

vitals



**VISIONARY
HEALTH LEADERSHIP**
IN ACTION



Northeast Ohio
MEDICAL UNIVERSITY

The background of the slide is a reproduction of Rembrandt's 1663 painting 'Storm on the Sea of Galilee'. It depicts a small boat with several people struggling against a massive, towering wave under a dark, stormy sky. A bright light source, possibly the moon or a break in the clouds, illuminates the scene from the left, creating a dramatic contrast between light and shadow. The title 'Weathering the Storm: Leadership During Adversity' is overlaid in large white text.

Weathering the Storm: Leadership During Adversity

Edward M. Barksdale, Jr.

Surgeon in Chief

Rainbow Babies & Children's Hospital/University Hospitals

Robert J. Izant, Jr. MD Professor & Chief

Case Western Reserve School of Medicine

Cleveland, Ohio

Storm on the Sea of Galilee (1663)

Rembrandt

A man in a dark suit, red tie, and white pocket square stands in a playground. A large yellow sign with black diagonal stripes and the text 'WORK IN PROGRESS' is superimposed over him. The background shows colorful playground equipment and a building with windows.

**WORK IN
PROGRESS**



A lightbulb shape composed of many small, glowing blue particles, set against a dark blue background. The particles are concentrated in the upper part of the bulb, creating a bright, textured effect.

ADVERSITY



“Real leaders are not born...they
are forged in crisis.”

N. Koehn
HBR 4.03.2020

**HARDSHIPS OFTEN
PREPARE ORDINARY
PEOPLE FOR AN
EXTRAORDINARY
DESTINY...**

-C.S. LEWIS

“The ability to handle adversity is the most overlooked trait of every successful leader”

Weathering the Storm: Leadership During Adversity



Storm on the Sea of Galilee (1663)
Rembrandt



**Jackson et al v City School Board of Lynchburg, Virginia,
January 15, 1962**

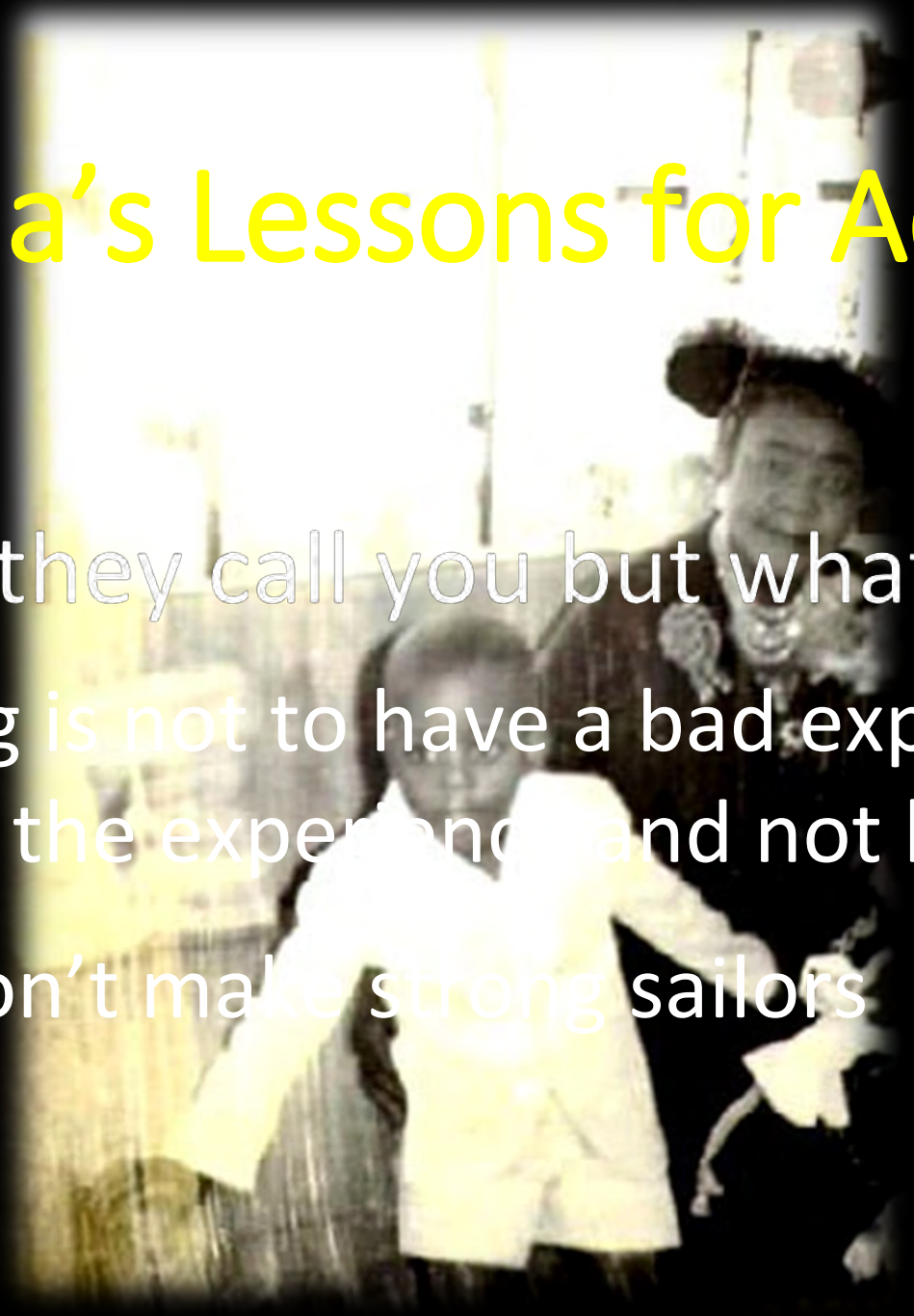






Grandma's Lessons for Adversity

1. It is not what they call you but what you answer to.
2. The worse thing is not to have a bad experience, the worse thing is to have the experience and not learn from it.
3. Smooth seas don't make strong sailors



A dramatic seascape featuring a dark, stormy sky with heavy, grey clouds. A vibrant rainbow arches across the horizon, its colors reflecting on the choppy, dark blue water. In the foreground, dark, jagged rocks protrude from the sea, with white foam from breaking waves crashing against them. The overall mood is powerful and atmospheric.

