline

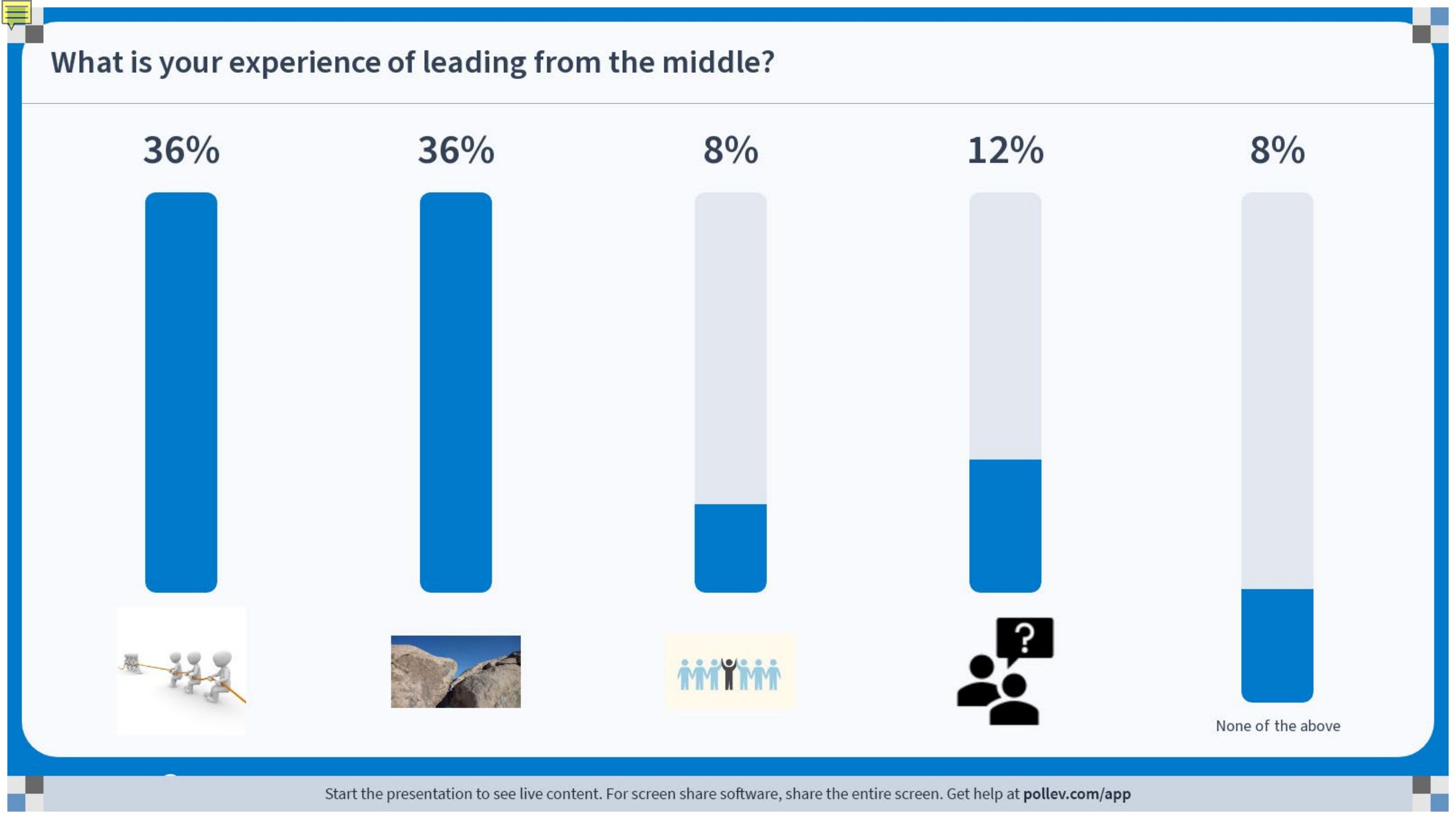
Principles of Leading from the Middle: *Introduction ~ 40 minutes*

Small Group Discussions: *Breakout Rooms ~ 5 minutes*

Wrap up: Q&A ~ *10 minutes*


What does leading from the middle mean?

What is your experience of leading from the middle?



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Leading from the Middle: *Principles*

