



When the winds shift:
Leading with purpose and courage
in uncertain times

Stephanie Ann Call, MD MSPH

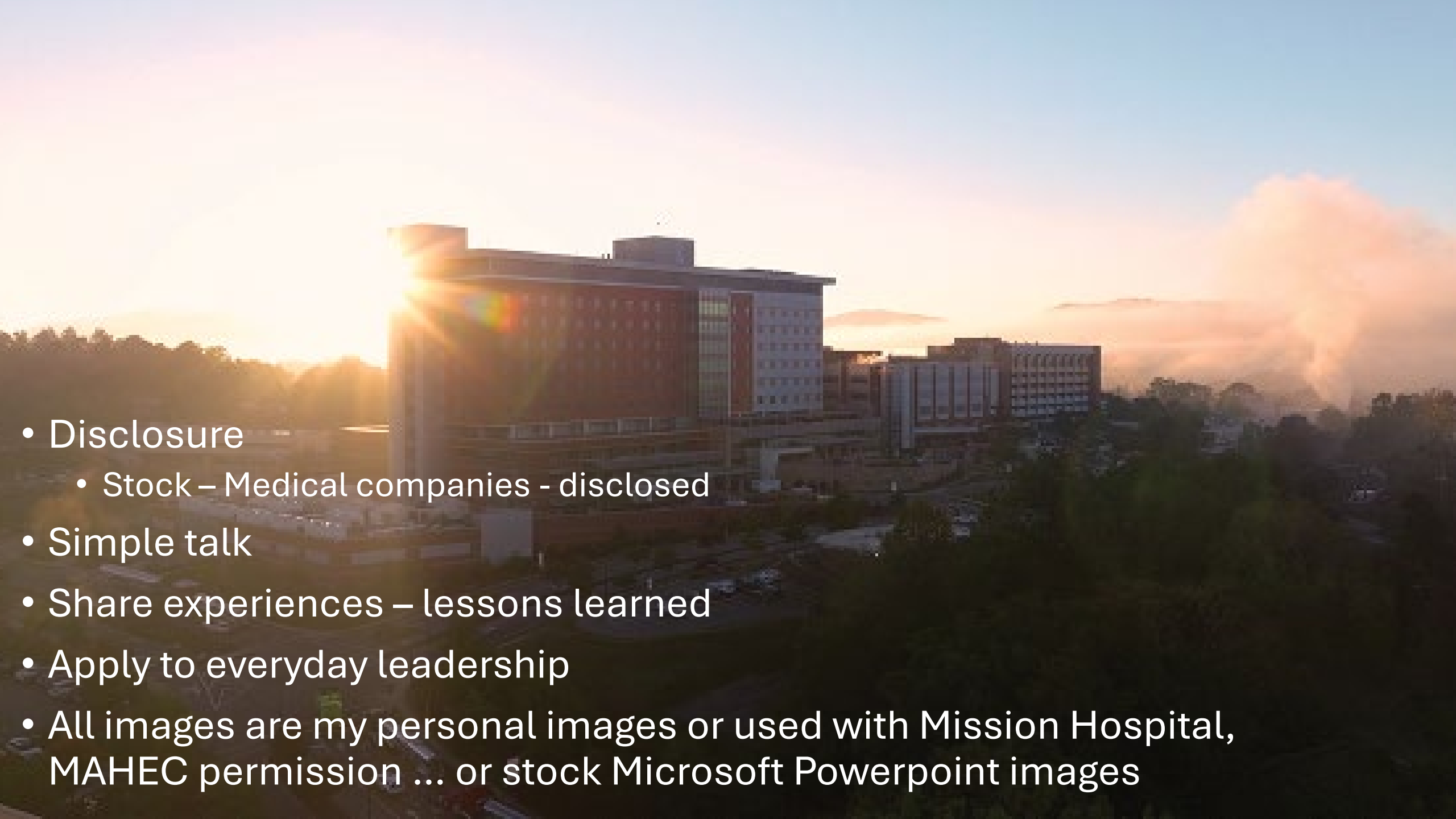
Goals

Use experiences and stories from one challenging experience to reflect on leadership in uncertainty

Discuss key leadership principles and strategies that support effective leadership in times of uncertainty and high stress environments

Highlight key leadership readings and resources for continued personal and professional growth