Passages

Baba's Navigational Tools

- Anchor (Core Values)
- Sextant (Purpose)
- Compass (Orientation)
- Rudder (Direction)
- Training (Education)
- Crew/Captain (Posse/Coach)
- Discipline (Stay in the boat!)



sudden

unexpected

Adversity “unfavorable fortune or fate; a condition
invisible
marked by misfortune, calamity, or distress”

intangible

unyielding

Passages (Adversity)

Personal versus Professional

Passages (Adversity)

- **Inevitable**

- unpredictable response*
- duration is unclear (short vs. prolonged)*
- response will define your future*

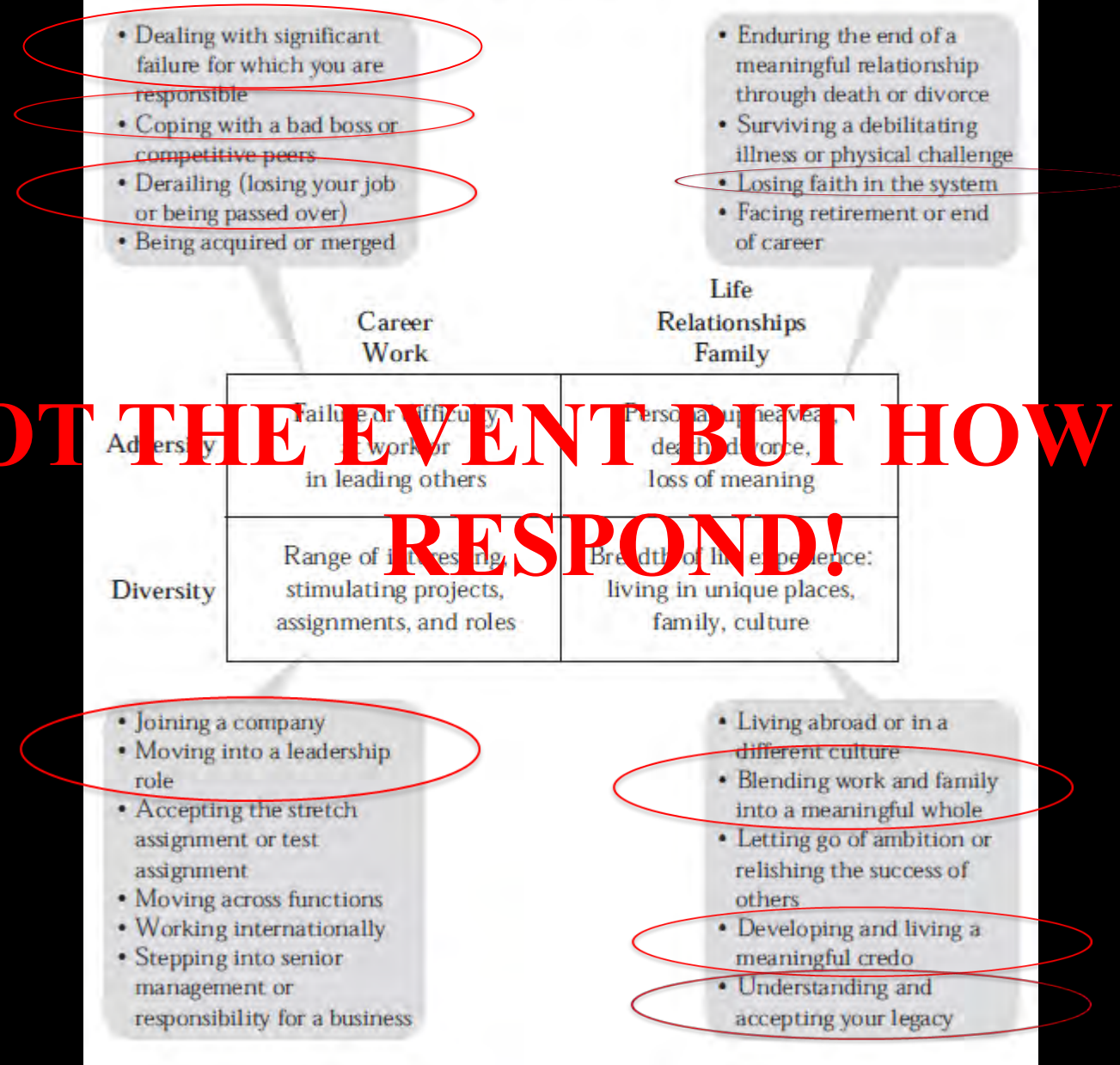
- **Intense**

- challenge you*
- need to “go deep” (resources and skill sets)*
- assess priorities/reevaluate core values*

- **Insight**

- Sense of self (identity)*
- capability*
- capacity*
- place in the world*

Fig. 1.1 - Leadership Learning



NOT THE EVENT BUT HOW YOU RESPOND!

ADVERSITY: WHAT MAKES A LEADER THE MOST
David Drotlich (2005)

ADVERSITY: WHAT MAKES A LEADER THE MOST

1. Acknowledgement of occurrence & significance
2. Reflection on why it is occurring;
3. Sense making sense as a positive or adverse experience
4. Integration of the lessons of the event/adversity/passage into your life; and, finally,
5. Action to do things differently in the future.



**How are you handling
adversity in your life?**







The background of the slide is a solid teal color. On the left side, there is a small, dark, rounded island. A palm tree with a long, thin trunk and a crown of fronds stands on the island. A person wearing a dark suit and a white mask is crouching on the edge of the island, looking out towards the right. In the teal 'water' surrounding the island, there are three dark, triangular shapes representing shark fins. One fin is near the person, another is further to the right, and a third is in the lower right area. The word 'Catastrophize' is written in a large, white, sans-serif font across the center of the image, partially overlapping the island and the water.

Catastrophize

TIMEY



keeps on ticking.