Structures

Stakeholders

Power

Leadership Approaches

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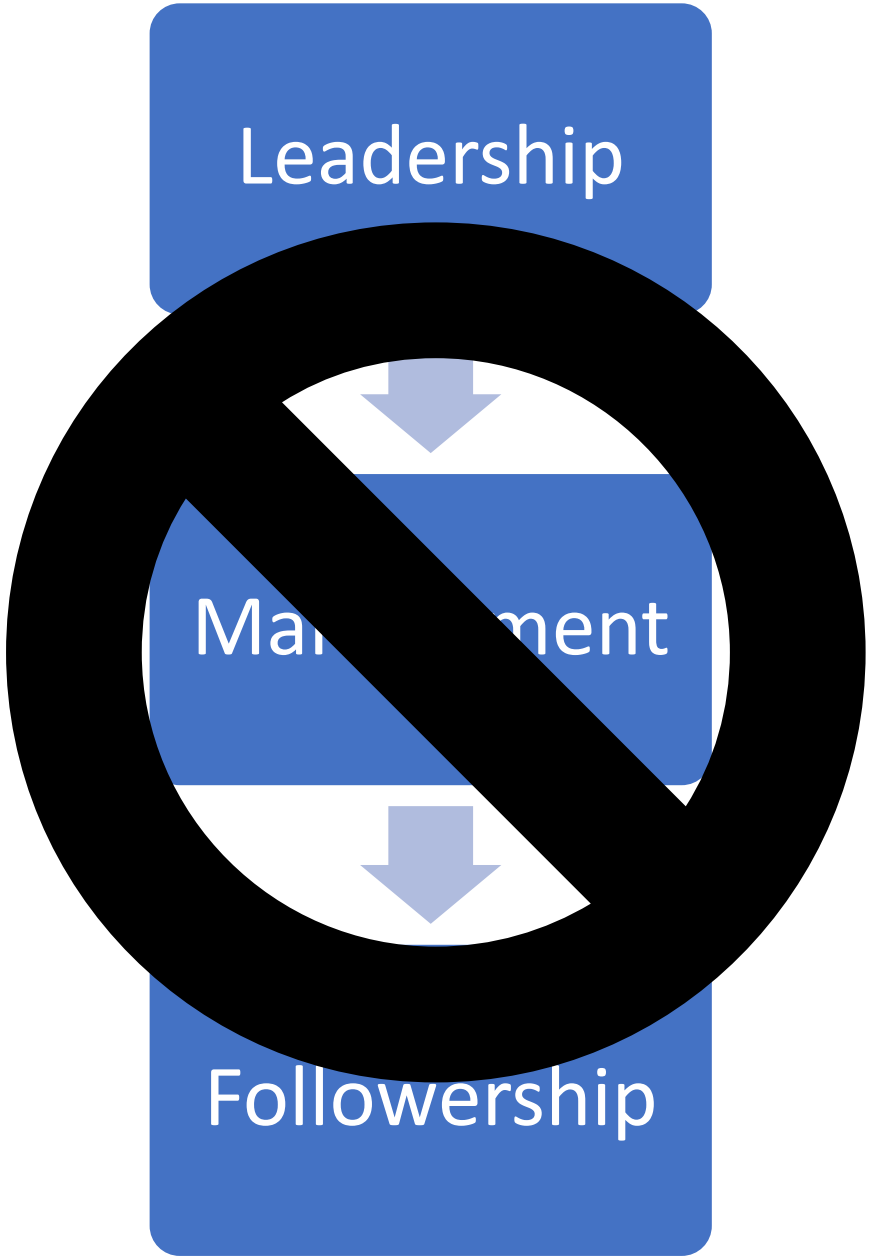
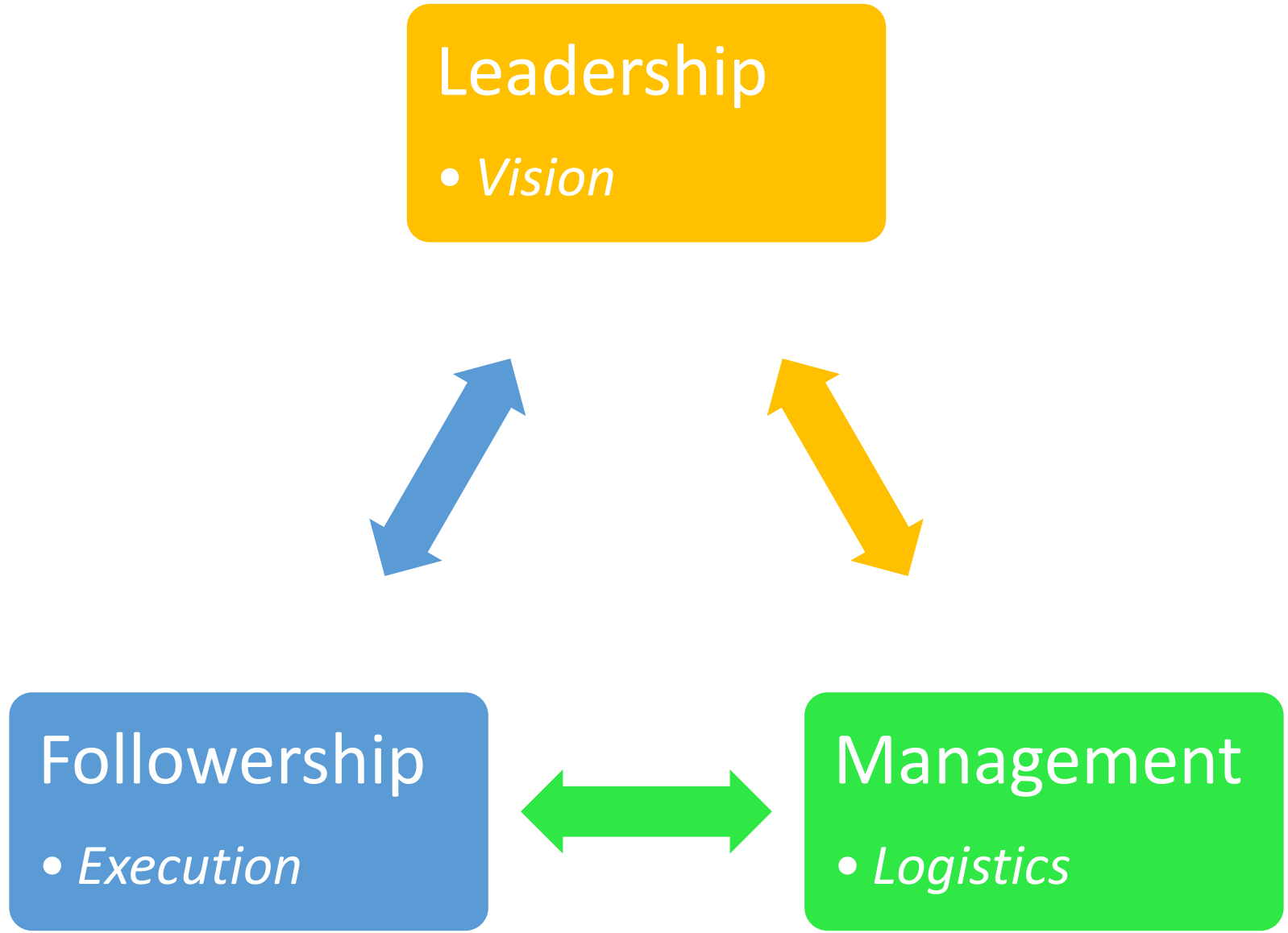
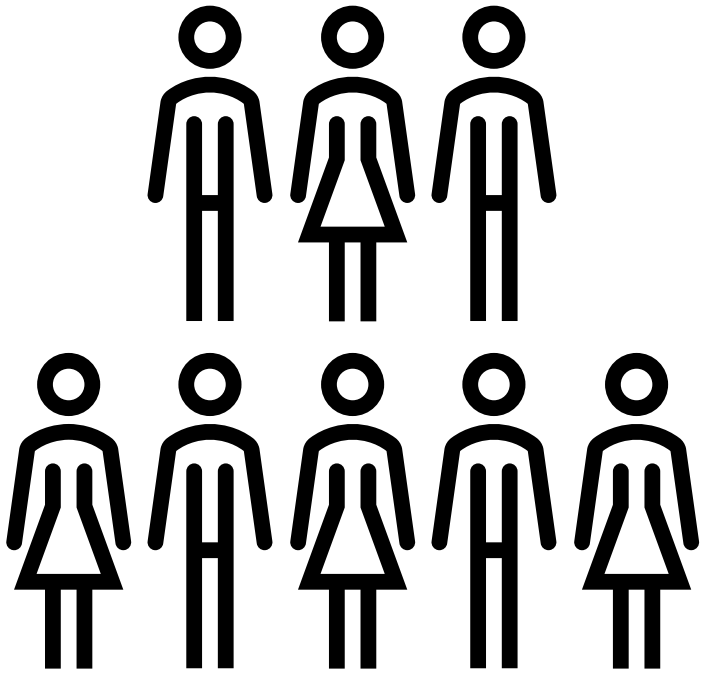
Structure:



Structure: *Leadership Triad*



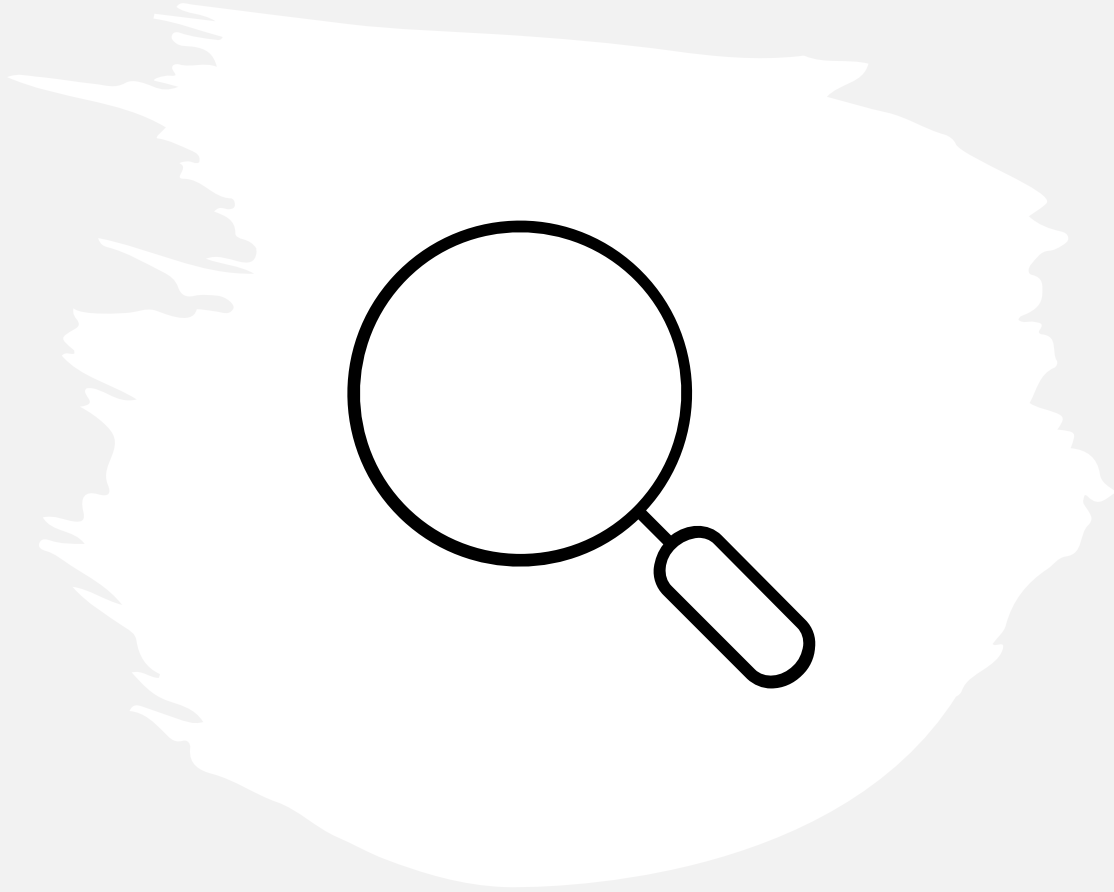


Stake Holders

- Individuals
- Groups
- Organizations

Understanding Stake Holders

- Values
- Needs
- Goals



Power

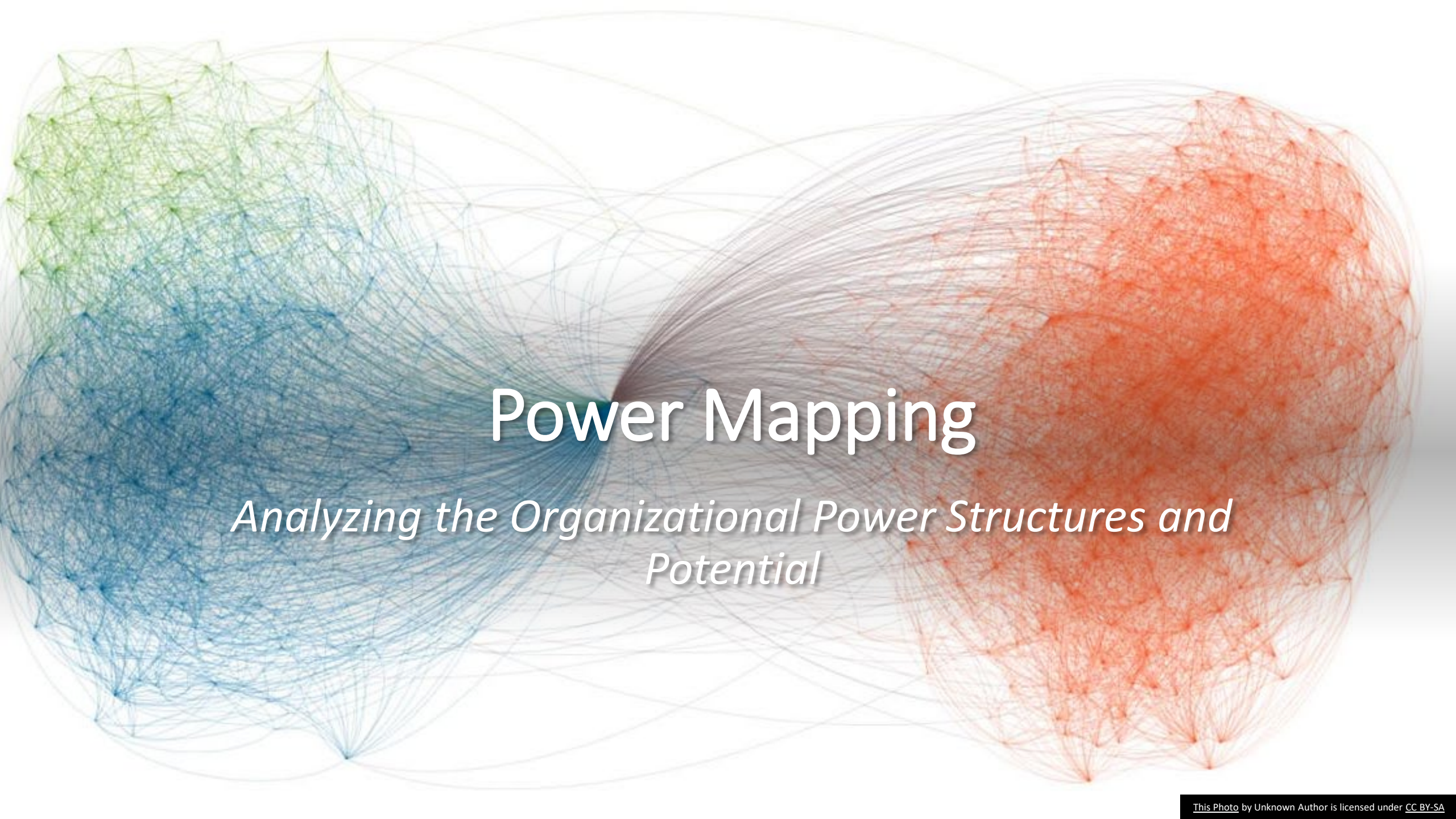
What?
Where?
How?

POWER:

What: *The ability to influence others*

Where: *Can be recognized through power mapping*

How: *Understand the people you need to influence and empower others*



Power Mapping

Analyzing the Organizational Power Structures and Potential

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Power Mapping

Who has power

Who has information

What are the relationships

Who controls the resources to facilitate priorities

Identify the following

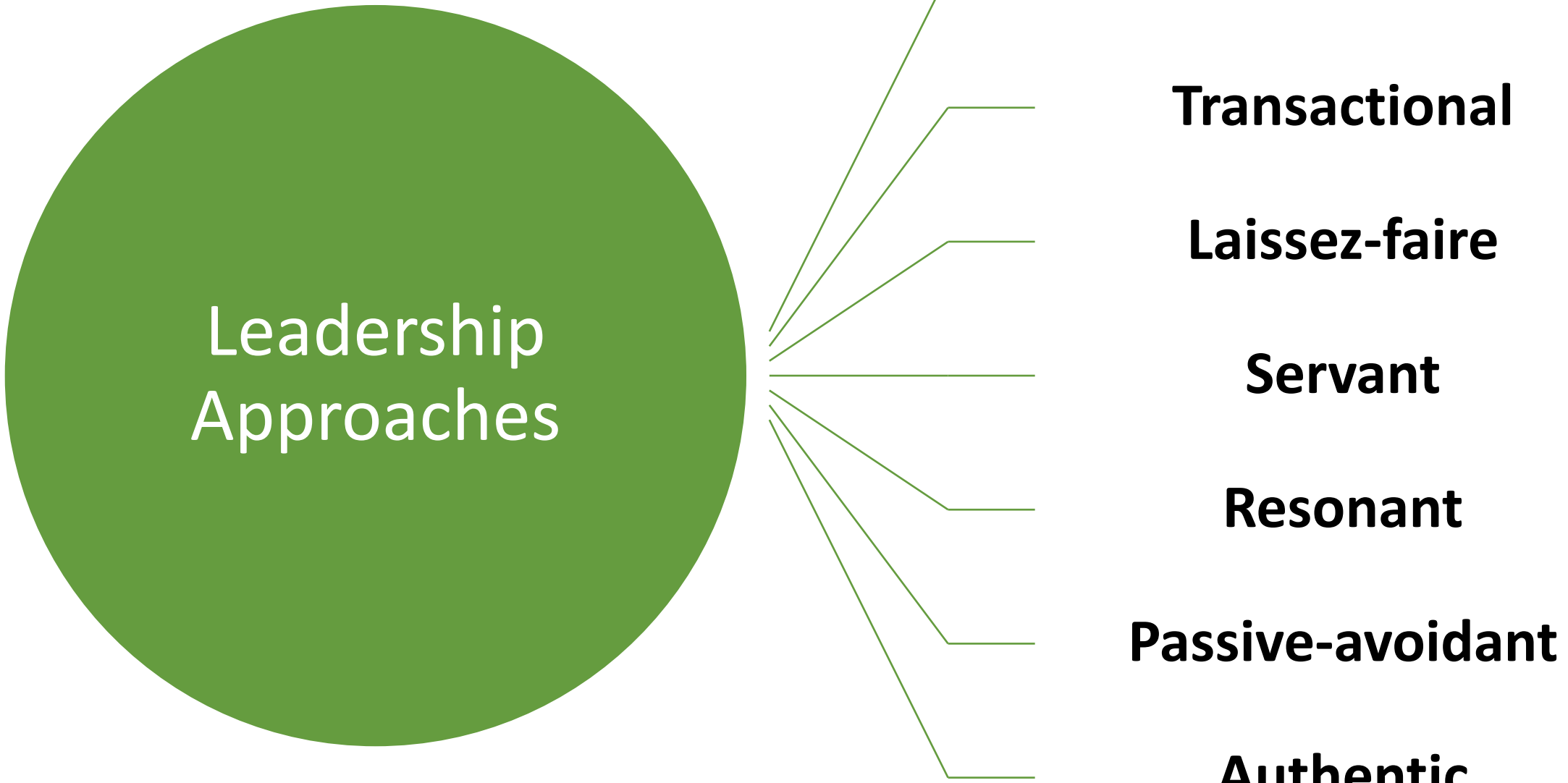
Why do people/groups have power

Observe what actions are rewarded/promoted

What is prioritized

Budgets reflect priorities

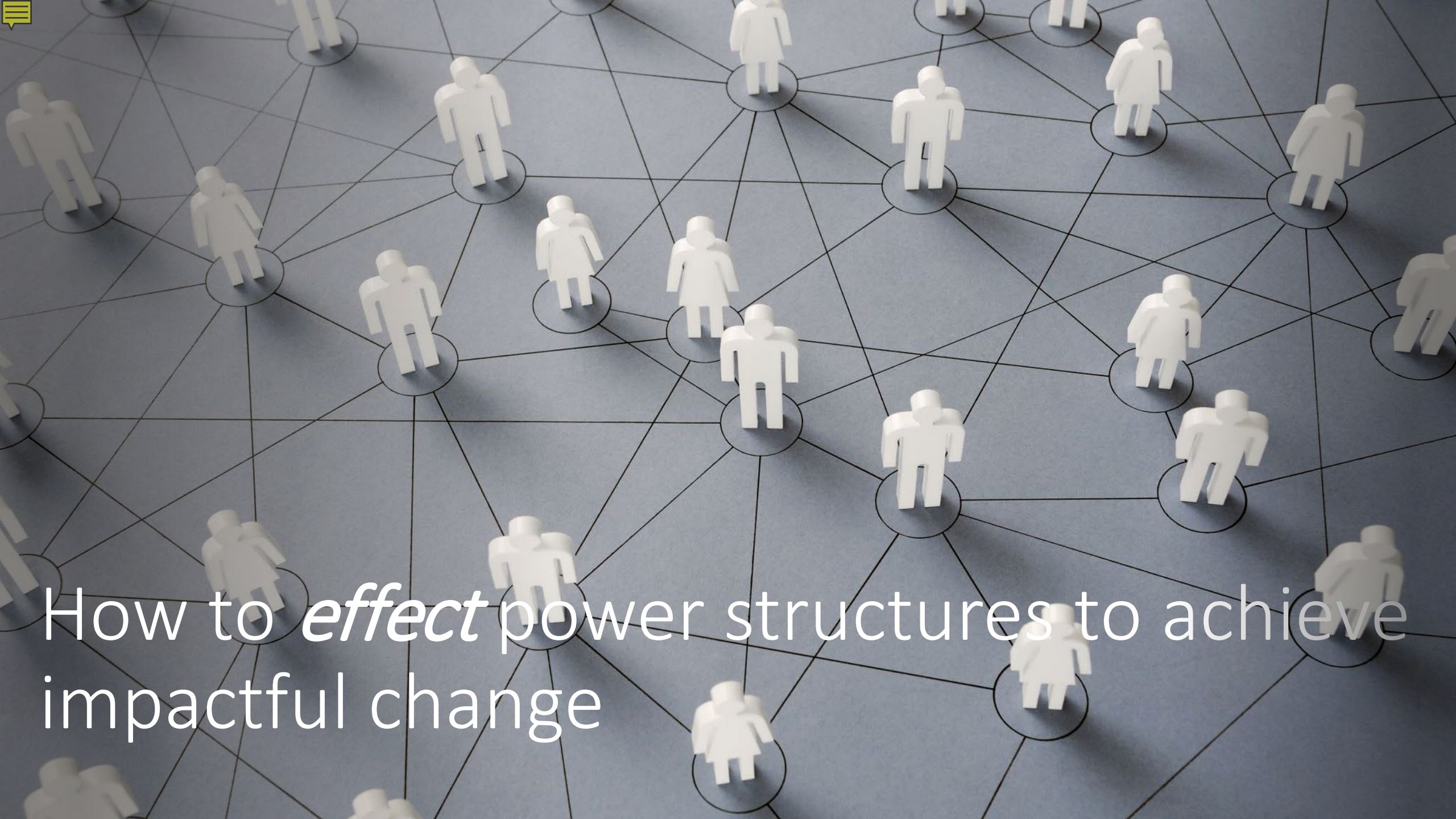
Leadership Approaches


Leadership Approaches
Transformational
Transactional
Laissez-faire
Servant
Resonant
Passive-avoidant
Authentic