Reflect on challenges in local environments and set goals for growth



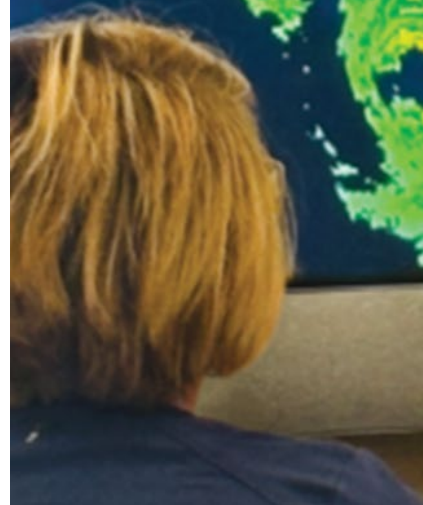
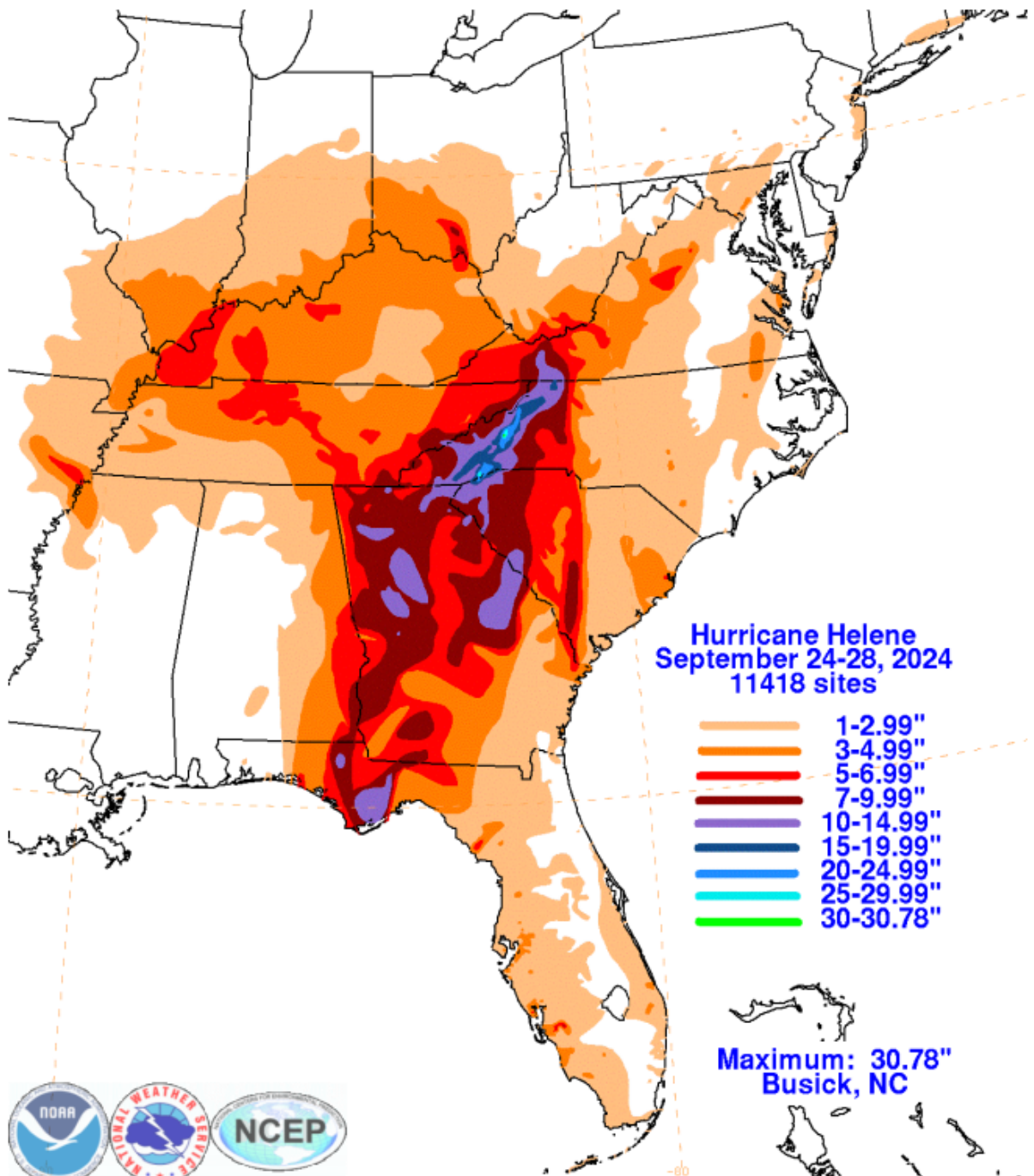
- Disclosure
 - Stock – Medical companies - disclosed
- Simple talk
- Share experiences – lessons learned
- Apply to everyday leadership
- All images are my personal images or used with Mission Hospital, MAHEC permission ... or stock Microsoft Powerpoint images