~~“Faced with adversity, the best leaders remain unfazed by whatever challenges they encounter. They accept whatever comes their way and, rather than worry and anticipate the worst, they always look for the best ways in which they can move forward.”~~



CORE VALUES

A photograph of a red brick house with a white door and a large tree in the background. The house has a prominent brick chimney and a small porch with a white awning. The yard is green with some bushes and a large tree on the right. The sky is overcast.

Core Values

Spirituality

Family

Excellence

Social Justice

GROWTH

FIXED

CHANGE
YOUR
MINDSET

Person
Effort
Financial

Learn easily
Success



UPDATED EDITION

CAROL S. DWECK, Ph.D.

mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN
LEARN TO FULFILL
OUR POTENTIAL

*parenting
*business
*school
*relationships

2
MILLION
COPIES
IN PRINT

"Through clever research studies and engaging writing, Dweck illuminates how our beliefs about our capabilities exert tremendous influence on how we learn and which paths we take in life."

—BILL GATES, *GatesNotes*

Self Awareness


Peace only in a man's heart.

-Albert Einstein

Johari Window



YALE (1976-1980)

A portrait of Michelle Obama, smiling, with long dark hair, wearing a dark blue top and large hoop earrings. The portrait is centered against a black background. Behind the portrait is a scenic view of a university campus with green lawns, trees with autumn foliage in shades of orange, red, and yellow, and stone buildings under a clear blue sky. The quote is overlaid on the bottom of the portrait.

“Am I good enough? Confidence
sometimes has to be called from within.”

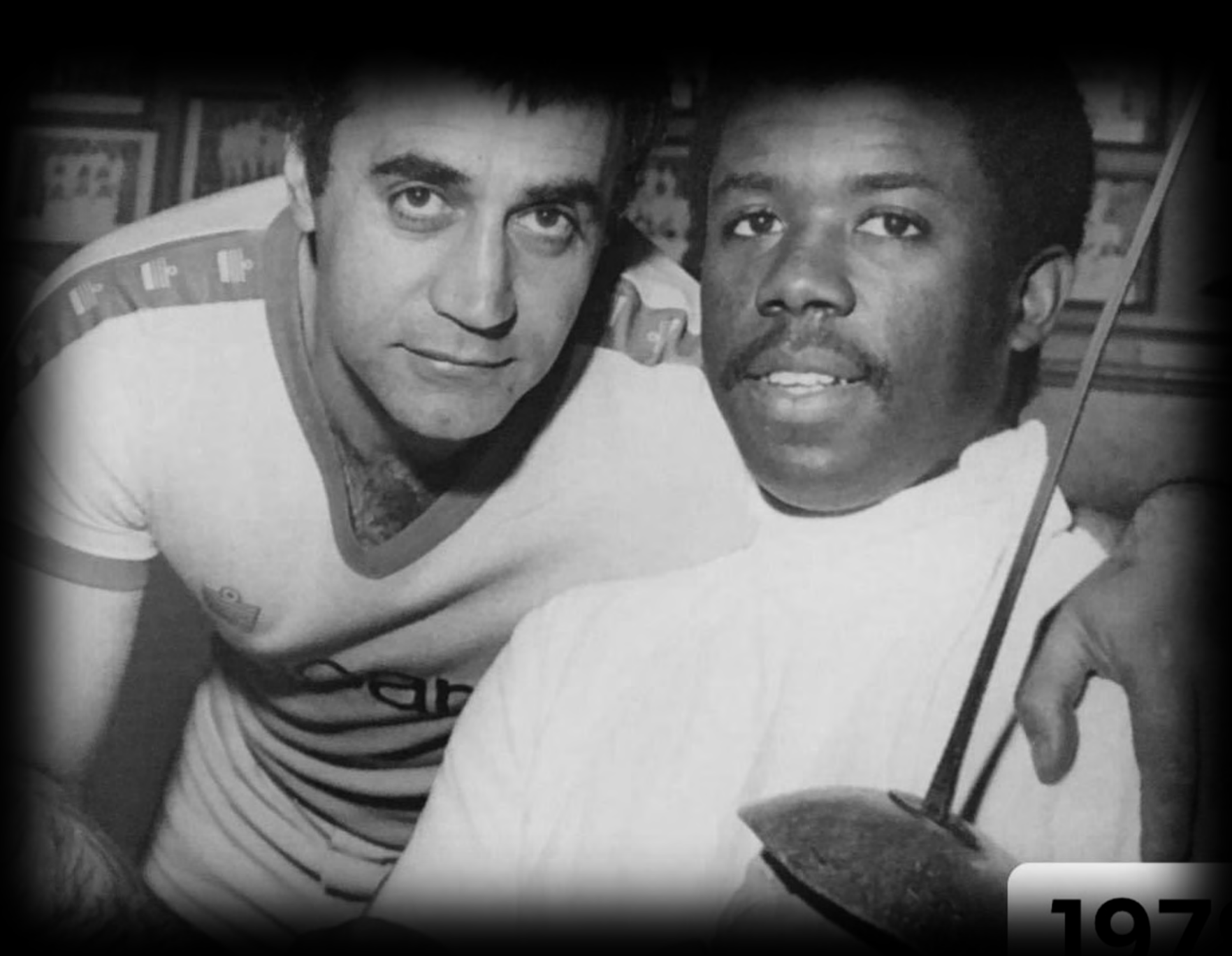
Michele Obama



How to hit a curve ball

- Study
- Training
- Practice (identify the hittable ball)
- Coaching
- “Secret”

“Let the good ones go; swing at the bad ones”