Performance Oriented

Process Oriented

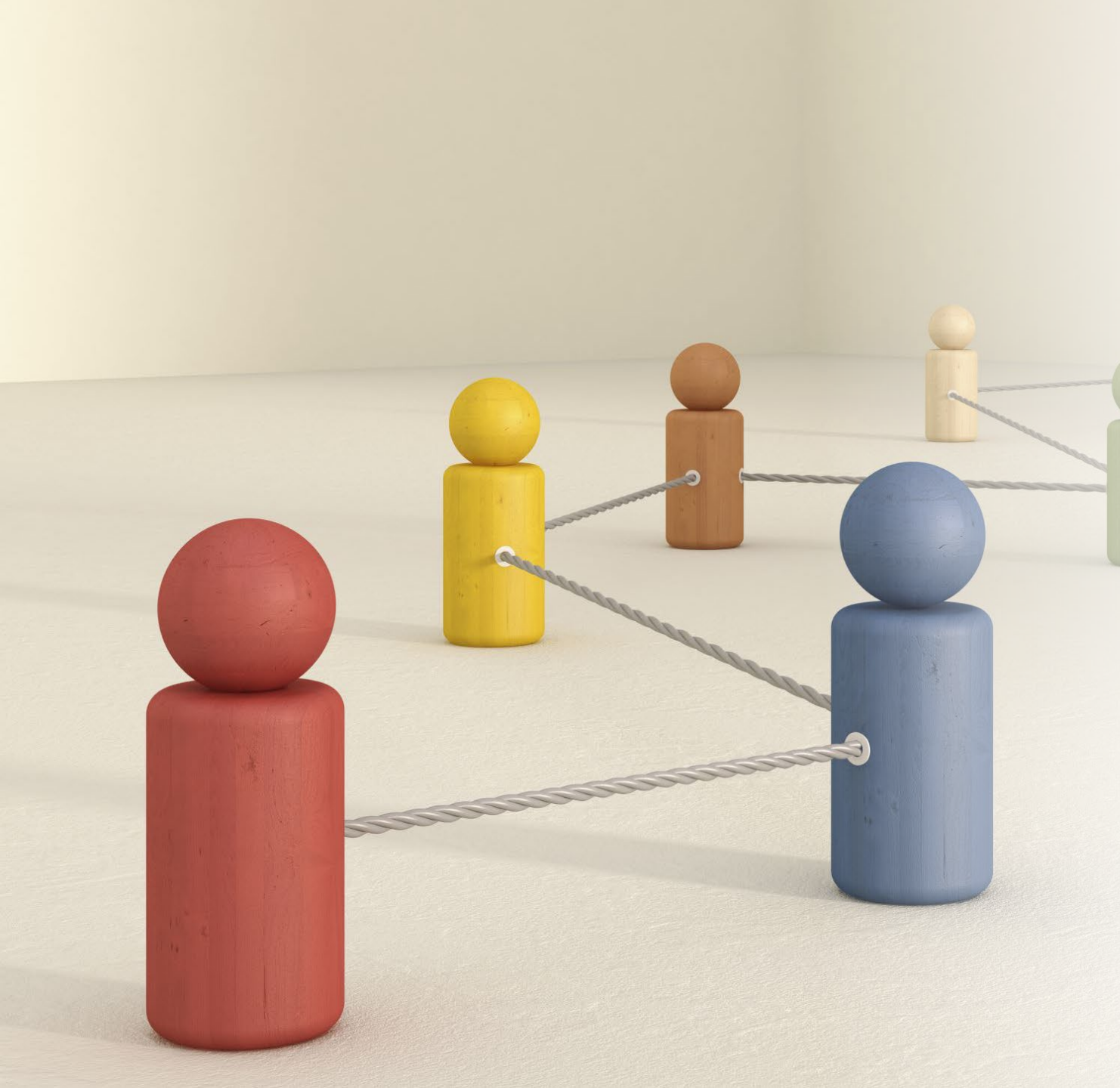
People Oriented



How to *effect* power structures to achieve impactful change

Effective Leadership Toolbox

- ✓Interpersonal
- ✓Organizational
- ✓Logistical
- ✓Personal
- ✓Legacy



Interpersonal

Collaborate

Empower teams

Give autonomy

Be an upstander

Be honest, trustworthy, and a fair broker

Communicate

Listen to all stake holders- diverse views are critical