The Trough
Judy Brown

The Art and Spirit of Leadership

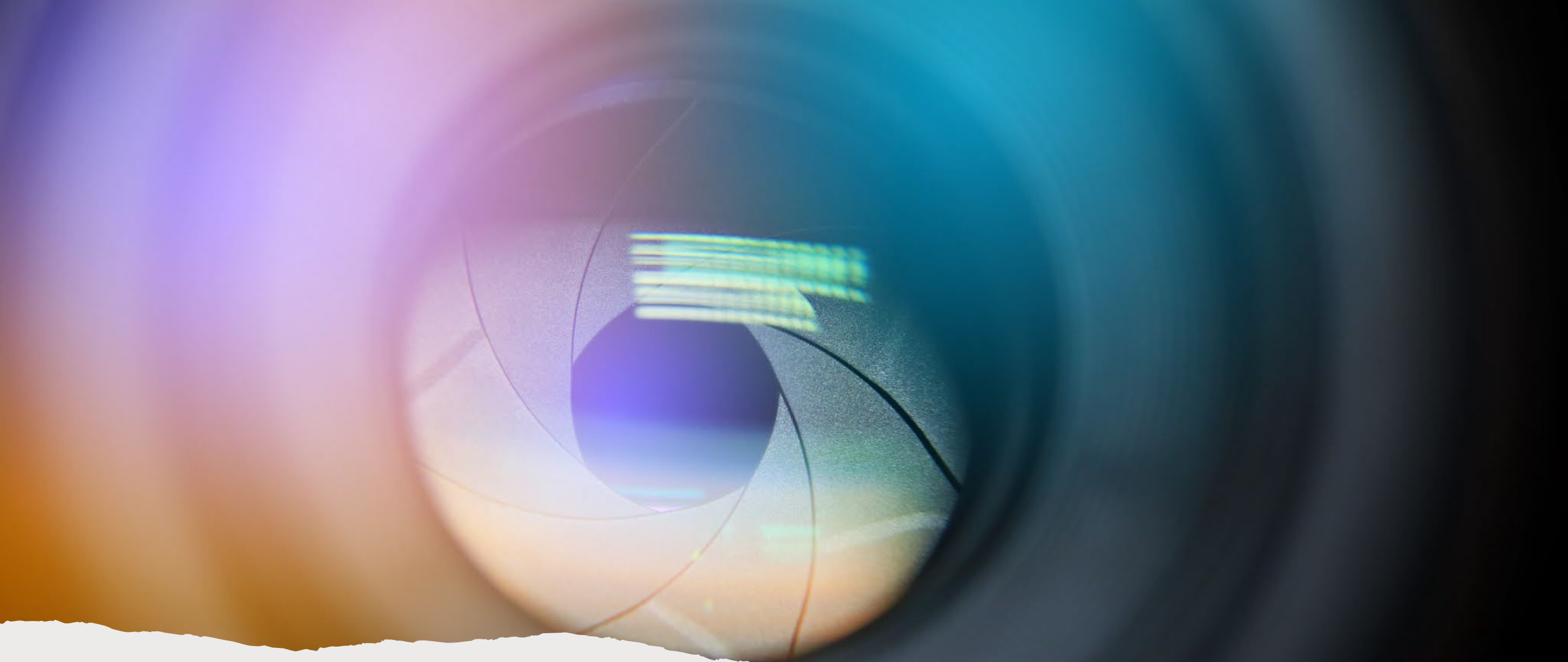


There is a trough in waves,
a low spot
where horizon disappears
and only sky
and water
are our company.
And there we lose our way
unless
we rest, knowing the wave will bring us
to its crest again.
There we may drown
if we let fear
hold us in its grip and shake us
side to side,
and leave us flailing, torn, disoriented.
But if we rest there
in the trough,
in silence,
being in the low part of the wave,
keeping our energy and
noticing the shape of things,
the flow,
then time alone
will bring us to another
place
where we can see
horizon, see land again,
regain our sense
of where
we are,
and where we need to swim.



Helene





My role





“We so often look outside ourselves for the answers to our problems — neglecting the powers we have within us and between us. You and I don’t command armies or treasuries. But we have the power of our own integrity and the power of a multiplier called community — powers that have animated great movements and changed the lay and law of the land. Today, we need to trust those powers to take us where we need to go.”

Parker J. Palmer

Anchor yourself.

Signal clearly.

Trust your crew.

