American Association of Physicists In Medicine
“Leadership Tuesday”
Session 1: Empathy

Tony Cucolo, Jackie Zoberi and Gene Carderelli
Summer 2019

Icebreaker

Your name.
Where you grew up.
Your institution or organization.
What you do (not your job title).
Your favorite movie of all time.

Leadership Primer
It’s Leadership Tuesday! What do you mean by “Leadership”?

Almost as many definitions of leadership.
“Someone who directs the actions of willing followers…”
“Motivating a group to achieve a goal…”
“Influencing and inspiring people to overcome a challenge…”
“Guiding others to complete a task…”
“The capacity to translate vision into reality…”
“The art of getting someone else to do something you want done because s/he wants to…”

(Please note: all complete sentences in quotes throughout this product are uncited merely to minimize distraction; they are not mine nor do they represent original thought from me.)
And then there’s that stark difference between leadership and management:

“You manage things; you lead people.”
“Managers do things right; leaders do the right thing.”
“Managers take people where they want to go; a leader takes people where they don’t necessarily want to go but ought to.”
“Managers maintain status quo; leaders challenge status quo.”
“Managers have subordinates; leaders have followers.”

“Leadership is the process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.”

A thought about how to improve your leadership ability...
Harden Your Soft Skills

Key Skills of Successful Leaders

- Enterprise Vision
- Intellectual Curiosity
- Empathy
- Selflessness
- Humility
- Courage

Enterprise Vision

Intellectual Curiosity
Selflessness

Humility

Courage
The Importance of Empathy

- Last and in my opinion, the most important one for leading groups in the 21st Century.
- This is the ability to put yourself in others’ shoes and identify with and understand their situation or condition...and have compassion for them as appropriate.
- If applied naturally and universally to those you lead and all with whom you interact, it furthers a climate of openness, approachability, and accelerates the willingness to form a team.
- This one you have to practice and grow; it will change in you over time.
- If empathetic, you cannot help but be a better mentor – people will flock to you, want to be a part of your organization...because empathy makes you reflexively “lift as you climb.”

Old School/Not Effective:
Title/Position + Responsibility + Authority = Leader

21st Century/Effective:
(Responsibility + Authority) x (Respect + Trust) = Leader

Responsibility and Authority are given.
Respect and Trust are earned.
What brings about Respect and Trust?
• V+E = R+T
  – Showing Vulnerability and leading with Empathy get you the respect and trust needed to effectively lead teams to the highest level.
• Vulnerability – feeling of fear or shame; fear of not being good enough; feeling you are exposed to attack.
• Empathy -- a desire and ability* to understand others’ feelings and point of view.

*prove by word and deed or action

How to practice and grow empathy:
1) Avoid sympathy
2) Apply a simple formula: “listen, confirm, ‘act.’”

“Act”… technique: share a vulnerability in order to connect… if you are an empowered leader, “act” also means additionally you find a way to address the issue.
Relevance to the Profession
Jackie and Gene
Practical Exercise:
"Listen, Confirm, Act"

Closing thought:
You are professionals in a profession.
Always – always! -- take care of your peers, and...

“Lift as you climb.”
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