Explain

Regularly update

Celebrate good work

Organizational: *Foster Sustainability*

- Promote and advocate a culture of diversity, equity, inclusion, and justice
- Consider the environmental impact of your work
- Triage and protect your team from pressures/demands that are not in everyone's best interest

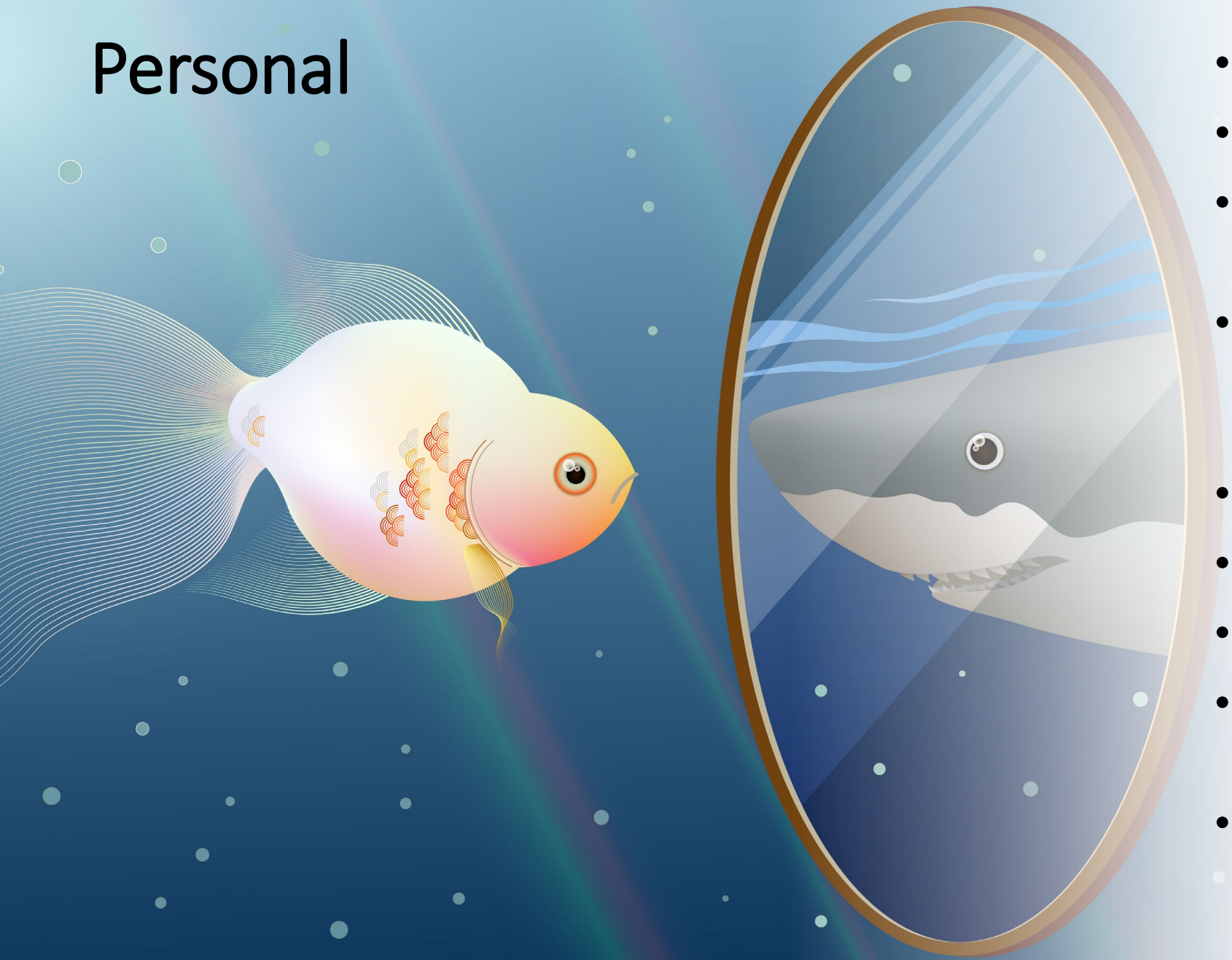
Since the pandemic the number of meetings attended by a worker on average rose by 13.5%