1973

Reflective Leadership

VUCA Leadership

Strategies for managing adversity

Resilience Leadership

Transformational
Resilience

Adaptive Leadership



Actions to Achieve Resilience

- Enact personal values
- Employ personal efficacy
- Invest personal energy

Action

Successful Outcome

Increased Resilience Capacity for Future Adversity

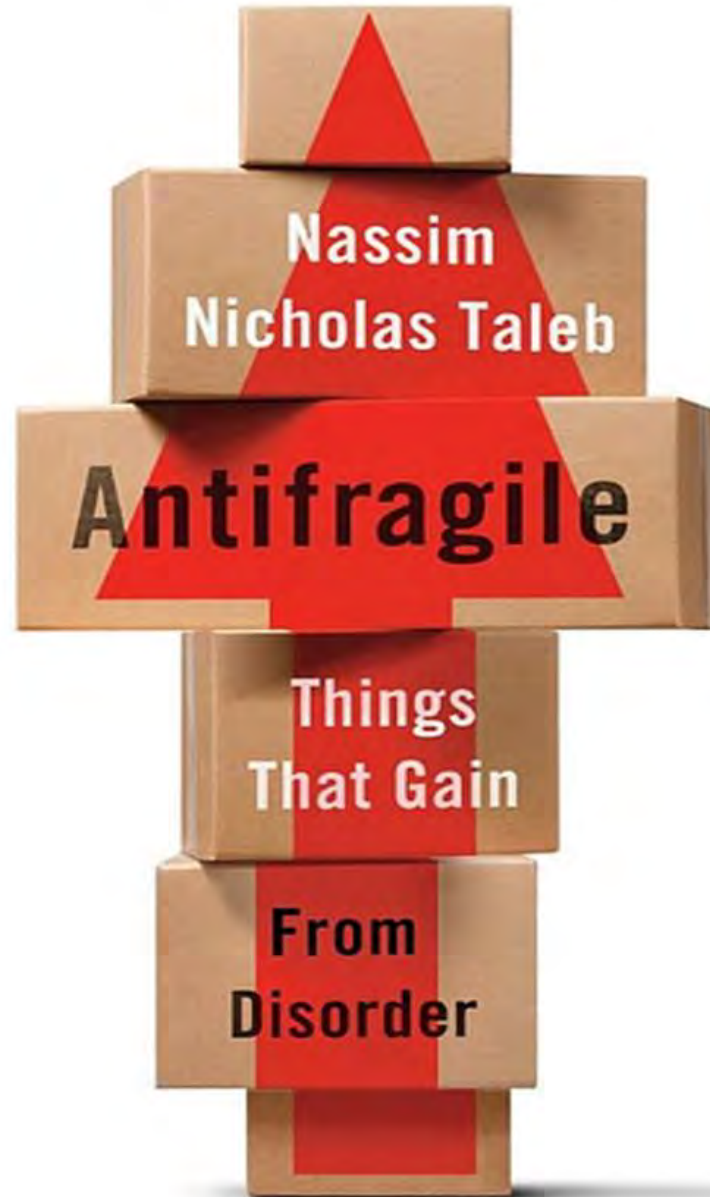
- Strengthened personal values
- Strengthened personal efficacy
- Strengthened personal energy