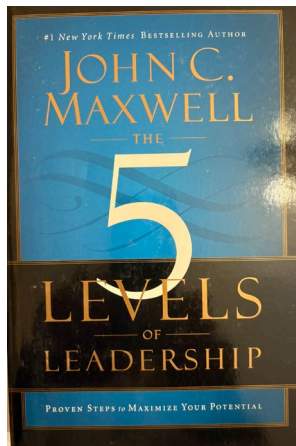
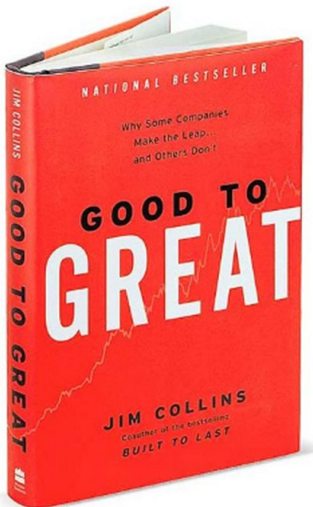
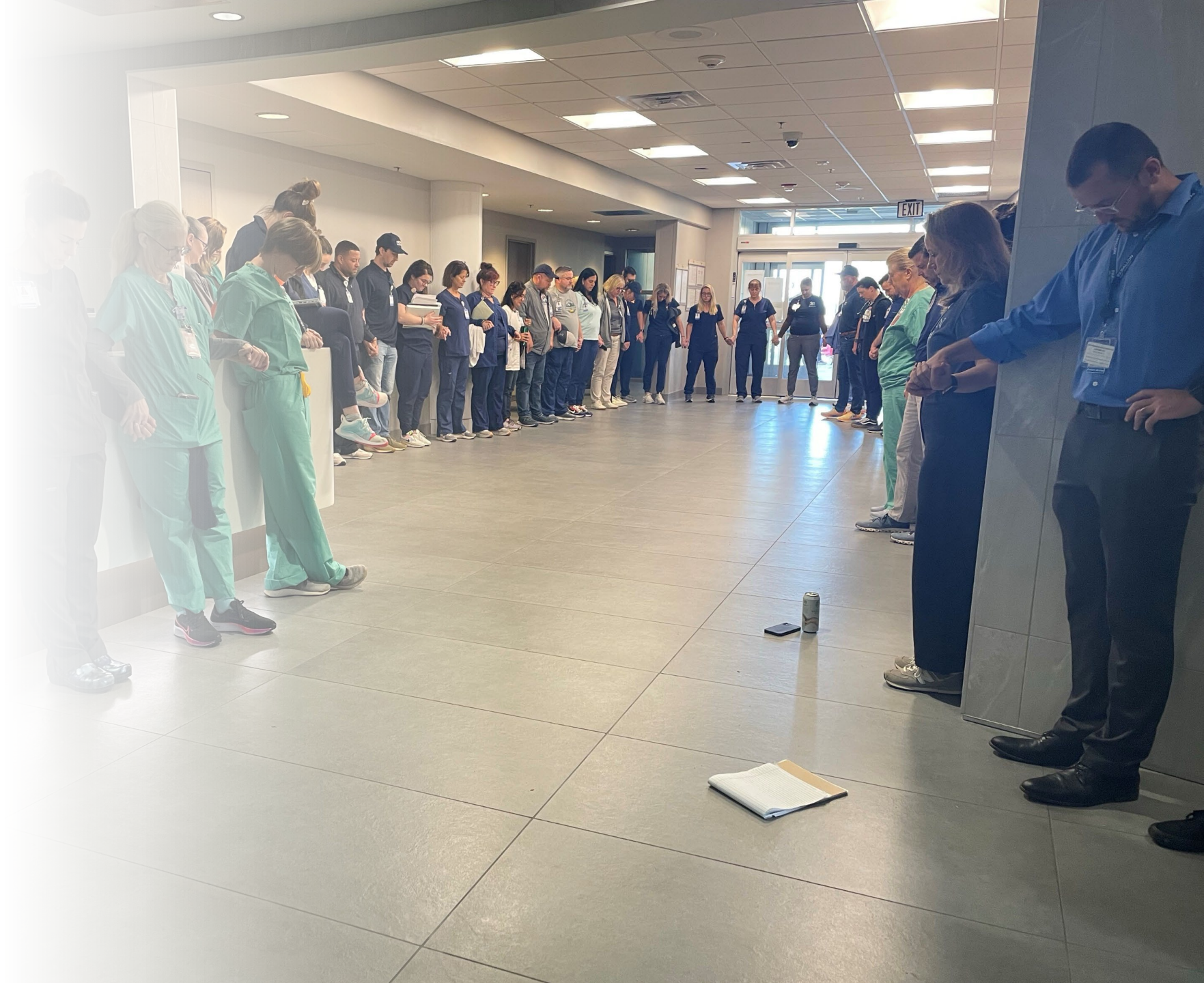
Learn out loud.



Anchor yourself.