- Model professionalism
- Acknowledge and learn from mistakes

Logistical

- Be organized
- Be predictable
- Set advanced expectations
- Have clear processes
- Identify barriers and find solutions
- Reduce inefficiencies
- Improve collaboration
- Share resources

Personal



- Be reflective
- Ask and incorporate feedback
- Know your limitations & *ask for help*
- Know how you respond to stressors, *develop adaptive responses*
- Be an Upstander
- Be brave
- Be adaptive and humble
- Appreciate the privilege of your position
- *Take care of yourself*

Leadership Legacy

- Support growth and development of team members
- Know your goals for each team member
- Prepare to pass the baton well

Overcoming Barriers

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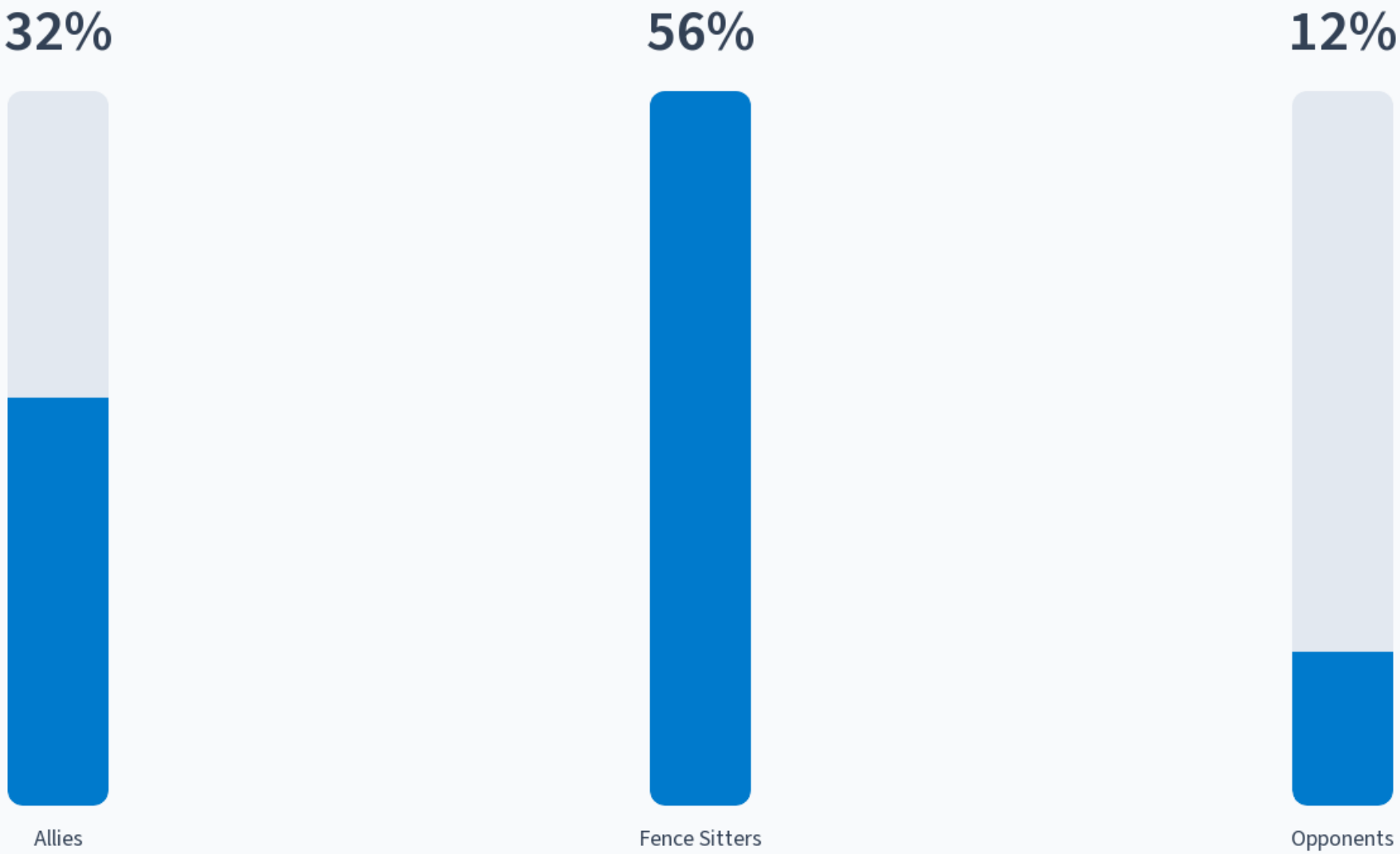
Which group do you target to achieve impactful change?



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Perceived challenges

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Sometimes the solution looks different from what you expect

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Small Group Discussions

Breakout Rooms

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Instructions:

~ 5 minutes

One person- share a brief summary of the project/barrier

What the barriers to implementation?

What are the opportunities and resources?

Other group member will then offer feedback on their insights and ideas

Large Group Wrap Up

1 volunteer will be invited to report out their group discussion

Wrap up

Questions?

Report out

Q&A

Principles of effective leadership: *T.E.A.M.*

Trust

Foster and establish trusting collaborative relationships at all levels through kindness and respect

Equity

Create an inclusive culture of respect

Promote discourse

Foster diverse communication opportunities

Adaptability

Be Flexible

Know how to prioritize ‘precious’ from ‘expendable’

Mission

Know your true north

Communicate your vision

Set expectations

Hold everyone **including yourself** to those standards

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