Transformation Phase

• • • • •



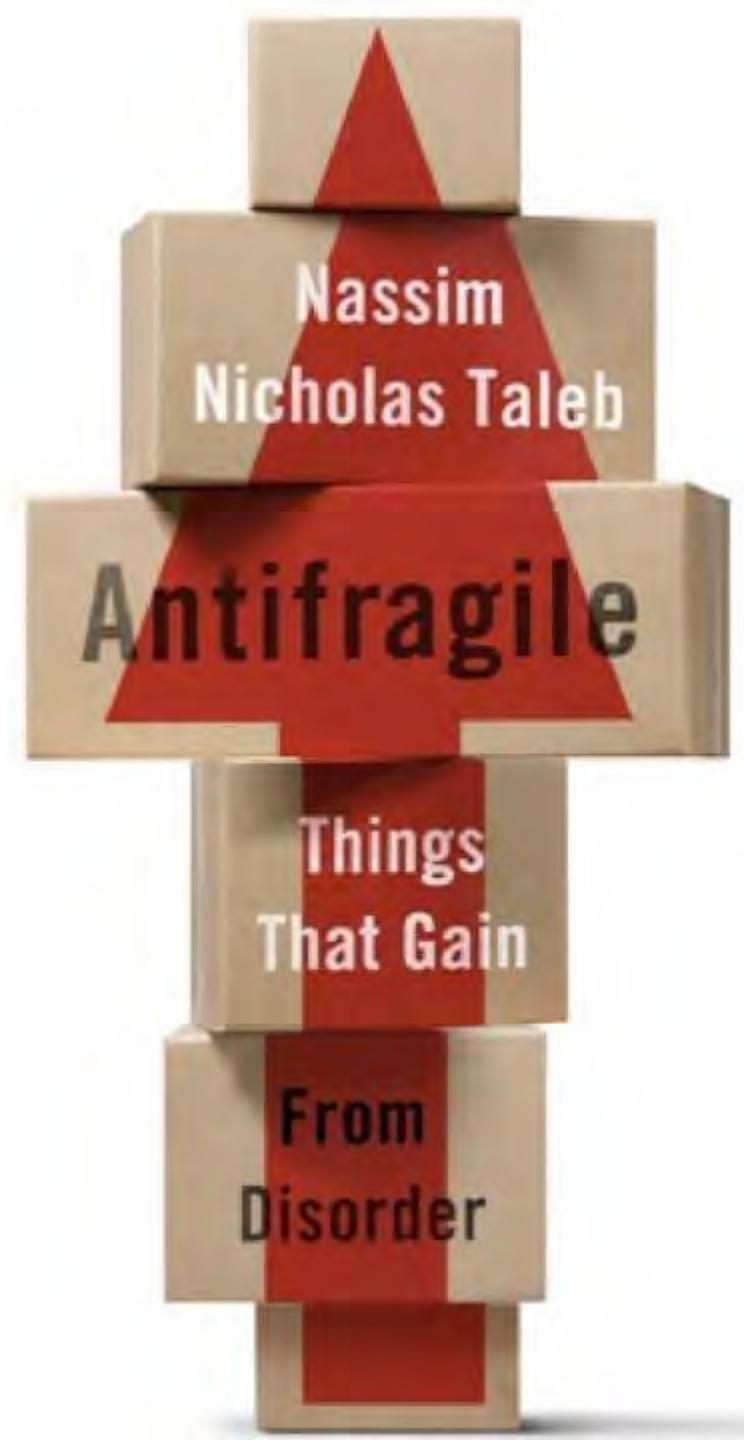
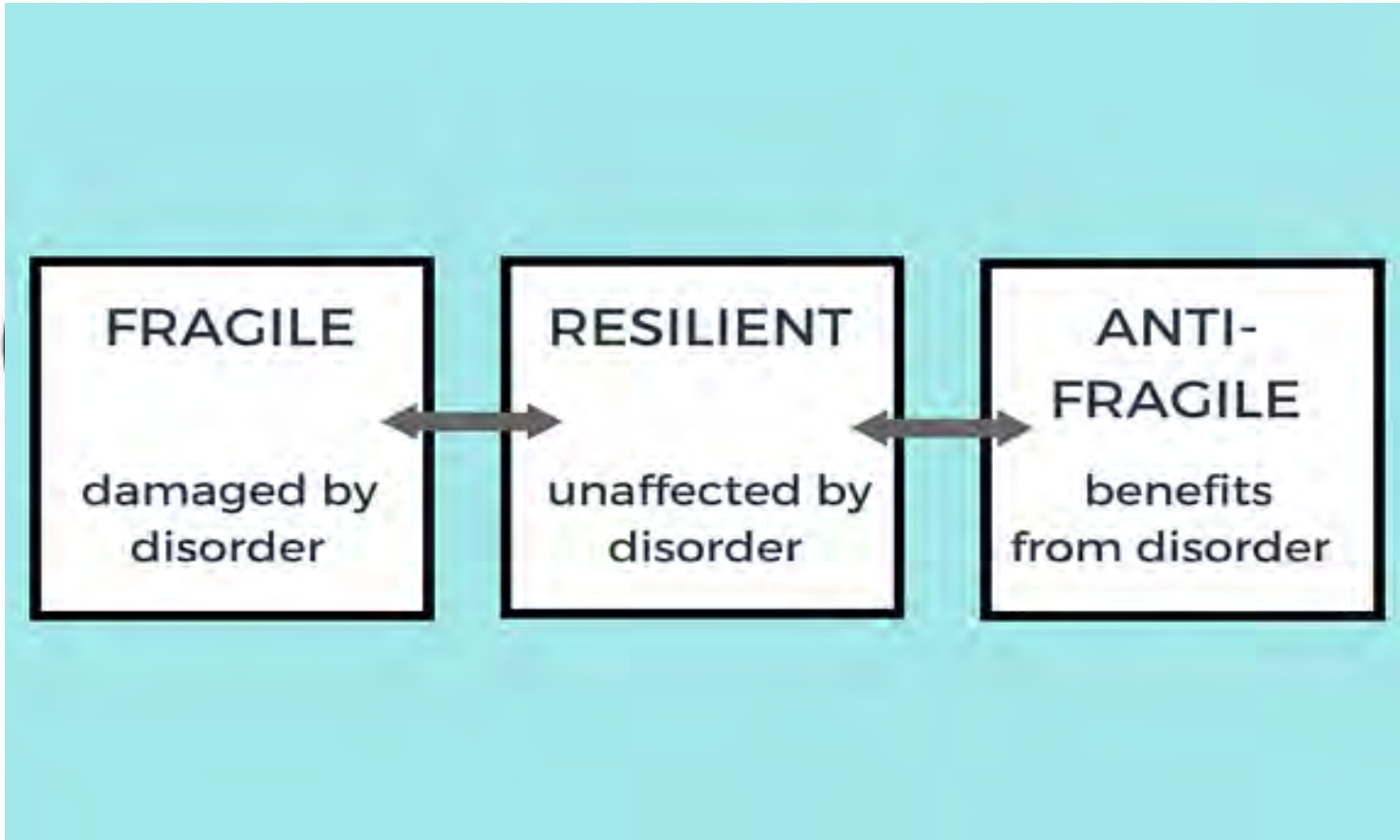
NEW YORK TIMES BESTSELLING AUTHOR OF
THE BLACK SWAN



Fragile

Robust

Anti-Fragile





Antifragility is beyond resilience or robustness. The resilient resists shocks and stays the same; the antifragile gets better.

— Nassim Nicholas Taleb —

AZ QUOTES

Anti-fragile Leaders

High level of self-awareness and emotional intelligence

- Manage not only with data but with humanity
- Challenge existing ways of thinking
- Decentralize decision-making
- Deep listeners and great facilitators leverage collective intelligence
- Create an environment that stimulates creative thinking and experimentation
- Encourage an attitude of failing fast and often
- Open to the outside world, anticipate trends and innovate to respond