Stabilize the emotional
climate so that others can
think and act.

Stay calm
Stay grounded

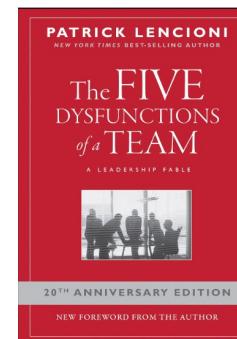
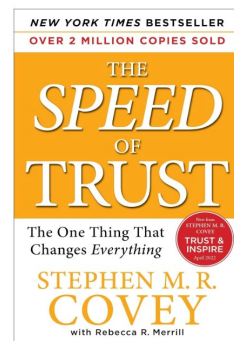




Trust is built in the small moments

Be present

“Trust is earned in the trenches, not the podium.” – Brené Brown



Signal clearly.

Clarity over certainty - in uncertainty, people need orientation more than prediction.



Communication is Critical







*Communication is sending, receiving,
filtering, coordinating*

NEW YORK TIMES BESTSELLER

FULLY
REVISED &
UPDATED
EDITION

BE A
KICK-ASS

RADICAL
CANDOR

People crave clarity more than certainty –

Chip Heath

WITHOUT
LOSING
YOUR
HUMANITY

"PACKED WITH ILLUMINATING
TRUTHS, INSIGHTFUL ADVICE,
AND PRACTICAL SUGGESTIONS.
INDISPENSABLE."
— GRETCHEN
RUBIN

Why Some Ideas Survive
and Others Die

MADE

to

STICK

Chip Heath & Dan Heath

With ADDED MATERIAL (now extra sticky!)



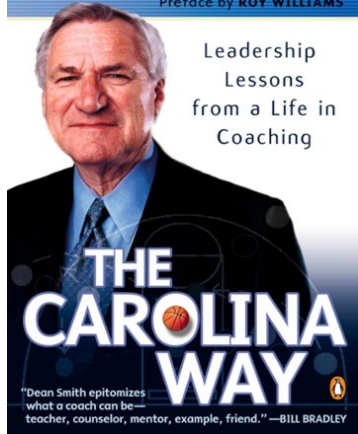
Trust your crew.

Move leadership to where the work is — and support it visibly.

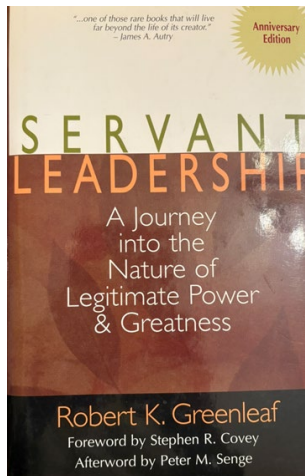
Carry the water



A NEW YORK TIMES BUSINESS BESTSELLER
DEAN SMITH
and GERALD D. BELL with JOHN KILGO
Preface by ROY WILLIAMS



Leadership
Lessons
from a Life in
Coaching



Robert K. Greenleaf
Foreword by Stephen R. Covey
Afterword by Peter M. Senge



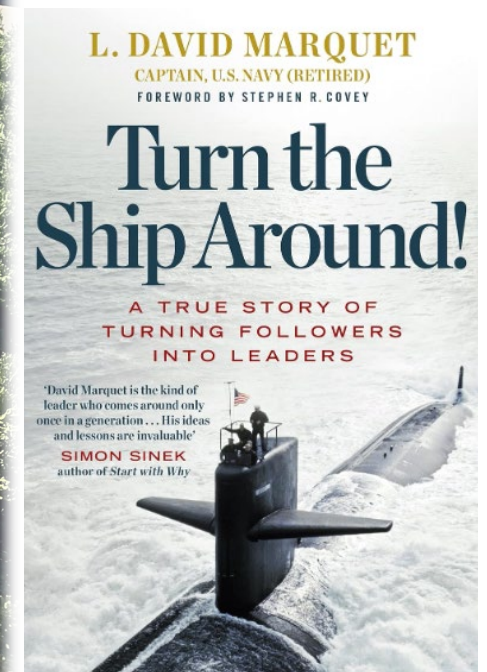
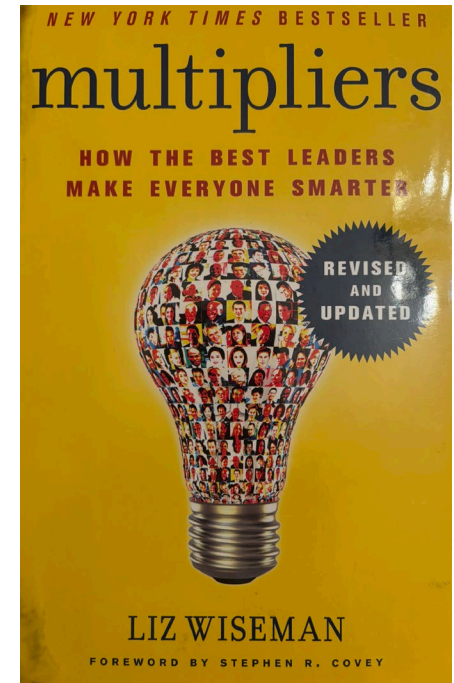
HURRICANE
HELENE
DISASTER
RELIEF