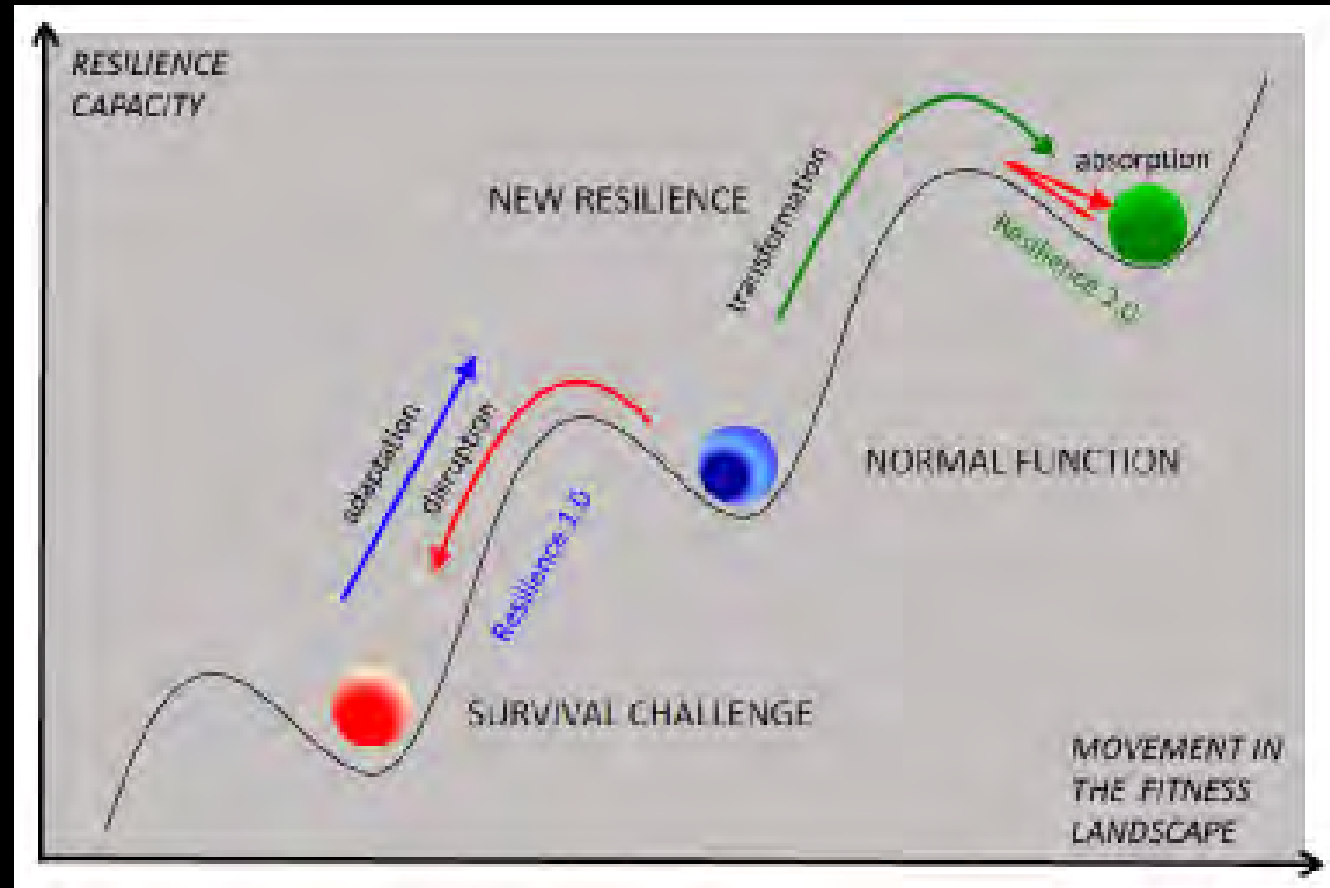
**...the world breaks everyone, and
afterward.**

**Many are strong at the
broken places.**

Ernest Hemingway

Transformative Resilience

Transformative Resilience



Bounce Back

Bounce Forward

TYPE R





Massimo Bottura
3-Star Michelin Chef



**Oops, I Dropped the
Lemon Tart**

Type R Leaders

- Adaptability: “Pivot”
- Healthy relationship to control: “Self-awareness”
- Continual learning: “Curiosity”
- Sense of Purpose: “North Star”
- Leveraging Support: “Networking”
- Active Engagement: “Resolve”

Type R Leaders

- Create Transformative Resilience
- Oriented toward forward motion & growth
- Acknowledge challenges and shortcomings
- Use these to change
- Reframe challenges to cultivate hope
- Hope put into action creates purpose, change and innovation

Tenure Track

Black Tax

Protected
Time for
Research

First Job/Asst

Research Package

Professor

High clinical service
load

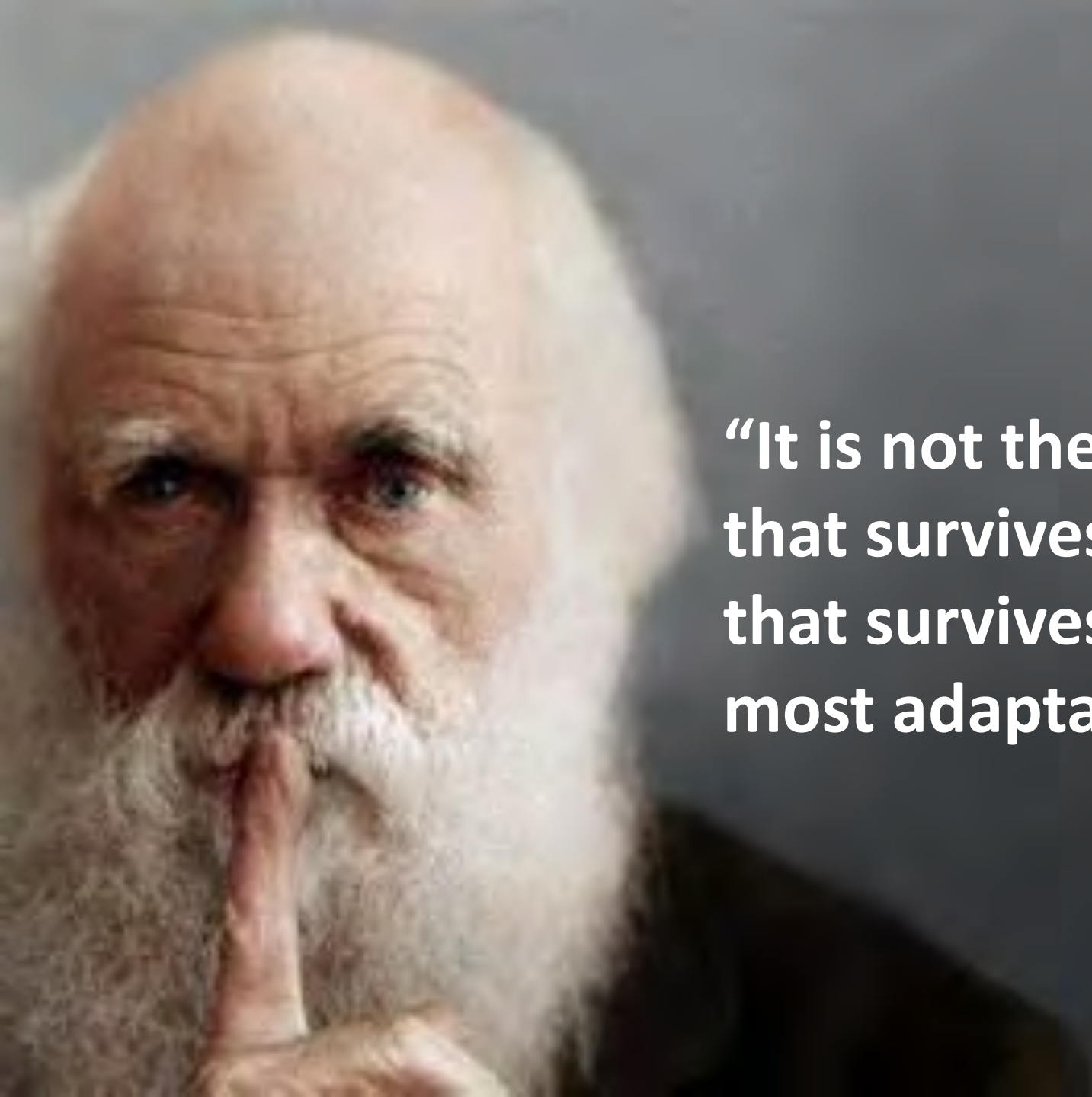
Opportunistic
Mentorship

No
Sponsorship

Low
expectations

What did I learn?

- Adaptability
- Attitude (avoid frustration)
- Networking outside the institution (nationally/community)
- Chose your crew carefully (mutiny on the bounty)
- Difference between a mentor and a sponsor
- Importance of self-directed learning in leadership



“It is not the strongest of the species that survives, **nor the most intelligent** that survives. It is the one that is the most adaptable to change.”

– Charles Darwin

Institutional
Politics

Cultural misfit

“Rocky Moon
Landing”

Many unfulfilled
promises



Opportunistic
Mentorship

Subliminal
Politics

Place holder

Many
unfulfilled
promises

What did I learn?

- Culture/Terroir
- Altitude (air gets thin)
- Networking outside the institution (nationally/community)
- Leadership can get lonely
- Importance of a good coach
- Benefits of formal leadership training
- Humility & Hope

THE MAP
IS NOT
THE
TERRITORY



VUCA

- Warren Bennis, leadership Guru, & Burt Nanus (1987)
- US ARMY War College adopted term for military in Mid East
- “Buzz-word” business phrase to characterize unpredictability
- Provides insight and foresight to understand system failures by critically assessing past and future states
- Establishes a framework for planning (leading), and execution (management)
- Preparation, anticipation, transformation and intervention



VOLATILITY UNCERTAINTY COMPLEXITY AMBIGUITY

- **V**olatile: rapid and unexpected change
- **U**ncertain: indefinite/inconstant and unpredictable
- **C**omplex: highly variable and matrixed, labyrinthine
- **A**mbiguous: doubtful, unclear



FIT YOUR OWN OXYGEN MASK FIRST

You're no use to anyone if you're running on empty.
Caring for yourself first is often the
best thing you can do, in order to help others.
It isn't selfish, or egocentric.
Just really good advice.