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Empower others

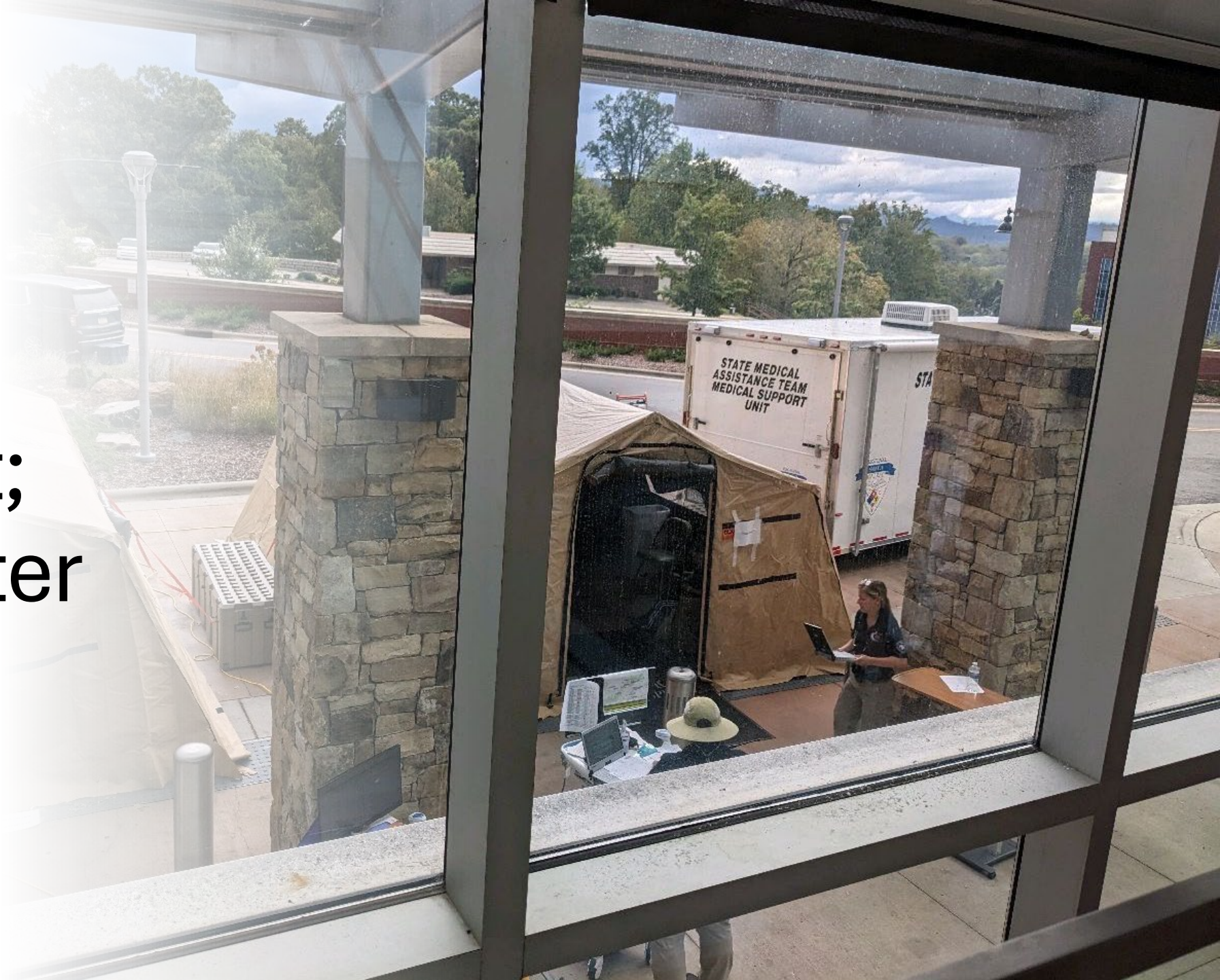




Learn out loud.

Build trust and psychological safety so the system can learn faster when conditions change.