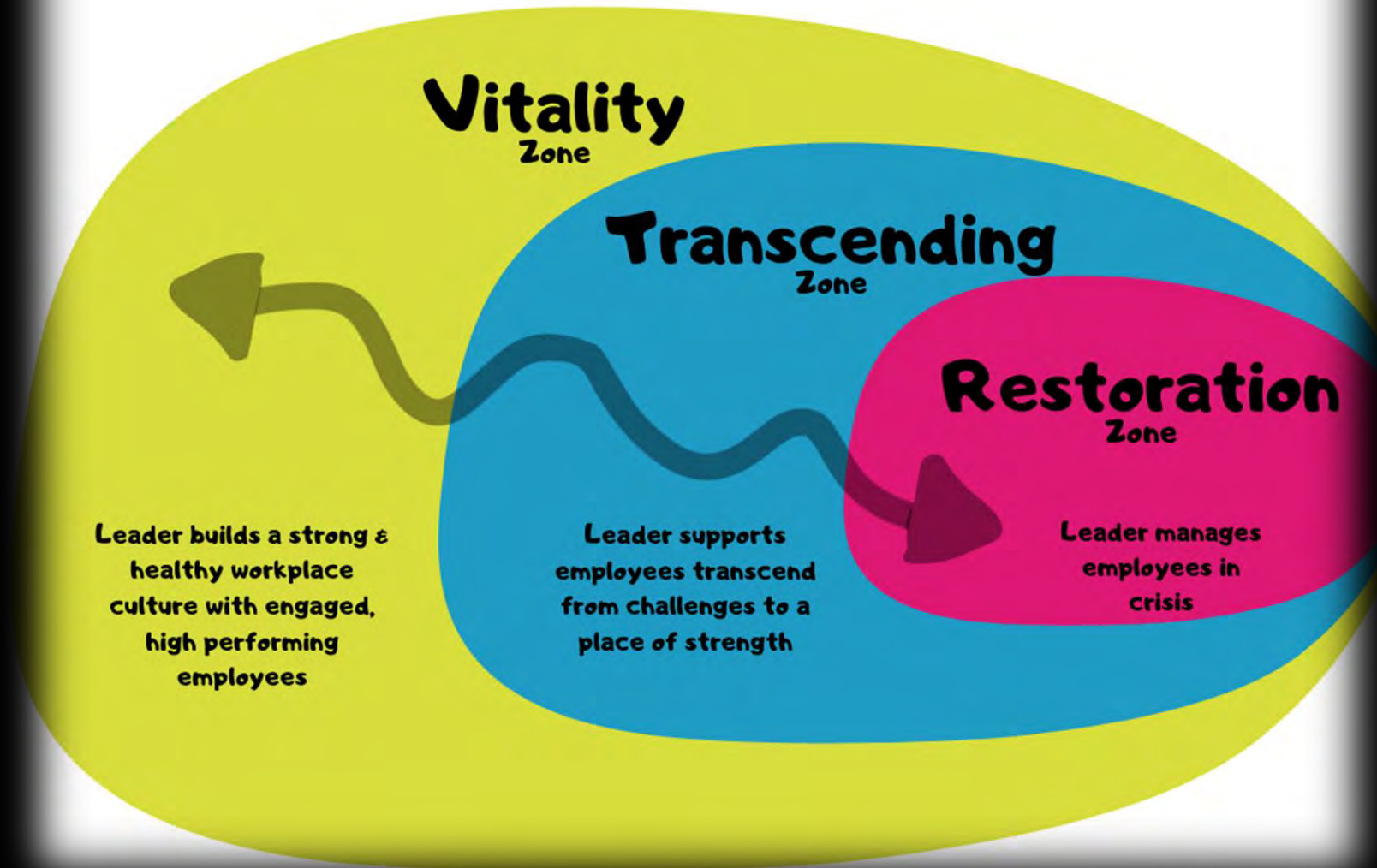
BOSS WHITMAN
CEO & PRESIDENT, HP

#BOSS
#BOSSWOMAN



Leading Others Through Adversity

The Leader's Path in a Healthy Workplace



Leading Others Through Adversity

1. Culture: Flat hierarchy/democratized allows flexibility, agility and decision making
2. Purpose/Values Driven: clear priorities w/ unity around a common purpose; establish camaraderie w/ group pride
3. Connection: cultivate social nature of team; “work family,” create a sense of fun and community
4. Empowerment: ownership
5. Narratives: success, unity, triumph become anchors for our group history, create meaning.

Barksdale Approach to Adversity

- #1. Separation
- #2. Reflection
- #3. Submersion
- #4. Possession
- #5. Evolution
- #6. Education
- #7. Transformation

Barksdale Approach to Adversity

Separation



NBC NEWS

Obama finds



Barksdale Approach to Adversity



Reflection



Barksdale Approach to Adversity

Submersion



Barksdale Approach to Adversity

Possession



EVOLUTION



*“...the illiterate of the 21st century won't
be the ones who can't read and write but
those who can't learn, unlearn and relearn”*

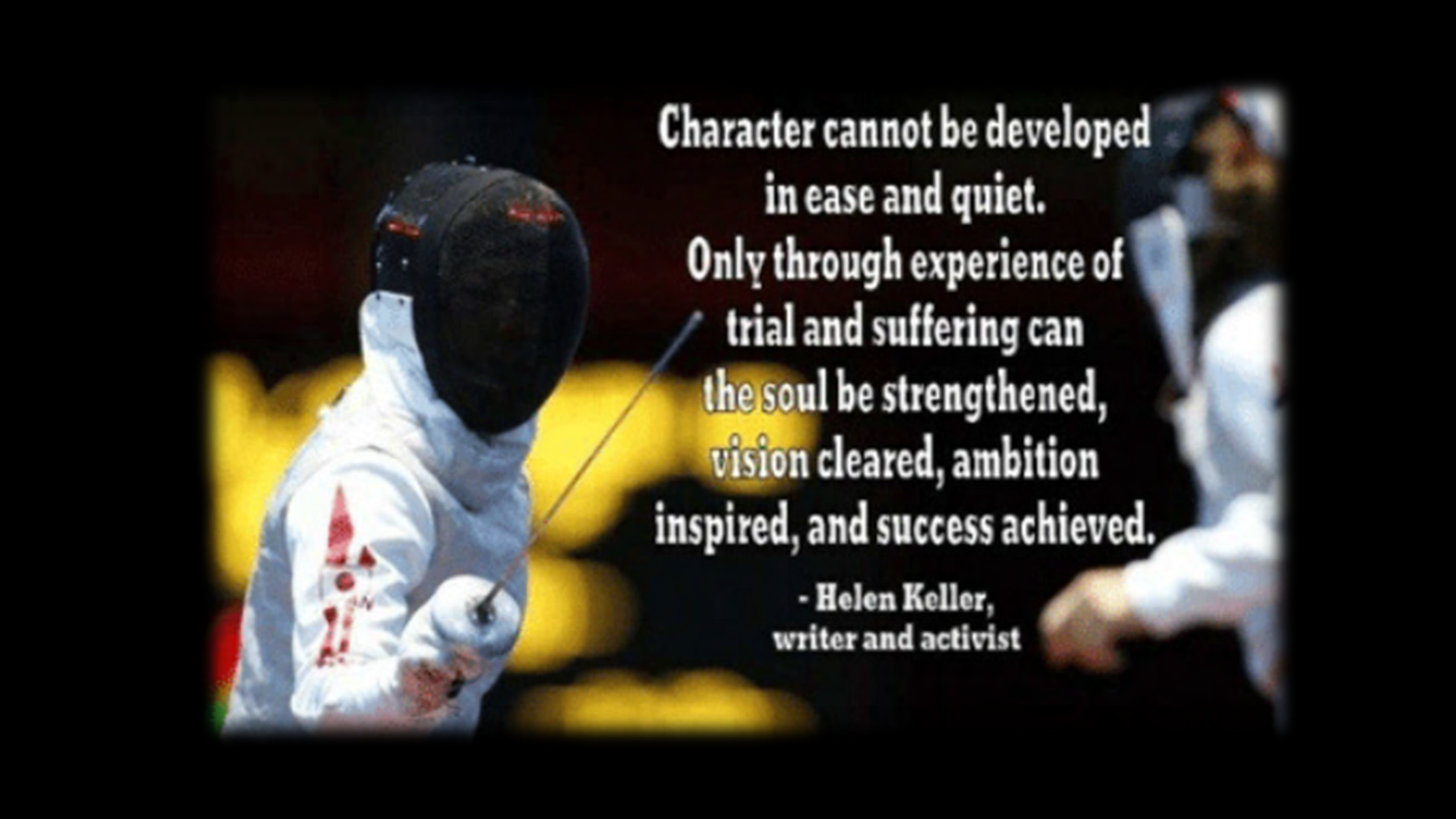
-Alvin Toffler

Major factor in whether people achieve
expertise is not some fixed prior ability, but
purposeful engagement.

Robert Sternberg







**Character cannot be developed
in ease and quiet.**

**Only through experience of
trial and suffering can
the soul be strengthened,
vision cleared, ambition
inspired, and success achieved.**

**- Helen Keller,
writer and activist**