Learn fast;
adapt faster



Culture is the backbone

Together is Better

A Little Book of Inspiration



NEW YORK
TIMES
BESTSELLER

By **SIMON SINEK**

Bestselling author of *Start with Why* and *Leaders Eat Last*

Illustrated by Ethan M. Aldridge

START

HOW GREAT LEADERS INSPIRE
EVERYONE TO TAKE ACTION

WITH

SIMON SINEK

New York Times bestselling author of *Leaders Eat Last* and *Together Is Better*

WHY

MORE THAN
ONE MILLION
COPIES SOLD

Create a
fearless
culture

the
fearless
organization

Creating **Psychological Safety** in the
Workplace for Learning,
Innovation, and Growth

Amy C. Edmondson

HARVARD BUSINESS SCHOOL

WILEY

“Success in an uncertain world depends on high quality bets

High quality bets depend on high quality conversations

These don't happen by accident

They take leadership”

Amy C Edmonson

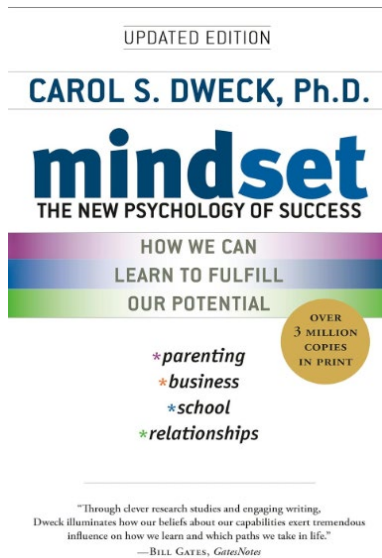
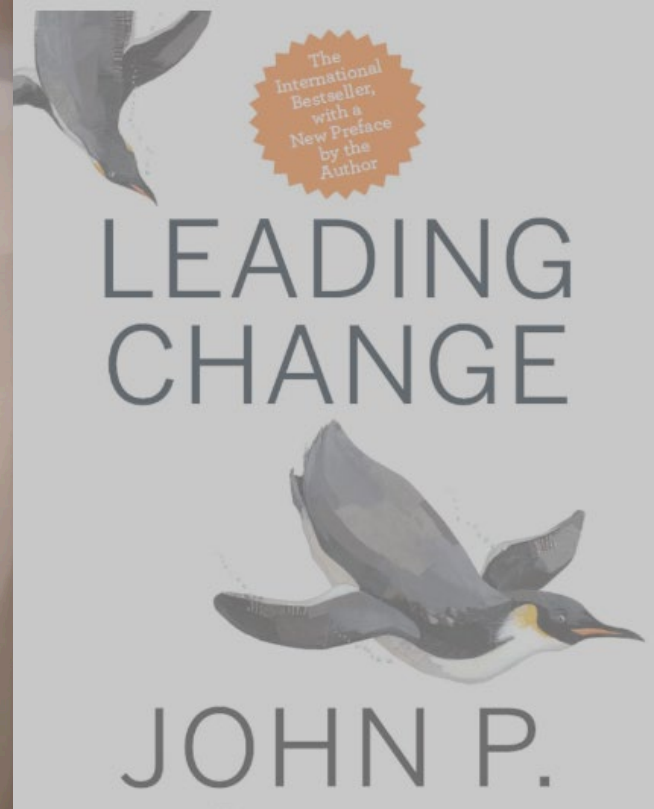
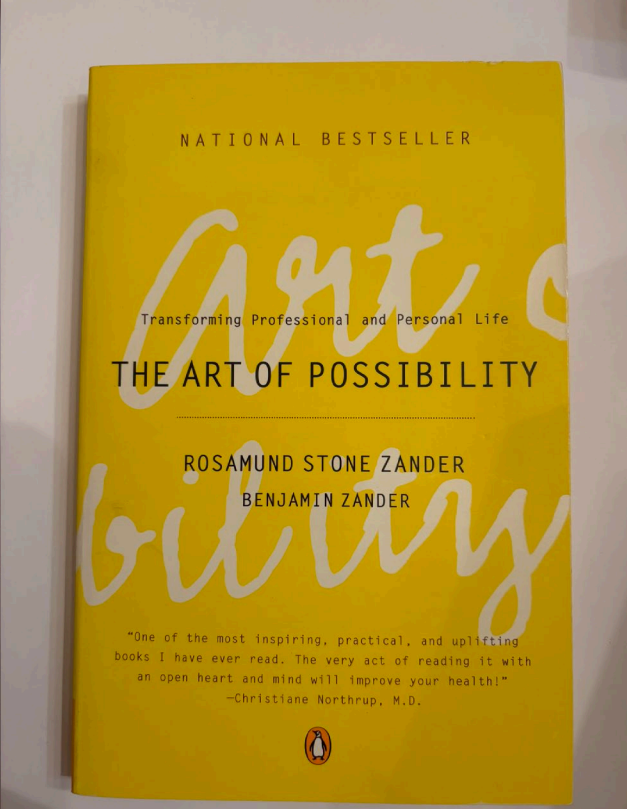
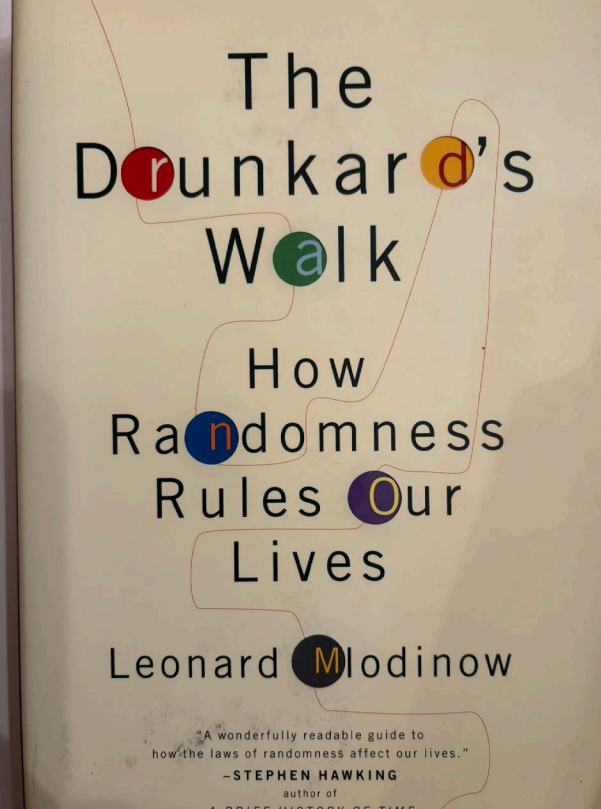
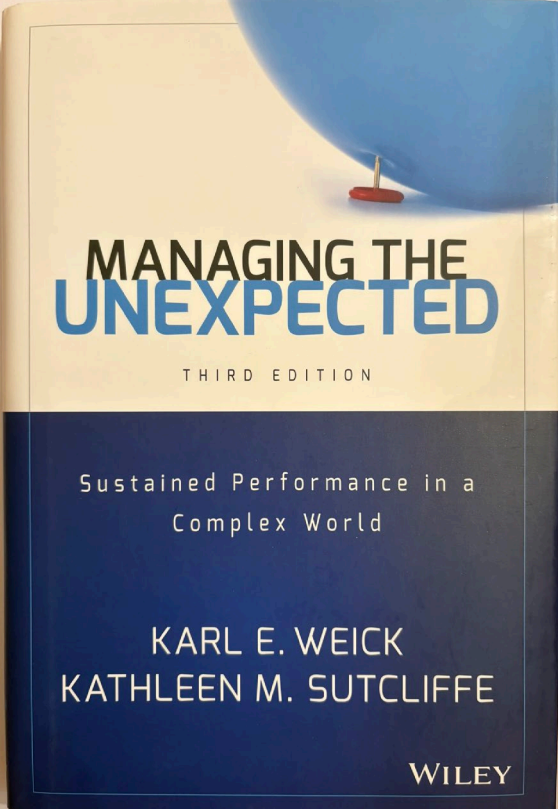
Hallmarks of a high quality conversation

- People contributing AND listening
 - Is EVERYONE engaged and sharing information and ideas candidly?
- A mix of advocacy and inquiry
 - Are people asking genuine questions to promote candid responses?
- Mutual learning and progress
 - Are people gaining deeper understanding as the conversation moves on?



Psychological safety

“felt permission for
candor”



Learn fast; adapt faster

Anchor yourself.

Signal clearly.

Trust your crew.

Learn out loud.



Take care of self
Take care of others

Turning to One Another

There is no power greater than a community discovering what it cares about.

Ask “What’s possible?” not “What’s wrong?” Keep asking.

Notice what you care about.

Assume that many others share your dreams.

Be brave enough to start a conversation that matters.

Talk to people you know.

Talk to people you don’t know.

Talk to people you never talk to.

Be intrigued by the differences you hear.

Expect to be surprised.

Treasure curiosity more than certainty.

Invite in everybody who cares to work on what’s possible.

Acknowledge that everyone is an expert about something.

Know that creative solutions come from new connections.

Remember, you don’t fear people whose story you know.

Real listening always brings people closer together.

Trust that meaningful conversations can change your world.

Rely on human goodness. Stay together.

—Margaret Wheatley, 2002